



**Newsletter**  
**30 May 2012**

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### **From the Director**

You may have noticed in the literature lately that people and leaders are concerned about retaining the lessons of the last ten years of operations in Afghanistan and Iraq. This is an important idea because the US military is concerned above all other entities to learn from mistakes and benefit from best practices – doing this actually saves lives. What then **are** the lessons from the last ten years – and what do we do with them?

Here are a few worth noting from our on-going review of studies, books, and articles and interviews and discussions with practitioners:

- Counterinsurgency theory works when applied as a tactic or operation. It is less clear if the theory is applicable as a national strategy.
- The principles of counterinsurgency are sound, however, strategic planners must be sensitized to the fact that counterinsurgency operations historically last many years and may devolve or evolve to enormously expensive nation-building. National leaders must choose their fights very carefully.
- Counterinsurgency must not be “centric” or focused on anything but warfighting. Population-centric, leader-centric, security-centric – all may restrict commanders from applying all the elements of combat power and critical thinking and problem solving to accomplishing the mission, given the operational environment and desired end-state.
- Special Operations Forces and Conventional Forces combined are necessary to combating irregular or hybrid threats, therefore, we must take steps to integrate and make them more interdependent.

Each of these lessons may find their way into policy, doctrine, training or education in the coming months. Also, The Counterinsurgency Center just concluded an important conference on the revision of FM3-24, *Counterinsurgency* – you can see some of the principal take-aways on the next page. Do you have other ideas? Please comment on the Counterinsurgency Center blog or email us your ideas:

[usarmy.leavenworth.cac.mbx.coin@mail.mil](mailto:usarmy.leavenworth.cac.mbx.coin@mail.mil).

One other important note: we also have to say good bye to a terrific Soldier and Leader -- LTC John Paganini. Through his dynamic leadership and dedication to our Soldiers, a first class counterinsurgency seminar was developed and implemented and the FM 3-24 revision is well underway. We wish John good luck and God speed as he moves on as a student in the Advanced Operational Art Studies Fellowship here at Leavenworth, where again he will have a huge impact on our future Leaders. Thanks John for all you have done for the AIWFC and all the BCTs you and your team have touched.

Thanks for your service.

Dan French (Deputy Director)

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## **COUNTERINSURGENCY**

- **FM 3-24/MCWP 3-33.5 (Counterinsurgency) Revision Conference, 8-11 May.** The Counterinsurgency Center and the USMC's Center for Irregular Warfare hosted a conference on Fort Leavenworth, Kansas to revise the multi-service counterinsurgency manual. The current FM 3-24 remains a relevant doctrinal manual, but after a decade of conflict, both services recognize the opportunity to update the document. The revision is intended to make the manual applicable for insurgencies of every scale, in the future, anywhere in the world. The manual is being revised to specifically address Brigade and Battalion level commanders and staffs, but the fundamentals and principles will apply to nearly any echelon conducting counterinsurgency, to include members of the interagency community. The manual will meet Doctrine 2015 guidelines, so it will focus on enduring tactics and procedures. Techniques for countering insurgencies will be covered in Army Technique manuals and Marine Corps small unit guides.

The conference brought together nearly 250 members of the operational force, the interagency community, academics, and theorists. The conference was designed to generate input for the creation of the Initial Draft of the Revised FM 3-24. The multi-service writing team created a very rough "conference draft" to generate input on the content of the revised manual. The working draft served its purpose – participants provided more than 200 individual input sheets for additions, deletions, or changes to the manual. Further, participants broke into seven working groups which generated 68 in-depth recommendations for improvement to the manual.

The conference identified several important factors for the writing team to immediately address before developing the Initial Draft. The first is the structure of the manual. After much deliberation, conference attendees overwhelmingly recommended to maintain the structure of the current FM 3-24 with some minor modifications. Secondly, the current manual and the "Conference Draft" focused predominantly on large-scale counterinsurgency efforts. The document will have

to be updated to address insurgencies of smaller scale which require fewer resources for US forces to effectively counter the insurgency. The conference participants concluded that while Clear Hold Build is a potential framework for countering insurgencies, it is not the only framework available for US forces. Additionally, Shape and Transition must be added to the Clear-Hold-Build construct to make it an effective tool for Soldiers and Marines.

Next steps: The writing team will consolidate all input from the conference and begin creating the Initial Draft of the Revised FM 3-24. The USMC and Army writing teams will sequester themselves for organizing content and formatting input in early June. The original timeline for release of the Initial Draft was late June, but that timeline may be adjusted to later in July based on the amount of input generated at the conference. For more information, contact the Counterinsurgency Center at [usarmy.leavenworth.cac.mbx.coin@mail.mil](mailto:usarmy.leavenworth.cac.mbx.coin@mail.mil).

- **FM3-24 Revision Timeline:**

8-11 MAY 12	FM 3-24 Revision Conference
18 MAY 12	Input Review and Consolidation
23 MAY 12	In Progress Review to MCCOE
30 MAY	Revision Conference AAR
31 MAY 12	VTC with CIW for In Progress Review
31 MAY 12	Base chapters/Paragraphs to COEs and Centers for Input
31 MAY 12	Table of Contents and Chapter 1 to MCCOE for Review
4-8 JUN	Lockdown II: Format Content and Write Chapters
6 JUN 12	Table of Contents and Chapter 1 to CAC for Review
7 JUN 12	Webcast: Results of the Conference
8 JUN 12	Table of Contents and Chapter 1 to CSA for Review
12 JUN 12	(T) IPR to CAC/MCCDIC
16 JUN 12	NLT Feedback from Centers and COEs
19 JUN 12	Working Copy of Initial Draft to Editors
26 JUN 12	Final Review by CIW/Counterinsurgency Center
30 JUN 12	Initial Draft Distributed for Service Wide Staffing
30 JUL 12	Suspense for Staffing Comments
30 AUG 12	Prepare Final Draft
30 OCT 12	FM 3-24 Final Draft for Army/Marine-wide staffing
DEC 12	Suspense for Staffing Comments
MAR 13	Final Approved Draft/Final Electronic Draft
JUN 13	Signature and Publication

- **Statement from ISAF Commander following NATO Summit in Chicago, 22 May:** Following the conclusion of the ISAF session at the NATO Summit in Chicago, Gen. John R. Allen, commander of the International Security Assistance Force released the following statement: "I am grateful for the

overwhelming commitment from the international community to support Afghanistan through 2014 and beyond. I was proud to join in the NATO Summit in Chicago that sent three unmistakable messages to the world: to the Afghan people: we are committed to your future. To the Region: the international community will not abandon Afghanistan. And to the Taliban: you cannot wait us out.” See full [article here](#) on ISAF homepage.

## **IRREGULAR WARFARE INTEGRATION**

- **Special Operations Forces-Conventional Force Interdependence:** The Special Operations Center of Excellence (SOCoE) is continuing to lead the SOF-CF Integrated Process Team (IPT) to improve operations between SOF and CF units. SOCoE has collected input and gained understanding from IPT members to answer this question: “How does the Army exploit ten years of lessons learned to improve interdependence between special operations forces and conventional forces to better meet Geographic Combatant Commander (GCC) demands?” SOCoE, in coordination with IPT members has developed recommendations and an overarching concept to facilitate those interdependencies. Recommendations are presented to address the domains of doctrine, organization, training, materiel, leader development and education, personnel, and facilities. Next steps: SOCoE is scheduled to brief the Chief of Staff of the Army in early June to gain concurrence and guidance to institutionalize SOF-CF relationships to prevent, shape, win in support of unified land operations.
- **Special Operations as a Warfighting Function.** US Army JFK Special Warfare Center and School USASWCS continues efforts to add Special Operations as a warfighting function. US Army Capabilities Integration Center (ARCIC) has drafted an Integrated Capabilities Development Team Charter to ensure proper representation of all Army disciplines and to develop a Special Operations Functional Concept. After approval of the ICDT charter, USASWCS and ICDT members will draft the concept and begin experimentation and related study efforts to test and refine concept fundamentals, to include the concept of human domain.
- **Irregular Warfare Joint Operating Concept v2.0 Capabilities Based Assessment Gap Solutions Workshop, 1-2 May.** Army IW Fusion Cell participated in USSOCOM J-7/9 and Joint Staff J7 sponsored workshop, McLean, VA. 35 attendees included representation from JS J7, USSOCOM, USASOC, USAF, USN, and USMC. Purpose was to develop solutions to gaps identified by combatant commands and shortfalls identified during previous IW JOC 2.0 workshop (28-29 Feb) and to ensure all remaining identified gaps are appropriately considered and addressed that had not been previously assigned in the IW CBA Campaign Plan. USSOCOM representative, Mr. Jeff Taylor stated that the end-state is to conclude staffing and approval process for DOTMLPF Change Recommendation (DCR) approved by the Vice Chairman, JCS no later

than Sep 2012. The JS J7, with SOCOM J-7/9 will coordinate execution of DCR with the services. Participants conducted solution development of gaps within four focus areas:

- understand complex political, cultural, religious and historical factors
- win the battle of the narrative
- overcome institutional seams to address complex factors of conflict
- enable scalable, integrated and distributed operations

Next steps: JS J7 and SOCOM J7/9 publish draft DCR and brief CBA O-6 Review Group late May.

## **SECURITY FORCE ASSISTANCE**

- **SFA and Army Experimentation** – In support of the TRADOC Commander's FY12 Army 2020 Campaign of Experimentation, the MCBL hosted and facilitated an examination of Joint Operations Phases IV (Stabilize) and V (Enable Civil Authority) utilizing the ISC-B scenario. The event was designed to determine the force design required to conduct Phase IV/V operations, and assess required capabilities, enablers, dependencies, and gaps, given the conditions set during the June GAMOA SIMEX and the July GAMOA Wargame. The 17-19 April Build and Prepare Shaping Experiment was conducted as part of the Army 2020 Campaign of Learning. One of the study objectives is to assess the impact of regionally aligned Corps, Divisions, and Brigades.
- **Building Partner Capacity Capabilities Based Assessment** – Based on comments received in staffing the Functional Solutions Assessment report, the recommended solutions moved forward and IAPD is working with TRADOC Domain Leads to develop the DOTMLPF Integrated Capabilities Recommendation (DICR). IAPD recommended 19 of 269 solutions identified in the FSA Report for inclusion in an initial BPC DICR. IAPD provided an IPR to Dep Dir ARCIC, 16 Mar 2012, followed by a Decision Brief to Dir, ARCIC on 20 Mar 2012. IAPD has conducted a series of DCO sessions per domain in order to fully assess the proposed solutions. The final DCO sessions are scheduled for the beginning of June.

## **STABILITY OPERATIONS**

- **Decade of War Lessons Learned Working Group, Joint Staff J7, 14 May:** PKSOI participated in working group at Joint Base Andrews, MD. Working group provided opportunities to influence the Joint community's effort to capture strategic lessons over the past ten years – and to ensure that lessons related to peacekeeping and stability operations (P/SO) are adequately addressed and solutions developed. Participants included representatives from Combatant Commands, Services, Joint Staff, JSOC, JCISFA, JCOA, CIA, DIA, CCO, CALL,

and others. Results of working group analysis will be utilized in force development efforts and applied across DOTMLPF domains within the services. JS J7 (LTG Flynn) will host quarterly general officer solution review meetings to ensure observations and lessons are institutionalized across the force. Next steps: Joint Center for Operational Analysis (JCOA) briefs results of working group to Chairman Joint Chiefs of Staff Lessons Learned General Officer Steering Committee 14 June.

- **Counterinsurgency Seminars:** PKSOI has provided a unique and important contribution to Counterinsurgency Seminars for deploying brigade combat teams. PKSOI subject matter experts conduct tailored research for unit mission sets that focus on the role of governance, development, economic capacity building systems, justice and rule of law, and counter-corruption. Discussion, dialogue, and Q&A within large and small group settings equips unit leaders and staffs with the background information and knowledge to plan, prepare, execute and assess counterinsurgency and stability tasks in a non-permissive environment. PKSOI subject matter experts, through work as professors at the Army War College, provide up-to-date research and development of doctrine, training, and education products in key stability topics, benefiting BCTs with both operational and strategic perspectives. For PKSOI products, studies, and commentary, see the [PKSOI home-page here](#).
- **Mass Atrocity Prevention and Response Options (MAPRO) working group, 17 May:** PKSOI attended the Office of Secretary of Defense (OSD) working group which focused on review of the draft DoD Action Plan to support the Presidential Study Directive on Mass Atrocities (PSD-10). Deputy Assistant Secretary of Defense will present draft to the Atrocity Prevention Board before formally being staffed within the Pentagon. For more information, [contact PKSOI here](#).

## PUBLICATIONS OF INTEREST

- **Strategic Thinking in an Era of Persistent Conflict, Military Review, May-June 2012:** COL Chad Clark (now retired) and Dr. Rich Kiper authored this essay which looks at the trajectory of counterinsurgency thinking in the first decade of the new millennium. The article questions whether the US military and civilian authorities are applying yesterday's logic or developing a new paradigm and also offers a few thoughts about the future. The authors base their observations on their service at the Army Irregular Warfare Fusion Cell and the Counterinsurgency Center, where they engaged with theorists, educators, and military, civilian, and nongovernmental practitioners from many countries, departments, agencies, and organizations. [See at this link](#).
- **Letters from Abbottabad: Bin Ladin Sidelined? Combating Terrorism Center, USMA:** This report is a study of 17 de-classified documents captured during the Abbottabad raid and released to the Combating Terrorism Center

(CTC). They consist of electronic letters or draft letters, totaling 175 pages in the original Arabic and 197 pages in the English translation. The earliest is dated September 2006 and the latest April 2011. These internal al-Qa`ida communications were authored by several leaders, most prominently Usama bin Ladin. In contrast to his public statements that focused on the injustice of those he believed to be the “enemies” of Muslims, namely corrupt “apostate” Muslim rulers and their Western “overseers,” the focus of Bin Ladin’s private letters is Muslims’ suffering at the hands of his jihadi “brothers”. He is at pain advising them to abort domestic attacks that cause Muslim civilian casualties and focus on the United States, “our desired goal.” Bin Ladin’s frustration with regional jihadi groups and his seeming inability to exercise control over their actions and public statements is the most compelling story to be told on the basis of the 17 declassified documents. “Letters from Abbottabad” is an initial exploration and contextualization of 17 documents that will be the grist for future academic debate and discussion. [Download here.](#)

- **Operational Environment Watch, Foreign Military Studies Office, Apr 12 issue.** For over 25 years, the Foreign Military Studies Office (FMSO) at Fort Leavenworth, Kansas, has conducted open source research on foreign perspectives of defense and security issues, emphasizing those topics that are understudied or unconsidered. FMSO’s Operational Environment Watch provides translated selections and analysis from a diverse range of foreign articles and other media that FMSO analysts and expert contributors believe will give military and security experts an added dimension to their critical thinking about the Operational Environment. [Download here.](#)
- **Afghanistan Order of Battle, Institute for the Study of War, May 2012 edition:** This document describes the composition and placement of U.S. and other Western combat forces in Afghanistan down to battalion level. It includes the following categories of units: maneuver (i.e. infantry, armor, and cavalry) units, which in most cases are responsible for particular districts or provinces; artillery units, including both those acting as provisional maneuver units and those in traditional artillery roles; aviation units, both rotary and fixed-wing; military police units; most types of engineer and explosive ordnance disposal units; and “white” special operations forces, described in general terms. It does not include “black” special operations units or other units such as logistical, transportation, medical, and intelligence units or Provincial Reconstruction Teams. [Download here.](#)

## **STRATCOM & OUTREACH**

- **Experts Meet to Discuss COIN Manual Revision, Bill Ackerly, Mission Command Center of Excellence:** “Our intent with the conference was to seek a broad range of perspectives by bringing together a very diverse and experienced group of practitioners, academicians and theorists for a rich, full and rigorous

dialogue about counterinsurgency,” said Lt. Gen. David G. Perkins, commander of the U.S. Army Combined Arms Center and Fort Leavenworth. “We know it takes a very broad effort to ensure a level of success in counterinsurgency. The input from this conference will inform us about how to man, equip and train the Army to deal with counterinsurgencies now and in the future.” Read the full story at [Fort Leavenworth Lamp.com](http://FortLeavenworthLamp.com), [here](#).

### **Irregular Warfare Community Events**

<b>30 May-1 June</b>	<a href="#">3<sup>rd</sup> Annual Irregular Warfare Summit</a> , IDGA, Washington D.C.
<b>7 June</b>	<a href="#">Counterinsurgency Center Webcast</a> , Results of FM3-24 Revision Conference, 1100CDT
<b>5-7 June</b>	<a href="#">Models of Defense Governance</a> , CSRS, Monterey, California,
<b>11 June</b>	<a href="#">International Security in an Age of Austerity</a> , Strategic Studies Institute, Kingston, Ontario, Canada
<b>13 June</b>	<a href="#">CNAS Annual Conference</a> , Wash DC
<b>26-27 June</b>	<a href="#">Center on Irregular Warfare and Armed Groups Symposium</a> , Naval War College, Newport, RI
<b>28 June</b>	<a href="#">IWfF Senior Mentor Symposium #16 Webcast</a> , 0900 EDT
<b>29 June</b>	<a href="#">HWfF Symposium Webcast</a> , HBCT Warfighters' Forum, 0930 CDT
<b>20 Sep</b>	<a href="#">20th Annual Terrorism Trends &amp; Forecasts Symposium</a> , Int'l Ass'n of Counterterrorism and Security Professionals, Mahwah, NJ

Questions or Comments - contact us at:  
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