

COMISAF Advisory and Assistance Team (CAAT) Security Force Assistance (SFA) Bibliography

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SFA Mission Essential Tasks (MET)

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Websites about SFA Mission, Training and Employment

Joint Center for International Security Assistance (JCISFA). The JCISFA has an abundance of documents relating to SFA on its website. In addition, JCISFA maintains the SFA-AT Communities of Interest (Col) knowledge portal. A registration account is required to view or download documents.

<https://jcisfa.jcs.mil>

The Army Training Network (ATN) has a website entitled "Security Force Assistance" that provides valuable information for those Advisors and Advisor Teams that are entering the pre-deployment training phase and also for those MATs, PATs, OCC ATs, SFABs, and SFAATs that are already deployed in theater. Categories of information and publications include SFA Training Guidance, Advisor Case Studies, Terminal Learning Objectives (TLO), References, SOPs/Handbooks/GTAs, Security Force Assistance Training Academy Classes (SFAT), Afghanistan Language and Culture Training References and Tools for Advisors, Foreign Weapons Familiarization, and Additional Resources. The website is available at the link below. Requires a CAC log-in.

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

U.S. Army Security Force Assistance Proponency Office, Combined Arms Center.

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

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

Maritime Civil Affairs and Security Training Command (MCAST)

<http://www.mcast.navy.mil/>

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

Army War College, Carlisle Barracks, Pennsylvania

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

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.

<https://sollims.pksoi.org>

Read or download a brochure to learn more about SOLLIMS [here](#).

U.S. Army Security Assistance Command

www.army.mil/info/organization/usasac/

The Transition Team Professional Forum

<https://forums.bcks.army.mil/secure/CommunityBrowser.aspx?id=62133&lang=en-US>

1st Infantry Division, Fort Riley, Kansas. Security Force Assistance Team

<http://www.riley.army.mil/UnitPage.aspx?unit=sfat>

COMISAF Advisory and Assistance Team (CAAT) hosted on APAN Web. The CAAT portal has a lot of information and publications on SFA and counterinsurgency to include COIN Advisories and the *COIN Common Sense* periodical.

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

Fifteen Principles of Security Force Assistance in Afghanistan (Videos)

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

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

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

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Military Publications Related to SFA are Available at These Websites:

Department of Defense – Joint Pubs Library

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

Official Department of the Army Publications and Forms

www.armypubs.army.mil

Defense Technical Information Center (DTIC)

www.dtic.mil

Small Wars Center for Irregular Warfare

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

Army Knowledge Online (AKO)

www.us.army.mil

Army Training (and Education) Network ATN

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

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/>

U.S. Department of Defense

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

Special Forces (31 Series) Doctrine and Training Publications

http://armypubs.army.mil/doctrine/31_Series_Collection_1.html

U.S. Marine Corps Advisor Publications, Interaction Research Institute, Inc.

<http://www.irism.com/pubs/>

Peacekeeping & Stability Operations Institute (PKSOI)

http://pksoi.army.mil/doctrine_concepts/Doctrine.cfm

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Mission Essential Task Lists and Training Requirements for SFA

Afghanistan Specific Training Requirements and METL for SFA

HQs Allied Joint Force Command Brunssum, *Minimum Training Requirements for Security Force Assistance Advisors and SFA Advisor Teams*, July 11, 2013.

CJCS, *Minimum Training Requirements for Deploying Security Force Assistance Advisory Teams*, Letter by Gen Dempsey, June 18, 2013.

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

FORSCOM Message, *Pre-Deployment Training Guidance In Support of Combatant Commands*, DTG: 121909ZAPR12. SFABs and SFA advisor teams most likely will follow CAT – 3 training guidance. Requires CAC log-in.

https://rdl.train.army.mil/catalog/view/100.ATSC/E481FEC2-1D26-4DFE-B368-13DA5A6C4275-1311106146516/deployment_index.htm

COM JFC Brunssum, *ISAF Training Directive 75-8, Revision 3*, dated 7 May 2013.

Enclosure 1: ISAF Minimum Training Requirements for Security Force Assistance (SFA) Advisors and SFA-Advisor Teams (SFA-ATs) to ISAF HQs Letter to Joint Forces Command Brunssum, 11 June 2013. 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

HQs Allied Joint Force Command Brunssum, *Security Force Assistance Advisor Team Concept of Operations*, dated 9 April 2013.

Cdr CENTCOM, *USCENTCOM Endorsement of the Minimum Training Requirements for Deploying Security Force Assistance (SFA) Advisory Teams (AT)*, March 15, 2012.

<https://atn.army.mil/media/docs/CENTCOM-CDR-LTR-TO-SERVICE-CHIEFS-VIA-CJCS.pdf>

Allied Joint Force Headquarters – Brunssum, *Minimum Training Requirements for SFA Advisory Teams – Letter to TCNs*, 1170/JBKEPB/052/12-7253, 13 March 2012.

<https://143.84.167.180/Members/Portal/ViewInsight.aspx?insight=1055>

Allied Joint Force Headquarters – Brunssum, *SFA AT CONOPS*, February 23, 2012. Concept letter from JFH-BS, 1600/JBCGCC/018/12.

COM ISAF Memorandum for COM JFCBS, 14 Feb 2012.

USFOR-A (ISAF). *Minimum Training Requirements for Deploying Security Force Assistance Teams*, CDR USFOR-A (ISAF), February 14, 2012. This memo has three Enclosures. Enclosure 1 (Minimum Essential Training Requirements) was developed with the assistance of the U.S. Joint Center for International Security Force Assistance (JCISFA) and U.S. Special Operations Command (USSOCOM).

HQ ISAF, *Concept Paper – Security Force Assistance*, October 18, 2011. Memo from COMISAF to Commander Joint Forces Command Brunssum (JFC-BS).

COMISAF. *COMISAF's Tactical Directive*, November 2011.

<http://www.isaf.nato.int/images/docs/20111105%20nuc%20tactical%20directive%20revision%204%20%28releaseable%20version%29%20r.pdf>

COMISAF, *COIN Qualification Standards*, 23 October 2011.

USCENTCOM. Fragmentary Order (FRAGO) 09-1700 (USCENTCOM Theater Training Requirements).

USCENTCOM. Fragmentary Order (FRAGO) 11-026 (Delineates RSOI Training Requirements and Directs JRSOI Hubs to Facilitate Training Requirements).

USFOR-A (ISAF). FRAGO 11-371 (Implements Language Training for USFOR-A and DoD Personnel).

General Guidance on SFA METL and Training Recommendations

DoD, Universal Joint Task List

http://www.dtic.mil/doctrine/training/ujtl_tasks.pdf

Joint Security Force Assistance Proponent Office, *Guidance on Joint Standards for Security Force Assistance (SFA) Training*, November 2012 (Draft Version). JSFAPO is a subordinate element of the U.S. Special Operations Command (USSOCOM).

US Army. FM 7-15, *The Army Universal Task List*, February 27, 2009. The AUTL can help commanders develop a mission-essential task list (METL). It (the AUTL) provides tasks, missions and operations or capabilities for a unit, company-sized and above, and staffs. Commanders should use the AUTL as a cross-reference for tasks. Commanders may use the AUTL to supplement their core training focused METL or the directed training focused METL as required. FM 7-0 and FM 7-1 discuss in detail METL development and requirements.

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

USMC. *Advisor Team METL*. NAVMC 3500.59, Chapter 3. Access [here](#).

_____, *Train Host Nation Forces (31-5-0308)*, ARTEP 31-807-22-MTP, Special Forces Operational Detachment A and B. Page 5-59 to 5-63.

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DoD Directives and Memorandums

DoDD 1322.18, *Military Training*, January 13, 2009. This document directs USSOCOM to establish training standards for general purpose forces to train to the security force assistance mission. See page 10, para 12.

<http://www.dtic.mil/whs/directives/corres/pdf/132218p.pdf>

DoDD 3000.05, *Military Support for Stability, Security, Transition, and Reconstruction (SSTR) Operations*, November 28, 2005.

http://usacac.army.mil/cac2/sfa/Repository/DoD_Dir-FSFA.pdf

DoDD 3000.07, *Irregular Warfare*, December 1, 2008.

<http://www.dtic.mil/whs/directives/corres/pdf/300007p.pdf>.

DoDD 5100.01, *Functions of the Department of Defense and Its Major Components*, December 21, 2010. This directive states that the Services shall organize, train, and equip forces to contribute unique service capabilities to the joint force commander to conduct Building Partner Capacity.

<http://www.dtic.mil/whs/directives/corres/pdf/510001p.pdf>

DOD 5105.38-M. *Security Assistance Management Manual*. 26 April 2012.

<http://www.dsca.osd.mil/samm/>

DoDD 5132.3, *DoD Policy and Responsibilities Relating to Security Assistance*.

DTM 11-002, *Counterinsurgency (COIN) Training and Reporting Guidance for Preparing U.S. Forces to Succeed in Afghanistan and Pakistan*, Under Secretary of Defense, December 9, 2010 (with Change 1, May 18, 2011). This DTM directs USSOCOM to assist USCENTCOM in the development of SFA and COIN training and education programs. See Para 13(a).

<https://www.fas.org/irp/doddir/dod/dtm-11-002.pdf>

SECDEF Memo, *Joint Center for International Security Force Assistance Charter*, August 2012.

<http://www.oaa.army.mil/FetchFile.ashx?DocID=418>

Secretary of the Army, *Delegation of Authority for DOD Executive Agent Responsibilities, Functions and Authorities for the Joint Center for International Security*

Force Assistance (JCISFA), Memorandum for Deputy Chief of Staff, G-3/5/7, 23 August 2010.

<http://www.oaa.army.mil/FetchFile.ashx?DocID=354>

SECDEF Memo, *Joint Center for International Security Force Assistance (JCISFA) Charter*, April 4, 2006.

<https://osdportal.osd.mil/ExecAgent/Lists/EA/Attachments/79/DoDEA-JCISFA.pdf>

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DoD Instructions

DoD Instruction 3000.05, *Stability Operations*, September 16, 2009.

<http://www.dtic.mil/whs/directives/corres/pdf/300005p.pdf>

DoD Instruction 5000.68, *Security Force Assistance*, October 27, 2010.

<http://www.dtic.mil/whs/directives/corres/pdf/500068p.pdf>

DoD Instruction 5132.13, *Staffing of Security Cooperation Organizations (SCOs) and the Selection and Training of Security Cooperation Personnel*, January 9, 2009.

establishes procedures, and assigns responsibilities for the selection and training of personnel to serve in security cooperation/assistance positions, and for processing and approving SCO joint tables of distribution (JTDs) and joint manpower programs (JMPs).

<http://www.dtic.mil/whs/directives/corres/pdf/513213p.pdf>

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Joint Publications

Joint Doctrine Note 1-13, *Security Force Assistance*, 29 April 2013
www.dtic.mil/doctrine/notes/jdn1_13.pdf

JP 1-02, *DoD Dictionary of Military and Associated Terms*, May 30, 2008.
http://www.dtic.mil/doctrine/new_pubs/jp1_02.pdf

JP 3-0, *Joint Operations*.

JP 3-05, *Special Operations*, April 18, 2011.
<http://www.dtic.mil/dtic/tr/fulltext/u2/a543873.pdf>

JP 3-05.1, *Joint Special Operations Task Force Operations*, April 26, 2007
http://www.dtic.mil/doctrine/new_pubs/jointpub_operations.htm

JP 3-07, *Stability Operations*, September 29, 2011.
http://www.dtic.mil/doctrine/new_pubs/jointpub_operations.htm

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 3-07.3, *Peace Operations*, August 1, 2012.
http://www.dtic.mil/doctrine/new_pubs/jointpub_operations.htm

JP 3-08, *Interorganizational Coordination During Joint Operations*, June 24, 2011.
http://www.dtic.mil/doctrine/new_pubs/jointpub_operations.htm

JP 3-13.2, *Military Information Support Operations*.

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 3-26, *Counterterrorism*, November 13, 2009.
http://www.dtic.mil/doctrine/new_pubs/jp3_26.pdf

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

http://www.dtic.mil/doctrine/new_pubs/jp3_35.pdf

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

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

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Army Doctrine Publications (ADP)

ADP 5-0, *The Operations Process*, May 17, 2012.

http://armypubs.army.mil/doctrine/DR_pubs/DR_a/pdf/adp5_0.pdf

ADRP 3-05, *Special Operations*, August 2012.

http://armypubs.army.mil/doctrine/DR_pubs/DR_a/pdf/adrp3_05.pdf

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Field Manuals

FM 3-05.137, *Army Special Operations Forces Foreign Internal Defense Operations*, June 2008.

FM 3-05.2, *Foreign Internal Defense*, September 1, 2011.

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

FM 3-05.202, *Special Forces Foreign Internal Defense Operations*. February 2, 2007.

FM 3-07, *Stability Operations*, May 1, 2009.

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

FM 3-07.1, *Security Force Assistance*, May 2009.

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

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

Also accessed [here](#) on University of Michigan Press.

FM 3-07.10, *Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces*, September 10, 2009. Also entitled MCRP 3-33.8A for the USMC.

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

FM 3-22, *Army Support to Security Cooperation*, January 22, 2013. See also Change 1 dated 21 Jun 2013.

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

FM 3-24, *Counterinsurgency*, December 15, 2006. Also entitled MCWP 3-33.5.

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

FM 3-24.2, *Tactics in Counterinsurgency*, April 21, 2009.

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

FM 3-28, *Civil Support Operations*, August 2010.

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

FM 3-50.1, *Army Personnel Recovery*, November 21, 2011.

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

FM 5.0, *The Operations Process*. Superseded by ADP 5-0: The Operations Process.
<https://rdl.train.army.mil/catalog/go/100.ATSC/46BBB965-286D-4642-83BE-A4EE1CE42B46-1308623627080>

FM 7-0, *Training Units and Developing Leaders for Full Spectrum Operations*, February 2011.
http://armypubs.army.mil/doctrine/Active_FM.html

FM 7-15, *The Army Universal Task List*, February 27, 2009. The AUTL can help commanders develop a mission-essential task list (METL). It (the AUTL) provides tasks, missions and operations or capabilities for a unit, company-sized and above, and staffs. Commanders should use the AUTL as a cross-reference for tasks. Commanders may use the AUTL to supplement their core training focused METL or the directed training focused METL as required. FM 7-0 and FM 7-1 discuss in detail METL development and requirements.
http://armypubs.army.mil/doctrine/Active_FM.html

FM 31-20-3, *Foreign Internal Defense: Tactics, Techniques, and Procedures for Special Forces*, September 1994.

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Army Regulations

AR 11-31. *Army International Security Cooperation Policy*. 24 October 2007.
http://www.apd.army.mil/jw2/xmldemo/r11_31/cover.asp

AR 12-1. *Security Assistance, International Logistics, Training, and Technical Assistance Support Policy and Responsibilities*. 23 July 2010.
http://www.apd.army.mil/pdf/files/r12_1.pdf

AR 12-7, *Security Assistance Teams*.

AR 12-15, *Joint Security Cooperation Education and Training*, January 3, 2011.
http://www.apd.army.mil/pdf/files/r12_15.pdf

AR 525-29, *Army Force Generation*, March 14, 2011.
http://www.forscom.army.mil/graphics/r525_29.pdf

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Army Pamphlets

DA, Pamphlet 11-31, *Army Security Cooperation Handbook*, 5 March 2013. This pamphlet implements, details, and explains the Army security cooperation approach. http://www.apd.army.mil/pdf/files/p11_31.pdf

TRADOC Pam 525-8-4, *The U.S. Army Concept for Building Partner Capacity: 2016-2028*, 22 November 2011. U.S. Army Training and Doctrine Command. <http://www.tradoc.army.mil/tpubs/pams/tp525-8-4.pdf>

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Training Circulars about SFA and Advising

TC 18-01, *Unconventional Warfare*, January 28, 2011.

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

TC 31-73, *Special Forces Advisor Guide*, July 2, 2008.

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

HQs, Department of the Army, *ARTEP 31-807-33-MTP, Mission Training Plan for the Special Forces Company – Foreign Internal Defense*, December 20, 1990.

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JCISFA Handbooks, Guides, and References

The Joint Center for International Security Force Assistance has an abundance of documents relating to SFA on its website. In addition, JCISFA maintains the SFA-AT Communities of Interest (CoI) knowledge portal. A registration account is required to view or download documents. Many of these references for Security Force Assistance (SFA) can be accessed <https://jcisfa.jcs.mil>. Some of the pubs available on the website are listed below.

JCISFA, *Afghan National Security Forces (ANSF) Advisor Guide*, April 2013, Version 2. <https://143.84.167.180/Members/Portal/ViewInsight.aspx?Insight=1145>

JCISFA, *Commander's Handbook for Security Force Assistance*. Fort Leavenworth, Kansas, 14 July 2008. Provides doctrinal view, best practices, and lessons learned on Security Force Assistance (SFA) operations at Brigade level. <http://usacac.army.mil/CAC2/Repository/Materials/SFA.pdf>

JCISFA, *Rapport Primer*. Building influence and effective relationships in security force assistance operations. https://143.84.167.180/JCISFA/Documents/GENERAL_INFO/Rapport%20Primer.pdf

JCISFA, *Roles and Functions of Senior Advisors Guides*, (FOUO) February 2012. https://jcisfa.jcs.mil/Public/JCISFA_Publications.aspx

JCISFA, *SFA Planner's Guide: FSF Force Development*, December 1, 2009. This guide provides an orientation on describing the logical process in Foreign Security Force capability development. https://jcisfa.jcs.mil/Public/JCISFA_Publications.aspx

JCISFA, *Security Force Assistance Handbook*, June 2012. https://jcisfa.jcs.mil/Public/JCISFA_Publications.aspx

JCISFA, *Security Force Assistance Planners Guide*, Fort Leavenworth, KS: Combined Arms Center, 14 February 2008. https://jcisfa.jcs.mil/Public/JCISFA_Publications.aspx

JCISFA, *Security Force Capacity Building*, HBABC Pub 36930, September 2010.

JCISFA, *SFA Facilities and Infrastructure Guide*. https://jcisfa.jcs.mil/Public/JCISFA_Publications.aspx

JCISFA, *Security Sector ICT Advisory Framework*, May 2012.

JCISFA, *Transition Team Handbook*, 2nd Ed., December 4, 2007.

JCISFA, *Afghan Ministry of Interior (Moi) Advisor Guide*, Version 1.0, May 2011.

JCISFA, *Female Advisor Primer*, Fort Leavenworth, KS, October 2009.

https://143.84.167.180/JCISFA/Documents/GENERAL_INFO/Female%20Advisor%20Primer%20pub%20final%2010_09.pdf

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Lessons Learned and SFA

Center for Army Lessons Learned (CALL)

Center for Army Lessons Learned (CALL) Newsletter 11-18, March 2011, *Security Force Assistance, Shaping and Mentoring Afghan Police*, Newsletter 11-18 (U//FOUO), accessed on CALL website at <https://call2.army.mil>.

Marine Corps Center for Lessons Learned

Lessons from Security Force Assistance Advisor Teams (SFA-AT) in RC (SW), Marine Corps Center for Lessons Learned.

<http://www.mccll.usmc.mil/sfa-at/sfa-at.html>

North Atlantic Treaty Organization

Joint Analysis & Lessons Learned Centre (JALLC)

<http://www.jallc.nato.int>

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Newsletters and Magazines about SFA

Security & Stability - ANSF Development, Volume 1, Issue 2, December 2011, TF Arctic Wolves. Accessed [here](#) on DVIDS.

Security & Stability - ANSF Development, Volume 1, Issue 1, November 2011, TF Arctic Wolves, SFAT 1,3,5,6, and 7. Accessed [here](#) on DVIDS.

PKSOI, *Building Capacity*, SOLLIMS Sampler, Volume 3, Issue 1, January 2012.
<http://pksoi.army.mil/PKM/publications/sollims/pubsreview.cfm?ID=24>

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Advisor Guides and Handbooks

ISAF, *ISAF Security Force Assistance Guide*, May 5, 2013.

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

Air Land Sea Application Center, *Advising: Multi-Service Tactics, Techniques, and Procedures for Advising Foreign Forces*, September 2009.

https://143.84.167.180/JCISFA/Documents/DOD/Advising_Sep2009.pdf

JCISFA, *ANSF Advisor Guide*, Version 3, May 20, 2013. “The Afghan National Security Forces (ANSF) Advisor Guide serves as a reference for currently serving or deploying U.S. personnel and coalition partners. As a reference, it describes and illustrates the historical context, forces, and force structures of the ANSF across DOTMLPF-P domains. Likewise, this guide provides perspective and relationships of the Security Force Assistance (SFA) structure that exists within the International Security Assistance Force (ISAF) and its subordinate organizations like NATO Training Mission Afghanistan (NTM-A) and the ISAF Joint Command (IJC). This reference brings together lessons and operating experiences to offer key leaders and individuals a lens from which to expand and improve upon their professional knowledge base, their skill levels, and their abilities in working with and improving upon ANSF capabilities and capacity”.

<https://143.84.167.180/Members/Portal/ViewInsight.aspx?Insight=1145>

3 BCT, 4th Infantry Division. *Security Force Assistance Team (SFAT) Standing Operating Procedures (SOP)*, March 8, 2012.

Center for Army Lessons Learned (CALL), *Combat Advisor: Tactics, Techniques, and Procedures*, Handbook No. 08-21, (FOUO), April 2008.

https://143.84.167.180/JCISFA/Documents/RELEASE/Combat_Advisor_Handbook_08-21_Apr2008.pdf

Department of Army, *The Combat Advisors Handbook*, February 5, 2008.

RC (SW) – C10, *Advisor Guidance*, 10 Dec 2011 (FOUO). Accessed on USMC ATG website here (CAC required).

<https://www.29palms.usmc.mil/base/atg/sched/C-10%20Advisor%20Guidance-FINAL.pdf>.

US Air Force Warfare Center. *Air Advisor Handbook*. Coalition and Irregular Warfare Center of Excellence, April 27, 2009.

http://www.nshq.nato.int/NSHQ/GetFile/?File_ID=31.

USAF, *Air Advising*, AFTTP 3-4.5 AA, 20 July 2012.

www.e-Publishing.af.mil

U.S. Army Special Forces Command, *Special Forces Advisor's Reference Book*, October 2001.

USAJFKSWCS. *Special Forces Advisor Guide*, TC 31-73, July 2, 2008.

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

USMC Advisor Training Group (ATG). *ATG Advisor SOP*. (CAC needed).

<https://www.29palms.usmc.mil/base/atg/downloads/ATG%20Advisor%20SOP.pdf>

USMC, *Tentative Manual for Partnering Operations*, (FOUO), April 12, 2010.

https://143.84.167.180/JCISFA/Documents/FOUO_SBU/Partnering_web%20version.pdf

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Overview of Functional SFA

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 has identified several functional pillars where the ANSF need improvement to include [command and control](#), [leadership](#), [combat arms integration](#), [training](#), and [sustainment](#).

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Insider Threat

Training that should be conducted to mitigate the Insider Threat includes [Cultural Awareness](#) Training, Insider Threat Awareness Training, Situational Awareness Training (ASAT and SAT), and [Force Protection](#) Training.

COMISAF Insider Threat Tactical Directive

COMISAF Insider Threat Handbook

HQ ISAF SOP 393 – In-Theatre Training

HQ ISAF SOP 331- Force Protection

HQ ISAF SOP 332 – The Insider Threat

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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.

Websites with Info on Insurgencies

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

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Understanding Counterinsurgency

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.

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Operations Coordination Center (OCCs)

The Operations Coordination Centers (OCCs) are found at regional and provincial level. These are referred to as OCC-Rs and OCC-Ps. 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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Advising at Ministry Level

ISAF has advisors at the Ministry of Defense (MoD), Ministry of Interior (Mol), and several other non-security ministries. These advisors work for the Ministry Advisor Groups for the Mol and MoD. In addition, NSOCC-A has advisor cells that works with the MoD (ANASF and Commandos) and the Mol (ALP, PRCs, and other ANP entities).

Ministry of Defense Advisors (MoDA) - Afghanistan. The MoDA program for Afghanistan was developed as a result of operational requirements in Afghanistan. The MoDA program is designed to forge long-term relationships that strengthen a partner state's defense ministry. <http://modatraining.com/>

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U.S. Army Security Assistance Training Management Organization (USASATMO).

This organization is located at Fort Bragg, NC and plans, staffs, and executes the Security Assistance Team Training Orientation Course (SATTOC) (ATTRS Course # 3A-F41/011-F24) and certifies personnel scheduled for OCONUS USASATMO missions (IAW AR 12-7 Security Assistance).

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JCISFA, *Roles and Functions of Senior Advisors: Perspectives on Institutional Level Advising*, February 2012, Joint Center of International Security Force Assistance.

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Ministry of Defense (MoD) – Afghanistan

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Afghan MoD Strategic Defense Planning Directive, March 2012

Afghan National Military Strategy, 22 June 12

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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.

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

Field Manuals

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

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

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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.

Military Publications, Regulations, and Manuals

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

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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.

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

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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.
<http://www.dtic.mil/docs/citations/ADA576529>

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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.

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

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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

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.

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>

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

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.

<http://www.dtic.mil/dtic/tr/fulltext/u2/a563462.pdf>

Ware, LTC, "Developing a Trained and Ready SFAAT", *Engineer*, Pages 58-59, January-April 2013. The article discusses Leader Skills, Mission, Metrics, Sustainment, and provides recommendations. Author is cdr of the 20th Engineer Bn, FBNC.

<http://engineer.epubxp.com/i/116545/61>

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&cvview=1>

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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. A comprehensive listing of maps of Afghanistan to include topographic, ethnic groups, languages, insurgent areas, agricultural areas, and more.

<http://www.afghanwarnews.info/maps.htm>

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Medical Topics and Medical Training

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>

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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Instructional Techniques

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/>

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Afghan Drug War

Moreau, Ron, *The Taliban's Life of Luxury: Is Afghanistan destined to be run by a drug mafia?*, The Daily Beast, June 12, 2013.

<http://www.thedailybeast.com/newsweek/2013/06/12/the-taliban-s-new-role-as-afghanistan-s-drug-mafia.html>

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Embedded Training Teams (ETTs)

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

Info Sources and Websites about ETTs

Embedded Training Teams by Wikipedia

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

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

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

Papers and Publications on ETTs

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

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

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

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

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

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

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

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

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

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Military Transition Teams (MiTTs)

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

Info Sources and Websites about MiTTs

Military Transition Teams by Wikipedia

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

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

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

Papers and Publications on MiTTs

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

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

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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.

Below 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>

MET 1 – Train and Deploy

Selection of Advisors

Axelberg, COL Marc D. *Enhancing Security Force Assistance: Advisor Selection, Training and Employment*, US Army War College, Carlisle Barracks, PA: 2011.

<http://www.dtic.mil/dtic/tr/fulltext/u2/a553121.pdf>

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

http://calhoun.nps.edu/public/bitstream/handle/10945/3060/07Dec_Clark.pdf

Hetherington, Richard H. *Foreign Military Advisor Proficiency: The Need for Screening, Selection and Qualification*, Master’s Monograph, U.S. Army Command and General Staff College, Fort Leavenworth 2009

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Phelps, Major Christopher E., *Selecting and Training U.S. Advisors: Interpersonal Skills and the Advisor-Counterpart Relationship*, MA Thesis for University of Kansas, April 24, 2009.

http://kuscholarworks.ku.edu/dspace/bitstream/1808/5657/1/Phelps_ku_0099M_10318_DATA_1.pdf

Task Organization

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

Train

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

SFA Mission Analysis

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

[JCISFA ABCA SFCB](#)

Area Orientation

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

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

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

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

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

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

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

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

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

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

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

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

Deploy

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

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

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

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

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

DOCNET Online Course. "Deployment and Redeployment Operations".

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

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

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

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MET 2 – Organize Foreign Security Forces

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

FM 7-15, *Army Universal Task List*, Change 3, July 29, 2010.

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

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MET 3 – Train Foreign Security Forces

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

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

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MET 4 – Equip Foreign Security Forces

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

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

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MET 5 – Rebuild and Build Foreign Security Forces

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

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

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

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MET 6 – Advise and Assist Foreign Security Forces

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

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

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

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

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

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MET 7 – Redeploy the SFA Team

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

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

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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