



CALL Lesson of the Day

SUBJECT: Lessons Learned from PRT New Zealand FOB ZIWI

Theater: Afghanistan

Date: June 11, 2012

1. Observation: The New Zealand Army is punching above its weight in Afghanistan.
 - a. The NZDF PRT is playing a critical role in preparing BAMYEN Province for Tranche transmission to the Islamic Government of Afghanistan GIROA. Bamyan is expected to be totally transferred to GIROA in 2013.
 - b. The NZDF PRT has made significant strides in overcoming unusual challenges in their AO. The NZDF has had to balance a perception that Bamyan is safe while insuring that the area will be Afghan sustainable after the NZDF depart. To make this possible they have had to pursue innovative ideas that will be covered in this LOD.
2. Discussion: The New Zealand Defense Force NZDF comprises 8,617 Regular Force, 2,377 Reserve Force, and 2,673 civilian staff members across the armed services of Navy, Army, and Air Force. The NZDF is undergoing force restructuring and many NZDF soldier positions are being civilianized. Over 300 positions were civilianized last year. The impacts of this are yet to be determined. NZDF soldiers sign a contract that insures their "employment" for 12 years. They can leave the service at any time unless they are in a position where their training would lead to employment in the civilian sector. An example would be a medical position. This is called a "return to service position". They must do three years in the Armed Service prior to release from contract.

New Zealand (NZ) has a NZ Provincial Reconstruction Team (NZ PRT) in Afghanistan. The NZDF refers to soldiers' deployments in Afghanistan as CRIBs. The present rotation is CRIB 20. NZDF members do six-month rotations. The NZDF has been in Afghanistan since the beginning of the war. The initial NZDF members were Special Air Service SAS personnel. When the SAS team redeployed the NZDF sent a Provisional Reconstruction Team PRT with combat power. The small size of the NZDF means soldiers with specialty skills are in their third or fourth rotations. The NZDF soldier gets a six-week work-up before they deploy to theater. Preparations for deployment involve exercises that replicate anticipated conditions in theater. Exercises include: reactions to combat, Emergency Close Air Support ECAS, and MEDEVAC procedures. The ECAS procedures are trained in Australia and the United States. The NZDF PRT has one US

trained JTAC. The twentieth rotation, CRIB 20, is led by Senior Military Advisor LT COL Halls. The government of New Zealand has announced that their commitment to Afghanistan will be in place until 2014.

The NZ PRT is based in the town of Bamian, in Bamyān Province. Kiwi Base and the adjacent airfield are to the south of the valley. The Main Township and bazaar is located to the north of Kiwi Base. In winter (Dec-Mar), the surrounding mountains and valleys are covered in snow. The township of Bamian is at an altitude close to 8,800 feet above sea. Roads are impassable during the winter and the NZDF Engineers do expedient repairs to allow resupply starting in the spring. The roads across the province vary widely in quality. In spring there are flash floods and constant road erosion. The province is scheduled for some road improvements if the expected Salang Tunnel Bypass is constructed. This would allow traffic to be diverted during scheduled tunnel repair.

The population in the province is primarily Hazarans. This ethnic group has historically been in the lower strata of Afghanistan society. The Hazarans are primarily Shi'a the second largest denomination of Islam. There are approximately 400K people in Bamyan. The Hazarans are characterized by their Asiatic features. This stigmatizes the Hazarans. The Hazarans resisted the Russian invasion. After the defeat of the Soviet Army they aligned with the Northern Alliance to prevent Pashtu and Taliban takeover of



the government. Between, 1992-1995, Abdul Ali Mazari became the first political leader to speak out at an international level for, and on behalf of Hazarans. He put their case to the UN and the international community. He unified the Hazaran people by bringing together the many sections, forces, and classes within Hazara and Shi'a society. Mazari signed an agreement with the Taliban leadership in 1993 but was beheaded by them in 1995. Twice during their time in power the Taliban tried to ethnically cleanse the Hazarans. At the end of the runway next to Kiwi base is a mass grave of over 2000 Hazarans. This is seared in the collective memory of the Hazarans. The TB destroyed the famous Bamyan Buddha Statues in 1996. The Hazarans are at the bottom of the social hierarchy in modern Afghanistan. They are mainly employed in unskilled labor jobs. A good indicator

of outcast status in Afghan society is the low rate of inter-ethnic marriages by Hazarans with other ethnic groups. Perhaps as a consequence of this, the Hazarans have been relatively isolated from the influence of the other ethnic cultures of Afghanistan, and their identity has remained relatively static. Presently, the Hazara leader is Mohammed Mohaqiq. He advocates for a de-centralized government and federalization. The

Hazarans are supportive of the ISAF presence in their area. Lt Col Halls states that his NZDF security primarily comes from the locals of Bamyán providing intelligence.

The Provincial Governor (PGov) is Dr Sorabi. She is the only female PGov in Afghanistan. Competent in her position, she is considered a positive influence. She was appointed to her position by President Karzai. She has been very successful building and maintaining relationships with international aid organizations. She is a very progressive woman and works to stop corruption. The NZDF is training her personal security detachment (PSD). A PGov in Afghanistan is always a potential high payoff target for the Taliban.

There are approx 140 NZ soldiers in Afghanistan. They are concentrated in the Bamyán Province. Their Area of Operations AO covers 15,000 square kilometers. Originally there were 5 NZDF patrol bases. Two patrol bases have been closed. Another is scheduled to be closed this December. The NZDF primary base is in Baiman City. Four NZDF teams are located in other areas of the province. Their mission is to assist training the ANP. The Afghanistan Uniform Police (AUP) in Bamyán has the lowest



percentage of police to population ratio compared to all the other provinces in Afghanistan. The NZ Army trainers also assist in training the National Directorate of Security (NDS). They focus on instructing the NDS on Quick Reaction Force (QRF) tactics. The NZ Army trainers are withdrawing in 2014. The withdrawal will be the most vulnerable time for the ANSF. In order to have an enduring security effect, the security strategy is to train the AUP and NDS on QRF procedures. The goal is to have four QRF elements available before the

NZDF withdraws. That way the AUP personnel located in remote locations will get the support they potentially need. For example, there are on 15 AUP in Do Abe northeastern Bamyán. This is a major mining town and road intersection. The Do Abe area is adjacent to Parwan where insurgent elements have safe haven. When operations take place in Parwan the violence spills over into Do Abe.

General Petraeus envisioned standing up a Provincial Reaction Company PRC in each province. A PRC for Bamyán was endorsed but never approved. The NZDF assessed that a PRC like unit was necessary for long term stability. The NZDF commander worked with NATO Training Mission Afghanistan (NTMA) to allocate a tashkil (Afghan MTOE) that would reflect the composition and capability of a PRC. The tashkil they developed is called a Provincial Quick Reaction Force (PQRF). The PQRF is also called Unit 6. The tashkil has been approved but it has not been equipped. To overcome this shortage the NZDF has come up with an innovative solution. They bought black

coveralls and issued them as uniforms. They got subpar Hungarian AK-47 for training. With meager resources the NZDF was able to train two platoons of PQRF personnel. There have been several challenges to their innovative methods. First the Provincial Chief of Police (PCoP) disbanded the entire PQRF. Then relented and hired back half the trained personnel. This may have been a political move and the NZDF is negotiating to get the entire force reinstated. There is no ANA in Bamyan although there is an LNO in the OCC-D. This is why the NZDF assesses the necessity for a PQRF.

In addition to the NZDF training team, there are other organizations training the AUP and NDS. The NTMA and European Police EUPOL also conduct training missions in Bamyan. The NTMA focuses on new police recruit training. The basic recruit course for the AUP is 84 days. The basic course for the NDS is 6 weeks. Most of the Afghan instructors at the NTMA Regional Training Center RTC have had combat experience. The instructors are also more literate than the average Afghan. EuPOL provides



advanced police training for graduates of the AUP basic course. The NZDF take the graduates of the advanced course and train them in militia skills. The NZDF trainers coordinate with NTMA and EuPOL to achieve its objectives. This has been a challenge. The NTMA will not issue ammunition or AK47s directly to the New Zealand trainers. The stated reason is that NTMA must give the ammunition and weapons directly to the Afghanistan Uniform Police (AUP). Supposedly this is to teach the AUP how to requisition ammunition and weapons. However the AUP does not have a J4 to sign for the ammunition or the weapons. The NZDF trainers have identified an ANP logistician that is scheduled to fly to Kabul and sign for the weapons. Even this solution presents problems. They have to try to manifest a non ISAF individual on an ISAF flight. It's likely that the Company size weapons allocation will

dwindle to a platoon level after the PCoP takes his cut of the weapons. In the mean time the NZDF trainers have worked around the obstacles by obtaining Hungarian weapons to train the AUP and NDS.

The NZDF has trained two 30 personnel NDS classes. The NDS personnel are usually more literate and less corrupt than other ANSF agencies. Their training course is 6 weeks. The NDS contract obligation to GIRoA for service is a only 18 month duration. The AUP contracts obligation is for 3 years. This causes tension between the NDS and the AUP. There is constant turnover in the NDS since many leave the NDS after their contract expires. Therefore they have to constantly replenish the NDS personnel pool. The NZDF PRT recognizes that they will be leaving in 2014. To set the NDS up for success they have focused their efforts on a train the trainer program. This has its own

challenges. There are no NCOs in the NDS. Some of the NDS personnel take no interest in being instructors. This may be cultural since they may think it's beneath them to be a trainer. To date they have trained 55 NDS personnel and presently there are 30 NDS personnel in class. The NDS has a reputation for rough handling of detainees. They do not discourage this reputation. The NDS requested the NZDF provide some hearts and minds training but they are primarily interested in cordon and search. Another area of their interest is ambush techniques. The bulk of the training for the NDS is in military tactics.

There is an AUP unit in Do Abe. This unit guards the Chinese mining operations. The NZDF call this unit the Chinese police. The NZDF trainers do not work with this special unit. The Chinese are mining coal to provide power for to Hakaki power plant. Hakaki is going to provide power for future Chinese mining efforts for chromites and copper. The Aynak copper mine in Bamyan is already yielding large deposits. Also there are reports of vast amounts of copper in Dai Kundi. Incidentally, the town of Do ABE is a completely male town. There are no women allowed there. In spite of this a CERP project built a woman's clinic in the town.

Although Bamyan is thought to be a completely benign province there has been a recent up surge in violence along a main supply route MSR entering the province. This has highlighted the tenuous supply system in Bamyan. Water is limited with a 3 minute shower restriction imposed on Kiwi FOB personnel. All water is brought by truck to the FOB. Four fuel trucks were attacked recently and 10 more turned back at road blocks.



The NZDF personnel are restricted from using fuel for anything other than operational missions. All missions are scrutinized by the commander for fuel requirements. That means that personnel doing battlefield circulation are discouraged from coming to FOB Kiwi. Additional personnel coming to FOB ZIWI strains their limited resources.

FOB Kiwi has a good and close working relationship with TF Bulldog their higher headquarters. The Bamyan Area of Operations AO is considered a non kinetic area. Relative to most other provinces this is true. This causes the NZDF PRT to receive low prioritization of helicopter missions. The NZDF PRT commander recognizes TF Bulldog's prioritization of air assets and does not count on helicopter support. The NZDF fuel point is used for re-fueling by pop in helicopter flights. The Kiwis use pop in flights to request the helicopters fly to FOB Romero and deliver mission essential supplies. This obviates an 8 hour road movement to FOB Romeo.

The NZDF PRT has BATS and HIIDEs and take them on each patrol. Biometrics is primarily used for FOB ZIWI force protection. It's not used for Named Area of Interest NAI Biometric enrollment. Detainees are less likely to be released if they are convicted using biometrics. Even so many nations have caveats for detaining Afghan citizens. This is a conundrum for the NZDF. They are not allowed to detain Afghan citizens. They cannot turn detainees over to the National Directorate of Security (NDS). This caveat came after a report that the NDS treated prisoners harshly. There has been a case where the NZDF turned over a detainee to the AUP only to have him released for lack of evidence. This detainee had reportedly killed a NZDF soldier. If the NZDF detains an insurgent they now work to insure that the AUP and GIRoA prosecutors are going to develop the case. The Commander stated that if a Watch Level WL 1 was detained then he would turn him over. The NZDF works with the GIRoA prosecutors and assistant prosecutors to create warrants to detain insurgents. NZDF assist the AUP in making arrest by establishing an outside cordon of the target objective. The AUP do the actual arrest. The NZDF is also involved in building the Rule of Law ROL process. There is an NZDF lawyer that advises AUP on ROL.

The enemy situation is dynamic. There is a threat in the Northeastern sector of the NZDF AO. There is one route where checkpoints come under constant attack. The remoteness of some of their combat out post makes Close Air Support CAS problematic. Most of the threat comes from the Tajik community. There are rat lines that run parallel to one of their major MSR. The mountainous region makes it difficult to track the many goat trails throughout the area. These trails are easily traversed by motorcycles. These rat lines are approximately 50 to 70 kilometers long. The Regional Command North RC (N) is sparsely manned. The Hungarian PRT in RC (N) has limited presence in the area. The Taliban has expressed a determination to place IEDs along routes frequented by NZDF members. The commander admits that the insurgents in his AO are not the A team, but adds it does not take an A team to implant an IED or pull a trigger. The commander stated it in Rugby terms "a second class team can still score a try even if they don't win the game". The insurgents have the capability to achieve a lethal effect. The upper echelons of the insurgency are committed ideologues. There is a definite fighting season in their AO. During the winter roads become impassable creating a lull in the fighting. The summer fighting season is confined mainly to the northeastern area of the province. The insurgents have three objectives in their summer campaign. First, restrict Freedom of movement FOM. Second, preserve the force until ISAF leaves. They limit direct confrontation with NZDF. Third, extract money by coercion from the locals. The insurgents may try to focus on the mining area of the Do Abe area. This is why the AUP has placed a large contingent personnel, Chinese police, in that area.

There are factors developing that will stress the economics in Bamyan. There has been a severe drought this year. Most of the populace is subsistence farmers. The main crops are wheat, barley, and potatoes. The NZDF PRT is working to increase food

production and link that with good food storage techniques. Most food storage is in ground containers leading to spoilage. If the NZDF PRT is successful with increasing food storage, then the farmers may be able to sell their produce for a profit. New Zealand has a NZAID that serves the same function as USAID. The NZDF and NZAID work to develop civilian projects. Their Padre assists in running an orphanage with 80 children. He also supports a woman's medical clinic. In spite of the civilian projects successes there is growing economic pressures on the community. The Kuchi migrate through the area cause tensions. The Hazarans and the Kuchi had gun battles in 2008 over land and water rights. This dispute is expected to be accentuated by the present drought. The Kuchis are paid not to come on Hazaran land. This agreement may breakdown under demands to feed Kuchi livestock.

The NZDF personnel used to patrol with AUP in HUMVEEs. It's fairly well known that HUMVEEs do not provide enough protection against High Yield IED (HYIEDs). The NZDF has acquired the Light Armored Vehicle LAV Series 3.5 built by General Motors Canada. The LAV 3.5 variant is very effective on the challenging mountainous roads of Afghanistan. The LAVs have been in Afghanistan for a year. One exceptional feature is the 25mm chain gun. It can elevate nearly straight up. This is particularly useful on



mountain passes where the high ground can be dominated by the insurgents. The insurgents call the LAV the green dragon. They hate its presence. The LAV has been used by the NZDF in multifarious roles. It's been used in a peacekeeping role in Timor and was used to bring supplies to New Zealand citizens after the Christchurch earthquake. A crew of nine usually goes in the LAV. There are 2 dismounts. The LAV has two engines. One engine is an auxiliary engine that sustains power to the turret when the drive engine is

turned off. The LAV can travel 450 kilometers on a full tank and it's very quiet. The communications system is NATO compliant. The interpreters with NZDF patrols have language reach back support to New Zealand from the LAV. One LAV hit an IED and all the crew survived. The LAV has seats that are not attached to the floor. This is a lesson the Canadians learned in Regional Command South RC (S). This configuration absorbs the blast. If the damaged LAV had been a HUMVEE there would have been major casualties. They use an ISAF tracker system for navigation. This will soon be replaced with the Blue Force Tracker. If the NZDF need parts for the LAV it's shipped to them by DHL through BAF.

The IED threat varies by location. In their AO the primarily threat is Pressure Plate IED (PPIED). However there is a growing IED sophistication in Bamyan. The IEDs can be composed of the usual mixtures of Potassium Chlorate or Ammonium Nitrate.

The NZDF do partner patrols with the AUP. They usually patrol with 3 LAV and 3 AUP Ford Ranger trucks convoys. The purpose of the patrols is to insure Freedom of Movement FOM. The local's perception of security depends heavily on keeping FOM. Patrol can take up to eight hours. The patrols are intended to build confidence in the AUP personnel. The NZDF goal is to enable the AUP to be able to fuel, feed, and become totally self-sufficient before the NZDF withdraws. The NZDF has had to adjust rules to energize getting the AUP up to speed. The means they have to provide some



support for patrols. If the NZDF did not provide minimal support nothing would get off the ground. The NZDF stresses partnership. They eat the same food as the AUP and work out in the same gym. The NZDF view the Afghans as rugged recruits. All seem to have had some illness or injury. In spite of this, they can stay with the NZDF soldiers on the twin peak challenge. This a physical fitness test accentuated by the high altitude. They have learned over time not ask a lot of the NDS and AUP personnel until they have built a relationship. They

usually shed body armor when working with the AUP. However they retain a guardian angel that is fully kitted. They try to be personable with the Afghans and appear to be fully integrated as a team. The NDS and AUP sometimes clash but most of the time their interest align. Power brokers and deals are part of the fabric of life in Afghanistan. The NZDF PRT has learned how to navigate these complexities.

The future of FOB Kiwi remains uncertain. There is talk that the Afghanistan Air Force AAF will establish a presence on the airfield. There are several GIROA facilities near the base: a detention facility, Regional Training Center RCT, and NDS provincial HQ. Whether the base closes or transitions to the AUP, the NZDF has positioned itself for a smooth transition. It has engaged with the locals from the beginning. The land is leased from locals.

3. Lessons Learned:

- The NZDF need Air Drop (JPADS) training before they get to theater. The training takes about one hour with classroom and practical exercise at the end. This includes a live airdrop. TF Bulldog has conducted several air drop resupplies to remote NZDF COPs.

- The NZDF has had problems with AT4 ammunition and is considering going back to the M72 LAW. Four out of ten AT4 malfunctioned at a range fire.
- The NZ PRT Commander washes dishes in the PRT kitchen. Everyone chips in except the US Army NTMA personnel who refuse to stand check point watch at the Control Entry Point to FOB Kiwi. They claim that they are communications personnel and do not do guard functions.
- The NZDF PRT has engaged with the locals from the beginning. The land is leased from locals. This has made the transition of 2 bases go smoothly. Proper prior engagement with locals mitigates friction.
- LCLA air drop resupply is essential to resupply FOB like Romero during the winter. Especially since helicopters are in high demand.
- NZDF have experimented with a UAV called a Kuha. It's manufactured in New Zealand. It's getting mixed reviews. The NZDF personnel have been trained in the use of the Raven. But that has to be borrowed from US units and can be withdrawn at any time based on need. A Raven was obtained through the CONS process.
- NZDF has a trained JTAC that has been to US schools and has drop authority. This is critical to small patrol base defenses.
- MEDEVAC times are on the edge of the golden hour. AME Aerial Medical Evacuation is a constraint on mission planning.
- NZDF PRT training of the AUP or NDS suggests stay away from PowerPoint's. You're wasting the Afghans time and putting them to sleep.

Due to New Zealand's antinuclear policy, defense cooperation with the U.S., including training exercises, has been significantly restricted since 1986, when the ANZUS treaty defense obligations to NZ were suspended by the USA. However, New Zealand and the USA remain 'very, very good friends'. On 26 July 2008 during a visit to New Zealand, Secretary of State Condoleezza Rice upgraded this status and said "New Zealand is now a friend and an ally". The NZDF has served alongside NATO led forces in Afghanistan and in 2004 the NZSAS was awarded a Presidential Unit Citation by US President George W Bush for "extraordinary heroism" in action. There is a reason that New Zealand is in a special intelligence category.

4 Recommendation: None

5 Related CALL publications: None

7. LNO: LTC John Carpenter is a CALL (Center for Army Lessons Learned) Liaison Officer (LNO) posted at Bagram Afghanistan: