

September 2004

# ISAF MIRROR



## ISAF to the Rescue

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# Rapid reaction



Photo: Sgt. Andreas Steindl

Late in the afternoon on the 26th of July, the Jamhuriat hospital collapsed.

By Lt. Ciro Parisi

After three days the rescue operation by ISAF that assisted those affected by the collapse of “Jamhuriat” hospital ended. The collapse of the four-floor building in the Kabul city centre resulted in the loss of three persons and injured a dozen others.

As a result of the building collapse, which occurred in the late afternoon of 26<sup>th</sup> July, ISAF Headquarter immediately tasked the intervention, among others, of the Italian engineers belonging to the 8<sup>th</sup> Folgore Airborne Engineers Battalion serving with the Multinational Engineering Group (MNEG). After an accurate survey of the incident scene, they started working continually from 9:30 p.m. until 3 a.m. the following day with two teams. Their equipment included a soil mover type EX, an excavator, two heavy trucks HD/6 with trailers for the ruins movement and a Mattei motor air compressor to demolish the rubble.



Photo: Lt. Ciro Parisi

The first ISAF personnel were on location 30 minutes after.

## Reference

The operations for the removal of the ruins and the systematic demolition of the rubble resumed at 9:30 a.m. the following day, enabling the extraction of two of the three deceased victims and easing the job of the rescue teams.

*“In the hours immediately following the flop of the building, those crucial for extracting trapped persons, the rescuers worked as fast as*

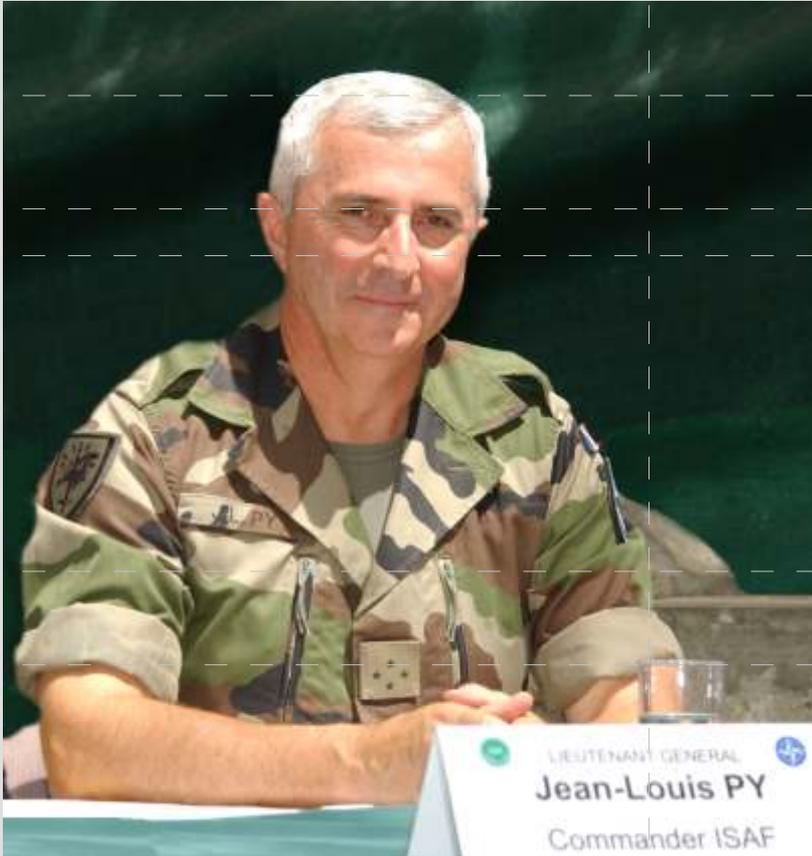
*possible thanks to the immediate support provided by the Italian engineers of ISAF”* was the comment of Mr. Hakim AZIZ, Minister of Health, who also added: *“The trust people have of ISAF troops grows exponentially thanks to these kinds of interventions. In the very moment of necessity, Afghan people know they can count on coalition forces, because ISAF is a reference point for all those who believe in the process of stabilisation and democratisation of this country”.*



Photo: Sgt. Andreas Steindl

Men and machines cooperation to try to save some lives.

# COMISAF's welcome message



## To the members of ISAF:

On August 09th, our Joint Force Commander appointed me as your commander for this new mandate of the ISAF mission. I am honoured by this appointment and I feel proud of the confidence attributed to me. At the same time, I feel humble in front of the tremendous challenges that await us in the forthcoming months.

Firstly, I cannot help but think of those ISAF soldiers who came before us and who have paid the ultimate sacrifice for the safety and security of the Afghan people. They have most certainly given their full commitment to this mission. They will remain on our minds, and we will not forget them. I can assure you that their sacrifice has not been in vain.

ISAF, along with its partners here in Afghanistan, has indeed made important strides in the security situation here in Afghanistan, but we are well aware that many challenges lie ahead. As Commander of ISAF let me assure you that we are prepared to face these challenges.

The Eurocorps Headquarters staff, together with the various contributions from 36 nations, have been actively preparing for this mission for some time. ISAF personnel, are well trained, well equipped and well placed for mission success.

ISAF will continue to manage the resources assigned to this mission by NATO to effectively contribute to the security and stability of Afghanistan and in particular to

ensure that, in cooperation with our allies, the Government of the Transitional Islamic State of Afghanistan, the Coalition, the Afghan National Army, and the International Community a permissive environment is established for free and fair elections.

We will continue to assist and support the Government of the Transitional Islamic State of Afghanistan in its efforts to enhance security and peace, and to expand its authority to the whole country. The election process is an important step in this process.

Yet, there is still a lot to do. This will require our will, our professionalism and our determination. I am confident that we are prepared to face all potential challenges, and that together we can make a significant difference in the lives of the people of Afghanistan who both desire and deserve peace and stability.

# Collective willingness



Photo: Sgt. Andreas Steindl

By Anne-Claude Gouy

When Capt. Stephan Magnan, a veterinarian from the French army, was sent to Afghanistan, he was just supposed to be responsible for the food hygiene and the general hygiene for the French battle group at KAIA. But day after day, he's doing much more than is required. With the cooperation and financial help of the CIMIC teams, Magnan is also giving some veterinarian assistance to the local population. "This is some punctual actions, on request of the population. We make a kind of corridor with two trucks, and we ask people to bring their animals to us one-by-one themselves,

Capt. Magnan is proceeding by oral injections...

not by their children". Mainly, the veterinarian dispenses some antiparasitairial treatment on water buffalos, goats and sheep. "I've also seen a gazelle, but the one belonged to the French ambassador" added Magnan. One team, composed of the veterinarian and some volunteer soldiers, was able to treat 1,000 animals in a morning. "Even if it's a small token, to improve the sanitary conditions will bring a better production and a better quality, so it will give, at the end, a better life to the Afghan people" added Magnan.



Photo: Sgt. Andreas Steindl

...or directly on the skin of the animals.

## Spanish gift

By Maj. Guillermo Carrasco



During five days, the Spanish contingent unloaded four Antonov (AN-124) aircraft and transported much needed medical equipment and supplies from the airport to the new surgery department of the Indira Gandhi hospital. Between 30<sup>th</sup> of July and 3rd of August, Spanish soldiers installed beds, wheelchairs, blankets and incubators. They also assisted in the distribution of drugs and infant food.



Photo: Pepe Diaz

Spanish soldiers unloading humanitarian help for Indira Gandhi children hospital.

# Representative of the future

By Capt. Stine W. Skjæret

A representative for the future of Afghanistan started the official opening ceremony of the Norwegian-funded school in Abchakan.

It was a schoolgirl who opened the ceremony with a local song, before the Norwegian Charge d'affaires to Afghanistan, Børn Johannessen cut the ribbon in the schoolyard. The primary school of Abchakan is situated in rather green surroundings in the Mir Bacha Kot district north of Kabul city.

40,000 USD from the Norwegian Ministry of Foreign Affairs made this day a reality. The school project was started by the Norwegian CIMIC team in January, and carried through by the French when the Norwegian team redeployed in February. Abchakan is one of five Norwegian-funded schools in the Kabul Province, the third in this district. The Charge d'affaires underlined the importance of education for both sexes, in his speech.

*Education is the basis for building a future in Afghanistan*, Johannessen said. Col. Per Roenning, the Norwegian National Contingent Commander, explained how the role of ISAF is to support and assist the Afghan authorities in providing a safe and secure environment: *The goal is to make a prospering future, and the schools are an important piece in this puzzle*, Roenning stated.

## Good connection

The guests got to see smiling kids, willing to learn, but lacking simple facilities as pens and notebooks.

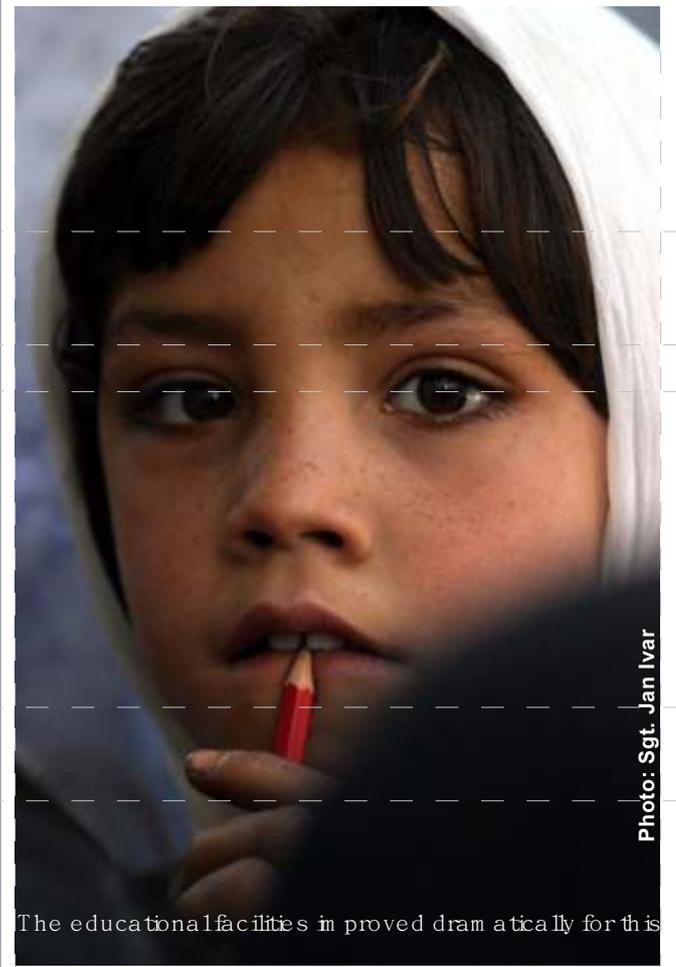


Photo: Sgt. Jan Ivar

The educational facilities improved dramatically for this

Some of them know a few words in English, which they use diligently to communicate with the foreign guests. A boy choir performed in fine, blue uniforms, with the girls standing behind them. The Norwegian female officers developed a good connection with the school girls, and were very popular. The girls wanted to touch their braids and braid hair; some of them had not seen anything like it before! The Abchakan school is a combined school, teaching grade 1 to 6. This is the first and only school in the village for a long time. *Before this school, the kids had to go to neighbouring villages to get any education, and not many had the opportunity to do this*, teacher Azattuh said. *Previously a school was located in the same place, but it was destroyed both during the Soviet occupation and the civil war that followed*, he added.

*We are very grateful for the Norwegian contribution in rebuilding our country. This*



Photo: Sgt. Jan Ivar

Lt. Tove bypassed language barriers while communicating

# Mascal: Première!



Photo: Sgn. Cdr. Jacob Boreel

Some are simulating an incident, while the other are observing them for further debriefing.

By Anne-Claude Gouy

**On the 4th and 5<sup>th</sup> of August, the first step of the Mascal exercise took place in Camp Warehouse. The goal of this exercise is to train disaster readiness and response to disasters. In the context of few days after the collapse of the “Jamhuriat” hospital, the planned seminar proved to be timely.**

Kabul - Capabilities and assets of the Afghan authorities and other international agencies to respond to disaster and mass casualties' situations have been limited in the past. For that reason, plans have been developed at HQ ISAF by CJMED to organize a training event, and finally a mass casualty exercise.

*“We have begun by a two-day seminar. The main topics were triage, the organisation in casualty collection point, first aid refresher training, transportation of casualties, command and control issues, and communication issues”* explained Surgeon Cdr. Jacob Boreel, deputy medical advisor in CJMED HQ ISAF.

## Different characters



Photo: Maj. Andrus Remmelgas

The full team of Mascal seminar.

The general idea is to organise training, bringing all involved parties such as first responders, security personnel and commanding personnel up to speed, and to basic level, with emphasis on coordination between the various different agencies. The trainers were coming from HQ ISAF, International Committee of Red Cross, Malteser, Canadian role-2, German role-3 and Kabul Multi National Brigade. From their part, the 45 trainees were coming from Kabul ambulances services, Kabul city Police, Kabul fire brigade and Afghan Ministry of Health. *“It was the first time that these agencies were working together. We have to show them that in the case of disasters, they have to be coordinated and to work together. They have a common goal: to save lives”*, added Boreel.



Photo: Sgn. Cdr. Jacob Boreel

Each of them was motivated and enthusiastic.

## From lesson to action

After a morning dedicated to lessons on theory, the trainees attended some demonstrations and scenarios of simulated life events and casualty situations. The trainees role-played with the goal of providing, step by step, more responsibility and autonomy. *“They were all very enthusiastic and motivated. We noticed a good interaction, but a general lack of coordination and control. The exercise was very useful in that it also served to assist the ATA with improving this command and control!”*, explained Boreel. In fact, this seminar was the first step of a bigger plan to train the trainers. And they are on a good track to completing this, even if they are lacking important key materials. The next exercise, foreseen in the near future will confirm it.

# VITAL FIGHT

By Lt. Ciro Parisi



**800 is the number of lives rescued from Leishmaniosis in the last two years; such a figure gives at best an idea of the commitment taken by the Italian soldiers of ISAF in the surrounding area of Kabul to cure this awful disease.**

In its local form, Leishmaniosis is an infectious disease that causes deep coetaneous injuries in different parts of the body. Not only they are tremendously painful, but the dignity of those infected is also undermined. The disease is provoked by a protozoan transmitted by the bite of an insect, the Phlebotomus. The humanitarian assistance consists of infiltrations based on glucantime (active principle of antimony of meglumina 40%). The injection is given directly on the wound, at the four vertex so as to limit its radial expansion. *“The sanitary assistance given*



Photo: Lt. Ciro Parisi

*The drug has to be injected directly in the wound.*

*by Italian soldiers to population of Kabul and the surrounding villages is extremely appreciated by people; weekly scores of people, especially women and children, rely on the professionalism of the Italian doctors, who are the sole source of hope for these suffering people. These humanitarian activities have an immediate and direct corroboration on local people and contribute enormously to create consensus towards the daily effort of ISAF forces to help this country in the process of democratisation”* said Jain Valli, director of the Faiz-e-aam clinic managed by the Non Governmental Organisation “Hope Worldwide”.

## Health and welfare

In addition to medical assistance, the personnel of the Italian Civil and Military Cooperation



Photo: Lt. Ciro Parisi

*Dr. Ennio Lettieri injecting the drug based on glucantime.*

(CIMIC) distributed over two tons of humanitarian materials to “Hope Worldwide”. Among the materials were clothes and toys donated by the institutional partners of the Italian contingent and students from several places from Venice and Treviso provinces. The “Hope Worldwide” is an NGO operating principally in Africa at Nairobi (hope for families affected by Aids). In Afghanistan, they operate in Kabul and Kandahar (mother and child health program), through programs aimed at humanitarian assistance and scholastic education. It brings in an efficiently and honestly manner help to people in need with profound respect, in full harmony with Italian guidelines of “Reviving a hope for Kabul” program, according to director Jain Valli, this is an example of civilisation and concrete assistance to local population. The director concluded his discourse saying: *“With the upcoming election, thanks to the presence of ISAF forces contributing to security, an ever growing number of Afghans are breathing a different air, filled with hope for the future and capable to avert the spectres of an atrocious and devastating past”*.



Photo: Lt. Ciro Parisi

*As usual, the Italian didn't come with empty hands.*

# ISAF TO THE

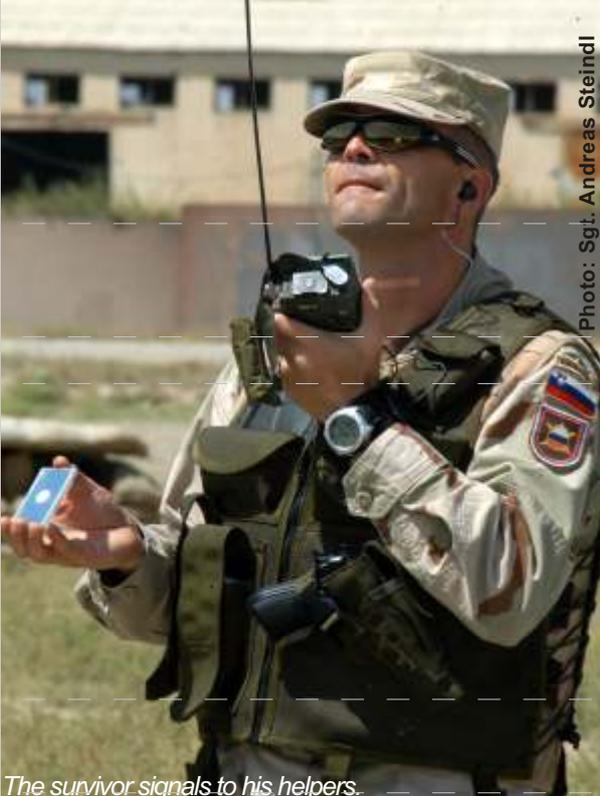


Photo: Sgt. Andreas Steindl

*The survivor signals to his helpers.*

By Sqd. Ldr. Peter Maskell

**For a long time ISAF has relied upon Coalition Joint Task Force-76 (CJTF-76) to provide rescue assets in case of a downed ISAF aircraft or ISAF isolated personnel within ISAF AOO's. ISAF will continue to cooperate with CJTF-76 in the future, but in order to enhance the Force Protection within their own Areas Of Operation (AOO), ISAF is now building it's own rescue capability and assets. This is a combined joint project including many different units and countries, but everyone has the same goal to save lives!**

Initially the focus is on the Kabul AOO. The ISAF HQ Theatre Air Operations Centre (TOAC) Combined Rescue Coordination Centre (CRCC) will coordinate the rescue operations but KMNB units will carry out the actual rescue mission. Ultimately the plan is to build this rescue

capacity in the northern AOO's as well, increasing Force Protection in all ISAF AOO's.

The units and organization involved in the project are all taking part in different types of in theatre training and drills, including day and night live flying rescue exercises.

## Scenario

During the past few weeks, staff from the Theatre Air Operations Centre (TAOC) at ISAF HQ have been developing the rescue procedures which dictate how ISAF forces should react if someone were to find themselves lost in an unknown area. The procedures have been developed, taking into account all possible situations in Afghanistan including the need to be cautious against the possibility of mines and the need for security for those effecting the rescue. They are based on the procedures used for rescuing aircrew who find themselves on the ground in a potentially hostile environment, and have been proven in places such as the Former Republic of Yugoslavia. To prove the ISAF procedures are effective, the TAOC CRCC ran a short but comprehensive daylight exercise at Camp Dogan on the Jalalabad road. This first exercise 'VALHALLA' was run on 3 August 2004 using the Dutch Apaches as air cover, the Turkish Blackhawks to transport the Slovenian Security and Estonian EOD teams and to take the simulated survivor away.



Photo: Sgt. Andreas Steindl

*The ground is clear. The second helicopter is called in.*

# RESCUE!

## SOS

The survivor could talk to the helicopters and attract their attention by use of one of several methods. In this exercise he used a mirror to signal the aircraft. The helicopters had been scrambled as soon as information had been received that there was someone in trouble. Once the survivor had been located, the Apaches investigated the area to check for enemy. Amid a flurry of activity the first Blackhawk landed and discharged its load, made up of the EOD team and their equipment, and some of the FP soldiers.



*Searching the survivor*

Once the helicopter had taken off again, the EOD team immediately started to check the area for any unexploded ordinance (UXO) and mines using a metal detector, marking the edges of the cleared area with spray paint to ensure everyone stayed in the safe area. One of the first priorities was to clear an area for the 2<sup>nd</sup> Blackhawk to land and disembark the rest of the FP team. With everyone on the ground, the EOD team carried on it's task clearing a route to the survivor. As soon as the FP team was close enough to talk to the survivor, the lead man started to talk to him to gauge his condition and to confirm his identity; this was done by asking him personal questions, the information having been left on a form called an ISOPREP, or Isolated Personnel Report. Once happy with his identity, the FP team guarded him



*Task complete. The survivor is rushed to safety.*

Photo: Sgt. Andreas Steindl



and moved him back to rejoin the main FP and EOD parties and call for the helicopter. As the cloud of dust cleared which had been kicked up by the helicopter rotors, half of the team bundled the survivor into the Blackhawk and as it took off the second helicopter came in to collect the rest of the teams. Finally the whole operation was complete in just 40 minutes proving how invaluable our air assets are, the survivor having successfully been rescued back to a location where any necessary aid could be provided. Another precious life saved!

Photo: Sgt. Andreas Steindl

## Continuation

Following on from Ex VALHALLA, a night exercise, Ex VIKING, was run on the evening of 13 Aug 2004, again at Camp Dogan, exercising the same assets but in near total darkness, and watched over by COM ISAF. This time the exercise scenario saw KAIA air traffic control tower received the 'Mayday' call from a F16D (2-seater jet aircraft), the crew of which eventually had to bail out due to engine failure. Night vision goggles were used by aircrew and FP alike. An additional complication was the fact that there were two survivors in this scenario, but there was no threat from mines or UXO. A further complication was that the position of VIKING 01, the call sign of the exercise crew, was unknown and the Dutch 'Apaches' actually had to locate the crew on the ground. Once positive identification of personnel and location were confirmed, the Turkish 'Black Hawks' were called in and made a perfect landing in the pitch black. Acting on the initial call from the survivors, the machine swung into action with rapid transmissions to get the air assets aloft as soon as possible. The same procedures as for Ex VALHALLA were followed through to successful completion with the survivors being rescued to safety. More lives saved!

# Air Task Force



Portuguese C 130 arriving in Kabul.

Photo: Sgt. Andreas Steindl

By Sgt. Mike Quinn

The Air Task Force (ATF) element of the International Security Assistance Force (ISAF) is an integral part of the NATO led operation in Afghanistan and already plays a major role in the overall mission of promoting security within the region. The Commander of the ATF is responsible for the overall conduct of ISAF air operations. The scope of his command includes Kabul

*“These assets provide ISAF with the capability to transport equipment and personnel throughout Afghanistan, this is essential as we continue to support the ISAF forces in the northern provinces in the newly established provincial reconstruction teams”.*

With all of these airborne assets including civil aviation, the need to Coordinate and de-conflict allocated airspace is another key responsibility. Included in this is also enforcing air safety in the airspace within the Area of Operation (AOO) of ISAF.

Clearly one of the priorities for the COM Air Task Force is to provide support for the development of KAIA, “Afghanistan's door to the world”. Planning continues both in the near and short term. The success of the ISAF mission is dependent on secure supply lines of communication between Afghanistan and the rest of the world. The Air Terminal handled 37,000 tonnes of freight and 56,000 ISAF passengers within the past year alone. Without this vital link to NATO contributing nations, the ISAF mission would not be possible.

With NATO's ever expanding presence in the more remote regions of Afghanistan the ATF will play a vital role in supporting the Afghan Transitional Authority (ATA) in extending its influence into the provinces. Specifically, by facilitating the development of a stable and secure environment in all of the Afghan regions, including establishing favourable relationships with local authorities and stimulating the progress of Security Sector Reform and the reconstruction efforts well into the future.



Turkish Black Hawk in action.

Photo: Adj. Jean-Raphael Drahi

International Airport (KAIA) and later, forward operating bases that will be used in support of the Provincial Reconstruction Teams (PRTs). In liaison with Coalition Air HQs and forces conducting Operation Enduring Freedom, the ATF coordinates appropriate ISAF air operations through the Tactical Air Operation Centre.

The ATF encompasses a variety of aircraft. The tactical multi-role helicopter air forces under the control of the ATF include, four AH-64 Apaches of the Royal Netherlands Air Force, three UH-60 Black Hawk helos from the Turkish Air Force, and three German CH-53G Stallions which are located at Termez airbase. The roles of the assigned helicopter units include close air support, medical evacuation, search and rescue (see pages 8-9) and air transport.

Fixed wing assets include a Portuguese C-130 and a recently arrived Belgian C-130. According to Air Task Commander Brig. Gen. Arne Pedersen,



The famous Dutch Apache.

Photo: Anne-Claude Gouy

# Doc' connection

By Anne-Claude Gouy

The Ministry of Health recently received medical supplies donated by the Thoracic University Hospital in Eindhoven in the Netherlands and destined for the Ibn e Sina Chest Hospital in Kabul. In April, Dr. Olaf Penn, of Thoracic University Hospital, thought about giving this additional



Photo: Anne-Claude Gouy

Unloading of the precious material.

material to an Afghan hospital. The only problem was how to transport it to Afghanistan. For this, he relied on the determination of Col. Ulrich Baumgärtner, Medical Advisor of ISAF. In August,



Photo: Anne-Claude Gouy

Col. Ulrich Baumgärtner even offered to train on the use of the material.

as a result of his motivation and good organisation, the distribution was done. This included equipment for the administering of anaesthesia, the monitoring of operations, as well as surgical instruments for thoracic operations. "As Dr Penn wasn't able to come," said Col. Baumgärtner, "I was able to distribute the equipment once transportation arrangements were made. You just have to find the way to add some special parcel to the normal cargo..."

# Belgium reinforcement

By Sqn. Ldr. Peter Maskell

At 6:38 pm on Thursday 12<sup>th</sup> August 2004, the latest addition to the ISAF tactical air transport capability arrived at Kabul Airport. The Belgian C-130 Hercules joins the Portuguese aircraft to double the intra-theatre capability to transport ISAF assets within Afghanistan and further enhances the ability to support the work of the Force across the country, especially in the Northern Provinces. This will significantly help to support the Afghan Transitional Authority in ensuring a safe and secure environment conducive to voter registration and free and fair elections and the reconstruction of the country; and to assist in spreading the influence of the central government.

The aircraft was met by the Belgian Chargé d'Affaires, Mr Meerschmann, and the Commander of the ISAF Air Task Force, Brig. Gen. Arne Pedersen welcomed the crew saying, "I would like to pay tribute to the Government of Belgium for its commitment to NATO, ISAF, and the security and future prosperity of Afghanistan. After a significant amount of planning and preparation, Belgium has sent this aeroplane and dispatched its sons and daughters in support of a very worthwhile cause".

The Hercules can carry up to 92 passengers, or 20

thousand kilogrammes of cargo or a mixture of both. This allows ISAF to move an infantry company of soldiers with personal equipment anywhere within Afghanistan very rapidly. It also means that soldiers at remote locations can be re-supplied easily and regularly. Unlike other fixed wing aircraft the Hercules is able to land on simple grass or dirt strips and can stop very quickly, thus negating the need for long runways. Thus it can be used to move large quantities of equipment and soldiers to the most remote locations in a very short space of time.

In concluding his address, Pedersen said, "I look forward to working with you in this great country as we answer the call of the Afghans to assist them in establishing a safe and democratic nation".



Photo: Cpl. Jean-Pierre Denil

Mr. Meerschmann and Brig. Gen. Arne Pedersen welcoming the crew.



# KABUL Multinational



Col. Jérôme Lockhart, French battle group commander, distributing scholarship material to Afghan little girls in a school during an opening ceremony. The goods were collected by the wives and children of the French military personnel based in KAIA.



Croatian soldiers during an exercise with Black Hawk.



Afghans watch the veterinarian at work.

Portuguese C130 arrival. Waiting moment...



Italian female soldier during a patrol.

# Brigade in **ACTION**



Scholarship material distribution by the French battle group personnel in Bandikhanen.



Slovakian demining.



Canadians on patrol.



Right: International language within ISAF.



Left: Afghan hairdresser in a village outside of Kabul.

A British night patrol finds a different ways to keep closer to the population.



# WEAPON

By Oscar Bergamin

**The Theatre Psychological Operations Support Element (TPSE) of HQ ISAF is the only HQ Unit that is accommodated in Camp Warehouse. Nearly 70 soldiers and civilians from more than ten different countries are working in this kind of multi media enterprise within ISAF, bringing ISAF messages to the people of Afghanistan.**

Soldiers are standing on the roofs of their cars surrounded by hundreds of afghan people in the middle of Kabul. People are happy to get the newest issue of the "Sada-e Azadi"(Voice of Freedom, internally called ISAF News). This

## Gaining trust in ISAF

The Theatre PSYOPS Support Element (TPSE) is part of HQ ISAF and gets its orders directly from the Command Group HQ ISAF. TPSE's mission is to inform the local population by a multi media campaign so that they gain trust in ISAF and support ISAF activities.

*"We are a kind of multi media enterprise within ISAF", says the Commander of TPSE, Lt. Col. Kristian B.Schaum. "We not only have a newspaper, we are broadcasting radio programs 24 hours a day by our own radio station "Sada-e Azadi" and our TV/Video section produces TV spots and features for the Afghan national television. TPSE sends ISAF*

Photo: TPSE credit



*Tactical PSYOPS Teams disseminate the ISAF Newspaper 'Sada-e Azadi'.*

scene is re-produced every day somewhere in the City and in the surrounding villages. In this case, the distribution of newspapers is not considered logistical support to the population, but in fact, it is a military operation. Tactical PSYOPS Teams are disseminating 200,000 copies of this PSYOPS product. With this number of copies every fortnight, it is also by far the newspaper with the highest circulation in Kabul.

*messages by Newspaper, Radio, TV and Internet ([www.Sada-e-Azadi.net](http://www.Sada-e-Azadi.net)) to the people", says Schaum. The bi-weekly newspaper "Sada-e Azadi" in Dari, Pashto and English is also disseminated in Kunduz and the distribution will be commencing in Mazar-e-Sharif in the near future. The signal of Radio "Sada-e Azadi" is broadcasted on FM 88.5. The TPSE is also responsible for the big ISAF billboards all over the city.*

# OF CHOICE

## Target audience analysis and plans section

Although TPSE has some printing facilities that produce posters, stickers and leaflets, TPSE is not the printing house of ISAF. "Its all about the messages for the promotion of ISAF, but also to support the heavy weapons cantonment and the DDR process as well as the support of the elections or education projects for children from UNAMA", mentions Schaum. For that reason TPSE has its own target audience analysis section, a kind of marketing office within the media enterprise, knowing exactly what the audience needs. Campaigns are well planned by the Ops&Plans section. Words, messages, voices, pictures have psychological effects and it is PSYOPS' job to distribute valid information and news using modern lines of communication.

"PSYOPS" is the weapon of choice for this type of mission", said the former ISAF Commander, Lt. Gen. Rick Hillier as he visited one of his favourite weapon in Camp Warehouse recently. For TPSE it is important to have the possibility of convincing people with arguments in stead of heavy weapons and tanks. Conversation and communication are also important in the streets of Kabul. While disseminating the newspapers, the Tactical PSYOPS Teams do a lot of face to face communications and they are able to feel the pulse of the population for ISAF.



Photo: TPSE credit

With 200,000 copies every fortnight, Sade-e-Azadi has the highest circulation in Kabul.

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### Would you like to have something printed in the next edition?

Submissions can be sent to PIO HQ ISAF Office or e-mailed to [pressoffice@isaf-hq.nato.int](mailto:pressoffice@isaf-hq.nato.int). Articles should be in Microsoft Word format and, whenever possible, no longer than 600 words. Photographs should be at least 7 X 4.5 centimeters and 300 dpi. The ISAF Mirror is published monthly and aims to be available by the first Friday of the month.

For more information please call the Editor on HQ ISAF (079 51) ext. 1230. The Editor reserves the right to edit submissions.

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Photos by Sgt. Andreas Steindl