

Resolute Support Mission

Advisory Network Tool (ANET)

Business Requirements Capture



July 2016

RS Advisor Network Tool (ANET): High Level User Requirements

*"The greatest enemy to knowledge is not ignorance; it is the illusion of knowledge"*¹.

1. Project Background and Overview

In 2014, COMRS identified a requirement to coordinate and visualize the advisory effort in preparation for ISAF's transition to Resolute Support (RS). The concept of an Advisor Network Tool (ANET) began testing in spring 2015 and the resulting tool reached IOC late summer 2015, leveraging a USFOR-A Contract vehicle. In fall of 2015, USFOR-An indicated unwillingness to continue supporting the contract beyond December 2016, based on the argument that ANET was inherently a NATO function. RS COS, supported by SFAC, undertook the objective to transition ANET into a fully supported, enhanced, operated and maintained NATO Functional Area Service (FAS)².

2. Project Objectives

*"The ANET is designed to provide advisors and planners with a tool to help simplify the complexity of the advisor network, increase advisor knowledge of the essential functions and systems, and ease the task of managing Functionally-Based Security Force Assistance (FBS FA) – all while connecting the advisor horizontally and vertically within the advisor construct. The tool demonstrates the linkages between advisors and their ASI/ANDSF counterparts, the advisors' place within the EF's vertical and horizontal processes, critical nodes in the Afghan process, advisor information, and a method for sharing information concerning advisor interaction"*³.

ANET is the system of record to capture advising efforts across the RS Mission, providing both a tactical and strategic view of the advising effort against the mission requirements. It intends to comprehensively assess gaps and weaknesses, leveraging data from advising efforts along with other sources of information affecting the FB SFA, and to make informed recommendations to senior leadership across the SFA battle-rhythm. Most importantly, ANET is the only source capturing NATO mission critical Training, Advise and Assist (TAA) Mission information requirements.

As a result, and in alignment with then RS COS (LTG Leidenberger) guidance to "make ANET forward looking", the Advisor Network Tool was conceptualized to deliver **four successive and reinforcing TAA functions**. ANET currently delivers a series of products for functions 1 to 3 but with significant performance and reliability shortcomings. The fourth function is envisaged as a critical additional functionality enabling pro-active planning, tracking, coordination and

¹ Daniel Boorstein

² RS COS letter to ACO COS, dated 27 May 2016.

³ RS Security Force Assistance Guide 3.0, July 2014 edition.

synchronization of advising efforts across the mission's various locations. All four functions cannot be implemented using the current SharePoint 2007 platform which has generated significant gaps in the intended objectives captured in the SFA guide. Upon request from COS RS and the user community, the objective is to migrate ANET to a more efficient platform (in accordance with NATO's Standards and Approved Fielded Products List), using an architecture able to sustain the four major functions listed below. This effort, funded by NATO Joint Force Command Brunssum, will take place incrementally starting in September 2016 with a visible enhanced tool delivered to RS users by the first quarter of 2017.

2.1 ANET Four Functionalities:

#	Description of Key Functions
1	(Foundational) Gain & Maintain Advisors / Afghan Principals relationships: Advisors are matched with Afghan principals, key information on all stakeholders are captured through a registration process and linkages to SFA Essential Functions' Program of Milestones and Activities (POAMs) are established, and queries possible. It enables senior leaders to see where the advisor 'gaps' are (manning shortage) and to know where advisor fratricide is occurring. <i>↳ can you tell us stories?</i>
2	Record, Route, collate and store engagements. This function captures records of how the advisors and their principals interact; it distributes those reports widely and enables tracking of advisors' progress towards the implementation of their POAMs.
3	Understand the Advisor - Principal Environment: In depth analyses, trends assessment, statistics and recommendations are to be produced and/or displayed to understand the implications of those interactions and measure their impact on TAA Mission (PoAM) and other identified RS problems.
4	Plan, coordinate and synchronize future Advisors engagements and development efforts: this function is currently the least developed of all four. Projecting advising into the future to de-conflict engagements, seeing movement requirements and strengthening the focus of TAA efforts requires a more sophisticated tool to be effectively implemented.

3. Assumptions & Recommendations:

To ensure the successful implementation of the requirements listed in section 4, the following assumptions and recommendations have been identified:

- a. It is understood that roles and responsibilities for the execution of the 4 ANET functions have been identified and formalized. This applies particularly to functions 3 (analysis of ANET data) and 4 (plan and synchronizing of events). The current ANET SOP⁴ may have to be amended over time to reflect the new functionalities provided by ANET. The use of FRAGOs to communicate change is also recommended.
- b. In addition, ANET can only provide a comprehensive overview of all advising activities if the various RS stakeholders involved in TAA are willing to pro-actively share, plan, coordinate, report on their engagements through ANET. Senior leadership Direction & Guidance will be required to formalize this process. To date, ANET captures reports from Essential Functions (EFs), Deputy Advisors (DAs), Training Advise Assist Commands (TAACs), some Key Leader Engagement (KLE) engagements (limited) and none from the Senior Civilian Representative's (SCR) team.
- c. General user training (ICAT⁵, BIT⁶, ANET user and Super User training) will continue to be provided by CJ7 TREX. If required, detailed training on the use of SharePoint 2013, its development and technical management can be provided by the RSSSG and/or the contractors provided by the NCI Agency.
- d. It is understood that all required functionalities will not be implemented simultaneously and that an incremental approach will be followed according to priorities and Direction & Guidance provided by the SFA Center on behalf of RS COS.
- e. Due to the time constraint in the development of this document, and following coordination meeting between SFAC and AAG (Afghan Assessment Group) on 10 July 2016, it was agreed that AAG will provide an overview of their analytics requirements to the ANET developers as soon as possible to capture the functionalities required to leverage and/or display TAA analytics through ANET (function 3).
- f. This document does not intend to describe the doctrinal aspects of the Training, Assisting and Advising mission that underpin the use of the tool. A series of SFA doctrinal efforts that include advising activities have been produced by US entities such as the Joint Center for International SFA (and in the future with the support of the Center for Army Lessons Learned or CALL) and should be leveraged in defining long-term TAA efforts and the role of ANET within them.

can we get this?

⁴ Standard Operating Procedures 00303 dated 9 September 2015.

⁵ In-Coming Advisor Training

⁶ Basic Induction Training

- g. In parallel to the enhancement of the ANET tool and the development of doctrinal documentation, it is recommended that senior leadership requests the AMN Secretariat (or FMN Management Group) assistance to develop and formalize an Operational Advising Mission Thread for future operations (as per NATO Mission Thread Capstone concept⁷).
- h. In addition, *ad hoc* support from US entities such as the Joint Center for International Security Force Assistance or US Secretary of Defense Defense's Digital Service (DDS) in the Pentagon to capture user requirements and provide consultancy to the NATO developers may be provided during the development and implementation of the ANET enhancement process, subject to approval from Director SFAC and support from the RSSSG. Timeframe, scope and manpower are not known at this time. It was agreed with the respective stakeholders that this proposed US-centric effort will not negatively impact the agreed schedule of events for the NATO-led implementation of ANET.
- i. Finally, the priorities and risk assessments provided under section 4 were defined based on the feed-back collected from ANET users at a particular point in time (3Q 2016). These assessments are not set in stone and therefore this document should be seen as a "live effort" that shall be re-assessed during the development of ANET's new architecture.

⁷ Mission thread definition: A Mission Thread is an operationally driven, technically supported description of the end-to-end set of activities required to execute a mission or mission task.

4. High Level User Requirements:

Project Requirements	Description	Priority ⁸ & Risk Assessment ⁹
General Requirements (functional and non-functional)		
User interface (ANET look & feel)	<ul style="list-style-type: none"> • ANET shall be a simple, attractive, customized database that leverages the most of its advisors, enhance notification and communication, and facilitates tight and clear collaboration across RS entities and effective management of content. • ANET shall provide an easy access interface to all related TAA information (database, repositories, TAA divisions, etc.) <p>ANET shall provide <u>on main landing page</u>:</p> <ul style="list-style-type: none"> • Mission description and key contact information (with photo) • Group Calendar accessible by all ANET users (see function 4) • iGeoSit Map display of Advisors' duty location in Afghanistan (as per billet, not real-time movements). • Drop down menu of all Advising Organizations (AOs) • Drop down menu of key GiRoA organizations (MOI, MOD, Min of Justice, Min of Finance) <ul style="list-style-type: none"> ○ This function already exists and offers a repository of advising reports. Adding 	1 / High 1/ High 1/ High for all sub-bullets.

⁸ Priority levels: **1= Top priority**: this functionality needs to be implemented imperatively; **2= Moderate priority**: once major functions are in place, these requirements need to be addressed to further improve ANET's effectiveness and efficiency, and enhance the quality of advising across all 4 functions); **3= Nice-to-Have**: These requirements are not essential but would improve the look and feel and usefulness of the tool.

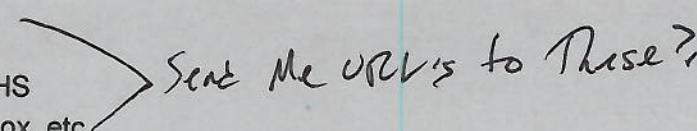
⁹ Risk level: **High** (Advising activities cannot be done, SFA mission will be affected. Not implementing this requirement will greatly affect the achievement of one or more ANET functions); **Medium** (Advising activities will be limited and may affect the mission). **Low** (Advising activities can take place with potential shortcomings but not critical to the mission).

	<p>a simple search function and limit the amount of reports shown on page to only a few would improve look & feel.</p> <ul style="list-style-type: none"> • Quick access “buttons” to main ANET features: <ul style="list-style-type: none"> ◦ Registration (starting point for new registration of Advisor/ Principal). ◦ Creation of new engagement report. ◦ Search ANET (one page with fields for wide search). ◦ Reports Daily Digest. ◦ Tips “ANET for Dummies” ◦ Advisor Survey (mid tour – end of tour) – archives of old surveys. • Snapshots of major SFA diagrams (with embedded hyperlinks): <ul style="list-style-type: none"> ◦ MOI, MOD organizational structure with identified advisors and level of advising. ◦ POAM Synch Matrix overview (see Annex H) ◦ EF and DA structure • Reference Documents icons (right side of main page) linking to key data on RS HQ Workspace / DHS. For instance, <ul style="list-style-type: none"> ◦ Ministerial Development Plans ◦ COM Intent, COM/COS RS briefings, etc. ◦ SFA TAA Top Priorities ◦ Problem Matrix ◦ KLE Engagement cards / Issue cards ◦ Link to SFA Centre site and other key TAA sites such as KLE, AAG ◦ Link to Campaign Plan / Future Plans • ANET shall display a Weekly “TAA SitRep” (similar to Organizational analytics) with an overview of key TAA data (limited version of Analytics functions, see under function 3). For instance: <ul style="list-style-type: none"> ◦ Number of reports posted that week 	<p>1/ High for all sub-bullets</p> <p>2/ Medium</p> <p>1/ High</p> <p>2/ Medium</p> <p>Sub-bullets:</p> <p>2/ Medium</p> <p>3/ Low</p> <p>1/ High</p> <p>1/ High</p> <p>1/ High</p> <p>1/ High</p> <p>2/ Medium</p> <p>1/ High</p> <p>1/ High for all sub-</p>
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	<ul style="list-style-type: none"> ○ Number of POAM milestones impacted ✗ ○ Number of approved events /executed engagements ✗ ○ Number of cancelled events ↘ How? ○ Number of negative 'atmospherics'. <p>(Analysis not performed here – it is expected that in-depth assessment of the "so what" will be done by AAG. Those requirements for display/use in ANET are still pending).</p> <p>ANET shall assess options for RSS Feeds, real-time info: road status, incidents, etc. (to be relevant to advisors' efforts).</p> <ul style="list-style-type: none"> • ANET shall set up an "Alert mechanism" on the main page in case of major site/technical change/update (ex: InfoPath report format has changed, repository has moved, etc.). This ensures all 800+ users are informed real-time. 	bullets
		3/ Low
		2/ Medium
	<p>ANET Sub-sites (Advising Organizations): These sites shall :</p> <ul style="list-style-type: none"> • Display one page per Advising Organization (around 25 currently). Accessible via a drop-down menu available on ANET's main landing page. • Link to their generic RS Website page. (Ex: EF 1 web page to be seen under ANET EF1 section). • Display each EF's POAM synch matrix snapshot (see example under Annex G) as well as to the detailed Excel spreadsheets. • Display on the right side of page: AO advisors/principals and contact info. <ul style="list-style-type: none"> ○ Consider including the Advisor's picture. ○ Enhance current look & feel to make it useful, enable quick queries within the AO and access key information related to TAA activities. ○ Page shall only display active advisors and related principals. • Expand current Report Search option (example HERE) to allow more complex search using keywords, dates, and/or stakeholder. • Give access rights to AO managers to enable freedom to update the design of their page (display EF long term priorities, urgent issues, and general info for Advisors, etc.) 	1/ High
		3/ Low (photo)
		2/ Medium
		1/ High
		1 / High
		3/ Low

User interface management	<p>ANET shall</p> <ul style="list-style-type: none"> • Implements interfaces that interoperate with other Functional Area Services for instance iGeoSit, CIDNE, DHS, Intel toolbox, etc. • Maximize automation for extraction of data and production of Daily Digest, pulling data from “SFAC approved” reports and displaying overview summary and Executive Summaries (EXSUM) data from each report (see Annex J for example of Summary of Daily Reports) 	1 / High 1 / High
Interactive interface	<p>On main site and sub-site, ANET shall enable:</p> <ul style="list-style-type: none"> • Chat/ Blog, easy feedback mechanism on report requiring update or conflict between engagement planning (function 4). • Alerts, notifications using outlook email or pop-up message. • User tagging (authoritative and social) to ease search function. • Publish/Subscribe mechanism across ANET pages to enable user easy and tailored information access. 	1 / High 2 / Medium 2 / Medium 1 / High
Accessibility (audience) and permissions	<ul style="list-style-type: none"> • ANET shall be accessible with limited permission (read-only) to all RS users, including users having access to RS portal out of theatre. • Permissions have to be defined to ensure users, super-users and managers only can modify data within their own area of responsibilities. • Tool is provided on MISSION SECRET and should be accessible via CENTRIX, NATO Secret Network. <p>ANET main stakeholders (not comprehensive):</p> <ul style="list-style-type: none"> • AO lead, managers, AO Advisors (within Essential Functions, DA, KLE, SCR, TAA Commands, NSOCC), • Intel Community (ACCI, CJ2, INF OPS/CJ39) 	1 / High 1 / High 1 / High

	<ul style="list-style-type: none">• KSF• Senior leadership (indirect)• SFAC (quality management) <p>Current Assumption of User Community and proposed permissions/rights on ANET:</p> <ul style="list-style-type: none">• Average ANET users: 800• Super-users:<ul style="list-style-type: none">◦ Unique Advising & Sub Advising Organizations: 71◦ Total Super users for all 71 Unique AOs: 177• Rights/ permissions:<ul style="list-style-type: none">◦ Anonymous users: read/view only◦ Authorized ANET users: Advisor Registration (initial only), create reports, read & search reports.◦ Super users: create/route/search reports – Read All – update ANET Advisory Forms (Principal registration, Tashkil registration, and advisor registration and update & link advisors to principals).• Other Rights given to users:<ul style="list-style-type: none">◦ Advisor Engagement Report Releasers Group• Routing of reports is dependent on the D&G given by the AO leadership. The AO releaser will send the Advisor Engagement Report to the SFAC for final review (QC) at Step 7 (6 steps therefore given to discretion of AO). SFAC can return report to releaser if needed for correction or go directly to Step 8 where report is sent to Publication (Daily SFA Report Rollup) or Archive as chosen by the SFAC Desk Officer.• Due to limited manpower capacity across all Advising Organizations, ANET shall maximize the ability to automatically pull data stored in other databases, document lists, etc. available on the RS portal or other MS based sites.	1 / High 1 / High N/A 1 / High
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	<p>For instance:</p> <ul style="list-style-type: none"> • CIDNE • RS Workspace/ DHS • iGeosit, Intel Toolbox, etc. 	1/ High 1/ High 1/ High (iGeosit)
Training	<ul style="list-style-type: none"> • ANET training shall be provided during the first week of arrival of new advisor and AO manager (ANET lead within each AO). • ANET tips/ user guide shall be easily accessible on ANET main page. • Mobile training to all RS locations (Kabul and TAACs) shall be considered to ensure remote locations receive suitable ANET training. Interactive video training shall be considered as an alternative. 	1 / High 1 / High 1 / High
Performance	<ul style="list-style-type: none"> • ANET shall reduce time required to access main page and sub-structure as well as navigation between pages and creation of new profiles (advisor/principal). It shall where possible, increase speed for creation of new reports, complex queries, and analytics. • ANET shall consider using web based interface to avoid software compatibility issues with user workstations and to avoid typical "InfoPath" update related issues. 	1 / High 3/ Low
Security	<p>The tool shall.</p> <ul style="list-style-type: none"> • Include option for limited /selective distribution of reports to accommodate sensitivity of some of the content captured. - <i>Need more Details</i> 	1 / High
Reliability	<ul style="list-style-type: none"> • ANET shall minimize system's break down and/or reduce outages to strict minimum. 	1 / High
Availability	<ul style="list-style-type: none"> • ANET shall be fully functional from 0700 to 2200, seven days a week. ANET managers shall avoid (as much as possible) performing back-up and updates during those hours. 	1 / High

Function 1 – Gain & Maintain Advisor/ Principal Relationships		
Content management: General	<ul style="list-style-type: none">This function shall provide visibility over all active advisors in place in RS across Afghanistan and their related Afghan Principals (whenever possible).It shall identify where advisor “gaps” exist due to low manning or inability to cover some of the required Afghan directorates.<ul style="list-style-type: none">A gap analysis tool visualizing areas within MOD/MOI, Corps level where advising is not taking place shall be developed leveraging existing data:<ul style="list-style-type: none">Information source: MOD organizational chart, MOI organizational chart and similar efforts at TAAC level (if existing).The current ANET version enables only one-to-one relationships (one advisor to one principal). The new version of the tool shall enable many-to-many relationships as one advisor can TAA many principals and vice-versa.This information shall be easily queried for all AOs to gain awareness of advising relationship and avoid duplication of efforts. Advisors and Principals shall be linked to their “billet code/ CE post” for Advisors and “Tashkil number” for the Principals.The system shall provide options for the creation of “generic” advisor /principal positions to enable traceability of <i>ad hoc</i> engagements (one meeting with individuals that are providing relevant inputs but are not captured under ‘principal slots’ with formal tashkil numbers).ANET shall enable the visualization of Advisors in their duty location using an interface to iGeoSit.ANET shall offer search options for advisor and/or principal based on simple keywords included in their profiles. (Mandatory fields in profiles shall be expanded and standardized).	1 / High 1 / High 1 / High 1 / High 2 / Medium 1 / High 1 / High

<u>Registration of advisors and advisor position</u>	Advisor Position (or CE billet number): <ul style="list-style-type: none"> • This effort shall be intuitive, take no more than 5 min and enable manager to quickly understand the information required and how it has to be provided (tick box, open field, attachment, etc.). • Registration form shall pull information from CJ1 database, APMS or other HR data source. If possible, form shall be automatically filled with matching data. • ANET shall enable use of rich text in all forms. • Form shall identify the level of advising¹⁰ (1, 2 or 3) required for the position. • Advisor duty location shall be included and displayed on iGeoSit. • Form shall include POAM assignment with option for multiple choices and selection of other key topics, if applicable. • Form shall enable inclusion of attachments (biography) or 'engagement cards' if applicable. • See proposed template under Annex C. 	1 / High 1 / High 1 / High 2 / Medium 1 / High 2 / Medium 2 / Medium
<u>Registration of Principals & Tashkil position</u>	<ul style="list-style-type: none"> • This effort shall be intuitive, take no more than 5 -10 minutes maximum and enable manager to quickly understand the information required and under which format it has to be provided (tick box, open field, attachment, etc.). • Form shall automatically pull Tashkil list from latest approved document (to avoid re-entering it every time it changes). • Form shall provide comprehensive set of fields, including mandatory fields. • The form shall enable inclusion of attachments (KLE cards) to support effective "profiling" of Principals. • See proposed template under Annex D. 	1 / High 1 / High 1 / High 2 / Medium
Visualize relationships	<ul style="list-style-type: none"> • ANET shall link principals to all related advisors (EF, DA MOD, etc.) and vice versa. 	1 / High

¹⁰ Levels of advising (derived from SFA Guidance 3.0): **Level 1:** Advisors TAA their counterparts on a continuous, persistent (usually daily) basis. **Level 2:** Advisors TAA their counterparts on a less frequent basis to ensure their continued development (2-3 times a week). **Level 3:** when required: RS HQ provides additional training and advice from a centralized location or during a set visit.

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between Advisors & Principals.	<ul style="list-style-type: none"> • ANET shall also link Principal to relevant POAMs. • ANET shall send notification to advisor if one of his/her Principal profile is changed or if information is added. • Tool shall ensure only active advisors and principals are displayed in a search and on AOs landing pages. • Tool shall also consider generating a visual representation (such as a family tree) of all advisors and their principals and their position within their organization (enable to "see" where the gaps are). 	1 / High 2 / Medium 2 / Medium 2 / Medium
Permissions/ Rights	<ul style="list-style-type: none"> • ANET shall enable super-users (AO managers) to have flexibility to update the registration process (addition, removal, edit), as well as to self-assign POAMs, and other key priorities (currently done by ANET developer/manager). • ANET shall also enable AO managers to cross-check information on Principals. (Notification, real time message, tagging). 	2 / Medium 2 / Medium
Function 2: Record, Route, Collate and Store Advisor Engagements		
Report Production	<ul style="list-style-type: none"> • ANET shall expand the existing InfoPath form with additional fields, including mandatory inputs. • The engagement report shall link to POAM(s) and shall also include an open field to add additional relevant issues. • Report shall enable exploitation towards trends analysis, assessments of TAA campaign progress, etc. • Report EXSUM shall be tailored to include the 5 W's (Where, Who, What, When, Why) and be extracted towards building the automated Daily Digest. • Report shall enable the inclusion of "TAA Gaps" field to capture where advising efforts need support <ul style="list-style-type: none"> ○ To be provided by author (with additional input from EF manager within report if required) ○ If Gap field completed, notification should be sent to AAG ANET POC and 	1 / High 1 / High 1 / High 1 / High 2 / Medium 2/ Medium

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	<p>AOs selected in the report (tick box in Infopath form).</p> <ul style="list-style-type: none"> • Report shall include a field for Lessons Identified. <ul style="list-style-type: none"> ◦ Recommend that LL POC in CJ35 subscribes to notification when this field contains information in report. • Report shall also include a “COS Priorities” field which advisors can fill in if engagement has an impact on their achievement. <ul style="list-style-type: none"> ◦ Include in statistics in weekly SitRep (how many engagements were in support of COS priorities). • ANET shall consider the development of various Engagement Report forms based on type of engagement (Campaign, Combat operations, planning, etc.) <ul style="list-style-type: none"> ◦ This requirement is not clear at this stage: coordinate with SFAC and AOs urgency of it. • See proposed Report template under Annex E. 	1 / High 1 / High 1 / High 3 / Low
Content Management & interaction: customized notification / alerts	<ul style="list-style-type: none"> • ANET shall enable “RSS Feed” (automatic syndication of data, timely updates) type of notification to pre-defined stakeholder group impacted by report’s content (EFs, DAs, etc.) • ANET shall enable web based management of users, groups, data source to maximize exploitation of reports. This is the single most important source of data in the TAA process. 	2 / Medium 1 / High
Formatting, Administration, Security	<p>ANET shall:</p> <ul style="list-style-type: none"> • Enable the use of rich text (font option for report printing) throughout all pages and forms. • Support a variety of export formats. • Enable printing option of final report in readable format (11pt minimum). • Enable limited distribution of reports and limited visibility of portions of the report if requested by the author. • Consider including in report page, the number of report “views” (provides indirect feedback to author that his/her report is being read = google views). 	1 / High 2/ Medium 1/ High 1 / High 2 / Medium

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	<ul style="list-style-type: none"> Consider using a tool similar to “google translate” to enable inclusion of Afghan – produced documents. 	3 / Low
Interaction in reporting process	<ul style="list-style-type: none"> ANET shall enable collaboration of multiple users on one report/document: to enable inclusion of feedback or additional inputs (manager, SFA final reviewer). Author shall be automatically notified. If multiple advisors attended same meeting, ANET shall enable collaborative production of report (Versioning). This reduces duplication of reports and efforts against similar engagements and demonstrates cross-AOs collaboration. Once report is published, ANET shall enable users to provide quick feed-back directly to author /advisor (enable synchronization of efforts, clarification of issues). 	2 / Medium 2 / Medium 1 / High
Simplified routing process	<p>ANET shall:</p> <ul style="list-style-type: none"> Enable flexible routing of reports within an AO. There are currently 6 levels of report routing available for use at the discretion of the AO manager/leader. ANET shall enable simplified routing when required and wider coordination if report is cross-functional. Enable reports “returned” by SFAC to go directly to the Advisor instead of EF manager (routing option to be provided). Make reports accessible only to the AO owning report until SFAC has formally published them. (Remove risk of other entities modifying document while being routed). 	1 / High 1 / High 1 / High
Report distribution	<p>ANET shall:</p> <ul style="list-style-type: none"> Collate daily SFAC finalized reports into one email with overview chart (see example). It shall be done automatically and be printable in suitable format (font and size). Users shall be able to subscribe and receive only those reports that meet their criteria. 	1 / High 1 / High
Search functionality	<ul style="list-style-type: none"> Reports shall be searchable as one would do using Google and, to the least, shall be able to be search with the following metadata: 	1 / High for all sub-

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	<ul style="list-style-type: none">○ Any relevant keyword (ex: "interference", " strategy", "C-IED")○ Date○ Principal name○ Advisor name○ Location of engagement○ POAM name or number○ Atmospherics○ Lessons Identified● Once a query is done using chosen keywords, ANET should be able to memorize it for the user and have the search results displayed each time the user opens ANET.	bullets 2 / Medium
Function 3: Understand Advisor-Principal environment; make SFA decisions (data-mining and analytics)		
Analytics – Deliver Business Intelligence Features	<ul style="list-style-type: none">● This function is critical to leverage data and derive the "so what" (measure of performance) of the data collected within ANET. ANET shall display charts, dashboards, automatic extraction of key data demonstrating the impact of advising on execution of the RS mission through Functionally Based Security Force Assistance.● It is understood that ANET shall not be a complex analytics tool and will most likely display the result of analyses and assessments made by the CJ35/5 AAG division and combine it with ANET specific assessments and trends available through pulling information from advisor engagement reports, as well as information regarding the planning, coordination and synchronization of such efforts (if function 4 is implemented. Currently not available today).● As stated in the assumption chapter, detailed analysis requirements shall be provided in due course by AAG and ANET developers shall have to assess the art-of-possible to implement those needs through ANET in coordination with SFAC.	1 / High

	<p>To the least, the major outputs under this function shall be as follows:</p> <ul style="list-style-type: none"> • Statistics (automatically updated): <ul style="list-style-type: none"> ○ Number of advisors active ○ Number of Principals identified. ○ Number of POAM milestones addressed through advising. ○ Number of engagements during set duration (number of engagements performed against a specific milestone or action for a defined timeframe). ○ Number engagements related to identified COS Priorities or SFA issues (SFAC to provide details). ○ Number of engagements cancelled. <ul style="list-style-type: none"> ▪ If possible, specify the reason for cancellation (drop down menu: no force protection available, Principal cancelled, Advisor cancelled). ○ Number of engagements of one EF affecting other EFs or touch points. <ul style="list-style-type: none"> ▪ Source: advisor report provides option to “tick” box and select AOs impacted. ▪ The consequence (so what) of this information shall be provided through separate analysis either in SFAC Ops or in CJ35/AAG. ○ The level of engagement identified for an advisor in his/her registration profile (1, 2 or 3) versus the number of weekly engagement reports with related principal. (assess advising level of performance) ○ Number of advisors arriving, departing (within set period). ○ Display <i>ad hoc</i> analytics on demand (as per COS or SFAC request) <ul style="list-style-type: none"> ▪ How many advisors in Kabul, what movements, etc. • Visualizing progress on POAM milestones is a critical requirement for the analytics function of ANET. <ul style="list-style-type: none"> ○ <u>A POAM analytics</u> already exists on ANET provides an overview of POAM milestones and related number of engagements. 	<p>1 / High for all sub-bullets.</p> <p>2/ Medium</p> <p>1 / High</p> <p>2/ Medium</p> <p>2 / Medium</p> <p>1 / High</p> <p>2 / Medium</p> <p>1 / High</p> <p>2 / Medium</p> <p>1 / High</p>
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	<ul style="list-style-type: none"> ○ This page shall be enhanced and expanded using the data requirements identified throughout this document to enable a clear understanding of the relationship between the advising activities and the achievement of the identified milestones. ○ Number of POAM milestones or actions reported completed (achieved) – “good story” statistics. ○ Number of POAM milestones “linked” to other POAM milestones/ actions. <ul style="list-style-type: none"> ▪ The relationship shall be identified by each EF and communicated to the ANET developer. SFAC has the lead to synchronize this information and shall feed it to developers. ▪ A matrix is being developed (July 2016) and should appear on each EF landing page. ○ Number of engagements performed by “touch points” such as DA MOD, MOI, TAACs against POAMs. <ul style="list-style-type: none"> ▪ EF own POAMs. It is important to see how “touch points” are affecting each EF’s milestones. 	1 / High 1 / High 1 / High 1 / High
Visualization of effect of advising efforts:	<ul style="list-style-type: none"> ● ANET shall display the key outputs of analyses performed by CJ35/AAG or SFAC Ops/ Campaign (ex: Monthly Afghanistan Assessment Report) if these outputs have leveraged or are informing Advisory Efforts. ● If possible, the ANALYTICS page shall have a simple, easy to grasp user interface and be automatically updated when any of the data source is modified (POAM assessment, number of advisors, etc.) ● A wide search function shall be available as well to query previous statistics (based on timeframe selected) and any analytics performed using Advising Efforts. <p>Examples:</p> <ul style="list-style-type: none"> ○ Has the number of linkages between EF efforts grown over the last 6 months? ○ Has the number of active advisors increased over past 6 months? ○ Is monthly POAM progress report affected by number of active advisors within 	1 / High 1 / High 1 / High

	<p>each EF and Touch Points?</p> <ul style="list-style-type: none">▪ Ex: EF 4 monthly POAM progress report shows significant improvement but number of advisors has decreased during same period.▪ Note: the analysis of that data will be done outside of ANET (AAG or SFAC Ops).○ Who advises the most? Touch points or EFs? At Strategic Level (EF) or local level (TAACs)?○ Does reported POAM progress show as faster/better at local level vs strategic level?	
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Function 4: Plan, Coordinate and Synchronize Future Advisor Engagements

Creation of Advising Engagement Planning Toolset	<ul style="list-style-type: none">• ANET shall create calendar-based planning module with read/write access to all AOs in order to display planned advising engagements at least 4 weeks in advance.• For each new engagement, AO's POC will fill a short form (InfoPath or better solution) with key information (use inputs from KLE planning tool and KLE procedure for the creation of a new engagement plan):<ul style="list-style-type: none">○ Meeting planned date○ Location○ Principal(s) to be engaged○ Related POAM○ 2-3 key objectives of the meeting.○ Other AOs impacted (tick box accordingly)○ Specify if Force Protection is required (tick box)<ul style="list-style-type: none">▪ If box ticked, send automatic notification to KSF for assessment and inclusion in their prioritization planning.▪ Note: Focus on Kabul centric engagements first (leave TAACs for later stage).	1 / High 1 / High for all sub-bullets 2 / Medium
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	<ul style="list-style-type: none">• Based on inputs provided in short form, relevant AOs and KSF receive notification of meeting. Enables to aggregate quickly subordinate organizations and others who may be traveling to the same areas or advising similar topics.• Enable interface with iGeoSit to display map advisors duty location (as per their CE billet).• Provide readily accessible repository of key SFA campaign documents, KLE cards and other material supporting the preparation of engagements.<ul style="list-style-type: none">○ <u>KLE Tactical Pocket Guide</u> offers a simple process for the preparation of high level engagement that could easily be reproduced at the Advisor level.	1 / High 1 / High 2 / Medium
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5. Glossary

AAG: Afghanistan Assessment Group
ANDSF: Afghan National Defence and Security Force
ANET: Advisor Network Tool
AO: Advising Organizations
ASI: Afghan Security Institutions
DA: Deputy Advisor
EF: Essential Functions
FB: Functionally-Based
IGeoSit: Interim Geo-Spatial Intelligence Tool
KLE: Key Leader Engagement
KSF: Kabul Security Force
MOD: Ministry of Defence
MOI: Ministry of Interior
NCIA: NATO Communication and Information Agency
POAM: Programme of Actions and Milestones
RS: Resolute Support
SFA: Security Force Assistance
SFAC: Security Force Assistance Center
TAA: Training, Advise and Assist
TAAC: Training, Advise and Assist Commands

6. List of Annexes

- A. Proposed template for the ANET main landing page.
- B. Proposed template for Advising Organizations sub-sites.
- C. Proposed Form for registration of new advisors.
- D. Proposed Form for registration of Tashkil and Principals.
- E. Proposed Form for Advisors Engagement Reports.
- F. Proposed Engagement Planning Form (Function 4)
- G. Example of EF POAM Monthly Assessment Effort.
- H. Example of SFA Campaign Synch Matrix (all POAMs overview).
- I. Depiction of ANET Report Routing Process.
- J. Example of RS Security Force Assistance Daily Summary

Annex A – Proposed Template for ANET Main Landing Page

The proposed template for the ANET Main Landing Page includes the following components:

- Top Row:** Quick links to ANET home page, Advising Organizations (dropdown menu), GiRoA organizations (dropdown menu), Search functions for report and advisors/principals, link to planning page, link to analytics page, and link to HELP form.
- Middle Row:** Welcome message: "Welcome to ANET! Mission: The Advisor Network Tool enables 4 functions: (1) to see the Advisor / Principal relationships; (2) to record/store TAA engagements; (3) to understand Advisor-Principal environment and make SFA decisions; (4) to plan and coordinate future advisor engagements." An icon of a telephone handset and envelope is labeled "ANET POC contact".
- Center:** Buttons for easy access to registration, new report, search, tips, daily digest, advisor survey.
- Right Column:** Links to repositories of importance for advisors, including ANET Training, MDP, POAM, SFA issues, and KLE issue cards.
- Bottom Row:** Snapshots of iGeoSit to locate advisors, SFA battle-rhythm, POAM synch matrix, MOD/MOI orgs, RS HQ TAA Org, and Useful links to SFA Center, KLE site, KSF, and AAG.

Snapshot of key TAA diagrams

- **Top row:** “quick links” to ANET home page; Advising Organizations (drop-down menu) leading to their own landing pages); GiRoA organizations (drop-down menu to landing pages); Search functions for report and advisors/principals; link to planning page; link to analytics page and to HELP form.
- **Second row:** mission and contact icon
- **Third row:** “Buttons” for easy access to registration, new report, search, tips, daily digest, advisor survey.
- **Center:**
 - Engagement Planning Calendar (each new event has to link to their planning form);
 - Weekly SitRep (statistics).
- **Right column:** link to repositories of importance for advisors. Below are useful links to most important TAA sites on RS portal.
- **Bottom row:** snapshots of iGeoSit to locate advisors, SFA battle-rhythm; POAM synch matrix, MOD/MOI orgs, RS HQ TAA: all include an embedded hyperlink.

Annex B –Example of AO sub-site landing page

The screenshot shows a landing page for EF 1. At the top left is the NATO OTAN logo. At the top right is a green circular icon with 'RS' in it. Below the logo, there's a red calculator icon with 'PPBE' next to it. The main title is 'EF 1 - Planning, Programming, Budgeting & Execution'. A large objective box contains the text: 'Objective: ASI/ANSF is able to conduct multi-year programming that meets their sustainment requirements; align the budget with their programs; and execute within available resources in order to plan in accordance with the National Security Strategy with regards to internal security and protection of GiRoA's recognized international borders.' To the right of the objective are two yellow callout boxes: 'Link to EF 1 RS Page' and 'POAM Monthly Assessment Archives'. Below the objective is a section for 'EF 1 Sub- Teams (links)' listing 1.1 through 1.6. To the right is a screenshot of the 'EF 1 Sync Matrix' showing various data points. On the far right, there are sections for 'EF1 Leadership' (with contact info for AO Lead, AO Coordinator, and AO Manager), 'Advisors List' (with contact info for Advisor Name / Grade and Phone / email), and 'Principal(s) assigned' (with contact info for Advisor Name / Grade and Phone / email). At the bottom left, there's a section for 'function' with a 'Cross-Coord. required' button, a magnifying glass icon for 'EF 1 Reporting Status', and buttons for 'Pending Review' and 'Final Reports'.

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- This format can be replicated for all EFs. It provides a link to the RS Website EF 1 page.
- It offers a link to the EF POAM monthly assessments archives.
- It offers links to the EF's sub-teams dedicated to specific entities / activities (left side)
- It provides an overview of the EF leadership and the list of registered and active advisors.
- It provides a snapshot (with link) to the EF POAM synch matrix.
- It provides a reporting status series of options based on where the report is in the coordination process.
- A search “button” is also available to avoid going to ANET main landing page.

Annex C – Proposed Form for Registration of New Advisor





Advisor Details *

Metadata	Format	Comments
Advisor Grade/Rank *	Drop down menu	When possible, pull data from CJ1 databases (APMS, etc.)
First name*	Single line of text	
Last name *	Single line of text	
Advisor Organization*	Drop down menu	
Estimated end of tour*	Date / calendar	
Advisor Position number*	Single line of text	
Advisor Position Title	Single line of text	Ex: EF 1 XO
Advisor Duty Location *	Single line of text	Should be pulled and displayed in iGeosit
Advisor RS Badge number	Single line of text	
Nationality *	Drop down menu	
Gender	Drop down menu	
Advisor email *	Search function	Pull from outlook database
Advisor phone number	Single line of text	
Biography	Attachment/ multiple lines of text	Bio, job description, CV
Key responsibilities, duties	Multiple lines of text	Focus areas, any additional valuable info

*use Rich Text across form and option for attachment

* Mandatory Fields

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Metadata	Format	Comments
Assigned POAM*	Drop down menu	If possible, link advisor to a POAM milestone as early as possible
Advise Afghans*	YES/NO	
Level of Engagement*	Drop down menu (1,2,3)	Levels explained in word document
Tashkil / Principals advised*	Multiple lines of text (or search)	* When info available, needs to be added
Advisor current status*	Drop down menu (active/inactive)	
Training status:		
ICAT Trained*	YES/NO	Manager to update when applicable
Guardian Angel Trained*	YES/NO	See above
MODA Trained	YES/NO	See above
ANET user Trained*	YES/NO	See above
ANET SuperUser trained*	YES/NO	See above
Other:		
Driver Qual. *	YES/NO	
Rifle*	YES/NO	
Pistol*	YES/NO	

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Annex D – Registration of New Principal and /or Tashkil Position:

Metadata		Format	Comments
Tashkil Position:			
Position Title*	Single line of text		
Tashkil ID*	Single line of text / Search	Pulling information automatically from a « tashkil list » is preferred.	
UIC	Single line of text	Unique identifier	
Organization*	Drop down menu	MOD, MOI, etc.	
Engagement Location *	Single line of text	Primary location where engagement occurs	
POAM Link	Drop down menu	If relation between Tashkil position and POAM efforts is known, establish link	
Principal Registration:			
Principal Grade/ Rank*	Drop down menu		
Last Name*	Single line of text		
First Name*	Single line of text		
Tashkil number*	Search		
Principal status*	Active / Inactive		
Duty location*	Drop down menu		
KLE engagement card	Link / attachment	Provides additional info on principal	
POAM linkage*	Drop down menu	When known, link principal to milestone	
Related Advisors*	Search	Enables to visualize relationships	

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Annex E – Propose Template for Advisor Engagement Reports



Note: Report form has to offer rich text; maximize re-use of available information (automatically fill fields where possible).

Part I – Report Classification (drop-down menu) *	
Part II – Advisor Information *	
Advisor Name - Grade	
Advisor Title - Phone - Email address	
Advisor Organization - Location	Select new Advisor
<i>(all these information should automatically be populated when selecting the advisor name option. User should always see his/her info show up when opening a new form unless a new advisor is manually selected.)</i>	
Part III – Principal / Tashkil Information *	
Principal Name and Tashkil reference	
Principal Title, Organization/ Directorate and location	Select Principal(s)/ Tashkil
<i>(all these information should automatically be populated when selecting the principal name or related Tashkil). The drop-down menu should only display the Tashkil/ Principals that the Advisor is « related » to based on registration information.</i>	

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Part IV – Additional Participants	
NATO Advisors	Afghan Attendees
Select Advisors	Select registered Attendees**
Other participant*	Other participant*
Part V – EF Lines of Effort / PoAMs/ Issues	
Select EF POAMs (enable multiple choice tick box from drop-down menu)	Additional SFA Tiered Issue/ COS priorities addressed (open field or menu if standardized)
Select EF Line of Effort (or action) Tick box in menu	

* Include an open field to search RS participant not registered as advisor (ex. HQ volunteer, etc.)
**Include option for a generic Tashkil with open field to include name (if ad hoc participant)

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Date (menu) Part VI – Report Details Engagement Status (drop down menu)

Engagement location (drop-down)

Engagement Objective(s) :

- Open Field (1 or 2 lines max) to capture meeting purpose

Executive Summary (EXSUM):

- Multiple lines of text capturing the **5 Ws** : who, where, when , what / why.
- A short synopsis of the key findings is added.

(This section only should be automatically extracted and compiled into daily digest)

Engagement detailed report:

- Open field where major elements of discussion and results are captured.

Actions /recommendations: short summary of major actions to be addressed.

Lesson(s) Identified/ Advising Gap Identified: capture any lesson identified to be addressed by AAG/LL team and any potential advising shortfall within EF/POAM.

Atmospherics: use drop-down menu and specify mood/ambiance in additional open field.

AOs impacted by Engagement / coordination required: Tick relevant AO box

SUBMIT REPORT

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Annex F: Proposed Engagement Planning Form



For all new advising engagements :

1. Use ANET Landing Page Calendar to create a new event.
2. Each new event will open up a form to be filled in with proposed metadata:

Metadata	Format	Comments
Meeting date	Calendar selection	Estimated start / finish time
Location	Drop-down menu	Leveraging registration data
Principals to be engaged	Drop-down menu	See above
Related POAM(s)	Drop-down menu	List available
2-3 key objectives for engagement	Multiple lines of text	
Other AOs impacted by engagement	Drop-down menu	List available
Force Protection required	YES/NO	Notification to ISF
Other type of support required	Multiple lines of text	
KLE cards available /needed	YES/NO	If « NO », specify

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Annex G: Example of POAM Monthly Assessment (EF 1)

Milestone	Description	Input Data - PoAM Baseline						Progress Achieved					Forecast Dates				
		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	
1	EF 1: Planning, Programming, Budgeting & Execution	Agree	Initiated	Partial	Fully	Sustainable	1. Action is accepted by Agent	2. Action is initiated by GfSA	3. GfSA outcome is partially effective.	4. GfSA outcome is fully effective.	5. GfSA outcome is sustainable	1. Action is accepted by Agent	2. Action is initiated by GfSA	3. GfSA outcome is partially effective.	4. GfSA outcome is fully effective.	5. GfSA outcome is sustainable	
1.1	PLANNING																
1.1.a	MoD Organisation																
1.1.a.1	Strategy Development Process: MoD capable of developing strategic guidance that drives	Aug-14	Sep-14	Sep-14	Oct-14	Oct-14	Aug-14	Nov-14	Sep-15	Oct-15		Aug-14	Nov-14	Sep-15	Oct-15	Oct-15	
1.1.a.1.1	Submit National Military Strategy prior to development of Defense Capabilities Guidance	Aug-14	Sep-14	Jan-15	Aug-15	Aug-15	Jul-14	Nov-14	Jan-15	Aug-15		Jul-14	Nov-14	Jan-15	Aug-15	Aug-16	
1.1.a.1.2	Submit Programming Guidance prior to start of programming process	Aug-14	Sep-14	Sep-14	Oct-15	Oct-15	Aug-14	Sep-14	Sep-15	Oct-15		Aug-14	Sep-14	Sep-15	Oct-15	Oct-16	
1.1.a.1.3		25%	40%	60%	80%	100%	25%	40%	60%	80%	100%	25%	40%	60%	80%	100%	
1.1.b	MoI Organisation																
1.1.b.1	Strategy Development Process: MoI capable of developing a strategic guidance that drives resource allocation	Dec-14	Jan-15	Mar-15	Mar-15	Mar-15	Dec-14	Jan-15	Apr-15			Dec-14	Jan-15	Apr-15	Mar-15	Mar-15	
1.1.b.1.1	Submit National Police Plan prior to development of Strategic Programming Guidance	Jul-14	Oct-14	Dec-14	Nov-15	Dec-15	Jul-14	Oct-14	Apr-15	Nov-15		Jul-14	Oct-14	Apr-15	Nov-15	Dec-16	
1.1.b.1.2	Submit Strategic Programming Guidance prior to start of programming process	Dec-14	Jan-15	Mar-15	Mar-16	Mar-17	Dec-14	Jan-15	Apr-15			Dec-14	Jan-15	Apr-15	Mar-16	Mar-17	
1.1.b.1.3		25%	40%	60%	80%	100%	25%	40%	60%	80%	100%	25%	40%	60%	80%	100%	

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Annex H: Example of SFA Campaign Synch Matrix (all POAMs overview)

Annex I: Overview of Report Routing Process

Advisor Report Workflow

6 - RELEASER

Send to:

- 0 - Advisor
- 1 - First Review
- 2 - Second Review
- 3 - Third Review
- 4 - Fourth Review
- 5 - Approval
- 6 - Releaser

Comments

RS HQ SA SUSTAA IAT SEMPLE, Jonathan OF-3 MS (2016-06-29 20:53:41)
Reviewed.

Release Report Send to SFAC

Send

x2
x2
x7
x3 x2x2
x2
x2
x6