



Counterinsurgency SITREP 30 November 2008

Director's Comments:

Wanted to provide you some insights from trips to Afghanistan, Iraq, and the UK we have had in last month and to solicit your thoughts on a concept to form a "COIN CFE Triad" and potentially an "ABCA COIN Constellation" to harmonize efforts in a time of increasing demand, greater complexity, and diminishing resources. We see this as supportive of **Secretary Gates' recent call to "institutionalize capabilities such as counterinsurgency"** (a must read – link [here](#)) and welcome your feedback:

- **Afghanistan.** From 22-31 Oct 08, visited ISAF, UNAMA, CSTC-A, CTAG, TF 101, USEMB-A (State & USAID), NGOs, ANA, ANP, CTC-A, & reps from other nations' militaries; got appreciation for challenge of prosecuting "comprehensive & integrated approach" to COIN in 39-nation coalition. Evolving military structures (U.S. & ISAF) can overwhelm & confuse smaller civilian organizations in U.S., Coalition, & Afghan govts as well as NGOs. Challenges in knowledge transfer & learning due to multiple transitions of diverse teams operating on different deployment cycles. COMISAF operational approach is "**Shape, Clear, Hold, Build**" with emphasis on "What comes after Clear?"
- **Iraq.** From 2-7 Nov 08, met with reps from MNF-I, MNC-I, IAG, IGFC, & MND-C. Iraq government and Coalition working their way through **multiple nearly simultaneous transitions**. USM-I & MNF-I using this as opportunity to improve organizational efficiency by eliminating redundancy to better align civ & mil footprints from national level (USM-I & MNF-I) to ground level (PRT & BCT, et al). Operational approach focused on "**Partner, Enable, Advise**" vice over-watch. Interesting and innovative work being done with respect to election support for 2009.
- **UK.** From 22-27 Nov, met with UK Land Warfare Centre (LWC), 12th (UK) Mech Bde preparing for Spring 09 deployment, & 6th (UK) Div HQ preparing for Command of RC (South) in late 2009. It was a privilege to exchange ideas with such dedicated professionals; the **energy, candor, and intellectual rigor with which UK Army is approaching learning and reform** while engaged in a complex fight is impressive. UK Army leadership interested in **developing a "UK COIN Center"** and leveraging ongoing efforts (may potentially embed officer with USA/USMC COIN Center and link with COIN CTC-A in Kabul). LWC connected to 4 Dec COIN DCO and planning visit to Ft Leav to meet with CAC organizations responsible for knowledge management, lessons learned, simulations, and counterinsurgency. 6th (UK) Div leadership requesting assistance in establishing contact with commanders of BCTs & RCTs projected to be in RC (S) to start teaming early on pre-deployment activities.
- **"COIN Triad."** Both theater COIN Centers requesting additional formalized support (manning, POI development & refinement, & capturing lessons learned) from

institutional organizations in COIN/IW/SO Community of Interest. In the spirit of **Secretary Gates' recent challenge to "institutionalize counterinsurgency skills and the ability to conduct stability and support operations,"** we ask, ***How can institutional force harness efforts of disparate organizations to provide resources, reach-back, and support to these critical efforts?*** We see following as guidelines to assist in path ahead:

- Increase transparency on who is doing what to whom – horizontal integration.
- Validate nested, sequential, & progressive input to COIN & Stability POIs.
- Consider physical, virtual, & procedural linkages.
- Leverage KM processes as part of Army, Joint, & Coalition learning orgs.
- Identify redundancies & overkill in process.
- Develop *Coalition/ABCA COIN Constellation* -- which will have as its focal point, provision of true SMEs to both COIN CFE and CTC-A on a recurring basis.

Have posted portion of concept brief here (including potential options for next steps).

http://usacac.army.mil/cac2/coin/repository/2008_12_COIN_Triad_DRAFT3.ppt (paste into your browser if direct link does not work). ***Welcome your feedback on this.***

- **COIN general**

- "Conducting operations" -- not "conducting COIN" or "governance & development" or "lethal ops" or "stability ops." Do not arbitrarily constrain thinking.
- Campaign planning at tactical levels is about *influencing local distribution of power -- formal & informal.*
- Interagency planning: Imperative to vertically link & integrate efforts at multiple levels, otherwise focus at one level may impede efforts at other levels (e.g., province vs. district; manage transitions between these levels (at least be aware of them).

Thanks for your efforts in support of our troops,
Colonel Dan Roper

MONTHLY COIN ACTIVITY SUMMARY

INTEGRATION. Monthly COIN Integration Mtg/DCO (4 Dec) - Participants: USAF Coalition and IW Center, UK Land Warfare Centre, JFCOM IW Center, COIN CFE Iraq, PKSOI, JCIFSA, USMC IW Center, CGSC, USSOCOM J10, TRADOC UK LNO, SOCOM IWC, FOB Army Strong (DCC FRTM), BCTP, & CAC G3.

ADVISORY, EDUCATIONAL, & ASSISTANCE VISITS

- **NESA Afghan Presidential Elections Workshop (2-3 Dec).** COIN Center Deputy Director Canadian LCol Malevich attended Afghan Presidential Elections Workshop hosted by Near East and South Asia Centre for Strategic Studies. Meeting fostered dialogue between individuals knowledgeable of and engaged in planning for 2009 Afghan Presidential Election. LCol Malevich served as an advisor to Afghan Elections Commission prior to joining COIN Center.
- **National Ground Intel Center (NGIC) -- South & South East Asia Conference on Irregular Warfare (12 Nov).** On 12 Nov, COIN Director presented "Approach and Insights to Counterinsurgency" to Intel reps (CIA, DIA, FBI, ONI, PACOM, SOCPAC, SOCOM, JSOTF-P, AWG, & NGIC) focused on IW in South & South East Asia. Key discussion points: **Ops/Intel fusion more critical than ever (e.g., Company Intel Support Teams)**; ISR planning & synch challenges; IPB needs more emphasis on steps 1 & 2 (Define Environment & Describe its Effects) rather than affinity for steps 3 & 4 (Evaluate Threat & Determine Threat COA); Intel far more than sum of "INTs"; importance of cross-LOO collaboration (e.g., Police Intel Ops to develop "Evidence" in addition to intel); & that understanding local context and power relationships, formal & informal, may be key intel contribution.
- **USA/USMC COIN Center COIN Leaders' Workshop (3-7 NOV).** LTC Ulrich led COIN Leaders' Workshop to convey COIN mindset for pre-deployment and operational education and training recommendations to attendees. With over 160 participants, this was **largest COIN Leaders' Workshop to date**. Participants included representatives from OSD Program Analysis, State Department, Canadian Forces School of Military Intelligence, Australian Army, USMC Intelligence Activity, JCIFSA, Asymmetric Warfare Group, IED-D, Joint Special Operations University, Academia, USA Active and Reserve Forces, National Guard, CGSC, CALL, and TRADOC. Key topics of instruction included insurgency-focused IPB, Influence and Information Operations and Clear-Hold-Build methodology. Next COIN Leaders' Workshop at Fort Leavenworth is planned for March 30 – 3 April 2009.
- **COIN Center Advising Mission to Fort Riley's DCC (17-21 NOV).** COIN Center advised Fort Riley Training Mission (FRTM) on COIN and cultural training POI for Army, Navy & Air Force transition teams (TT) members deploying to Iraq and Afghanistan.
- **COIN Center Visit to USMA (17-20 NOV).** COIN Center (MAJ Smith) led COIN seminars for USMA Department of History faculty, Center for Company Leaders and its COIN Elective, and met with Department of Military Instruction to assess

COIN integration and to develop a realistic educational foundation for COIN in pre-commissioning training.

- **Human Terrain Systems (HTS).** HTS doing great work on providing deep understanding of OE to battle commander. If you are not familiar with HTS capabilities, recommend you check their link at <http://hts.army.mil/>.
- **1st Army Training.** COIN Center will conduct COIN Seminars for 1st Army (E) & 1st Army (W) in Jan/Feb timeframe to enable trainers for non-landowning, non BCT reserve component units. For more information contact [MAJ Niel Smith](#).

RESEARCH

- Rand has completed an informative report on insurgency in the Solomon Islands and the Philippines. Link [here](#). (CAC Required)
- COIN Center's first 'Virtual Brownbag' lunch lecture featured Dr. Geoff Demarest, Senior Analyst at the Foreign Military Studies Office, who spoke on US COIN biases in the Western hemisphere.
- COIN Center hosted COL Joe Felter, Ph.D, National Security Affairs Fellow at Stanford, and Dr. Jake Shapiro, Princeton University Assistant Professor, who presented overview of research project, "Empirical Study of Conflict." Their study focuses specifically on counterinsurgency operations (2001-2004) in Philippines and use of non-kinetic resources and their effect on violence in Iraq.
- Congressional Research Service (CRS) has prepared good report on Afghanistan, *Afghanistan: Post-War Governance, Security, and U.S. Policy* [here](#).

STRATCOMS & OUTREACH

- **Linda Robinson**, author of "[Tell Me How This Ends: General David Petraeus and the Search for a Way Out of Iraq](#)" and "[Masters of Chaos: The Secret History of the Special Forces](#)," spoke at second COIN Center Virtual Brownbag program. Her presentation drew on interviews and embedded reporting with conventional and special operations units and senior leadership in Iraq and Afghanistan.
- COIN Leaders' Workshop was attended by **Spencer Ackerman**, a national security correspondent from the *Washington Independent*. Mr. Ackerman's article was summarized on COIN Center Blog entry: [Washington Independent Correspondent Reports on 3-7 Nov COIN Leaders' Workshop](#).
- **NPR's J.J. Sutherland** visited COIN Center to ask about counterinsurgency, in general, and Afghanistan, specifically. COIN Center members discussed role of COIN in full spectrum operations and balancing capabilities for future conflict.
- **NPR** hosted a discussion between COL Roper; Tina Susman, LA Times Baghdad Bureau Chief; Steven Biddle, Council on Foreign Relations, & Anthony Cordesman, Center for Strategic and International Studies. Focus was on shift in attention and resources from Iraq to Afghanistan. Audio link [here](#).
- "Global Counterinsurgency: Strategic Clarity for the Long War" by COL Roper was published in autumn 2008 Issue of *Parameters*. Article advocates for a refocus of US efforts and resources to more effectively deal with current transnational threats. Complete article can be accessed [here](#).

COIN Community Upcoming Events

8-11 Dec	National Ground Intelligence Center Annual Conference on Afghanistan, Charlottesville, VA
10-12 Dec	COIN Leader Workshop, Ft Carson (10 TH SFG & 4th ID)
8 Jan 09	Monthly COIN Integration Meeting (DCO)
13-15 Jan 09	COIN Leader Workshop, 1 st Army West, Fort Carson
12-16 Jan 09	Unified Quest 09 – SOF/GPF Integration @ Tampa, FL
29 Jan 09	Monthly COIN Integration Meeting (DCO)
9-12 Feb 09	COIN Leader Workshop, 1 st Army Division East – Fort Meade

Next Monthly COIN Integration MTG/VTC 8 Jan 09 (1000 Central Standard Time)

- Request all participating COIN Integration Meeting organizations share their next 60 days of upcoming events of interest to the community. Please submit events to Mr. Terrell Bruner terrell.w.bruner@conus.army.mil.

Questions or Comments - contact us at:

US Army and US Marine Corps COIN Center

630 McClellan Ave

Fort Leavenworth, KS 66027

(913) 684-5196/5188

coin@conus.army.mil

<http://coin.army.mil>

Part of the US Army's Combined Arms Center at Fort Leavenworth, Kansas