



AIWFC

Army Irregular Warfare Fusion Center

Newsletter
28 February 2013

From the Director

Our experience with collecting counterinsurgency and irregular warfare lessons learned from units returning from OEF (and OIF) shows that units have become extremely proficient in understanding the operating environment – in gaining and maintaining a deep understanding of both operational and mission variables such as PMESII, METT-TC, OAKOC, ASCOPE, etc. We have accumulated a lot of evidence that units have mastered this aspect of intelligence preparation of the battlefield. One thing that isn't so evident (at least to us) is assessing the state of an insurgency itself.

This is what I mean: “Knowing the commonly accepted general patterns or strategies of insurgency helps in predicting the tactics and techniques they may employ against the government.” This quote is from FM 3-24.2, *Tactics in Counterinsurgency*. In this FM, insurgency dynamics, phasing, patterns and strategies have a broader and deeper treatment than any other conventional doctrinal publication.¹ It is very good information – knowledge, but I think that very few in the Army know it. Knowing and applying this doctrinal information about insurgencies can be extremely beneficial for predictive analysis and shaping operations.

Does it really matter now, since we are drawing down operations in Afghanistan and the Army shifts to regaining offensive and defensive combat skills? I think it is still relevant, for two important reasons. First, many of our BCTs will have advising missions associated with Regionally Aligned Forces. SFA operations in countries even in Phase I (Latent and Incipient) insurgencies require US units to themselves understand insurgent strategies – to better advise host nation security forces. Second, as a superpower, we can be certain to face hybrid challenges and threats at home and abroad. Understanding insurgent strategies is vital – similar to how we once intensely studied Soviet order of battle. It was not just an S2 function during the Cold War, but commanders and staffs were required to have that knowledge as well.

What is your experience and 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

¹ The revision of FM3-24 has a much deeper treatment of insurgencies to provide units the depth of understanding required when conducting irregular operations. It is due for staffing in April 2013 and published no later than December 2013.

IRREGULAR WARFARE INTEGRATION

- **Irregular Warfare Seminar with III Corps, 28 – 31 Jan, Fort Hood:** AIWFC facilitated an IW Seminar for approximately 100 members of the III Corps command group and staff including LTG Milley (CG), BG James Richardson (DCG), BG Dean Milner (DCG, Canadian), CSM Scott Schroeder (Corps CSM), COL Butch Kievenaar (Chief of Staff) and staff primaries. The seminar was structured to generate discussion, beginning each morning with a brief review of topics from the previous day, and then proceeding to selected topics for the day culminating in a four person panel discussion. The facilitators were SMEs specifically selected to provide a wide range of perspectives and included members of the military, academia, US and allied government leaders, and the media. The Corps commander, participants, and AIWFC Staff expressed that the seminar exceeded all expectations, largely due to the discourse between the guest speakers and the audience, and between the CG and his staff. Feedback from LTG Milley and his subordinate leaders was that this experience was invaluable and they were glad they requested the program.
- **Joint Staff J7 Irregular Warfare Working Group (IW WG), 13 Feb.** The IW WG was co-chaired by COL Tony Adrian (JS J7) and Dr. Scott Buchanan (ASD SO/LIC). AIWFC participated in VTC, purpose of which was to review IW Priorities; discuss IW Policy and IW Assessment change recommendations; discuss IW input to the QDR; review IW CBA Campaign issues; and receive an information briefing on the Joint IW Analytical Baseline (JIWAB) capabilities analysis. Regarding the revision of DoD Directive 3000.07 (IW), the IW WG will collect service positions on proposed changes by the Army to remove stability operations from the five major activities of IW and present the salient points of this revision and other recommendations at the next IW Executive Steering Committee. The IW ESC on 1 Feb authorized the IW WG to form a study group to make recommendations to the QDR writers on how best to include irregular warfare. There is concern with the shift away from IW in DoD, that IW capabilities and capacities will degenerate. Focus of the study group will be to determine the most important IW capabilities to preserve and mention in the QDR.
- **AIWFC support to USARCENT's Earnest Leader 2013 Counterinsurgency Seminar, 16-18 Feb, Damman, Saudi Arabia.** AIWFC led the seminar hosted by the Saudi Minister of Defense G-3 and Saudi TRADOC Commander (MG Ahmed Alshehri) with approximately 150 personnel from the Royal Saudi Land Forces, Royal National Guard, as well as members from the Saudi missile defense, Air Force, Navy, Marines, and Special Forces. MG Ahmed personally requested the AIWFC to be invited back after the Irregular Warfare leader's seminar last November. The seminar consisted of a series of discussions on fundamentals of irregular warfare, understanding the operational environment, causes of instability, insurgency dynamics and strategy, and comprehensive counterinsurgency approaches. Additionally, members of multiple U.S. Army organizations provided representatives to present how different branches support counterinsurgency and irregular warfare type operations. MG Ahmed has made the AIWFC seminar

products mandatory reading for all Corps through tactical leaders and has expressed great interest in following up additional support from AIWFC during the Earnest Leader 13 exercise in April, 2013, as well as institutionalizing irregular warfare doctrine, training, and leadership education. Next steps: AIWFC will follow up with ARCENT and other U.S. training groups in the region to move towards building a training asset and cadre as a possible way forward to provide a self-sustaining program.

COUNTERINSURGENCY

- **FM 3-24 Counterinsurgency Revision.** The Army and Marine Corps met on 31 January to review the initial draft and gather input from past authors of the 2006 counterinsurgency manual and to collect insights from other notable, published academics known for their work in the area of COIN. The meeting was hosted by LtGen Mills, Deputy Commandant for Combat Development and Integration, USMC. Other attendees included: LTG Perkins (CG, Combined Arms Center), COL (P) Rainey (Dir, MCCOE), Col Smullen (USMC Small Wars Center for IW), and COL Sadler (AIWFC). Also attending were Con Crane, Frank Hoffman, Max Boot, Kalev Sepp, John Nagl, and T.X. Hammes. Discussion centered on the following areas: Operational Design, Intelligence, Vignettes, Assessments, Lines of Operation, Indirect Methods, Legitimacy, Transitions, and Mission Command. The Combined Arms Directorate, working with AIWFC and USMC Small Wars Center will continue collaboration to address refinements. Revision is on track for completion no later than December 2013.
- **Revision of NATO Allied Joint Counterinsurgency Doctrine, 4-7 MAR.** The Center for Complex Operations (CCO), members of the broader National Defense University (NDU) faculty, members of the interagency practitioner and policymaking community and representatives from the NATO Counterinsurgency (COIN) Doctrine Writing Team are participating in a workshop on the revision of NATO Allied Joint COIN Doctrine. The purpose of the event is to help the NATO COIN Doctrine Writing Team address key issues of concern within the current Allied Joint Publication for COIN (AJP 3.4.4). These issues have been identified by representatives from many of the partner nations who have reviewed the current draft of the doctrine. PKSOL is providing subject matter expert support to the workshop and AIWFC is providing distributed support from Fort Leavenworth.

SECURITY FORCE ASSISTANCE

- **Guidance on Joint Standards for Security Force Assistance (SFA) Training,** The Joint Security Force Assistance Proponent Office (JCISFA) is currently staffing their SFA training guidance, dated 16 Jan 2013 (version 9.03). The purpose is to provide guidance on joint standards for SFA training to the joint force to increase effectiveness, interoperability, and management of skills as directed in Department

of Defense Directives and Instruction on military training, Security Force Assistance, Security Cooperation, Irregular Warfare, Stability Operations and the Defense Language Program. This document supports the directed outcomes of the Joint Capabilities Based Assessment on SFA. For more information, contact the SFA Proponent Office at usarmy.leavenworth.cac.mbx.coin@mail.mil.

STABILITY OPERATIONS

- **International Forum for the Challenges of Peace Operations.** PKSOI hosted the Challenges Forum at Carlisle Barracks in conjunction with the Union League Club in New York City. PKSOI supported working groups on Comparative Policies, Principles, and Guidelines with two principle working groups: Impact Evaluation and Assessment; and Authority, Command and Control. The Challenges of Peace Operations is a joint effort by Partner Organizations from 20 leading peace operation countries including Russia, China, Pakistan, India and Egypt. They represent a balanced group of different expertise with a variety of civilian, military and police perspectives, coming from all different regions of the world. Deputy Assistant Secretary of State Victoria Holt was the senior US delegate at this event.
- **Stability Operations Training and Education and Integrated Exercise Workshop (SOTEW – IEW).** PKSOI with eleven other stakeholders participated in the annual SOTEW-IEW, sponsored this year by OSD, whose goals included developing better linkages among the community of practice (COP) to better inform and support senior leaders, continue to monitor and provide feedback on the progress of the recommendations, provide a forum that addresses the equities of the community of practice and informs their activities and to link the Joint Staff, J7, and joint professional military education and academic communities into a more common effort. The annual SOTEW-IEW brought over 290 participants from a community of practice that included educators, trainers, practitioners, and planners from U.S. and international governmental and military organizations, non-governmental organizations, peace and stability training centers, and academic institutions. The focus of this year's workshop efforts supported those of the Integrated Education and Training Workgroup (IETWG) a workgroup consisting of senior leaders from fifteen institutions – in the areas of conflict response, conflict response and humanitarian assistance and disaster response. Participants were asked to review these areas while using the framework of envisioning the environment, what should be preserved and how should we adapt efforts to better respond. The workshop concluded with workgroups briefing their findings consisting of issues and recommendations to a senior leader panel. For more information, contact PKSOI at usarmy.carlisle.awc.list.pksoi-operations@mail.mil.

PUBLICATIONS OF INTEREST

- **An Epic History of Guerrilla Warfare From Ancient Times to the Present, by Max Boot (book).** From Amazon.com: “Invisible Armies is a complete global history of guerrilla uprisings through the ages. Beginning with the first insurgencies in the ancient world—when Alexander the Great discovered that fleet nomads were harder to defeat than massive conventional armies—Max Boot, best-selling author and military advisor in Iraq and Afghanistan, masterfully guides us from the Jewish rebellion against the Roman Empire up through the horrors of the French-Indochina War and the shadowy, post-9/11 battlefields of today. Relying on a diverse cast of unforgettable characters—not only Mao and Che but also the legendary Italian nationalist Giuseppe Garibaldi, the archaeologist-turned-military commander T. E. Lawrence, and the “Quiet American” Edward Lansdale, among others—Boot explodes everything we thought we knew about unconventional combat. The result is both an enthralling read and our most important work on nontraditional warfare.” [See reviews here.](#)

OUTREACH

- **Army Irregular Warfare Fusion Center Webcast, Correlates of Effective Counterinsurgency, 14 March.** Dr. Chris Paul of RAND Corporation recently completed a follow-on study to [Victory Has a Thousand Fathers: Sources of Success in Counterinsurgency](#), published in 2010 by RAND and sponsored by OSD/CAPE. “Victory” reported results from 30 insurgencies worldwide completed between 1978 and 2008. The new study expands both the number and the scope of the cases and also expands and refines the analyses. The new study considered 41 new cases from the 30 studied in 2010 and includes almost 300 factors from 90 previously. In addition to expanding the evidence base, this new effort posed new research questions:
 - Are different factors important when the primary COIN force is, or is supported by, an external actor? Which ones?
 - What factors affect the duration of insurgencies? (or, I’m doing everything right – how long do I have to keep doing it?)Dr. Paul will provide a summary of his latest work in this webcast and answer questions from the audience. [To participate in the webcast](#), go to this link on [Defense Connect Online](#).
- **Army Irregular Warfare Fusion Center Webcast, Ministerial Advising in Afghanistan, 14 Feb.** Mr. Pat Bremser spent a year advising the Afghan Deputy Minister of Interior – a key post in the Islamic Government of Afghanistan (GIROA). The Mol is responsible for over 40% of all Afghan Security Forces (ANP, AUP, ABP, ANCOP) and their recruitment, training, and assignment. He described the US ministerial advising program in Afghanistan and provided key take-aways relevant for current and future operations. He also discussed successes and challenges he experienced in his deployment to include police force recruiting, training and assignment, as well as population registration, passports and visas, and the

establishment of the electronic national ID card. Pat currently serves as a training analyst for the Army SFA Proponent office, Army IW Fusion Center, Fort Leavenworth. He served over 26 years in the army before retiring in 2010. To view the webcast and download a summary and other webcast products, see this [link on the AIWFC website](#).

Irregular Warfare Community Events

- 12 Mar** [Infantry Warfighter Forum Senior Mentor Symposium](#), 0900EST
- 14 Mar** [Army IW Fusion Center Webcast](#), Correlates of Effective COIN, Dr. Chris Paul, RAND
- 19 Mar** [The Next Decade of American Foreign Policy](#), lecture, Dominic Tierney, Foreign Policy Research Institute, Philadelphia
- 19-20 Mar** [Special Operations Summit West](#), conference, IDGA, Coronado, CA
- 2 Apr** [Armored Warfighter Forum Senior Mentor Symposium](#), 0900CST
- 7-8 Jun** [Land Warfare Conference](#), RUSI, London

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