



Newsletter
20 January 2012

From the Director

I read an opinion from the Boston Globe this week which I think summarizes a poorly held viewpoint of many people about the need for a US military capability to execute irregular warfare. After the editors at the Globe read the [Department of Defense strategic guidance](#), they said: “Hidden in the specific budget reductions, however, was a direct acknowledgment that America's brief and unhappy foray into counterinsurgency operations has come to an end. Given the checkered history of counterinsurgency, and its cost in lives and money, its demise is hardly unwelcome” ([see article here](#)).

Juxtapose that opinion with the fact that the US military has been involved in planning and executing irregular warfare operations (which includes counterinsurgency) regularly since before the country began. Add to this fact that the #1 priority for the military specified in that same document read by the Globe editors is countering terrorism and irregular warfare. Also found in the list of top ten priorities is counterinsurgency. We have always lived in a world where our enemies try to hurt us in clever and destructive ways, and not always in a “conventional” orientation. I don’t think anyone disagrees that our military must be ready to fight competently in joint combined arms fire and maneuver, but it would be absurd to reject the need (the requirement) also to continue with irregular warfare education, training, concept development and doctrine. The Army must astutely balance multiple requirements.

What ARE the requirements, really? To truly understand irregular warfare requirements, the Army must first develop an irregular warfare concept, followed by an analysis of gaps in doctrine, organization, training, education, and so forth. With this kind of understanding, developed with the rigor of the capability determination and integration process, the Army can then best determine the balance it needs. Until that happens, the decisions affecting irregular warfare capability in the Army will lack the analysis needed for wise and informed choices.

What do you think?

Thanks for your service.

Colonel Chadwick W. Clark

COUNTERINSURGENCY

- **FM 3-24 (Counterinsurgency) Revision.** The Counterinsurgency Center and Combined Arms Doctrine Directorate have drafted three “issue papers” to provide discussion points for input to the revision of FM3-24. The first issue paper (definitions) covers the meaning of two important terms -- insurgency and counterinsurgency. Issue Paper 2 discusses the usefulness of Force Ratios. Issue Paper 3 explores the concept of Clear-Hold-Build as an “approach” versus an “operational framework” and also suggests an alternative. All three papers provide recommendations and will be sent to senior leaders for review and comment, for direction and consideration by doctrine authors. As the papers are completed in the coming weeks, the Counterinsurgency Center will make them available on the [FM3-24 Revision Page](#) of the Counterinsurgency Center Website. Theorists, practitioners, and analysts can review and submit their own comments and ideas on these issues or others found in the [FM3-24 Questionnaire](#) to coin@conus.army.mil.

- **FM3-24 Revision Timeline:**
 - 6-7 FEB 12 FM 3-24 Revision Writing Workshop (by invitation)
 - 16 FEB 12 FM 3-24 Revision Webcast #3, Issue Discussion
 - 8 MAR 12 FM 3-24 Pre-Conference Webcast
 - 5 APR 12 FM 3-24 Revision Webcast #4, Issue Discussion
 - 24-26 APR 12 FM 3-24 Revision Conference
 - 3 May Conference Results Webcast
 - Mid-MAY 12 (T) FM 3-24 Initial Draft for Army/Marine-wide staffing
 - Mid-JUN 12 (T) Suspense for Staffing Comments
 - JUN 12 Prepare Final Draft
 - OCT 12 FM 3-24 Final Draft for Army/Marine-wide staffing
 - NOV-DEC 12 Suspense for Staffing Comments
 - MAR 13 Final Approved Draft/Final Electronic Draft
 - JUN 13 Signature and Publication

IRREGULAR WARFARE INTEGRATION

- **Afghan Local Police-An Afghan Solution To An Afghan Problem:** According to Mr. Don Rector of the Army’s Human Terrain System, Village Stability Operations (VSO) and the Afghan Local Police (ALP) programs are two of the keys to success for the American/Coalition/NATO plan to stabilize Afghanistan. In an article published recently on the Counterinsurgency Center blog and Small Wars Journal, he iterates also that it is essential to understand that everything of importance in Afghanistan happens in the village, not in Kabul, or even at the Provincial headquarters. Historically, Afghanistan has always been driven from the village up. Within that context, Don makes a strong case for the continued implementation of VSO/ALP. Don has spent over six years living with the Afghan

people and has a keen understanding of the culture, far more than most westerners. Don sees the importance of connecting the people to the government, and VSO/ALP is an effective way to make that happen. [Read the full article here](#) and provide your comments.

- **Asymmetric Warfare Group Leader Programs.** AWG continues to enhance the efforts of the Operating Force by providing two avenues to assist commanders in developing adaptability. Specifically, the AWG provides seminars and workshops focusing on Outcomes Based Training and Education. This assists commanders in identifying and developing assessment metrics for the intangible competencies such as decision making and problem solving. Additionally, the AWG offers the Asymmetric Warfare Adaptive Leader Program at Fort A.P. Hill, Virginia; a 14 day course designed for company level leaders to develop their leadership, decision making and problem solving skills in a field environment. For more information contact AWG at 913-684-5104 or 706-626-1412.
- **First Person Cultural Trainer:** FPCT is sponsored by the TRADOC G2 Intelligence Support Activity (TRISA). It is a 3D interactive simulation that trains soldiers on the values and norms of a specific culture in order to facilitate military missions. The environment acts in a nonlinear way, as a Middle-Eastern geographic area would. The game gives soldiers the ability to read non-verbal communications of the non-player characters (NPCs) in the game, to communicate with them, and to establish rapport. The soldier's ability to negotiate the cultural landscape of the game will determine his or her success in gaining intelligence information on a hidden IED network. Game play progresses through the four stages of the U.S. Agency for International Development (USAID) Tactical Conflict Assessment and Planning Framework (TCAPF). The project is currently focused on Iraq and Afghanistan, but has applications in many other cultural, geographic, and military situations. This simulation is currently a prototype - year three in a four year development path. For more information or to arrange a demo, call the TRISA action officer at 913-684-3900.

SECURITY FORCE ASSISTANCE

- **Security Force Mission for Afghanistan.** US Forces in Afghanistan will conduct an SFA advisor surge for the Afghan army and police. The SFA proponent office, responsible for integration of DOTMLPF for SFA, is actively monitoring the training for these SFA Advisor Teams (SFAAT), which is being conducted by the 162 Brigade at Fort Polk. Various BCTs have been designated to supply forces for the SFAATs. These units will conduct pre-deployment training prior to sending their soldiers to more specific advisor training at Ft Polk. These SFAAT teams will then deploy to Afghanistan.
- **Regionally Aligned Forces.** Recently the Chief of Staff of the Army has directed that the regionally aligned brigades be designated as Regionally Aligned Forces.

This should provide more flexibility for the Army to meet the demands for the theater armies' security cooperation missions. SFA proponent office has been participating with HQDA in developing the pilot RAF.

STABILITY OPERATIONS

- **Army Action Plan for Stability Operations (AAP-SO) Review and Revision.** Staff work on the AAPSO continues by the Peacekeeping and Stability Operations Institute (PKSOI). Current focus is on creating a mechanism to inject task/initiatives from stakeholders into the Army Force Modernization process. Concurrently, PKSOI works with HQDA DAMO-SSI on concept development and event coordination for the combined workshop in March. PKSOI completed the quarterly Defense Connect Online meeting detailing an analysis of the staffing to this point as well as laying out the preliminary concept of the March workshop with DAMO-SSI.
- **Stability Operations Lessons Learned Management Information System (SOLLIMS):** PKSOI is developing a new SOLLIMS user interface – it will be a completely revamped graphical user interface (GUI) to facilitate better navigation within SOLLIMS and to facilitate easier data entry for collecting peace and stability operations lessons, observations, and insights. PKSOI looks to do the changeover to the new GUI in early-mid March. How you can help: update your MYPROFILE page to update your profile information. If you do not have an account, establish one. See this link: <https://www.pksoi.org/index.cfm>. SOLLIMS is also available on Facebook. See here: <http://www.facebook.com/SOLLIMS>. For more information, contact carl_sollims@us.army.mil.

PUBLICATIONS OF INTEREST

- **Mexico and the Triple Threat:** Issue paper by Sharon L. Cardash, Frank J. Cilluffo, and Bert B. Tussing. Seven page brief is on Mexico and the triple challenge of crime, terrorist tactics, and narco-insurgency. Briefing reviews the extent of the triple threat and efforts to respond to it, both individually and jointly on the part of the Government of Mexico and the United States Government. Mexican drug cartels have become so powerful that they threaten, if not effectively supplant, the state in certain parts of the country. The authors explore how to fight back effectively against such a complex multidimensional threat. [Download here](#) from the Center for Strategic Leadership (Army War College).
- **Integrating Intelligence and Information: Ten Points for the Commander.** LTG Michael Flynn and BG Charles Flynn co-authored this piece which offers thoughts and ideas on the often difficult task of integrating intelligence and information, and leading. Regarding leadership, they say “Rank doesn’t matter in intelligence. We have to understand that brilliance comes in all sizes, shapes,

colors of uniforms, and ranks. We have an incredibly talented and young work force that has gained enormous experience over the past decade of war.” See the entire article in Military Review ([download here](#)).

- **Development of FM 3-30 (Army Support to Security Cooperation):** The Army Combined Arms Directorate will host a council of colonels VTC from 28 Feb - 1 Mar 12 to discuss the content of the Initial Draft (ID) of FM 3-30 in order to resolve all critical and major issues from the Army-wide staffing of the Initial Draft. Results of this conference will facilitate the publication of this FM.

STRATCOM & OUTREACH

- **Counterinsurgency Center Webcast, FM3-24 Revision, 5 Jan.** 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 solicit specific feedback on the primary issues of contention, provide an update to the timeline and way forward, and discuss the key definitions of insurgency and counterinsurgency. Discussion during the webcast primarily centered on aspects of insurgency, and what may or may not constitute an insurgency. Other topics are captured in the webcast summary and on-line recording available through Defense Connect Online ([see link and webcast products here](#)).
- **Counterinsurgency Center Webcast, Economic Development in Afghanistan, Mr. Rick Coplen, 12 Jan:** The Counterinsurgency Center hosted Mr. Coplen of the U.S. Army Peacekeeping and Stability Operations Institute (PKSOI) and a professor at the Army War College. The purpose of his presentation was to understand the operational environment of economic development in Afghanistan. He emphasized that a framework for analysis and decision-making were critical in this process. Mr. Coplen said that to achieve success, an understanding of Afghan economic assets at all levels is crucial. To view the broadcast and download slides and other products, go to the [Webcasts page](#) on the Counterinsurgency Center website.

Irregular Warfare Community Events

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| 24 Jan | International Security Reform Workshop , Center for Naval Analysis, Alexandria, VA |
| 6-9 February | 2012 Integration & Exercise and Peace & Stability Operations Training and Education Workshop , PKSOI, George Mason Univ, Wash D.C. |
| 7-9 February | Peacekeeping, Reconstruction and Stabilization Conference , Washington DC |
| 8 February | Counterinsurgency Center Webcast, COL Arthur Kandarian, BCT Experience in Afghanistan, Defense Connect Online |

Army Irregular Warfare Fusion Cell Newsletter, December 2011

- 16 February** Counterinsurgency Center Webcast, FM 3-24 Revision, Issue Discussion, Defense Connect Online
- 10-12 April** [XXIII U.S. Army War College Annual Strategy Conference](#), Carlisle, PA
- 24-26 April** FM3-24 Revision Conference, Counterinsurgency Center. Location TBD
- 21-23 May** [3rd Annual Irregular Warfare Summit](#), IDGA, Washington D.C.

Questions or Comments - contact us at:

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