



AIWFC

Army Irregular Warfare Fusion Center

Newsletter
28 September 2012

From the Director

To meet Army operational and strategic IW requirements, AIWFC has aligned existing resources to best accomplish its mission and ensure maximum effectiveness and efficiency. AIWFC has adapted to the realities of the operational environment and is working across the Army and JIIM community to assist in ensuring that the doctrine, training, and leader development needs for irregular warfare are achieved. AIWFC collaborates with DA G3/5/7 (DAMO-SSO) to ensure compatibility of ideas and actions with Army policy and programs.

We are aligning the Counterinsurgency Center with AIWFC to best accomplish mission requirements of both organizations. The COIN Center was created in 2006 by the then CAC Commander LTG Petraeus in conjunction with the USMC Deputy Commandant, LTG Mattis. Without getting into the internal specifics, AIWFC is now better able to integrate COIN, SO and the other functions of IW within the Army.

Executing the requirements of DODD 3000.07 (Dec 2008) that directed the services “to improve proficiency for IW and to maintain capabilities and capacity,” the Army at the behest of the CSA, created AIWFC as a cell in 2011. Other DoD organizations either followed suit or had already created other joint and service IW organizations to include: the Assistant Secretary of Defense for Special Operations/Light Intensity Conflict (ASD SO/LIC); the Joint Staff J7 IW Office; USSOCOM J7/9 (IW); the Marine Corps Center for Irregular Warfare Integration; the Navy IW Office; and the Air Force IW Integration Office.

In support of DODD 3000.07, AIWFC focused actions include: delivering tailored facilitation and instruction to prepare deploying BCTs for missions in the IW environment; actively updating COIN doctrine and revising conventional force and special operations forces interoperability doctrine; working with joint and interagency IW partners to provide analyses of their IW programs for relevancy for Army forces; collecting and analyzing IW lessons learned and disseminating products through CALL and selected public venues; communicating to the force through monthly webcasts and newsletters; and providing subject matter expertise and writing support in the development of the Army 7th Warfighting Function concept.

What do you think? Please comment on our [blog](#) or email us your ideas: usarmy.leavenworth.cac.mbx.coin@mail.mil.

Thanks for your service.

COL Nestor Sadler, Director

IRREGULAR WARFARE INTEGRATION

- **Irregular Warfare Joint Operating Concept 2.0 O6 Review Group, 18 Sep.**
Army IW Fusion Center participated in USSOCOM J-7/9 and Joint Staff J7 sponsored review in Wash D.C. Attendees included representatives from ASD SO/LIC, JS J7, USSOCOM, USASOC, USAF, USN, USMC, and ARCIC. Purpose was to provide information on the status of IW-related CBAs and related efforts; highlight issues resulting from the implementation of IW-related Joint Requirements Oversight Council Memoranda (JROCM); and update participants on IW O-6 Working Group and IW Executive Steering Committee (ESC) activities.
 - The JS J7 (IW) (Mr. Dave Stephenson) and SOCOM J7/9 (Mr. Dave Kaleel) jointly led the meeting and began with a status of the IW ESC. The purpose of the steering committee is to inform DoD leadership on IW capabilities and risk to strategy. Key tasks of the IW ESC include completion of assessment of IW across FYDP, development of package for SECDEF on institutionalization of IW, development of IW priorities for CCJO implementation, and identification of IW planning shortfalls and recommendations for mitigation. Work is on-going in each of the tasks by designated JS and SOCOM staff sections.
 - Specific updates included the Civil Information ICD, Theater and Trans-Regional Military Information Support Operations implementation plan, Defeating Terrorist Networks DCR, Civil Affairs DCR, Foreign Internal Defense DCR, Unconventional Warfare DCR, Security Force Assistance ICD, AND Stability Operations CBA. The O6 Review Group endorsed extensions for additional work on the DTN and FID DCRs. Next steps: AIWFC will participate in the IW workgroups and provide review of on-going IW JOC JROCM documents.

COUNTERINSURGENCY

- **Enabling the Afghans to Take The Lead: Transition at the Tactical Level.**
LTC Mike Simmering and MAJ Leo Wyszynski served together as Commander and Operations Officer of 1-67Armor Battalion, 2nd Brigade Combat Team, 4th ID in Arghandab District, Kandahar Afghanistan. Having just returned from a one year deployment in May of this year, Simmering and Wyszynski wrote and published a highly informative essay on the critical importance of Afghan-led counterinsurgency operations. This essay provides the general methodology

used by CTF 1-67 to “Enable the Afghans to Take the Lead.” Download the essay from [Small Wars Journal here](#). Listen to LTC Simmering provide more details and ask questions during the IW Fusion Center webcast on 4 Oct. For more information, [see our website here](#).

- **AIWFC Educates Units to Prepare for Adaptive Threats.** The U.S. military and its government agency counterparts are preparing for new challenges in the advent of shifting geopolitical conditions. In support of this, AIWFC is providing deploying units with the means, tools, and facilitated discussions to enhance mission command in an irregular environment. The AIWFC has conducted 25 seminars for deploying Brigade Combat Teams (BCTs) since May 2011, most of which have been focused on preparing “land-owing” units to conduct counterinsurgency operations. But this is changing. Specifically, BCT missions in Afghanistan are changing to advisory teams from strictly counterinsurgency operations. The AIWFC assists these units by conducting tailored pre-deployment seminars which include interactive presentations, small group breakouts, case study reviews, and focused exercises.
 - The AIWFC team has adapted it’s seminar content and format and so far has conducted three seminars to units assuming the Security Force Assistance role to include two BCTs from 10th Mountain Division, and a special program for leaders of nine deploying Provincial Reconstruction Teams (PRT). Also recently, the AIWFC conducted a seminar with the 333rd MP Brigade, whose unique mission of detention operations demonstrates the Combined Arms Center’s effort to focus each seminar to the needs of the unit.
 - This seminar, conducted in Farmingdale, New York, utilized the AIWFC’s newly updated application based (versus theory based) seminar which covers topics from analyzing the insurgent’s strategy, forecasting enemy actions, planning with a host nation unit, economic and governmental development, understanding the local population, identifying specific causes of instability, and linking cultural understanding to situational awareness to name a few. The week-long program mixes core subjects and presentations with a variety of unit requested topics to include “green on blue” violence, cross cultural and rapport building skills, and reintegration and reconciliation -- which were important factors for the 333rd. AIWFC also coordinated for outside experts in detention operations such as MG (ret, USMC) Douglas Stone to provide key instruction and lessons learned.
 - The intent of these seminars, highlighted in this unique case of the 333rd, is that the AIWFC works with the unit leadership, pre-deployment training guidance, doctrine, lessons learned, and subject matter experts within the broad JIIM community to support those going abroad in service of our Nation. At the conclusion of the program with the 333rd, the Commander, BG Philip Churn stated, “I had certain expectations coming into this seminar and your team exceeded them all – WOW, you guys knocked our socks off.”

- For more information on how to schedule your unit for the Irregular Warfare Seminar, send your request to usarmy.leavenworth.cac.mbx.coin@mail.mil.

SECURITY FORCE ASSISTANCE

- **Regionally Aligned Force Working Group, 27-28 Aug 12.** First Infantry Division, Fort Riley hosted a two day conference with US Army Africa staff members to discuss the mission to be conducted by the Army's first designated Regionally Aligned Brigade (RAB), 2nd Bde, 1st IN Division. Together they developed a list of almost one-hundred actions required to deploy and redeploy the Brigade's forces into the ARFICOM Area of Operations. USARAF staff stated that based on their experience dealing with partner nations, the RAB can expect up to 60% of the events to be changed from initial guidance. Both sides acknowledged that shifting requirements can have an impact on force requirements.
 - USARAF also stated the RAB should understand the context for each mission. USARAF advised that RAB forces should understand the aim of the engagement; what has occurred before the engagement, as well as what is scheduled to occur after the engagement; and, how the engagement contributes to past and future activities designed to accomplish stated Security Cooperation objectives. USARAF advised that an understanding of funding and pre-deployment tasks that set conditions for what the RAB is authorized to do needs to be further developed. USARAF also recommended emphasizing deploying forces train intensively on how to work through interpreters.
 - The Army G 3/5/7 has developed a two-prong framework for assessment. The Institutional Army will be assessed for its pre-deployment, deployment, and post deployment processes. This assessment is expected to be the purview of TRADOC's ARCIC. At the same time, USARAF should assess the RAB engagement's ability to meet Strategic Security Cooperation objectives. This later assessment is to be conducted through the employment of Measures of Effectives and Measures of Performance that address Security Cooperation goals. Within MCCoE, CALL has been tasked to capture Lessons Learned and Best Practices.

STABILITY OPERATIONS

- **UN Police Commander's Course & Curriculum Review.** PKSOI will participate in the UN Police Commanders' Course in Sweden in order to determine requirements for similar training for US military police deployed in support of United Nations peacekeeping operations as well as deliver a presentation on the US strategy and relationship with the UN and other peacekeeping missions. With the increasing focus on peace and stability operations, as part of UN or

otherwise, the US Army needs to develop a cadre of expertise in the required training and the related doctrine. "Policing" is a specific function, distinct from general peacekeeping or peace enforcement. For more information, contact PKSOI at usarmy.carlisle.awc.list.pksoi-operations@mail.mil.

PUBLICATIONS OF INTEREST

- **Female Participation in Formed Police Units, Study, PKSOI:** This report examines the obstacles that continue to hamper the integration of women into Formed Police Units (FPUs) of Peacekeeping Operations in accordance with the principles of United Nations (UN) Resolution 1325. To address this topic the study (1) briefly establishes the emerging importance of police units to peacekeeping operations, (2) outlines the key principles of UN Resolution 1325, (3) discusses the need for diversity, especially gender diversity, in police units, (4) discusses the core obstacles to integrating women into police units, (5) offers accounts of the major UN peacekeeping missions that utilized Formed Police Units (FPUs) or their predecessor organizations, and (6) concludes with summary recommendations for improving the integration of women into FPUs. Download from PKSOI [here](#).
- **Decade of War, Volume I, Study, Joint Staff J7:** The JS J7's Joint and Coalition Operational Analysis (JCOA) office produced this study in response to the Chairman Joint Chiefs of Staff's call for learning the lessons of the past decade of US military operations. The JCOA team reviewed 46 separate studies and over 400 findings, observations and best practices to determine enduring lessons to inform future joint force development. The study identified eleven strategic themes and provided important recommendations to assist the services in visualizing way-ahead for DOTMLPF-P requirements. Download the study [here](#).
- **Ideology without Leadership: The rise and decline of Maoism in Afghanistan, study,** by Niamatullah Ibrahim (Afghanistan Analysts Network). Study describes the rise of one of the often overlooked political factions that emerged during the country's 'decade of democracy' in the 1960s. Whereas most literature has concentrated on what would become the main protagonists of the Afghan wars: the mujahedin tanzims and the pro-Soviet People's Democratic Party of Afghanistan, Ibrahim's paper looks at the role of the non-Islamist forces in the resistance against the Soviet occupation, in particular the 'Maoists'. He describes the historical dilemma Afghanistan's Maoists faced. They fought, as leftists, against a regime that claimed to be leftist itself, on the same side as strictly anti-leftist Islamist parties. The result was they faced persecution from both sides. Download the report [here from AAN](#).
- **The Anatomy of an Anti-Taliban Uprising, article, by David H. Young** (Foreign Policy.com). David Young writes: "In small pockets across eastern

Afghanistan, farmers, shopkeepers and others are taking the fight to the Taliban over the group's abusive tendencies. Though entirely isolated from one another, instances of violent resistance to harsh Taliban rules have spiked this past summer-brought on by school closings in Ghazni, music bans in Nuristan, beheadings in Paktia and murders in Laghman, among other causes. While a small number of Afghans admire the Taliban, most who support it do so because they are coerced, or believe that the group is less predatory than the government, though that's hardly an endorsement. So what precisely does it take for Afghans to stand up to the Taliban, and what are their options?" Read the article [here in Foreign Policy](#).

- **Taliban Perspectives on Reconciliation Briefing Paper, RUSI:** Paper presents findings of discussions with senior Taliban figures, suggesting that the Taliban and the international community may in fact have reconcilable positions. This paper works to draw out the Taliban's views on three key issues: International terrorism and the Taliban's links with Al-Qa'ida and other armed non-state actors; the potential for a ceasefire; and parameters for conflict resolution and continuing presence of US military bases. Download report [here from RUSI](#).

STRATCOM & OUTREACH

- **Army Irregular Warfare Fusion Center Webcast, 3/10IBCT Operations in Afghanistan, 27 Sep.** AIWFC hosted COL Pat Frank, immediate past commander of 3rd Infantry Brigade Combat Team, 10th Mountain Division. During this webcast, COL Frank provided an in-depth discussion of his Brigade's experience conducting comprehensive COIN operations in one of the most contested areas in Afghanistan. 3/10IBCT (Combined Task Force Spartan) deployed to Zharay and Maiwand Districts, Kandahar Province, Afghanistan from April 2011 to April 2012. The Brigade area of operations was the spiritual home of Mullah Omar, principal leader of the Taliban, and was a highly important area for insurgent forces. COL Frank discussed his unit's lines of operation from the CTF Spartan campaign plan and how the Brigade partnered with Afghan counterparts to achieve security and important end-states in support of the Afghan people. See also CBS News 60 Minutes segment on 3/10IBCT [here](#) and COL Frank's COIN experience in Western Baghdad as commander of 1-28 Infantry Battalion [here](#). To view the webcast recording and other products, see the IW Fusion Center Webcast [site here](#).
- **Army Irregular Warfare Fusion Center Webcast, FM3-24 Revision Update, 13 Sep.** AIWFC hosted LTC Brian Payne for a public webcast on the revision of FM3-24 Counterinsurgency and the progress made on completing the initial draft. LTC Payne is the Deputy Director of AIWFC and is providing supervision and direct participation in the revision process. He was recently assigned to AIWFC after leaving assignment as Commander 1-5 Infantry Battalion, Fort Wainwright, AK. His unit completed a one year rotation to Afghanistan in April, with duty to Panjwa'i District, Kandahar Province. During the webcast, LTC Payne described

the direction received from strategic leaders and the shaping of the overall revision effort, to include input from the CSA, CG CAC, and USMC Deputy Commandant for Combat Development and Integration. The revision is to avoid service parochialism and be useful for both Soldiers and Marines in the conduct of counterinsurgencies globally. FM3-24 will be nested with JP3-24 and other emerging doctrine in accordance with the Army's Doctrine 2015 program. LTC Payne discussed other areas of guidance the writing team is considering including the task to further develop understanding of insurgencies and developing other COIN approaches besides clear-hold-build. He noted that in this revision, it would be difficult to meet everyone's expectations, but the final outcome would probably be what the collective body of thought reflects. LTC Payne went into detail about chapter content and way forward, and then answered questions from webcast participants. Next steps: AIWFC and the USMC Center for Irregular Warfare plan to hand off the author's draft to the Combined Arms Doctrine Directorate on 3 October to begin "single pen" rewrite and editing. [See webcast recording and products here.](#)

Irregular Warfare Community Events

- 4 Oct** [IW Fusion Center Webcast](#), Transitions at the Tactical Level
- 10 Oct** [Countering Radical Narratives through Cooperation with Pakistani Civil Society](#), Lecture, Heritage Foundation, Wash DC
- 16 Oct** [Infantry Brigade Warfighters' Forum Senior Mentor Symposium](#), webcast, Infantry BCT Warfighters' Forum
- 16 Oct** [Threats and Opportunities Just Over the Horizon](#), Michael Horowitz, (lecture) Foreign Policy Research Institute, Philadelphia
- 1 Nov** IW Fusion Center Webcast, Conventional Force and Special Operations Forces Integration, 1000CDT
- 4 Dec** [Turkey: Friend or Foe?](#) Michael A. Reynolds (lecture), Foreign Policy Research Institute, Philadelphia

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