AIWFC
Army Irregular Warfare Fusion Cell

SITREP
18 July 2011

From the Director

The AIWFC is a new Army Organization which the Army recently started to integrate the various components of IW, in particular to benefit both General Purpose Forces and SOF who are called to conduct IW tasks and missions mutually.

The central idea behind the AIWFC is to have a repository of expertise in key IW functions and from which important actions are coordinated and implemented that benefit the force, particularly those that affect doctrine, organization, training, materiel, leader development, personnel, and facilities. The IW Fusion Cell has a small, permanent structural network of on-site subject matter experts in the IW functions that utilizes larger, established communities (both formal and informal) to reach out to gain further expertise, collaboration, and insight into the doctrine, history, and application of IW.

The Combined Arms Center constructed the AIWFC this year in what the Army calls a "resourced informed" way. In other words, it did not get millions of new dollars from the Department of the Army to organize yet another new office. Instead, CAC looked across its own organization and took advantage of existing expertise in IW and brought them together under one roof. It also called on other Army organizations to participate by establishing permanent liaison officers within the AIWFC. These liaison officers have functional expertise in IW and also have direct ties to their organizational higher headquarters for reachback support and additional subject matter expertise. AIWFC mission accomplishment is also helped by its immediate higher headquarters, the Mission Command Center of Excellence, which develops capabilities that advance both the art and science of mission command. To learn more about the Army IWFC, see this link in the Fort Leavenworth Lamp.

This SITREP may look familiar, since it is adopted from what we used to send each month from the Army COIN Center. The intent is the same – to share information, but our horizon-level has been raised to include other aspects of irregular warfare. Let us know what you think.

Colonel Chad Clark

IRREGULAR WARFARE/IW INTEGRATION

- **Village Stability Operations:** According to Commander, International Security Assistance Force-Afghanistan, (COMISAF), "Village Stability Operations (VSO) has proven very successful in Uruzgan Province, providing lessons that need to be disseminated to units and integrated into the training base". This concept, along with the Afghanistan Local Police (ALP) effort, provides a new way to "hold" territory in an economy of force effort. AIWFC is the lead to coordinate VSO and ALP best practices within the Army, with the objective to disseminate vetted TTPs on VSO/ALP to the Army as part of the OEF LL Forum project.

- **Female Engagement Teams:** Purpose of the Female Engagement Teams (FETs) is to support brigade and battalions' Lines of Effort (LOE) through Information Engagements (IEs) with the female Afghan population throughout the Operation Environment (OE). FETs are the primary means to interface with the female population of the Afghan theater of operations. Without understanding and communicating with this portion of the population, the Army is essentially ignoring half of the Afghan population. Results of the unit's FETs pay direct dividends across a unit's formation during the NTC deployment and their initial months in theater. See related article here on Military.com.

- **Irregular Warfare Summit, Washington, DC, 23-25 May 2011.** AIWFC Director and selected staff attended summit, purpose of which was to initiate strategic discussion about IW with focus on IW capability and capacity of defense organizations and what challenges they face in the future. Key points were:
    - Lack of language skills and cultural knowledge within GPF is a significant problem in being able to respond rapidly to an IW situation;
    - Perhaps the most critical element of deploying forces in an IW conflict is being able to understand the operational environment;
    - Political leaders must define a realistic end-state that is achievable. May mean creating a minimum level of stability that will allow some level of governance;
    - Within the USG there are too many competing definitions of IW;
    - There is a lack of understanding of IW; the lexicon surrounding IW is confusing;
    - Question of whether GPF can assume role of meeting regional IW requirements;
    - How military can ensure IW is retained as a core competency;
    - How military can prepare to conduct stability operations without the support of other government agencies;
    - How to organize headquarters to direct operations that include numerous enablers;
    - Navy appears to be focusing its IW efforts on technology;
    - Impact of disestablishment of JFCOM on joint IW actions.

  Next Steps: AIWFC will continue to engage services and Army IW entities to learn and retain best practices and policies.

COUNTERINSURGENCY

- **New Brigade Combat Team Counterinsurgency Seminars.** The COIN Center is conducting pre-deployment counterinsurgency (COIN) training for Brigade Combat Team leaders. The focus of the seminar is to ground units in counterinsurgency, insurgency, operational environment, and the theater campaign plan to prepare them to conduct counterinsurgency in full spectrum operations in the Afghan theater. Outcomes for the units are:
    - *grounded* in insurgency, counterinsurgency and stability doctrine and practices
    - *immersed* in and refreshed on the current operational environment to include the Theater Campaign Plan
    - *exposed* to outstations, agencies, experts and knowledge management forums
    - *enabled* to refine and issue the BCT Commander's planning guidance for training and development of the BCT Campaign Plan
    - *provided* opportunity for team building

  BCTs receive COIN seminar education early during the pre-deployment schedule to enable commanders to tailor their training to incorporate COIN theory, doctrine, and best practices. Conducting the seminar at the earliest possible point will also allow commanders to issue and refine their planning guidance as they develop their campaign plan. Units will schedule COIN Seminars at the beginning of their ARFORGEN cycle during FORSCOM scheduling conferences. Seminars will occur at the US Army Combined Arms Center, Fort Leavenworth. For more information, contact the COIN Center at COIN@conus.army.mil.

- **Brigade Combat Team COIN Seminar, 24-26 May, Fort Leavenworth:** US Army COIN Center conducted COIN Seminar for 4th Brigade, 1st Armored Division. Seminar hosted by COL Chad Clark, US Army Irregular Warfare Fusion Cell and COIN Center director. This was the first seminar conducted by the COIN Center after transition from Mission Command Training Program. Seminar topics included briefing by BCT Commander on results of recent Pre-Deployment Site Survey; Operational Environment (Center for Army Lessons Learned); Interagency Operations (COIN Center); VTCs with USF- I J35 and PRT Mosul; Operation New Dawn campaign plan (TRISA); Intelligence Sharing (COIN Center); Inform and Influence Activities (Information Proponent); Security Force Assistance (JCISFA); Fundamentals of Stability Operations (PKSOI); Rule of Law (MCTP); Base Closure (COIN Center); and Iraqi Security Force vignette (LD&E). Seminar concluded with a leadership panel led by LTG Caslen and COL(P) Flynn. WAY AHEAD: Next COIN seminar is 26-29 August (27IBCT). Units schedule seminar dates through FORSCOM Scheduling Conferences. Ideal scheduling occurs early in the ARFORGEN deployment sequence.

- **FM 3-24 (Counterinsurgency) Re-write.** COIN Center is preparing to conduct a cyclic update to FM 3-24, first published in December 2006. Now approaching five years of application, the Army has accumulated significant lessons and insights from practitioners and theorists alike. The COIN Center intent is first to seek divergent viewpoints about the most central issues surrounding COIN principles and practice, and secondly, to write the new FM for US Army soldiers and leaders in the field – especially to make it readable as sound military advice - prepared in advance. COIN Center anticipates conducting an "issues conference" this fall and releasing an authors draft for review in the Spring of 2012.

- **Brigade Afghan COIN Standards Combined Arms Training Strategy (CATS), 8 Jul:** Combined Arms Center (Collective Training Directorate, CTD) has created a Brigade Afghan COIN Standards CATS. This new product identifies doctrinal Army collective and individual tasks for training and evaluating COIN training requirements as stated in the Secretary of Defense memorandum, 23 November 2010, "Counterinsurgency (COIN) Qualification Standards Tasks for Afghanistan". The brigade Afghan COIN CATS provide training events, frequency, and duration that commanders can use in developing their unit training plan to meet the reporting counterinsurgency qualification when deploying to Afghanistan. The brigade Afghan COIN CATS and supporting documents, to include the memorandums and tasks crosswalks are available to the force in the Digital Training Management System (DTMS) and also on the Army Training Network (ATN). Utilizing DTMS, units can view a notional 12 month training calendar based on the brigade Afghan COIN Standards CATS.

STABILITY OPERATIONS

- **Defense Institution Building (DIB) Conference, Washington, DC, 20–21 Jun.** PKSOI representative attended by invitation. The topics of discussion reflected the Defense policy requirements involved with DIB initiatives, especially approaches regarding the challenge posed by Secretary Gates' focus on building defense institution capacity within partner nations. Participants examined DIB issues, identified strategies and approaches, and discussed how to further develop this evolving issue. The conference serves as a launching event for a series of smaller, focused workshops, which will refine approaches and establish best practices for use in the field.

SECURITY FORCE ASSISTANCE

- **Building Partner Capacity (BPC):** SFA Office has been working since September with ARCIC International Army Programs Directorate (IAPD) on the BPC Individual Training line of effort as part of DAMO-SSO's ACP 8-3, BPC. This effort is currently in final staffing before formal delivery to HQDA.

Development of potential individual training requirements has been supported by a BPC CBA. Currently the BPC Concept Paper v.7 is out for O6 staffing. The Function Area Analysis (FAA) is expected to be approved within the month to support the critical requirements already added to the capability needs of the Army database by ARCIC. ARCIC IAPD is revising the Functional Needs Analysis (FNA) to aid in the prioritization of possible outcomes. Army SFA Office is working with CAC Capabilities Development Integration Directorate (CDID) to ensure that both the BPC CBA and ARCIC's Pubhouse case are synchronized. Army SFA Office supports this effort by working with JCISFA as part of a DA SFA Working Group meeting monthly.

- **Advise and Assist Brigade:** VCSA ordered a quick turn-around to adjust the force structure for a Advise and Assist Brigade and a Modular Brigade for SFA. SFA Office assisted DAMO-SSO in this effort. These two structures were designed for OEF and OIF/OND to meet the requirements for the Global Equip and Train Mission under Section 1206. Since operations in Iraq and Afghanistan, HQDA is proposing a new force structure and study which is called the Regionally Aligned Brigade. DAMO-SSO is leading this effort and SFA Office is assisting.

- **SFA Training.** SFA Office has been active in the Joint and Army Training Communities developing new individual and collective tasks for the Universal Joint Task List (UJTL) and Army Universal Task List (AUTL).
    - UJTL: SFA office supported JFCOM J7 in the development of 45 new and 8 modified UJTL tasks that support FID/SFA/CT/SO/COIN. Tasks are going through the approval process with the anticipated release date of 3rd -4th Qtr FY 11.
    - AUTL: SFA Office developed six AUTL tasks (and 16 supporting collective tasks) which the Army approved and are now included in FM 7-15, Change 6. These are the first Army tasks that directly relate to SFA.

PUBLICATIONS OF INTEREST

- **The Third Way of COIN: Defeating the Taliban in Sangin, by Mark Moyar, Orbis LLC.** In this 74 page monograph, Dr. Moyar describes the actions of 3/5 Marines in Sangin, and particularly their adoption of a COIN strategy he has called leader-centric COIN. From 2006 to 2011, coalition forces took three distinct approaches to counterinsurgency in Sangin. The first two—the enemy-centric approach and the population-centric approach—failed to suppress the insurgents. In the fall of 2010, the 3rd Battalion of the 5th U.S. Marine Regiment arrived in Sangin and began a counterinsurgency campaign that combined elements of the enemy-centric and population-centric approaches. 3/5 Marines conducted enemy-centric security operations in unpopulated areas, and population-centric security operations in populous areas. Small-unit leaders received great latitude in selecting and implementing the mix of enemy-centric and population-centric methods, and success depended heavily on their

leadership capabilities, earning this hybrid approach the moniker of leader-centric COIN. See the full report here at Small Wars Journal.

- **Defining Command, Leadership, and Management Success Factors within Stability Operations, 8 June:** This monograph, authored by Major Dave Fielder,.addresses the topic of Command, Leadership, and Management success attributes in stability operations and is intended to reach a wide audience of actors including military and civilian deliverers of effect at the strategic, operational, and tactical levels of operations. Download copy here from PKSOI.

STRATCOM & OUTREACH

- **COIN Center Webcast, "Actor-Centric Warfare - Broadening US Understanding of Counterinsurgency," 29 Jun:** Presented by Dr. Sebastian Gorka, Assistant Professor of Irregular Warfare, National Defense University. Since the U.S. is the most powerful nation in the world, it must reassess its approach to war. Now entering the tenth year of the global war on terror, America is engaged in conflicts in Central Asia and the Middle East. These conflicts challenge decades of planning, training, and doctrine. In response, the U.S. Army has embraced FM 3-24 (Counterinsurgency) as the "new way ahead". Dr. Gorka believes that the Army has deployed this doctrine before totally understanding the warfare involved. Since the U.S. is winning the operational/ tactical fight can victory also be achieved in the strategic fight? See minutes, slides and download audio here.

- **COIN Center Webcast, "Civilian Casualties," 22 Apr.** Dr. Sarah Sewall provided presentation. Sewall teaches international affairs at the Harvard Kennedy School of Government, where she also directs the Program on National Security and Human Rights. She is the founder and faculty director of the Mass Atrocity Response Operations (MARO) Project and currently leads a study on civilian casualties with the United States Military. Purpose of presentation was to inform COIN trainers who will conduct Brigade Combat Team pre-deployment COIN seminars. Contextual overview included fact that one challenge for counterinsurgents is that the world has high expectations of US/Western capabilities to avoid non-combatant casualties. See minutes and download audio here.

- **COIN Center Webcasts, "Leadership in COIN" and "Development in Afghanistan's Counterinsurgency: A New Guide," 21 Apr.** Dr. Mark Moyar provided presentations and is the Director of Research at Orbis Operations since July 2010 after serving as a professor at the US Marine Corps University. He travels to Afghanistan regularly to undertake research and consulting for the ISAF COIN Advisory/Assistance Team and CENTCOM.

- **Leadership in COIN:** Dr. Moyar reviewed the nature of COIN and the differences between two predominant schools of thought: The Enemy Centric School and The Population-Centric School. Both schools of COIN thought seek to identify the best methods for countering insurgencies. Dr. Moyar proposed a third school of thought based on his research of counterinsurgencies called Leader-Centric Warfare. See minutes, slides and download audio here.
- **Development in Afghanistan's Counterinsurgency: A New Guide.** Briefing had two main points: US and allies must change how they use the development line of operation (LOO); and Afghanistan must improve human capital in order to get the most out of the development line of operation. Additional points: The security line of operation is the most important LOO. Governance is second. See minutes, slides and download audio here.

Irregular Warfare Community Events

21 Jul	**COIN Webcast with LTC Adrian Bogart,** COIN Mission Command, Fort Leavenworth, 1000CDT
28 Jul	**COIN Webcast with Katya Drozdova,** Soviet-Era Lessons from Afghanistan, Fort Leavenworth 1000CDT
18 Aug	**COIN Webcast with LTC Brian Petit,** Village Stability Operations, Fort Leavenworth, 1000CDT
30-31 Aug	**Emerald Express Strategic Symposium:** Shaping for Successful Transition in Afghanistan, Marine Corps University, Quantico
12-14 Sep	**Religion & Security in World Affairs Workshop,** Center for Stabilization and Reconstruction Studies, NPS, Monterrey
13-14 Sep	**Ten Years Later:** Insights on al-Qaeda's Past and Future through Captured Records, Conference, National Defense Univ, Wash DC
28 Sep	**Infantry Warfighter Forum,** Senior Mentor Symposium, webcast. Info at https://iwff.army.mil/default.aspx

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