[dstl]

Understanding Ground Truth the Afghan National Police (ANP) Logistics

[dstl]

Ministry of Defence

Objective

To demonstrate some of the challenges faced in measuring the performance and effectiveness of ISAF Security Force Assistance in delivering an institutionalised logistic capability for the ANP
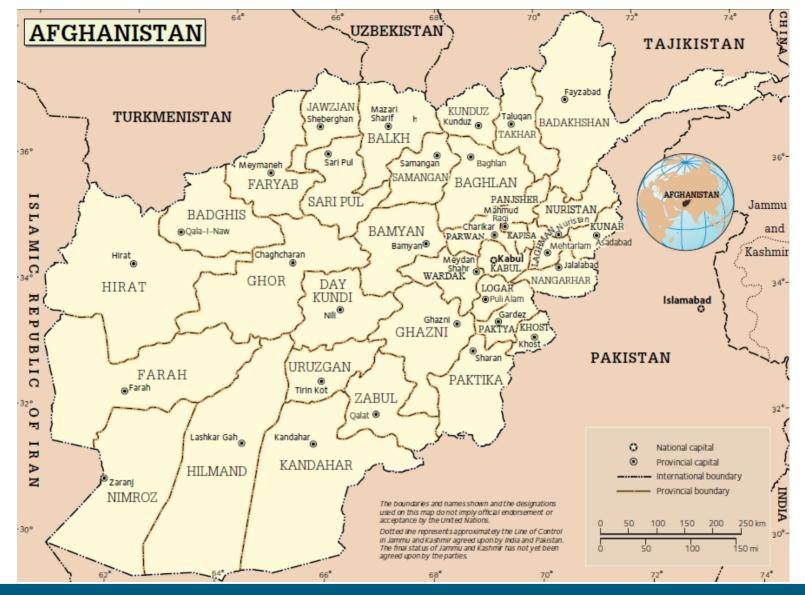
[dstl]

Ministry of Defence

Background

- Afghanistan
  - Geography
  - Literacy
  - Culture
- Phase of the ISAF campaign
  - Capability building
  - 'Lifting off'
  - Afghan leading role
- Building a logistics system while in contact

AFGHANISTAN

UZBEKISTAN

TAJIKISTAN

CHINA

TURKMENISTAN

Fayzabad

JAWZJAN
Sheberghan

Mazari
Sharif h

KUNDUZ
Kunduz Taluqan
TAKHAR

BADAKHSHAN

BALKH

Meymaneh

Sari Pul

Samangan

Baghlan

FARYAB
SAMANGAN

BAGHLAN

BADGHIS

SARI PUL

PANJSHER
Mahmud
Raqi
Charikar

NURISTAN

KUNAR

Qala-I-Naw

BAMYAN

PARWAN KAPISA
Nuristan

Mehtarlam
Asadabad

ISLAMIC REPUBLIC OF IRAN

Hirat

Chaghcharan

Bamyan

Kabul

Jalalabad

Meydan
Shahr KABUL

HIRAT

GHOR

DAY
KUNDI

WARDAK

NANGARHAR

LOGAR
Puli Alam

Islamabad

Nili

Ghazni

Gardez
PAKTYA KHOST

GHAZNI

Khost

FARAH

Farah

URUZGAN

Sharan

PAKISTAN

Tirin Kot

ZABUL

PAKTIKA

Qalat

Lashkar Gah

Kandahar

Jammu
and
Kashmir

HILMAND

KANDAHAR

Zaranj

NIMROZ

INDIA

AFGHANISTAN

The boundaries and names shown and the designations
used on this map do not imply official endorsement or
acceptance by the United Nations.

Dotted line represents approximately the Line of Control
in Jammu and Kashmir agreed upon by India and Pakistan.
The final status of Jammu and Kashmir has not yet been
agreed upon by the parties.

◎	National capital
◉	Provincial capital
·–·–·	International boundary
——	Provincial boundary

0   50   100   150   200   250 km

0   50   100   150 mi

[dstl]

Ministry
of Defence

Background

- Afghanistan
  - Geography
  - Literacy
  - Culture

- Phase of the ISAF campaign
  - Capability building
  - 'Lifting off'
  - Afghan leading role

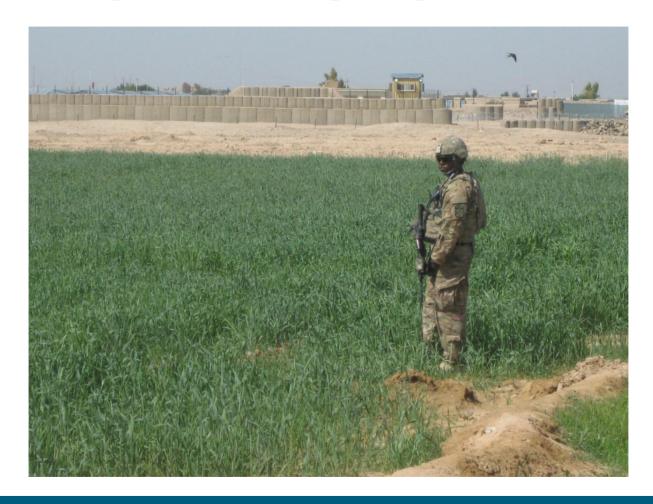- Building a enduring logistics system while in contact

Building enduring logistics

Building enduring logistics

Building enduring logistics

Building enduring logistics

Understand

- Approaches available:
  - Scope to understand?
  - Visiting the ground?
  - Available reporting?
- ISAF
- NATO Training Mission (Afghanistan)
- ANP

Worldviews

- ISAF:
  - Combat
  - Developing an enduring institutional logistics capability
- Regional Commands
- Security Forces Assistance Advisory Teams:
  - British Army
  - US Army
  - USMC
- Contractors
- ANP Logistics personnel
- ANP units on the ground

Challenges of Reporting

- Commander's Afghan Assessment – Traffic Light PowerPoint slides?
- Afghan National Security Forces (ANSF)
- Focus on the Afghan National Army (ANA)
- What is the Afghan National Police?
- Consistency across Regional Commands (RCs)
- Establishing a baseline (i.e. what was issued to ANP units)
- Separate Command structures:
- RC (warfighting)
- NATO Training Mission (Afghanistan) (equipping & training)
- Afghan reporting culture

ANP Worldviews

Rapid Fielding v Enduring System

Rapid Fielding v Enduring System

Rapid Fielding v Enduring System

Ministry
of Defence

Rapid Fielding v Enduring System

Rapid Fielding v Enduring System

Impact of Culture

- US Dept of Defense Supply System

- US sponsored contractors

- ANP future considerations

- ANP internal rivalry

- ANP local v national

- Low literacy levels

- Culture of reporting

Lessons

- Need to:
  - Consider enduring capabilities earlier in a campaign
  - Balance the outputs of 'enduring system' as well as 'field units'
- Establish the:
  - Minimum set of performance metrics
  - Establish 'baselines'
  - Viable reporting & enduring reporting systems
  - Training & skills transfer
- Appreciate the 'time' factor
- Consider Operational Analysis in the process early

[dstl]

Ministry
of Defence

Questions?

[dstl]

Ministry of Defence