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Adapting to improve: the Odyssey of the operational mentoring and liaison teams of the United Kingdom, the Netherlands and Belgium

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Appendix

Appendix 1: List of interviews

BEL List of interviews		
Interview date	Anonymised Function	Nationality
21/07/2020	Belgian commanding officer 25	BEL
09/10/2020	Belgian OMLT mentor 2	BEL
26/10/2020	Belgian OMLT mentor 19	BEL
03/11/2020	Belgian OMLT commanding officer 7	BEL
04/11/2020	Belgian OMLT commanding officer 1	BEL
09/11/2020	Belgian OMLT mentor 29	BEL
10/11/2020	Belgian OMLT mentor 12	BEL
10/11/2020	Belgian OMLT commanding officer 33	BEL
11/11/2020	Belgian OMLT mentor 20	BEL
12/11/2020	Belgian OMLT mentor 27	BEL
19/11/2020	Belgian staff officer plans division 34	BEL
25/11/2020	Belgian commanding officer 11	BEL
26/11/2020	Belgian OMLT mentor 4	BEL
27/11/2020	Belgian OMLT commanding officer 6	BEL
02/12/2020	Belgian OMLT commanding officer 17	BEL
03/12/2020	Belgian OMLT mentor 15	BEL
03/12/2020	Belgian OMLT mentor 26	BEL
09/12/2020	Belgian OMLT commanding officer 24	BEL
16/12/2020	Belgian OMLT mentor 22	BEL
16/12/2020	Belgian OMLT commanding officer 32	BEL
27/12/2020	Belgian OMLT mentor 8	BEL
08/01/2021	Belgian OMLT mentor 3	BEL
11/01/2021	Belgian OMLT mentor 14	BEL
13/01/2021	Belgian OMLT mentor 30	BEL
14/01/2021	German commanding officer 36	GER
18/01/2021	German OMLT mentor 37	GER
19/01/2021	Belgian OMLT mentor 21	BEL
25/01/2021	Belgian OMLT mentor 28	BEL
25/01/2021	Belgian OMLT mentor 9	BEL

25/01/2021	Belgian OMLT commanding officer 10	BEL
25/01/2021	Belgian OMLT mentor 13	BEL
27/01/2021	Belgian OMLT commanding officer 16	BEL
05/02/2021	Belgian OMLT mentor 5	BEL
09/02/2021	Belgian OMLT commanding officer 18	BEL
16/02/2021	Belgian OMLT mentor 23	BEL
26/02/2021	Belgian OMLT mentor 31	BEL
24/06/2022	Belgian staff officer lessons learned 35	BEL

NL List of interviews		
Interview Date	Anonymised Function	Nationality
20/01/2020	Dutch mentor 80	NL
22/01/2020	Dutch BG CO 71	NL
04/03/2020	Dutch INF OMLT CO 73	NL
09/03/2020	Dutch INF OMLT XO 69	NL
12/03/2020	Dutch mentor 31	NL
12/03/2020	Dutch INF OMLT XO 111	NL
20/03/2020	Dutch BG CO 110	NL
30/03/2020	Dutch mentor 11	NL
02/04/2020	Dutch War Photographer 81	NL
02/04/2020	Dutch INF OMLT CO 82	NL
02/04/2020	Dutch OMLT Bde CO 85	NL
06/04/2020	Dutch mentor 33	NL
07/04/2020	Dutch ISTAR 63	NL
07/04/2020	Dutch NCO mentor / instructor 114	NL
08/04/2020	Dutch NCO mentor / instructor 64	NL
12/04/2020	Dutch mentor 113	NL
20/04/2020	Dutch mentor 112	NL
22/04/2020	Dutch INF OMLT CO 82	NL
22/04/2020	Dutch OMLT Bde CO 85	NL
28/04/2020	Dutch mentor 96	NL
29/04/2020	Dutch mentor 23	NL
29/04/2020	Dutch mentor ASG 45	NL

01/05/2020	Dutch NCO mentor / instructor 56	NL
01/05/2020	Dutch journalist 38	NL
04/05/2020	Dutch mentor 35	NL
12/05/2020	Dutch mentor 84	NL
14/05/2020	Dutch INF OMLT XO 46	NL
19/05/2020	Dutch company mentor 61	NL
20/05/2020	Dutch company commander 95	NL
26/05/2020	Dutch mentor ASG 41	NL
26/05/2020	Dutch mentor 77	NL
27/05/2020	Dutch mentor 36	NL
28/05/2020	Dutch mentor 16	NL
28/05/2020	Dutch NCO mentor / instructor 42	NL
03/06/2020	Dutch tactical CO 78	NL
04/06/2020	Dutch mentor 40	NL
04/06/2020	Dutch former member of parliament 132	NL
08/06/2020	Dutch INF OMLT XO 46	NL
10/06/2020	Dutch INF OMLT XO 19	NL
11/06/2020	Dutch mentor 27	NL
12/06/2020	Dutch journalist 70	NL
12/06/2020	Dutch former member of parliament 133	NL
15/06/2020	Dutch tactical CO 75	NL
16/06/2020	Dutch company commander 12	NL
19/06/2020	Dutch NCO mentor / instructor 43	NL
23/06/2020	Dutch company commander 72	NL
24/06/2020	Dutch TFU CO 59	NL
25/06/2020	Dutch NCO mentor / instructor 54	NL
25/06/2020	Dutch NCO mentor / instructor 92	NL
29/06/2020	Dutch Mentor G6 20	NL
06/07/2020	Dutch TFU CO 24	NL
08/07/2020	Dutch TFU CO 98	NL
10/07/2020	Dutch Army commander 134	NL
21/07/2020	Dutch BG CO 110	NL
22/07/2020	Dutch NCO mentor / instructor 52	NL
23/07/2020	Dutch company mentor 83	NL

17/08/2020	Dutch INF OMLT CO 68	NL
18/08/2020	Dutch INF OMLT CO 4	NL
20/08/2020	Dutch CS mentor 51	NL
21/08/2020	Dutch Tactical CO / Advisor 7	NL
26/08/2020	Afghan interpreter 60	AFG
02/09/2020	Dutch OMLT BDE CO 76	NL
03/09/2020	Dutch OMLT mentor 136	NL
07/09/2020	Dutch NCO mentor / instructor 47	NL
08/09/2020	Dutch OMLT BDE CO 1	NL
09/09/2020	Dutch INF OMLT CO 26	NL
16/09/2020	Dutch NCO mentor / instructor 115	NL
17/09/2020	Dutch CSS OMLT CO 30	NL
21/09/2020	Dutch INF OMLT XO 44	NL
22/09/2020	Dutch NCO mentor / instructor 62	NL
23/09/2020	Dutch INF OMLT CO 25	NL
28/09/2020	Dutch CSS mentor 2	NL
01/10/2020	Dutch tactical CO / advisor 37	NL
06/10/2020	Dutch NCO mentor / instructor 9	NL
07/10/2020	Dutch BG CO 89	NL
08/10/2020	Dutch OMLT BDE CO 90	NL
08/10/2020	Dutch OMLT BDE XO 91	NL
14/10/2020	Dutch OMLT BDE XO 22	NL
20/10/2020	Dutch CSS mentor 17	NL
21/10/2020	Dutch NCO mentor / instructor 39	NL
22/10/2020	Dutch CS mentor 29	NL
27/10/2020	Dutch NCO mentor / instructor 49	NL
27/10/2020	Dutch mentor 67	NL
28/10/2020	Dutch mentor / instructor / medic 87	NL
02/11/2020	Dutch company mentor 10	NL
03/11/2020	Dutch mentor S4 65	NL
04/11/2020	Dutch tactical CO / advisor 86	NL
05/11/2020	Dutch OMLT BDE CO 90	NL
05/11/2020	Dutch OMLT BDE XO 91	NL
09/11/2020	Dutch NCO mentor / instructor 5	NL

10/11/2020	Dutch NCO mentor / instructor 21	NL
11/11/2020	Dutch PTLS 3	NL
12/11/2020	Dutch OMLT BDE XO 18	NL
16/11/2020	Dutch instructor 6	NL
17/11/2020	Dutch mentor S6 57	NL
19/11/2020	Dutch company mentor 28	NL
23/11/2020	Dutch company mentor 34	NL
24/11/2020	Dutch operations NCO 8	NL
25/11/2020	Dutch TFU CO 48	NL
26/11/2020	Dutch medic 14	NL
30/11/2020	Dutch Director OPS RNLA HQ 66	NL
30/11/2020	Dutch TFU CO 74	NL
07/12/2020	Dutch NCO mentor / instructor 15	NL
08/12/2020	Dutch senior sergeant mentor 55	NL
09/12/2020	Dutch instructor 13	NL
15/12/2020	Dutch company mentor 79	NL
16/12/2020	Dutch NCO mentor / instructor 58	NL
17/12/2020	Dutch OMLT BDE XO 88	NL
21/12/2020	Dutch mentor S1 32	NL
12/01/2021	Dutch BG CO 103	NL
13/01/2021	Dutch TFU CO 99	NL
25/01/2021	Dutch training officer S3 50	NL
27/01/2021	Dutch OMLT BDE CO 53	NL
02/02/2021	Dutch mentor 137	NL
03/02/2021	Dutch BG CO 104	NL
11/02/2021	Dutch BG CO 108	NL
16/02/2021	Dutch BG CO 106	NL
08/03/2021	Dutch company mentor 83	NL
09/03/2021	Dutch BG CO 109	NL
11/03/2021	Dutch BG CO 102	NL
15/03/2021	Dutch INF OMLT XO 117	NL
23/03/2021	Dutch OMLT BDE XO 129	NL
24/03/2021	Dutch TFU CO 101	NL
25/03/2021	Dutch BG CO 105	NL

01/04/2021	Dutch OMLT BDE CO 123	NL
01/04/2021	Dutch functional specialist 125	NL
06/04/2021	Dutch company mentor 39	NL
06/04/2021	Dutch OCC-P mentor 126	NL
07/04/2021	Dutch INF OMLT XO 119	NL
12/04/2021	Dutch INF OMLT CO 116	NL
12/04/2021	Dutch mentor S4 120	NL
13/04/2021	Dutch company mentor 121	NL
14/04/2021	Dutch mentor 58	NL
20/04/2021	Dutch BG CO 110	NL
21/04/2021	Dutch CS mentor 124	NL
29/04/2021	Dutch Mentor S5 130	NL
29/04/2021	Dutch CSS OMLT XO 131	NL
30/04/2021	Dutch S2 staff officer 93	NL
03/05/2021	Dutch mentor S3 127	NL
06/05/2021	Dutch OCC-P mentor / mentor S5 128	NL
07/05/2021	Dutch Army officer 135	NL
10/05/2021	Dutch NCO mentor / instructor 118	NL
12/05/2021	Dutch NCO mentor / instructor 122	NL
02/06/2021	Dutch BG CO 107	NL
09/06/2021	Dutch recon officer 94	NL
10/06/2021	Dutch CO PRT 97	NL
17/09/2021	Dutch TFU CO 100	NL
03/05/2021	Dutch mentor 138	NL

UK List of interviews		
Interview date	Anonymised Function	Nationality
19/02/2020	UK OMLT mentor 30	UK
11/03/2020	UK OMLT mentor 46	UK
03/07/2020	UK OMLT mentor 24	UK
17/07/2020	UK OMLT mentor 33	UK
12/08/2020	UK OMLT mentor 38	UK
28/08/2020	UK OMLT CO 28	UK

28/08/2020	UK OMLT mentor 48	UK
11/09/2020	UK OMLT CO 1	UK
17/09/2020	UK CO HTF 4	UK
20/09/2020	UK OMLT CO 25	UK
02/10/2020	UK OMLT mentor 41	UK
15/10/2020	UK OMLT mentor 45	UK
27/10/2020	UK OMLT mentor 49	UK
28/10/2020	UK CO HTF 2	UK
28/10/2020	UK CO FDT 3	UK
29/10/2020	UK OMLT mentor 35	UK
04/11/2020	UK OMLT CO 34	UK
09/11/2020	UK civil servant 5	UK
09/11/2020	UK OMLT mentor 29	UK
09/11/2020	UK OMLT mentor 43	UK
13/11/2020	UK OMLT mentor 52	UK
25/11/2020	UK OMLT mentor 44	UK
14/12/2020	UK OMLT mentor 6	UK
15/12/2020	UK CO BAG 7	UK
20/12/2020	UK OMLT mentor 36	UK
23/12/2020	UK OMLT mentor 20	UK
13/01/2021	UK CO BAG 19	UK
13/01/2021	UK OMLT mentor 47	UK
17/01/2021	UK OMLT mentor 21	UK
20/01/2021	UK OMLT mentor 40	UK
21/01/2021	UK OMLT CO 26	UK
26/01/2021	UK OMLT mentor 42	UK
04/02/2021	UK OMLT mentor 31	UK
04/02/2021	UK OMLT mentor 23	UK
04/02/2021	UK OMLT mentor 12	UK
06/02/2021	UK OMLT mentor 27	UK
09/02/2021	UK CO OMLT 16	UK
12/02/2021	UK CO TFH 11	UK
16/02/2021	UK OMLT mentor 32	UK
16/02/2021	UK CO TFH 15	UK

17/02/2021	UK OMLT mentor 8	UK
17/02/2021	UK OMLT mentor 22	UK
18/02/2021	UK CO TFU 14	UK
(19–22)/02/2021	UK OMLT mentor 39	UK
24/02/2021	UK CO TFU 17	UK
24/02/2021	UK civil servant 18	UK
26/02/2021	UK CO TFH 9	UK
28/02/2021	UK OMLT mentor 51	UK
03/03/2021	UK OMLT mentor 50	UK
08/03/2021	UK OMLT mentor 10	UK
23/07/2021	UK OMLT mentor 37	UK
17/12/2021	UK civil servant 13	UK

Appendix 2: List of Questions Used in the Semi-structured Interviews

Dear Sir,

Thank you very much for your willingness to participate in my research. Please find below my initial list of questions I would like to ask you with regard to your deployment as part of an OMLT.

1. Could you describe the preparations for the deployment of (rotation)?
2. How was the OMLT detachment staffed, and was there any particular reason to assign (rotation) to the OMLT task?
3. If present, could you describe the higher-level guidance/mission statement regarding the OMLT / ANA?
4. How was the HOTO going in organised?
5. Could you describe the chain of command with both the OMLT and the ANA. What leverage did you have to incite ANA action?
6. How would you describe your relation with the ANA leadership?
7. Would you consider the ANA an additional combat asset, or more the Afghan face of the operations? How did you rate the quality of the troops? I would be looking for both qualities and deficiencies.
8. How did you utilise the ANA capacity during your rotation? i.e., many small patrols in combination with ground-holding units, bn sized ops/other?
9. How did the OMLT organisation, TTPs and equipment change during the tour?
10. Infantrymen are selected and trained for combat duties. Mentoring and advising is a different trade. From your view as a (position), how would you reflect on the ability of fighting men to mentor and advise a developing army? This question is related to my observations that some mentors go "full T. E. Lawrence," others do not have the ability to scale down on their own professionalism while working with indigenous forces, whilst others seem to find the sweet spot naturally.
11. Would you consider advising/mentoring a specialised task, requiring specialised forces? Is the Specialised Infantry Group (GBR) a proper solution?
12. Did your appreciation and cooperation with the ANA and the OMLT change during your deployment?
13. What advise/HOTO did you pass on to your successor with regards to the OMLT and ANA relations? How was the HOTO organised going out?
14. Considering the development of the Afghan army was considered the exit strategy, what would be your retrospective advise to improve on this effort?

Thank you very much for your consideration,

With kind regards,
Ivor Wiltenburg

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