



**USA/USMC Counterinsurgency Center
U.S. Army Stability Operations Proponent
U.S. Army Security Force Assistance Proponent
SITREP – 13 November 2009**



SITREP Highlights

COIN:

- Multinational COIN Training
- COIN Leaders Workshop: Af/Pak

Stability Operations:

- Combating Terrorism Center, West Point

Security Force Assistance:

- SFA Seminar for Italian Army

Director's Comments:

As interest regarding future ISAF strategy and resourcing continues to increase (while Iraq remains lethal and complex), the COIN community has been redoubling its efforts to prepare counterinsurgents to operate in this incredibly demanding environment – **an environment that demands a precise, granular, and local understanding of complex human terrain.** Empowered with this understanding, leaders will be better able to develop security forces and institutions that work at local level, exploit seams among Taliban factions and Al Qaeda, and support the killing, capture, or separation of those who refuse to reconcile or reintegrate. Multiple engagements this past month helped us better understand these dynamics and will support ongoing efforts to prepare counterinsurgents for these challenges. Some highlights:

Multinational Engagements: trips to Afghanistan, NATO,

UK, France, Egypt, Italy, & France. Key overseas events included: visit to **COIN Leader Course at COIN Training Center Afghanistan (CTC-A)** and **ISAF Regional Command (South)**, pre-deployment training to **7 (UK) Brigade** preparing for Helmand and to **Italian Alpini Brigade Operational Mentoring and Liaison Team** preparing for RC (West); presentations to **French Ministries of Foreign Affairs and Defense, French Joint Doctrine Center and Staff College** on U.S. COIN initiatives; coordination visit to **US Army Africa**; presentation to **RUSI/UK Land Warfare Centre** on “U.S. Army Institutional Adaptations to the Changing Operational Environment;” and regional cooperation presentation to Mid-Eastern and North African officers at **NATO Defense College** in Rome. Also had opportunity to support **BRIGHT STAR** in **Egypt** to facilitate exchange of COIN and stability operations expertise between USARCENT and the Egyptian Training Authority.

COIN Leaders Workshop on Afghanistan-Pakistan. From 27-29 Oct, 156 attendees heard perspectives from academia, media, and Pakistani Army – all experts with recent experience in the region, highlighted by keynote speaker, **General Jim Mattis** (Commander, Joint Forces Command). GEN Mattis offered superb insights on coalition operations to complement the lessons and historical context offered by other presenters regarding this tremendously complex security challenge. Would encourage you to review conference presentations and a summary of each presenter's [key points here](#).

As always, please continue to challenge us with your questions, comments, and recommendations – and thanks again for your efforts in support of our troops.

Colonel Dan Roper

MONTHLY COIN/SO/SFA ACTIVITY SUMMARY

INTEGRATION.

- **CALL TOD COIN Orientation (1 Oct):** COIN provided CALL Theater Observation Detachment (TOD) personnel with an overview of COIN principles, COIN Center mission, and coin.army.mil website, and established communication links for mutual (TOD/COIN) support in future. This TOD will be attached to 4-I ID and will focus on lessons from the Advise and Assist Brigade.
- **ACP DP 110 Update (Enduring training capability for Transition Teams and Provincial Reconstruction Teams) (6 Oct).** SFA Proponent provided input to HQDA G3/5/7 (DAMO-SSTR) for the Army plan for institutionalizing SFA to include courses of action for C2 of 162nd IN BDE, responsible for delivering advisor training to the Army. Current issues also include the growth of the 162nd to meet training requirements. Next steps: DAMO-SSTR hosts DP110 Council of Colonels (time to be determined) with follow on brief to VCSA.
- **ACP Objective 8.6 (Building Partnership Capacity) VTC (6 OCT):** COIN Center participated in VTC hosted by DA G3/5/7 (DAMO-SSO) which focused on developing LOEs prior to BPC 8.6 IPR to BG Donnelly. DAMO-SSO proposed three COAs for LOEs: 1) Orient on DOTMLPF, 2) Orient on Organization /Unit, or 3) Orient on PEGs with requirements/ resources and policy/authorities. DAMO-SSO intends to depict the LOEs resulting in specified Army BPC Objectives and Goals; with each line of effort populated with supporting initiatives (each with their own milestones); received feedback on LOE COAs from the assembled group and is developing an initial draft of LOEs, initiatives and objectives. Council of Colonels scheduled for 10NOV and 25NOV.
- **Security Force Assistance Action Plan Coordination (6 OCT):** SFA Proponent Office coordinated with HQDA G3/5/7 (DAMO-SSO) for DOTMLPF actions to promulgate SFA in the Army. Effort resulted in conference strategy to finalize the Army SFA Action Plan to include topics on: echeloned SFA education across the Army for NCO, WO, & Officer PME; proponent responsibility for reviewing and advising on SFA Training POI's; and relevant SFA initiatives by tactical units "Division" and below. Conference information and results are at COIN.ARMY.MIL.
- **Interagency Symposium, Fort McNair, Washington D.C (6-8 Oct).** Center personnel attended symposium and conducted several informational and coordination visits with key interagency partners to include Director of Stability Operations (SO), Director of Political Training, and Provisional Reconstruction Team (PRT) Training Coordinator at the US Department of State's Foreign Service Institute. Discussions focused on current issues related to stability operations and PRT training. Session also highlighted that no uniformed personnel are currently working in the Foreign Service Institute (FSI). Next steps: observe PRT training at Camp Atterbury, Indiana (15-20 NOV) and conduct train-the-trainer instruction for FSI COIN presentations.
- **Stability Operations Proponent Office visit to Combating Terrorism Center (CTC), West Point, NY (9 Oct).** Purpose was to open dialogue with CTC for addressing and solving COIN and counter-terrorism issues. Next steps: Engage CTC for adding Stability Operations (SO) education at USMA; provide CTC with

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overview of SO and how SO aids in combating terrorism; include SO in a CTC publication.

- **COIN Monthly Brownbag Web-cast, 16OCT:** “Deadly Persistence, Integrating Armed UAV’s and Ground Forces in Kandahar.” MAJ Jason Adair, Canadian Army, conducted an informative and highly interesting Web-cast presentation on success in conducting coalition UAV missions. MAJ Adair, of the Princess Patricia's Canadian Light Infantry Battle Group, operated in Kandahar Province, Afghanistan in 2008. He outlined the major breakthroughs in overcoming the cycle of attacking the Taliban but alienating the population -- through the integration of UAVs with US and Canadian forces. COL Trey Turner (US Army) also provided depth to the briefing and answered questions from the participants. See slide presentation [here](#). Next Brownbag is 20 NOV, subject: *Supporting Development and Stability Operations Using Online Tools*.
- **Global Synchronization Conference (19-23 Oct):** SFA proponent office represented HQDA in the SFA Working Group which included representatives from each service and COCOM. Working Group discussed the draft Department of Defense Instruction on SFA and gave feedback to the OSD author. Group also developed a framework to align regional SFA assessments, plans, and requirements within the global 3-D construct (Diplomacy, Development, Defense) along functional lines: air, sea, land, and cyber. During the Conference the group determined and refined the criteria for synchronizing emerging regional SFA requirements and determined how to package SFA force requirement recommendations to inform the Global Force Management process. The SFA Working Group leader briefed the Center for Special Operations Director on the group outcomes. There were no outstanding issues for the Army.
- **American Institute of Engineers IW Conference (21-22 Oct):** Deputy Director brief focused on the Army’s approach to irregular challenges. Brief highlighted three areas of focus: upcoming potential establishment of an Irregular Warfare Center; the concept of Design in the soon to be released FM 5-0; and the PRT and TT training ongoing at JRTC and Camps Atterbury and Muscatatuck. Conference reinforced that all services continue to struggle with IW and how this is different from what we have done in the past. One shortcoming of the conference was lack of Interagency representation.
- **CALL TOD COIN Orientation (22 Oct):** COIN provided CALL Theater Observation Detachment (TOD) personnel with an overview of COIN principles, COIN Center mission, and coin.army.mil website, and established communication links for mutual (TOD/COIN) support in future. This TOD will be attached to 34th ID and will focus on drawdown and redeployment issues at the division level.
- **Training and Education Workshop (26-29 Oct):** Hosted at National Defense University by Peacekeeping and Stability Operations Institute. SO Proponent representative participated in workgroup to address training methods for SO in an interagency environment. Next step: work to better refine interagency training requirements and processes.
- **COIN/SO/SFA Integration under CAC Leadership Development and Education Directorate (LD&E) (29 Oct):** Decision briefing to Deputy to CG, Combined Arms Center, confirmed previous decisions to place the COIN Center and SO and SFA

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Proponent offices under LD&E. Realignment will not impact organizations outside CAC.

- **TRADOC Campaign Plan (TCP) Decision Point 36: (Role of PKSOI in support of CAC Core Functions):** DP 36 is scheduled to be presented to Commander TRADOC at the 4 DEC 09 TRADOC Synch Meeting (TSM). Operational Planning Team consisting of CAC G3, USASO&SFAPO and PKSOI representatives have been developing recommendations for this DP through a series of workgroups since May 09. Recommendations were finalized at the 13-15 OCT 09 workgroup at Fort Leavenworth, KS, and have been distributed for comment. Suspense: 9 Nov. Recommendations will focus on codifying tasks to be performed by PKSOI in support of CAC and C2 relationship between CAC and PKSOI.

ADVISORY, EDUCATIONAL, & ASSISTANCE VISITS

- **COIN Leader Workshop for Human Terrain System (HTS) (14 – 15 Oct):** COIN instructed members of HTS August trainee class in COIN principles and application tools. Instruction modules included understanding the operational environment (ASCOPE), root causes, clear-hold-build, and cultural and situational awareness.
- **Visit to Afghanistan (24SEP-12OCT 2009).** COIN Center Integration Officer conducted coordination, information exchange and lessons learned collection with COIN Training Center (CTC-A) and ISAF Regional Command South Headquarters. Attended five-day COIN Leader Course which develops leader COIN capability through participation in regionally focused, relevant “best practice” COIN operations training. Gained understanding of CTC-A curriculum and synchronized with COIN Center instruction. COIN Center also met with ISAF RC South Doctrine Development Directorate, USAID PRT Program – Afghanistan, CJ – 7, Counsel General - Peshawar, Pakistan, and Police Mentoring Team Chief – Nangarhar Province, Afghanistan. Gained perspectives on current practices and modes of thinking on COIN in RC South. Next step: Continue periodic visits and monthly Defense Connect Online meetings to ensure integration of current COIN doctrine and best practices into training programs, forums, and workshops.
- **Tactical Commander’s Development Program COIN Brief (13 Oct):** Deputy Director of the COIN Center facilitated discussion on COIN and Security Force Assistance with incoming Battalion Commanders. Discussion focused on changes to the environment in Iraq and the recent guidance published by GEN McCrystal. COIN Center continues regular support to TCDP.

DOCTRINE UPDATE

- **Joint Publications**
 - JP 3-24, Counterinsurgency Operations. Provides joint doctrine for the planning, execution, and assessment of COIN operations across the range of military operations. Published 5OCT09.
- **Combined Arms Doctrine Directorate**
 - 9 OCT: Revised Final Draft-2, FM 5-0, *The Operations Process*, distributed for review. Council of Colonels review, 1-2DEC. Target publication is MAR10.

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- FM 6-0, Command and Control. CADD received first revision comments. Target publication is 1QFY11.
- **Collective Training Directorate**
 - FM 7-0, *Training for Full Spectrum Operations*, being revised based on Chief of Staff, Army, concerns that commanders were misinterpreting the intent of the CMETL/DMETL construct. Writing team intends to begin Army-wide staffing process in 1st Quarter, FY 2010. Target publication is OCT11.

OTHER PUBLICATIONS OF INTEREST

- **RAND Study – *Integrating Civilian Agencies in Stability Operations***. Published in 2009, the study examined the question of how the Army can help make key civilian agencies more capable partners in the planning and execution of stability, security, transition, and reconstruction (SSTR) operations. The authors suggest a series of options that are worth considering in order to improve the current situation. Study is available at www.rand.org/pubs/monographs/2009/RAND_MG801.pdf.

STRATCOMS & OUTREACH

- **COIN Leaders Workshop (27-29 Oct)**: Workshop designed to exchange ideas and collaborate on recent developments in COIN in the Afghanistan/Pakistan context and gain an understanding of how recent operations will impact the current fight in Afghanistan. Attended by 156 military and civilian persons from joint, U.S. Government interagency, non-governmental organizations, foreign armies and academia participated in the conference. Slides and speaker summaries are posted on coin.army.mil. Videos of conference will be available in the coming weeks.

COIN/SO/SFA Community Events

17-18 Nov	SFA Proponent visit to Italian Army Conference, Rome
17-18 Nov	Joint Special Operations University: NATO Joint Senior PSYOP Conference
18-19 Nov	Human Terrain System Training, Leavenworth, KS
19 Nov	COIN/SO/SFA Monthly Integration Meeting. Join meeting at https://adobe.harmonieweb.org/coinvtc/ .
20 Nov	COIN Center webcast – demonstration of a web-based resource for building capacity for stability operations (1000-1100 CST). View on-line at https://adobe.harmonieweb.org/coinvtc/ .
1-17 Dec	Combating Terrorism Seminars, National Defense University

* Request all COIN/SO/SFA Integration Meeting organizations share next 60 days of upcoming events of interest to the community to jennifer.stiles1@us.army.mil.

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Attachment: EXECUTIVE SUMMARIES, EUROPE COORDINATION VISITS, OCT 09

EXECUTIVE SUMMARIES, EUROPE COORDINATION VISITS, OCT 09

COIN/Security Force Assistance (SFA) Seminar for Italian Army. COIN Center conducted COIN & SFA seminar from 7–8 Oct 09 at Italian Army Alpine Training Center, Aosta, Italy. COIN training was directed as follow-on action to Apr 09 US/Italy Army Staff Talks. Instruction was presented to 130 Italian Army senior unit leaders scheduled for Operational, Mentoring & Liaison Team (OMLT) rotation in December 2009 to Regional Command (West) to mentor and advise 207 ANA Corps. COIN Center provided instruction on COIN fundamentals, insurgencies, operational environment, ASCOPE, root causes, clear-hold-build, culture and situational awareness, COIN lessons learned and COMISAF COIN Guidance. SFA topics included security programs, relationships and doctrinal framework, command and control, advising, and the operations process. Italian Army does not have an institution similar to COIN Center or BCTP to provide integrated instruction on counter-insurgency expertise and capabilities. Training was endorsed by Italian Army Chief of Staff (LTG Castagnetti) and CG SETAF/U.S. Army Africa (MG Garrett) as a potential future line of bilateral cooperation, supporting US/Italy staff talks objectives and actions. Next Step: USEMB-I and SETAF provided verbal WARNO of forthcoming request for COIN Center support to similar training for next Italian OMLT rotation in Apr 2010.

U.S. Army Africa (USARAF). Met with planners from SETAF/USARAF in Vicenza on 7 Oct 09 to ID opportunities for increased collaboration with USARAF new role in its shift from Europe to Africa orientation. Potential areas include: USARAF Staff Training & Education Program (STEP); PKSOI support to LDESP; and provision of additional information from SFA Proponent, FMSO, JCISFA, and LPU. Next step: USARAF will forward RFI for additional CAC information and potential support after internal staffing.

7 (UK) Bde Pre-Deployment COIN Training in Hohne, GE. On 30 Sep presented U.S. Military COIN Insights to 7 (UK) Bde beginning its preparation for Helmand deployment in 2011. This is part of multi-national CFE Triad development directed in CAC CG Annual Training Guidance.

RUSI/Oxford/UK Land Warfare Centre "Changing Character of War" COIN conference: COIN Center Director presented "US COIN Adaptation to the Changing Operational Environment" and served on panel for COIN Staff talks involving UK & Canadian CSAs at Warminster, U.K. on 8-9 Oct. Gen Richards specifically cited U.S. adaption and learning in his remarks and highlighted Ike Skelton COIN Chair as great example of same. Points we stressed were: imperative for continuous organizational learning to understand environment (and emerging doctrine on Design), organizing to deal with complexity (e.g., COIN Centers, HTTs, CTC-A), and USG COIN Guide as a step toward a comprehensive approach. Next Steps: CG LWC, interested in visiting CAC to follow up with on-going discussions on COIN & Lessons Learned. Conference Report TBP in Dec 09.

COIN & SFA Presentations to French Ministry of Foreign Affairs (hosted by Advisor on US Foreign Policy and Transatlantic Relations, Policy Planning Staff, French Ministry of Foreign Affairs) on evolution in US COIN doctrine and practice in relation to Afghanistan, how COIN relates to ISAF Cdr's assessment, influence of Iraq experience, and role of

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COIN Center in improving COIN training and capabilities. Made presentations to Joint Forces Centre for Concept Development, Doctrine & Experimentation, and both Joint & Army Command & Staff Colleges at Ecole Militaire. Had separate office calls with Commander French Army Doctrine Center (CG, CDEF) and Director, ICCDE to discuss possibilities posed by French reintegration in NATO mil structure and CAC interest in supporting NTM-A.

NATO Defense College (NDC) COIN Presentations: On 12 Oct, COIN Center Director gave presentation to NATO Regional Cooperation Course in Rome (primarily officers from mid-East & North Africa: Mauritania, Morocco, Algeria, Tunisia, Egypt, Israel, Jordan, Kuwait, Bahrain, Qatar, & U.A.E.) from MAJ -- BG. Had office call with NDC Commandant, and discussed visit of German Ambassador Scharioth to CAC in Sep 09, challenges for soldiers operating under caveats, and CAC interest in support to NTM-A. Also met with Deputy Chief of Staff of Allied Joint Force Command Naples, who made presentation on "The Strategic Challenge of NATO Operations," who highlighted challenges of KFOR drawdown from existing level of over 12,000 troops and also discussed how JFC Naples saw great utility in use of PMESII to frame a comprehensive approach in operations. Next Step. NDC faculty will make reciprocal presentation to CAC COIN Seminar on 28 Oct 09.

BRIGHT STAR. From 17-26 Oct, COIN Director supported BRIGHT STAR 09 exercise in Egypt involving forces from Egyptian, U.S., and 10 other partner nations. Exercise placed ARCENT and Egyptian Army as CJTF HQ and took initial steps toward addressing COIN and hybrid challenges as opposed to its traditional exclusive focus on conventional ops. Egyptian Training Authority very interested in leveraging U.S. expertise and approach toward COIN and institutionalizing a process and culture of lessons learned. ARCENT taking initiative to capitalize on this opportunity with robust COIN conditions designed into scenario of BRIGHT STAR 11 to inculcate COIN mindset. Goal is for both U.S. and Egyptians to have early involvement in exercise design to create scenarios that stress full range of political, military, economic, social, informational, infrastructure, physical terrain, and time (PMESII-PT) variables of OE. Anticipate ARCENT requests for CAC support conveying COIN and lessons learned best practices to Egyptian Army.