Agenda

- Introduction
- The Battlefield
- The Problem
- The Campaign
- What We Learned
- The Future
- Discussion
The “In-Extremis” MAGTF*

• “Suitcase” Commander
• “2d MEB” didn’t exist: no staff, no troops
• No equipment
• II MEF had just sourced Iraq’s Marine staff
• Almost no USMC corporate understanding of Afghanistan; Iraq-focused since early 2004

• Silver-lining...SPMAGTF-A in place at Kandahar Airfield

* Marine Air-Ground Task Force
What does 10,672 Marines get you?

LCE: CLR-2
2232 Personnel

ACE: MAG-40
18 AH-1W/ 9 UH-1Y/ 12 CH53-E/ 10 CH-53D/
4 C-130 / 10 AV-8B
2170 Personnel

GCE: RCT-7
3 Inf Bn + LAR
4168 Personnel

CE: 2D MEB
2102 Personnel
Send in the Marines...to where?

- 1.1 million people
- 92 percent Pashtun
- 9 people per household
- 22,619 sq miles...9 percent of Afghanistan
- 45% of GLOBAL opium production
- Literacy rates: Men...8 percent
  Women...1 percent
- 1 in 5 children dies by age 5
3 Provinces:
- Helmand
- Farah
- Nimruz

2 Regional Commands:
- South
- West

11 Districts
- PorChaman
- Golestan
- Bakwa
- Nowzad
- Washir
- Nad-i-Ali
- Nawa
- Garmsir
- Rig
- Dishu
- Delaram
The Insurgency

The “Lunch Bucket” Insurgent

The “Committed” Insurgent

Decentralized Senior Leaders
A Tale of Two PRTs

PRT Farah
- 97 Military, 3 Civilian
- Military Commander (0-5)
- Focuses on supporting development

“Provincial Stabilization Team”

Helmand PRT
- 114 Civilian, 3 Military
- UK Diplomatic Mission
- Civilian “SES” (2-star equivalent)

“Provincial Development Team”
FULL SPECTRUM COIN

COMMUNICATE Visual, Tangible and Understandable Progress

DEMONSTRATE to Afghan People GIRoA is Gaining Capability, Capacity, Effectiveness

CONVINCE Population that Insurgents are Losing, Will Lose, and Should Lose

“A SENSE OF INEVITABILITY”

Protect the Populace By, With and Through ANSF

Support ANSF Development through Partnership and Mentoring

Connect GIRoA to Population thru Sub-National Governance

Support R & D Initiatives and improve Afghan quality of life

SECURITY

Focus on: District Centers and GLOCs
Partnership Across ANSF
Defeat by Applying Pressure Across Enemy Networks
Maintain Operational Agility
Disrupt Enemy Sanctuary

ANSF DEVELOPMENT

Establish partnered relationship with ANP, ANA
Recruit, train, and mentor ANA and ANP
ICW ARSICs develop ANSF logistics capacity ISO ANP
Establish US/ANA Combined HQ

GOVERNANCE

Identify and Understand National / Sub-National Governance Programs
Partner with SNG Leaders to Educate and Mentor Them thru the Process
Facilitate Rapid and Efficient Implementation

DEVELOPMENT

Nest Development Initiatives with ANDS and USG Guidance
CERP Funding Supports Operational Priorities
PRTs Enable Sustainable Capacity; Reduce Reliance
Increase Focus on Education and Training Programs

One synchronized effort to reinforce GIRoA legitimacy at all levels:
Coherence across governance, security, ANSF development and reconstruction and development Lines of Operations
MEB-A Mission

MEB-A conducts Counter-Insurgency (COIN) operations in partnership with ANSF to defeat enemy in zone; prepares ANSF to assume security responsibilities by improving ANSF capacity and capability through training, mentoring and partnering; and establishes the conditions for successful introduction of follow-on forces in zone IOT support the expansion of stability and legitimate governance.

--CG, 2d MEB, 13 Feb 2009
Commander’s Intent

PURPOSE...secure the Afghan people from enemy threat and influence while strengthening their ability to function independently of our presence.

ENDSTATE: Enemy: Tactically defeated on the battlefield, delegitimized in the eyes of the population, and no longer effectively able to mass, hold terrain, or be welcome in populated areas.

Friendly: Broad popular support for ANSF as the legitimate security arm of the GIRoA. Successful elections in 2009. PRT/CMO improvements that quantifiably improve the quality of life for the population.

METHOD... Partner with our Afghan Security Force brothers and the local population to vigorously pursue the enemy and destroy his ability and will to fight.

- Establish improved economic conditions and legitimate local governance that is responsive to the people's needs, allowing for the development of increased local popular support in the GIRoA.
- Conduct Full Spectrum COIN through the SHAPE, CLEAR, HOLD, BUILD and TRANSITION to GIRoA (S-C-H-B-T) phasing model.
- Train and Mentor all segments of the ANSF allowing for them to take the lead on all security matters.
- Implement a comprehensive plan to support & encourage maximum participation in Fall elections.
- Provide unstinting support to the PRTs in their efforts.
- Aggressively engage with key leaders and conduct village assessments to open and maintain lanes of dialogue with the local leadership in order to gain trust, legitimacy, and local support for our civil affairs operations.
Now Zad Before

Post Taliban fall 2001 UN installs health clinic and water wells..

By 2007, fighting between Taliban and British, Ghurka and Estonian forces cause 30,000 residents to flee..

Marines from 2/7 replace Brits, followed by 3/8 then 3/4...

Dec 2009 MEB conducts Operation COBRA’s ANGER to clear Taliban..
Now Zad After

DG in office and shuras held...

Over 40 Shops in bazaar...

Licensed nurse and midwife offer medical services...

School in session...
<table>
<thead>
<tr>
<th>#</th>
<th>Unit</th>
<th>Number</th>
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<tbody>
<tr>
<td>1</td>
<td>LAR</td>
<td>250 Marines</td>
</tr>
<tr>
<td>2</td>
<td>Stryker Kandak</td>
<td>500 Soldiers</td>
</tr>
<tr>
<td></td>
<td></td>
<td>250 ANA</td>
</tr>
<tr>
<td>3</td>
<td>3/6 Kandak</td>
<td>1000 Marines</td>
</tr>
<tr>
<td></td>
<td></td>
<td>250 ANA</td>
</tr>
<tr>
<td>4</td>
<td>1/6 3 Rifle COs</td>
<td>1000 Marines</td>
</tr>
<tr>
<td></td>
<td></td>
<td>150 ANA</td>
</tr>
<tr>
<td>5</td>
<td>MRAP</td>
<td>100 Marines</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>3500 Combatants</td>
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Leveraging Islam: Mullah Engagement

**Target:** Mullahs (religious leaders)

**What:** Systematic engagement

**Goal:** Persuade mullahs to support GIRQa during weekly sermons, in schools and their ministries

**Discussion:**

- Mullahs have been largely an untapped source of influence in Afghan society;
- Engagement & education of mullahs is a conduit to influence the population and provides a thermometer to gauge atmospherics

Note: 2d MEB employed US Navy Muslim chaplain as key interlocutor
Providing a Way Out: Reintegration

- Target: Mid- & Low-Level Taliban
- Goal: Provide a non-violent exit
- Means: Social reintegration
- Who: Community leaders (tribal elders, local officials)
- What: Jobs, retraining
Female Engagement Program

Full Population Engagement Requires Women
- Men (Marines) interacting with local women is a redline
- Requirement for females—accompany patrols, engage local women, provide searchers, assist with CA.
- 150 volunteers, 6 training courses, 70 missions.

Engagement Lessons Learned
- All politics in Afghanistan are local politics.
- “Female engagement” includes engaging both men and women.
- Women are critical but overlooked, demographic.
- Cultural rules are for Pashtun, not Western women.
- Best employed in small numbers.
- Long-term sourcing solution, culture, language training, required.
- Poorly trained or employed engagement teams can be counter-productive.
STABILIZATION, DEVELOPMENT & ENGAGEMENT THROUGHOUT TFL GEO & POLITICAL AO
## ANSF Developmental Progress

<table>
<thead>
<tr>
<th></th>
<th>Jun</th>
<th>Dec</th>
<th>Apr</th>
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<tbody>
<tr>
<td>ANA Partnered</td>
<td>400</td>
<td>750</td>
<td>4700</td>
</tr>
<tr>
<td>AUP Patrolmen</td>
<td>300</td>
<td>600</td>
<td>900</td>
</tr>
<tr>
<td>AUP Trained</td>
<td>5%</td>
<td>50%</td>
<td>100%</td>
</tr>
<tr>
<td>ABP Disposition</td>
<td>North</td>
<td>Split</td>
<td>South</td>
</tr>
<tr>
<td>JSAS Graduates</td>
<td>Zero</td>
<td>52</td>
<td>1,400</td>
</tr>
<tr>
<td>Pay Assurance</td>
<td>Red</td>
<td>Orange</td>
<td>Yellow</td>
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The current situation presents a perfect environment to focus on an ANSF Development Plan.
Joint Security Academy Shorabak (JSAS)

- Only 5% of Police in AO had been formally trained
- MEB-A requested & built a temporary facility while planning development of a permanent facility

5 AUP Classes (8 weeks)
- **450 Police Training**

2 ANCOP Classes (2 weeks)
- **900 Advanced Training**

Legacy Class (2 weeks)
- **60 Police Intel Training**
Best counter to IED’s: #1 The Afghan people, #2 ANSF partners and then metal detectors, Dogs, GBOSS, airplains, etc. More than 80% of our IED finds have been the direct result of tips from local nationals because of the respect that you show to the people—and because they’ve watched you ruthlessly close with and destroy the enemy. Never forget that the best X-IED TTP’s = #1 The Afghan people & #2 our ANSF Partners.
Full Spectrum COIN

Leverage SOF... ruthlessly remove insurgent leadership from battlefield

ANSF Partnering is the most important thing we do: no Afghan Police or Army unit lives or fights alone.

Population-centric, full spectrum COIN is about effects on people, not physical location

Consolidate and expand in populated areas

RELENTLESSLY AGGRESSIVE ACROSS ALL LINES OF OPERATION!!!
1. Presence with the people – Hunting and Helping.
2. Metrics of measurement in a COIN environment.
3. KLE – Daily and at all levels.
4. Leadership – Agility/Innovation/Standards.
5. Poppy and Nexus targets.
6. Command Relationships – OPCON/TACON.
7. ANSF Development - Transition.
10. Anbar Experience – The people voted
11. IO/PAO – Tell your story...LOUDLY
12. The clock is running and the world is watching!
Discussion...