

2d Marine Expeditionary Brigade



Operation Enduring Freedom
Afghanistan
May 2009 – April 2010

Task Force Leatherneck

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



CE: 2D MEB
2102 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



Send in the Marines...to where?

CENTCOM AO



AFGHANISTAN PROVINCES



- 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



COMBINED AREA OF OPERATIONS SEA DRAGON

3 Provinces:

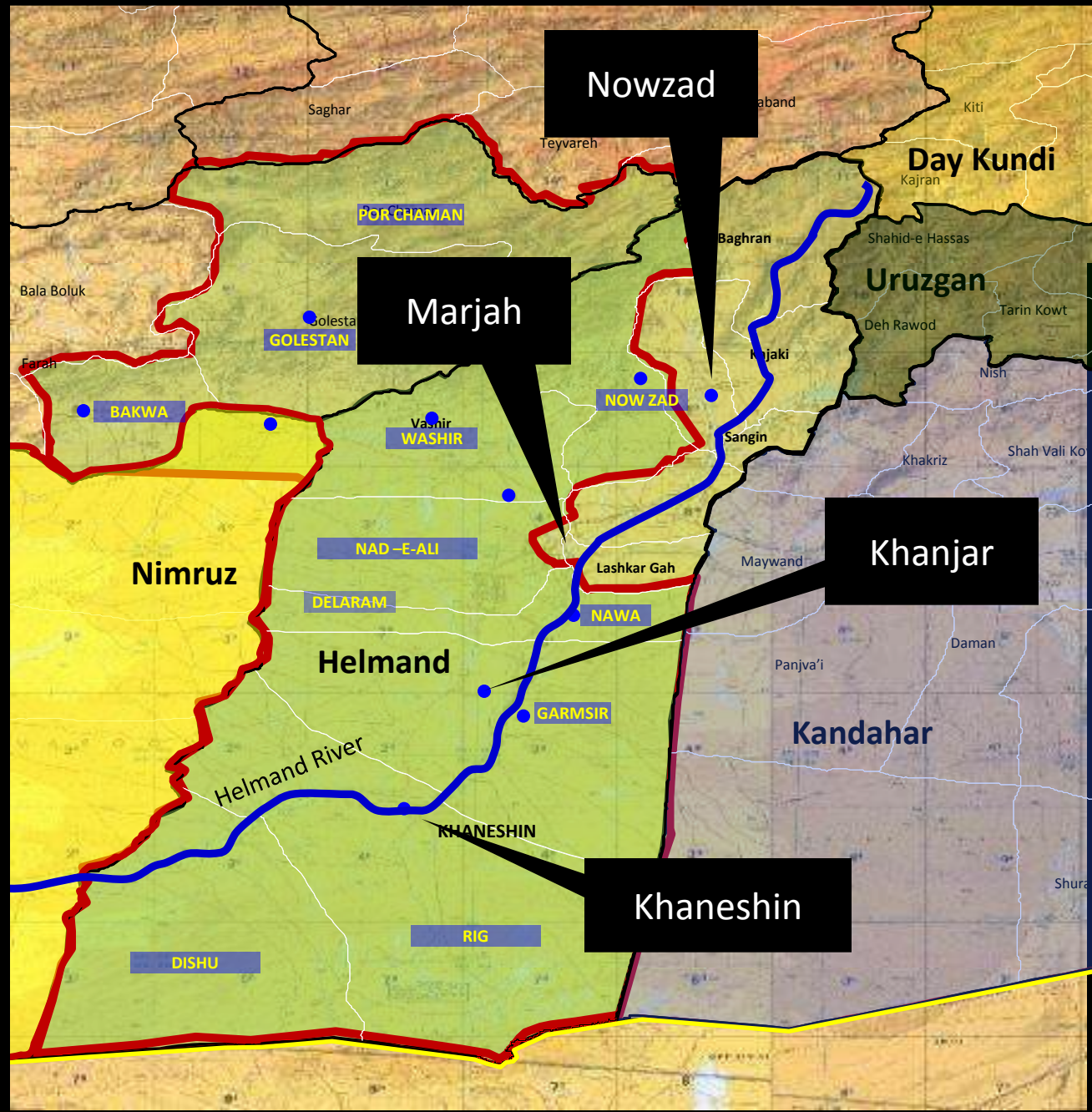
- Helmand
- Farah
- Nimruz

2 Regional Commands:

- South
- West

11 Districts

- PorChaman
- Golestan
- Bakwa
- Nowzad
- Washir
- Nad-i-Ali
- Nawa
- Garmsir
- Rig
- Dishu
- Delaram





A Tale of Two PRTs

PRT Farah

- 97 Military, 3 Civilian
- Military Commander (O-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”

Campaign Design

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**

**One synchronized effort to reinforce GIROA legitimacy at all levels:
Coherence across governance, security, ANSF development and reconstruction and
development Lines of Operations**

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

SECURITY

- 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

ANSF DEVELOPMENT

- 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

GOVERNANCE

- 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

DEVELOPMENT

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.

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 peoples 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.

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.

Now Zad Before



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



By 2007, fighting between Taliban and British, Gurkha 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...

Marjah Forces

#	Unit	Number
1	LAR	250 Marines
2	Stryker Kandak	500 Soldiers 250 ANA
3	3/6 Kandak	1000 Marines 250 ANA
4	1/6 3 Rifle COs	1000 Marines 150 ANA
5	MRAP	100 Marines
	Total	3500 Combatants



Leveraging Islam: Mullah Engagement

Target: Mullahs (religious leaders)

What: Systematic engagement

Goal: Persuade mullahs to support GIRoA 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



Taliban Tattoo

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.



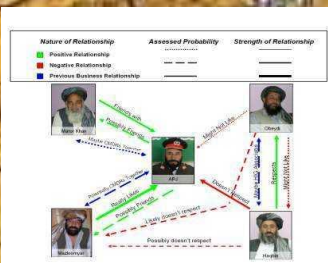
Engagement Lessons Learned

- 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.





Mullah Engagement



MJH Tribal Engagement



GIROA Engagement



NZD Demining



NZD Bazaar Clean Up



Rt 515 road project



DLM Deep Water Well



Afghan Business Conferences

STABILIZATION, DEVELOPMENT & ENGAGEMENT THROUGHOUT TFL GEO & POLITICAL AO



Nawa ASOP CC



Nimruz Engagement



KSN -Wheat Distro



KSN - VMO



NWA-GMR AVIPA



Nawa Schools

ANSF Developmental Progress

	<u>Jun</u>		<u>Dec</u>		<u>Apr</u>
ANA Partnered	400	→	750	→	4700
AUP Patrolmen	300	→	600	→	900
AUP Trained	5%	→	50%	→	100%
ABP Disposition	North	→	Split	→	South
JSAS Graduates	Zero	→	52	→	1,400
Pay Assurance	Red	→	Orange	→	Yellow

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**



Common sense applies...

Best counter to IED's: #1 The Afghan people #2 ANSF partners and then metal detectors, Dogs, GBOSS, Airplains, etc. More than

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.

***Co F, 2d Bn, 2d Marines
March, 2010***



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.

Consolidate and expand in populated areas

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

RELENTLESSLY AGGRESSIVE ACROSS ALL LINES OF OPERATION!!!!



Discussion Points

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.
8. Government Development - Transition.
9. Detailed Planning – ACE/LCE/PRT/JIATF.
10. Anbar Experience – The people voted
11. IO/PAO – Tell your story...LOUDLY
12. The clock is running and the world is watching!



Discussion...