

Afghanistan: Annotated Bibliography for Resolute Support



Security Force Assistance (SFA) in Afghanistan

Advisors Performing the 'Train, Advise, and Assist' Mission

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Updated February 2020

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Introduction

This annotated bibliography of the Resolute Support Mission in Afghanistan is designed to assist personnel from a host of organizations and countries in the conduct of their work towards assisting the government of Afghanistan in providing security, governance, and economic prosperity to its citizens.

The contents cover a wide range of topics that will appeal to a diverse audience ranging from the government, military, and humanitarian sectors of the international community involved in the NATO Resolute Support Mission that began in January 2015. Members of the military from the U.S., NATO, and other troop contributing nations, personnel from the U.S. State Department and the foreign ministries of other countries, workers of USAID, DFID, GIZ, and similar organizations, journalists and news reporters, researchers, think tanks, college students, and the occasional CIA agent can all benefit from the references, links, and other information contained in this bibliography. It is particularly suited for the advisor who will be working the Security Force Assistance (SFA) aspect of the Resolute Support Mission advising and assisting at the ministerial, institutional, and Train, Advise, Assist Command levels. And for those whose mission to venture to the brigade or kandak level as well.

The intent is to update this bibliography on a monthly basis; with the most recent date on the front cover. Should the reader find mistakes in content, grammar, broken links, or incorrect information send an email to staff@afghanwarnews.info.

This bibliography was first published in December 2014 and has been updated periodically as time and the never-ending mission in Afghanistan moves on.

Dead Links. Many of the links, especially to military organizations, are no longer valid . . . but the documents and publications listed are out there . . . somewhere on the Internet!

For information about the author of this document click on the link below (or go to the last page).

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Maps

NTM-A. The link below will take you to a website with maps of Kabul and Afghanistan. The website includes Kabul district maps, Kabul city maps, major Afghan cities, mine locations, snow cover, ethnic maps, topo maps, population maps, historical maps, administrative maps, physical maps and administrative maps.

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Resolute Support has advisors at the Ministry of Defense (MoD), Ministry of Interior (MoI), and several other non-security ministries. In addition, NSOCC-A has advisor cells that work with the MoD (ANASF and Commandos) and the MoI (ALP, PRCs, and other ANP entities).

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The Afghan Public Protection Force (APPF) was created in early 2011 by President Karzai to replace the many private military companies providing security to ISAF and NGOs. The APPF is a state-owned enterprise that provides security for convoys, facilities, and development projects. A few years after its creation President Karzai decided to disband shortly before he left office; however, although it morphed a bit, it still is in existence.

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The Operations Coordination Centers (OCCs) are found at regional and provincial level. These are referred to as OCC-Rs and OCC-Cs. There are some instances of OCCs found at the district level and they are referred to as OCC-Ds. In addition, the OCC-Rs report to and coordinate with various national level Afghan organizations. One such coordination line is with the Afghanistan National Disaster Management Authorities (ANDMA) - <http://www.andma.gov.af/>.

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Security Force Assistance (SFA)

Under the Resolute Support Mission, the current task of NATO in Afghanistan is Security Force Assistance (SFA). This means that NATO is not engaging in offensive combat operations; although there are some limited counter-terrorism missions (SOF) being conducted. In addition, there will be limited air support and combat advising to assist the Afghan National Defense and Security Forces (ANDSF). There will also be instances where air support or ground forces may be operating in the role of Force Protection ensuring that NATO forces are not attacked; and if attacked, able to fend off the threat.

From 2012 until probably 2015 the basic advisory team was called a [Security Force Assistance Advisor Team](#) (SFAAT). The SFA world is filled with [terminology](#) that will confuse the novice advisor such as [SFAB](#), [SFAT](#), [Level 2 Advising](#) – a SFA [FAQ](#) page can help. For instance there is SFA and there is [Functionally-based SFA](#) (FbSFA); a [video](#) is available on YouTube that explains FbSFA. SFA is very closely related to Foreign Internal Defense (FID). Many would say there is little [difference between SFA and FID](#).

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Security Force Assistance Brigades (SFAB)

The Old SFABs. In 2013 the first Security Force Assistance Brigades or SFABs were deployed to Afghanistan to conduct the security force assistance (SFA) mission. The brigades were significantly understrength; many of its junior personnel left in the states. The SFABs deployed with between 1,300 to 2,400 personnel. Most Brigade Combat Teams (BCTs) have a personnel strength of 3,500 or more.

The SFAB model was partly based on the Advise and Assist Brigades (AABs) deployed to Iraq in the later stages of that war. In Iraq the AABs were augmented with a 48-man Security Force Assistance Team (SFAT). These 48-man augmentation SFATs were also attached to BCTs and SFABs in Afghanistan as well. ¹

The New SFABs. In the fall of 2016 the Army began to develop a concept of establishing permanent advisory units. The current plan (December 2017) is to establish six Security Assistance Advisory Brigades – five active duty and one National Guard. The 1st Security Force Assistance Brigade was activated in 2017 and selected personnel attended the Military Advisor Training Academy (MATA) on Fort Benning, Georgia. The 1st SFAB, based at Fort Benning, is scheduled to deploy to Afghanistan in early 2018. ²

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¹ The SFATs should not be confused with the Security Force Assistance Advisory Teams or SFAATs. The SFAATs were 12 or 18-man teams that were formed up to advise at the kandak, district, brigade, province, or higher levels. Regional Command South (RC South) further confused the issue by referring to their SFAATs as SFATs.

² A second SFAB will be activated in January 2018 at Fort Bragg, *Army Announces Activation of Second Security Force Assistance Brigade at Fort Bragg*, Army.mil, December 8, 2017.
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Maritime Civil Affairs and Security Training Command (MCAST) ³

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Peace Support Training Centre. The Canadian Forces Centre of Excellence for Peace Support Operations Training.

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PKSOI's Stability Operations Lessons Learned & Information Management System (SOLLIMS) is designed to allow US Military, USG civilian agencies, multinational military and civilian organizations, IOs, NGOs, and private sector organizations to engage in a collaborative process for the collection, analysis, dissemination and integration of lessons learned for Peace and Stability Operations. Read or download a brochure to learn more about SOLLIMS [here](#).

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³ The Navy officially disestablished MCAST on May 16, 2014 after five years of service.

Peace Support Training Centre. The Canadian Forces Centre of Excellence for Peace Support Operations Training.

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U.S. Army Security Assistance Command

<https://www.army.mil/info/organization/usasac>

USMC Advisor Training Group. MAGTFTC and MCAGCC located at Twentynine Palms, California. <http://www.29palms.marines.mil/Units/AdvisorTrainingGroup.aspx>.

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Embedded Training Teams (ETTs)

In the middle part of the Afghan War U.S. training teams were fielded to advise the Afghan National Army and the Afghan National Police. The teams were usually small (about six personnel) that would “embed” (live, eat, and work with) their Afghan counterparts. This page provides links to information and papers about the Embedded Training Teams (ETTs). The ETTs were part of an umbrella, larger organization called [Task Force Phoenix](#). TF Phoenix was dissolved in 2009.

Info Sources and Websites about ETTs

Embedded Training Teams by Wikipedia

http://en.wikipedia.org/wiki/Embedded_Training_Teams

“What is an ETT?” by *Enduring the Freedom* Blog, March 16, 2010.

<http://enduringthefreedom.blogspot.com/2010/03/what-is-ett.html>

Papers and Publications on ETTs

Cuomo, Scott A. “Embedded Training Teams”. *Marine Corps Gazette*, June 2006.

Griffin, SGM Kevin. *Afghanistan Embedded Training Team*, USA Sergeants Major Academy, May 1, 2008. The SGM writes an excellent paper about serving on an ETT from 2005 to 2006 with a kandak of the 203rd ANA Corps.

<http://cgsc.contentdm.oclc.org/utills/getfile/collection/p15040coll2/id/4942/filename/4943.pdf>

Helmer, Daniel. “Twelve Urgent Steps for the Advisor Mission in Afghanistan”, *Military Review*, July / August 2008.

http://usacac.army.mil/CAC2/MilitaryReview/Archives/English/MilitaryReview_20080831_art012.pdf

Moore, CPT Jason C. *Embedded Training Teams Developing Afghans*, February 20, 2009.

www.dtic.mil/cgi-bin/GetTRDoc?AD=ADA508033

Pyzyna, MSG Philip J. *Afghanistan Embedded Training Team*, June 11, 2007.
<http://cgsc.cdmhost.com/utills/getfile/collection/p15040coll2/id/5341/filename/5342.pdf>

Thompson, Major David L. and Captain Christine M. Rhyne. "Sustaining an Afghan National Army Embedded Training Team", *Army Sustainment*, PB 700-10-04, Volume 42, Issue 4, July-August 2010.
www.almc.army.mil/alog/issues/JulAug10/afghan_embedteam.html

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Military Transition Teams (MiTTs)

Military Transition Teams or MiTTs were formed up and deployed to Iraq for much of the Iraq war. These teams advised both the Iraqi Army and police. The links below will bring you to websites, papers and publications about the MiTTs – providing info on the history, team advisor selection, training and employment of MiTTs in Iraq.

Info Sources and Websites about MiTTs

Military Transition Teams by Wikipedia

http://en.wikipedia.org/wiki/Military_transition_team

Interviews of MiTT Team Members on Combined Arms Research Library Digital Library

<http://cgsc.contentdm.oclc.org/cdm/search/searchterm/MiTT>

Papers and Publications on MiTTs

Roggio, Bill. "The Military Transition Teams and the Development of the Iraqi Army", *The Long War Journal*, December 19, 2006. Paper discusses the MTT mission, successes and setbacks with the Iraqi Army.

www.longwarjournal.org/archives/2006/12/the_military_transit.php

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Books about Advising

2012

West, Owen, *The Snake Eaters: Counterinsurgency Advisors in Combat*, Free Press, 352 pages. A small group of Americans (reservists and National Guardsmen) are assigned to advise an Iraqi army battalion.

www.goodreads.com/book/show/19487540-the-snake-eaters

2004

Dockery, Martin J., *Lost in Translation: Vietnam – A Combat Advisor's Story*, Presidio Press, June 2004. A young, determined, and idealistic U.S. Army first lieutenant is assigned as an advisor to a South Vietnamese infantry battalion. For much of that time he was the only American with the unit. He provides us with some of the challenges he faced and the difficulty of advising.

<http://www.amazon.com/Lost-Translation-Vietnam-Combat-Advisors/dp/0891418512/>

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History of Advisors

The United States military has a rich history of military advisors. In Vietnam there were advisors attached to many of the South Vietnamese Army and Marine units. In Iraq there were SFODAs and MiTTs assigned throughout the country. In Afghanistan we have seen many different variations of advisor efforts.

Vietnam

Valceanu, John. *Military Advisors Reflect on Vietnam War Experiences*, American Forces Press Service, August 29, 2012. Two former military advisors who served with Vietnamese units during the Vietnam War spoke about their experiences.
www.defense.gov//News/NewsArticle.aspx?ID=117686

U.S. Army Special Warfare School, *The Advisor and His Counterpart in Vietnam*, Handout 306, November 29, 1968.
www.afghanwarnews.info/pubs/AdvisorCounterpartVietnamHandout306-29Nov68

Soviet Union in Afghanistan

Pomper, Major Stephen D., "Don't Follow the Bear: The Soviet Attempt to Build Afghanistan's Military", *Military Review*, September-October 2005, pages 26-28. Posted on ndu.edu.
<http://merln.ndu.edu/archive/MilitaryReview/pomper.pdf>

United States Advisory Effort in Afghanistan

Potter, Josh. *American Advisors: Security Force Assistance Model in the Long War*, (Joint Center for International Security Force Assistance, 2011).
www.cgsc.edu/carl/download/csipubs/AmericanAdvisors.pdf

Brown, Edward E., "The Definition of Advisor: Comprehending the Mission to Advise Foreign Security Forces", *Small Wars Journal*. An Army officer provides his perspective the role of an advisor in the GWOT.
<http://smallwarsjournal.com/jrnl/art/definition-advisor-comprehending-mission-advise-foreign-security-forces>

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Advisor Selection for Afghanistan

"The decisive point of any SFA mission may very well be the selection, training, and education of personnel in preparation for deployment".

SFA Handbook, JCISFA, June 2012

The selection of advisors to deploy to Afghanistan has been one of the less than finer moments of the American military establishment. Within the Army, Human Resources Command (HRC) and Forces Command have both proven that they cannot shift from a "peacetime environment" to a "wartime environment". They are trapped in their bureaucratic bubble and couldn't break the code on filling important advisor assignments with rank and MOS appropriate personnel.

Websites about Advisor Selection

Advisor Selection by *Afghan War News*

<http://www.afghanwarnews.info/sfa/advisor-selection.htm>

Papers about Advisor Selection

Bolger, Daniel P., "So You Want to Be an Advisor", *Military Review*, March-April 2006. Available online at www.au.af.mil/au/awc/awcgate/milreview/bolger.pdf.

Chase, Michael B., "Our Own Worst Enemy", *Small Wars Journal*, August 16, 2014. In this article, Chase – a former ministry level advisor to the Afghan Ministry of Defense – comments that the U.S. military failed to send our 'best and brightest' to be advisors at the ministry level.

<http://smallwarsjournal.com/jrnl/art/our-own-worst-enemy>

Clark, Todd J. *Selection of Military Advisors*, Naval Post Graduate School, Monterey, CA, December 2007.

www.dtic.mil/cgi-bin/GetTRDoc?AD=ADA475784

Cordesman, Anthony H. *Boots on the Ground: The Realities in Afghanistan, Iraq, and Syria*, Center for Strategic & International Studies (CSIS), February 13, 2015. In this very informative paper Cordesman lists the problems with past U.S. involvement in advisory efforts and lists various skills that advisors need to be effective.
<http://csis.org/publication/boots-ground-realities-afghanistan-iraq-and-syria>

DoDIG, *Assessment of U.S. and Coalition Efforts to Develop the Logistics and Maintenance Sustainment Capability of the Afghan National Police*, DoDIG-2015-067, January 30, 2015, pages 63-70. Report provides an observation that the right advisors were not selected (rank, experience, cultural awareness, etc.) and that hindered the Coalition in its advising of the ANP going into the Resolute Support mission of 2015.
www.dodig.mil/pubs/documents/DODIG-2015-067.pdf

GAO, *SECURITY FORCE ASSISTANCE: The Army and Marine Corps Have Ongoing Efforts to Identify and Track Advisors, but the Army Needs a Plan to Capture Advising Experience*, Government Accountability Office Report (GAO-14-482), July 2014.
www.gao.gov/products/GAO-14-482

GAO, *Performance Framework and Better Management of Resources Needed for the Ministry of Defense Advisors Program*, DoDIG-2013-005, October 23, 2012.
<http://www.dtic.mil/dtic/tr/fulltext/u2/a575223.pdf>

Hetherington, Richard, *Foreign Military Advisor Proficiency: The Need for Screening, Selection and Qualification*, Fort Leavenworth, KS: 2009. Accessed [here](#) on DTIC.

Phelps, Major Christopher E., *Selecting and Training U.S. Advisors: Interpersonal Skills and the Advisor-Counterpart Relationship*, MA Thesis for University of Kansas, April 24, 2009.
http://kuscholarworks.ku.edu/dspace/bitstream/1808/5657/1/Phelps_ku_0099M_10318_DATA_1.pdf

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Advisor Training

2019

Calhoun, George, [“Speak Fluently and Carry a Big Stick” Strengthening Language Training to Enhance Capability](#)”, *Modern War Institute at West Point*, September 4, 2019.

2018

Dryden, George M., “The Ministry of Defense Advisors Training Program: Preparing Advisors to Have Strategic Impact”, *Small Wars Journal*, September 26, 2018. The Program Manager for MoDA explains the advisor training program.

<http://smallwarsjournal.com/jrnl/art/ministry-defense-advisors-training-program-preparing-advisors-have-strategic-impact>

JFTC, *JFTC Trains for Resolute Support Mission*, Joint Force Training Centre, January 2018. Advisors heading to Resolute Support HQs in Kabul and TAAC-North in MeS receive two-weeks of pre-deployment training in Bydgoszcz, Poland.

www.jftc.nato.int/service-link-stories-opener-pg/798-jftc-trains-for-resolute-support-mission

2015

Bertram, Ian. “Ancient Backbone: Using Ancient Texts to Train Modern Allies”, *Small Wars Journal*, July 15, 2015. A former Mi-17 U.S. Air Force advisor talks of his experiences in Afghanistan in 2012 and suggests some readings for future advisors.

<http://smallwarsjournal.com/jrnl/art/ancient-backbone-using-ancient-texts-to-train-modern-allies>

Millen, Professor Raymond A., *Professionalizing Ministerial Advising*, Peacekeeping and Stability Operations Institute (PKSOI), United States Army War College Press, Carlisle Barracks, PA, June 3, 2015.

<https://www.pksoi.org/index.cfm?disp=cdview.cfm&cdid=1334>

2013

Reachback Research Center, *Education, Learning, and ANSF Development in Afghanistan*, Human Terrain System Culture Knowledge Report, June 6, 2013, FOUO.
<http://humanterrainsystem.army.mil/>

2012

Fifteen Principles of Security Force Assistance in Afghanistan (Videos)
<https://ronna.apan.org/CAAT/Lists/SFA%20Videos/AllItems.aspx>

The Army Distributed Learning Program (TADLP).
<http://www.atsc.army.mil/tadlp/>

2011

MAGTFTC Advisor Training Group, “ATG 101” *Information Brief*, April 11, 2011. A brief about pre-deployment training and assessment at 29 Palms, CA.
<http://www.29palms.marines.mil/Portals/56/Docs/ATG/ATG%20101%2011%20April%202011.pdf>

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Advising

Advise for the Advisor

"Win and keep the confidence of your leader. Strengthen his prestige at your expense before others when you can. Never refuse or quash schemes he may put forward; but ensure they are put forward in the first instance, privately, to you. Always approve them, and after praise modify them sensibly, causing the suggestions to come from him, until they are in accord with your own opinion. When you attain this point, hold him to it, keep a tight grip of his ideas, and push them forward as firmly as possible, but secretly, so no one but [him] (and he not too clearly) is aware of your pressure."

T.E. Lawrence, August 1917

2019

Durell-Young, Thomas. The U.S. has a mixed record on building security partners (as in Iraq and Afghanistan) despite long years of effort and loads of money spent. A member of the Naval Postgraduate School provides his recommendations on how to improve. Read "Experimentation Can Help Build Better Security Partners", *War on the Rocks*, August 30, 2019.

<https://warontherocks.com/2019/08/experimentation-can-help-build-better-security-partners/>

Nance, Bill. An armor officer with tours as an advisor believes we should concentrate on institutional building rather than tactical advising in our efforts to build partner capacity. Read "Getting Advising Right: The Army Needs a Fundamentally Different Approach to Building Partner Forces", *Modern War Institute*, August 29, 2019.

<https://mwi.usma.edu/getting-advising-right-army-needs-fundamentally-different-approach-building-partner-forces/>

Kelvington, Michael. A U.S. Army infantry officer with multiple deployments to Afghanistan, provides his thoughts on the 'checkpoint mentality' of the ANDSF. Read "[Playing Capture the Flag: Advising Our Way to More Enduring Effects in Afghanistan](#)", *Small Wars Journal*, August 28, 2019.

2018

Gillette, John M., "Strategic Advising: Should it be Transactional or Transformative?", *Small Wars Journal*, December 12, 2018.

<http://smallwarsjournal.com/jrnl/art/strategic-advising-should-it-be-transactional-or-transformative>

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Mission Essential Tasks for SFA Advisor Teams

“The decisive point of any SFA mission may very well be the selection, training, and education of personnel in preparation for deployment”.

SFA Handbook, JCISFA, June 2012.

In the following pages are listed seven Mission Essential Tasks (MET) for Security Force Assistance Advisor Teams. Five of these tasks (MET 2-6) are specified as the brigade SFA tasks of Organize, Train, Equip, Rebuild and Build, and Advise and assist (see para 4-72, section VI – Security Force Assistance, Chapter 4 Stability Operations to FM 3-90.6, *Brigade Combat Team*, September 14, 2010 accessed below: <https://rdl.train.army.mil/catalog/view/100.ATSC/F8845901-E30D-4488-A923-86825263F32B-1308728592977/3-90.6/toc.htm#toc>

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MET 1 – Train and Deploy

Selection of Advisors

Axelberg, COL Marc D. *Enhancing Security Force Assistance: Advisor Selection, Training and Employment*, US Army War College, Carlisle Barracks, PA: 2011.
<http://www.dtic.mil/dtic/tr/fulltext/u2/a553121.pdf>

Clark, Todd J. *Selection of Military Advisors*, Naval Postgraduate School, Monterey, CA, December 2007.
http://calhoun.nps.edu/public/bitstream/handle/10945/3060/07Dec_Clark.pdf

Hetherington, Richard H. *Foreign Military Advisor Proficiency: The Need for Screening, Selection and Qualification*, Master's Monograph, U.S. Army Command and General Staff College, Fort Leavenworth 2009
www.dtic.mil/cgi-bin/GetTRDoc?AD=ADA510940

Phelps, Major Christopher E., *Selecting and Training U.S. Advisors: Interpersonal Skills and the Advisor-Counterpart Relationship*, MA Thesis for University of Kansas, April 24, 2009.
http://kuscholarworks.ku.edu/dspace/bitstream/1808/5657/1/Phelps_ku_0099M_10318_DATA_1.pdf

Task Organization

For info on task organization and augmentation elements see pages 1-2 to 1-6 of *The Modular Brigade Augmented for Security Force Handbook*, USAIS, June 1, 2009.

Train

ISAF HQs, *Revised Minimum Training Requirements for Security Force Assistance (SFA) Advisors and SFA-Advisor Teams (SFA-ATs)*, 11 June 2013. This letter from ISAF HQs to Commander, Joint Force Command Brunssum (NATO/ISAF Unclassified) updates SFA minimum training requirements. Letter also has two enclosures:

Enclosure 1: ISAF Minimum Training Requirements for Security Force Assistance (SFA) Advisors and SFA-Advisor Teams (SFA-ATs). A copy of Enclosure 1 can be found in Annex B (pages 116-126) of the ISAF SFA Guide published on 5 May 2013 and available on the MODA website:

http://modatraining.com/wp-content/uploads/2013/05/2013-ISAF_SFA_Guide-pdf.pdf

Enclosure 2: Matrix of Minimum Training Requirements of Security Force Assistance Advisors and Advisor Teams. This enclosure can be viewed online on the MODA website at the link below. See Annex C on pages 126-152.

http://modatraining.com/wp-content/uploads/2013/05/2013-ISAF_SFA_Guide-pdf.pdf

NATO Joint Advanced Distributed Learning (JADL). Troop Contributing Nation (TCN) Advisor Team members should complete the advisor courses found on the JADL website, a web-based e-learning tool at:

<https://jidl.act.nato.int/>

JP 3-07.1, *Joint Tactics, Techniques, and Procedures for Foreign Internal Defense (FID)*, April 30, 2004. Chapter IV “Training”.

FM 3-07.1, *Security Force Assistance*, 1 May 2009. See Chapter 5 “Unit Operations - Training”, pages 5-1 to 5-2.

<http://usacac.army.mil/cac2/Repository/FM3071.pdf>

For info on advisor unit training see pages 1-6 to 1-8 of *The Modular Brigade Augmented for Security Force Handbook*, USAIS, June 1, 2009.

See [Language](#) section of this bibliography.

HQ IJC, *SFAAT Pre-Deployment Training Survey Report* (NIU), October 17, 2012. Available on JCISFA website – registration and login required.

<https://143.84.167.180/Members/Portal/ViewInsight.aspx?insight=1278>

IJC CJ7 Lessons Learned, *SFA Pre-deployment Training Survey Results*, November 7, 2012. PowerPoint Presentation.

<https://143.84.167.180/Members/Portal/ViewInsight.aspx?insight=1278>

SFA Mission Analysis

Pub 369, *ABCA Security Force Capacity Building (SFCB) Handbook*, available on the JCISFA website (account registration required).

[JCISFA ABCA SFCB](#)

Area Orientation

CJCSI 3210.06, *Irregular Warfare*, June 10, 2010. Enclosures B and C provide instruction on DoD Regional Proficiency Guidelines and IW Relevant Skills and Experience.

http://www.dtic.mil/cjcs_directives/cdata/unlimit/3210_06.pdf

FM 7-15, *Army Universal Task List*, Change 3, July 29, 2010, ART 2.1.2.1. for info on developing a working knowledge of AO and human terrain map during pre-deployment training.

http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/fm7_15.pdf

FM 3-57, *Civil Affairs Operations*, October 31, 2011. See Chapter 4, page 4-3 for an Area Assessment format.

http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/fm3_57.pdf

TC 18-01, *Unconventional Warfare*, January 28, 2011. See Appendix A Area Study and Appendix B Area Assessment.

http://armypubs.army.mil/doctrine/TC_1.html

FM 3-05.401, *Civil Affairs Tactics, Techniques, and Procedures*. Appendix A, October 2011.

http://armypubs.army.mil/doctrine/Active_FM.html

MTTP (FM 3-07.10), *Multi-Service TTP for Advising Foreign Forces*, September 2009. See Appendix B, Page 129.

<http://www.alsa.mil/library/mttps/advising.html>

Deploy

AR 525-93, *Army Deployment and Redeployment*, November 20, 2012.

http://armypubs.army.mil/epubs/pdf/r525_93.pdf

FM 3-35, *Army Deployment and Redeployment*, April 2010.

http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/fm3_35.pdf

JP 3-35, *Deployment and Redeployment Operations*, May 7, 2007.

DOCNET Online Course. "Deployment and Redeployment Operations".

<http://www.dtic.mil/doctrine/docnet/courses/operations/deply.htm>

FM 3-07.1, *Security Force Assistance*, 1 May 2009. See Chapter 5 "Unit Operations - Deployment", pages 5-2 to 5-5.

<http://usacac.army.mil/cac2/Repository/FM3071.pdf>

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MET 2 – Organize Foreign Security Forces

FM 3-07.1, *Security Force Assistance*, 1 May 2009. Chapter 2, para 2-13 to 2-27, pages 2-3 to 2-4.

FM 7-15, *Army Universal Task List*, Change 3, July 29, 2010.
http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/fm7_15.pdf

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MET 3 – Train Foreign Security Forces

FM 3-07.1, *Security Force Assistance*, 1 May 2009. See Chapter 5 “Unit Operations”, section 5-39, page 5-7.

<http://usacac.army.mil/cac2/Repository/FM3071.pdf>

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MET 4 – Equip Foreign Security Forces

FM 3-07.1, *Security Force Assistance*, 1 May 2009. Para 2-40, “Equip”, page 2-5.

FM 3-07.1, *Security Force Assistance*, 1 May 2009. Appendix B “Legal Considerations”, para B-20 “Training and Equipping Foreign Security Forces”, page B-4.

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MET 5 – Rebuild and Build Foreign Security Forces

FM 3-07.1, *Security Force Assistance*, 1 May 2009. See Chapter 2 “Framework”, sections 2-46 to 2-49, “Rebuild and Build”, pages 2-7 to 2-8.

<http://usacac.army.mil/cac2/Repository/FM3071.pdf>

FM 3-05.230, *Special Forces Tactical Facilities*, February 2009.

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MET 6 – Advise and Assist Foreign Security Forces

FM 3-07.1, *Security Force Assistance*, 1 May 2009. See Chapter 6 “The Advisor”.
<http://usacac.army.mil/cac2/Repository/FM3071.pdf>

MTTP (FM 3-07.10), *Multi-Service TTP for Advising Foreign Forces*, September 2009.
<http://www.alsa.mil/library/mttps/advising.html>

See [Culture](#) section of this bibliography.

Hammervik, Magdalena. *Challenges and Pitfalls in Key Leader Engagement*, Swedish Defense Research Agency, December 2010.
<http://www2.foi.se/rapp/foir3034.pdf>

See Chapter 3, “Partnering, Augmenting, and Advising” of *The Modular Brigade Augmented for Security Force Handbook*, USAIS, June 1, 2009.

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MET 7 – Redeploy the SFA Team

AR 525-93, *Army Deployment and Redeployment*, November 20, 2012.
http://armypubs.army.mil/epubs/pdf/r525_93.pdf

ATP 3-35, *Army Deployment and Redeployment*, March 2015.
http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/atp3_35.pdf

FM 3-35, *Army Deployment and Redeployment*, April 2010.
http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/fm3_35.pdf

JP 3-35, *Deployment and Redeployment Operations*, May 7, 2007.
http://www.dtic.mil/doctrine/new_pubs/jointpub_operations.htm

DOCNET Online Course. “Deployment and Redeployment Operations”.
<http://www.dtic.mil/doctrine/docnet/courses/operations/deply.htm>

FM 3-07.1, *Security Force Assistance*, 1 May 2009. See Chapter 5 “Unit Operations - Redeployment”, pages 5-10 to 5-12.
<http://usacac.army.mil/cac2/Repository/FM3071.pdf>

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S-1 Personnel and Administration Advisor Resources

Essential Function 4 – Force Generation: Recruit, Train, Retain, Manage, and Develop
www.afghanwarnews.info/sfa/8EFs/EF4-ForceGen.htm

Afghan Human Resources Information Management System (AHRIMS)
www.afghanwarnews.info/topics/ahrims.htm

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S-2 Intelligence Advisor Resources and Publications

Helpful Hints for the Intelligence Advisor to ANSF

If not MI Qualified. If you are one of the unfortunate individuals selected to advise an Afghan intelligence officer in the ANP or ANA and you are NOT a military intelligence officer (I don't why we do this) then you should consider reading the references listed below, try to attend a ColST training class prior to deployment, and hang out in the battalion or brigade S2 shop to learn some skills. There is lots to learn for the Intel advisor who is not intel or the newly minted Intel Lieutenant expected to advise an Afghan Intelligence Officer who has 20 years of combat experience and lots of Intel training. You will need to learn about terms and topics such as [UAVs](#), [F3EAD](#), [AtN](#), [DCGS](#), [GEOINT](#), [DOMEX](#), [Task Force Odin](#), and make sure the occasional [CIA agent](#) isn't stealing your sources!

Foreign Disclosure Officer (FDO). All Intelligence advisers on SFAATs should attempt to attend a five-day Foreign Disclosure Officer (FDO) class provided by CENTCOM at Tampa, Florida (they might send out an MTT if requested). This, along with a brief orientation at the RC will certify you as an FDO. At the very least; get FDR qualified – although this is really not as helpful as being an FDO. If your bn or bde S2 tells you “You don't need that; I am an FDO and can do that for you in theater” – don't believe him. Many battalion and brigade S2s don't have the time to screen the products you will want to pass on to your Afghan counterpart; and if he does provide you with what you want it will typically be too late.

Online FDO Course. The DoD Defense Security Service offers a 23-hour web-based training course that provides basic foreign disclosure and certification information. To function as a FDO after completing this certification personnel must be officially appointed on orders in accordance with paragraph 2-10, Army Regulation (AR) 380-10, Foreign Disclosure and Contacts With Foreign Representatives. Ensure that CENTCOM and the regional command will recognize this online course.
<http://www.cdse.edu/catalog/curricula/GS401.html>

Websites – Open Source Intel Sites on Afghanistan

Open Source Center (CIA) – Afghanistan Page

<https://www.opensource.gov>

Intelligence Support to Counterinsurgency in Afghanistan

www.afghanwarnews.info/intelligence-support-COIN.htm

Essential Function 7: Intelligence

www.afghanwarnews.info/sfa/8EFs/EF7-Intel.htm

Videos about Intelligence in Afghanistan and the ANSF

NATO Channel, *MG Berrier EF7 Day 1*, video by Resolute Support Headquarters provides insight into the train, advise, and assist mission for intelligence advisors in Afghanistan. February 2015.

<https://vimeo.com/120566620>

Field Manuals

DA, *Intelligence Preparation of the Battlefield / Battlespace*, ATP 2-01.3, November 2014.

http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/atp2_01x3.pdf

DA, *Open Source Intelligence*, ATP 2-22-9, 10 July 2012.

DA, *Human Intelligence Collector Operations*, FM 2-22.3, September 2006.

http://armypubs.army.mil/doctrine/Active_FM.html

DA, *Info Collection*, FM 3-55, 23 April 2012.

http://armypubs.army.mil/doctrine/Active_FM.html

DA, “Surveillance, Undercover, and Task Force Operations”, Chapter 2, FM 19-20 *Investigative Process*, November 25, 1985.

<http://www.enlisted.info/field-manuals/fm-19-20-investigative-process.shtml>

DoD, *Joint and National Intelligence Support to Military Operations*, Joint Publications 2-01, January 5, 2012.

http://www.dtic.mil/doctrine/new_pubs/jointpub_intelligence.htm

DoD, *Joint Intelligence Preparation of the Operational Environment*, Joint Publication 2-01.3, June 16, 2009.

http://www.dtic.mil/doctrine/new_pubs/jointpub_intelligence.htm

DoD, *Joint Intelligence Preparation of the Operational Environment*, JP 2-01.3, June 16, 2009.

http://www.dtic.mil/doctrine/new_pubs/jointpub_intelligence.htm

DA, *Targeting*, ATP 3-60, May 2015.

http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/atp3_60.pdf

DoD Instructions

DoDI 3305.15, *DoD Human Intelligence (HUMINT) Training*, February 25, 2015.

www.dtic.mil/whs/directives/corres/pdf/330515p.pdf

DoDI 5030.59, *National Geospatial-Intelligence Agency (NGA) LIMITED DISTRIBUTION Geospatial Intelligence (GEOINT)*, March 10, 2015.

www.dtic.mil/whs/directives/corres/pdf/503059p.pdf

DoDI S-5205.01, *(U) DoD Foreign Military Intelligence Collection Activities (FORMICA)*, March 9, 2015.

www.dtic.mil/whs/directives/corres/pdf/S520501p_placeholder.pdf

Papers and Other Publications on Intelligence, CoIST, SFA, and Afghanistan

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S-3 Operations

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S-4 Logistics, Supply and Maintenance Advising

Each SFAAT team has at least one subject matter expert who advises the ANSF element on supply, maintenance and logistics. The links below will take the advisor to publications and other resources that will help in this advisor effort.

Websites about Logistics, Supply and Maintenance

Blog Posts about Logistics

<http://afghanwarnews.blogspot.com/search/label/logistics>

Essential Function 5 – Force Sustainment

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Afghan National Army (ANA) Logistics and Maintenance Publications

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ANA 10-27.4, *Unit Level Supply and Service for Unit Leaders*, October 2007.

ANA STP 1-65EA-7-SM-TG, *Soldier's Manual Petroleum Supply Specialist*

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ANA 1-4.2, *Decree on Material Accountability*

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ANA 63-20, *Combat Service Support Operations*, June 2007.

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ANA 7-20.5, *Executive Officer's Handbook*, November 2007.

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Mol Decree, *Fuel Policy*.

Mol Decree, *Transportation Policy*, July 16, 2008.

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S-6 Communications

Websites about Communications Advising

Communications Advisor

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Essential Function 5, - Forces Sustainment

www.afghanwarnews.info/sfa/8EFs/EF5-ForceSust.htm

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Fires

Each SFAAT has one or two fires personnel who have the capability of providing coalition fires to support the SFAAT and to provide enablers (fires) to the ANSF they advise. In addition, the fires personnel (especially on a CS kandak advisor team) provide advice and assistance to the ANSF on the employment of their own fires assets.

Websites for Fires Advisor

JRTC SFAAT ANA Artillery Resource Page
http://www.jrtc-polk.army.mil/OPS/SFAT_SFAT.html

122 mm Howitzer (D-30). By Wikipedia
[www.en.wikipedia.org/wiki/122_mm_howitzer_2A18_\(D-30\)](http://www.en.wikipedia.org/wiki/122_mm_howitzer_2A18_(D-30))

122-mm D30 Howitzer
<http://www.afghanwarnews.info/army/D30artillery.htm>

Essential Function 6 – C2 & Operations
www.afghanwarnews.info/sfa/8EFs/EF6-C2-Ops.htm

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Engineer Advisor Resources

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Security Force Assistance Engineer Advisor
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Ho, Gary K., *Soldiers and Builders: Engineering a More Self-Reliant Afghan National Army*, Air University, Maxwell Air Force Base, AL: April 2009.
<http://www.dtic.mil/dtic/tr/fulltext/u2/a539602.pdf>

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<http://www.dvidshub.net/news/104748/building-success-ana-engineer-kandak-completes-independent-construction-project>

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April 17, 2013. RFI for Construction Training in ANSF. Federal Business Opportunities.

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Medical Training Websites

Tactical Combat Casualty Care (TCCC / T3C).
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SFA Medical Advisor
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Kauvar, David S. and Tucker A Drury. “Forward-Deployed Medical Assets and the COIN
Offensive”, *Joint Force Quarterly*, Issue 70, 3rd Quarter, 2013, pages 16-20.
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Functionally-based Security Force Assistance (FbSFA)

(DOI Fall 2013). ISAF is transitioning its' security efforts and Security Force Assistance (SFA) from combat, unit-based advising to functionally-oriented advising. This evolution is required to address remaining capability gaps in the ANSF and to develop the institutional processes required to make the ANSF self-sustainable. This transition will begin in the winter of 2013 and will be implemented progressively throughout 2014.

Future SFA teams heading to Afghanistan will require instruction during pre-deployment training and at the training centers that is oriented towards Afghan institutional development and an understanding of the functional processes from ministry level down to the kandak level. This will require the selection and training of advisors that can operate at the corps, institutional, and ministry level – who have the appropriate rank, military occupational specialty, training, experience, age, and personality. Unfortunately, advisor selection and training is one area where the SFA effort has not done very well thus far – too many advisors lack the appropriate rank and military occupational specialty.

COMISAF (General Dunford) identified **Five Functional Pillars** (5 FPs) where the ANSF needed improvement –

[Leadership](#)

[Command and Control](#)

[Combat Arms Integration](#)

[Training](#)

[Sustainment](#)

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<https://jcisfa.jcs.mil/Members/Portal/ViewInsight.aspx?insight=1729>

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FbSFA – Leadership Pillar

Websites with Info on ANSF Leadership

ANA Officer Academy (ANA-OA)

www.afghanwarnews.info/army/sandhurst-in-the-sand.htm

Essential Function 4 – Force Gen: Recruit, Train, Retain, Manage, and Develop

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Papers and Pubs about ANSF Leadership

DoDIG, *Assessment of U.S. and Coalition Efforts to Develop Leaders in the Afghan National Army*, DoD Inspector General, Report No. DoDIG-2013-094, June 24, 2013.

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FbSFA – Command and Control (C2) Pillar

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See also the [Fires](#) and [Afghan Air Force](#) sections of this bibliography.

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DoDIG, *Assessment of U.S. Efforts to Develop the Afghan National Security Forces Command, Control, and Coordination System*, Inspector General of United States Department of Defense, Report No. DODIG-2013-058, March 22, 2013.
www.dodig.mil/pubs/documents/DODIG-2013-058.pdf

162D, *Afghan National Army Systems by Warfighting Function*, 162D Infantry Brigade, Fort Polk, LA: 13 May, 2013. This paper provides observations of the Afghan National Army units by Warfighting Functions and the way ahead for advisor training. The purpose of the paper is to provide an overview of the ANA and identify capability gaps in their systems. It also lays out a plan for training Security Force Assistance Advisors to address these deficiencies.

<https://jcsifa.jcs.mil/Members/Portal/ViewInsight.aspx?insight=1664>

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FbSFA – Training

Websites about ANSF Training

Essential Function 4 – Force Gen: Recruit, Train, Retain, Manage, and Develop
www.afghanwarnews.info/sfa/8EFs/EF4-ForceGen.htm

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DoDIG, *Assessment of U.S. Government and Coalition Efforts to Train, Equip, and Advise the Afghan Border Police*, Report No. DODIG-2013-081, May 24, 2013.
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DoDIG, *DoD Needs to Improve Oversight of the Afghan National Police Training/Mentoring and Logistics Support Contract*, Report No. DODIG-2013-093, June 25, 2013.

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Armstrong, Nicholas J. “Afghanistan 2014-2024: Advising for Sustainability”, *Small Wars Journal*, May 4, 2012.

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Gillette, John M. “Afghanistan: What Went Wrong”, *Small Wars Journal*, February 5, 2013. The author completed a two-year tour as an advisor at ministry level deployed as a member of the Minister of Defense Advisors (MODA) program.

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MNC-I, *Handbook Developing Host Nation Logistics*, Multi-National Corps – Iraq, May 1, 2009. Details Multi National Corps - Iraq Experience in 2007-2009.

https://143.84.167.180/Members/DocumentDetail.aspx?file=MNC-I_Consolidated_Logistics_Handbook_May2009.pdf

News Stories on Sustainment, Logistics, and Maintenance

September 3, 2013. ["Afghan logistic operations gain traction in RC-East"](#). *DVIDS*. News story about the Regional Logistics Support Command East (RLSC) located at FOB Gamberi.

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The 8 Essential Functions

The Eight Essential Functions (8 EFs) are fully described in the [ISAF Security Force Assistance Guide 3.0](#) published in July 2014. The 8 EFs divide the systems and processes that sustain the Afghan National Security Forces at the ministerial, institutional, and operational level into eight areas around which ISAF can organize its advise and assist effort. The 8 EFs were introduced in early 2014 replacing the 5 Functional Pillars from the 2012-2013 era.

You can find more information about the Eight Essential Functions at the website below:
www.afghanwarnews.info/sfa/8-essential-functions-sfa.htm

EF 1 – PPBE

www.afghanwarnews.info/sfa/8EFs/EF1-PPBE.htm

EF 2- TAO

www.afghanwarnews.info/sfa/8EFs/EF2-TAO.htm

EF 3 – RoL / Gov

www.afghanwarnews.info/sfa/8EFs/EF3-RoL-Gov.htm

EF 4 – Force Gen

www.afghanwarnews.info/sfa/8EFs/EF4-ForceGen.htm

EF 5 – Force Sust

www.afghanwarnews.info/sfa/8EFs/EF5-ForceSust.htm

EF 6 – C2 Ops

www.afghanwarnews.info/sfa/8EFs/EF6-C2-Ops.htm

EF 7 – Intel

www.afghanwarnews.info/sfa/8EFs/EF7-Intel.htm

EF 8 – STRACOM

www.afghanwarnews.info/sfa/8EFs/EF8-STRATCOM.htm

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Gender

Gender is sometimes a category associated with the 8 Essential Functions. It isn't numbered as an essential function (given it's own EF number) as it is considered as cross-functional – being a part of each of the EFs. Most military organizations within the Resolute Support organization have a gender advisor (GENAD). Listed here are some resources on gender issues in Afghanistan.

Gender (Afghan War News)

www.afghanwarnews.info/sfa/8EFs/gender.html

Resources for Gender

March 28, 2018. [“WPS 2018: Navigating the operational gender agenda”](#), *The Strategist*, Australian Strategic Policy Institute (ASPI).

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Program of Actions and Milestones (PoAM)

The Program of Actions and Milestones or PoAMs are an indicator of effectiveness. Each Essential Function (EF) lead within Resolute Support “. . . is accountable for progress in ministerial development through actions identified in a program of actions and milestones (PoAM) developed in conjunction with Afghan counterparts in the MoD and the Mol. The PoAMs consist of five categories of information: essential function, system, organization, process, and action.”⁴

Critical processes are identified in order to develop milestones and measure progress for their EF. The processes are completed over time with the execution of supporting actions and tasks. The number of PoAMs for each essential function varies. As the Afghan ministries become more effective it is anticipated that the number of overall PoAMs would decline.

In 2017 the Afghan Roadmap was introduced and this framework provided a revised way of assessing the progress of the Ministry of Interior, Ministry of Defense, and the Afghan National Defense and Security Forces (ANDSF). The Roadmap, in part, de-emphasized the importance of the PoAMs.

As of the fall of 2017 USFOR-A was moving away from tracking PoAMs to assess the MoD and Mol; and, instead using the milestones laid out in the [ANDSF Road Map](#).⁵

⁴ DoD, *Enhancing Security and Stability in Afghanistan*, DoD 1225 report to Congress, December 2016, 17.

⁵ SIGAR, *Quarterly Report to Congress*, Special Inspector General for Afghanistan Reconstruction, October 30, 2017, 100.

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4-Year Roadmap

In late 2016 President Ghani introduced the ANDSF Road Map to restructure and reform elements of the ANDSF. The 4-year security strategy to reform, reorganize, and strengthen the ANDSF has a goal of securing 80 percent of the Afghan population within 4 years. ⁶

In 2017 the Road Map began to be implemented. The Road Map consists of four main lines of effort:

- Increase Fighting Capabilities
- Leadership Development
- Unity of Command / Effort
- Counter Corruption

Key components of the Road Map included:

- Doubling the size of the Afghan Special Security Forces (ASSF)
- Building an Afghan Territorial Army (ATA)
- Transitioning to Black Hawk Helicopters
- Migration of ANCOP and ABP to MoD

Measuring Effectiveness. The U.S. will be measuring the effectiveness of the ANDSF Road Map by observing specific Road Map benchmarks.

⁶ DoD IG, *Operation Freedom's Sentinel: Report to the United States Congress*, September 30, 2017, 21.

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Understanding Insurgencies

The conflict in Afghanistan is an insurgency. The Security Force Assistance (SFA) mission encompasses the SFA developmental tasks of Organizing, Training, Equipping, Rebuilding, and Advising the ANSF. What is sometimes lost on military advisors is that the intent of SFA is to ensure the ANSF can beat the insurgents on the battlefield. So to properly advise and assist the ANSF as a military advisor one should understand the nature of insurgencies. One of the most important things to understand is what are the [root causes of the insurgency](#).

Websites with Info on Insurgencies

Insurgency Documents (tag insurgency) on Small Wars Journal
<http://smallwarsjournal.com/search/node/insurgency>

Insurgency. WikipediA.
<http://en.wikipedia.org/wiki/Insurgency>

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Connable, Ben and Martin C. Libicki, *How Insurgencies End*, RAND, 2010.
<http://www.rand.org/pubs/monographs/MG965.html>

Department of the Army, DA Pamphlet No 550-104, *Human Factors Considerations of Undergrounds in Insurgencies*, September 1966.
http://www.cgsc.edu/carl/docrepository/dapam550_104insurgencies.pdf

Fall, Bernard B., "In Theory and Practice of Insurgency and Counterinsurgency", *Naval War College Review*, April 1965.
<http://www.au.af.mil/au/awc/awcgate/navy/art5-w98.htm>

Kress, Moshe and Roberto Szechtman, "Why Defeating Insurgencies Is Hard: The Effect of Intelligence in Counterinsurgency Operations", *Operations Research*, Vol 57, No. 3, May-June 2009, pp. 578-585.
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Paul, Christopher, Colin P. Clarke, Beth Grill, Molly Dunigan. *Paths to Victory: Lessons from Modern Insurgencies*, RAND Corporation, September 2013.
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<http://strategicstudiesinstitute.army.mil/pubs/parameters/Articles/06autumn/record.pdf>

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Stoker, Dr. Donald, "Six Reasons Insurgencies Lose", *Small Wars Journal*, July 4, 2009.
<http://smallwarsjournal.com/jrnl/art/six-reasons-insurgencies-lose>

USASOC, *Casebook on Insurgency and Revolutionary Warfare*, Volume II: 1962-2009, April 27, 2012. Paul Thompkins. (Adobe Acrobat file is 14 MBs big).
<http://www.soc.mil/ARIS/Casebook%20Vol%20%20%2004-27-12S.pdf>

Videos about Insurgencies

"*Understanding Insurgent Origins, Behavior, and Political Membership*", By MAJ Anthony Aguilar, PhD, United States Army Special Operations Command (USASOC), April 24, 2015.
<https://youtu.be/OG7PjFOkOCc>

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Understanding Counterinsurgency (COIN)



Advisor teams are tasked with the mission of training, advising, and assisting their Afghan counterparts in various staff functions to include personnel, intelligence, operations, logistics, communications, and fires. What sometimes is not appreciated by SFA advisors is the need to be able to advise their Afghan counterparts on COIN or counterinsurgency. The Afghan ANP and ANA are fighting insurgents; therefore, they are involved in a counterinsurgent fight. Certainly, it is important to develop the ANA and ANP staff processes across the functional areas of the PHQ, OCC-P, ANA kandak, brigade, and other ANDSF organizations; but it is also important to advise the Afghans on how to fight the insurgents. Hopefully the resources provided below will assist the SFA advisor in developing an understanding of counterinsurgency and in advising his Afghan counterpart on how to fight insurgents.

Three important documents to review include FM 3-24, FM 3-24.2, and AJP-3.4.4 (see below for links to download or read online). Another document to review is:

Afghan National Army Lessons Learned Center, *Report on Counterinsurgency Capabilities Within the Afghan National Army*, February 2010. Posted on *Small Wars Journal* website.

<http://smallwarsjournal.com/documents/anacoincipabilities.pdf>

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Counterinsurgency Pre-Certification Training (JKO)

http://usacac.army.mil/cac2/coin/repository/OPDs/hts_coin/hts_coin_training_index.asp

COMISAF Advisory and Assistance Team (CAAT) Counterinsurgency Portal

https://ronna.apan.org/CAAT/SiteAssets/COIN_Information.aspx

District Stability Framework. USAID

http://transition.usaid.gov/our_work/global_partnerships/ma/dsf.html

U.S. Army Combined Arms Center – Counterinsurgency

<http://usacac.army.mil/cac2/coin/>

Counterinsurgency – SecurityInfoNet

www.securityinfonet.com/military/counterinsurgency-COIN.htm

Counterinsurgency in Afghanistan – Afghan War News

<http://www.afghanwarnews.info/COIN/counterinsurgency.htm>

Counterinsurgency by Wikipedia

<http://en.wikipedia.org/wiki/Counter-insurgency>

Blog Posts about COIN – Afghan War News Blog

<http://afghanwarnews.blogspot.com/search/label/counterinsurgency>

Counterinsurgency Training Center – Afghanistan (CTC-A)

www.afghanwarnews.info/COIN/COIN-Training-Center-Afghanistan.html

NATO and ISAF Guidance on Counterinsurgency

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FM 3-24.2, *Tactics in Counterinsurgency*, April 21, 2009. (8 MBs)

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FM 3-07, *Stability Operations*, October 6, 2008.

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FMFRP 12-15, *Small Wars Manual*, USMC, 1941.

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www.realcleardefense.com/articles/2018/02/05/the_case_for_counter_insurgency_light_in_afghanistan_113012.html

2016

Barham, Charles. "Stability Operations: Lessons from Afghanistan", *Small Wars Journal*. Barham points out some failing aspects of the COIN campaign in Afghanistan.

<http://smallwarsjournal.com/jrnl/art/stability-operations-lessons-from-afghanistan>

2014

Ault, Robert T. "Adapting Army Aviation for Irregular Warfare: Developing Leadership and Trust in a COIN Fight", *Small Wars Journal*, November 25, 2014. An aviation battalion commander writes on his pre-deployment and deployment to Afghanistan in support of the 173rd BCT responsible for Wardak and Logar provinces.

<http://smallwarsjournal.com/jrnl/art/adapting-army-aviation-for-irregular-warfare-developing-leadership-and-trust-in-a-coin-fight>

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www.theamericanconservative.com/articles/coin-is-a-proven-failure/

Griffin, Colonel Michael C. (USMC), *Rethinking Victory in Counterinsurgency*, U.S. Army War College, Carlisle Barracks, PA, October 2014. The author suggests replacing the term "victory" with "success" when describing the desired endstate of counterinsurgency.

<http://pksoi.army.mil/Publications/Papers/Griffin%20monograph.pdf>

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<http://cgsc.contentdm.oclc.org/cdm/singleitem/collection/p4013coll3/id/2905/rec/55>

Connable, Ben. *Embracing the Fog of War: Assessment and Metrics in Counterinsurgency*. RAND Corporation, 2012.

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Meyerle, Jerry, Megan Katt, and Jim Gavrillis. *On the Ground in Afghanistan: Counterinsurgency in Practice*. CAN Analysis & Solutions, April 4, 2012.

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Murray, Michael. "Counterinsurgency and Community Policing in Afghanistan", *Small Wars Journal*, January 1, 2012. A staff member of the COIN Academy in Afghanistan provides info on the attempt to build a COIN-focused ANSF.

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www.jfklibrary.org/Asset-Viewer/qJbe3E_H7kxvtbyzSb8pw.aspx

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Websites about SOF in Afghanistan

ANA Special Operations Command (ANASOC)

www.afghanwarnews.info/army/anasoc.htm

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www.afghanwarnews.info/army/commandos.htm

ANA Special Forces (ANASF)

www.afghanwarnews.info/army/anaf.htm

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Village Stability Operations (VSO)

Websites with Information about VSO

Village Stability Operations (VSO) by Afghan War News

www.afghanwarnews.info/security/village-stability-operations-vso.htm

Village Security and Local Defense by SecurityInfoNet

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<https://143.84.167.180/Members/Portal/ViewInsight.aspx?Focus=OIL&Insight=943>

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Personnel Recovery Websites

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www.specialforcestraining.info/topics/personnel-recovery-pr.html

Army Personnel Recovery Proponent Office (PRPO) website (CAC Accessible only).
<http://usacac.army.mil/cac2/PRPO/>

Army Learning Management System (ALMS). PR courses available at this site.
www.lms.army.mil/Saba/Web/Main

Defense Imagery CD/DVD Courses. PR courses available at this site.
<http://defenseimagery.mil>

Joint Personnel Recovery Agency (JPRA)
www.jptra.mil

Joint Personnel Recovery Agency (JPRA) Facebook Page
www.facebook.com/JPRAOSR

Personnel Recovery Directives, Field Manuals, and Handbooks

DoD Directive 2310.2, *Personnel Recovery*, December 22, 2000.
<http://www.aschq.army.mil/supportingdocs/d23102p.pdf>

DoD Instruction 3002.04, *DoD Personnel Recovery – Non-conventional Assisted Recovery (NAR)*, November 17, 2014.
www.dtic.mil/whs/directives/corres/pdf/300204_placeholder.pdf

JP 3-50, *Personnel Recovery*, January 5, 2007.
http://www.dtic.mil/dpmo/laws_directives/documents/joint_pu_3_50.pdf

JP 3-50, *Personnel Recovery*, December 20, 2011.
http://www.dtic.mil/doctrine/new_pubs/jointpub_operations.htm

AR 525-28, *Personnel Recovery*, March 5, 2010.
http://armypubs.army.mil/epubs/pdf/r525_28.pdf

DA, *Special Forces Personnel Recovery*, FM 3-05.231, June 2003.
http://armypubs.army.mil/doctrine/Active_FM.html

DA, *Army Personnel Recovery*, FM 3-50.1, November 21, 2011.
http://armypubs.army.mil/doctrine/Active_FM.html

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www.us.army.mil/suite/page/650428.

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http://armypubs.army.mil/doctrine/Active_FM.html

HQDA, ALARACT 098/2010, *Updated Guidance for Personnel Recovery Mission Software (PRMS) and Pre-CONUS Travel File (PROFILE)*.

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Videos and Movies

Videos about Afghanistan by Afghan War News

www.afghanwarnews.info/movies/videos-afghanistan.htm

Documentaries about Afghanistan by Afghan War News

www.afghanwarnews.info/documentaries/documentaries.htm

Fifteen Principles of Security Force Assistance in Afghanistan (Videos), produced by the COMISAF Advisory and Assistance Team (CAAT) in 2012.

<https://ronna.apan.org/CAAT/Lists/SFA%20Videos/AllItems.aspx>

Afghan army learns from the battlefield, NATO TV, October 15, 2014. A short video (2 mins) provides insight on training for the Afghan National Army (ANA) at the Kabul Military Training Center (KMTC).

www.youtube.com/watch?v=VP6u0sMaRgw

Functional Security Force Assistance (SFA) Brief, International Security Assistance Force (ISAF), December 2013. This 46 minute long video explains the shift from combat operations and advising with a focus on combat operations at the small unit level to advising along functional lines at all echelons of the ANA and ANP.

www.youtube.com/watch?v=DfwHQiKyxVs

My Job in Afghanistan: Advisory Team Commander, a UK officer from the 1 Royal Anglian explains his work as an SFAAT commander, UK Defence Headquarters, June 13, 2012.

www.youtube.com/watch?v=NIpHv4wvHho

The Buddhas of Mes Aynak, By Brent Huffman, uploaded to YouTube by the American Institute for Roman Culture, May 15, 2013. The 8 min documentary presents the upcoming destruction of an ancient Buddhist site in Logar province with the development of a [copper mine](#) by a Chinese mineral firm.

www.youtube.com/watch?v=kNK1ZsDktYc

The Last Commando: A Modern Day Green Beret, video about a Special Forces Operational Detachment "Alpha" deployed to Afghanistan. Interviews with team members provide insight to their jobs and outlook on the mission in Afghanistan. Circa

2014, 40 minutes, posted on YouTube.

www.youtube.com/watch?v=JYQtV0zvwJQ

Never Ending War in Afghanistan, video by BBC posted on YouTube by Discovery World, published December 16, 2013.

www.youtube.com/watch?v=IfCbF2hDkI

Afghan Hands, DVIDS, February 25, 2013. A video about the Afghan Hands program providing specialists with language and cultural skills to the ISAF effort.

<http://www.dvidshub.net/video/282499/afghan-hands-part-1-full-story>

Changing NATO Mission in Afghanistan, NATO Channel, YouTube, December 1, 2014. This video (4 mins long) describes the new non-combat mission in Afghanistan – Resolute Support involving 12,000 troops from the United States and other NATO and troop contributing nations.

www.youtube.com/watch?v=l2n5aoT-zPo

Afghanistan in Western Films from 1909 to 2001. By Christian Bleuer, Afghanistan Analyst Network (AAN), December 23, 2014. A review of western movies produce that depict Afghanistan or Afghan people. Includes *Caravans*, *King of the Khyber Rifles*, *High Road to China*, *Spies Like Us*, *The Man Who Would Be King*, *The Living Daylights*, *Rambo*, and *Beast of War*.

www.afghanistan-analysts.org/afghanistan-in-western-films/

88 Days to Kandahar, a video hosted by Peter Bergen of New America, posted on YouTube explores the time immediately following the 9/11 terror attacks in Afghanistan. Robert Grenier, then the CIA station chief in Islamabad, Pakistan. He found himself directing the country's "southern campaign", orchestrated the defeat of the Taliban, and helped Hamid Karzai come to power. His book recounts the time where Hamid Karzai and Gul Sherzai competed for power in southern Afghanistan.

www.youtube.com/watch?v=resL0ZngkR0

This Is What Winning Looks Like, Vice Media, Inc. An independent journalist and filmmaker, Ben Anderson, spent time with a Marine Police Advisory Team (PAT) in Sangin district, Helmand province during 2012. He documents some of the challenges that the PAT confronts during their advisory mission. This 1 ½ hour long video was posted on YouTube.com on May 27, 2013

www.youtube.com/watch?v=Ja5Q75hf6QI

Why We Lost – and What We Learn? The U.S. in Iraq and Afghanistan. A one-hour long video presented by the Miller Center of the University of Virginia. Panelists are Daniel Bolger and John Nagl. Bolger is a retired three-star general with combat tours in Iraq and Afghanistan. Nagl is a retired LTC with combat tours in Iraq. Both have written

books on the war. Bolger presents a pessimistic view of the war while Nagl is more optimistic. A very educational hour if you have the time. Taped on January 27, 2015.
www.youtube.com/watch?v=DfwHQiKyxVs

This is How Afghanistan Can Become Peaceful and Prosperous, European Union (EU) in Afghanistan, March 19, 2015. The EU says that Afghanistan is a natural corridor for trade and transit situated at the crossroads of the Middle East, Central Asia, South Asian, and the Far East and explains how regional cooperation would benefit Afghanistan and what the EU Delegation is doing in Kabul to help. (2 minutes).
<https://youtu.be/5oQ3vMLyrc4>

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Military Publications are Available at These Websites:

Army Knowledge Online (AKO)

www.us.army.mil

Army Training (and Education) Network ATN

<http://www.train.army.mil/>

Army Publications and Forms

www.armypubs.army.mil

Defense Technical Information Center (DTIC)

www.dtic.mil

Department of Defense

<https://www.defense.gov/News/Publications/>

Department of Defense Joint Publications Library

www.dtic.mil/doctrine/new_pubs/jointpub.htm

Federation of American Scientists (FAS) – Intelligence Resource Program
(not a military site but has many military documents – some outdated)

<https://www.fas.org/irp/doddir/army/>

Marine Corps Advisor Publications, Interaction Research Institute, Inc.

www.irism.com/pubs/

Peacekeeping & Stability Operations Institute (PKSOI)

<http://pksoi.armywarcollege.edu/>

Small Wars Center for Irregular Warfare

<https://www.mccdc.usmc.mil/ciw/references.html>

Special Forces Doctrine and Training Publications (31 series)

[http://armypubs.army.mil/doctrine/31 Series Collection 1.html](http://armypubs.army.mil/doctrine/31_Series_Collection_1.html)

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Blogs about Afghanistan and Afghan War

Eurasia Daily Monitor.

The Jamestown Foundation. Addressing the new strategic realities emerging in Eurasia.

www.jamestown.org/programs/edm/

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Leader Development & Education for Sustained Peace Program (LDESP)

3-Day Seminar and Distance Learning Program

<https://ldesp.wordpress.com>

A number of units deploying SFAATs to Afghanistan have taken advantage of a unique program offered by the "Leader Development & Education for Sustained Peace Program". This organization, a functional program of the Center for Civil-Military Relations located at Naval Postgraduate School (NPS) at Monterey, California, provides 3-day seminars at the unit's home station upon request and offers an online distance learning program for individuals. Funding for the seminars is provided by FORSCOM. The seminar provides informative briefings on Afghanistan concentrating on culture, history, geography, and politics.

LDESP Faculty. This is a collaborative educational program designed and facilitated by a pool of more than 300+ faculty - scholars from educational institutes, DoD, governmental agencies, and international organizations.

Three-Day Seminars at Unit Location. Units such as 173rd Bde and 4/1 AD have had SFAAT members participate in this seminar during pre-deployment training at home station prior to attending the Advisor Academy and the MRE/MRX at JRTC, JMRC, ATG, etc.

Distance Learning Program for Individuals. For those SFAAT members currently deployed there is a distance learning "Afghanistan Educational Program" as well. You can participate in this online training by registering on the LDESP website and then selecting the Afghan educational program. Units can also enroll individual members in an online unit program and appoint a unit member to monitor the progress of the unit members within that group. Content of the Distance Learning program includes Afghanistan overview, history, culture, language, geography, governance and politics, security, reconstruction, economy, UNAMA & NGOs, media, an extensive Afghan document library, and more.

To access the distance learning program you must first register on the website - a very easy process. As soon as you register you can start the online distance learning course and access the valuable and numerous publication library.

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Photo Collections

Afghanistan As It Once Was, Radio Free Europe, November 2014. Photo collection of William Podlich, a professor who spent two years in the alter 1960s teaching in Kabul. www.rferl.org/media/photogallery/afghanistan-kabul-historical-photos/24892496.html

Afghanistan: A look back at 13 years of war, Stars and Stripes, December 9, 2014. <http://media.stripes.com/i/AfghanWarGallery/#bar>

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Bibliographies

AREU, *Afghanistan Research Newsletter*, Number 31, January – March 2015, Afghanistan Research and Evaluation Unit. This extremely informative annotated bibliography (58 pages) provides a listing of papers, publications, reports and other research material.

www.areu.org.af/EditionDetails.aspx?EditionId=842&ContentId=7&ParentId=7

Bleuer, Christian, *The Afghanistan Analyst Conflict Bibliography*, Special Edition, The Afghanistan Analyst: Kabul, February 2012. A comprehensive bibliography 84 pages long with references about the Afghan conflict (all hyperlinked).

<http://christianbleuer.files.wordpress.com/2012/02/conflictbibliography2012.pdf>

Bleuer, Christian, *The Afghanistan Analyst Bibliography*, The Afghan Analyst: Kabul.

<http://afghanistan-analyst.org/bibliography/>

Ethnologue – Languages of the World, *Afghanistan Index of SIL Publications*, SIL.

<https://www.sil.org/resources/search/country/Afghanistan>

Gardner, Lenore K., *Corruption / Anti-Corruption in Afghanistan*, U.S. Army War College Library, September 2011.

<http://www.carlisle.army.mil/library/bibs/corafg11.pdf>

Goodman, A. Sue, *Afghanistan*, Special Bibliography No. 70, Supplement No. 2, Maxwell Air Force Base, Alabama: Air University Library, October 1990.

<http://www.au.af.mil/au/aul/bibs/afghan/afghan.pdf>

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<http://www.drschuylerjones.com/htm/index.html>

Moyer, Jeannette, M., *Building Partnership Capacity*, U.S. Army War College Library Notes, June 2011.

<http://www.carlisle.army.mil/library/bibs/PartnerCapacity2011.pdf>

U.S. Army War College, *Corruption / Anti-Corruption in Afghanistan: A Selected Bibliography*, September 2011.

<http://www.carlisle.army.mil/library/bibs/corafg11.pdf>

USASOC and John Hopkins University, Irregular Warfare (IW) Annotated Bibliography, provides resources for FID, CT, COIN, and UW. June 2, 2011.

<http://www.afghanwarnews.info/documents/IWBibliographyUSASOC2Jun11.pdf>

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<http://www.nndb.com/geo/516/000080276/bibliography/>

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http://www.tufts.edu/~dart01/extremismanddemocracy/newsletter/Afghanistan2_4.htm

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<http://www.au.af.mil/au/aul/bibs/afghan2010.htm>

_____, *Afghanistan Digital Library*, New York University.

<http://afghanistandl.nyu.edu/about.html>

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_____, Islam: The People, Culture, and Politics, Bibliography Branch, Muir S. Fairchild Research Information Center, Maxwell AFB, AL.

<http://www.au.af.mil/au/aul/bibs/islam12.htm>

_____, *Livelihoods in Afghanistan: a select annotated bibliography*, Afghanistan Research and Evaluation Unit (AREU).

<http://areu.org.af/Uploads/EditionPdfs/426E-Livelihoods%20in%20Afghanistan%20-%20Bibliography.pdf>

_____, *Master Bibliography*, Afghanistan Relief Organization.

<http://www.afghanrelief.org/about-afghanistan/adult-bibliography>

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Reading Lists

Recommended Reading Lists for Deployment to Afghanistan (AWN)

www.afghanwarnews.info/afghan-reading-list.htm

USJFCOM, *Pre-deployment Afghanistan Reading List*, August 4, 2009.

<http://usacac.army.mil/cac2/coin/repository/AFGReadingList.pdf>

1st Infantry Division SFA Reading List (requires AKO login)

<http://www.riley.army.mil/documents/SFATDocuments/111121141404.pdf>

North Warziristan: A Reading List by *A Different Place*

www.alexstrick.com/a-different-place/2014/12/north-waziristan-a-reading-list

United States Army Combined Arms Center (USACAC) Pre-Deployment Afghanistan Reading List, August 2009.

<http://usacac.army.mil/cac2/AIWFC/COIN/repository/AFGReadingList.pdf>

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Glossaries

Afghan War News Glossary

www.afghanwarnews.info/glossary/afghanglossary.htm

Special Forces Glossary

www.specialforcestraining.info/glossary/glossary.htm

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Blogs about Afghanistan

Afghan War News Blog

www.afghanwarnews.blogspot.com

Blogs about the Afghan War

www.afghanwarnews.info/blogs.htm

Afghanistan Blogs. Listing by The Afghanistan Analyst.

<http://afghanistan-analyst.org/afghanistan-blogs/>

Afghanistan War Blogs by SecurityInfoNet

www.securityinfonet.com/afghanistan/blogs-war-in-afghanistan.htm

Daily Read of Afghan News

www.afghanwarnews.info/dailyafghannews.htm

Current Afghan War News Sites by AWN

www.afghanwarnews.info/current-news.htm

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References about Afghanistan

Afghan War News Blog
www.afghanwarnews.blogspot.com

Who is who in Afghanistan? Biographies of VIPs like Afghan ministers, warlords, governors, police and military commanders, and more.
www.afghan-bios.info

Center for Strategic & Regional Studies (CSRS), Kabul, Afghanistan
<http://csrskabul.com/en/>

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Suggestions on documents, publications, briefings, website links, other information to change, delete or add can be sent to the email below:

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Afghan War News

Website - www.afghanwarnews.info

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“Afghanistan: Annotated Bibliography for Resolute Support” is a product of *Afghan War News*. The website, blog, and bibliography are published by John Friberg. The author served multiple tours in Afghanistan, Iraq, and elsewhere. He retired in January 2012 after serving 40 years in U.S. Army Special Forces (active and reserve components). After retirement he worked in Afghanistan as a contractor for DoD as a Counterinsurgency Advisor for the COMISAF Advisory and Assistance Team (CAAT) from 2012 to 2014. During 2015 to 2017 he worked as a Security Force Assistance (SFA) SME for the Resolute Support advisor training held at the NATO Joint Force Training Center (JFTC) in Bydgoszcz, Poland (with occasional trips to Afghanistan).

www.sof.news/writers/john-friberg/