

Afghanistan: Annotated Bibliography for Resolute Support



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Updated September 1, 2017

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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, safety, 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.

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, incorrect information, or feel the need to inform the editors of publications or websites that should be included send an email to staff@afghanwarnews.info.

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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.

https://cstca.oneteam.centcom.mil/sites/NTMA_CTAG/Doctrine/Doctrinal_Reference/Afghan%20Maps/frames.html.

Afghan War News Maps. This site provides a comprehensive listing of maps of Afghanistan to include topographic, ethnic groups, languages, insurgent areas, agricultural areas, and more.

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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 ISAF is not engaging in offensive combat operations; although there are some limited counter-terrorism missions being conducted. In addition, there will be limited air support and combat advising to assist the Afghan National Security Forces (ANSF). 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.

The basic advisory team is 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](#); 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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See also [After Actions Reports](#) in this bibliography.

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162nd Infantry Brigade, SFAB Lessons Learned, Fort Polk, 6 May 2013. Adobe Acrobat PDF, 36 pages, 2.5 MBs. This publication contains good info on the SFA mission in Afghanistan, SFA definitions, roles and responsibilities of the SFA advisor, best practices for advisors, best practices for SFA BCTs (SFABs) and SFAATs, and SFA training for Afghanistan.

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Other SFA Organizations and Websites

Army Training Network (ATN). The ATN Security Force Assistance portal provides information, publications, documents, case studies, tools, and other resources for advisors who are beginning their pre-deployment training phase as well as those advisors already serving in theater in an advisory capacity.

https://atn.army.mil/dsp_template.aspx?dpID=248

Army Security Force Assistance Proponency Office. Combined Arms Center.

www.usacac.army.mil/cac2/sfa/.

COMISAF Advisory and Assistance Team (CAAT) hosted on APAN Web. The CAAT portal has publications on SFA and counterinsurgency.

<https://ronna.apan.org/CAAT/Pages/Public-Portal.aspx>

Joint Center for International Security Force Assistance (JCISFA). There is a collection of publications on this organization's portal pertaining to Security Force Assistance and advising. You must register for an account to view or download documents.

<https://jcisfa.jcs.mil>

Maritime Civil Affairs and Security Training Command (MCAST)

www.mcast.navy.mil

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

<http://armyapp.dnd.ca/pstc-cfsp/default-eng.asp>

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](#).

<http://pksoi.army.mil>

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

<http://armyapp.dnd.ca/pstc-cfsp/default-eng.asp>

Ronna APAN OCC-R Page for Regional Coordination Centers

<https://ronna.apan.org/OCCR/Pages/Home.aspx>

U.S. Army Peacekeeping & Stability Operations Institute (PKSOI)

Army War College, Carlisle Barracks, Pennsylvania

<http://pksoi.army.mil/>

U.S. Army Security Assistance Command

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

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

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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.
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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.

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Books about Advising

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

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www.defense.gov//News/NewsArticle.aspx?ID=117686

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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.

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United States Advisory Effort in Afghanistan

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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>

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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.
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Advisor Training

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>

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>

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/>

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

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=cdrview.cfm&cdrid=1334>

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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.
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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”.

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

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<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

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

Calvin, Matt, "People, Partnerships and Collaboration: Understanding and Improving Intelligence in Counterinsurgency", *Josef Korbel Journal of Advanced International Studies*, Volume I, Summer 2009, pages 53-73.

http://www.du.edu/korbel/jais/journal/volume1/volume1_calvin.pdf

Chesbro, Michael E., *Intel-Cyclopedia: Guide to Sources of Information for Intelligence Officers, Analysts, and Investigators*, May 2012.

http://www.chesbro.net/images/Intel-Cyclopedia_May_28_2012.pdf

DoD, *Counterinsurgency (COIN) Intelligence, Surveillance, and Reconnaissance (ISR) Operations*, Report of the Defense Science Board Task Force on Defense Intelligence, February 2011.

www.acq.osd.mil/dsb/reports/ADA543575.pdf

Eisleer, David F. "Beyond Finding the Enemy: Embracing Sociocultural Intelligence in Stability Operations", *Small Wars Journal*, July 14, 2015.

<http://smallwarsjournal.com/jrnl/art/beyond-finding-the-enemy-embracing-sociocultural-intelligence-in-stability-operations>

Feliciano, CPT Juan P. "Training Your Company Intelligence-Support Team", *Armor Magazine*, April-June 2013, pages 31-33.

http://www.benning.army.mil/armor/eARMOR/content/issues/2013/APR_JUN/Articles/FelicianoArticle.pdf

Flynn, MG Michael T., CPT Matt Pottinger, and Paul D. Batchelor, *Fixing Intel: A Blueprint for Making Intelligence Relevant in Afghanistan*, Center for a New American Security, January 2010.

http://www.cnas.org/files/documents/publications/AfghanIntel_Flynn_Jan2010_code507_voices.pdf

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Larson, Eric. V., Derek Eaton, Brian Nichiporuk, and Thomas S. Szayna, *Assessing Irregular Warfare: A Framework for Intelligence Analysis*, RAND Corporation, MG688, prepared for the U.S. Army, 2008.

http://www.rand.org/content/dam/rand/pubs/monographs/2008/RAND_MG668.pdf

Lushenko, Paul, "Partnership Till it Hurts – The Use of Fusion Cells to Establish Unit of Effort Between SOF (Yin) and Conventional Forces (Yang)", *Small Wars Journal*, 2010.

<http://smallwarsjournal.com/jrnl/art/partnership-till-it-hurts>

Mansoor, Colonel Peter R. and MAJ Mark S. Ulrich, "Linking Doctrine to Action: A New COIN Center-of-Gravity Analysis", *Military Review*, September-October 2007. Presents an model for Intelligence Preparation of the Battlefield (IPB) in a COIN environment.

[http://usacac.army.mil/cac2/coin/repository/COIN_CoG_Analysis_Mil_Review-Ulrich\(Sep-Oct07\).pdf](http://usacac.army.mil/cac2/coin/repository/COIN_CoG_Analysis_Mil_Review-Ulrich(Sep-Oct07).pdf)

McGarry, Christopher C.E., *Inverting the Army Intelligence Pyramid*, SAMS CGSC, Fort Leavenworth, KS, May 19, 2011.

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<http://www.dtic.mil/dtic/tr/fulltext/u2/a439616.pdf>

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Tucker, Patrick. "How US Special Forces Uses Google Maps", *Defense One*, January 7, 2015. Explains how SF teams use Google Maps to plan operations with their foreign counterparts (NATO, ANSF, etc.).

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S-3 Operations

Websites with Info on ASI and ANSF Operations

Essential Function 6 – Command and Control and Operations

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

ANA Officer Academy (ANA-OA). Sometimes referred to as “Sandhurst in the Sand”. A British-funded and multi-national staffed organization.

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

Documents, Publications, and Papers on Operations

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

<http://www.dtic.mil/dtic/tr/fulltext/u2/a434396.pdf>

JP 3-22, *Foreign Internal Defense*, July 12, 2010.

http://www.dtic.mil/doctrine/new_pubs/jp3_22.pdf

JP 3-24, *Counterinsurgency Operations*, October 5, 2009.

http://www.dtic.mil/doctrine/new_pubs/jp3_24.pdf

JP 5-57, *Civil-Military Operations*, July 8, 2008.

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

DoD Inspector General, “Assessment of U.S. Efforts to Develop the Afghan National Security Forces Command, Control, and Coordination System”, March 22, 2013.

<http://www.dodig.mil/pubs/documents/DODIG-2013-058.pdf>

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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

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

Military Publications, Regulations, and Manuals

NTM-A, *ANP Logistic Advisor's Handbook*, November 22, 2011.

NTM-A, *ANA Logistic Advisor's Handbook*, 30 August 2011.

FM 3-07.1, *Security Force Assistance*, 1 May 2009. Para 2-40, "Equip", page 2-5 and Appendix B "Legal Considerations", para B-20 "Training and Equipping Foreign Security Forces", page B-4.

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

JP 4-02, *Health Service Support*, July 26, 2012.

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

JP 4-10, *Operational Contract Support*, October 17, 2008.

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DoD IG, "Accountability of Night Vision Devices Procured for the Afghan National Security Forces Needs Improvement", DoD IG Report 2012-103, June 18, 2012.

<http://www.dodig.mil/audit/reports/fy12/DODIG-2012-103.pdf>

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http://www.apd.army.mil/pdf/files/r1_75.pdf

Papers and Briefings on SFA and Logistics Advising

16th Sustainment Brigade, *Logistics Info Brief*, JCISFA, 31 August 2012.

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. The report provides 11 observations and a number of recommendations to get the ANP advisory mission back on track.

www.dodig.mil/pubs/documents/DODIG-2015-067.pdf

Duncombe, Farrell J., *ANSF Logistics for SFAATs*, 162nd Bde, Fort Polk, LA, August 2013. Paper provides the reader with an overview of the ANSF logistics process, identifies capability “gaps/seams”, and suggest techniques to advisors. JCISFA.

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<http://www.dodig.mil/SPO/Reports/DODIG-2012-028.pdf>

McLaney, COL Shelia, LTC Jenny Newton, LTC Douglas LeVien, “International Security Assistance Force Logistics Operations in Afghanistan”, *Army Sustainment*, PB 700-10-01 Volume 42, Issue 1, January-February 2010.

http://www.almc.army.mil/alog/issues/JanFeb10/secassist_logop.html

Richter, Douglas, C., *Afghan Right: Linking a Stable Economic and Industrial Base to a Self Sustaining ANA Logistics Adjusted to Afghan Culture*, SAMS CGSC, Fort

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<http://cgsc.contentdm.oclc.org/cdm/singleitem/collection/p4013coll3/id/2732/rec/34>

SIGAR, *Afghan Police Vehicle Maintenance Contract: Actions Needed to Prevent Millions of Dollars from Being Wasted*, January 2013.

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Stear, 1LT Adam D., "The 204th BSB's Logistics Advisory Team in Afghanistan", *Army Sustainment*, November-December 2012.

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http://usacac.army.mil/CAC2/MilitaryReview/Archives/English/MilitaryReview_20120630_art006.pdf

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http://www.almc.army.mil/alog/issues/MarApr10/ltat_concept.html

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http://www.almc.army.mil/alog/issues/SepOct08/bsbsppt_adviseteam.html

Afghan National Army (ANA) Logistics and Maintenance Publications

The following documents can be found ISAF CAAT portal (CENTRIX) at the link below:
http://portal.hq.ms.isaf.nato.int/CGHQ/CAAT/A_P/Pages/logistics.aspx?topic=logistics

ANA 10-15, *Basic Doctrine Manual for Supply and Storage at the CSS Kandak*, September 2007

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*

ANA 1-4.1, *Transportation Operations*, 1384.

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AMOD / ANA Decree 4.5, *Ammo and Explosives Opns Policy & Support Procedures*, May 15, 2008.

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ANA 55-158, *CSS Kandak Transportation Company*

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

ANA 63-20.1, *Combat Service Support Commander's Handbook*.

ANA 7-10.6, *CS and CSS for the Infantry Company Commander*.

ANA 7-20.4, *CS and CSS for the Infantry Kandak Commander*, January 1, 2007.

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

ANA STP 10-61A-E6-7-SM-TG, *Material Stores, Stock Control, Armorer, and Supply Specialist*, October 2007.

ANA STP 5-31A-E4-SM-TG, *Combat Engineer*, March 1, 2008.

ANA STP 5-31A-E5-7-SM-TG, *Combat Engineer (Skill Level 5-7)*, May 1, 2008.

ANA STP 55-63AE4-7-SM-TG, *Motor Transport Operator*, January 1, 2008.

Afghan National Police (ANA) Logistics and Maintenance Publications

The following documents can be found ISAF CAAT portal (CENTRIX) at the link below:
http://portal.hq.ms.isaf.nato.int/CGHQ/CAAT/A_P/Pages/logistics.aspx?topic=logistics

Mol Decree, *Process for Management of Logistics*, January 6, 2009.

Mol Decree, *Fuel Policy*.

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

Mol Decree, *Process for Maintenance Policy*, July 16, 2008.

Mol Decree, *Procedure for Dropping Equipment from Property Book (Forms 71 and 72)*.

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S-6 Communications

Websites about Communications Advising

Communications Advisor

www.afghanwarnews.info/sfa/communicationsadvisor.htm

Essential Function 5, - Forces Sustainment

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

Papers and Publications about Communications Advising

JP 6-0, *Joint Communications System*, June 10, 2010.

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

JP 6-01, *Joint Electromagnetic Spectrum Management Operations*, March 20, 2012.

http://www.dtic.mil/doctrine/new_pubs/jointpub_communications.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

Publications, Papers, and News Reports on Fires, Artillery, and Mortars

Wood, MAJ Michael J. Wood, "82-mm Mortars: Working with Afghan National Army Mortar Teams", *Army Fires Bulletin*, March April 2010. MAJ Wood is an artillery officer and served as the team leader for an advisory team to 4/1/203rd Corps.

http://sill-www.army.mil/firesbulletin/2010/Mar_Apr_2010/Pages5_10.pdf

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Engineer Advisor Resources

Websites about Advising in the Engineer Field

Security Force Assistance Engineer Advisor
www.afghanwarnews.info/sfa/engineeradvisor.htm

References and Publications on Engineer Advisors

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>

Inspector General DoD, *DoD Needs to Improve Vocational Training Efforts to Develop the Afghan National Security Forces Infrastructure Maintenance Capabilities*, DoDIG-2012-104, June 18, 2012.
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<http://engineer.epubxp.com/i/116545/61>

Military Manuals and Publications about Engineering

Department of the Army, *General Engineering*, ATP 3-34.40, February 2015.
http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/atp3_34x40.pdf

News Reports about Engineer Advisors

July 12, 2013. "Triple Nickel trains new era of Afghan Engineers". *DVIDS*.
www.dvidshub.net/news/110100/triple-nickel-trains-new-era-afghan-engineers

May 5, 2013. 'Over the shoulder' advising: SFAAT takes the next approach, *DVIDS*. An engineer advisor on an Bde SFAAT assists a Route Clearance Tolay cdr.

<http://www.dvidshub.net/image/923369/over-shoulder-advising-sfaat-takes-next-approach>

April 7, 2013. *Building success: ANA engineer Kandak completes independent construction project*, DVIDS. Engineer Tolai of 4th KDK, 2nd Bde, 203rd Corps.

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

Miscellaneous Info on CEKs and Afghan Engineers

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

https://www.fbo.gov/index?s=opportunity&mode=form&id=f9fbe094ae2f1a609aa85d6250f4cc4c&tab=core&_cview=1

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Medical Preparedness and Advising

Medical Training Websites

Tactical Combat Casualty Care (TCCC / T3C).

http://www.health.mil/Education_And_Training/TCCC.aspx

FM 3-07.1, *Security Force Assistance*, 1 May 2009. See Chapter 6, section 6-7 “Medical”, page 6-2.

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

SFA Medical Advisor

www.afghanwarnews.info/sfa/medical.htm

Essential Function 5 – Force Sustainment

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

Medical Topics and Medical Training

Tactical Combat Casualty Care (TCCC / T3C).

http://www.health.mil/Education_And_Training/TCCC.aspx

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

Papers and Publications about Medical Topics Relating to Afghanistan

CJSOTF-A, *Village Medical Outreach Programs and Village Stability Operations*, November 26, 2010.

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.

<https://jdeis.js.mil/jdeis/jel/ndu/jfq-70.pdf>

News Articles on SFAATs and Medical Topics

May 20, 2103. *U.S. Army medical personnel deploy as part of security force advisory teams*. Army.mil.

www.army.mil/article/103662/...medl_personnel_deploy_advisory_teams/

May 18, 2013. *Medical Matters*. Regional Command East.

<http://www.rc-east.com/news/by-province/paktika/item/1518-medical-matters>

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Functionally-based Security Force Assistance (FbSFA)

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 where the ANSF needed improvement - leadership, command and control, combat arms integration, training, and sustainment.

References

COMISAF, *Transition to Functionally Based Security Force Assistance*, Memo to Supreme Allied Commander, Europe, 15 October 2013. This memo is a request for functionally oriented SFA training for advisor teams during pre-deployment and training center rotations.

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

COMISAF, *Transition to Functionally Based Security Force Assistance*, Memo to Commander, United States Central Command, 15 October 2013. This memo is a request for functionally oriented SFA training for advisor teams during pre-deployment and training center rotations.

<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

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

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.

www.dodig.mil/pubs/documents/DODIG-2013-094.pdf

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FbSFA – Command and Control (C2) Pillar

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

Operational Coordination Centers (OCCs)

<http://www.afghanwarnews.info/security/OCC.htm>

Decree 5001, Ministry of Defense “Organizations and Functions Manual”, March 29, 2011.

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FbSFA – Combined Arms Integration / Integrated Layered Security (CAI/ILS)

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

Papers on CAI

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

Papers and Pubs about ANSF Training

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.
www.dodig.mil/pubs/documents/DODIG-2013-081.pdf

Videos about Training the ANA

February 17, 2015. *Training Afghan Army Officers*, NATO. A 5 minute video about the ANA officer academy located on the outskirts of Kabul.
www.youtube.com/watch?v=PXaUULKNZ0I

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FbSFA – Sustainment Pillar

DoDIG, *Equipping and Training Afghan Security Forces*, DoDIG-2015-107, April 17, 2015. Challenges exist for asset accountability and maintenance and sustainment of vehicles within the Afghan National Security Forces.

www.dodig.mil/pubs/report_summary.cfm?id=6327

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.

www.dodig.mil/pubs/documents/DODIG-2013-093.pdf

Papers and Publications on ANSF Sustainment

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

<http://smallwarsjournal.com/jrnl/art/afghanistan-2014-2024-advising-for-sustainability>

DoDIG, *Assessment of U.S. Government and Coalition Efforts to Develop the Logistic Sustainment Capability of the Afghan National Army*, Department of Defense Inspector General, Report No. DoDIG-2015-047, December 19, 2014.

www.dodig.mil/pubs/documents/DODIG-2015-047.pdf

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.

<http://smallwarsjournal.com/jrnl/art/afghanistan-what-went-wrong>

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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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>

Papers, Publications, and Documents with Info on Insurgencies

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.
<http://faculty.nps.edu/rszechtm/KressSzechtman.pdf>

Metz, Dr. Steven, *Rethinking Insurgency*, Strategic Studies Institute, June 5, 2007.
<http://www.strategicstudiesinstitute.army.mil/Pubs/display.cfm?pubID=790>

Mockaitis, Dr. Thomas R., *Resolving Insurgencies*, Strategic Studies Institute, U.S. Army War College, June 17, 2011.
<http://www.strategicstudiesinstitute.army.mil/pubs/display.cfm?pubid=1072>

Muckian, Martin J. "Structural Vulnerabilities of Networked Insurgencies: Adapting to the New Adversary", *Parameters*, Winter 2006-2007, pages 14-25.
<http://strategicstudiesinstitute.army.mil/pubs/parameters/Articles/06winter/muckian.pdf>

Paul, Christopher, Colin P. Clarke, Beth Grill, Molly Dunigan. *Paths to Victory: Lessons from Modern Insurgencies*, RAND Corporation, September 2013.
http://www.rand.org/pubs/research_reports/RR291z1.html

Record, Jeffrey. "External Assistance: Enabler of Insurgent Success", *Parameters*, Autumn 2006, pages 36-49.
<http://strategicstudiesinstitute.army.mil/pubs/parameters/Articles/06autumn/record.pdf>

Reed, Brian. "A Social Network Approach to Understanding an Insurgency", *Parameters*, Summer 2007, pages 19-30.
<http://strategicstudiesinstitute.army.mil/pubs/parameters/Articles/07summer/reed.pdf>

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)

SFAATs 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 brigade, and other ANSF 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/anaco incapabilities.pdf>

Websites on Counterinsurgency

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>

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

Blog Posts about COIN – Afghan War News Blog
<http://afghanwarnews.blogspot.com/search/label/counterinsurgency>

NATO and ISAF Guidance on Counterinsurgency

NATO, *Allied Joint Publication for Counterinsurgency (COIN)*, AJP-3.4.4, SD 2: 090601, 28 May 2009.

COMISAF, *ISAF Commander's Counterinsurgency Guidance*, ISAF
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<http://www.isaf.nato.int/images/stories/File/100908-NUI-COMISAF%20COIN%20GUIDANCE.pdf>

COMISAF, *COMISAF/USFOR-A Counterinsurgency (COIN) Training Guidance*, ISAF, November 10, 2009.
http://usacac.army.mil/cac2/COIN/repository/COMISAF_COIN_Training_Guidance.pdf

8 Imperatives of Counterinsurgency. Presented by General McChrystal.
<http://www.isaf.nato.int/article/news/gen.-mchrystal-8-imperatives-of-coin-2.html>

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JP 3-24, *Counterinsurgency Operations*, October 5, 2009.
http://www.dtic.mil/doctrine/new_pubs/jp3_24.pdf

FM 3-24, *Counterinsurgency*, December 15, 2006. (12 MBs).
http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/fm3_24.pdf

FM 3-24.2, *Tactics in Counterinsurgency*, April 21, 2009. (8 MBs)
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http://armypubs.army.mil/doctrine/DR_pubs/dr_a/pdf/fm3_07.pdf

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U.S. Interagency Counterinsurgency Initiative, *U.S. Government Counterinsurgency Guide*, January 2009.
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<http://www.afghanwarnews.info/documents/IWBibliographyUSASOC2Jun11.pdf>

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

Barbina, Anthony P., *Comparing Models for the Restoration of Essential Services During Counterinsurgency Operations*, SAMS CGSC, Fort Leavenworth, KS, May 19, 2011.
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<http://smallwarsjournal.com/jrnl/art/afghanistan-lessons-learned-from-an-isaf-perspective>

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Cox, Dan. G. and Thomas Brusino, *Population-Centric Counterinsurgency: A False Idol?*, SAMS Monograph Series, Combat Studies Institute Press, CAC, Fort Leavenworth, Kansas, 2010.

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www.rand.org/pubs/monographs/MG1086.html

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

Egnell, Robert. "A Western Insurgency in Afghanistan." *Joint Force Quarterly*, no. 70 (3rd Quarter 2013): 8-14.

<http://www.ndu.edu/press/insurgency-in-afghanistan.htm>

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

Hellesen, Petter, *Counterinsurgency and its Implications for the Norwegian Special Operations Forces*, a thesis for Naval Postgraduate School, Monterey, CA, Jun 2008.

<http://www.dtic.mil/cgi-bin/GetTRDoc?AD=ADA483726>

Jones, Seth G., *Counterinsurgency in Afghanistan*, RAND MG 595, 2008.

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Litchfield, John D., *Unconventional Counterinsurgency: Leveraging Traditional Social Networks and Irregular Forces in Remote and Ungoverned Areas*, SAMS CGSC, Fort Leavenworth, KS, May 21, 2010.

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Insider Threat

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Survival Evasion Resistance Escape (SERE)

Survival Evasion Resistance Escape (SERE) Level A Training in support of the Code of Conduct (CoC). SERE 100.1 computer-based training satisfies the level A requirement. Training can be found on Joint Knowledge Online (JKO) page <http://jko.jfcom.mil>, course number "J3T A-US022" or on AKO at www.us.army.mil/suite/page/650428.

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www.specialforcestraining.info/sere.htm

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

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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

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AR 525-28, *Personnel Recovery*, March 5, 2010.
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www.afghanwarnews.info/movies/videos-afghanistan.htm

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www.afghanwarnews.info/documentaries/documentaries.htm

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<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).

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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.

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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=JYQtV0zwwJQ

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

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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.

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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).
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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
<http://www.defense.gov/pubs>

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.army.mil/doctrine_concepts/Doctrine.cfm

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

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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

www.ldesp.org

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

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<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.

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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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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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