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Out of Afghanistan!

“In recent years the Army has deliberately focused training on counterinsurgency and stability operations to support requirements in Iraq and Afghanistan. We will build upon that expertise while transitioning to a more versatile Army, with operationally adaptable land forces that will take on a broader range of missions in support of the national defense strategy.”¹ As the Army transitions out of Afghanistan, will our ability to conduct COIN and Stability Operation transition out of the Army? What is the right balance for development and integration of DOTMLPF solutions for traditional and irregular warfare for the Army to accomplish what is stated in ADP1² and the 2013 Army Posture Statement?



To be specific, I don’t mean that AIWFC is cracking the code on force structure – there are probably buildings full of analysts working that issue. We are working on institutionalizing IW in the Army. In accordance with DoD Directive 3000.07, AIWFC is developing doctrine, training, and leader education, and developing standards (both Army and Joint) for conventional force IW-relevant training and readiness for individuals and units.³ The IW doctrine must be current, it must be right, and units must have current and applicable training, leader development and education materials and standards available to conduct IW home station training and prepare for CTC rotations. Lastly, and most importantly, when directed, units deploy to foreign countries to conduct irregular operations.

To understand the problem more fully, we have written a monograph to capture the history and present situation of IW in the Army. I invite you to review one portion of it that documents how IW is mentioned by senior Army and Defense personnel and in official papers and guidance. We will continue to study and make available the results of our research, in order to get your opinion. Read it [here](#) (CAC enabled).

Finally, we are working towards ensuring that a permanent entity in the Army will be responsible as an advocate or proponent for irregular warfare. USASOC is the SOF advocate and always will be. Who is the advocate for how conventional forces prepare for IW?

What do you think?

COL Nestor Sadler

¹ Army Posture Statement, 23 April 2013, p10.

² ADP 1, The Army, November 2012 – “We remain ready for missions spanning regular and irregular warfare.”

³ DoDD 3000.07 Irregular Warfare, 1 December 2008, p 10.

AIWFC is re-focusing its IW education efforts on units deploying to OEF. For the next six months, the AIWFC public webcast program is on hold. AIWFC is conducting seminars that are web-based and available to units and personnel with access to DoD classified media. See page 2 for more information.

Special points of interest:

- Irregular Warfare is the most prevalent form of warfare.
- IW is not the sole domain of Special Operations Forces, but also must be conducted by Conventional Forces
- What is the right balance of training and education between conventional and IW?

Irregular Warfare Seminars for Deploying Units

The Army IW Fusion Center has conducted IW/COIN seminars for deploying units since 2011 supporting the COMISAF directive for units to attain proficiency in 53 mandated counterinsurgency training tasks. AIWFC will begin also offering seminars via a web-based medium to maximize dollar, time and people resources and provide more flexibility for units to meet the many pre-deployment requirements in a compressed time-frame.

IW Seminars are available for deploying units on-line using DCO-S and VTC.

Seminars will be structured around a series of one-hour topics relevant to units deploying to Afghanistan. Each presentation will be conducted by subject matter experts and recorded and available to units and personnel after the original broadcast. **Topics for presentation include** Transition (Tactical Infrastructure (T/I) Turn In – FOB/ COP closure); ISAF Joint Command Campaign Plan; IJC Intelligence Update; Partnering/Risk Taking; Afghanistan Elections and Beyond (presented by the US Embassy); Enablers and Asset access during draw down; ISAF,IJC, RC Command and Control Re-structure; and Interagency availability during drawdown.

See back page for the current schedule. As updates occur, go to the AIWFC AKO portal (CAC enabled) and click the Seminar folder. AIWFC AKO Link: <https://www.us.army.mil/suite/files/40235241>

Web-Based Seminar—IJC Campaign Plan, 30 May

AIWFC hosted a web-based seminar for OEF-Afghanistan deploying units to assist them in pre-deployment preparation. The topic of the seminar was the ISAF Joint Command Campaign Plan and was presented by the IJC CJ5 Future Plans Chief, COL Brian Luke and staff and consisted of two briefings: the Unified Implementation Plan (UIP) Inteqal; and OPLAN 1392 OQAB (both classified). The UIP is the IJC “supporting” plan for OPLAN 1392 – the “supported” plan. The UIP is the coalition view (for IJC units) and OPLAN 1392 is the ANSF view (for ANA and Afghan Police units). The two plans are synchronized and are operational level plans, which are both nested with ISAF and GIROA strategic plans and documents.

This Seminar was recorded on DCO and is available anytime for viewing

The overarching theme for the UIP is that Security Force Assistance is the critical concept to increasing ANSF capacity and capabilities and ANSF assumption of lead security responsibility. Inteqal is the Dari and Pashtu word for transition. The UIP provides the guidance and framework for coalition forces to transition responsibility to ANSF. One notable concept is with new terminology. Coalition units were previously often referred to as “Battle Space Owners” or BSOs. A new term is now Area of Operations Commander (AOC). This term will apply almost exclusively to ANSF units, reflecting their transition and acceptance of lead responsibility for security and land management within defined military, district, and provincial boundaries. An AOSC is the designated Coalition Commander within defined ISAF boundaries who is responsible for coordinating support forces to the AOC in order to train, advise and assist.

OPLAN 1392 OQAB is an Afghan plan and is in execution now, since it provides guidance for this fighting season (1392 is the Afghan year and OQAB is Dari for eagle). OPLAN 1392 is an Afghan inter-ministerial plan and was developed jointly by the Ministries of Defence and Interior and other Afghan government entities. This plan was an “Afghan in the lead” plan, as opposed to previous plans which were guided or influenced more strongly by coalition forces. The key concept for OPLAN 1392 is “Police in the Lead.”

For more information about this briefing, to include URLs for downloading briefing products and accessing the live recording, contact the AIWFC by email at usarmy.leavenworth.cac.mbx.coin@mail.mil

To view recorded Seminars, users must first establish an account with DCO. Establish a DCO account on NIPR using this link: <https://www.dco.dod.mil/>

The AIWFC Seminar schedule is available on AKO (NIPR) here: <https://www.us.army.mil/suite/files/40235241>.

Counter Corruption Education and Training

Corruption in foreign governments is an aspect of the operating environment which intervening forces (US military) must understand in order to effectively plan and execute stability, security force assistance, security cooperation, and counterinsurgency operations.

According to Transparency International, a leading organization dedicated to countering corruption worldwide, a common finding is that intervention forces (like the UK and US) do not have a good grasp of how corruption impacts operations in the destination country. Anti-Corruption is not their role, but there needs to be a better appreciation of the many ways in which corruption subverts the intentions of the mission. Military forces are not usually trained for this nor is it much reflected in their doctrine. (See more here: <http://www.transparency.org/>).

The PKSOI developed a counter corruption training and education program as a result of an operational needs statement from a combatant commander to aid units deploying to OEF-Afghanistan. The program is available on Army Training Network and includes a complete lesson plan, slide packages, readings, case studies and references. The goal of the program is to develop the knowledge, skills and abilities of leaders at all levels to understand and identify corruption, how to effectively coordinate actions to counter corruption, and how to assess effectiveness as part of the overall operational effort to defeat the insurgency. This applies to all levels of civilian and military action, from the local to national levels.

The major lessons of the package are: Governance, Legitimacy and Corruption in Afghanistan; Operational Efforts to Build Legitimacy While Reducing Corruption; and Building Effective Teamwork in Counter-Corruption.

To access the program, see this link: https://atn.army.mil/dsp_template.aspx?dplID=143.



"Intervention forces do not have a good grasp of how corruption impacts operations in the destination country."

Web-Based Seminar—Transition from Afghanistan, 23 May

AIWFC hosted a web-based seminar for OEF-Afghanistan deploying units to assist them in pre-deployment preparation. The topic of the seminar was Transition – Tactical Infrastructure Drawdown and Equipment Retrograde and was presented by the Deputy Commanding General, 1st Theater Sustainment Command, BG Steven Shapiro and staff. The purpose of the briefing was to introduce deploying units to the retrograde process and key unit responsibilities in reducing COPs, FOBs and other infrastructure and responsibilities in retrograding equipment, containers, and materiel. There were 37 participating stations.

An important unit implication was that Battle Space Owners are responsible for all property (to include containers and contents), not merely unit owned property. Additionally, units must identify materiel to be scrapped or de-milled and then destroy or demil as far forward as possible.

Specific topics covered were: unit actions to document and move materiel to the nearest Redistribution Property Assistance Team (RPAT) yard; Theater Provided Equipment (TPE) disposition and turn-in procedures; typical base drawdown scenarios; container inventory and drawdown management; and operational contract support drawdown. 1st TSC staff answered questions from units and then provided the [USFOR-A Base Closure Drawdown SOP](#), available for units by request.

For more information about this briefing, to include URLs for downloading briefing products and accessing the live recording, contact the AIWC by email at usarmy.leavenworth.cac.mbx.coin@mail.mil

To view recorded Seminars, users must first establish an account with DCO, then use links (listed above). Establish a DCO account on NIPR using this link: <https://www.dco.dod.mil/>

This Seminar was recorded on DCO and is available anytime for viewing

Marine Corps Security Cooperation Planner's Course

The mission of the Marine Corps Security Cooperation Group (MCSCG) is to execute and enable Security Cooperation (SC) Programs, training, planning, and activities in order to ensure unity of effort in support of USMC and regional Marine Component Command (MARFOR) objectives and in coordination with operating forces and Marine Air-Ground Task Forces.

The Group conducts a course for future Security Cooperation planners. According to Marine Corps Lt. Col. Robert Hunter, an MCSCG representative: "What we're teaching them are the fundamentals of security cooperation, particularly the legal authorities and the funding sources available to conduct exercises, events and programs with foreign security forces. We

teach them how to prioritize and assess foreign forces and how to plan engagements to build their capabilities in support of U.S. interests."

The MCSCG lines of effort include:

1. Security Cooperation Coordination
2. Training for Security Cooperation forces
3. Source Security Cooperation forces
4. Security Cooperation planning support for regional MARFORs
5. Education for Security Cooperation personnel
6. Management of International Programs for Training & Education

See the MCSCG site for more info [here](#).

Quote

"We must embrace the concept of nation building" because there is no "comprehensive overview of what each military and interagency partner should contribute in conflicts. Like it or not, until further notice the U.S. Government has decided that the military largely owns the job of nation-building."

LTG Peter W. Chiarelli and MAJ Peter M. Smith, "Learning From Our Modern Wars: The Imperatives of Preparing for a Dangerous Future," *Military Review* 87 (September - October 2007): 3, 5, 6.

What do you think of this quote? Was LTG Chiarelli embracing the concept, or merely stating the fact that the USG decided on the concept and that the military (then) had to get moving with it?

Send us an email at usarmy.leavenworth.cac.mbx.coin@mail.mil

Army Security Cooperation Planner's Course

The U.S. Army Security Cooperation Planners' Course (ASCPC) trains Army security cooperation planners and program managers to conduct detailed, long-term, security cooperation planning in support of Geographic Combatant Command objectives. The ASCPC consists of on-line prerequisite training through the Security Cooperation Familiarization Course, a pre-test, required readings, presentations, small group discussions, panels, and practical exercises focused on applying Joint and Army planning doctrine to country security cooperation planning. Required readings include DoD and Army security cooperation policy, methodologies, and doctrine. Classroom presentations are provided by subject matter experts from Headquarters, Department of the Army; the U.S. Army Peacekeeping and Stability Operations Institute; the Office of the Secretary of Defense; and the Department of State. Small group discussions that examine professional security cooperation papers and articles expand on classroom presentations to encourage students to examine the complexities of security cooperation issues in detail. Presentations and panels consisting of representatives from Theater Armies and Joint, Interagency, Intergovernmental, and Multinational (JIIM) organizations supplement instruction by familiarizing students with their organizations, lessons learned and best practices in planning and executing international engagement activities. The focal point for the ASCPC is a practical exercise in which each small group develops a Theater Army Country Support Plan, to include applying Army Design Methodology, conducting a mission analysis, developing a plan, establishing assessment criteria, and determining the resources required to execute the plan. For more information, contact PKSOI here: usarmy.carlisle.awc.list.pksoi-operations@mail.mil.

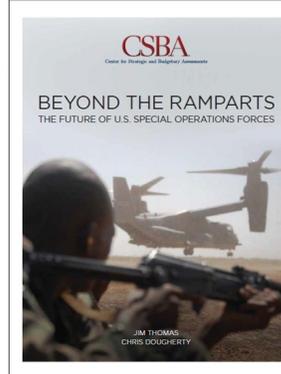
U.S. Army Security Cooperation Planners' Course Course # 03-2013 Student Handbook



Headquarters, Department of the Army
Deputy Chief of Staff, G-3/5/7
Strategy, Plans and Policy Directorate
22-26 April 2013

Special Operations Forces Study Just Released

“From the crucible of more than a decade of continuous combat operations, Special Operations Forces (SOF) have emerged as one of the most cost-effective weapons systems in the U.S. military arsenal and a major source of strategic advantage for the nation. This report explores how the United States might capitalize on and extend this strategic advantage well into the future. As America winds down combat operations in Iraq and Afghanistan, a confluence of challenges both domestic and foreign drives the need to reexamine U.S. strategy and, along with it, the fundamental purposes of the Armed Forces, including SOF. The United States’ precarious fiscal situation



Center for Strategic and Budgetary Assessments

will undoubtedly lead to tighter defense spending in the coming years. As resources contract, however, the number of national security problems facing the nation is increasing. These include rising volatility in the Middle East, the spread of violent extremism to Africa, nuclear proliferation and the threat of mass-casualty terrorism, the diffusion of advanced military technologies, the return of great-power competitions, and the resurgence of proxy wars.”

Download the study here at CSBA: [http://](http://www.csbaonline.org/publications/2013/05/beyond-the-ramparts-the-future-of-u-s-special-operations-forces/)

www.csbaonline.org/publications/2013/05/beyond-the-ramparts-the-future-of-u-s-special-operations-forces/

We're on the Web!
[http://
usacac.army.mil/
cac2/AIWFC/](http://usacac.army.mil/cac2/AIWFC/)



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Irregular Warfare Community Events

- 7-8 Jun** [Land Warfare Conference](#), RUSI, London
- 13 Jun** IW Fusion Ctr Web-Seminar, Intel Update, ISAF Joint Command CJ2, DCO-S
- 26-27 Jun** Irregular Warfare Symposium, Afghanistan and Beyond, US Navy Center for Irregular Warfare and Armed Groups, Newport, RI
- 27 Jun** [Infantry Warfighter Forum Senior Mentor Symposium](#), 0900EST, includes RC East Assessment by MG McConville (CDR, 101st ABN DIV (AASLT), DCO-S
- 11 Jul (t)** IW Fusion Ctr Web-Seminar, Partnering, Risk Taking, 1/3SFAB, DCO-S
- 25 Jul (t)** IW Fusion Ctr Web-Seminar, Elections and Beyond in Afg, US Embassy, DCO-S
- 8 Aug (t)** IW Fusion Ctr Web-Seminar, Enablers/Asset Access During Drawdown, ISAF Joint Cmd J3/5/7, DCO-S
- 22 Aug (t)** IW Fusion Ctr Web-Seminar, C2 Restructure, ISAF Joint Cmd J3/5/7, DCO-S
- 5 Sep (t)** IW Fusion Ctr Web-Seminar, Interagency During Drawdown, State Dept, DCO-S
- 25 Oct** [20th Annual Terrorism Trends & Forecasts Symposium](#), IACSP, Mahwah, NJ

Updates to the AIWFC Web-Seminar Schedule are on the AIWFC AKO here: <https://www.us.army.mil/suite/files/40235241>

Contact the AIWC staff to obtain links for the IW Center Seminars at usarmy.leavenworth.cac.mbx.coin@mail.mil.