



AIWFC

Army Irregular Warfare Fusion Center

Newsletter
29 March 2013

From the Director

One thing that good leaders do when assuming responsibility for an action, activity, job or command is to research it to death. Can you relate to this? To really know a subject you must study everything about it to gain situational understanding. Some call this issue immersion. In fact, we have immersed ourselves here at the IW Fusion Center about the subject of irregular warfare. Here is one shocking conclusion: the term itself lacks clarity, as any review of the definition of IW will show that it is defined in MANY ways.

It was a term first coined by the Marines in their 1940 Small Wars Manual and has been restated and changed to things like low intensity conflict, guerrilla warfare, unconventional warfare, revolutionary warfare, partisan warfare, military operations other than war, etc. Additionally, there is much variance in the activities that comprise irregular warfare. Department of Defense Directive 3000.07 Irregular Warfare (Dec 08) lists five activities: counterinsurgency, counterterrorism, foreign internal defense, stability operations, and unconventional warfare, but other literature and guiding documents list many other activities. Consider these official documents and testimony:

- QDR, 6 Feb 06: [4 IW activities](#)
- JFCOM IW Special Study, 4 Aug 06: [10 IW activities](#)
- BG Otis statement to HASC, 27 Sep 06: [8 IW activities](#)
- ADM Olson testimony to HASC, 27 Sep 06: [5 IW activities](#)
- IW JOC 1.0, 11 Sep 07: [14 IW activities](#)
- FM 3-05.130, Sep 08: [14 IW activities](#)
- DoDD 3000.07, 1 Dec 08: [5 IW activities](#)
- JP 1, 20 Mar 09: [7 IW activities](#)
- IW JOC 2.0, 17 May 10: [11 IW activities](#)

Yes, this is confusing – not only for the Soldiers and Marines who must execute it, but also to the “generating force” who have to develop IW doctrine and training and education. Our aim is to help the Army and others in the Joint Force create a coherent strategy for irregular warfare. As a result of our immersion and study, we will publish a monograph on irregular warfare which includes a robust discussion about what comprises IW with recommendations for a way ahead. [See this link for detail on the various definitions here.](#) In the meantime, tell me what you think on the [AIWFC blog](#) or send us an email.

Thanks for your service.

COL Nestor Sadler, Director

IRREGULAR WARFARE INTEGRATION

- **IW General Officer Steering Committee (GOSC), 12 Mar:** AIWFC provided an information brief to the Commandant, US Army Special Warfare Center and School and Director, Mission Command Center of Excellence (MCCOE). The purpose of the brief was to provide background on the origin, evolution and mission of the AIWFC, and discuss current initiatives and actions and potential way ahead. GOSC topics included - background on AIWFC, to include mission/charter; post-DP 140 changes; current actions and initiatives; and discussion of way ahead. Summary of key takeaways:
 - IW needs to be better defined, particularly with respect to the activities of which it is comprised.
 - The 7th Warfighting Function (WfF) will impact the future of IW in the Army, but in what way and to what degree is not yet clear. AIWFC will monitor the 7th WfF capability based assessment (CBA) as it progresses in the future to maintain situational awareness on IW issues and solutions

Next steps: AIWFC continues to participate in 7th WfF development and develop courses of action for institutionalization of conventional force roles in irregular warfare.

- **TRADOC for India Executive Staff Talks, 4–8 Mar, Fort Shafter, HI:** AIWFC participated in the event hosted by CG, US Army Pacific (USARPAC). Other key US participants included Director, HQ DA G3/5/7 (DAMO-SS), members of the Joint Staff, representatives from U.S. Army and USMC special operations commands, and USARPAC staff. Topics discussed included mutual cooperation on common regional goals; training and interoperability way ahead in the face of current budget challenges occurring in both countries; global security challenges; and goals to work regional challenges such as criminal activity and piracy, insurgency, and stability efforts. AIWFC provided a presentation which included a facilitated discussion based on insurgency analysis to demonstrate how to approach a variety of topics from doctrine, training, leadership and education, through operations. Staff Talk members also discussed how the U.S. and the Indian Army's current and future interoperability efforts can support both nations' security objectives. This was the 17th time that the Indo-U.S. Executive Steering Group convened.

COUNTERINSURGENCY

- **Paths to Victory: Lessons from Modern Insurgencies.** 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, Paths to Victory, considered 41 new cases and included almost 300 factors from 90 studied previously. During a webcast with AIWFC on 14 March, Dr. Paul described his research and many findings from his analysis relevant for doctrine, training and education. He and his research team sought to identify what COIN factors are

strongly correlated with success from the end of World War II forward. In the first study, the research identified a “scorecard” of both good and bad practices. The new study confirmed the same practices and added some new ones, for a total of 15 good practices and 11 bad ones. After conducting the research of each case studied, the team was able to determine that if a COIN force had more positive practices than negative ones, that they won. The data showed this correlation “perfectly” for every one of the 59 cases. The analysis also revealed some other interesting conclusions. Some critics of COIN hypothesize certain things, such as if the primary COIN force is an external actor, that the insurgents will always win (such as the US assisting in Afghanistan and Iraq). The data did not reveal that, but instead showed that there was little to no correlation for that hypothesis. RAND will publish the study in the next few months, but to learn more, download the slide-deck or to listen to the broadcast at this link:

<http://usacac.army.mil/cac2/AIWFC/COINCenterEvents.asp>

SECURITY FORCE ASSISTANCE

- **USMC Advisor Team Effectiveness.** US Navy Center for Naval Analyses (CNA) is conducting a study for the Marine Corps on Developing and Maintaining USMC Advisor Team Effectiveness. As part of this study, CNA is investigating how the Army is organizing, training, and manning for the advising mission going forward. The Army SFA Proponent Office (SFA PO) has previously worked with CNA regarding the Army process of selection and development for future SFA teams and missions. SFA PO continues the dialogue with CNA to assist the Marines in capturing processes and lessons learned supporting future SFA initiatives.
- **SFA Training development:** SFA PO met with Combined Arms Center for Training (CAC-T) for the purpose of reviewing the SFA content on Army Training Network (ATN) for relevancy and accuracy. SFA PO will take the lead in working with CAC-T to revamping the SFA page to ensure all links are captured and set up in such a way that units and Soldiers can readily access pertinent and relevant information for training and mission planning. Link updates will include, but not be limited to the 162nd training Bde at Ft Polk, LA, the US State Department, Defense Language Institute, unit lessons learned, etc. Also discussed were the plans to include AARs and CALL SFA related documents. For more information, contact the SFA Proponent Office at usarmy.leavenworth.cac.mbx.coin@mail.mil.

STABILITY OPERATIONS

- **Joint Stability Operations CBA:** PKSOI was directed by the Joint Staff to conduct a Capability Based Assessment for the Department of Defense last July as part of Joint Staff IW JOC 2.0 CBA Campaign. PKSOI is now in the process of staffing 27 specific recommendations that span three lines of effort via a DOTLMPF Change Recommendation (DCR) with a suspense of 5 April. The

DCR will then be provided to an O-6 Review Group for its endorsement. Current budgetary constraints have impacted the original timeline and PKSOI is working with the Joint Staff to get dates for DCR submission to the Joint Capability Board and Joint Requirements Oversight Council. For more information, contact PKSOI at usarmy.carlisle.awc.list.pksoi-operations@mail.mil.

- **International Forum for the Challenges of Peace Operations.** Last month's newsletter reported PKSOI's leadership hosting this year's Challenges Forum at Carlisle Barracks and New York City in conjunction with the Union League Club. The Challenges of Peace Operations Forum is a joint effort by partner organizations from 20 leading peace operation countries. During last year's Challenges Forum (hosted by the Geneva Centre for Security Policy on 9-11 May) the members established four working groups:
 - Future Concept of Peace Operations led by ZIF Berlin and USI of India
 - Concepts, Policy, and Procedures led by Pakistan and US PKSOI
 - Impact Indicators led by Pearson Canada and ISS South Africa
 - Command and Control led by France and Nigeria

At this year's meeting in February, all of the working groups reported their progress. The Challenges Forum membership approved the progress of Work Group 2 that PKSOI co-chairs. PKSOI will use the data base from Work Group 2 to support the other work strands. PKSOI will also assist in the command and control AAR notes from Haiti and assist in providing Work Group 3 with doctrine relating to assessments. PKSOI's work with the Challenges Forum supports the Army's Building Partner Capacity initiatives and also allows the Army to build data bases for use by key researchers and military professionals. For more information, contact PKSOI at usarmy.carlisle.awc.list.pksoi-operations@mail.mil.

PUBLICATIONS OF INTEREST

- **Light Footprints: The Future of American Military Intervention, by Major Fernando Lujan, USA, (study).** Lujan observes that "light footprint" military interventions are quickly becoming a central part of American strategy. He examines the utility of this approach and recommends a new strategic framework to guide it in this study. The paper also describes uses and limitations of light footprint interventions and how our current defense processes may negatively affect success. Download a copy from the Center for a New American Security [here](#).
- **Thinking About Strategic, Hybrid Threats—In Theory and in Practice, by Frank J. Cilluffo and Joseph R. Clark (article).** The authors describe threats for which the US lacks well-established security mechanisms, in particular, hybrid threats. These are woven from a combination of conventional and nuclear threats from peer competitors and also state and non-state actors such as jihadi terror groups, organized crime syndicates, and drug trafficking organizations. These

hazards endanger the safety and security of US society and citizens and US national interests abroad. The article seeks to encourage “greater focus on the dangers posed by hybrid threats at the strategic level.” [See article in Prism here.](#)

- **OE Watch**, Foreign News & Perspectives of the Operational Environment, March 2013 Issue, Foreign Military Studies Office. [Download here.](#)
- **Afghanistan - Order of Battle**, March 2013, Institute for the Study of War (ISW). The Afghanistan ORBAT (in PDF format) describes the location and area of responsibility of all American units in Afghanistan, down to the battalion level, updated as of March 2013. ISW derives all information in the Order of Battle from open sources that are readily available. [Download from ISW here.](#)

OUTREACH

- **Army Irregular Warfare Fusion Center Webcast**, COIN Challenges and Opportunities in Pakistan, Mr. Haider Mullick, 4 April. Mr. Haider Mullick returns to the IW Fusion Center to discuss major challenges and opportunities for counterinsurgency in nuclear-armed Pakistan. Last July Mr. Mullick noted: “With the fallout from the May 2011 bin Laden raid, today is the lowest point in U.S.- Pakistan cooperation post-9/11, but it is also the ideal time for a reset” ([see article here](#)). Where are we now with US/Pakistan relations? Mr. Mullick will discuss the implications in the wake of mushrooming violence and upcoming national elections in Pakistan. To participate in the webcast, go to this link on [Defense Connect Online](#).
- **Army Irregular Warfare Fusion Center Webcast**, The Four Ways of Seeing, Dr. Kevin Benson, 18 April. Dr. Benson, a professor at the University of Foreign Military and Cultural Studies, will describe the key points behind this unique and highly valuable concept, especially as it applies to soldiers and leaders. The Four Ways of seeing is a simple methodology designed to highlight bias and help identify sources of friction in a military plan. As units prepare for deployments with complex problems dealing with human dynamics (like SFAB brigades), it is important to try to get inside the collective mind of key interest groups, which in turn provides insights that may improve unit plans and operations. See related [article here](#). To participate in the webcast, go to this link on [Defense Connect Online](#).

Irregular Warfare Community Events

- 2 Apr [Armored Warfighter Forum Senior Mentor Symposium](#), 0900CST
- 4 Apr [Army IW Fusion Center Webcast](#), US Pakistan Relations, Haider Mullick, 1000 CDT
- 9 Apr [Lessons Learned from Iraq and How They Apply to North Africa](#), lecture, USIP, Wash DC

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- 9-11 Apr** [U.S. Army War College Strategy Conference](#): The Future of American Landpower, Carlisle Barracks, PA
- 10 Apr** [Cultural Training, and the Wars in Iraq and Afghanistan](#), lecture and discussion, Georgetown Univ, Wash DC
- 18 Apr** [Army IW Fusion Center Webcast](#), The Four Ways of Seeing, Dr. Kevin Benson, 1000 CDT
- 7-8 Jun** [Land Warfare Conference](#), RUSI, London
- 27 Jun (t)** [Infantry Warfighter Forum Senior Mentor Symposium](#), 0900EST
- 25 Oct** [20th Annual Terrorism Trends & Forecasts Symposium](#), IACSP, Mahwah, New Jersey.

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