



**US Army Counterinsurgency Center**  
**SITREP**  
**20 December 2010**



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**Director's Comments:**

This SITREP highlights current initiatives in the Counterinsurgency and Irregular Warfare Communities of Interest to help keep you apprised of some important ongoing activities. It has been a dynamic time at the Combined Arms Center since the last COIN SITREP -- the COIN Center has been involved in several organizational changes -- creation of **Mission Command Center of Excellence** and the **Army Irregular Warfare (IW) Fusion Cell** -- intended to harmonize efforts across Counterinsurgency, Stability Operations, and security force assistance communities; several extended trips to Afghanistan; and assumption of the mission to deliver COIN Seminars to deploying brigade combat teams (BCTs) beginning in May, 2011.

Pursuant to the 1 August 2010 issuance of “**COMISAF's Counterinsurgency Guidance**” ([see here](#)) for all Soldiers, Sailors, Airmen, Marines, and Civilians of NATO, ISAF, and US Forces-Afghanistan, General Petraeus approved more detailed **COIN Qualification Standards for Afghanistan** ([download here](#)) on August 27<sup>th</sup>, 2010. He forwarded these standards for incorporation into Service training and educational programs to better focus pre-deployment efforts on those tasks essential to success in Afghanistan. While some are Afghan-specific, much of the underlying logic and rigor of these standards is applicable across myriad environments including Iraq.

These standards served as a focal point at the **Royal United Services Institute (RUSI) COIN Conference** in London on 8-9 December. This conference assembled military and civilian practitioners from the UK, US, and other ISAF partners to 1) promulgate effective practices for tactical COIN execution in Afghanistan, and 2) identify insights regarding how to address COIN Qualification Standards in pre-deployment training (including BCT COIN Seminars). Will provide link to conference report in next SITREP and on [COIN Center website](#).

Would also like to call your attention to an informative COIN webcast on 18 November by **Major Shehryar Qureshi** (former Aide-de-Camp to General Kayani, Pakistani Army Chief of Staff), who presented “**Trust Pakistan: Our Contribution in the “War on Terror,”**” addressing Pakistan's: strategy to fight terror; Army campaign plan; COIN fundamentals; and impact of Pakistani Army operations in 2009-10 on ISAF. [Click Here for Trust Pakistan Web Packet](#)

As always, we thank you for your efforts in support of our troops.  
Colonel Dan Roper

## MONTHLY COIN/SFA ACTIVITY SUMMARY

### LEADER DEVELOPMENT

- **Stability Operations Army Universal Task List (AUTL) Conference, Carlisle Barracks, 5-8 OCT 10:** SFA Proponent participated in workshop, purpose of which was to review seven new Stability Ops UJTL tasks and nine current UJTL tasks for incorporation into UJTL. PKSOI public website (sollims.pksoi.org) allows communities that do not have access to .mil domain to collaborate on SO issues. JFCOM has nested UJTL tasks to the nine Afghan COIN qualification standards; SFA Proponent also did same with Army tasks. Result of SO UJTL task review was to eliminate one UJTL task and forward other six for submission. JFCOM will provide tasks for review to Joint community after JP 3-07 approved.
- **COIN Doctrine Immersion Course with Pakistani Army Officers, 1-10 Nov 2010.** Purpose of course was to provide specialized exchange of insights to improve collective counterinsurgency capabilities and expose Pakistani students to U.S. culture, civil-military relations, and respect for human rights. Course was in support of Office of Defense Representative-Pakistan (ODRP) and coordinated through CGSC and focused on COIN educational highlights and dialogue between the Pakistan Army senior officer students and CGSC Faculty.
- **Instruction to Human Terrain System (9 Sep, 13 Oct, 22 Nov):** COIN Center trained 65 Human Terrain System (HTS) trainees (all deploying to Afghanistan) on COIN principles, application, culture and COIN, Afghan Power Dynamics and COIN resources. [See COIN training product](#) (audio/graphic files).
- **U.S. Navy COMAIRFOR Commander's Training Symposium, 22 Oct:** COIN Center instructed 75 Aviation Squadron Commanders in COIN principles and application. All participants are taking command of aviation units in US Navy and USMC. Briefings focused on COIN principles, culture of Afghanistan and role and challenges that aviation plays in a COIN environment.
- **COIN Orientation for CALL Theater Observation Detachment (TOD), 1 Dec, 10 Nov, 21 Oct, 9 Sep:** COIN Center provided CALL TOD personnel with familiarization briefings which included COIN principles, US COIN/SO/SFA doctrine overview, and availability of COIN instructional products on [coin.army.mil](http://coin.army.mil) website. TOD personnel assigned to various theaters of operation including Afghanistan, Iraq, and Philippines.
- **OEF Philippines Case Study, 17 Nov:** COIN Center released insightful case study in counterinsurgency and Design written by Dr. Richard Swain (contracted to the COIN Center) on OEF Philippines. Deploying US forces may use study both for analytical and instructional purposes. Study exposes reader to real-world (and on-going) event and allows an examination of the event as it unfolds.

Students can apply existing doctrine to judge whether doctrine was applied correctly, whether that doctrine is adequate, and develop alternative solutions to an existing problem. Dr. Swain's study is very relevant to Army's current approach to operations. [OEF Philippines Case Study](#).

## **PUBLICATIONS OF INTEREST**

- **Counterinsurgency on the Ground in Afghanistan:** "How Different Units Adapted to Local Conditions," by Jerry Meyerle, Megan Katt, and Jim Gavrilis. Provides glimpse into what US and NATO forces have done to roll back the insurgency in some of the more remote and difficult areas of Afghanistan. Full report here: [View Counterinsurgency on the Ground in Afghanistan](#)
- **Colloquium Article, "An Irony of War", 11 Oct:** Dr. Mark Silinsky examines the many differences between insurgencies in Iraq and Afghanistan. Read article at: [An Irony of War](#)
- **COMISAF's Counterinsurgency (COIN) Contracting Guidance:** The use of contracting in Afghanistan represents both an opportunity and a danger. Done properly, contracting can provide a way to stimulate economic growth, provide stability, and encourage goodwill toward the Afghan government and ISAF. Proper management of contracting can ensure that the funds spent do not end up in the wrong hands. COMISAF highlights importance of contracting in a COIN environment and provides guidance to alleviate risk if done improperly. [COMISAF COIN Contracting Guidance blog](#)
- **Counterinsurgency Advisory & Assistance Team Special Report, 20 Sep:** PARTNERING: A COUNTERINSURGENCY IMPERATIVE, Special Report to Commander, International –Joint Command 2010. Presents case that Partnering is imperative for the success of the U.S. mission in Afghanistan. "Embedded partnering must be embraced at every level from HQ ISAF to the most junior organization, setting conditions for Afghanistan to grow into a democratic, unified, and independent nation." Access report in Small Wars Journal: [Partnering: A Counterinsurgency Imperative](#)
- **COIN Common Sense, ISAF, September 2010.** Focus: developing governance at tactical level, techniques for including Afghans, elections, Afghan Constitution. [COIN Common Sense](#)
- **Colloquium Article, "Mitigation of Terrorist Effects on Victims' Motivation" 18 Aug:** Terrorism is designed to instill fear and instability into the general population and reaches well beyond immediate physical casualties. John DeMaggio explores Maslow's model of motivational theory as a mechanism for understanding the basis of this fear and instability. By applying techniques rooted in Maslow's hierarchy, a government can take ownership of the response and mitigate the effects of a terrorist incident, and use these to motivate the general

population and increase stability and resilience of the government. [View Mitigation of Terrorist Effects on Victims blog](#)

- **Wanat: Combat Action in Afghanistan, 2008.** On 13 July 2008, nine American Soldiers died in a pitched battle in Wanat village in Afghanistan's Waygal Valley. Company C, 2d Battalion, 503d Parachute Infantry, led a contingent of 49 U.S. and 24 Afghan National Army Soldiers who defended their outpost against a coordinated attack by a determined insurgent force armed with rocket propelled grenades and automatic weapons. Despite the initial advantage of tactical surprise and numerical superiority, the insurgents ultimately broke contact and withdrew. The Combat Studies Institute conducted an analysis of the Battle of Wanat in order to offer an objective narrative of these events -- it does not draw final conclusions or second guess decisions made before or during the heat of battle. It is an aid to learning, allowing the reader to see the events of the day through the eyes of the leaders and Soldiers of Task Force Rock. It provides context needed to help better understand and appreciate the nature of the war in which we are engaged. . [Download copy here.](#)

## OUTREACH

- **Subject Matter Expert Shura, Ottawa Canada, 17-19 Nov:** COIN Center supported Canada's Department of Foreign Affairs and International Trade (DFAIT) and the Canadian Armed Forces by providing expertise to DFAIT's "Insurgency and Terrorism Training" course. COIN Center also participated in the update of the "Afghan Cultural Resource" DVD to include interviews of operational experience in Afghanistan and the role of Islam and tribal dynamics in Afghan society. Next steps: conduct COIN training for Canadian Forces and Government personnel deploying to Afghanistan.
- **COIN Center Brownbag Webcast, 14 October.** Dean Baratta, New Jersey State Police and NJ National Guard, presented "Intelligence Analysis in COIN – A Law Enforcement Perspective." His conclusion is that "lessons learned" from various U.S. law enforcement agencies in facing criminal networks are applicable to U.S. forces in COIN environment. Briefing slides and webcast here: [View COIN Webcast presented by Dean Baratta](#)
- **COIN Center Brownbag Webcast, 16 September:** Featured Dr. Christopher Paul, who led RAND's study and authored, "[Victory Has a Thousand Fathers: Sources of Success in Counterinsurgency.](#)" Sponsored by Office of Secretary of Defense Irregular Warfare Division (OSDCAPE-IW), Dr. Paul and his team selected 30 insurgencies through which to examine 20 different approaches for conducting COIN operations. FM 3-24 was one of the 20 approaches and its key ideas were strongly supported by this empirical study. Study resulted in six findings.

- **COIN Center Brownbag Webast 25 Aug:** COIN Center hosted police trainer Jack Colwell from Kansas City Missouri Police Department and co-author, along with Mr. Chip Huth, of book entitled [Unleashing The Power of Unconditional Respect](#). Colwell described how police officers (and other "counterinsurgents") must maintain dignity and respect of everyone in their operational environment when conducting operations, including dangerous "take-downs". Police have learned to move from a very strong, forceful behavior (initial entry and take-down), to humility, empathy, and synergy with the occupants. In the book, they describe a sophisticated system that provides radically improved results in a high-risk tactical environment, increasing safety and effectiveness. Soldiers and units conducting operations in a COIN environment would find their research highly useful. See [briefing charts or listen to the webcast here](#). See book website: [Unleash Respect](#) .

### **COIN/SO/SFA Community Events**

- 6 Dec**                      **Pakistan's Media: Dissecting its Coverage of Extremism, Terrorism and Pakistan-U.S. Relations, Wash, DC**, U.S. Institute of Peace, [Pakistan's media](#)
- 6-9 Dec**                    **Exploring DDR/SSR Nexus**, Naval Postgraduate School. Focus on challenge between Disarmament, Demobilization and Reintegration (DDR) of ex-combatants and Security Sector Reform. [Exploring DDR/SSR nexus](#)
- 8-9 Dec**                    **COIN Conference, London**, UK COIN Center, US COIN Center, USMC IW Center, ISAF CAAT, CTC-A. Focus: tactical COIN application. [COIN Conference London](#)
- 8-9 Dec**                    **Mass Atrocity Response Operations Workshop, Gettysburg**, PKSOI, Purpose is to analyze MARO-related topics. [Mass Atrocity Response Operations Workshop](#)
- 14-15 Dec**                **Advisor Training Working Group (ATWG), Fort Leavenworth**. Purpose is to improve DOD, interagency and Allied advisor training centers awareness and unity of effort.

Questions or Comments - contact us at:

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