

**Statement before the House Armed Services  
Subcommittee on Oversight and Investigations**

***“AFGHAN NATIONAL SECURITY FORCES AND  
SECURITY LEAD TRANSITION:  
THE ASSESSMENT PROCESS, METRICS, AND EFFORTS  
TO BUILD CAPACITY”***

A Statement by

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**July 24, 2012  
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**Afghan National Security Forces and Security Lead  
Transition: The Assessment Process, Metrics, and Efforts  
to Build Capacity**

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It is important to note from the outset that it is as critical to assess the Afghan National Security Forces (ANSF) in terms of the broad strategic direction of the conflict as it is to assess them in conventional military terms. The ANSF cannot be assessed effectively simply in terms of training, equipment or even combat performance. In fact, the effectiveness of Afghan forces during and after Transition may well have little to do with the metrics that focus on their strength or abstract estimates of their combat capability and ability to operate without outside support.

**Assessing the Conditions for Meaningful Military Success**

No assessment system that measures performance against training, manning, or equipment benchmarks can be adequate, and the same is true even of assessments of actual performance against the enemy. Most insurgencies are won or lost not by tactical military success but by the behavior of the host country government; by its ability to maintain cohesion, by its ability to win support at the local level, by the quality of its governance, by its perceived integrity, and by its ability to compete on the level of ideology and strategic communications.

Measuring the ANSF's *ability* to fight is not nearly as important as measuring its *will* to fight – and its will to fight for the central government and not some powerbroker or warlord. In most historical cases where a government was defeated, its security forces started with major advantages in terms of their size, equipment, and training. In many cases, they win most direct battles initially, and sometimes seem to defeat the insurgents decisively. At the same time, the failures in politics, governance, equity and economics that led to the insurgency in the first place continued.

The security forces mirror image the corruption and weaknesses of the government they served, often committed abuses equal to or greater than those of the insurgents, and had no ability to “win and hold” on a lasting basis. The Maoists won for these reasons, so did the insurgents in Nepal, and so did the Taliban. The Taliban recovery between 2002 and 2010 occurred for the same reasons.

Every aspect of transition in Afghanistan, and every aspect of a realistic assessment of the Afghan security forces, must be shaped by honestly assessing how serious these problems really are at each stage of transition and in the years beyond. “Spinning” positive reports to the neglect of real problems at the strategic level is a recipe for defeat regardless of how well the ANSF perform militarily.

These problems will not go away even if there is some form of apparent peace settlement. Outcomes in both Cambodia and Nepal are recent warnings that peace can be just as cosmetic and unreal – albeit in very different ways – as it was in Vietnam and that a peace settlement in no way ends the problem of creating an effective mix of governance and a security forces. Afghanistan was the subject of several international and national peace agreements from 1988 to 1993 even as the state collapsed into a brutal and chaotic civil war.

Moreover, all of our assessment, aid, and governance systems must now adapt to rapidly diminishing ISAF troop levels over the next two years. Freedom of movement will become much more difficult throughout the country. This will cause a ripple of negative effects: implementing – and verifying – aid projects outside of the Kabul area will become much more difficult; improving – and monitoring – governance outside of Kabul will be equally difficult; with far fewer route-clearance capabilities, even military travel will become problematic.

Lower ISAF troop levels will also make data collection more difficult at all levels – from ANSF development, Afghan governance, and Rule of Law -- to basic security metrics such as enemy attacks and IEDs. ISAF troops are our eyes and ears on the ground. If the ANSF and other Afghan actors do not learn to collect and report on a whole host of metrics, we will be increasingly blind and deaf.

### **Assessing the Assessment System**

The US has long had problems in honestly and realistically assessing the Afghan, Iraqi, and even South Vietnamese forces that it has trained. US assessment systems have been consistently inaccurate in measuring loyalty, unit cohesion, corruption, COIN capabilities (as opposed to conventional capabilities), and the military’s ability to sustain itself without US help.

Past US failures in this area have not been ignored, however, and the Commander’s Unit Assessment Tool (CUAT) for assessing the ANSF represents our best effort yet at accurate evaluation. In particular, the classified parts of the CUAT system seem to offer a more realistic approach than the old Capabilities Milestone (CM) system.

The CM system was a “plant gate” system that largely worried about manning levels, equipment and supply levels, and punching training tickets, but not about what happened in terms of real world unit performance and loyalty. It had real value in creating a force that was largely sustained and supported by the US and its allies, but little value in measuring real world potential for Transition. The CUAT system is at least supposed to measure actual combat performance and examine issues like political alignments, corruption, and ties to warlords and power brokers. Yet the CUAT system does not place enough emphasis on these factors, and does nothing to eliminate the pervasive positive bias that has hindered previous assessment systems.

## **Focusing on Political and Ethnic Loyalties, Corruption, and Factional Divisions**

Manning, equipment, and training alone have never been fully sufficient measures of quality in the Afghan security forces. This is particularly true of police and local paramilitary units in developing and corrupt states with weak governance, as is the case in Afghanistan. Even the regular Afghan military forces, higher command systems, and the Ministry of Defense present major problems in terms of unity, leadership, corruption, loyalty, and abuses that alienate the population.

These are problems that US and other outside military trainers now tend to minimize in public, and trainers – as distinguished from mentors/embeds/partners -- are not charged with addressing. They are, however, “win or lose” realities in the field. As our recent experiences in both Iraq and Afghanistan have shown – and the broader history of counterinsurgency makes clear – the most effective combat units can become part of the problem rather than the solution if they become tied to rival power brokers or factions, or become caught up in ethnic and sectarian struggles.

Different forms of this mix of corruption and factional alignments have already had a critical impact twice in modern Afghanistan. Divided loyalties helped lead first to the Soviet intervention, and then, after their departure, to the years of self-destructive civil war that were crucial to the Taliban’s creation and eventual success. The Soviet-backed government fell apart in 1992 partly because of the re-emergence of ethnic, regional, and tribal divisions within the Afghan security forces. Even high level military officers and government officials left to join the same Pashtun, Tajik, or Hazara Islamist militias that they had only recently been fighting against. The threat that similar divisions could split the current Afghan central government must be taken seriously, given the rise of a new Northern Alliance and factional divisions among Pashtuns

## **Treating Assessment of the Military Differently from Other Elements of the ANSF**

Each element of the ANSF will need to be assessed separately in order to effectively identify challenges and needs during Transition. There is no value in discussion about the total ANSF and its total cost, or in focusing on largely arbitrary goals for future total manning before and after Transition. .

Consider how the ANSF is actually structured. With forces near their current goal of 352,000, their total authorized strength was 344,108 on April 30<sup>th</sup>. However, only a total of 194,466 (57%) were military – including 7,809 ANA Commandos, 646 ANA Special Forces, and 5,541 Air Force. The rest – a total of 149,642 (43%) were police with very different functions, plus large numbers of Afghan Local Police (ALP). Additionally, there was no clear plan to create enough men in the Afghan Public Protection Force (APPF) to replace virtually all private security contractors.

The police have only one comparatively small element that is really intended to fight as a paramilitary force: The Afghan Civil Order Protection Force (ANCOP). It is the capacity of the various elements of the Afghan military to replace US and allied forces during 2014-2020 (the first real world date full transition might take place for the ANSF is 2016-

2017) that will determine the Afghan government's ability to defeat the Taliban and other insurgents.

The force elements that will be in combat must be supported by an effective MoD, effective C4I capabilities, effective IS&R, effective trainers, and effective O&M and logistical sustainment. Much will depend on the level of future fighting, but assessments must focus on their ability to actually secure every area where transition occurs and to defeat the insurgents militarily. It must also shift from a Kandak or small combat unit-focused system to a force-wide assessment system that reports on every aspect necessary to measure the ability of the regular military to perform their function.

At the same time, the assessment system must still look beyond combat performance, particularly by early 2014 onwards. The military can divide along regional-ethnic-sectarian lines, and by power broker/warlord. Military corruption can occur at every level from the Ministry to the Kandak and small unit.

The hoarding of ammunition and supplies, the effective "selling" of combat services, political favoritism, bypassing the chain of command at the political level, the selling of positions and promotions, and creating substructures to obtain money and privileges that bypass the formal command structure are problems affecting most military forces in the developing world.

This corruption and politicization within the regular military can be self-defeating. History shows that it is all too easy for such problems to spiral out of control if money and outside support become a critical problem. This happened with the Kuomintang against the Maoists, it happened to a lesser degree in Vietnam, and it occurred with remarkable speed in Iraq as the US forces withdrew – with the selling of promotions and positions in previously relatively clean units beginning in a matter of months.

The old warlord structure of Afghanistan had many elements of these problems, compounded by competition over lucrative sources of revenue such as transport routes, drug production, and access to external sponsors. Conflict over resources can reoccur all too easily if the US and its allies cut spending, training, and mentoring too quickly.

Moreover, a combination of poor leadership, economic crisis, and ethnic and sectarian divisions may contribute to the weakening of the Afghan state. Accordingly, a meaningful assessment of the performance of Afghan forces – even the regular military – must focus on tribal, ethnic, and factional loyalties along with the prevalence of various forms of corruption.

### **Making Separate Assessments of Paramilitary, Police, Local Police and Security force Forces**

The present system for reporting on progress in the police is almost solely oriented towards force generation and support of counterinsurgency. The system that ISAF uses to assess the ANP (which is nearly identical to the ANA assessment system) overstates the capabilities of the police, because it focuses on manning, equipping, and training – instead of focusing on more important factors such as corruption, loyalty, and the functioning of the justice system. The ANP is essentially being trained to become a light paramilitary COIN force, with little in the way of traditional police training. In most areas, the police are not linked to a functioning justice system at all.

Assessments of the Afghan police must reflect the fact that they face distinct challenges and fulfill different functions from the military. With the possible exception of the ANCOPs, the pressures for corruption and politicization are far greater at every level from the Ministry of the Interior down to the local police. There are many honest and effective Afghan officials and police, but the system rewards political loyalty and corruption with little meaningful control or punishment.

Compared to the military, the various elements of the police are tied far closer to factional politics and local government, and have far more opportunity to take bribes, pursue personal vendettas, and abuse the population. This is far more likely where governance is not present, is weak, or is corrupt – particularly if police forces are not local, are not properly protected and supplied, become independent local forces, and/or become tied to power brokers, insurgent factions and narco-traffickers.

The police had 149,642 personnel as of April 30, 2012. These were divided into very different elements, each of which has to be assessed separately. The police as a whole had some 17,442 ANCOP. The Afghan Border Police or ABP had some 27,972 personnel, and are the most corrupt element of the police. The regular Afghan police – or Afghan Uniform Police -- had 85,434 personnel, including 25,195 officers, 39,943 NCOs, 77,653 patrolmen, and 6,851 initial entry trainees.

In addition – and outside the force goal of 352,000 for the ANSF -- were 12,660 personnel in a growing Afghan Local Police (ALP) whose future levels and resources are increasingly uncertain. The training and creation of another police-like force, the APPF, had undergone many major problems, but there were 6,558 trainees as of the end of 2011.

No reputable or meaningful assessment of these forces can lump them together or separate them from the overall context of the political structure of the country during transition, the quality of governance, and the functioning of the justice system.

Each element of the police and the other civilian security forces perform a far wider range of functions than the military, and must be fully integrated with the civil government and justice system.

This is a major challenge, and one that will create massive problems for a successful transition because the broad failures in virtually every aspect of the rule of law program, the limited span of effective control of the central government, and the Taliban's de-facto enforcement of its own justice system in many troubled areas.

The regular police, and the local police, also need local governance and services, an effective on-the-scene mix of formal and traditional justice, and detention facilities – if transition is to succeed without reverting to a violent contest for power between tribes, factions, and ethnic groups, resulting in gains for insurgents and local warlords alike. In far too many areas there is no effective governance backing up the Afghan police, with little chance of meaningful progress before 2014, or at any predictable time thereafter.

These are areas where the few unclassified metrics that actually measure the quality of governance, police, courts, and aid at the provincial and district levels now have little or no transparency and very uncertain credibility. They are also areas where the unclassified assessment in each stovepipe are "spun" to report exaggerated levels of success. In

practice, however, assessing Transition for the Afghan police forces without making an assessment of the progress in combining governance, justice, and policing is an exercise in futility.

### **Mapping Transition in Credible Ways Instead of Claiming Province-wide or District Wide Success**

Furthermore, a meaningful assessment cannot claim blanket success for an entire province or district when there are substantial areas with no effective governance, justice system or policing. It is necessary to map areas of influence and operations, and do so without coloring large areas where only a few “ink spots” of success really exist.

There is a critical need to monitor progress by at least estimating the interaction between the credible presence of governance, police, and a justice system at the local level, and particularly in the key provinces and districts where there either is an active insurgent threat or a significant insurgent presence.

This will be particularly important in assessing real world capability to transfer responsibility. It is one thing to “transfer” provinces that are so secure that the transfer has no real meaning. It is quite another to transfer areas where the different elements of the ANSF face real threats. Moreover, even in “secure” areas, “secure” is defined largely in terms of the overall level of military activity and not insurgent presence, influence, control ratlines or tactical sanctuaries.

The only way to know whether the ANSF is effective is to focus on the areas where it needs to be effective and rate its performance over time as Transition actually occurs. The US and ISAF should not repeat the politically cosmetic transfers that occurred during the Iraq War – where the most serious fighting in Basra during the entire war occurred after the transfer of the province – only to be followed by the “Charge of the Knights” and a sudden need for massive US intervention. The Afghan military is not as capable as its Iraqi counterpart was in 2008, and if they are forced into a premature Basra-type battle on their own, they may not win.

### **Follow the Money, the Trainers, and the Mentors, and Integrate Assessments of Allied, and ANSF Efforts**

For similar reasons, assessments of the various ANSF branches need to consider how well they are financed and supported by trainers and mentors. There needs to be a much more integrated effort to directly link Afghan progress and effectiveness with outside support, and to show the trends in reducing the need for outside support over time. Current reporting systems do not seem to make this linkage in any credible way.

It makes no sense to talk about \$4.1 billion funding for the entire ANSF, to talk about pledged trainers as if they were actually on the scene or certain to come, and to talk about cuts from a total of 352,000 ANSF in 2014 to 228,500 in 2017. These gross oversimplifications are simply not credible. No one can predict the conditions that should shape the future size and funding of each element of Afghan forces, and discussing total manning and funding for the ANSF is little more than statistical nonsense.

The current lack of any credible open source data on the plans for developing the ANSF through 2014 and beyond undermines the credibility of ISAF, NTM-A, and US plans – and raise serious questions as to whether credible, fundable, and staffable plans actually exist. It should be stressed that the transparency and credibility of such plans is an absolutely essential part of an effective assessment as well as an essential part of any credible effort to win sustained Congressional and public support for the ANSF over time. As yet, no element of such plans is public and no credible public reporting of any kind has emerged on such efforts from NTM-A or any other body.

### **Assessing How ANSF Development Impacts on the Broader Economics of Transition**

The problems involved in shaping and funding the complex mix of Afghan army, regular police, local police forces, militias, and contract or APPF security forces would be less important if they did not coincide so directly with efforts to create a broad transition to ANSF security operations far more quickly than previously planned. The fact is, however, that the transition to reliance on Afghan forces now has to be much quicker than US, ISAF, and NTM-A planners counted on even a year ago, and will have far less outside funding.

Moreover, the success of every element of the Afghan security forces is essential to creating a secure enough climate for the Afghan economy to function and develop, and to create significant outside investment. It is also an essential part of any successful transition plan to sustain aid and economic advisory activity in the field as US and ISAF forces are withdrawn and aid workers and PRTs are removed.

This means that plans to deal with the civil aspects of transition in the Afghan economy must be integrated with plans to develop the ANSF, and the same is true of assessments of these plans and progress in actually implementing them.

At the same time, assessments of governance and economics must take explicit account of the probable level of security in given areas as outside military and aid workers depart, as well as who can provide security for domestic and internal ventures.

These are not casual issues. Local security may be lacking in key parts of Afghanistan until long after 2014 – barring some “peace” arrangement that gives insurgents de facto control over high threat areas. An aid or economic plan that ignores the fact that the nation is at war and that key areas are likely to remain so long after 2014 has neither practical value nor credibility.

### **Measuring Transition in Net Assessment Terms**

Finally, it is time to stop making separate assessments of the ANSF and the insurgent threat, and to start explicitly assessing areas loyal to or controlled by given power brokers and warlords.

As long as a real war exists, the ANSF should be assessed in terms of its impact on a war and not as an NTM-A force generation exercise. This means putting an end to largely meaningless statistics on enemy initiated attacks coupled to ANSF ratings of entire force elements or major units, replaced by an emphasis on understanding the trends in government vs. insurgent control at the provincial and district levels, and particularly in



key combat areas, major population centers and key areas that impact on the economy or key lines of communication.

Such assessments are key to assessing the prospects for any form of negotiated peace agreement, including identifying potential spoilers. The assessment of ANSF actions and capabilities needs to be directly compared to the success or failures of the insurgents, their ability to control or influence given areas in Afghanistan, and the extent to which they have sanctuaries and supply lines in Pakistan.

## Appendix A

### ANSF Excerpt from the “Failing Economics of Transition”

<http://csis.org/publication/afghanistan-failing-economics-transition>

ISAF and its training mission, National Training Mission Afghanistan (NTM-A), did make major progress in developing the Afghan forces after 2009, and some aspects of this progress have accelerated over time. As **Figure Twenty-Nine** shows, it may be possible to expand the different elements of the ANSF to over 352,000 men during the period of transition. This is uncertain, however, given the current problems with attrition and AWOLs shown in **Figure Twenty-Nine**, the lack of suitable numbers of expert outside trainers, and the uncertainty as to whether the funding will be available to field so large a mix of military and police forces for any length of time.

In any case, successful transition will also depend more on creating a force that is affordable and effective than one that is large. Current plans talk about a future force level of 230,000 and a budget reduced to around \$4.1 billion a year, but it is not clear such plans will be put into practice, how the current force goals will be adjusted, what budget will actually be available, and how much the Afghan government can spend of its own revenues. The security situation remains unpredictable, as do the challenges posed by peace negotiations, and the police effort presents special problems both because of corruption and because it is being developed without a matching real-world justice system and Afghan government presence in the field.

It is unclear whether the US and its allies are willing to fully fund the necessary development and support effort through 2014 and for as long as it takes after this time to achieve lasting security and stability – a truly massive funding effort that so far has dominated total aid expenditures in Afghanistan.

#### *Transition and the Regular Armed Forces*

Unless far more progress is made towards a real peace than now seems likely, a successful transition will be equally dependent on major training and partnering efforts that last well beyond 2014 and possibly to 2020. This will be critical to give Afghan forces quality as well as quantity, limit the impact of corruption and power brokers, create an Afghan Air Force that is not scheduled to have even basic force size and equipment before 2016, and give the Afghan Army the time necessary to build up its overall structure, command and control capability, infrastructure and sustainment capability, maintenance and other services.

The *Department of Defense Report on Progress Toward Security and Stability in Afghanistan* for October 30, 2011 makes it clear that there are still many limitations to the force development effort for the Afghan National Army and Air Force:<sup>1</sup>

- Even with this progress, the growth and development of the ANSF continues to face challenges, including attrition above target levels in the ANA and some elements of the ANP, leadership deficits, and capability limitations in the areas of staff planning, management, logistics, and

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<sup>1</sup> [http://www.defense.gov/pubs/pdfs/October\\_2011\\_Section\\_1230\\_Report.pdf](http://www.defense.gov/pubs/pdfs/October_2011_Section_1230_Report.pdf)

procurement. The ANSF continues to require enabling support, including air (both transport and close air support), logistics, ISR, and medical, from coalition resources to perform at the level necessary to produce the security effects required for Transition. The influence of criminal patronage networks on the ANSF also continues to pose a threat to stability and the Transition process. Further, the drawdown of U.S. and international forces increases the risk of a shortfall of operational partnering resources, which could reduce the ANSF-ISAF operational partnership and may impede ANSF development (p. 4).

- Successful Transition of the lead for security responsibilities to the ANSF is heavily dependent on a healthy, sustained partnering and advising relationship. These security assistance relationships create the conditions by which ANA and ANP forces can develop and become effective in defeating the insurgency, providing security for the local population, and fostering legitimacy for the Afghan Government. These relationships provide the ANSF with the ability to operate in a complex, counterinsurgency environment while also providing operational space and timing to man, equip, and absorb critical training. As the ANSF continues to grow and the U.S. and coalition forces begin to draw down, the gap between the requirements for partnering and available resources will grow. This gap threatens to undermine force development and may pose a risk to the Transition process. As a result, IJC is currently reviewing all partnering relationships to align with projected force levels and ensure resources are used to the greatest effect in the areas where they are most needed. As of September 30, 2011, there are seven critical shortfalls for the ANA and 88 shortfalls in the ANP in focus districts (31 AUP [Afghan Uniformed Police], 22 ANCOP [Afghan National Civil Order Police], and 35 ABP [Afghan Border Police]). These shortfalls do not account for U.S. forces departing theater without backfills due to the ongoing surge recovery, and shortfalls are expected to increase as U.S. and coalition forces continue to draw down (p. 40).
- As of September 2011, the MoD is assessed as requiring some coalition assistance to accomplish its mission (a rating of CM-2B, a status it achieved in October 2010). Overall, NTM-A [NATO Training Mission Afghanistan]/CSTC-A [Combined Security Transition Command Afghanistan] anticipates the MoD moving to CM-1B by early 2013, with full Transition of most offices and functions to CM-1A by mid-2014 (p. 16).
- Although progress is being observed and assessed in a number of areas across the MoI, challenges remain that must be addressed. Civil service reform, both in personnel management and pay, is a recurring deficiency, both in the MoI and the MoD. The September 3, 2011 Ministerial Development Board recommended that Public Affairs be held in the CM-1B testing phase until civilian pay reform is achieved. The MoI Civil Service Department remains behind schedule largely because it lacks a permanent director and empowerment to effect change, as well as adequate office space, logistical support, office equipment and Internet connectivity needed to accomplish its basic functions. The Civil Service Department also requires support from the MoI senior leadership to implement the Afghan Government Public Administration Reform Law and to include conversion to the reformed pay scale. A strong partnership with provincial governors is required to improve hiring at the provincial level. The challenges surrounding civil service reform have already impeded Public Affairs' advancement and could obstruct overall MoI capacity, progress, and sustainment (p. 18).
- Shortfalls in the institutional trainer requirements set forth in the CJSOR [Combined Joint Statement of Requirements] still exist and continue to impede the growth and development of the ANSF. CJSOR v11.0 is the current document supporting trainer requirements. As of the end of the reporting period, the shortfall in institutional trainers is 485, a decrease of 255 from the March 2011 shortfall of 740, with 1,816 deployed trainers currently in-place against the total requirement of 2,778. The United States currently sources 1,331 non-CJSOR trainer positions. In order to temporarily address the NATO CJSOR shortfall and fill the U.S.-sourced non-CJSOR requirements as quickly as possible, the United States has implemented a series of requests for information from other coalition partners, including unit-based sourcing solutions to address short-term training needs. (p. 19-20).

- In order to maintain the accuracy of personnel figures, NTM-A/CSTC-A continues to review and revise the end-strength reporting process. During the reporting period, this constant review process highlighted a failure to report training attrition, which has resulted in a large discrepancy between actual and reported ANA end-strength numbers. After agreeing upon an accurate end strength for September, NTM-A and ANA leadership implemented new policies and procedures to ensure training base attrition is accurately reported in the future. Strong leadership within the ANA Recruiting Command (ANAREC) and effective and mature processing within National Army Volunteer Centers, which induct recruits into the ANA, has enabled adjustments to current recruiting plans in order to prevent delays in achieving the objective end-strength levels. NTMA/CSTC-A continues to work closely with and support the ANA in rectifying manning issues to ensure growth to the JCMB-endorsed ANA end-strength goal of 195,000 personnel by the end of October 2012 (p. 22).
- Although recruiting and retention are continuing at a strong pace, if the high levels of attrition seen during this reporting period continue, there is a risk that the ANA will not be able to sustain the recruitment and training costs currently incurred to achieve the October 2012 growth goal. Historic trends show that attrition is seasonal, rising in the fall and winter and declining in the spring. The main causes of attrition in the ANA are poor leadership and accountability, separation from family, denial of leave or poor leave management, high operational tempo, and ineffective deterrence against soldiers going absent without leave (AWOL) (p. 22). Nevertheless, President Karzai issued a decree in April 2011 renewing the policy of amnesty for AWOL officers, NCOs, and soldiers who return to their units voluntarily until March 2012. This extension has the potential to impede the ANA's ability to decrease attrition.
- The ANA is projected to still have only 57,600 NCOs to meet a requirement of 71,900 in November 2012.
- The AAF's [Afghan Air Force] long-term development strategy includes the creation of an air force that can support the needs of the ANSF and the Afghan Government by 2016. This force will be capable of Presidential airlift, air mobility, rotary and fixed-wing close air support, casualty evacuation, and aerial reconnaissance. The AAF also plans to be able to sustain its capacity through indigenous training institutions, including a complete education and training infrastructure. The air fleet will consist of a mix of Russian and Western airframes. Afghan airmen will operate in accordance with NATO procedures, and will be able to support the Afghan Government effectively by employing all of the instruments of COIN airpower. This plan, however, is ambitious, and is indicative of the tension between Afghan Government aspirations, necessity, and affordability (pp. 31-32).
- In August 2011, the total number of reporting ANA units in the field increased to 204, and the number of units achieving an operational effectiveness rating of "Effective with Assistance" or higher was sustained at 147; alternatively, 37 units (18 percent) of fielded ANA units are in the lowest assessment categories, "Developing" or "Established," due to an inability to perform their mission or the immaturity of a newly-fielded unit. Even the ANA's highest-rated *kandak*, 2<sup>nd</sup> *kandak*, 2nd Brigade, 205th Corps, which achieved the rating of "Independent," remains dependent on ISAF for combat support and combat enablers. In locations without a large ISAF footprint, the ANA has exhibited little improvement and there is little reporting on their operational strengths and weaknesses. These units are typically located in the west and far northeast regions (p. 43).

The *Department of Defense Report on Progress Toward Security and Stability in Afghanistan for April 2012* reflected significant progress, but again showed the level of the challenges that will exist through 2014 and beyond:

- The CM rating for the MoD has not changed since it achieved CM-2B in October 2010, primarily because of the addition of new departments within the overall ministry. As of the last evaluation period, of the 47 total offices and cross-functional areas, 5 of the departments had a CM-4 rating, 10 had achieved a CM-3 rating, 15 had achieved a CM-2B rating, 9 had achieved a CM-2A rating, and 4 achieved a CM-1B rating (ANA Recruiting Command, Office of the Minister of Defense,

General Staff G6 Communications Support Unit, and 15 the Parliamentary, Social, and Public Affairs Department). (p. 14)

- Despite progress, the MoD faces a number of significant challenges. Although the MoD is less vulnerable to criminal penetration than the MoI, criminal patronage networks (CPNs) continue to operate within the MoD, particularly within the Afghan Air Force. Further, the MoD is challenged by a lack of human capital in many specialized areas requiring technical expertise, and the development and growth of talent and expertise will remain critical to ensuring the long-term sustainability of the MoD. (p. 15)
- Synchronizing the development of the MoD with the Transition to Afghan security lead throughout Afghanistan remains essential, and the MoD will need to take initiatives necessary to ensure that it is, at once, developing autonomous ministerial operations and effectively supporting the Transition process. (p. 15)
- ANSF-ISAF operations include: 1) ANA Partnered (ANA conducted the operation jointly with ISAF); 2) ANP Partnered (AUP, ABP, or ANCOP conducted the operation jointly with ISAF); 3) Joint ANSF Partnered (ANA and ANP conducted the operation jointly with ISAF); 4) ANSF Led (ANSF conducted the mission with support from ISAF). (p. 40)
- In the past six months, the number of partnered operations as well as ANSF-led operations increased. A decrease in total number of operations in January and February 2012 is attributable to the extreme winter weather across the country. The total percentage of ANSF-led operations also increased, rising from 14 percent (16 of 112) in September 2011 to almost 33 percent (31 of 95) in February 2012. (p. 40)
- The majority of reported Level 1 and Level 2 partnered operations, as defined in figure 16, occurred in Regional Commands South (RC-S), Southwest (RC-SW), and East (RC-E) between August 2011 and January 2012; ANSF-led operations typically occurred in RC-S, RC-E, and Regional Command North (RC-N). Partnered operations are generally expected to yield an increase in ANSF-led operations as ANSF unit capabilities increase. This trend is evident in RC-S and RC-E but not in RC-SW. A more thorough analysis of Cycle 13 CUAT data for units in RC-SW shows an improvement in ANSF ability to plan and lead Level 0 operations, which are not reported through formal channels. CUAT data indicates that ANSF-led operations are most frequently lower-risk operations. This conclusion is substantiated by data in Figure 15: ANSF-led Operations, which compares Level 1 and 2 operations. There was, however, one ANSF-led Level 2 operation in Khost (RC-E) in February 2012. The success of this operation illustrates the developing Afghan capacity to successfully lead operations in this sensitive border area between Afghanistan and Pakistan.
- The ANSF continues to face a shortage of NATO/ISAF trainers. The total number of required trainers is currently 2,774 – reflecting a slight adjustment since September 2011 when the requirement was 2778. This change is due to the elimination of 457 positions and the addition of 453 different positions. These changes are indicative of the evolution of the NTM-A mission as Afghans take responsibility for some additional tasks. The percentage of trainers in-place or pledged currently stands at 84 percent with a shortfall of 448 positions. The shortfall of absent trainers previously stood at 26 percent, but a Force Generation Conference hosted by NTM-A and SHAPE in January 2012 substantially lowered the shortfall to 16 percent. Figure 6 illustrates the current status of the CJSOR. (p. 18)
- While progress was not uniform across all sections of the ANA, some units, such as the Afghan National Army Special Forces, have made impressive strides, and are now very capable. Progress has been slower in other areas, such as in developing the ANA logistics capabilities, or the development of the Afghan Air Force. (p. 19)
- Using the MoD and NTM-A-agreed definition for Southern Pashtuns, this ethnic segment made up 6.6 percent of enlisted recruits during the reporting period. Despite persistent efforts, the impact of the initiatives on the security situation in the south and elsewhere remains marginal. Southern Pashtuns are defined as belonging to the following tribes: Ghilzai, Durrani, Zirak, Mohammadzai,

Barakzai, Alikozai, Achakzai, Popalzai, Panjpao, Alizai, Ishaqzai, Tokhi, Hotaki, Khogiani. (p. 20)

- Monthly attrition rates also did not meet the targeted level of 1.4 percent for the first five months of the reporting period: 2.4 percent in October, 2.6 percent in November, 2.3 percent in December, 1.9 percent in January, 1.8 percent in February, and 1.2 percent in March, for a six-month average of 2.0 percent. However, there was consistent improvement due to improvements in leadership, providing more leave to soldiers, enhanced living conditions, and pay system improvements. (p. 21)
- The pool of potential NCOs increased with continued growth of the literacy program and recruitment focus on literate candidates. A total of 8,083 NCOs were generated between October 1, 2011 and March 31, 2012, including 5,908 from the Team Leader Courses and 2,175 from initial entry 1 Uniform courses (IUC). Nevertheless, the ANA is challenged by a significant current shortfall of nearly 10,600 NCOs as well as needed growth of 6,800 additional NCOs this year. The shortage of NCOs will gradually be reduced through 2014 as experienced, qualified soldiers are identified, trained, and promoted. (p. 22)
- ANA equipment fielding continued over the course of the reporting period. However, beginning with ANA units fielded during March 2012, there will be increasing shortages of equipment, particularly vehicles, of which nearly 4,194 are currently stranded in Pakistan due to the closure of the Pakistani ground lines of communication (GLOCs). The closure of the GLOCs has had a more limited effect on communications equipment and weapons, the delivery of which continues via air lines of communication (ALOCs). Fielding priorities for the next 180 days are expected to be met if Pakistani GLOCs are restored. Fielding new equipment to units training at the Consolidated Fielding Center will remain the focus throughout 2012. As additional equipment becomes available, NTM-A will continue to backfill corps units to 100 percent of *tashkil* authorizations.
- At the national level, ANA logistics nodes are complete, and development efforts are expected to increasingly focus on improving logistics effectiveness in the coming year. On a regional level, the future structure of ANA logistics began to take shape in early 2012 as a merging of Forward Supply Depots and Corps Logistics Battalions into Regional Logistics Support Commands (RLSCs) started, with four mergers having been completed. Six RLSCs will report to the Army Support Command (ASC) of the GS, building the hub for logistical support. As a sign of Afghan development, the Commander of the ASC published the implementation plan for this effort in November 2011. Notably, the nascent logistics system successfully distributed packages of cold weather clothing and equipment to ANA units during this reporting period.
- During the coming period, logistics development efforts will focus on facilitating distribution and using completed infrastructure in order to develop an ANA logistics system better able to respond to specific requests from the ANA units. However, despite progress, the ANA is expected to lack combat enablers and logistics support for the foreseeable future. (p. 26).
- AAF plans, however, are ambitious and indicative of a need to balance Afghan Government aspirations, necessity, and affordability. As of the current reporting period, AAF capacity and capability remained extremely limited and future progress is challenged by significant obstacles, including inadequate national education and literacy levels as well as a nascent pilot training program. (p. 26)
- Corruption also remains a significant problem in the AAF, where a criminal patronage network is involved in numerous illegal activities. ISAF and the Afghan Government continue to work together to combat corruption, and as of the end of the reporting period, numerous investigations were ongoing. Nevertheless, the Afghan Government has yet to demonstrate the political will to address corruption and remove and prosecute corrupt officials on a consistent basis. (p. 26)
- All lines of operation made limited progress during the reporting period, but remain immature. The AAF build timeline lags the rest of the ANSF, as it started its training mission two years later, and more time is needed for technical training to produce pilots, mechanics, and several other technical skill sets.

- The AAF airmen build remains underdeveloped. The overall strength of the AAF was 5,541 at the end of the reporting period, with 1,577 currently in training. The pilot training program currently has 55 candidates progressing through the self-paced (normally 18 months) English language training course and 64 progressing through 12-month pilot training courses. New accession pilot candidates are required to possess an 80 English Competency Level score before beginning a formal pilot training course. Future training can now be conducted entirely within Afghanistan with the opening of the training center in Shindand, but the March course was cancelled due to a lack of progression by pilot candidates in the English language course. Shindand is capable of producing 70 pilots per year. There are also Afghan pilots attending courses in the United States, United Arab Emirates, and the Czech Republic.
- In November 2011, NTM-A and the AAF conducted a data call to assess the training level of AAF airmen, evaluating 2,800 personnel, or more than half of the force. The assessment revealed that 1,918 of those surveyed were undertrained but remained assigned to units. Combining the data call and subsequent investigations, only 973 personnel were found to be fully trained for their position. NTM-A and the AAF responded with additional training programs, resulting in 557 additional personnel that have now completed training. The existing shortfall in trained airmen is significant; the lack of a sufficient aircrew impedes the growth of the capability and infrastructure for the AAF and undermines the ability to grow the force. (p. 27)
- As of March 2012, the AAF was rated as CM-4 (exists but cannot accomplish its mission) because not all manpower billets are sourced, and those that are filled often lack appropriate training. Kabul Air Wing is still awaiting its programmed allocation of aircraft. Currently, Kabul aircraft include 15 C-27s, 18 Mi-17s (with expected arrival of six additional aircraft in Spring 2012), and 11 Mi-35s, of which four have expired. As part of this fleet, Kabul also hosts the Presidential airlift, with three Mi-17s and two C-27A aircraft dedicated to this important mission. (p. 27)
- Kandahar Air Wing is assessed as CM-4, due to the absence of all programmed mission aircraft (C-27, LAS, C-208). Additionally, the wing lacks manpower and training, which will follow once it begins to receive additional mission aircraft. Kandahar currently has seven of the planned 11 Mi-17s. Activities are underway now to permanently base four C-27As as the final five C-27As are delivered later this spring. Kandahar will also be receiving the C-208 light lift aircraft as deliveries continue through summer 2013.
- Although Shindand Air Wing is assessed as CM-4, it has continued to mature as the AAF's training wing. During the reporting period, Shindand has begun initial pilot training with the newly delivered C-182 trainer aircraft. The AAF's English Language Training immersion program, "Thunder Lab," will move to Shindand during the spring of 2012. (p. 28)
- Cycle 13 CUAT data showed the number of partnered units within the ANA increased from 175 in August 2011 to 201 in February 2012. The number of units reported as uncovered/unassessed or not reported was 37. The total number of ANA *kandaks* was also increased to show the number of units lacking any assessment data. (p. 38)

The key problems in generating the forces that will be required for Transition are funding and providing the proper mix of outside trainers, mentors, and partners. Given the current state of the ANA, it is far from clear that the US, other donors, and the Afghan government can create the kind of army called for in current plans for withdrawing most US and other ISAF by the end of 2014 with the resources that will be available, that the current force goals can be met with the necessary quality, that enough outside trainers and partners will be available, and that the Afghan government can deal with the economic impact of funding such a force and its civil and police needs.

This is critical to every aspect of the economics of transition because there are direct links between the capability of the ANA and the ability to secure traffic across the Pakistani border, and along critical roads like the Afghan ring road that circulates the

country. Most transition planning tacitly assumes that Afghanistan will be broadly secure at the end of 2014, and that there will be enough security to allow development and the relatively secure flow of trade. There is little evidence to date that such an assumption will be valid, and it seems even less likely if the US, other donors, and the Afghan government cannot create an effective Army.

### ***Transition and the Police Forces***

The 2011 *Department of Defense Report on Progress Toward Security and Stability in Afghanistan* made it clear there were even more serious limitations to the development effort for the various Afghan police forces:

- Despite indicating positive developments in ANP force generation, NTM-A recently determined that 3,940 officers and 6,733 patrolmen were filling NCO billets; large numbers of officers and patrolmen placed against vacant NCO positions overstates the development of the NCO ranks. Removing officers and patrolmen from NCO-designated positions would result in an actual officer strength at 102 percent, patrolmen strength at 113 percent, and NCO-assigned strength at 66.7 percent against authorized positions. NTM-A and IJC, along with ANP leadership, will focus on growing the NCO corps by 12,700 in order to close this gap (p. 34).
- Untrained patrolmen remain the biggest challenge for the AUP and NTM-A/CSTC-A, and the MoI continues to push the recruiting base in order to ensure all available training seats are used. As of September 2011, the AUP had a total of 11,919 untrained patrolmen and NCOs. AUP attrition remains the lowest of all police pillars at 1.3 percent, and has consistently remained below the monthly attrition objective of 1.4 percent for the last 11 months (November 2010 - September 2011) (p. 36).
- As of September 2011, the Afghan Border Police (ABP) end strength was 20,852 personnel. The ABP remains on schedule to meet all growth objectives for officers and patrolmen, but remains short of NCOs, with only 3,800 of an assigned total of 5,600. This shortfall, as well as the shortfall of untrained patrolmen, remains the primary focus for training efforts.
- Although overall attrition in the ANP has remained near target levels for the past year, high attrition continues to challenge the ANCOP in particular, which has experienced an annual attrition rate of 33.8 percent; although this has decreased significantly from 120 percent annual rate in November of 2009, it remains above the accepted rate for long-term sustainment of the force. As a national police force rotating from outside areas, it has avoided the corruption that was once seen in other police pillars. Although ANCOP units' effectiveness initially suffered from runaway attrition that stemmed largely from extended deployments and high operations tempo, the adoption of a 12-week recovery and retraining period between deployments has improved this situation.
- Building a capable and sustainable ANP depends on acquiring the equipment necessary to support the three basic police functions: shoot, move, and communicate. Accordingly, significant equipment uplift for the ANP began during the reporting period, which is expected to increase the ANP's on-hand equipment to approximately 80 percent by the spring of 2012. Despite progress, however, the ANP remains underequipped as a result of fielding challenges. Due to these shortages, the MoI has developed fielding priorities based on operational requirements. To address the delay in processing supply/equipment requests, the MoI Material Management Center established a Customer Care Center in April 2011. This single point-of-entry clearinghouse for supply/equipment requests has been a success, significantly reducing response times (pp. 37-38).
- The ANP's logistics system remains particularly limited, both in facility development and in assigned and trained logistics personnel. The biggest challenge in developing logistics support to the ANP is the hiring and training of civilian personnel, as civilians make up 50 percent of the logistics workforce. Civilian hiring will continue to be a challenge until the MoI institutes civil service reforms (p. 38).



- The ANP has demonstrated improvement in its ability to conduct limited, independent policing operations and to coordinate operations with other ANSF elements. These improvements are largely attributable to a number of exogenous factors, including low insurgent threat levels in the given operating environment and ISAF enablers. ISAF mentor reporting shows that the majority of ANP units still rely heavily on coalition assistance, especially in contested areas. As with the ANA, the operational performance of ANP units is also suffering from U.S. and coalition force reductions. Each of the three ANP pillars saw an increase in the number of units that were not assessed due to recently-fielded units that are not reporting or not partnered due to lack of available coalition forces. Within the ABP, 11 of the 12 units were not assessed due to long standing partnering shortages. Additionally, four ANCOP *kandaks* located throughout theater were not assessed. Finally, within the AUP in key terrain districts, 17 of the 22 units not assessed were in RC-C (p. 45).
- Currently, the MoI Force Readiness Report is the Afghan system for reporting ANP data. Unfortunately, at this time, the report only focuses on the statistics for personnel and equipment: shoot, move and communicate. There are no ratings associated with the data and no commander's assessment or narrative comments to describe issues and challenges. The positive aspect of the report is that the MoI collects, aggregates, and builds its own reporting products with minimal coalition oversight (p. 46).

The updated April 2012 report did reflect real progress, but it also showed the level of challenges that still remained:

- As of the end of the reporting period, the MoI was assessed as needing significant coalition assistance, a CM rating of CM-3; the MoI is expected to achieve CM-2B next quarter. As of the last evaluation period, of the 30 total offices and cross-functional areas, 3 departments had a rating of CM-4, 11 achieved a CM-3 rating, 9 achieved a CM-2B rating, 4 achieved a CM-2A rating, and 2 achieved a CM-1B rating. Notably, Public Affairs recently transitioned to CM-1B, joining Policy Development. Additionally, several departments were established during the reporting period, including Gender Affairs, Democratic Policing, Counter-IED, and Recruiting Command. Recruiting Command will have its first assessment next rating period. The corruption cross-functional area was dropped as each department now has corruption metrics as part of its evaluation. (p. 16)
- The ANP continues to show improvement, with 50 percent (219 of 435) of ANP units currently rated as "Effective with Advisors" or higher compared to 37 percent (80 of 218) in August of 2011. The number of ANP units covered by the CUAT system has increased dramatically – from 218 in August 2011 to 435 as of January 2012. The number of units rated "Independent with Advisors" increased from 0 in August 2011 to 39 in January 2012. (p. 43)
- Although the MoI demonstrated measured progress during the reporting period, it faces multiple challenges which risk impeding further development. The MoI faces persistent difficulties in creating and maintaining a sustainable force, including civil service reform and a logistics capacity within the ANP pillars. Further, the MoI remains significantly susceptible to penetration by CPNs in the fielded force. Due to the nature of its mission, the dispersed deployment of its forces, and the span of control, the Afghan Border Police is particularly vulnerable to potential influence by CPNs. The Afghan Government, in partnership with ISAF, has made only limited progress toward eliminating corrupt officials. ISAF and the Afghan Government are accelerating efforts to develop internal accountability systems and sustainable processes through ministerial development and reform initiatives that will enable prevention and detection of internal criminal activity, thereby reducing the influence of CPNs. (p. 17)
- ...spot inspections of the fielded force have shown that only 50 percent attend class, emphasis is being placed on having more students attend literacy training centers. (p. 18)
- While progress was not uniform across all sections of the ANP, some units, such as the Afghan National Civil Order Police (ANCOP), are now highly effective, frequently partnering with ISAF forces in successful operations. Progress has been less rapid in other areas, such as the

- development of ANP logistics capabilities or the development of the Afghan Border Police. (p. 28)
- Tajiks are significantly overrepresented in the force, Pashtuns are represented proportionately to the Afghan population, but Hazara, Uzbeks, and others are underrepresented to varying degrees. (p. 29)
  - ...efforts are needed to address the current NCO shortage of 8,316 and the 16,700 untrained patrolmen. During March, MoI successfully took their first steps to self govern the imbalances in the ANP. In addition to temporarily freezing recruitment, the Minister of the Interior also created a commission to address the imbalances in rank and location. Initial indications are that this self initiated Afghan commission will emphatically state that over-strength police officers (p. 29)
  - Although ANCOP units' effectiveness initially suffered from high attrition that stemmed largely from extended deployments and high operations tempo, the adoption of a 12-week recovery and retraining period between deployments has improved this situation. (p. 30)
  - In addition, the commander of the ANCOP continues to use new processes to reduce attrition rates and ensure that leaders are held accountable for poor performance. As a result of these efforts, ANCOP attrition in March 2012 was only 0.5 percent, one of the lowest rates since tracking began. Though the ANCOP still suffers from significant attrition levels, averaging 1.9 percent over the past six months, the ANCOP continues to meet growth objectives. (p. 30)
  - The ABP is the pillar of the ANP responsible for securing and safeguarding the Afghan border as well as providing security up to 50 km away from the border. As of March 2012, the total strength for the ABP, including police in training, was 24,927 an increase of 2,968 personnel from the previous reporting period. However, the ABP continued to face a shortfall of NCOs, with only 4,041 of a total 5,622 authorized billets filled and an additional 942 officers and patrolmen assigned to NCO billets. The NCO shortfall remains the primary focus of ABP training efforts. (p. 31)
  - At present, the ABP's most significant challenge remains the development and training of its Blue Border mission (defined as rule of law enforcement at Border Crossing Points and Air and Rail Ports of Entry), as opposed to the Green Border mission (defined as patrolling borders between the points of entry). ABP also face challenges in the development of its other core institutions such as Border Coordination Centers, Operational Coordination Centers, training facilities, and headquarters. In the absence of these capabilities, the ABP is not effectively securing and controlling Afghanistan's borders. In the near future, NTM-A will work with the MoI and ABP to better define the Blue Border force structure requirements, identify and procure essential Blue Border mission-specific equipment, and develop a Program of Instruction to satisfy Blue Border development requirements. Green Border planning teams will continue to work with IJC to find the right balance and cooperation between ABP and ANA for border security outside the Blue Border mission. (p. 31)
  - Similar to the AAF, the ABP is also challenged by corruption and the penetration of CPNs. Although many police units are performing well, some police units still undermine the rule of law, fail to take action against criminal or insurgent threats, extort the population, and engage in a range of other criminal activities. ISAF and the Afghan Government continue to work together to address ANSF corruption and have successfully removed numerous members of the ABP involved in criminal activity. (p. 32)
  - Untrained patrolmen and the lack of a sustainable logistics system remain the biggest challenges for the AUP. NTM-A and the MoI continue to emphasize recruiting in order to ensure all available training seats are used. As of March 2012, the AUP had a total of 12,500 (20 percent) untrained patrolmen and NCOs. AUP attrition remains the lowest of all police pillars, averaging 1.0 percent per month during the reporting period. (p. 32)
  - As of October 2011, the ANP needed approximately 20,000 more NCOs within the following year. An increased emphasis on NCO training during the reporting period added 9,003 NCOs to the ANP, reducing the shortfall to 10,997. In addition to a shortage of NCOs, the ANP also faces a

significant amount of assigned but untrained patrolmen.

- Between October 1, 2011 and March 31, 2012, ANP training capacity increased from nearly 14,500 to 14,584. The ANP was expected to reach approximately 16,000 personnel by the end of December 2011; however, severe delays at National Police Training Center (NPTC) – Wardak impeded achievement of this goal. NTM-A continues to seek efficiencies while developing the necessary capacity to grow the size of the ANP, develop the force, and create a mature, sustainable ANP Training Management System infrastructure to support force training. Training is currently conducted at 30 formal training sites, but this total will eventually decrease to approximately 11 permanent sites in 2014. Across all police pillars and all courses, 21,907 students have graduated since the beginning of October 2011. (p. 33)
- The ANP remains under-equipped as a result of fielding challenges, including battle loss replacement needs and the closure of Pakistani GLOCs. Due to equipment shortages, the MoI has developed fielding priorities based on operational requirements. To address the delay in processing supply/equipment requests, the MoI Material Management Center established a Customer Care Center in April 2011. This single point-of entry clearinghouse for supply/equipment requests has been a success, significantly reducing response times. (p. 35).
- As a result of a deliberate decision to place initial focus of force generation on ANP policing units, the development of enablers – in particular logistics capabilities – was delayed and is not expected to be fully self-sufficient until late 2014. NTM-A began to shift its efforts to logistics development in mid-2011, and it will continue to be a key focus in 2012. (p. 35)
- The ANP logistics system requires significant coalition assistance at the regional level and below in order to effectively sustain the ANP. The biggest challenges to improvement in the logistics system are the recruitment of qualified police and civilian logisticians and the training of personnel to use the approved MoI logistical system. (p. 35)
- Further, the ANP's logistics system remains particularly limited in personnel system accountability, primarily in managing the assignment and training of logistics personnel. A major challenge in developing long-term logistics support to the ANP is the hiring and training of civilian personnel, as civilian authorizations make up 50 percent of the logistics workforce. Due to pay disparity between the MoI civilians, other opportunities for literate candidates with technical skills, and shortfalls in hiring processes and civilian personnel management, civilian hiring will continue to be a challenge until the MoI institutes civil service pay reforms. Additionally, the MoI completed the manpower build-out of the sustainment system by adding approximately 2,100 logistics positions (1,400 uniformed, 700 civilian) into the SY1391 *tashkil*. (p. 36)
- The United States provides the ANSF with the majority of required mentor teams. The drawdown in U.S. forces will result in a decreased number of partnered units, creating additional requirements for other coalition partners.
- Cycle 13 CUAT data showed the number of reports for partnered units within the ANP increased from 231 in August 2011 to 347 in February 2012. This total number may also include ANP units that did not previously submit a CUAT report (e.g., in the case of newly fielded or recently partnered units). The number of units reported as uncovered or unassessed increased from 31 to 88, due to an overall increase in units reporting.
- While surge recovery will decrease the number of personnel available to partner with the ANP, the projected impact of the surge recovery on the performance of the ANP is unclear. ANP partnering levels have consistently lagged behind those of ANA units. An important aspect of the Security Force Assistance concept is the deployment of partner and mentor units trained specifically for police missions. This focused effort is anticipated to result in a more productive partnering/advising relationship and increased ANP capabilities, especially in the civil policing missions and functions.
- Overall, the number of units that were not assessed decreased from 17 percent in August 2011 to 14 percent in January 2012. As of February 2012, data from the Provincial Response Company and all Operational Coordination Centers (OCCs), both provincial and regional, were added to the

overall ANP effectiveness ratings, accounting for the slight increase in the overall number of submitted reports versus October 2011 data. Overall, 74 percent of units are rated as “Effective with Partners” or higher, compared to 69 percent in August 2011. (p. 43)

It is clear that generating effective police forces present even more problems that generating an effective ANA, and that adequate outside funding and trainers/mentors/partners will be critical. Moreover, success will be far more dependent on the level of outside aid and funding in civil programs.

Even if these problems did not exist, the entire police development effort would be limited by the lack of progress in governance, creating the other elements of rule of law, and the permeating climate of corruption, interference by power brokers, and the impact of criminal networks. Moreover, political pressure is already growing that can divide the ANSF by ethnicity and may be a prelude to post withdrawal power struggles.

Moreover, corruption is endemic within the police, as is the abuse of power and extortion. The current unclassified readiness and capability assessment systems being used to show progress within the ANP are virtually meaningless since they do not assess the integrity of police units. Worse, unclassified reporting does not indicate the scale of police coverage in any given district, or show whether the other elements of governance and the justice system are present, and whether there are detention facilities. No unclassified effort is made to assess areas where the police (and sometimes Army) do not interfere with insurgent operations or have de facto arrangements that allow both to operate in ways that affect commerce and transportation.

The present system for reporting on progress in the police is almost solely oriented towards force generation and support of counterinsurgency. The system that ISAF uses to assess the ANP (which is nearly identical to the ANA assessment system) overstates the capabilities of the police, because it focuses on manning, equipping, and training – instead of focusing on more important factors such as corruption, loyalty, and the functioning of the justice system. The ANP is essentially being trained to become a light paramilitary COIN force, with little in the way of traditional police training. In most areas, the police are not linked to a functioning justice system at all.

These are not casual issues since they too affect every aspect of the Afghan economy. Moreover, the present separation of the police development effort from matching efforts to improve governance and the rule of law creates another set of problems. Police forces cannot operate in a vacuum. They need a successful government presence and popular governance to win the support of the people and support for their justice efforts. There must be prompt justice of a kind the people accept and find fair enough to support or tolerate. Incarceration must set acceptable standards and jails must not become training and indoctrination facilities for insurgents and criminal networks.

### ***Is Successful transition still possible for the ANSF?***

It should be stressed that the problems in the ANSF might well be solvable with time, advisors, and funds. **Figure Thirty** shows, however, that past funding levels which were planned to be available to support the force goals shown in **Figure Twenty-Nine** have already proved to be unsustainable in today’s political and budget climate, while the race to withdraw US and allied forces is already underway.

NTM-A and ISAF have already taken steps to adapt to the new timescale and funding levels they face, but they have not yet openly changed force goals that are highly ambitious, may be unfundable after 2014, and stress the entire system.

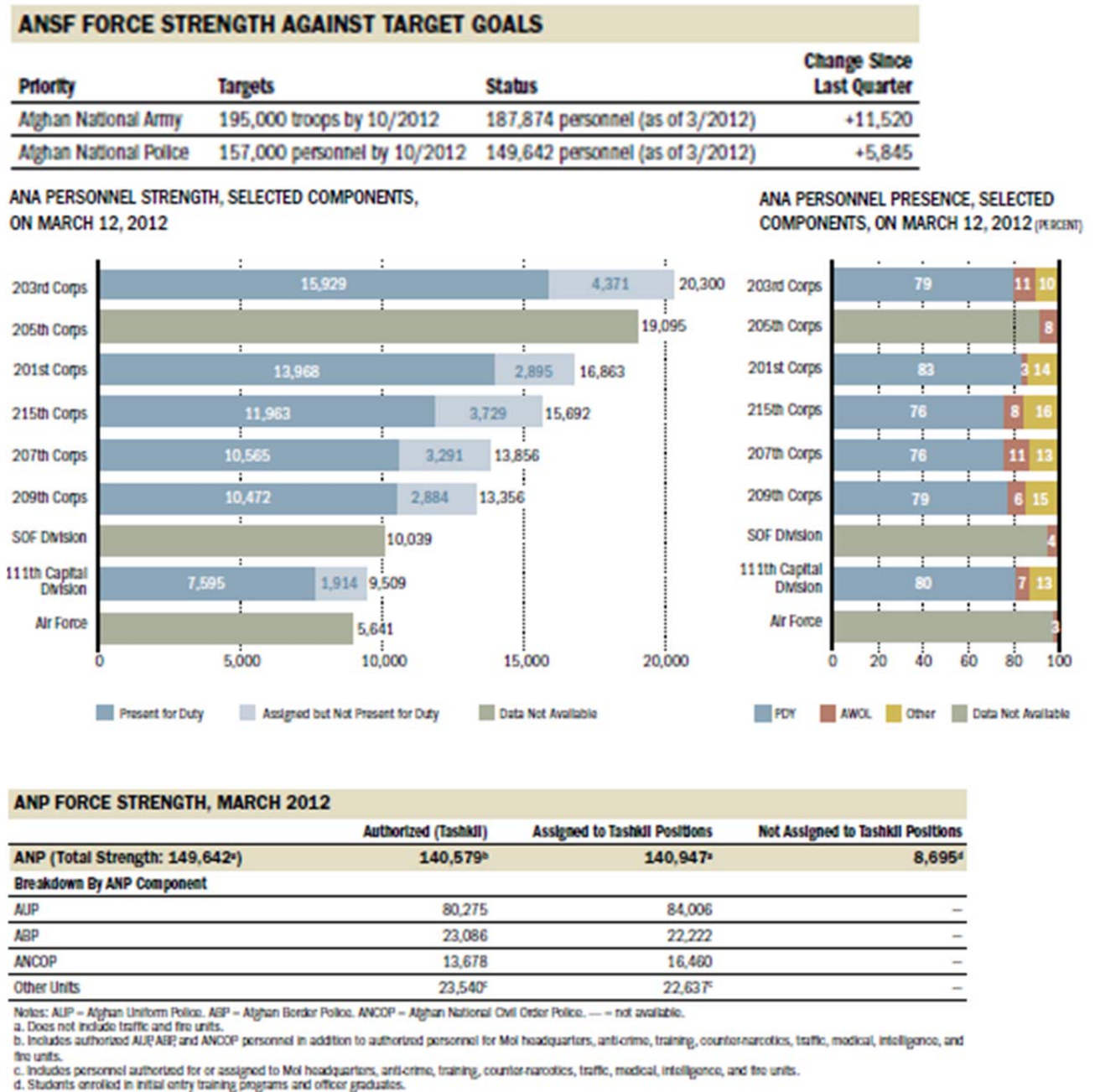
This leaves three options:

- Fund and support the ANSF plan in something approaching its current character for as long as it takes to defeat the insurgents, if – as now seems almost totally unlikely – this proves possible.
- Act immediately to reshape the ANSF plan to create more realistic goals and costs without false optimism, and seek Congressional and Allied support for a smaller, cheaper, and still effective force.
- Go on to force NTM-A and ISAF to downsize resources while keeping the current force goals, and create a hollow force that will be unsustainable after transition – repeating the mistake made in Vietnam on a very different level.

So far, the official choice seems to be option one. It is an effort to go to the total force strength called for in current plans with less focus on force quality and future affordability. As noted earlier, however, the US and other governments are discussing ISAF plans that call for a force of only 230,000. They are also examining major cuts in pre-transition spending and cuts in post-transition spending to \$4.1 billion a year – versus the \$7-9 billion called for in early 2011. It is not clear exactly what this force would look like, and the US is simultaneously seeking to cut the US share of the spending from around 80% to 25%.

The economics of transition depend on a successful transition to an Afghan lead in security. The worst possible option is to create an Afghan force that can last through 2014, but becomes a dysfunctional façade once most US and allied troops are gone. Keeping US and ISAF force levels high to 2014, preparing the ANSF as if it would have continuing support in funds and advisors, and then leaving it unsupported would repeat the mistakes of Vietnam in turning potential success into abandonment and Afghan defeat.

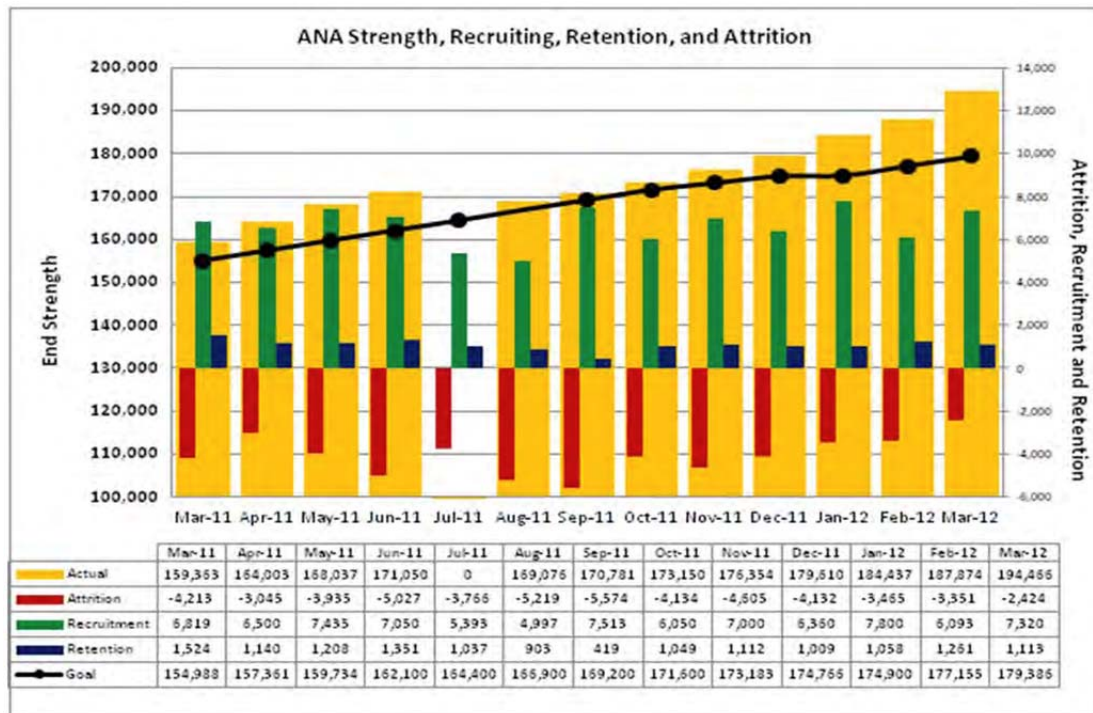
Accordingly, one of the acid tests of any economic plan for transition is that it addresses the future of the ANSF in explicit terms and ways that are practical and properly funded. As is the case with every element of Transition, there is no point in succeeding in one part of transition if a plan cannot be funded and executed that deals with all of the problems in transition.

*Figure Twenty-Nine: ANSF Forces and Force Goals – Part One*

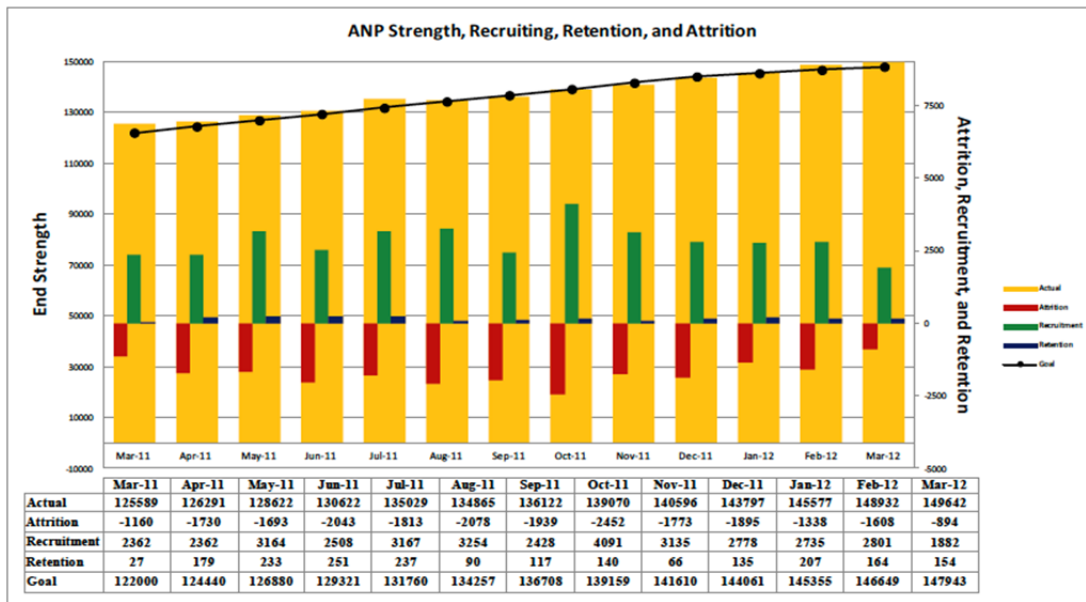
Source: SIGAR, Quarterly Report, April 30, 2012, pp 69, 71, 75.

*Figure Twenty-Nine: ANSF Forces and Force Goals – Part Two*

ANA End-Strength (March 2011 – March 2012)



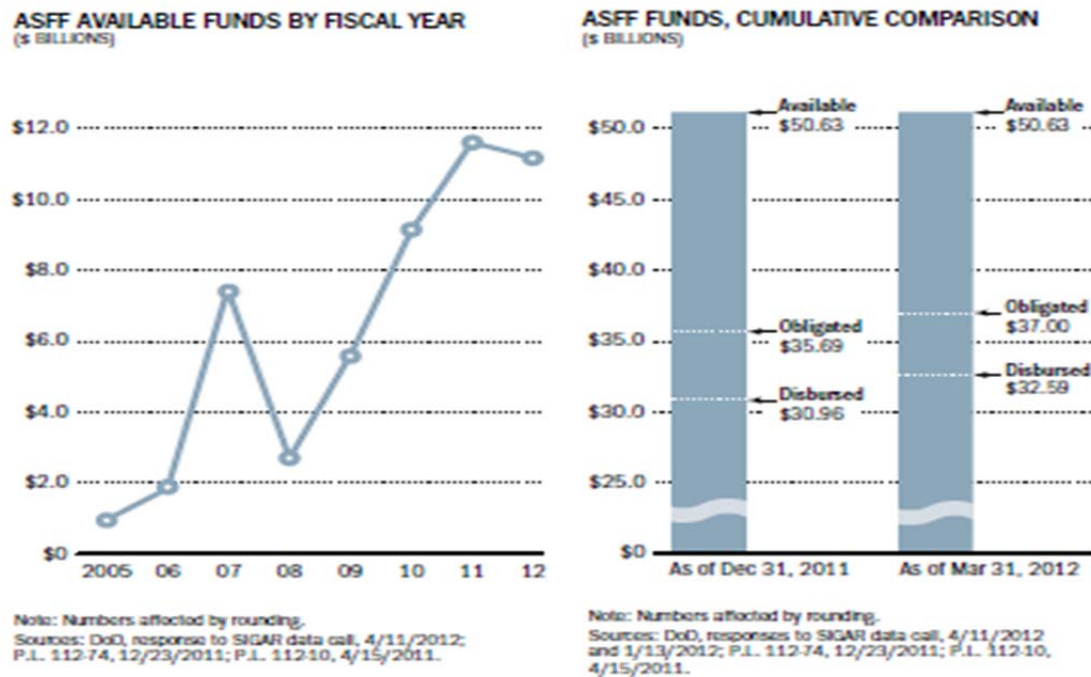
ANP End-Strength (March 2011 – March 2012)



Source: Department of Defense, *Report on Progress Toward Security and Stability in Afghanistan*, October 2011, pp., 23, 35; Source: Department of Defense, *Report on Progress Toward Security and Stability in Afghanistan*, April 2012, p. 30;.



*Figure Thirty: ANSF Funding Levels: Past and Projected*  
**Past and Current Spending on ANSF**



### Pre-Transition Plans for ANSF Aid Spending During 2013-2024

PROJECTED ANSF EXPENDITURES, 2008/09–2023/24				
	2008/09 <sup>a</sup>	2013/14	2018/19	2023/24
<b>Expenditures by Security Force (\$ BILLIONS)</b>				
ANA <sup>b</sup>	\$3.2	\$3.8	\$5.0	\$6.5
ANP <sup>c</sup>	\$1.5	\$1.7	\$2.1	\$2.7
<b>Total</b>	<b>\$4.7</b>	<b>\$5.5</b>	<b>\$7.1</b>	<b>\$9.2</b>
<b>Expenditures Relative to Revenues (PERCENT)</b>				
ANSF Expenditures as a Share of Projected GIRoA Domestic Revenues	449%	270%	195%	154%

*Notes: Numbers affected by rounding. Includes operating and investment expenditures.*

*a. Estimated actual.*

*b. World Bank Manpower Level Assumptions: ANA strength increases to 240,000 by 2012/13; ANP strength increases to 100,000 by 2013/14. These differ from the troop levels agreed to at the January 2010 London Conference, which were 171,600 for the ANA and 134,000 for the ANP by October 2011.*

*c. Macroeconomic assumptions: Afghanistan's long-term GDP growth rate averages 6% annually; inflation decreases to 3% in 2012/13 and beyond; GIRoA domestic revenue rises to 13% of GDP by 2028/29.*

*Sources: World Bank/DFID, "Afghanistan Public Expenditure Review 2010: Security Sector," pp. 23–24; DoD, "Report on Progress Toward Security and Stability in Afghanistan," 4/2010, pp. 104, 115.*

Source: SIGAR, Quarterly Report, July 2010, pp. 92-93, and Quarterly Report, May 2011, p. 50.



### ***The Problem of the Afghan “Local Police”***

The ANA and ANP, however, are only part of the story. There are other Afghan forces that present funding and security challenges which affect the post-transition Afghan economy. ISAF has made real progress in selected areas in combining efforts to create local police that respond to the regular police and government, and where the creation of such security forces is part of a broader effort to create civil governance and economic aid efforts.

The Afghan Local Police are one of these forces. SIGAR reports that the ALP had 12,660 members as of March 25, 2012. ALP members are mentored by the Combined Joint Special Operations Task Force (CJSOTF-A) and ISAF Regional Commands East and Southwest. The goal was to provide a total of 30,000 members in 99 districts, and in the ALP headquarters in Kabul, by 2014. CSTC-A and CFSOCC-A had obligated \$36.4 million of Afghan Security Forces Fund (ASFF) funds to support the ALP and cover its salaries as of March 25, 2012.<sup>2</sup>

As US official reporting indicates, this effort goes far beyond simply creating a militia, and potentially offers a key way to address the critical transition problems in providing effective security and reasons to be loyal to the central government at the local and district levels.<sup>3</sup>

The Combined Joint Special Operations Task Force – Afghanistan (CJSOTF-A) began conducting Village Stability Operations (VSO) in February 2010. VSO is a bottom-up COIN initiative that establishes security areas around rural villages to promote local governance and development. VSO uses Afghan and ISAF Special Operations Forces embedded in the community full-time to help improve security, governance, and development in more remote areas of Afghanistan where the ANSF and ISAF have a limited presence.

Each VSO consists of a 12-man team that embeds in a village and regularly engages local Afghans, enabling a level of situational awareness and trust otherwise unattainable. VSO teams are supported by a Village Stability Platform (VSP), which includes a range of enablers and supporting elements. Along with medical, air, civil affairs, and military information teams, VSPs also include units focused on linking the district and provincial levels of governance and development to the national government. Further, Provincial

...Augmentation Teams, in partnership with Provincial Reconstruction Teams, help VSPs to build local governance and improve development. In districts with VSO, Afghan satisfaction with access to essential services has uniformly increased over the last three months. Further, analysis of attack levels before and after a VSP is established indicates, after a brief increase in insurgent attacks, a steady improvement in security conditions throughout the community. The VSO initiative has resulted in such noticeable improvements in security, governance, and development that Taliban senior leaders have identified the VSO initiative as a significant threat to their objectives.

Significant success has prompted the program to expand. The VSO initiative began with five VSPs covering 1,000 square kilometers; as of this report, CJSOTF-A has 6,000 personnel in 103 locations throughout Afghanistan, covering approximately 23,500 square kilometers. To support this growth, the VSO initiative now supplements Special Forces with conventional forces.

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<sup>2</sup> SIGAR, *Quarterly Report*, April 30, 2012, p. 80.

<sup>3</sup> Department of Defense, *Report on Progress Towards Security and Stability in Afghanistan*, October 30, 2011, pp. 66-67

Currently, the 1-16th Infantry and the 1st/505th Parachute Infantry Regiment are augmenting Combined Forces Special Operations Component Command – Afghanistan (CFSOCC-A) presence to enable the expansion of VSO sites across the country.

There were more than 48 operational Afghan Local Police sites, and more than 50 additional sites pending, at the end of 2011:<sup>4</sup>

Established in August 2010 by President Karzai, the Afghan Local Police (ALP) program is part of the VSO initiative. ALP is a village-focused MoI initiative that complements ISAF's COIN strategy by training local Afghans in rural areas to defend their communities against threats from insurgents and other illegally-armed groups. The ALP program is a complementary component to the VSO program; although not all VSO sites have ALP units, all ALP units are a part of an existing VSO site. In the latter phases of a VSO, village elders may, through a *shura*, elect to establish an ALP unit.

These prospective ALP sites are validated by the MoI, which conducts an evaluation and officially approves the district for ALP development. A district is considered officially validated when the Afghan Government officials meet with the local officials to formally agree that the given district demonstrates both a need and a desire for an ALP unit. The MoI has approved 100 districts for ALP units as of September 2011; of those, 48 districts have been validated by their district *shura* and collectively represent a force of about 8,100 ALP. In conjunction with counsel from U.S. Special Operation Forces and IJC, the Afghan Government has authorized an ALP end-strength of 30,000 patrolmen.

The MoI requires ALP candidates to be 18-45 years of age. They must be nominated by local community *shuras*, vetted by the MoI, and biometrically-enrolled in the ALP program. Weapons must be registered in order for the ALP unit to receive the MoI funding provided for authorized program positions. ALP members sign one-year service contracts, work part-time, and are paid approximately 60 percent of the basic salary for an ANP patrolman.

...U.S. Special Operations Forces currently conduct a three-week ALP training program that introduces basic security and policing skills...As a purely defensive force, ALP units are not equipped for offensive operations nor are they permitted to grow beyond the size in their *tashkil*, which amounts to approximately 30 patrolmen per village and 300 per district. ALP patrolmen have detention but not arrest authority, and conduct investigations under the direct supervision of the Deputy District Chief of Police.

Despite these limitations, ALP units have proven effective in disrupting insurgent activities by denying them safe havens and limiting their freedom of movement; the improved security enables development and governance projects for the community...Each ALP unit coordinates its operations extensively with the ANSF, coalition forces, local *shuras*, and Afghan Government officials, which helps build and strengthen the link between local governance and the central government. The units are also overseen by the village *shura* that originally sponsored them, as well as U.S. Special Operation Forces. This extensive oversight by both Afghan and coalition members helps to ensure ALP operations are effective and conducted in accordance with Afghan law.

The ALP program continues to increase in strength and effectiveness, and the ALP have proven to be a significant threat to the insurgency in key areas throughout Afghanistan. In response to this, insurgents have engaged in intimidation campaigns and targeted assassinations against ALP members and their families. These attacks have largely failed to intimidate ALP forces and local communities, which continue to defend their villages effectively against insurgent attacks.

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<sup>4</sup> Department of Defense, *Report on Progress Towards Security and Stability in Afghanistan*, October 30, 2011, pp. 66-67

The ALP add to the cost of Afghan forces, and they cannot be set up and maintained without a major presence from highly-skilled Special Operations Forces (SOF), military, and aid workers in the field. The history of similar forces is also one of relatively rapid collapse when that presence (and money) leaves and all of the problems in governance, local corruption, and local custom return. They also have already led to extensive unofficial “copycat” units that are abusive, corrupt, and tied to local power brokers.

As the Department of Defense Reported at the end to 2011,<sup>5</sup>

Despite its significant success, the ALP program faces a number of challenges. The program is heavily dependent on Special Operations Forces for training, mentorship, and oversight. The approved expansion to 30,000 ALP patrolmen will likely strain the capacity of the coalition Special Operations Forces in Afghanistan, and may require additional conventional forces in order to adequately support projected ALP growth.

Further, the proliferation of independent, non-sanctioned militias outside the VSO framework threatens to undermine the legitimacy and progress of the ALP program. Although limited in number, these unauthorized groups exacerbate the concern that the ALP program risks empowering local strongmen who will either use the ALP program to incorporate their own militias into the government structure, or will brand their militias under the ALP title to further their own illegal interests. Illegally-armed militias in Kunduz Province, for example, posing as ALP patrolmen, have been collecting illegal taxes and have engaged in a number of armed conflicts with other local groups, degrading local security conditions and fostering negative perceptions of the ALP program. Also during the reporting period, a Human Rights Watch report accused some ALP units of abusive practices. ISAF has undertaken to investigate these allegations. The ALP is also challenged by ethnic tensions; although *shuras* are largely effective in ensuring fair tribal and ethnic representation in ALP units, some units actively resist recruiting certain ethnicities, which can create significant ethnic tension in rural villages

The *Department of Defense Report on Progress Toward Security and Stability in Afghanistan for April 2012* noted that,<sup>6</sup>

The MoI has approved 99 districts for ALP units; of these, 58 have been validated by their local *shura* and the MoI, a 21 percent increase from the previous reporting period. The total force of 12,660 ALP represents a 56 percent increase from the previous reporting period. The Afghan Government has authorized an end-strength of 30,000 ALP. However, ALP growth in the south and east – the main focus areas of the program – continues to be challenged by insurgent intimidation efforts and tribal infighting.

The ALP program continues to expand and gain popular support. Tactical and technical proficiency of units gained during the 2011 fighting season has improved ALP capacity and performance. The sustainability of these gains, however, depends on coalition enabler support, MoI engagement, and continued USSOF mentoring.

Despite significant success, the ALP face multiple challenges. The program is heavily dependent on U.S. Government funding and USSOF training, mentorship, and oversight. Achieving the

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<sup>5</sup> Department of Defense, *Report on Progress Towards Security and Stability in Afghanistan*, October 30, 2011, pp. 66-67. For further reporting, see David Alexander, *Afghan security contractor oversight poor: Senate report*, Reuters, [Washington](http://www.reuters.com/article/US-Afghanistan-security-contractors-idUSTRE70800120101008), Fri Oct 8, 2010 6:58am EDT; Ray Rivera, *Obstacles Hinder Formation of Afghan Security Force, Report Says*, New York Times, November 1, 2011; and Congressional Research Service, *Wartime Contracting in Afghanistan: Analysis and Issues for Congress* <http://www.scribd.com/doc/73041739/Wartime-Contracting-in-Afghanistan-11142011>.

<sup>6</sup> Department of Defense, *Report on Progress Towards Security and Stability in Afghanistan*, April 30, 2012, pp. 65-66.

approved total force of 30,000 ALP guardians will challenge the capacity of CFSOCC-A forces, and may require additional support from USSOF and conventional force enablers. In part mitigating this concern, current plans call for transitioning some USSOF teams from directly training ALP to an "ISAF overwatch" role for mature ALP units, which would increase CFSOCC-A's ability to train, mentor, and oversee ALP with decreased force requirements.

ALP face many challenges, including ethnic and tribal tensions. For example, in Baghlan Province, ethnic tensions have resulted in clashes between Pashtun-dominated ALP and Tajik-dominated ANP. Although local *shuras* are largely effective in ensuring fair tribal and ethnic representation in ALP units, some *shuras* and ALP commanders actively resist recruiting certain ethnicities, which can create significant ethnic tension in multi-ethnic villages. To mitigate these risks, USSOF works closely with the *shuras* and District Chiefs of Police to promote a multi-ethnic approach, which is a key to stability.

The proliferation of independent, non-Afghan Government sanctioned militias, which operate outside the VSO/ALP framework, threatens to undermine the legitimacy and progress of the programs. Although limited in number, these unauthorized organizations threaten to damage the ALP "brand," especially those that misuse the ALP name to further their own interests.

Finally, during the reporting period, the United Nations Assistance Mission in Afghanistan (UNAMA) released its annual report on the protection of civilians, which discussed the ALP at length. UNAMA noted that ALP had improved security in and kept insurgents out of ALP areas, but maintained some criticisms from its 2010 report, which included references to isolated issues in recruitment, vetting, training, and discipline. To address these occurrences, CFSOCC-A created ALP Assessment Teams charged with investigating misconduct allegations and related issues affecting the ALP at the district level.

Sustaining the ALP presents major challenges in both funding and in providing trainers and partners that can keep such forces effective and limit the risk they become corrupt or serve local power brokers and warlords, or even the insurgents.

President Karzai reinforced these transition problems -- as well as the broader problems created by the ethnic divisions within Afghanistan by disbanding another force called the Critical Infrastructure Police that was set up by ISAF in Afghanistan's four northern (and largely non-Pashtun) Balkh, Kunduz, Jowzjan and Faryab provinces. Elements of these forces were certainly corrupt and supported northern leaders like the governor of Balkh Province that had little loyalty to Karzai. They had some 1,200-1,700 members per provinces and were paid as much to not extort the population as to give it security. Nevertheless, the net effect was to compound ethnic tensions -- particularly as Karzai did little to deal with the corruption and abuses of regular and local police that were Pashtun or more directly under his control.<sup>7</sup>

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<sup>7</sup> Matthew Rosenberg and Alissa J. Rubin, *Afghanistan to Disband Irregular Police Force Set Up Under NATO*, New York Times, December 26, 2011.

### ***Private Security Contractors and the Afghan Public Protection Force***

President Karzai has created another, potentially greater problem for the economics of transition by trying to rush the disbandment of private security forces in ways that seem more oriented toward enhancing his power over security contracting and key aspects of government, military, and aid spending than security.

**Figure Thirty-One** shows that just the portion working for the Department of Defense totaled 20,375 in the fall of 2011. They have been responsible for securing ISAF sites and convoys, diplomatic and non-governmental organization personnel, and development projects. ISAF and diplomatic missions, along with their development partners, employed some 34,000 contract security guards from Private Security Companies (PSCs), of which some 93 percent were Afghans.<sup>8</sup>

*Figure Thirty-One: Private Security Personnel Working for the Department of Defense in Afghanistan*

	<b>As of 7/7/2011 PSC Contractors</b>	<b>As of 12/9/2011 PSC Contractors</b>	<b>5-Month Difference PSC Contractors</b>
U.S. citizens	693	570	-123
Third-country nationals	1,282	897	-385
Afghan nationals	13,330	18,908	+5,578
<b>Total</b>	<b>15,305</b>	<b>20,375</b>	<b>+5,070</b>

Source: SIGAR, Quarterly Report, January 2012, p. 84.

No one doubts that private forces have been a problem, but so is setting impossible standards for replacing them and putting security functions into the hands of new, corrupt, and incapable central government forces. The Department of Defense reported October 2011 that,<sup>9</sup>

By 2010...many PSCs were operating outside of Afghan law and customs as well as U.S. Government requirements, and PSC performance was often marked by poor discipline and safety. As a result, President Karzai issued Presidential Decree 62 in August 2010 directing many PSCs to be disbanded by December 2010 and replaced by the Afghan Public Protection Force (APPF). ...Although the decree included exceptions for Embassies and diplomatic personnel, it soon became clear that the APPF could not adequately replace PSCs in such a short time period. In order to allow time for the APPF to develop, the Afghan Government, together with the international community and ISAF, developed a 12-month bridging strategy for the further implementation of Decree 62.

The strategy is divided into categories to address the three distinct types of PSC operations: diplomatic, development, and ISAF. Diplomatic entities are exempt from Presidential Decrees and

<sup>8</sup> Department of Defense, *Report on Progress Towards Security and Stability in Afghanistan*, October 30, 2011, pp. 66-67

<sup>9</sup> Department of Defense, *Report on Progress Towards Security and Stability in Afghanistan*, October 30, 2011, pp. 66-67

associated regulations applicable to PSCs. In contrast, at the conclusion of the bridging period, development entities and ISAF are expected to contract for their security services through the APPF. The 12-month bridging period began on March 22, 2011, and terminates on March 20, 2012. At the end of this period, as determined by its capacity and capability, the APPF will increasingly assume responsibilities, in priority order, for the security of ISAF and ANSF construction sites and for ISAF bases. In the event the APPF does not possess the capacity or capability to assume this responsibility, there is a conditions-based extension in the bridging strategy to allow PSCs to continue to provide services for an additional 12 months. The bridging strategy also called for disbanding seven PSCs due to close ties with Afghan officials. During June and July 2011, ISAF replaced all contracts held by these seven PSCs, which included 34 contracts and nearly 4,000 guards.

Of the 46 remaining PSCs, 43 PSCs have renewed licenses and have been certified as compliant, while the remaining three continue to work with the MoI to become relicensed. All remaining PSCs, however, barring the extension of the current bridging strategy, will be disbanded by March 2012, with the exception of those PSCs providing security services to diplomatic activities, which will continue to operate indefinitely.

...ISAF and the U.S. Embassy are assisting the MoI to develop the management and command and control necessary for the APPF to meet the needs of the coalition and the international community. The APPF currently has a guard force of approximately 6,400, and is expected to integrate approximately 14,000 guards who are expected to transition from existing PSCs to the APPF, while also generating additional forces of no fewer than 11,000 guards. In total, approximately 25,000 guards will be required by 2012 in order to support ISAF and implementing partner security requirements.

Key observations from the initial assessment indicated that the APPF was unable: 1) to execute and maintain the business operations necessary to remain a viable and solvent business; 2) to man (recruit, vet, train), pay, equip, deploy, and sustain guard forces to meet contract requirements; 3) to negotiate and establish legal and enforceable contracts with customers for security services; 4) to command and control security operations across Afghanistan; 5) to meet the requirements of the bridging strategy. Additionally, the APPF has not created an operational State-Owned Entity to support business operations essential to manage and execute contracted security services.

In sum, the APPF is not on track to assume the responsibilities for security services performed by PSCs, which, barring the extension of the current bridging strategy, are projected to be disbanded on March 20, 2012. Combined planning efforts are ongoing to resolve the identified issues in a timeframe that is consistent with President Karzai's original directive.

A study by ISAF and the Afghan Interior Ministry, reported in November 2011, found a whole new range of problems, and that "of 166 'essential' criteria to determine if the government was able to recruit, train and sustain the guard force, less than a third could be fully met" and "sixty-three of the measurements could not be met at all."<sup>10</sup>

A report in the *New York Times*, based on reading the study, found that the MoI program "has no money available to procure necessary supplies and equipment." It also found that the training center was not teaching leadership skills and could not generate enough guards to meet the forecasted demand. It also found that the MoI failed to provide the seed money — about \$10 million — to prop up a state-owned business to run the program. The program had already failed to supply personnel and equipment for some of

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<sup>10</sup> Ray Rivera, *Obstacles Hinder Formation of Afghan Security Force, Report Says*, New York Times, November 1, 2011

its contracts, the report said. Its authors concluded that the police protection force “is not on track” to assume the responsibilities of the private security companies by March.

An official working for Gen. John R. Allen, the commander of NATO forces in Afghanistan, stated on background that, “It’s become a top priority because if it doesn’t work, everything grinds to a halt...If it isn’t sorted out, everyone will pull out because they don’t want some fly-by-night security protecting them.”

A SIGAR report in January 2012 found similar problems with the entire APPF effort:

As noted in previous SIGAR quarterly reports, in August 2010, President Karzai had decreed that all national and international PSCs would be disbanded by the end of the year. Instead, the MoI announced in December 2010 that PSCs could continue to operate with new restrictions that would prevent them from conducting actions that fall within the authority of Afghan law enforcement agencies.

In March 2011, the Afghan government released its bridging strategy for transitioning the lead on security from PSCs to the APPF. This strategy allowed PSCs that were licensed by the MoI and had agreed to certain staffing limitations to operate and perform security for diplomatic and ISAF projects; however, PSCs that perform security services for development and humanitarian projects were to be replaced by the APPF by March 2012.

In September 2011, the MoI, ISAF, and representatives of the U.S. Embassy Kabul completed a six-month assessment of the effectiveness of the bridging strategy and the capacity of the APPF, according to DoD. Specifically, the assessment reviewed whether the APPF will be able to effectively manage and provide security to ISAF and ANSF construction sites and ISAF bases at the end of the

bridging period. According to the assessment, the APPF was unable to carry out a number of tasks:

- Execute and maintain the business operations necessary to remain a viable and solvent business.
- Recruit, vet, train, pay, equip, deploy, and sustain guard forces to meet contract requirements.
- Negotiate and establish legal and enforceable contracts with customers for security services.
- Command and control security operations across Afghanistan.
- Meet the requirements of the bridging strategy. In addition, the APPF had not created a functioning state-owned entity to support the business operations that are essential to manage and execute contracted security services.

As of December 31, 2011, the APPF had 6,558 personnel, according to CSTC-A. Of those, 5,624 were assigned and present for duty—221 on the LOTFA [Law and Order Trust Fund for Afghanistan] tashkil (funded through the LOTFA) and 5,403 on the MoI tashkil. According to CSTC-A, all LOTFA-funded assigned APPF personnel are trained; however, training data for personnel on the MoI tashkil was not available, specifically for those assigned to security contracts. CSTC-A assumes that all APPF personnel on the MoI tashkil are trained either through ANP courses, the APPF training center, or through on-the-job training.

According to CSTC-A, the MoI is in the process of expanding the LOTFA tashkil to meet the requirements associated with the implementation of Presidential Decree 62. That decree, which President Karzai issued in August 2010, placed the responsibility for the provision of security services under the direct authority and oversight of the Afghan government through the APPF. PSCs previously provided these services.

Pending approval, the expanded tashkil is expected to authorize billets for 516 uniformed APPF members—including staff for the APPF Training Center and operational staff—to provide the expertise needed to provide security services to the international development community and ISAF. The MoI is also expected to add billets for 130 civilians to support business operations within the APPF.

SIGAR's next quarterly report noted:<sup>11</sup>

This quarter, the APPF, a state-owned enterprise established by the Afghan government to replace PSCs, began assuming responsibility for providing security for reconstruction programs. Under a two-year “bridging strategy,” the Afghan government planned for the APPF to take over security for all international development projects and convoys on March 20, 2012, and for all military construction sites and bases a year later. On March 18, the Afghan government announced that it had granted 30- to 90-day provisional licenses to some implementing partners to give them time to finalize contracts with the APPF.

Similarly, the Department of Defense report to Congress for April 30, 2012, noted that,<sup>12</sup>

The Bridging Strategy for Presidential Decree 62 (August 16, 2010) stated that commercial, development fixed site, and convoy security services, including ISAF convoys, must transition to the Afghan Public Protection Force (APPF) by March 20, 2012, with security services for ISAF bases and construction sites transitioning to APPF by March 20, 2013.

Six- and nine-month assessments were completed by MoI, ISAF, and U.S. Embassy personnel during September 2011 and January 2012. Results indicated the APPF was not on track to meet the requirements of the Bridging Strategy. The assessments concluded the State Owned Enterprise (SOE) was not developed and lacked sufficient leadership, training capacity, resources, and planning necessary for increased roles and responsibilities. The Afghan Government acknowledged the assessment and requested assistance from ISAF and the U.S. Embassy. As a result the APPF Advisory Group was established to partner with the Afghan Government and build adequate APPF capacity and capability.

Since that time, the APPF Advisory Group has worked closely with the MoI to advance APPF development, and, as a result, the APPF has made substantial positive progress on critical tasks necessary to begin the transition of security responsibilities and President Karzai approved the APPF transition plan. APPF has issued 15 permanent Risk Management Consultant licenses and an additional 31 interim RMCs. These interim RMCs will allow security providers to operate under the APPF even as they pursue permanent RMC licenses. In addition, 40 contracts with commercial and developmental partners are now complete, with six more in the advanced stages of negotiation. The advisory group continues to work closely with the MoI to ensure the APPF matures and continues to support commercial and development efforts.

Replacing one existing problematic force with far inferior forces that are even more subject to corruption, presents critical problems for outside and domestic investors and companies, and makes basic security functions uncertain in what is still a war zone at government expense. It also will raise the cost of government security forces, and of virtually every civil operation that requires more than minimal security.

### ***Making Security Force Planning a Key Part of the Economics of Transition***

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<sup>11</sup> SIGAR, *Quarterly Report*, April 30, 2012, p. 5.

<sup>12</sup> Department of Defense, *Report on Progress Towards Security and Stability in Afghanistan*, April 30, 2012, pp. 66-67



The problems involved in sharpening and funding the complex mix of Afghan army, regular police, local police forces, militias, and contract or APPF security forces would be less important if they did not coincide so directly with efforts to create a broad transition to ANSF security operations far more quickly than previously planned. The fact is, however, that the transition to reliance on Afghan forces now has to be much quicker than US, ISAF, and NTM-A planners counted on even a year ago, and will have far less outside funding.

Moreover, the success of every element of the Afghan security forces is essential to creating a secure enough climate for the Afghan economy to function and develop, and to create significant outside investment. It is also an essential part of any successful transition plan to sustain aid and economic advisory activity in the field as US and ISAF forces are withdrawn and aid workers and PRTs are removed.

This means that plans to deal with the civil aspects of transition in the Afghan economy must be integrated with plans to develop the ANSF. They must also take explicit account of the probable level of security in given areas as outside military and aid workers depart, as well as who can provide security for domestic and internal ventures. There are few prospects of anything approaching local security in much of Afghanistan until long after 2014 – barring some “peace” arrangement that gives insurgents de facto control over high threat areas. No aid or economic plan that ignores the facts that the nation is at war and that key areas are likely to remain so long after 2014, has either practical value or credibility.