



Joint Center for International Security Force Assistance

Best Practices for Advising the ANSF

SFAT Academy 19 April 2012



Overview

- Partnering versus advising
- Role of the military advisor
- Best practices for getting along with others
- Sources of power and influence over ANSF
- Best practices for development of ANSF staff functions
- Assessment of ANSF counterparts



Learning Objectives

Terminal learning objective (TLO): Understand the best practices, and sources of friction while conducting the roles and responsibilities, functions, tasks, of a Security Force assistance Advisor Team (SFAAT) member and team.

Enabling learning Objectives (ELO):

- Develop and execute a rapport building plan (advisor traits)
- Develop an assessment strategy and subsequent action plans
- Understand the assessment function to advising of foreign security forces while conducting Security Force Assistance (SFA) tasks
 - Understand how the SFA advisor, a subject matter expert in mission planning and operations, trains, coaches, and advises
 - Understand how the application of SFA in Afghanistan (SFAAT, partnering, Security Transition Teams, coalition advisor team) contributes to the nesting concept of the BSO conducting COIN



References

- JP 3-07.1, *Joint Tactics, Techniques, and Procedures for Foreign Internal Defense*
- FM 3-07.10, *Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces*
- FM 3-05.137, *Army Special Operations Forces Foreign Internal Defense*
- Training Circular 31-71, *Special Forces Advisor Techniques*
- Occasional Paper 19, *Advice for Advisors: Suggestions and Observations from Lawrence to the Present*
- Joint Center for International Security Force Assistance publication, *SFA Planner's Guide, 2008*
- Joint Center for International Security Force Assistance publication, *Afghan National Police Mentor Guide, 2009*
- Marine Corps Center for Advanced Operational Culture and Language (CAOCL) publication, *Afghan Culture for Deploying Personnel*
- Draft Marine Corps Publication, *Tentative Manual for Partnering Operations*



Advisor Traits and Characteristics

- I am an American Soldier
- I am a Warrior and a member of a Team
- I serve... and live the Army Values
- I will always place the Mission first (Task and Purpose)
- I will never accept defeat (end state / success criteria)
- I am disciplined . . . Trained, and proficient
- I will never quit
- I am an expert and I am a professional
- Loyalty (True faith, allegiance to country, army, unit and mission)
- Duty (Fulfill obligations – mission task and purpose)
- Respect (Treat people with dignity, as they should be treated)
- Selfless Service
- Honor (Live and work within the framework of the Army Values)
- Integrity (Do what is right – legally, morally, and ethically) of a U.S. soldier is unwavering
- Personal Courage (physical and moral)



Comparing Partnering & Advising

- Partnering Concept

- BCT collective knowledge and skills to exemplify
- Provides enablers to assist the ANSF to mission success
- Brings the abilities of the BCT to bear in order to positively influence the ANSF across all functions

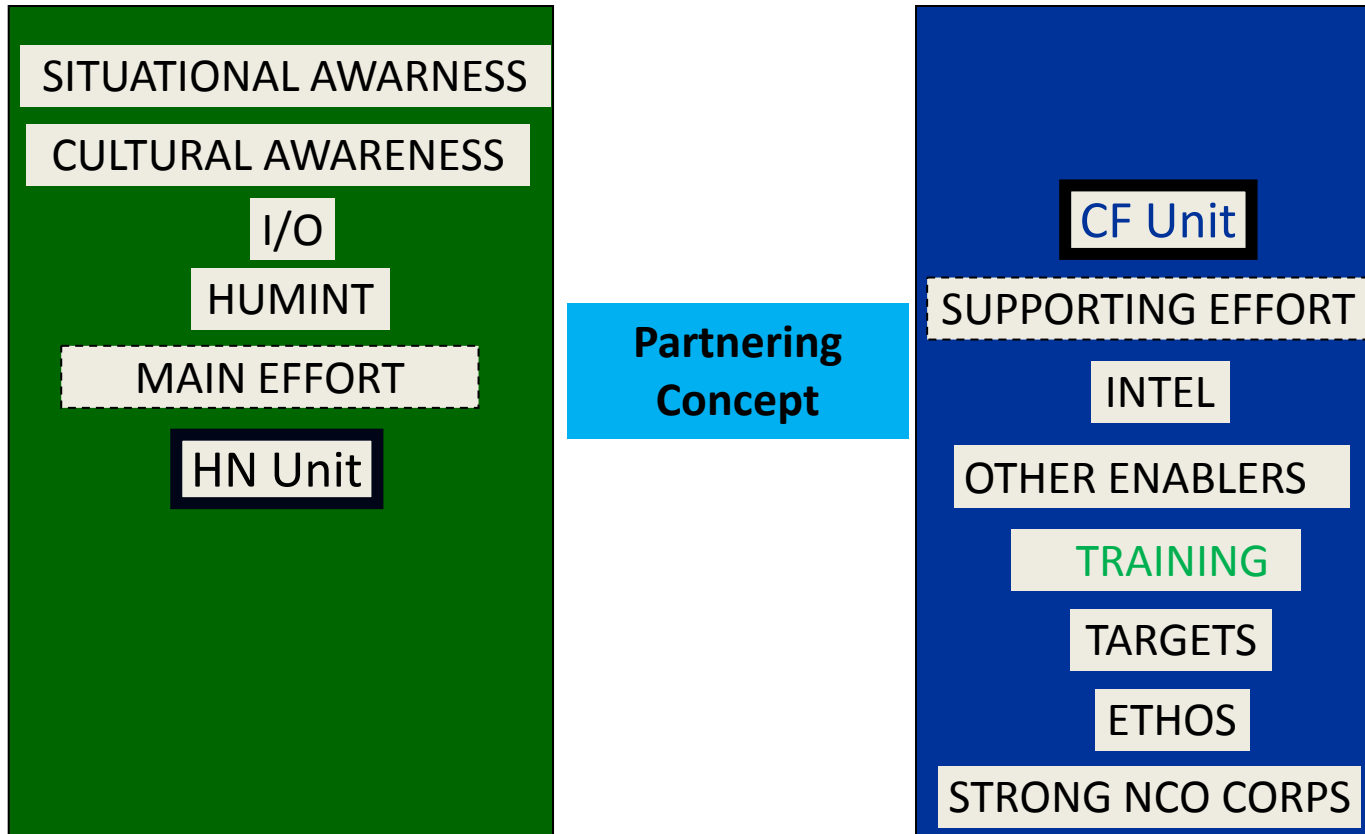
- Security Force Assistance Advisory Teams

- Act as a persistent presence within the ANSF (Advise)
- Conducts advisor tasks for all operational phases as assessments require (Assess)
- Coordinate enablers to Enhance the ANSF's operational capabilities, and to build institutional capacity (Assist)





Unity of Effort in Partnering



Partnering allows the ANSF to gain the capacity and experience to operate independently



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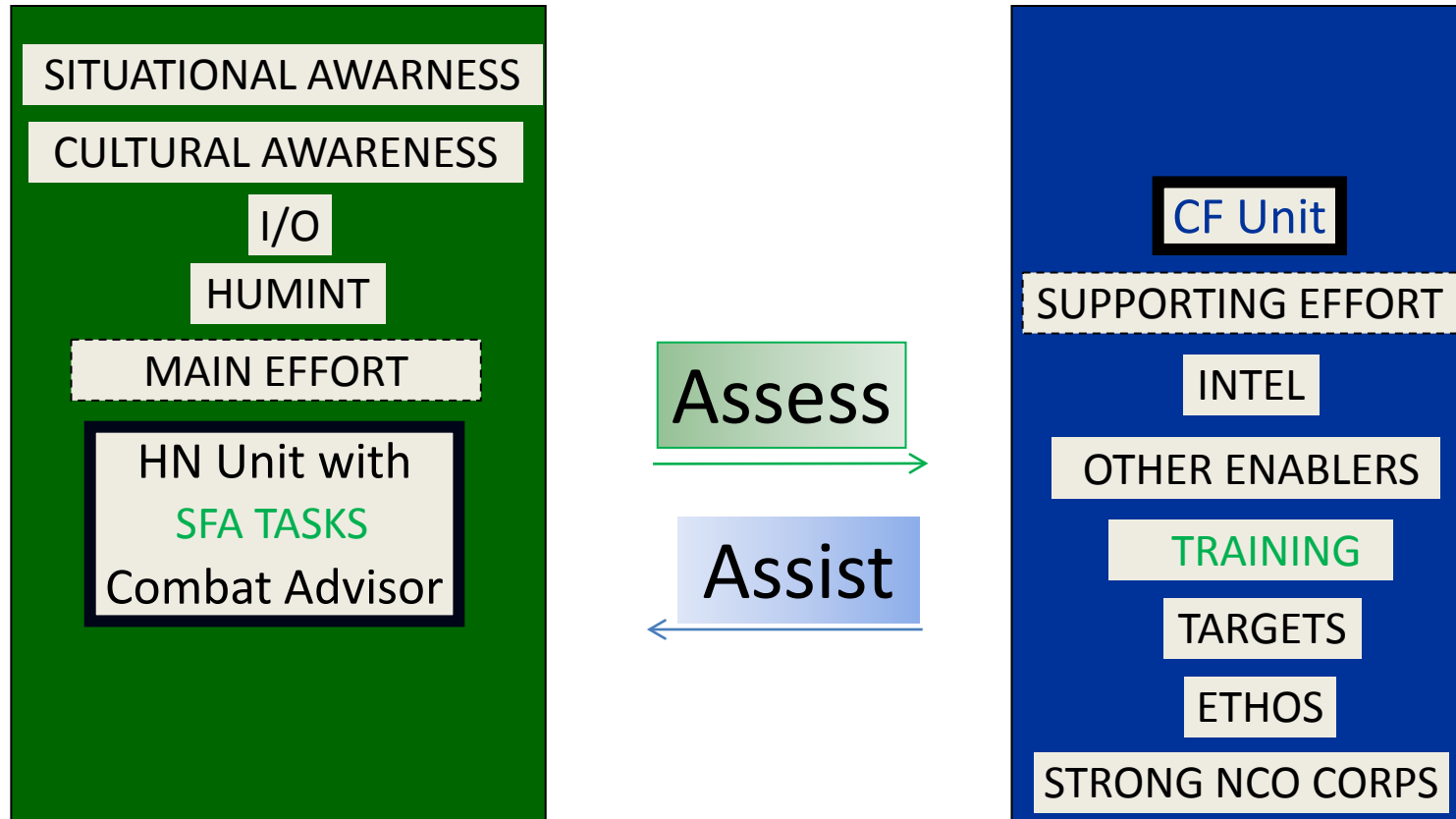
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SFAAT Embedded with HN



Embedding advisor team within ANSF provides persistent presents and Institutional knowledge, enabling the unit to conduct operations



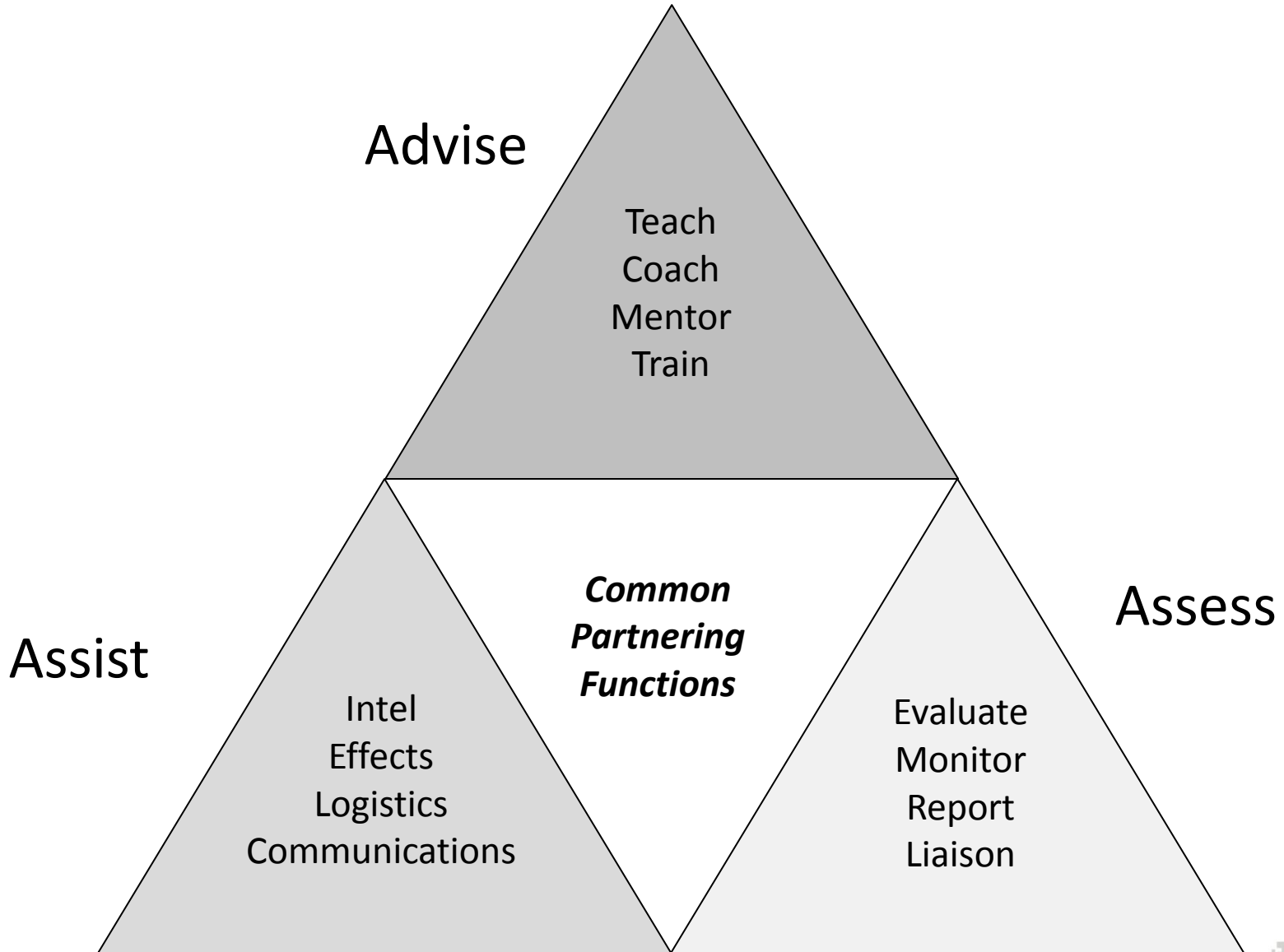
Comparing Partner Units & SFAATs

Term	Unit	Mission	Organization Structure	Operations	Command Relationship
"Partnering"	BCT*	Conduct Integrated Ops Develop Partner Units	Parallel	Integrated -Planned -Prepared -Executed -Assessed	Varies based on development from Supported to Supporting
"Advising"	SFAAT*	Develop Partner Units	Shadow	ANSF Unit	Varies based on development from Teach, Coach, Advise, Supporting

Partner units play "zone"
SFAATs play "man-to-man"

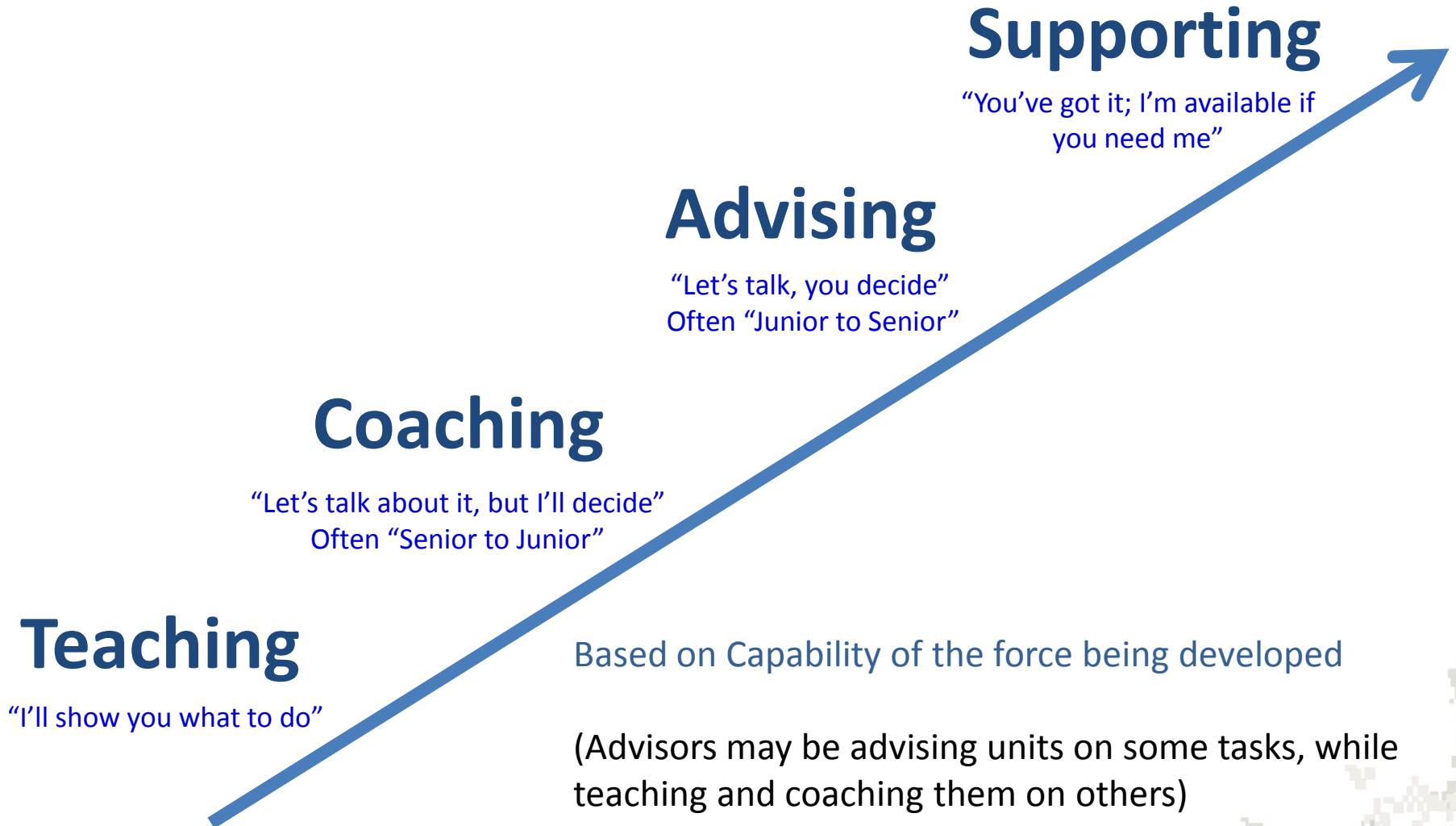


Security Force Assistance Functions



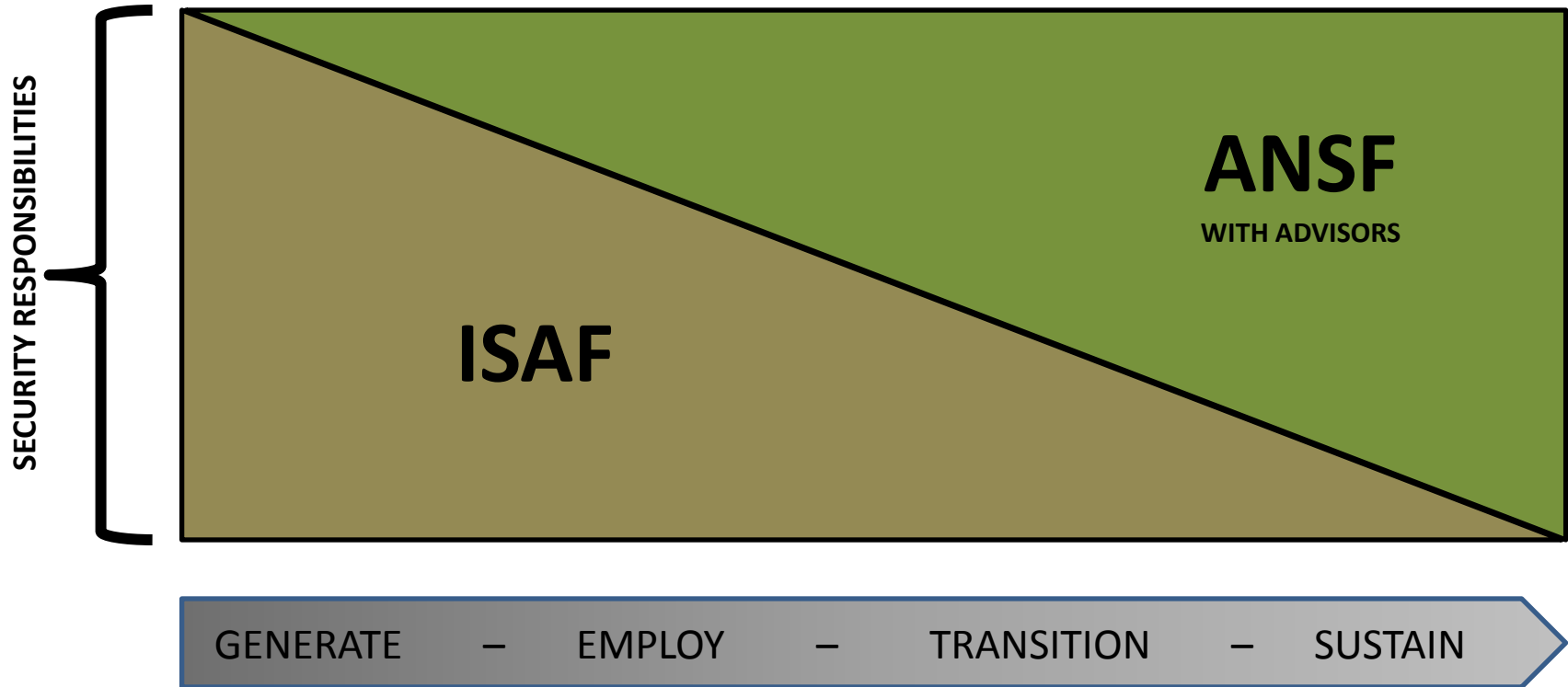


Advising Tasks





SFA Phases in Afghanistan



Security Force Assistance Phases





Guidance for Partnered Operations

“Partner with ANSF at all echelons. Our job is to hold them accountable for performance in serving the Afghan people and protecting them from harm. Build their capacity to secure their own country. Foster ownership - their success is our success. Live together, train together, plan and operate together. Share the same battle rhythm and information. Integrate your command and control structures. *Put them in the lead and support them, even before you think they are ready.* Coach them to excellence, and they will amaze you with how quickly they take charge.” – *ISAF COIN Guidance*

Task Organization



- 1 x US Army Infantry Company (+)
 - 1 x HMG Section
 - 1 x MI Det
 - 1 x CA Team



- 1 x ANA Company



- 30 AUP

Situation: Local Malik supports GIRoA; 40 – 50 Taliban have infiltrated village.

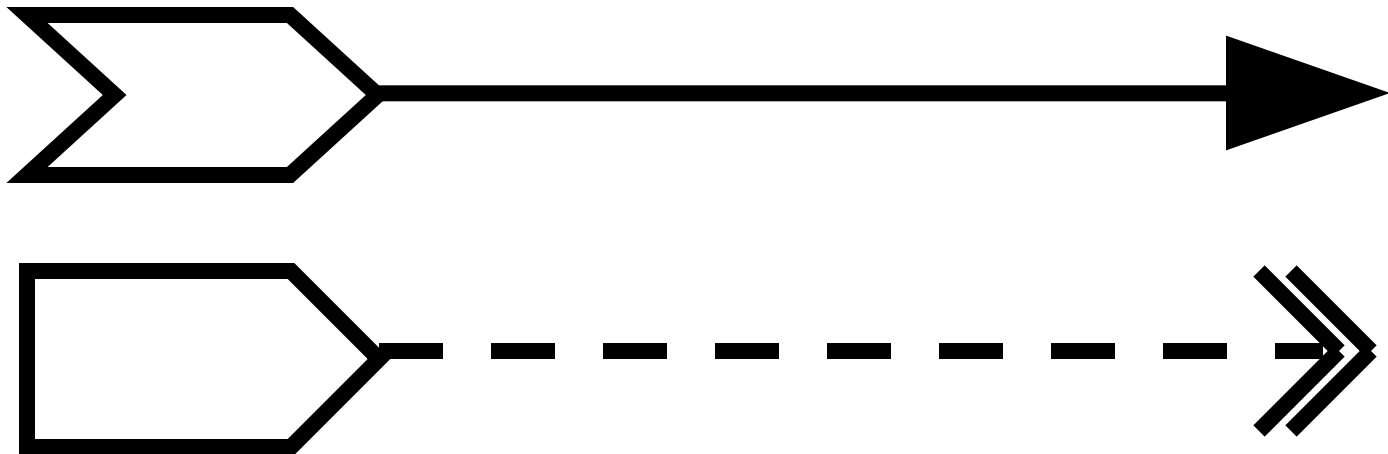
Mission: “At 0400Z, combined ISAF-ANSF team secures village in order to allow AUP and village elders to implement long-term security measures.”

Coordinating instructions: Link up with Malik and coordinate a village shura.



Best Practices for Advising

- Partnering and SFAAT common relationships relationships
 - Supported versus supporting
 - At first may be a “supported relationship”
 - The goal is for it to be a supporting relationship (US supporting ANSF)







The Role of the Advisor



“Do not try to do too much with your own hands. Better the Arabs do it tolerably than that you do it perfectly. It is their war, and you are to help them, not to win it for them. Actually, also, under the very odd conditions of Arabia, your practical work will not be as good as, perhaps, you think it is.”

—T.E. Lawrence, *“Twenty-Seven Articles”* - 1917



Sources of Friction for SFAATs

- Lack of clear roles and responsibilities between small units (companies, platoons, and even squads) and the SFAATs
- Partner unit commanders attempt to issue orders to the ANSF unit through the SFAAT (not using the ANSF chain of command)



Sources of Friction for SFAATs

- Partner units tasking the advisor team to do non-advisor combat or combat-support missions that do not involve the ANSF
 - Example: Using the advisors as an additional maneuver element
- Partner units conducting independent combat operations, with ANSF along for the ride
 - “Put an Afghan face on it” – *That’s not partnering!*

Best Practices for Advising

- Building a Rapport Plan
 - Begin the planning as early as possible
 - Immerse yourself the ethnicity of the region
 - Acquire specific information on the unit and mission
 - Enter the relationship on equal bases
 - Initial priorities include building interpersonal relationships (trust) during the assessment
 - The rapport plan is a collective process

— T.E.L. Article #20: —Leave your customs on the coast, and fall back on Arab habits.



Best Practices for Advising

COIN Operations

- Encourage an Information & Influence Activities (IIA or IO) plan that complements operational objectives
 - *"Be first with the truth!"*
 - Challenge disinformation
 - Hang the Taliban's barbaric actions like a millstone around their necks!
- Encourage ANSF to build relationships with the local leaders and to provide a forum for communication with the local population
- Help confront the culture of impunity
 - The Taliban is not the only enemy of the people
- Money is a weapon; don't put it in the wrong hands



Best Practices for Advising

–End-state

- ANSF that has a legitimate standing with the local populace
- Operates with the support of the local populace
- Proficient with core skills
- Independent war-fighting and institutional functions

"It's not about you, but it might be dependent upon you."



Techniques for Establishing Rapport

- Develop a rapport-building plan prior to meeting your ANSF counterparts for the first time
- Place the most culturally astute team members where they can achieve the greatest possible effect
- Remember that the SFAAT Team Leader's role is the *decisive operation*; all other actions should shape positive perceptions of him
- All meetings or engagements should be planned, briefed, and rehearsed *with your interpreters*
- Conduct debriefs and AARs following every meeting or engagement—be prepared to discuss damage control



Tips for Getting Along

- Respect Afghan culture and *Pashtunwali*
- Convey our perspective, culture, and values
- Embrace austere living conditions
- Basic understanding of Islam as practiced by your counterparts
- Make every effort to speak Dari or Pashtu
- Eat *whatever* they eat



Tips for Getting Along

- Speak directly to people
- Smile at people
- Call people by their name
- Be cordial
- Show a genuine interest in people

Tips for Getting Along

- Be generous with praise
- Do not criticize people
- Be considerate of the feelings of others
- Be careful with humor
- Be confident, but humble



Sources of Power & Influence

- Reward
- Coercion
- Legitimate
- Expert
- Information
- Referent
- Network



Focus on developing expert and referent power perceptions of yourself (from their point of view).



Tips for Advising ANSF Staffs

- Staff procedures exist to make the organization, analysis, and presentation of vast amounts of information manageable for the commander
- The unit staff supports the commander's decision-making processes
- The unit staff frees the commander from minutiae
- The unit battle staff conducts battle tracking and exercises control in order to allow the commander to present himself where his leadership presence is most needed



ANSF Staff Organization Factors

- Size of the staff
- Commander's level of competence
- Staff capabilities
 - Knowledge & experience
- Staff cohesiveness
- Work load
- Availability of command & control systems
- Commander's and chief of staff's preferences



Problem Framing

Also referred to as “Mission Analysis”

Purpose: “...to gain an enhanced understanding of the environment and the nature of the problem.”

MCWP 5-1

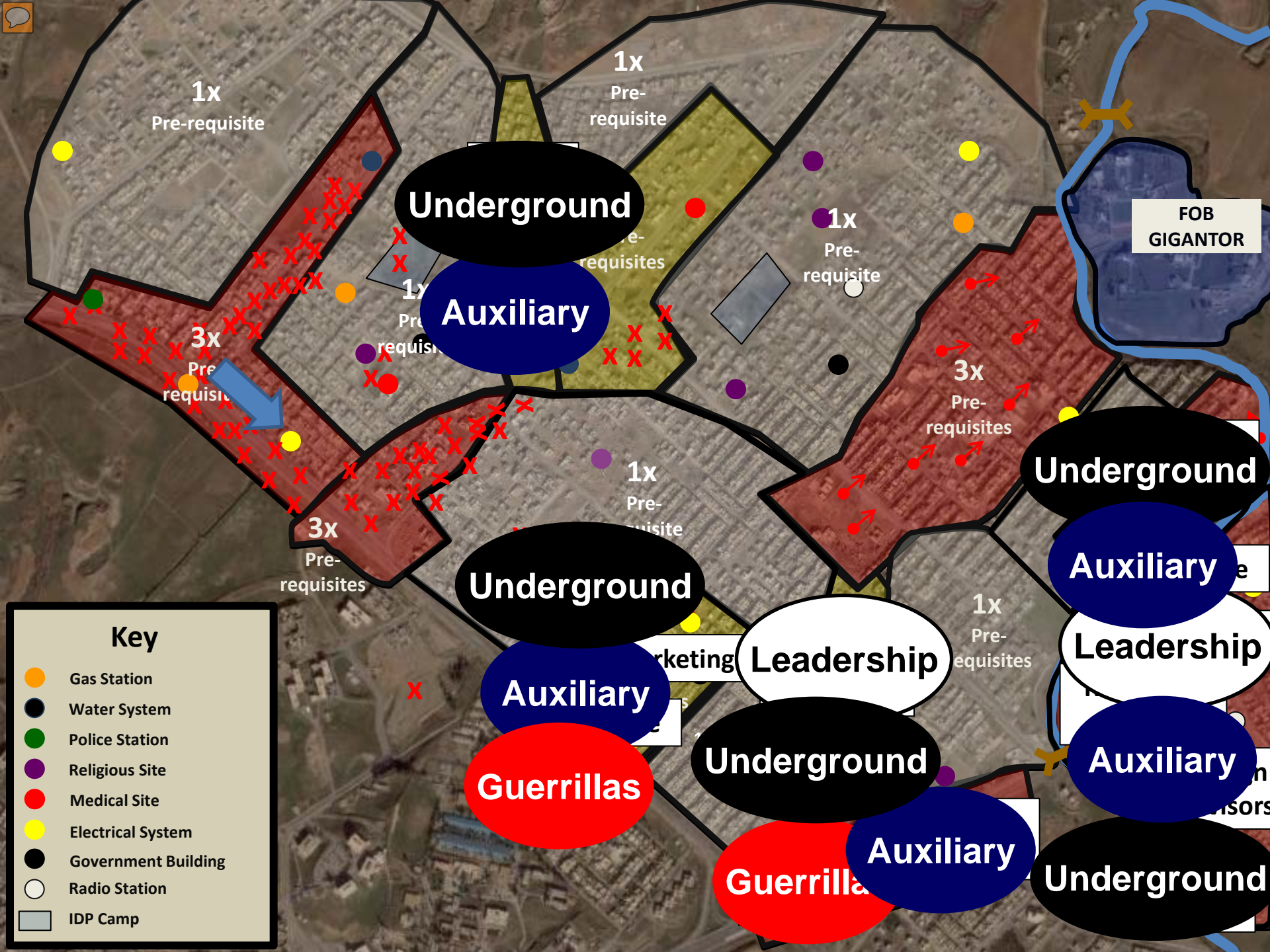
“If I were given one hour to save the planet, I would spend 59 minutes defining the problem, and one minute resolving it.”

– Albert Einstein



IPB Techniques

- Define the battlefield environment
 - Physical terrain and weather – MCOO
 - Human terrain – ASCOPE
- Describe the battlefield effects
 - The “so-what” behind the battlefield environment
- Evaluate the threat
 - Not just enemy forces, but other actors that could impact your goals and objectives
 - Consider all actors operating beyond your control (ANSF)
- Determine threat as well as ANSF courses of action
 - Most probable course of action (MPCOA)
 - Most dangerous course of action (MDCOA)



1x
Pre-requisite

1x
Pre-requisite

Underground

Auxiliary

FOB
GIGANTOR

1x
Pre-requisite

3x
Pre-requisite

3x
Pre-requisites

Underground

Auxiliary

3x
Pre-requisites

1x
Pre-requisite

Underground

Leadership

1x
Pre-requisites

Leadership

Auxiliary

Underground

Auxiliary

Guerrillas

Auxiliary

Guerrilla

Underground

Key

- Gas Station
- Water System
- Police Station
- Religious Site
- Medical Site
- Electrical System
- Government Building
- Radio Station
- IDP Camp



Best Practices for Advising

Conduct initial DOTMLPF assessment

1. What publications and directives does your unit have on-hand, and can they even read them?
2. How is your unit organized—particularly complex when dealing with Afghan Uniformed Police
3. What is their level of training? What phase of FDD?
4. What is their equipment and materiel readiness?
5. Capability and integrity of unit leadership?
6. What is their man-power status?
7. What is the status of their facilities?

“Advise, train, and assist the ANSF based upon their needs, not your unit’s capabilities!”



Best Practices for Advising

- The Commander's Unit Assessment Tool
 - Replaces the Capabilities Endorsement (CE)
 - Five-point scale (vice four with the CE)
 - Greater emphasis on qualitative factors
 - *Leadership*
 - *Operations*
 - *Intelligence*
 - *Logistics*
 - *Equipment*
 - *Personnel*
 - *Maintenance*
 - *Communications*
 - *Training & Education*
 - *Partnering*



Best Practices for Advising

- Assessment Reporting Requirements
 - Units should be prepared to submit completed Capability Endorsements on a monthly basis
 - Exact dates should be coordinated and confirmed to ensure timely reporting
 - Regional Command (RC) ANSF Cell will provide guidance





Summary of Best Practices

- Develop and implement a rapport-building plan
- Conduct an assessment of your ANSF counterparts beginning with your first meeting
- Develop an adaptable campaign plan
- Develop training programs and other plans to correct deficiencies and build capacity
- Provide candid advice to ISAF partner units regarding ANSF capabilities and development
- Advocate for the ANSF, and build sustainable capacity
- *Questions???*



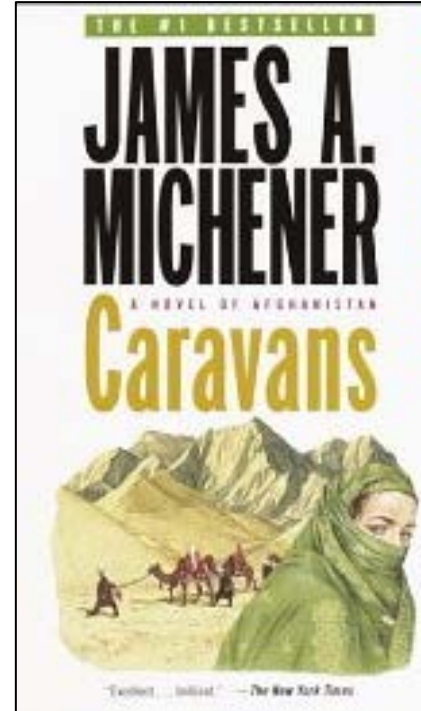
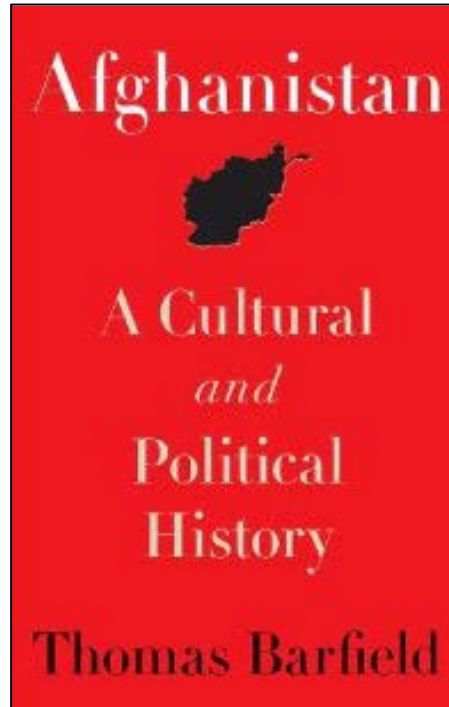
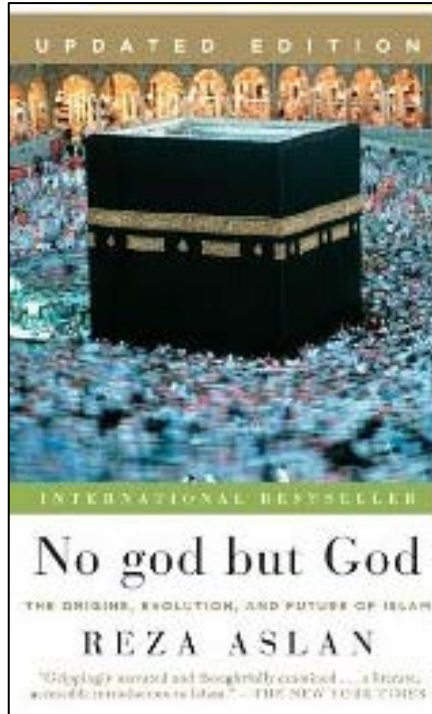
Recommended Reading

- a. ISAF TactDirect; Communication Directive, dtd 1 Mar 2010
Effective communication from ISAF and ANSF leaders that support the security, stability, and the welfare of the Afghan population.
- b. ISAF TactDirect; Detainee Operations and Notification Directive, dtd 13 Apr 2010
Guidance on the authority to retain detainees, informing the detainee and local community as to his whereabouts and time to be held, reporting criteria, and release of detention information.
- c. ISAF TactDirect; ISAF ANSF Partnering Concept, dtd 28 Apr 2010;
A detailed outline of transferring the lead to ANSF from ISAF units and continued support in building the ANSF into a creatable force in Afghan.
- d. ISAF TactDirect; Strategic Partnering, dtd 23 May 2010;
Enhanced strategic partnering is the responsibility of every senior in ISAF. Successful partnering at this level will foster the continued growth of an independent Afghanistan.
- e. ISAF TactDirect; Revision of ISAF-ANSF Partnered Operations, dtd 19 Aug 2010;
This Directive is an update and re-emphasizes the importance of partnered operations, EOF, the negative impact any CivCas has on ISAF's mission in Afghan.
- f. ISAF TactDirect; Night Raids, 7 Dec 2010;
Provides guidance under Gen Petraeus's command on the conduct of night raids by conventional and special operating forces.
- g. ISAF TactDirect; Revision of Tactical Driving, dtd 20 Feb 2011,
Reminding ISAF to share the road, obey speed laws, and utilize safe driving techniques to the extent possible.
- h. ISAF TactDirect: Revision 3 (Reducing CivCas), dtd 7 July 11
Units are encouraged to continue efforts to reduce CIVCAS and loss of civilian lives.

These ISAF tactical directives are available on the ISAF CENTRIX operating network.



Recommended Reading





Recommended Reading Cont'd

- Sir Lawrence's 27 Articles
- *Gen. Sir Rupert Smith: The Utility of Force: The Art of War in the Modern World (2005)*
- Mao Tse Tung: On Guerrilla Warfare (1937);
The Protracted War (1937)



Joint Center for International Security Force Assistance

For more information, please register at the JCISFA Web-Site:

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