



AIWFC

Army Irregular Warfare Fusion Cell

Newsletter
20 December 2011

From the Director

One significant line of effort that the Counterinsurgency Center executes is the conduct of counterinsurgency seminars for deploying, ground-holding BCTs. A key task for the instructor cadre is to “center” the BCT leaders with counterinsurgency doctrine and when appropriate, share knowledge on application of doctrine -- learned from past and on-going operations. If there is one thing that is clear from the seminars provided to date: it is that everyone seems to have their own idea of what counterinsurgency is. In other words, ten people queried will each have a different definition of counterinsurgency. I believe an important take-away for Army leaders is that all training and education for the complex war we are fighting must begin with the doctrinal foundations of counterinsurgency. This helps ensure that as commanders deviate from doctrine due to operational imperatives, subordinate personnel understand the start-point and the reasons for the deviation. This shared understanding assists immensely in executing the commander’s intent. What do you think?

Thanks for your service.

Colonel Chadwick W. Clark

STABILITY OPERATIONS

- **17th Annual Conference of the International Association of Peace Training Centers (IAPTC), 14-18 Nov:** The US Army War College and the Peace Keeping and Stability Operations Institute (PKSOI) hosted the conference last month at Carlisle Barracks, PA. This is the first time in IAPTC history that the US has hosted the annual conference. IAPTC members come from all regions of the world and represent a multifunctional base consisting of military, police, civilians, and educators in the ranks of Ambassador on the civilian side to Lieutenant General and below for the military. This year’s conference had over 180 participants representing 42 different countries and 129 different organizations. The annual conference is the primary means by which the IAPTC accomplishes its mission to promote a better understanding of peacekeeping goals, objectives, and training methodologies. Many in today’s Army have questioned the value of

peacekeeping operations and whether the US should be involved in them. By now, most of those same people understand how stability operations is an inextricable part of unified land operations as described in ADP 3-0. What they may not understand is the tremendous overlap between the tasks of building capacity, peacekeeping and stability operations. The Army Service Component Commands (ASCCs) absolutely understand this overlap and the crucial opportunities that peacekeeping provides for their respective mil-to-mil engagements. This year's IAPTC Conference provided some truly unique engagement opportunities as illustrated by the participation of five delegates from the People's Republic of China and two from the Indian Army.

The Asymmetric Warfare Group (AWG) embraced the IAPTC forum to meet with members of nations where the Army's first Regionally Aligned Brigade (RAB) will conduct security cooperation missions with partner nations. These linkages will help the AWG to better understand the environment and will help AWG to develop relevant and focused pre-deployment RAB training. AWG, PKSOI and other US military IAPTC participants are consequently positioned to assist Regionally Aligned Forces prepare for and conduct security cooperation missions based on relationships developed long before operational forces deploy in support of a Theater Security Cooperation Plan. The conference also facilitated geographic combatant commands in coordinating with their nations. GEN Ham commented that given the African representation in the IAPTC, it was important that PKSOI had become the President of the Council. The IAPTC Conference is just one forum where we can work with international partners to build capacity.

IRREGULAR WARFARE INTEGRATION

- **Village Stability Operations/Afghan Local Police Video Series:** Earlier issues of this newsletter have each described the on-going efforts by both SOF and GPF units to connect the lowest level of "governance" in Afghanistan, or the village, with the nearest established official face of governance, GIRoA, usually found at the district. This program, which is fundamentally integrated with both Afghan Security Forces and GIRoA civil government, is an important tactic to defeat insurgent causes and activities. See the latest training video on VSO/ALP on [Army Training Network](#) and tell us what you think.
- **Asymmetric Warfare Group joins TRADOC:** AWG recently realigned under Training and Doctrine Command in order to better support Army forces in the field and institutionally. AWG provides observation, analysis, training and advisory support to Army and Joint Force unit's in order to enhance their capabilities to predict, mitigate, counter, and defeat asymmetric threats and methods. The AWG is designed to improve the asymmetric warfare capabilities of the U. S. Army at the operational and tactical levels throughout the full spectrum of conflict. AWG enhances the capabilities of U.S. units by making them faster and more adept at identifying and attacking enemy vulnerabilities, and by preparing them for a broader spectrum of threats. AWG is a subordinate

organization of Mission Command Center of Excellence, Combined Arms Center. Look for AWG products on [AWG Net here](#).

- **International Center for Religion and Diplomacy (ICRD).** The United States is in a serious dilemma according to ICRD: it is battling asymmetric challenges that have a significant religious component, but it (the U.S. government) binds itself irrationally due to over-emphasis on separation of church and state. Further, many US leaders (govt and non-govt) avoid religious issues or the religious dimension of conflict for fear of being accused of favoring one religion or another. ICRD has made substantial progress in conducting ***faith based diplomacy*** with many seemingly irreconcilable groups. ICRD has worked substantially with many such groups and report changing mindsets of large groups of Pakistan madrassa leaders, from that of hostility to America (and the West), to that of understanding and a mindset towards peace. ICRD has an extensive program to help reform madrassas in Pakistan, to include a Pakistan university education program for faith based solutions. ICRD has engaged 2900 Islamic leaders from 1600 madrassas. This program is having success, according to ICRD. ICRD work points towards a rational approach to addressing the religious component of conflict. For more information on ICRD, see <http://www.icrd.org/>.

COUNTERINSURGENCY

- **FM 3-24 (Counterinsurgency) Revision.** The Counterinsurgency Center is continuing with the revision process of Army Field Manual 3-24, Counterinsurgency. The revision will adapt applicable lessons from Afghanistan, Iraq, the Philippines and other counterinsurgency and irregular conflicts globally to inform the writing team and contributing agencies and stakeholders. The Counterinsurgency Center will conduct a number of webcasts open to the public throughout the process to gain insight on key issues such as the value of “centrism” (population centric vs enemy centric, etc), key definitions, and force ratios. The Writing Team is also publishing issue papers for discussion among senior officers, practitioners, and theorists. Additionally, the Counterinsurgency Center is planning a revision conference in late April at Fort Leavenworth and anticipates publishing the initial draft of the revision in mid-May of 2012. The Writing Team would like your input. [Download a copy of the questionnaire here](#) and submit your ideas to coin@conus.army.mil.
- **Counterinsurgency Knowledge Assessment Tool:** The Counterinsurgency Center made available the counterinsurgency assessment tool to help leaders determine the level of knowledge of their soldiers about counterinsurgency. The tool is comprised of fundamental counterinsurgency questions (with answers and doctrinal references) to gauge basic counterinsurgency understanding. The questions can be used in a variety of ways by small unit leaders or senior officers and NCOs. The tool can serve as a jumping off point for leaders. It is generic, so commanders can modify it to fit the specific area to which a unit may be deployed

and the specific mission assigned to the unit. [Download a copy here](#) on the Counterinsurgency Center public website or on the [Army Training Network](#).

- **Counterinsurgency Lessons Learned Collection:** The Counterinsurgency Center completed its first collection of counterinsurgency lessons-learned, which reflect ground force experience in Iraq and Afghanistan. The purpose of the collection is to aid units and leaders in gaining understanding of previous unit experience to assist in pre-deployment training and for consideration during operational design and mission planning. The collection is arranged and hyper-linked to broad counterinsurgency topics and lines of effort units are familiar with. The Counterinsurgency Center analysis team would like your input. If you have lessons or techniques that will help other units, send them to coin@conus.army.mil. [Download a copy here](#) from the Counterinsurgency Center public website or on [Army Training Network](#).
- **Counter Insurgency Online course on Joint Knowledge Online:** JKO offers an online course that highlights fundamentals of counterinsurgency, insurgencies, approaches, principles, unity of effort and other key ideas for the counterinsurgent. According to JKO the course is for Joint Force Commanders and Staff to provide an overview of the joint doctrine governing the activities and performance of the Armed Forces of the United States in counterinsurgency operations and provide the doctrinal basis for interagency coordination and for US military involvement in multinational counterinsurgency operations. The course uses JP3-24 (Counterinsurgency) and the US Government Counterinsurgency Guide for doctrinal bases. Course layout includes use of graphics, photos, and lists of key ideas for the student to consider. Students are limited to listening to each lesson on audio, which has a very distinct mechanical tone. Course also features knowledge checks to ensure understanding throughout and concludes with a post-test. JKO also offers a counterinsurgency knowledge assessment tool on the same site. From the JKO site ([here](#)), type in COIN or Counter Insurgency in the Joint Search bar and then enroll and launch to begin. Reserve 2-3 hours to complete.

SECURITY FORCE ASSISTANCE

- **Building Partner Capacity (BPC):** ARCIC, International Army Program Directorate (IAPD) conducted the Functional Solutions Assessment working group, 7-10 Nov (the final working group conference in the CBA process). ARCIC is now conducting additional analysis to prioritize the best solution approach based on metrics, identify “high value” solutions, and develop recommended COAs for solution approaches. After this additional analysis, ARCIC will complete the FSA Report. For more information, see the [BPC AKO website here](#).
- **Army Support for Security Cooperation.** The Army SFA Proponent Office completed the author’s draft of Chapter 4 (Execution) for the new FM 3-30 Army

Support for Security Cooperation. The Combined Arms Doctrine Directorate released the first draft for comment on 6 December. The Execution chapter focuses on defining the six security cooperation tasks and the process on using these tasks which is based on the idea of “Do it for them; Do it with them; and then let them do it.” The tasks are Assist, Equip, Train, Advise, Assess and Conduct Military Engagement. This work seeks to integrate traditional SOF functions (of foreign internal defense) with GPF capabilities (as seen with Security Force Assistance). USASOC as well as CAC and other Army entities are jointly contributing to this manual.

- **SFA Proponent Participates in International Association of Peace Training Centre’s Conference, 14-18 Nov.** Another benefit to the AIWFC (besides the one mentioned above) was to connect to world-wide trainers who specialize in peace keeping training. One of the many requirements for training peace keepers is to develop advanced personal and communications skills which is also an identified skill needed for SFA advisors. The U. S. delegation to the United Nations has a two week course which develops these skills and the SFA office will work to study this courseware and its potential use for Army forces.

PUBLICATIONS OF INTEREST

- **BCT/PRT Unity of Effort Reference Guide, Sep 11:** Center for Army Lessons Learned and Peacekeeping and Stability Operations Institute published this guide to help BCT and PRT leaders and staffs (civilian and military) establish “unity of effort” among their organizations at the very outset of operations in theater. This is not a “how-to” manual. It is designed to provide BCT and PRT leaders and staffs a set of tools, approaches, and observations — gathered from recently deployed personnel — which, if properly coordinated, communicated, and planned for during BCT/PRT “Road to War” training, will help improve conditions for “unity of effort.” [Download a copy here.](#)
- **Counterinsurgency after Afghanistan: A Concept in Crisis**, by David Ucko (article). Counterinsurgency theory, once celebrated as having pulled Iraq back from the brink, is now in crisis due to its record in Afghanistan, according to the author. Considering both the contribution of counterinsurgency theory to military thinking and its limitations as a concept, it remains valuable, even if the term “counterinsurgency theory” once again is cast aside. The theory provides not a strategy or campaign plan but rather a collection of insights and principles. The value of the theory depends on what is expected from it. Careful study and research are needed to determine how best to apply this theory to future operations, and it is fair to say that it is better at raising the right questions than in providing the answers. [Read the entire article here in Prism.](#) Dr. David H. Ucko is an assistant Professor in the college of international Security affairs at the National Defense University.

- **Counterinsurgency Vocabulary and Strategic Success** by James T. Snyder (article). Western governments and militaries lack a basic vocabulary to articulate counterinsurgency strategy, process, and success to their publics. The domestic public is a strategic battleground in counterinsurgency, and Western governments must fight for support at home as well as abroad. Snyder offers a new approach to communicating counterinsurgency to Western publics which has the added benefit of being more open, transparent, and honest with citizens. [See full article in Military Review here.](#)
- **Security Force Assistance in Africa: The Case for Regionally Aligned BCTs** by LTC(ret) Michael Hartmayer (article). Hartmayer writes that a modular brigade combat team (BCT) missioned to conduct security force assistance will go a long way in conducting capacity-building activities at the tactical and operational levels for African land forces. Modular "SFA brigades" would report to the ASCC commander task organized, augmented with specialists and possessing a prescribed level of regional expertise. [See full article here in AUSA Magazine.](#)

STRATCOM & OUTREACH

- **Counterinsurgency Center Webcast, Developing Governance and Countering Corruption in Afghanistan, 15 Dec.** The Counterinsurgency Center hosted Dr. Jim Embrey of the Peacekeeping and Stability Operations Institute. Professor Embrey conducts a number of courses at the US Army War College that focus on stability operations in counterinsurgency and the interrelationship of effective policy, strategy and operational efforts in Afghanistan. He also provides instruction for the Counterinsurgency Seminar program that prepares units for deployment. His presentation focused on the challenges of developing effective, legitimate governance in Afghanistan, and the strategy and operational approaches being utilized to neutralize and defeat corruption as the main adversary to GIRoA governance development. For webcast products, to include slides, minutes, chat log, attendee list and link to the presentation, go to the Counterinsurgency Website ([Webcasts tab](#)) [here.](#)
- **Counterinsurgency Center Webcast, Words Matter: Re-imagining Irregular Warfare, 22 Nov.** The Counterinsurgency Center hosted Mr. David Gayvert for a webcast in which he discussed his article from August 2011 in Small Wars Journal. In the presentation, Mr. Gayvert examined the current doctrinal framing of Irregular Warfare. This framework he believes is incorrect from a historic and conceptual viewpoint and must be reexamined for decision-makers at all levels. He suggested a systems-oriented perspective, centered upon understanding and similar to the Army's Operational Design concept found in FM 5-0. He argued that what is now referred to as "irregular threats" and the capabilities necessary to respond to them are not fundamentally different from what is found in conventional or traditional thinking about warfare. For webcast products, to

include slides, minutes, chat log, attendee list and link to the presentation, go to the Counterinsurgency Website ([Webcasts tab](#)) [here](#).

- **FM3-24 Revision Webcast, 3 Nov:** LTC John Paganini, Director of the Counterinsurgency Center hosted a public webcast on the revision of FM 3-24, Counterinsurgency. The purpose of the webcast was to create a common understanding of this revision, how the process would occur, and how to provide input/recommendations to the process. LTC Paganini described the importance of the revision and that this effort was not a re-write (not starting from scratch). The webcast included an overview of Doctrine 2015, the Army's process for doctrinal literature, and also covered how the Counterinsurgency Center wanted input from a wide range of counterinsurgency experts, including those outside the Army. The Counterinsurgency Center has built a web location on FM3-24 Revision ([here](#)), which features milestones for completion of the project, a questionnaire for those desiring to provide input on the revision, and a blog to dialogue about specific aspects of the manual. See the webcast in its entirety and the slides and summary [here](#).
- **Heavy Warfighter Forum now "HeavyNet."** HWfF has created a new name, look and feel for the HBCT Warfighter's forum. "HeavyNet" has been redesigned so users experience ease of navigation; improved organization and structure of information to include announcements, symposia, news, and Post Combat Leader Interviews. There are also A to Z links that may interest the HBCT Community of Purpose and direct access to all active and National Guard HBCT websites. "HeavyNet" can be found at, <https://heavynet.forscom.army.mil/sites/hwff>.

Irregular Warfare Community Events

12-14 December	Special Operations Summit, IDGA, Tampa, FL
5 January	Counterinsurgency Center Webcast, 1000 CST, FM3-24 Revision, Issue Discussion, Defense Connect Online
12 January	Counterinsurgency Center Webcast, 1000 CST, Economic Development - Afg, Mr. Rick Coplen, Defense Connect Online
8-20 January	Managing the Challenges of Modern Integrated Missions, Center for Civil Military Relations, Wash DC, New York
10-12 April	XXIII U.S. Army War College Annual Strategy Conference, Carlisle, PA

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