

THE SPARTAN BRIGADE
3RD INFANTRY BRIGADE COMBAT TEAM

CTF Spartan Campaign Plan Assessment

3BCT Standing Order: "In The Absence Of Orders, Determine What They Should Be And EXECUTE."



Climb to Glory



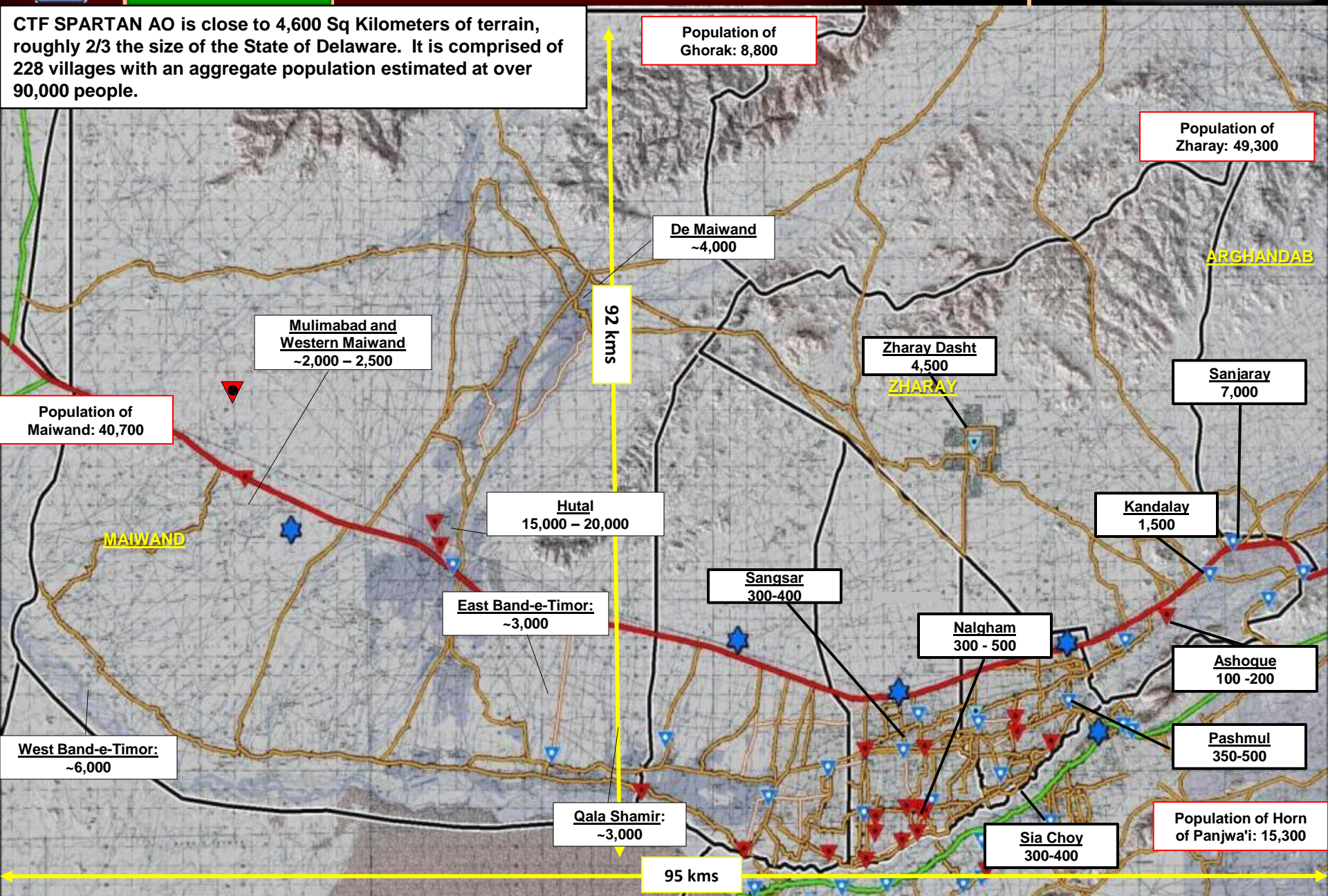
CTF SPARTAN

UNCLASSIFIED

Area of Operation Spartan "Where We Operated"



CTF SPARTAN AO is close to 4,600 Sq Kilometers of terrain, roughly 2/3 the size of the State of Delaware. It is comprised of 228 villages with an aggregate population estimated at over 90,000 people.

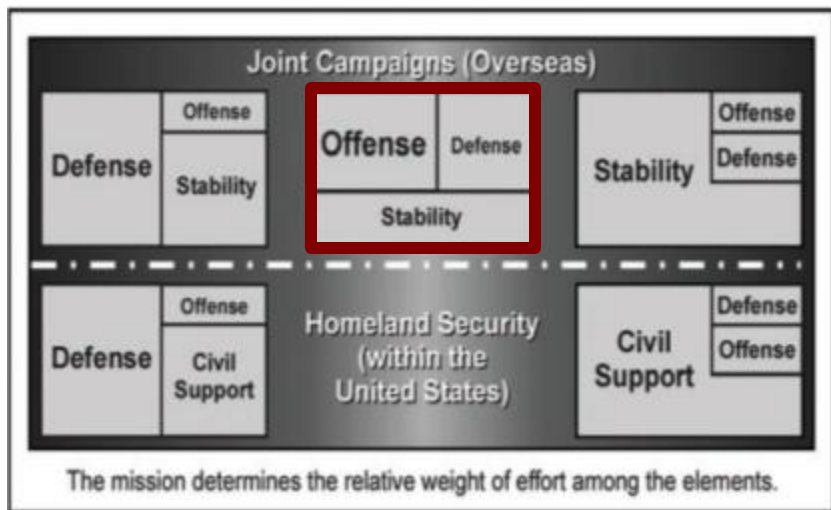




Spartan Mission Statement "What We Wanted to Achieve"

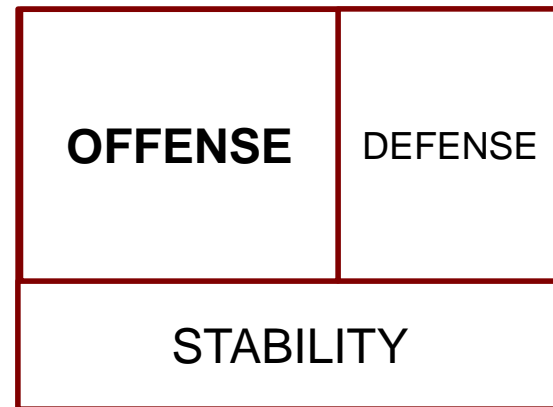


3/10MTN, CTF Spartan, with Afghan civic and security partners, conducts Full Spectrum Operations (FSO) in a COIN environment to **defeat*** **insurgents** and **secure** the population** in AO SPARTAN (Zharay and Maiwand Districts) IOT enable the GIRoA to provide credible Afghan-led security and essential services to the local citizens.



FM 3-24 Counterinsurgency

COIN is a combination of offensive, defensive, and stability operations.



The proportion of effort devoted to offensive, defensive, and stability operations within COIN is changed over time in response to the situation and can vary geographically by echelon.*

*Defeat: A tactical mission task that occurs when an enemy force has temporarily or permanently lost the physical means or the will to fight. The defeated force's commander is unwilling or unable to pursue his adopted COA, thereby yielding to the friendly commander's will, and can no longer interfere to a significant degree with the actions of friendly forces. Defeat can result from the use of force or the threat of its use.

**Secure: A tactical mission task that involves preventing the population from being harmed or significantly influenced by the enemy.



Campaign Plan Design



AOA

ENDSTATE

INFORMATION OPERATIONS

SECURITY

HWY-1 Secure

Districts secured by ANSF TI

Local Citizens have FOM to fields south of HWY-1

BCT Districts cleared/ transitioned to Hold and Build

Reintegration of Moderate Taliban

Criminal activity within BCT Districts reduced

Insurgent elements neutralized in the BCT AO, defeated in selected areas; criminal elements unable to affect Security

GOVERNANCE

Village and District Governance Functional

Village and Tribal diversity adequately represented in Local Government

Local population can access essential services from District Government

Government able to provide for the needs of the people

DEVELOPMENT

Private Sector provides employment opportunities & adequate goods/services

Local population has adequate access to food sources

Basic health and education services are available to district residents

Self-sustaining economy, relatively free of corruption

SECURITY FORCE ASSISTANCE

ANA and ANP conduct joint security operations

ANP is partnered with PMTs; Ability to train, plan, prepare and execute improved

ANA DOTMLPF enables ability to conduct independent COIN operations

ANA force arrayal covers key TI

ANA Leaders and Staff are proficient

ANA, ANP capable of COIN operations and protecting population

INFORMATION

Populace Linked to Information

Improved Communication Infrastructure

Independent effective District/ ANSF IO

Increased confidence in the legitimacy and competence of GIRoA and ANSF



CTF Spartan Campaign Plan Operational Framework



PH I: To The River
Clearing operations to the Arghandab River

PH II: To The Core
Defeat INS in Central Zharay

PH III: To The Summit
Non-lethal Surge, Secure the Hold

“TO THE RIVER”

Disrupt Enemy through AASLTs

Build Tactical Infrastructure

HWY-1 Inspection Stations

Hutal Defense (Population Hub)

HWY-1 Checkpoints

Reintegration Shuras

Crop Transition

HWY-1 Revitalization

Local Security

- *Clear traditional enemy zones*
- *Create a security framework*
- *Begin to interact with local leaders*

“TO THE CORE”

Defeat the Enemy in Zharay District

Hutal Defense (Population Hub)

HWY-1 Checkpoints

Crop Transition

Reintegration Shuras

Return to Zharay

Water Shuras

HWY-1 Revitalization

Arghandab River Corridor

Local Security

HWY-1 Handover

ANSF Permanent Basing Initiative

- *Hold and Build in cleared areas*
- *Attack enemy pockets in zone*
- *Expand security footprint*

“TO THE SUMMIT”

Non-Lethal Surge

Crop Transition

Reintegration Shuras

Return to Zharay

OPN Better Knowledge (Schools)

Local Security

Hutal Defense (Population Hub)

HWY-1 Checkpoints

HWY-1 Revitalization

Arghandab River Corridor

Green / Amber / Red Training Cycle

ANSF Permanent Basing Initiative

FOB / COP Handover

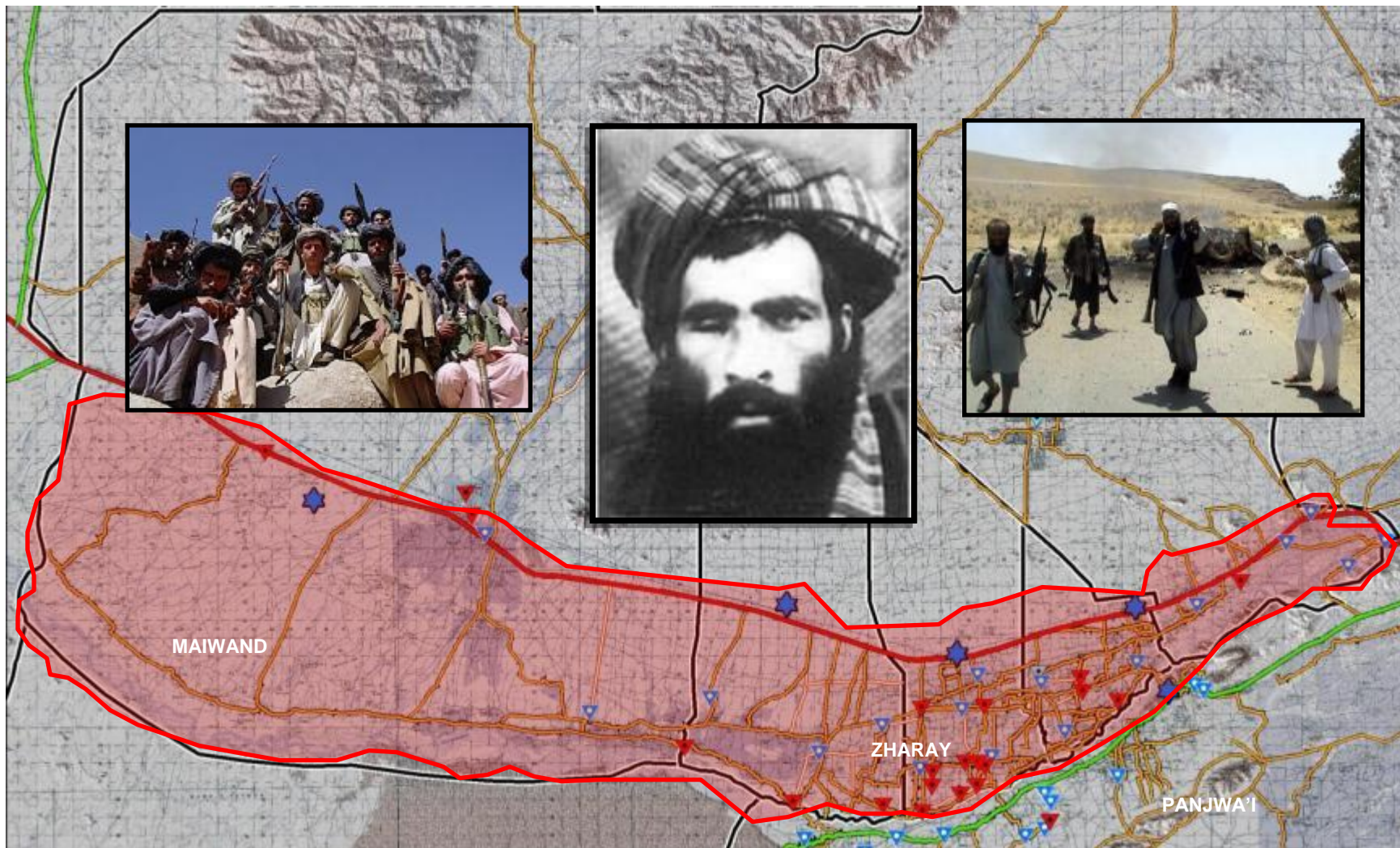
- *Build confidence – visible progress*
- *Expand Afghan institutions*
- *Relentlessly disrupt the enemy*

Clear

Clear/Hold/Expand

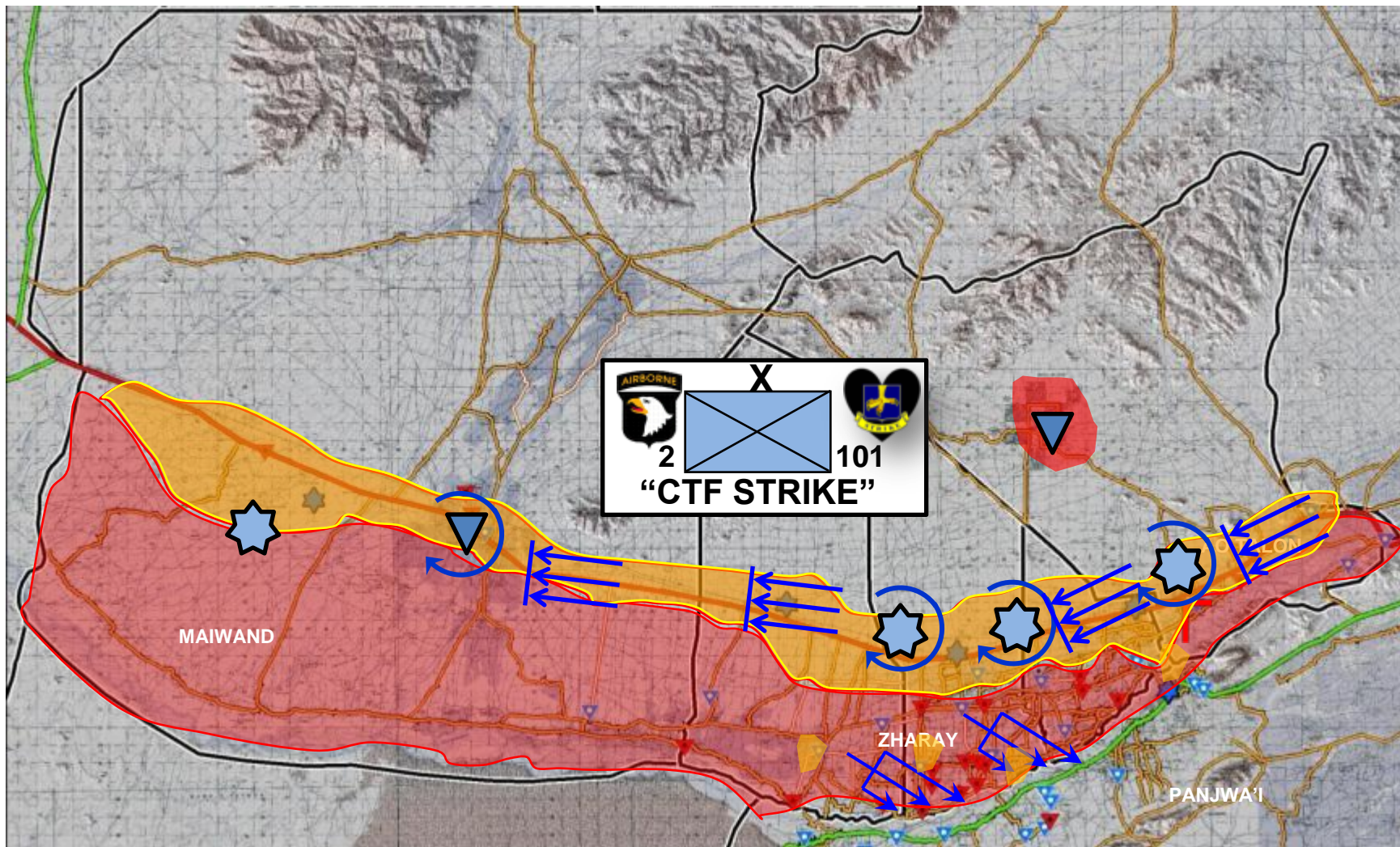
Build/Hold/Disrupt

- Lethal Focus
- Non-lethal Focus
- Infrastructure
- Transition



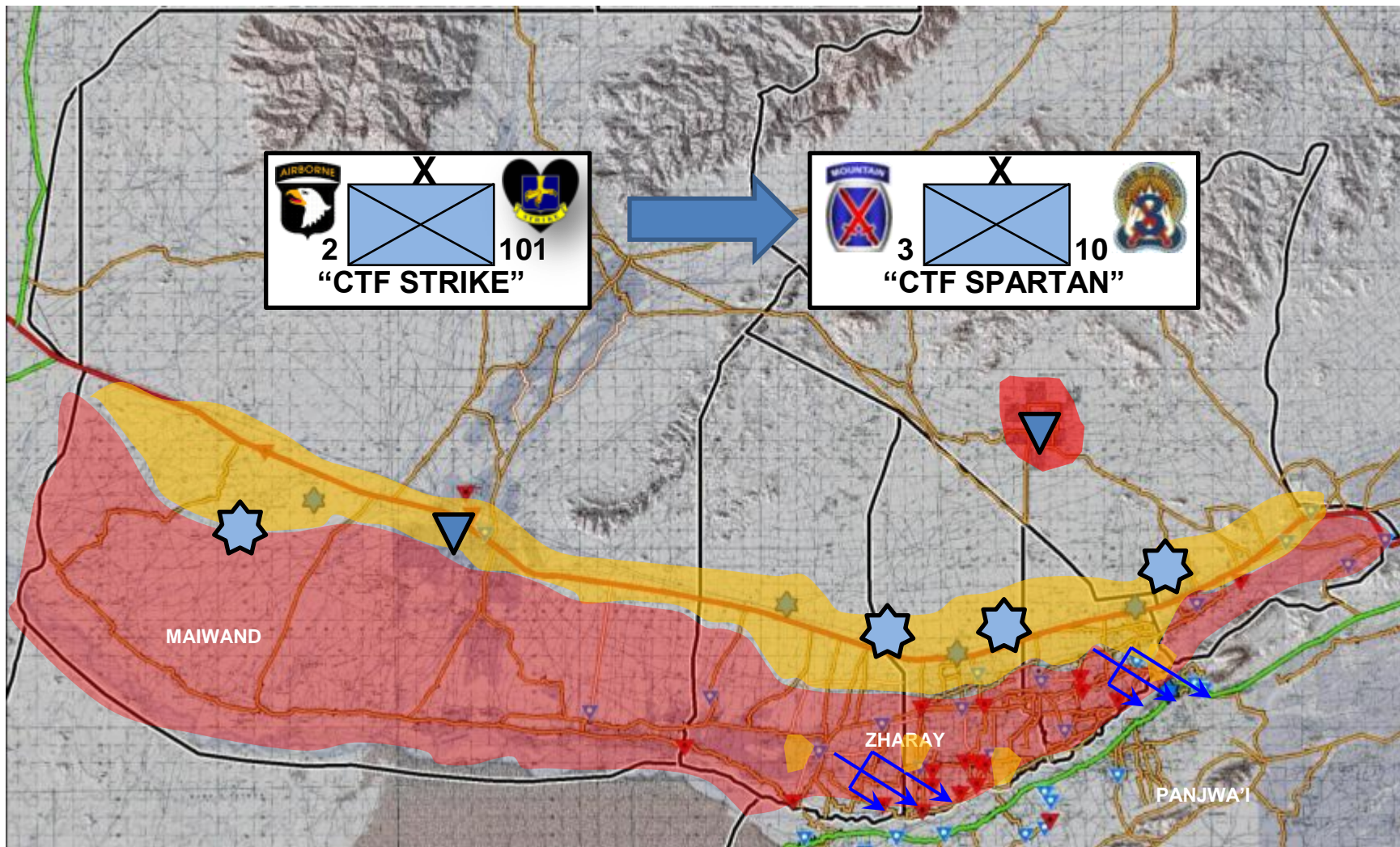
- Taliban controlled terrain
- Primary support zone and staging area for attacks against Kandahar City
- An ideological victory for the enemy

Taliban Controlled Area	■
Clear / Transition to Hold	■
Hold / Transition to Build	■



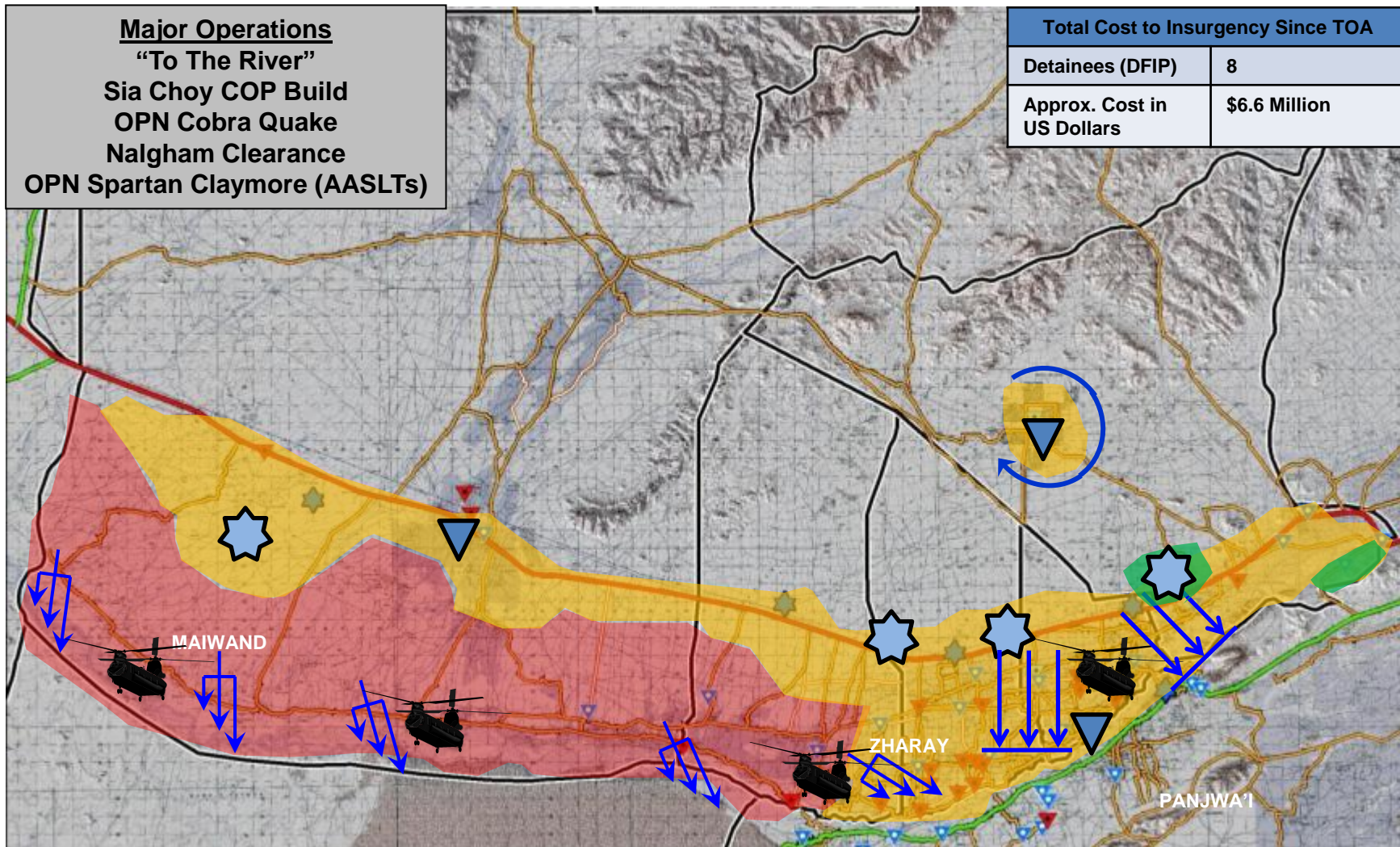
- Highway 1 is controlled by ISAF
- The enemy continues to operate south with the ability to project attacks
- ISAF able to conduct disruption operation in the core of the enemy's safe haven

Taliban Controlled Area	
Clear / Transition to Hold	
Hold / Transition to Build	



- CTF Spartans assume control of the area of operation after CTF Strike in APR 11
- CTF Spartan analyzed the area of operation for at least six months prior
- CTF Spartan took lessons learned from CTF Strike and applied a deliberate campaign plan to begin operations

Taliban Controlled Area	
Clear / Transition to Hold	
Hold / Transition to Build	



- CTF Spartan begins several framework operations to force the enemy out of traditional support zones and staging areas
- AASLTs used to bypass the enemy's defensive IED belts
- The enemy is forced to fight on ISAF's terms and directly against ISAF enablers

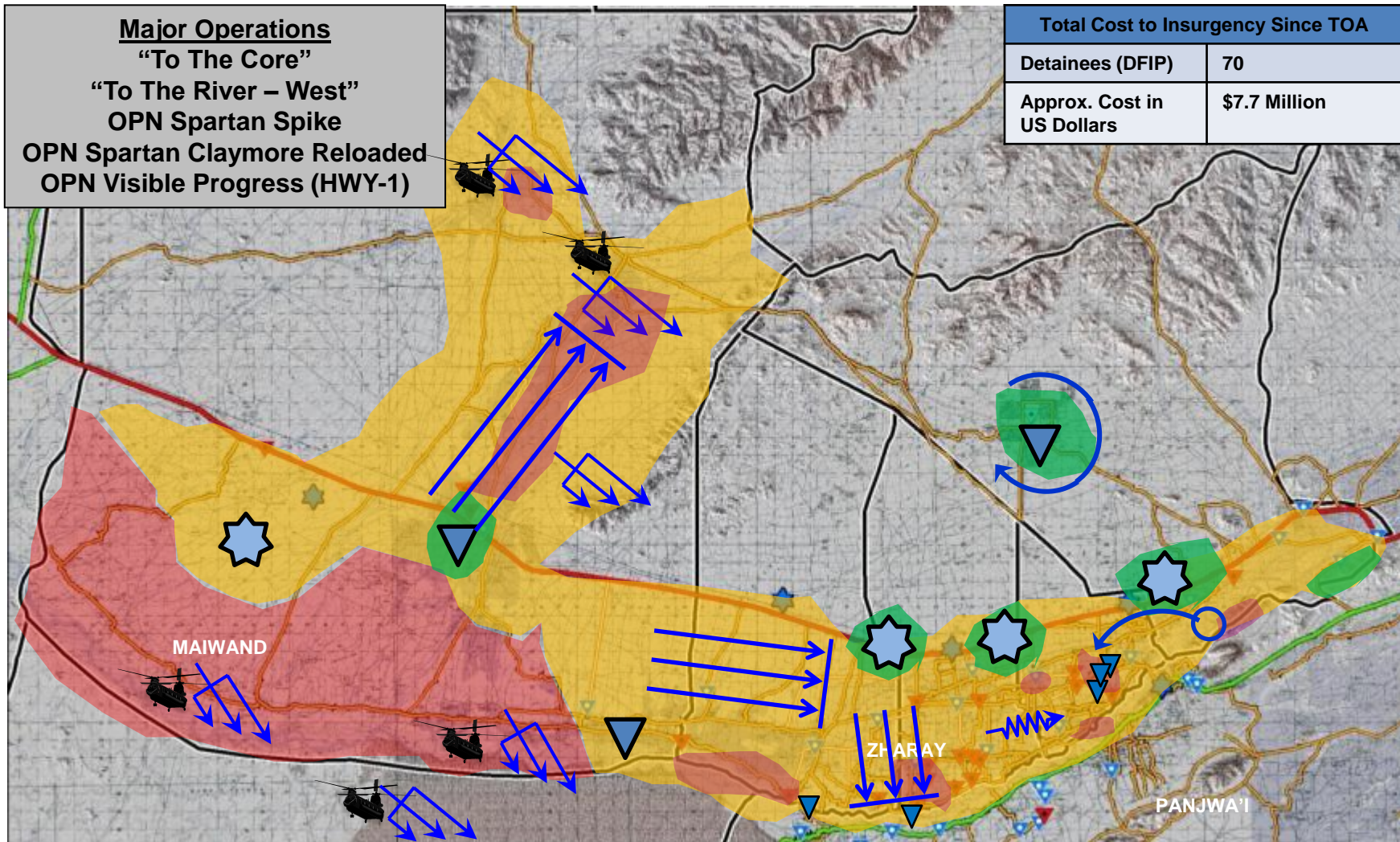
Taliban Controlled Area	■
Clear / Transition to Hold	■
Hold / Transition to Build	■



“We Are Winning!”

Major Operations
“To The Core”
“To The River – West”
OPN Spartan Spike
OPN Spartan Claymore Reloaded
OPN Visible Progress (HWY-1)

Total Cost to Insurgency Since TOA	
Detainees (DFIP)	70
Approx. Cost in US Dollars	\$7.7 Million



- CTF Spartan continues framework operations to remove pockets of resistance in the core of CTF Spartan’s AO
- CTF Spartan expands operations to the West and North
- Team begins to build in cleared areas- remove old “war relics” like Highway 1

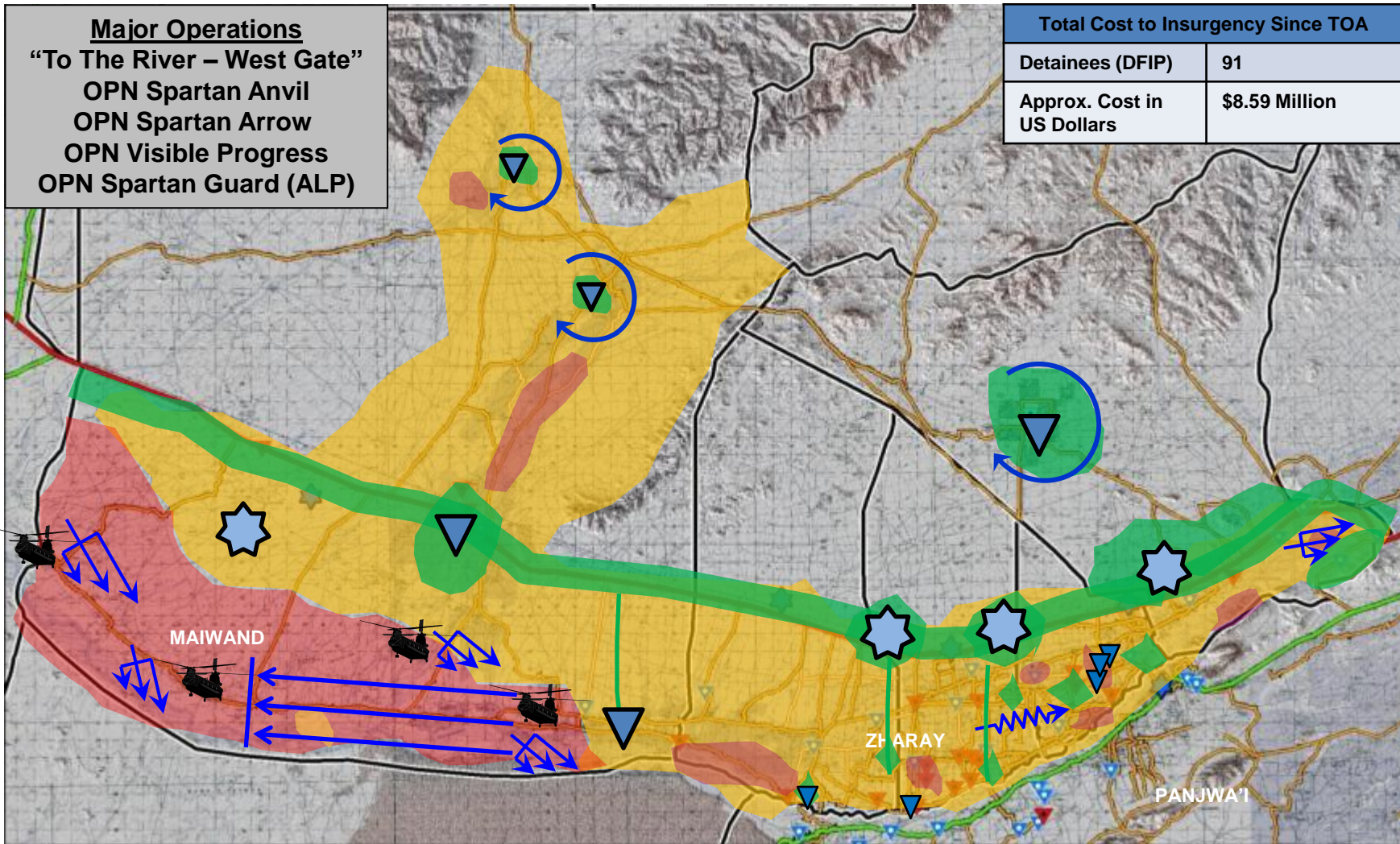
Taliban Controlled Area	■
Clear / Transition to Hold	■
Hold / Transition to Build	■



"We Are Winning!"

Major Operations
 "To The River – West Gate"
 OPN Spartan Anvil
 OPN Spartan Arrow
 OPN Visible Progress
 OPN Spartan Guard (ALP)

Total Cost to Insurgency Since TOA	
Detainees (DFIP)	91
Approx. Cost in US Dollars	\$8.59 Million

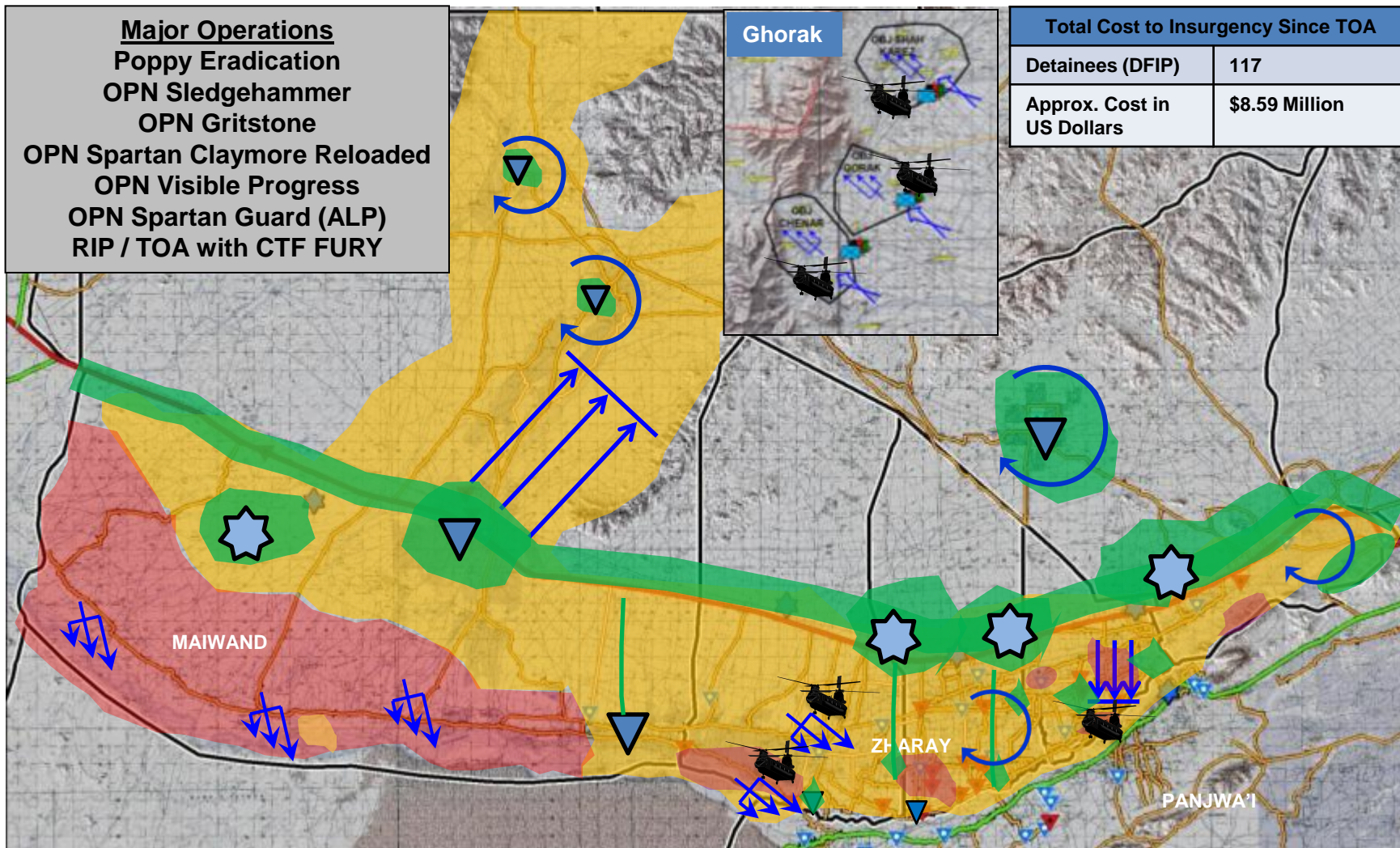


- CTF Spartan shows the people sustainable progress in cleared areas
- Afghan people gain in confidence and step forward – 400 Afghan local volunteers step forward to protect their areas
- AASLT operations sustained to keep relentless pressure on the enemy

Taliban Controlled Area	■
Clear / Transition to Hold	■
Hold / Transition to Build	■



"We Are Winning!"



- CTF Spartan continues to expand the role of the Afghan National Security Forces
- Afghan Government leaders grow in confidence and increasingly take lead
- CTF Spartan projects combat power in areas where ISAF has never been to create a devastating disruption effect on the enemy

Taliban Controlled Area	■
Clear / Transition to Hold	■
Hold / Transition to Build	■

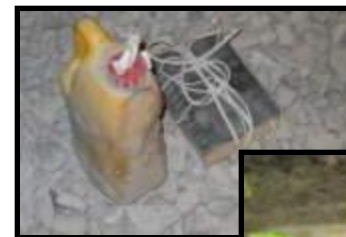


The Enemy's Primary Objective: Retain Zharay as a Safe Haven



The enemy established robust defenses using their primary weapon system – the Improvised Explosive Device (IED)

Both mounted and dismounted IEDs were used to protect traditional staging areas and support zones



The enemy often overwatched their defenses and attempted to draw in ISAF with small arms (AK-47) or even automatic fire (PKC)



Other enemy tactics included complex attacks using the 82mm Recoilless Rifle and the intimidation of local Afghan citizens.



The enemy used challenging terrain to their advantage - Grape rows, grape huts, dense vegetation, canals, and unimproved roads.



- The Zharay District was cited by Taliban senior leaders as the most valued terrain in Afghanistan
- The enemy wanted to create an intense dismounted fight – there were an average of over 110 significant actions weekly and 5,053 total



Operationalizing the Campaign Plan

Compartmentalize the Terrain – Engineers are Key



"We Are Winning!"



- The largest component of compartmentalizing terrain involved significant Engineer efforts – over 20 COPs and 25 combat roads were build in 12 months
- 3BCT created a layered defense along HWY 1 utilizing personnel and vehicle search areas
- 3BCT created blocking obstacles along the Arghandab River to prevent cross boundary movement and canalize vehicle traffic to crossing inspection locations – Operation Spartan Trident
- Constructed 3 major inspection checkpoints and 4 crossing point checkpoints that nested extensive technological enablers to disrupt and interdict insurgent trafficking
- All GLOCs were TSC, tied into Combat Outposts (COPs) and Strong Points (SPs), and overwatched with persistent ISR platforms to secure the roads and to develop insurgent pattern of life

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Arghandab River Corridor Wall

"We Are Winning!"

Benefits:

- 6 improved river crossings
- Fighters cannot cross between Zhari and Panjw
- Roads are improved in southern Zhari
- Provides easier access to markets along HWY1 a
- Security improves in both districts as insur support zones and freedom of movement

KEY TASKS:

- Develop a layered defense along Highway 1 to prevent INS freedom of maneuver and control population centers
- Coordinate locations with ANSF to provide best possibility of self sustainment
- Secure construction sites
- Establish CP to IOC
- Establish CP to FOC

Approved by: PGOV Wesa, DGs of Zi 205th ANA, ANCOP, and 404th Maiwan





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Operationalizing the Campaign Plan

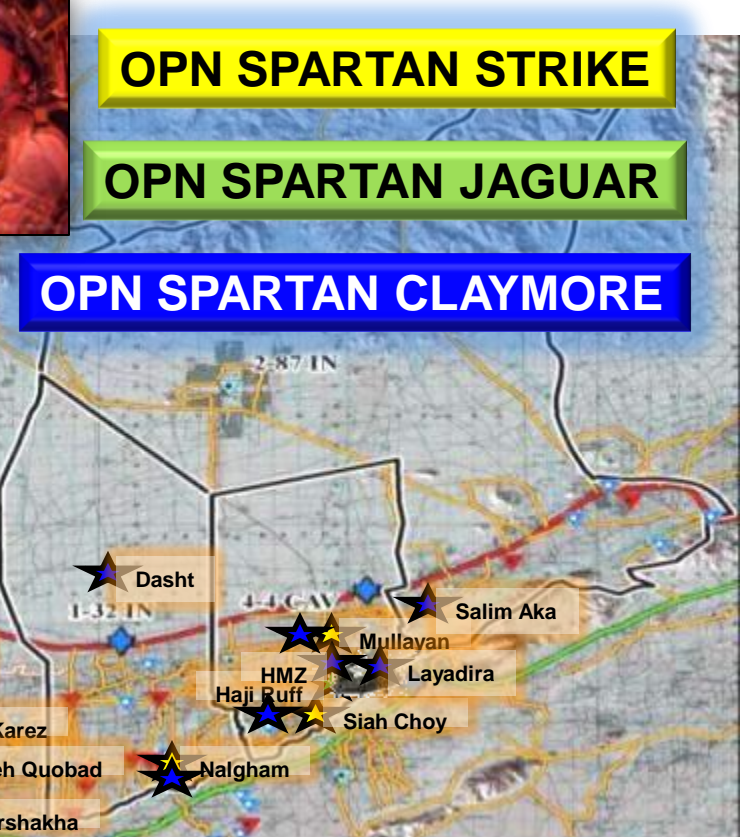
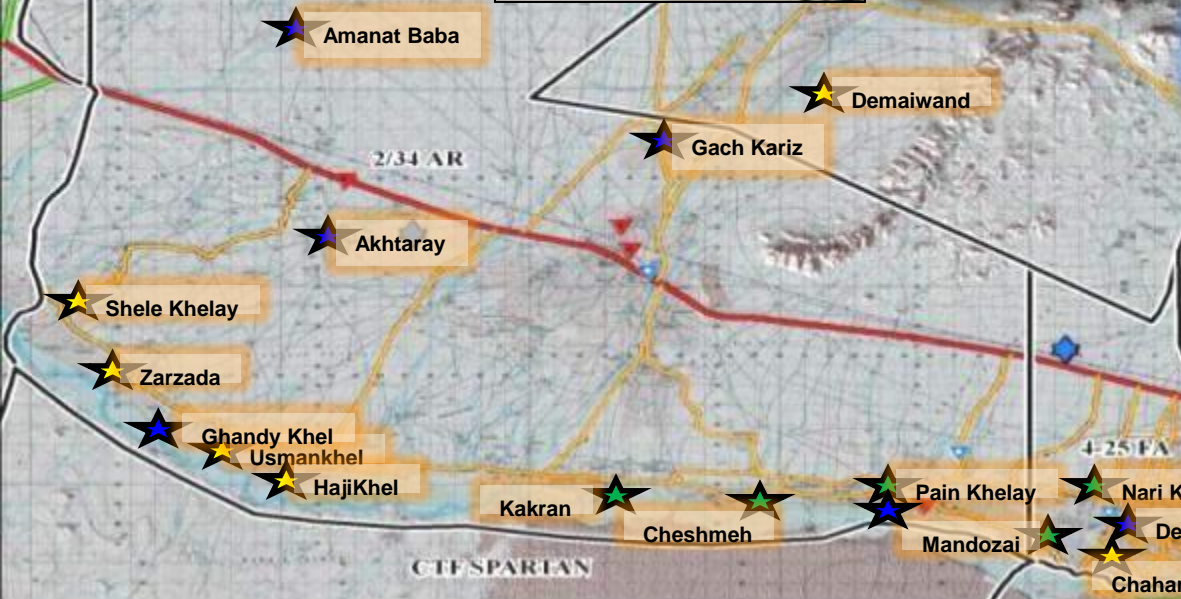
Air Assaults - Unrelenting Pressure and Disruption



OPN SPARTAN STRIKE

OPN SPARTAN JAGUAR

OPN SPARTAN CLAYMORE



Disruption Operations: 77 x Air Assaults

- Executed Operation Spartan Strike / Jaguar / Claymore
- Disruption effect on TB framework operations
- Typical AASLT = Partnered US / ANA force for 48-hr period
- Hasty AASLTs to capture HVIs
- Expansion of governance with 2nd day Shura
- OPTEMPO created by AASLTs overwhelms the enemy

“Continue the AASLTs, they are feared by the Taliban”

Total AASLT SIGACTs: 507

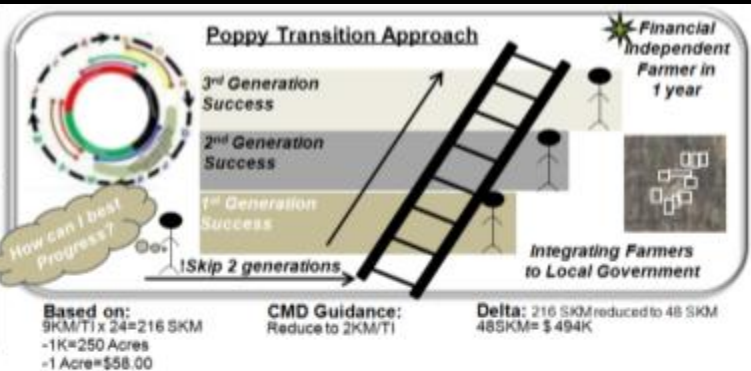
Total Compounds Cleared: **1,230**
 Total Local Nationals Enrolled in BATS/HIIDE: **581**
 Total Afghani Paid Out: **\$819,000 Afghani**



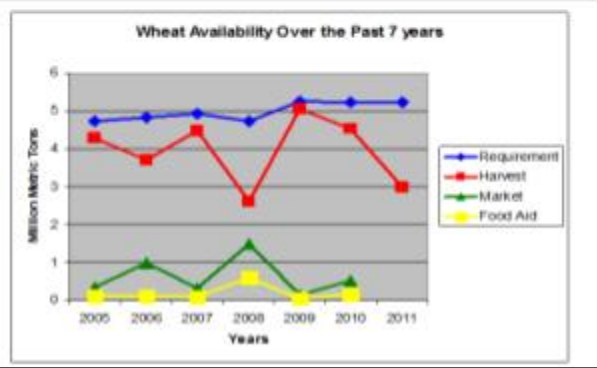
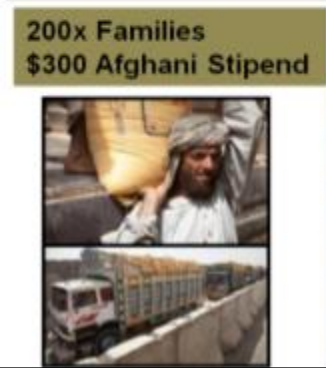


Operationalizing the Campaign Plan

Attack the Threat Finance Network to Defeat in Depth



- Assessed the problem in depth
- Attacked the problem through multiple directions
- Focused on creating a central vision of opportunity for local Afghans
- Began to win local leaders over through existing GIROA laws and incentive programs
- Began to win population through personal opportunity in crop replacement and employment opportunities
- Re-assessed and re-attacked the problem in a 2nd district on a larger scale



- GIROA led all eradication
- ANSF supported all operations
- Operations consisted of multiple tiers:
 - Flash Checkpoint seizures
 - 2-3KM of T.I. Farmer contracts
 - Crop Replacement Distribution
 - District Governor Eradications(8)
 - Reassessment
 - District Wide Eradication



The Maiwand "Gold-Rush" Theory



Poppy-Rush Before Our Eyes:

- Maiwand DG engages communities in and around DeMaiwand on the topics of community progress, the extension of governance and the benefits of ALP
- DG Mohhmad singled out a young man, to use the young man as a community example for an ALP candidate: "Why can't this young man be your protector and join the ALP"
- The young man responds: "I'm not here to join the police. I don't even come from this area. I'm from Dand. I'm here to grow poppy. I own eight jeribs of poppy"
- Later the young man is interviewed by the Maiwand DCOP. The young man maintains his story and proves that opportunist from in and around the area are migrating to Maiwand in search of open land to turn a quick profit.



"I'm not here to join the police. I don't even come from this area. I'm from Dand. I'm here to grow poppy. I own eight jeribs."

Analyst Comment: Too often the "poppy farmer" is generalized with an elder family man that is indebted to the Taliban, has no choice, and makes his sole livelihood from poppy. The reality is that in Maiwand the "Poppy Farmers" are young single males in search for a quick profit.





Operationalizing the Campaign Plan

Enhance Efforts Through the Application of Enablers



"We Are Winning!"



- Over 2300 TACREPS produced from 400,000 collects
- Over 1200 Unique Targets identified (White and Red)
- Over 150 targets in development
- 74 JPEL Nominations Approved
- 33 TGTs handed over to other entities for kill/capture
- 77 HVIs captured

Signal Intelligence



- Over 1800 Intelligence Information Reports (IIRs) produced; Over 700 SPOT reports providing time sensitive intelligence
- Contributed to the detention of 25 High Value Individuals (HVIs)

Human Intelligence



- Over 17,700 ISR Hours; 5,083 x Shadow Hours
- 109 x HME Caches (43,110 lbs) Interdicted/Destroyed
- 776 IED Detections; 73 x IED Emplacers Interdicted
- 7 x 82mm RCLR Interdicted / 8 x Destroyed
- 9 Surveillance Balloons (1 PTDS/ 8 PGSS)- Networked
- 21 RAID Towers integrated with 225 unattended sensors
- 32 Wolf Hound systems, comprised 96 nodes

Intelligence, Surveillance, and Reconnaissance Application

The methodical application of enablers allowed CTF Spartan to prosecute the campaign plan in a deliberate manner

Endstate: CTF Spartan removed over 650 combatants from the battle-space, seized over 150 caches, removed 12.9 million dollars worth in material from the insurgency, and cleared over 1230 buildings



Operationalizing the Campaign Plan

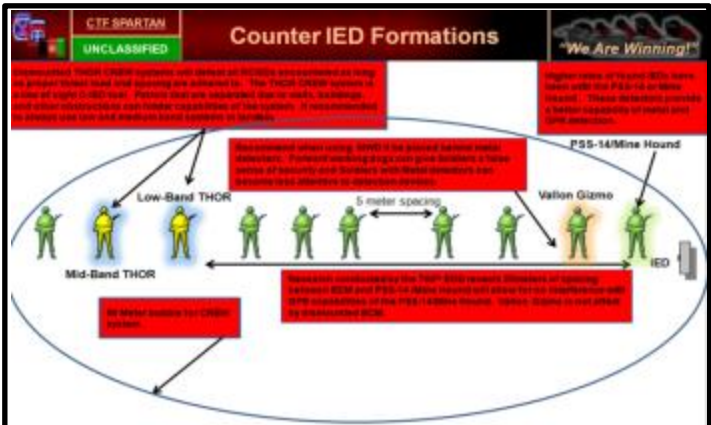
“Enhance Efforts Through Application of Enablers”



“We Are Winning!”



- Through deliberate clearance and the use of enablers, CTF Spartan found and cleared over 400 dismount-targeted IEDs, the highest casualty-producing threat in AO Spartan



- TTPs developed outside the wire were taught on realistic terrain built within outposts across the brigade IOT heighten IED awareness and current enemy techniques

Tactics, Techniques, and Procedures Training



- Lead Mine Rollers detonated 90% of all pressure plate IEDs encountered with damage rarely resulting in Soldier injury or vehicle inoperability
- All mounted Spartan patrols utilized at least one, lead Mine Roller
- Mine Roller utilization detonated over 80 IEDs in front of MRAPs, saving an estimated 15 Soldiers' lives due to direct IED strikes

Mounted C-IED Equipment

Methodical Application of C-IED Equipment and DOD Rewards Program

Endstate: The use of Counter-IED enablers and training across Task Force Spartan significantly reduced Soldier casualties and severity of casualties, helping to disrupt the enemy's most effective weapon system.



17 x BCT Total

Spider: RCU & MCU



EUGS

300 x Per C/T/B



MUGV

35 x BCT

1st 120mm PGM fired in combat



“COIN Mortar”



XM-25

5 x BCT

120mm APMI



Spartan Last Tactical Mile:

- Smart Phone linked to TIGR Intel (200+)
- SEEK Biometric Device (Real Time)
- Cell Network: DARPA coordinating to integrate Android within SEEK network
- INSCOM Biometric / Intel support



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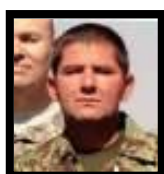
Operationalizing the Campaign Plan

Building Capacity of Afghan National Security Forces



X
3 ANA 205

ANP



BG Murtaza

LTC Abdul

LTC Hazrat

LTC Shirali

LTC Hassani

LTC Sadat

COL Rowhali

COL Quarban

Masum Khan

Sultan Mohammed



Planning all major operations together



Enabling cooperation throughout security structure



Encouraging independent operations-including AASLTs



Facilitate interaction with their fellow Afghan Citizens



Highlight the success of the ANSF



Develop a sense of selfless service to Afghanistan



Operationalizing the Campaign Plan

The Afghan Local Police – A Spartan BCT Initiative



Afghan Local Police Pay Chart (in Afghanis per Mo)	
Patrolmen	187
Village Supervisor	256
District Supervisor	315
Food Stipend	15

Afghan Local Police Actively Patrolling	
Zharay	395
Maiwand	125
Afghanistan	12,000+

- 3BCT was the first conventional unit to recruit, train, and employ ALP
- The Spartans had over 400 ALP volunteers that fundamentally changed the dynamic on the battlefield
- Each ALP volunteer was nominated by local elders, validated by the District Governor and Chief of Police, and certified by 3BCT
- A rigorous administrative SOP allowed 3BCT to supervise the program and enable the Ministry of Interior to assume full control
- 3BCT developed a training curriculum in coordination with the Special Forces community to increase proficiency of the volunteers – a professional Afghan force

Afghan Local Police Growth 6 Month Officers in program	
February 2011	4,343
June 2011	6,200
September 2011	7,577
March 2012	12,000+

Afghan Local Police Site Allocations	
Zharay	400
Maiwand	300
Afghanistan	12,000+



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Operationalizing the Campaign Plan

Enabling a Professional and Competent ANSF



"We Are Winning!"



Police Patrol Stations

Completed Sites

Location	Web
Chahin	3:07 IN
Makhan 2	2:07 IN
Mohd Baccar	1:32 IN
Chahin	5:29 IN
Chahin	1:32 IN
Chahin	1:32 IN
Chahin	4:25 FA
PPS Baccar (Inukh)	3:07 IN
New Road	3:71 CAN
Mohd Yang 2	2:07 IN
Chahin (P2)	2:07 IN
Chahin (P2)	2:07 IN
Chahin (P2)	4:25 FA
Chahin (P2)	2:07 IN
Chahin (P2)	3:71 CAN
Chahin (P2)	3:71 CAN
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5th Kandak Independent Operations

- HHC/5th Kandak - HHC/19th
- Staffing: MCO-14 Training
- Trans Coy 5th Kandak - A/19th
- OPN Visible Progress support
- Maint Coy 5th Kandak - S/19th 888
- Brigade maint, Oil for Parts, prof meals
- Med Coy 5th Kandak - C/19th 888
- Continued medical training
- Commo Coy 5th Kandak - Commo Co 888
- Special ops operations patrol

5th Kandak Conducting Logistics operations

- 103 Vehicles repaired since Ramadan
- Receiving and locally purchasing parts
- Brigade winterization plan
- Kandak training validation team
- Independent fuel operations

Staff Functions

Function	Phase	Timeline
Establishing (Developing)	Building (Effective w/ Assistance)	Mentoring (Effective with Advisors)
Convoy Ops	Mentoring (Independent)	Monitoring (Independent)
MCO-14 Ordering		
Maintenance		
Medical		
Commo		

Timeline: FEB 2012

Independent by TOA

- Afghan and Coalition Forces constructed 15 Police Patrol Stations
- Police Patrol Stations professionalized the Afghan National Police by providing them standardized facilities from which to operate
- Each Police Patrol Station includes office space, a front desk, basic communications equipment, map of the local area, living quarters and a kitchen
- Afghan local leaders selected each Police Patrol Station site based on population centers and threat levels
- Police Patrol Stations replaced worn check points and police sub stations primarily located along Highway 1



"We Are Winning!"



- Finding the right Afghan leaders was critical to the success of CTF Spartan
- Super bowl style shuras
- Linking GIRoA to local governance leaders
- Enabling DG Sahardi to hold a series of elections throughout all six of the village clusters to replace absentee council members
- Improving communications, coordination and cooperation between District Government and the local communities
- Increasing the level of trust and confidence between the District Government and the people

Results:

- 75% overall Members (30 out of 40) elected
- Senjaray Village cluster elections complete; Nominations for Kolk and Pashmul village clusters pending
- Zharay Dasht elections pending results of recent Afghan National Army sponsored census
- District Governor attending village cluster shuras more frequently
- Level of trust and confidence on Sahardi's leadership increased



Operationalizing the Campaign Plan

Building Governance Capacity - Education



"We Are Winning!"



- Promoting education strengthened the credibility of the Provincial and District Education Officials, as well as the District Governors
- 3BCT leveraged the Knowledge is Light program to provide an interim solution and to build credibility
- The Ministry of Education (MoE) opened 18 schools in Zharay and two schools in Maiwand with over 2,400 students in attendance including 400 female students
- Dr. Bismullah Khan, Zharay MoE, hosted two Education Conferences
- Two Video Conferencing Systems (VTCs) were held between Sackets Harbor Central School and Howz-e-Madad School, as well as Watertown High School and Bagh-e-Pol School
- MoE opened two schools in Zharay with no assistance from ISAF, reassuring GIRoA's vigilance in maintaining education a priority



Niaz Sarhadi, Zharay District Governor **Najubullah Mujadidi, Provincial MoE** **Bismullah Khan, Zharay MoE** **Ali Shah, Maiwand MoE**



Pir Mohammed School in Senjaray was abandoned in 2010 and boasted a student population of 150 by 2011



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Pasab Mobility Shop
Opening 9 FEB 12

"We Are Winning!"

There is currently a large number of trauma survivors in Afghanistan with limited mobility due to amputated limbs and other injuries. These Afghan wounded have limited access to mobility aids. ICRC and Handicapped International were approached by the head of the Afghan Disabled Rehab Association and there are no immediate plans to expand services to the AO.

CTF Spartan Brigade Surgeon's Cell and B Co, 710 BSB in conjunction with the Afghan Disabled Rehab Association created and opened a shop in the Pasab Base for assist Afghaners with limited mobility.

BG Shah of the ANA 205 Corps talks with an elderly patient (above) and addresses the crowd in the Bazaar (below) before ceremonially opening the shop.

BG Shah runs the motor and opens the Pasab Mobility Shop.

Working in conjunction with a welder in the Bazaar this shop will provide mobility aids and bring very prosthetic services to Afghan (and some survivors) and serve as a bridge until other services migrate into Zhariy.

- 3BCT Hosted two separate Afghan Medical Conferences at the Pasab District Center. Skills learned have been implemented and have provided an Afghan model for Afghan treatment
- 3BCT enabled the opening of 2 clinics and the refurbishment of 2 additional medical facilities in the districts of Zharay and Maiwand
- The Afghan National Army (ANA) Medical Team was directly responsible for organizing and distributing wheel chairs to Afghan wounded, increasing the confidence of the people in the Zharay and Maiwand Districts

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Afghan Medical Conference II

"We Are Winning!"

22 FEB 12 1100- 1500. CTF Spartan MEDCORP in conjunction with 3 BSB's and C Med. 710 BSB hosted the second Afghan Medical Conference at FOB Pasab. Lecture topics included: Oral hygiene, Obstetrics and Obstetric emergencies, neonatal resuscitation and a practical lab in suturing. The lectures stimulated a lively discussion and collegial exchanges of ideas between attendees.

All attendees received a certificate of attendance and a take away packet of medical supplies.

CPT Priest, the 3 BCT Dentist, lectures an audience of ISAF, ANA and LN providers on the importance of oral hygiene and the treatment of dental emergencies.

Attendees included: Dr. Inaqulian, ANA 404 Zone Surgeon and CO, Hakim, KRMA 2009H Corp/2 15th Corp Commander, ANA 3-205 BDE Surgeon Dr. Asaf, ANA GSGU Surgeon, Dr. Rajman, Dr. Fale, Mohammed, Secretary of the Pasab Clinic, and Zharay District pharmacists, Sayeed Mohammed and Abdul Bari, as well as the RC(S) Division Surgeon, LTC Malsby and MAJ Hayat, Division Stability Health Advisor for RC(S).

LTC Malsby, RC(S) Division Surgeon, trains a Zharay District medical provider how to suture.

ANA medical providers during suturing practical lab.

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Spartan Amputee Initiative

"We Are Winning!"

- BCT Surgeon – MAJ Egloff given task of starting the "Prosthetics Initiative"
- MAJ Egloff has no experience in this area; but research and coordination with B/710BSB produced a prototype
- World-Class example of "COIN Thinking" – Leave your comfort zone, execute the proper research, apply yourself – work ethic, and involve others = **COIN Victory**
- "Today Mohammed Rafiq stood for the 1st time in 6-months. More work is required on the leg, but it has great potential to achieve success. He needed some help with balance and support, but accomplished 90% by himself. His father will bring him back in a week and Doc Egloff will have an improved version of the leg to test. Mohammed was given an exercise to develop his arm strength and flexibility."



First transaction conducted at New Kabul Bank Branch ANA Compound on FOB Pasab



ANA Soldiers line up to use bank services



ANA, STT and the Kabul Bank Rep discuss the bank proposal



CPT Cornwell, Theater Financial Management CMD, 1st TSC with Mr. Habib.



DG Sarhadi and Mr. Habib cut the ribbon on the New Kabul Bank Branch at FOB Pasab

- In the Spartan AO, cell coverage was very limited and cellular service was turned off from the hours of 1800 to 0600, despite constant pressure from ISAF to keep services on
- 3BCT worked with Mountain, Roshan, and AWCC to establish more cell towers in order provide better coverage throughout Zharay and Maiwand
- 3BCT suggested locations of towers on COPs and FOBs to provide the best coverage to the populace and provided cellular companies their locations
- Local National tips drastically increased and coverage allowed CTF Spartan leaders to synchronize especially non-lethal efforts

- No conventional financial institutions to serve Afghan National Security Forces (ANSF) elements and/or the local community
- Opened two bank branches in Zharay for ANSF salary payment and community retail banking services providing
- Worked with Theater Financial Management CMD, 1st TSC to make this a reality
- ANA Bank Branch played a critical role in reducing 3rd BDE, 205th Corps absenteeism
- ANA Bank Branch services over 4,200 Afghan National Army and 1,450 Afghan National Police in Zharay and Maiwand
- The community branch in Zharay District provides a formal credit market, helping commercial and agricultural businesses grow and expand while assisting poor farmers with access to lower-cost debt





Irrigation



Spartan Ag Team



IRD, USDA, USAID-ASI



Local Farmers (10 Plots)



DAIL Lead Extension Agent

Proposed Key Personnel	Components and Infrastructure	Other Programs and Initiatives
1 Lead Extension Agent	10 Plots of land (approximately 4-5 jeribs each)	AG Youth Program (4H)
1 Water Manager	Demonstration orchards	Para-vet and
10 Plot Farmers	Demonstration vineyards and grape trellises	Animal Vaccination Programs
1 Orchard Manager	One new model Raisin Drying Facility (RDF)	Sheep Dip and parasite treatment
1 Vineyard Manager	2-Wheeled tractors	Composting
1 Facilities Manager	2 Four-wheeled drive tractors	Water-irrigation Canal Management

Zharay Agricultural Center- DAIL Extension Center



Maiwand Model Farm



Seed Distribution



Animal Model Farm, Howz-e-Madad



AG Machinery and Equipment

CTF Spartan Urban to Agricultural and Model Farm Efforts

- Using organic 3BCT expertise, 3BCT built “Ag Teams” to train with Cornell University Cooperative Extension
- Spartan BCT initially had greater roles than expected-accountability and secured locations for seed distribution
- Enabling Afghans to increase agricultural capacity and farm to market venues improving the local economy
- 3BCT enabled USDA and USAID to expand roles: new planting / irrigation methods and grassroots mentorship
- 3BCT worked to ultimately connect the local farmers to GIROA and the International Community



Operationalizing the Campaign Plan

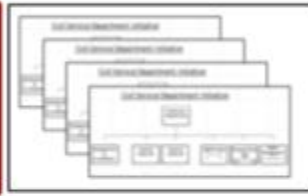
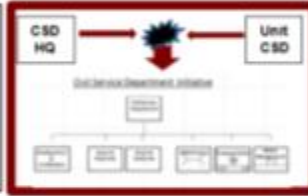
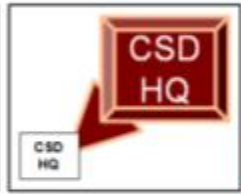
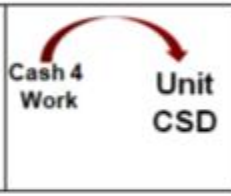
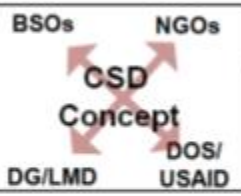
Building Governance Capacity – Civil Service Department



An alternative to the Taliban exists...
-Employment
-Alternative to fighting
-Local benefits
-Visible Progress



CSD best benefits me....
-Certification
-Various vocations
-Transfer option
-Safer environment



-Circulation of concept for collaboration, integration, and approval

-Phased transfer of Cash for Work programs into CSD unit organization
-Integration to reintegration programs

-Development of fully functioning CSD HQ
-Screening of valid applicants
-Kandahar certification standards

-Integration of CSD HQs into developing CSD units aligned with BSOs
-Launching Job Fairs

-Replication of CSD Groups for other districts
-Application of time terms for top position
-Developing increased technical positions
Initiation of transfer programs



Sufficient Cash for Work
•Short term projects
•No work plans
•No Skill development
•No future



Sustainable CSD Group
•Mid/Long term projects
•District work plans
•Trade/Skill development
•Prioritized Community Projects
•Structured career path
Progression certifications



Afghan Innovative Consulting Bureau (AICB) Machinery Repair



Women's Sewing and Literacy Training

- The Civil Service Department (CSD) was established to provide mid/long term projects, trade/skill development, as well as prioritized community projects
- A CSD Headquarters was developed at FOB Pasab with a manager responsible for overseeing all CSD and Non Government Organization (NGO) Projects in Zharay and Maiwand District
- 20 Civil Service Projects were executed, providing job opportunities to over 2,000 local Afghans; five vocational programs were executed including agricultural, women's sewing and literacy, and machinery repair training



The Pasab Bazaar Initiative

➢ Vision for Afghanistan's Primary Highway: Transform a "War Relic" in to a "Symbol of Progress"

➢ Principle: Show Visible Progress to Afghans

➢ Themes: "Zharay...The Gateway to Kandahar City" "Maiwand... The Gateway to Kandahar"

➢ Demonstrate to the people and the enemy that Zharay and Maiwand have changed for the better

Key HWY 1 Initiatives:

- Gas Station Renovation
- HWY-1 Road Improvement (Rapid Repair)
- Cell Phone Towers
- Decoy Cameras
- Trash Removal/ Mile Marker Repair
- Welcome Signs

The Highway 1 Initiative

1994: Mullah Omar leads an attack on a corrupt warlord, hanging him by his tank gun barrel in front of the Sangsar Mosque. The Taliban is born.

-Over the years the constant violence in the local area has decreased quality of life for local Afghans.

-19 SEP 2011: Through the Sangsar Initiative, the location that once reminded locals of the start of a corrupt organization is now a place where locals can congregate and play peacefully in a more secure environment.

CSM Hill and CSM Carabelli cheer on children playing a soccer game on the new fields

LTC Merz, Hajj Abdul Wali, C.O. Seddizi, and CSM Hill at the opening of the New Sangsar

The Sangsar Initiative

- OCT 11: CTF Spartan hosted a wrestling tournament in Nalgham-15 men from the area competed with 100 fans from six different villages
- Throughout Zharay and Maiwand Districts, two additional wrestling tournaments, several kite competitions, and the first parade held in Zharay in over 30 years celebrating Afghan Liberation Day
- Visible progress: Senjaray, Howz-e-Madad, Pasab and Huta Bazaars demonstrating the transformation
- Infrastructure improvements along HWY 1 and bazaar stalls - murals depicting every day Afghan life, sidewalks, painted lines, and solar lights



Operationalizing the Campaign Plan

Water and Irrigation Initiative



Local Mirabs (Water managers) at 1st of 5 Water Shuras in Zharay District Center



Saki Dahd, District Agricultural Irrigation and Livestock (DAIL) Extension Agent



Assessing a water intake in the Arghandab River, Zharay, Kandahar Province



Using Material Handling Equipment (MHE) to clear and expand irrigation canals

- Agriculture provides most of the livelihood in Zharay and Maiwand districts. Throughout the years the local system and infrastructure for irrigation management in Southern Afghanistan had disappeared primarily due to 30 years of war.
- Enabling Afghans to identify and solve the Irrigation water deficit issues within Zharay and Maiwand by providing a venue in which to facilitate a dialogue between the province, district and local water managers.
- Creating a concerted and focused effort for irrigation management across the Spartan area of operations through re-establishing the traditional *Hashar* system in which to enable local water managers (*mirabs*) and the local population in the maintenance of the canal infrastructure.
- Facilitating this effort through monthly Water Shuras, CERP, Civil Service Department (CSD), Material Handling Equipment (MHE) and USAID sponsored NGOs such as the International Relief and Development (IRD) organization in order to carry on with irrigation refurbishment efforts within the sub-districts
- This “Hybrid Approach” is managed and controlled by the DAIL extension agent with the assistance of a water manager administrator and begins with the refurbishing of seven main canal water intakes from the Arghandab River.



Shar Mohammad, Provincial Director of Electricity and Water (DEW)



Ehsan “Sunshine,” District Water and Irrigation Admin coordinator



Engineers Shariff and Hamayoon, International Relief and Development (IRD)

Results:

- Irrigation canal map 100% complete
- 2 of 7 prioritized major water intakes refurbished (USAID/IRD) and 5 to be refurbished after the rainy season
- At least 50% of Mirabs identified and registered; Hashar System 50% re-established in battalions areas of operation to clear and refurbish secondary and tertiary canals (CSD/CERP Funds/MHE-**Hybrid Approach**)
- Water Users Association established holding Water Shuras regularly in Zharay and Maiwand.



CTF SPARTAN UNCLASSIFIED

CTF Spartan IO Campaign

"We Are Winning!"

Cell Phone Video Shop Micro-Grant

Spartan Messaging:

- Defeat the Taliban in the battle for the attention / trust of the Afghan people.
- RIAB reaches the largest audience.
- Billboard campaign featuring local ANSF "Rock Stars" – create positive, magnetic attraction for young males.
- We invented MTV – the Taliban use it to their advantage – 3BCT must counter with Bluetooth cell phone news and videos.

Radio In A Box: RIAB – The Voice of Zharay and Maimana "Talking to the Afghan People"

CTF SPARTAN UNCLASSIFIED

Spartan Billboards

"We Are Winning!"

159 Images in AO Spartan

- Increased Billboards from 31 to 159
- Allows themes to be significant, and adjustable
- Visual messaging to a predominately illiterate audience
- Messages are in their community
- Monthly Change out to increase awareness
- RC(S) developed and local images
 - ANSF Professionalism (ANA,ALP,AUP)
 - Governance Capability
 - Economic and infrastructure Development
 - Counter Narcotic

- 2 Contracts through October 2012
- 3 total contracts
 - \$1.5 Million total
 - Area specific messages
 - Schools
 - Police Patrol Stations
 - Clinics
 - Bazaars
 - ANA/ALP Soldiers
 - District Governor

Come Home to Zharay

District Governor Naiz Mohammed Sarhadi

Bountiful Harvests

Come Home to Zharay

Zharay District Center

Kandahar City

Hwy. 1

Zharay District Information
Radio: FM 103.5
Phone: 070.508.3043

Howz-E-Madad Information
Radio: FM 105.2
Phone: 070.394.1773

Zharay District Center: 25 KM west of Kandahar City Along Hwy 1

smart dynamic ADVERTISING

Let's build our country together

Growing Businesses in Many Bazaars

- Defeat the Taliban in the battle for the attention and trust of the Afghan people
- Maximize RIAB - it reaches the largest audience
- Billboard campaign featuring local ANSF "Rock Stars" – create positive, magnetic attraction for young males
- Expand billboards to include "Afghan Normal" graphics
- We invented MTV yet the Taliban use technology to their advantage – 3BCT countered with cell news and video chips



1994

Sangisar, Afghanistan

- Patriots...
- Protectors...
- Brave soldiers...
- Faithful Muslims...

"We were fighting against Muslims who had gone wrong. How could we remain quiet when we could see crimes being committed against women and the poor?"

2011

Pakistan

- Traitors...
- Murderers...
- Cowards...
- Wayward brothers...

"Capture and kill any Afghan who is supporting and/or working for the Government of the Islamic Republic of Afghanistan."





Operationalizing the Campaign Plan

Enabling the Informal Reintegration Process



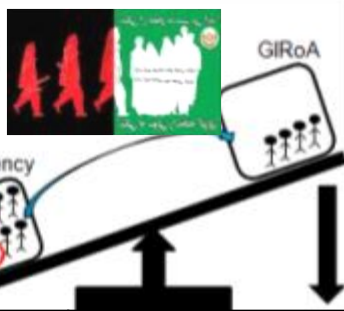
"We Are Winning!"



- Created a central vision: “The time for change is now...”
- Focused on 3-tiered approach:
 1. Deterrence through ANSF Detention
 2. Prevention through GIROA Recruitment
 3. Enabling through GIROA Reintegration
- Educated the local public and leaders through “Mega-Style” Shuras on GIROA Reintegration process and opportunities
- Created a Reintegration Council of local key influencers
- Recruited District Governor ideas on religious outreach
- Engaged local population through Afghan Media and press conferences



- ◆ Security
- ◆ Reintegration
- ◆ Recruitment



Opening remarks for the Zharay-Malwand 2012 Inaugural Reintegration Shura



Exclusive Interviews by Kandahar Media



ANSF Parade



Operationalizing the Campaign Plan

A Graphical Summary



Opportunities



Civilian Confidence

"To The River"

Lethal Pressure



AASLTs



Wrestling
Kite Day
Drama Troupe



"To The Core"



"Flying J"

"To The Summit"

ALP
Zharay: 322
Maiwand: 125



SP Builds



IED / Cache
Turn-in



HVI
Detentions



Community Pressure

Reintegration





CTF SPARTAN

UNCLASSIFIED

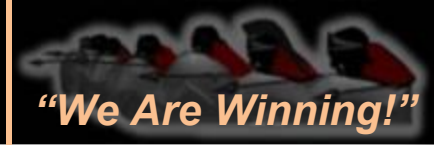
CTF Spartan Campaign Plan

Battlefield Victories



"We Are Winning!"





Visible Progress: “We Have A Pulse!”



The Nalgham Dynamic – the “Weapons Shura” defending their village against the Taliban; encouraging other leaders to follow their example.



Building community pressure – Afghans are war weary and ready for peaceful conditions; **Community Pressure as a Weapon System.**



ANP are demonstrating solid proficiency gains in Nalgham operation; gaining the confidence of the people.



Representative shuras are connecting local government to the district.



Resiliency of legacy mid-large businesses: Ice Plant, Poultry Farm, Bag-e-Pol Park



Reduction in violence has facilitated:

- Strong farmer presence in the fields
- Highway-1 traffic
- Commerce within the bazaars
- School attendance **“Last year the Taliban lost, this year my Family Wins”**
- Use of District Centers for GIRoA administrative actions





The Way Ahead:



“To The River” – Aggressive partnered offensive operations to **defeat** the Taliban and deny the use of the historic staging area of Zharay.



“To The Core” – Deny enemy sanctuary in AO Spartan; sets conditions for transition to ANSF Hold. Build the Arghandab River Corridor (wall).



“Target Enemy Leaders” - Cut the “Half-Life” of enemy leaders through precision driven intel raids – create an environment in which Taliban leaders lack confidence.



Reintegrate moderate Taliban; exploit the seam between local, moderate Taliban (Sons of Zharay and Maiwand) and militant Foreign Fighters.



Build community confidence and perception of security with a robust **ALP**; shura involvement and leader selection are critical.



Fall 2011 **non-lethal surge** enable the average Afghan citizen to see for the 1st time in a decade **“visible progress”**

- Agricultural Expansion: Farm To Market, Ag Roads, Canals
- Civil Service Department: Workers learn a skill / apprenticeship
- District Government taskel filled with quality employees
- Crop Transition: Poppy to Wheat – COIN approach COP/SP/FOB
- Rule of Law – providing normal Afghans access to their law



Citizen Comments



"We Are Winning!"



"We should all be grateful for the Americans. They are currently working out details to build two new schools. We really want our children to have a better future, and education is the key. The Americans do so much for us, and they really want a change for our people."

Bagh-e-pol Resident. September 6th

"Our village is very happy that ISAF built a security post in Kandalay. This post has cut off the route of the Taliban, and made our village much safer. We hope that the ISAF brings some projects to our village. We really need work; the Taliban took what we had in our homes. We are all willing to work hard if given an opportunity to do so."

--Kandalay Resident. August 18th



"The security in Makuan has improved over the past two weeks. The ANP has been patrolling our village on a frequent basis. The Taliban is still putting out their warnings, but they have stopped harassing us for the most part. We are working with the ANP to fight the Taliban in our village. We are very happy with the current security situation."

--Makuan Resident. September 5th





Spartan Standards

The Foundation



- Commander's Guidance For Fires – Train subordinate leaders to use the most precise methods of engagement - Proportionality
- “Back to Basics” - Discipline, Standards and Accountability
- Physical Training Standards – Developing “PT Animals”
- Combat Discipline
 - Full Combat Gear when on patrol – no exceptions (Full PPE, Eye Pro, Gloves, Groin Protector, elbow/knees pads, netting on ACH)
 - Noise and Light Discipline on Tactical Infrastructure (BCT White Light Policy)
 - Every lead vehicle has mine roller/CROW and every vehicle has RPG netting or not allowed to depart FOBs
 - Dispatch vehicles and enforce BFT usage
 - Despite overlapping TI, no less than four vehicles adequately spaced are allowed – minimum 12 Soldiers on dismounted patrol with requisite enablers (mostly CIED)
 - Every LOC will have to standard TSC on the sides to deny enemy influence
 - Spartan Towers: 2d/3d sector sketch, RPG netting, ballistic glass, standard overhead cover, MG T&E, NL munitions (EOF), comms

APPENDIX 8 (ICJR & GUIDANCE FOR FIRES) TO ANNEX D (FIRE SUPPORT) (UNCLASSIFIED) (FOR OFFICIAL USE ONLY)

ICJR NUMBER	ICJR TITLE	ICJR STATUS	ICJR TYPE	ICJR PRIORITY	ICJR EFFECTIVE DATE
1000	1000	UNCLASSIFIED	ICJR	1	10/01/00
1001	1001	UNCLASSIFIED	ICJR	1	10/01/00
1002	1002	UNCLASSIFIED	ICJR	1	10/01/00
1003	1003	UNCLASSIFIED	ICJR	1	10/01/00
1004	1004	UNCLASSIFIED	ICJR	1	10/01/00
1005	1005	UNCLASSIFIED	ICJR	1	10/01/00
1006	1006	UNCLASSIFIED	ICJR	1	10/01/00
1007	1007	UNCLASSIFIED	ICJR	1	10/01/00
1008	1008	UNCLASSIFIED	ICJR	1	10/01/00
1009	1009	UNCLASSIFIED	ICJR	1	10/01/00
1010	1010	UNCLASSIFIED	ICJR	1	10/01/00

Spartan BCT Standards

PT Blocking and Tackling

TF SPARTAN Combat Discipline

TF SPARTAN Reputation: Combat Discipline / Soldier Standards

- Maintain the SPARTAN Combat Uniform Standard – send a message to the enemy that we are a disciplined force, violent actions against us will result in the enemy being killed/captured. Escalation of Force. Do not control traffic with bullets. Our tactical convoys flow with civilian traffic – it “protects us” - Warning shots are not authorized. Soldiers have been killed! Negligent Discharges. This is Leader business – take seriously. Soldiers do not go. All JBCT FCBs / JCOPs are in a Green weapons status – unless in a Guard Force role. Think Safety. Accidents are preventable – our contract is no Spartan Soldier does not go home due to a preventable accident. SLOWLY down, wear a seat belt, and use a ground guide. Respect for Afghan property. Do not “go off the reservation” and start acting in an unprofessional manner – there is always an Afghan watching American Soldiers. Address detainee operations with all of our Soldiers – NCOs are constantly checking on our detainees, if abuse is found we will lose our ability to temporarily hold at the BCT and be forced to immediately transfer to ANSF control. This is a serious issue – aggressively enforce Post detainee operations standards boards by each JCOP temporary holding facility. Medical screening is mandatory. If only takes 1 Soldier to stand up to undisciplined Soldiers that are planning criminal acts against Afghans. Stand Up and be an honorable Spartan Soldier. Maintain the dignity and honor of the SPARTAN BCT and your Regiment – act like professionals! LIGHT FIGHTERS

UNCLASSIFIED/FOR OFFICIAL USE ONLY



THE SPARTAN BRIGADE

3RD INFANTRY BRIGADE COMBAT TEAM

When historians write about American actions in Afghanistan, they will focus on the 2001 invasion and our operations in 2011. You are a part of history – your Victory will be recorded.

“Spartans are Winning”



“Climb to Glory”