



USA/USMC Counterinsurgency Center  
 U.S. Army Stability Operations Proponent  
 U.S. Army Security Force Assistance Proponent  
 SITREP  
 4 Jan 2010




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**Director's Comments:**

As the counterinsurgency community continues to prepare leaders and units to confront and defeat irregular threats, it is clear that in spite of much progress, there is much yet to be done. All of our efforts should focus on enabling leaders, teams, and units to be better prepared for this challenge than our adversaries.

*Counterinsurgency at its core is a competitive and lethal environment in which those who learn faster and better win. Rapidly assessing, understanding, and adapting are essential to counter the nexus of criminality, corruption, instability, and narcotics that fuel ongoing insurgencies. Only in this manner can we generate and sustain the momentum – physical, social, political, and psychological – necessary to protect the population and prevail in enduring conflicts amongst the people.*

The President's recent decision to send 30,000 more troops to Afghanistan helps bring into focus the complexity of the challenge to U.S. strategic objectives. A key initiative to address this challenge is the establishment of a 3-star **NATO Training Mission for Afghanistan** which will seek to improve Afghanistan security force training, leadership, and sustainability. Much of its expertise is derived from lessons and experience in **Iraq** where a key component of the U.S. efforts continues to be spear-headed by the work of Brigade Combat Teams operating as **Advise and Assist Brigades**. It is imperative that COIN, Stability Ops and SFA initiatives (to include policy, doctrine, training, and leader development) are coordinated fully with joint, interagency, and multinational partners. COIN Center has been providing COIN instruction to **US civil-military training** held at **Camp Atterbury**, Indiana to prepare PRT members for deployment to Afghanistan. We will continue to look for these kinds of opportunities to support the mission in Afghanistan and Iraq and are exploring additional areas where we can collaborate with our civilian interagency partners.

In accordance with our mandate to "help connect the dots" across multiple joint, interagency, intergovernmental, and multinational partners, the COIN Center and SO & SFA proponent offices are redoubling efforts to increase presence and activity on the COIN webpage [\[link here\]](#), COIN blog [\[link here\]](#), COIN Center Facebook fan page [\[link here\]](#) and Battle Command Knowledge System (for CAC holders) [\[link here\]](#). A summary of additional ongoing initiatives is in the December 2009 *Army Magazine* article entitled: "COIN Center: Preparing the Force for Counterinsurgency, Stability Operations, and Security Force Assistance" ([see here](#), reprinted with permission of ARMY Magazine, December 2009).

Thanks for your efforts in support of our troops,

Colonel Dan Roper

## MONTHLY COIN/SO/SFA ACTIVITY SUMMARY

**INTEGRATION.**

- **SFA Conference (3-4 Nov):** Conference subject was “How should the Army conduct SFA in a JIIM environment to increase capability in the Iraqi and Afghani Security Forces?” Included presentations from CALL, JCISFA, BCTP, and SFA Proponent Office. Analyzed question using DOTMLPF. Among conclusions:
  - Begin rewrite of FM 3-07.1 Spring 10
  - Analyze to ensure AABs have sufficient sustainment expertise
  - Need standardized police training POI, more weapons training, and more role players.
  - Evaluate the multinational communications network in SFA environment
  - Need to incorporate SFA education in schoolhouse
  - Track project demonstration for SFA skill identifier
  - Enhance SFA training facilities at CTCs
 Way Ahead: Proponent Office analyze conclusions and advise course of action. Schedule follow-on conference Spring 2010. [See conference slides here.](#)
  
- **Army Action Plan for Stability Operations, (2-4 Dec):** SO Proponent Office representative and two others from CAC participated in coordination meetings in Washington DC. Group joined twelve members of PKSOI from Carlisle Barracks in visiting OSD, Peacekeeping; OSD Policy; OSD, SO/LIC; and DA, Stability Operations on day one. Second day met with USAID, Dept of State/Coordinator for Reconstruction and Stabilization, and Department of State/Peacekeeping. Purpose was to follow progress of the AAPSO. Information gained, to include new initiatives, will be evaluated against the AAPSO requirements.
  
- **COIN Monthly Integration Meeting, 19 Nov.** COIN Center conducted interactive web-cast with COIN Community of Interest. Purpose was to coordinate key efforts, update leaders on COIN education, training, and best practices and synchronize Army Campaign Plan and TRADOC Campaign Plan Decision Point efforts relative to SO and SFA. Highlight included briefing by COIN Stability Operations Center, Iraq on theater insights ([see slides here](#)). Next meeting scheduled for Jan.
  
- **NATO Concept Development and Evaluation (CD&E) Conference, Rome, Italy, 17-19 Nov:** Purpose of conference was to discuss current demands and preparing for future challenges. Conference discussion focused on CD&E policy, campaign planning, joint force design, security force assistance, the NATO Experimentation Networking System and included 300 participants from NATO nations. COIN Center SFA Proponent participated and provided briefing on Army Security Force Assistance to workgroup on NATO SFA to explore future combat developments in hybrid threats, deterrent operations, SFA, and STRATCOM. Next Step: continue to provide Army SFA information and

developments to NATO counterparts to advance SFA effectiveness in member countries.

- **Coordination meetings with Deputy Director of Strategy, Plans and Policy, DA G-3/5/7, 23-24 Nov.** COIN Center Director and staff met with BG Donnelly to coordinate Army Campaign Plan decision points and way-ahead strategies. COIN Center will provide analysis and input to ACP 8.6 (Adapting for Building Partner Capacity) methodology brief. Purpose of project is to adapt Army institutions to build partner capacity with initial focus on SFA delivery, in concert with JIIM, DoD and Army initiatives. BG Donnelly also agreed with COIN Center recommendation to delete ACP DP 110 (designate responsibility for Army advisor institution training). FORSCOM is the command and control headquarters for both JRTC and 162d Infantry Brigade and has become the de facto responsible agent for Army advisor institution training. CAC, TRADOC and FORSCOM CG's concur. COIN Center briefed BG Donnelly on DP 140 (designation of Army Irregular Warfare Center of Excellence). COIN Center agrees with establishment of an IW COE at USASOC, but is also participating in an IW Enterprise Solution Operational Planning Team, purpose of which is to inform CAC response to adapting the Army to counter IW threats.
- **TRADOC Synchronization Meeting (TSM) and Campaign Plan Decision Point 36 decision, 2 Dec.** CG, CAC presented DP 36 to GEN Dempsey for decision during TSM. GEN Dempsey approved the CAC recommendation that PKSOL remain OPCON to CAC to serve as a supporting effort to Stability Operations and Security Force Assistance Proponent Offices, and work directly with CAC schools (Training Support, Leader Development), CAC-K (Lessons Learned, Doctrine) and other CAC core functions as required.
- **Security Force Assistance coordination meeting with HQDA, Joint Staff, Office of Secretary of Defense, and Defense Security Cooperation Agency, 30 Nov - 3 Dec.** SFA Proponent discussions with DA G3/5/7 (DAMO SSO) included ACP DP110 and BCT augmentation for SFA missions. DAG3/5/7 eliminated DP110 from ACP: FORSCOM remains C2 headquarters for both JRTC and 162d Infantry Brigade and is responsible agent for Army advisor institution training. Meeting with OSD Policy officers focused on the draft DoD Instruction on SFA, scheduled for release in Jan 10. SFA Proponent will continue close cooperation and coordination with Army, Joint and DoD staffs to shape Army issues related to training, equipping and advising host nation security forces.
- **Augmentation Package Structure for BCTs, 8 Dec.** SFA Proponent coordinated with CENTCOM J-35 and 162nd BDE to refine augmentation structure for BCTs identified for SFA mission in Afghanistan. CENTCOM J-35 objective is to ensure augmentation packages are manned appropriately; augmentation personnel are trained correctly; and augmentation teams/personnel arrive to the BCTs early enough to participate in collective

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training. SFA Proponent also provided review, analysis and comment to OSD on the Final Draft of the DoD Instruction for SFA (9 Dec).

- **Adapting Army Institutions for Building Partner Capacity (BPC) Teleconference, 18 Dec:** HQ DA G3/5/7 (DAMO-SSO), hosted meeting on Army's plan for accomplishing ACP 8-6, BPC. Objective of ACP 8-6 is to adapt Army institutions for BPC & adapt generating force to both participate in and prepare operating forces for BPC. Proposed plan has five lines of effort (LoE): Command & Control, Human Capital, Materiel, Readiness, and Infrastructure and Services. TRADOC is lead for Human Capital LoE that has end-state of Army institutions adapted to provide individuals who understand and are capable of conducting BPC, and trained and ready foreign individuals who will contribute to security force or institutional capacity of their own country. CAC will support TRADOC with Human Capital LoE Action Plan due 11 Jan 10. SFA Proponent ultimately responsible to identify, prioritize, and synchronize DOTMLPF initiatives across all five supporting LOE Action Plans. Council of Colonels agreed with proposed LoE and way-ahead for obtaining guidance from DA G3/5/7 and VCSA.

**ADVISORY, EDUCATIONAL, & ASSISTANCE VISITS**

- **USJFCOM's Professional Development Seminar Series, 9 Nov.** COIN Center Director provided seminar briefing on US approach toward confronting irregular challenges, which included discussion on fundamentals of COIN, the operational environment, stability operations, security force assistance, and recent theater insights. Seminar series supports USJFCOM Commander's Irregular Warfare vision to establish IW as a JFCOM core competency.
- **Canadian Forces Land Force Command and Staff Course, Kingston, Ontario 10-11 Nov:** COIN Center provided brief on COIN and lessons learned from OEF to 50 company and field grade officer students. COIN Center also conducted coordination visits to Canada's Land Forces Doctrine and Training organization and Royal Military College. Next step: provide COIN training to cadets at Royal Military College and continue to exchange insights and lessons with Land Forces Command.
- **Civil Military Training, Camp Atterbury/Muscatatuck, Indiana, 16-20 Nov.** COIN Center Deputy Director provided instruction on counterinsurgency operations in Afghanistan to civilian members preparing for deployment with PRTs and observed final week of training in preparation for deployment. Instruction in support of Special Representative for Afghanistan and Pakistan (SRAP), OSD P&R, and State Department. COIN instruction is part of integrated civil-military field training course initiated by OSD and DoS in Jul 09. Class consisted of 36 civilian PRT members (19 USAID, 12 USDA, 4 DoS, and 1 Treasury). Way Ahead: work to eliminate redundancy of training and understand relationships and responsibilities of respective agencies involved (PKSOI, CCO, CAC/COIN Center, and NDU) as we continue to refine training with Foreign Service Institute.

- **NATO 22d Annual Joint Senior Psychological Operations Conference, Tampa, Florida, 18 Nov.** COIN Center Director provided briefing on US approach to counterinsurgency to conference members in support of Joint Special Operations University (JSOU). The theme of the JSOU sponsored event was Psychological Operations Support to Counterinsurgency. Participants included foreign flag officers among more than 30 personnel representing twelve NATO partner nations, in addition to US joint, interagency, and civilian participants. Next step: Link up selected conference participants with key TRADOC organizations such as UFMCS and HTS.
- **COIN Workshop for Human Terrain System (HTS), 18-19 Nov:** COIN Center instructed 36 members of November trainee class in COIN (basics/principles and application tools). Briefings and discussions included fundamentals of insurgency, operational environment, counterinsurgency, cultural understanding, COMISAF guidance and OEF lessons learned. This is a continuing COIN Center engagement. [See COIN training product here](#) (to include audio/graphic files).
- **COIN briefing to French Attache, 24Nov.** Director, COIN Center conducted a COIN information brief and dialogue with MG Maire, incoming French Military Attache. Dialogue included discussion about recent COIN Center engagements with French institutions, COIN doctrine, theater insights from Afghanistan, and implications for way-ahead. Next Steps: continue information exchange with French Army, to include MG Ollivier (French Army Doctrine Center).
- **2009 German Heeresamt-TRADOC Training and Doctrine Conference IV, 1-3 Dec.** COIN Director participated in conference at Fort Monroe, in support of TRADOC Building Partnership Strategy and conducted presentation on COIN to include understanding the operational environment, US approach to doctrine and training, and implications, lessons and insights from Afghanistan and Iraq. Next step: continue engagement with German Army, to include information visits by German Army Attaché and TRADOC Foreign Liaison Officer (4 and 10 Dec).
- **COIN and Security Force Assistance information briefing to German Army Attache, 4 Dec.** COIN Center Director provided information briefing to new Attache, COL Hans-Olaf Jessen, which included discussion on German concepts for irregular warfare and US IW related doctrine and training, and also recent insights and lessons from Afghanistan. COIN Center continues to engage German Army to exchange concepts, doctrine, training and insights.
- **Coordination Meeting with German Foreign Liaison Officer (FLO), TRADOC, 10 Dec.** Director, COIN Center provided follow-on meeting to the TRADOC-Heeresamt Training and Doctrine Conference with German FLO, COL Gottzien. Topics discussed included agreed-to-actions from the conference; US COIN doctrine direction; security force assistance; and theater COIN insights. Next steps: review new German COIN doctrine and include additional German points of contact for COIN Center publications and events.

- **COIN Briefing to Brigade/Battalion Commanders, 10-11 Dec.** COIN Center Deputy supported the Tactical Commanders Development Program and briefed two seminars on COIN doctrine, theater insights, and security force assistance. Commanders provided recent experience of COIN application and offered insight to refinements for COIN doctrine, training, and leader development. COIN Center will continue to gain perspective and observations from tactical commanders for use in upcoming doctrinal update.
  - **Civil Military Training, Camp Atterbury/Muscatatuck, Indiana, 14 DEC.** COIN Center Deputy Director provided instruction on conducting counter insurgency operations in Afghanistan to civilian members preparing for deployment with PRTs. Current class reflects emphasis on civilian surge and consists of 52 civilian PRT members; 27 USAID, 7 USDA, 16 DOS, 1 Dept of Justice and 1 Dept. of Treasury personnel -- the largest class to date. Over half of class has deployment experience in either Iraq or Afghanistan and is a very senior and experienced group. This is the sixth time training has been conducted at Muscatatuck. Requirement for COIN training to interagency students continues to provide unique opportunity for CAC to interact with Interagency personnel preparing for deployment. Next Step: Continue to support training -- next iteration is 17 January 2010.
  - **COIN Organizational briefing to Head of the General Planning Office, Italian Army Delegation, 14 Dec.** COIN Center Director provided information briefing to COL Michele Risi and five Italian officers on COIN Center organization and function to aid the Italians in the establishment of Italian COIN Center. Topics included COIN Center role within CAC, COIN Center guidance, organization, and mission execution. Next step: continue coordination with Italian Army to exchange concepts, doctrine, training and insights. Anticipate request for support from Italian Army to assist them establishing a COIN and Stability Ops Center.
- 10<sup>th</sup> Mountain Division Stability Operations (SO) pilot program, 18 Dec:** Stability Operations Proponent, PKSOI and CAC G3 participated in a working meeting at Fort McNair with 10<sup>th</sup> Mtn Div, DoS (S/CRS), NDU, DA G3/5/7 (DAMO-SSO), 82nd Abn Div, 101st Air Aslt Div, DoD and DoS AfPak Task Force, DoJ, FORSCOM, JFCOM, USAID, TRADOC HQs, USIP, USDA, and USARCEN. Purpose was to determine support for pilot program of preparing for SO mission, to include training and leader development for SO command and control, cooperation and coordination, unity of effort, transition, and end state. S/CRS has established a capability to train and employ government employees to perform stability and reconstruction efforts. S/CRS will provide input as 10<sup>th</sup> Mtn develops their own SO training capability. DAMO-SSO establishing DA policy to support organization, establishment and employment of Government Support Teams (GSTs), PRTs, and incorporation of Civilian Corps. Next step: SO Proponent and PKSOI continue to support 10<sup>th</sup> Mtn Div and DAMO-SSO in pilot program development.

- **COIN Center Subject Matter Expert Exchange (SMEE) to Royal Thai Army, 12-19 Dec:** CAC deployed collection and analysis team as part of SMEE to Bangkok, Thailand to support CSA requirement to collect COIN lessons learned of conflict in Southern Thailand. Collection Team consisted of COIN Center, CADD, and Collective Training Directorate. Team interviewed senior Thai Army officers and U.S. Embassy personnel and is now preparing Initial Impressions Report (IIR) through CALL prior to CAC visit by Thailand Chief of Staff of the Army, GEN Anuphong in Feb 10.

### DOCTRINE UPDATE

- **The Director, Joint Staff, approved the revision of joint publication (JP) 3-06, *Joint Urban Operations*** on 8 November 2009. It supersedes JP 3-06, *Doctrine for Joint Urban Operations*, dated 16 September 2002. See the manual here at the Joint Electronic Library: [http://www.dtic.mil/doctrine/new\\_pubs/jp3\\_06.pdf](http://www.dtic.mil/doctrine/new_pubs/jp3_06.pdf).
- **United Kingdom COIN Doctrine:** British Army released Field Manual, Volume 1 Part 10, Countering Insurgency in October. Manual developed from 100 years of doctrinal and COIN experience and includes COIN framework of Shape, Secure, and Develop. [See UK COIN briefing here.](#)
- **JFCOM released the first drafts of JP 3-0 (Operations) and JP 3-07 (Stability Operations), for review.** For information, contact the Army Combined Arms Doctrine Directorate, CPT Nathan Finney, 913-684-2603, or [Nathan.finney@us.army.mil](mailto:Nathan.finney@us.army.mil).
- **JFCOM also released the latest issue of the Joint Doctrine Update.** To get a copy, contact JFCOM at [christopher.marple.CTR@jfc.com.mil](mailto:christopher.marple.CTR@jfc.com.mil).

### OTHER PUBLICATIONS OF INTEREST

- **Army Leader Development Strategy, released by HQDA 25 Nov.**
- **Combating Terrorism Center at West Point issued the November CTC Sentinel, available here:** <http://www.ctc.usma.edu/sentinel/CTCSentinel-Vol2Iss11.pdf>

### STRATCOMS & OUTREACH

- **COIN Brownbag Webcast, 20 Nov.** COIN Center hosted monthly brownbag presentation to COIN Community of Interest which featured "Supporting Development and Stability Operations Using Online Tools." Presentation given by Dr. Stephen Fawcett, University of Kansas, Work Group for Community Health and Development ([see slides here](#)). Webcast participants recognized applicability of Community Toolbox to stability operations ongoing by US forces, particularly at company level. Next step: continue to introduce Community

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Toolbox to Army trainers and institutional organizations for potential training and execution tool. Also with respect to training and education, connect to Foreign Service Institute, Center for Complex Operations, DoD Academic Institutes, and US Army Africa.

- **COIN Brownbag Web-cast, 8 Dec:** COIN Center hosted monthly Brownbag web-cast, featuring Dr. R. Scott Moore, Deputy Director, Center of Complex Operations (CCO), National Defense University. Topic was Reexamining Complex Operations and was attended by 36 guests to include PKSOI, DoS Foreign Service Institute (FSI), BCTP, JIWC, COINSOC, CTC-A, and SOCOM. Dr. Moore discussed his research of nearly 100 non-traditional or insurgent operations in the last century to identify patterns of how complex operations have been conducted and what they achieved. One key conclusion: The US has rarely fielded a robust civil capability for administering or governing other states or regions and has historically rejected establishing large civilian presence since it smacks of colonialism. [Slides are available here.](#) Next step: coordinate with CCO and FSI for continued support of PRT training at Camp Atterbury and other interagency initiatives.
- **Army Magazine Article, Dec 09:** COIN Center article in Dec 09 issue of Army entitled: “COIN Center: Preparing the Force for Counterinsurgency, Stability Operations, and Security Force Assistance” discusses Army challenges institutionalizing COIN, SO and SFA capability and initiatives such as establishment of the COIN Center in 2006 and SO and SFA Proponent Offices in 2009. Article highlights COIN Center lines of effort and SO and SFA DOTMLPF responsibilities. [See article here](#) (reprinted from ARMY Magazine, December 2009, with permission).

**COIN/SO/SFA Community Events**

<b>8 Jan</b>	Brownbag Web-cast: The Use of Amnesty in Peace and Stability Operations, COL (Ret) Tom Dempsey, 10:00 CST
<b>14 Jan</b>	COIN/SO/SFA Monthly Integration Meeting, 10:00 CST
<b>25-29 Jan</b>	10th Annual Worldwide Army Anti-Terrorism Conference, Orlando, FL
<b>29 Jan</b>	<a href="#">Brownbag Web-cast:</a> Dr. Michael Weltsch (Human Terrain System Reachback Center), briefing on “My Cousin’s Enemy is My Friend: A Study of Pashtun “Tribes” in Afghanistan”, 10:00 CST
<b>24-26 Feb</b>	<a href="#">AUSA’s Winter Symposium &amp; Exposition</a> , Fort Lauderdale, FL
<b>1-4 Mar</b>	<a href="#">Defense Summit Asia</a> , Singapore
<b>17-18 Mar</b>	<a href="#">Irregular Warfare Conference</a> (Technology Trng Corp), Wash DC
<b>30 Mar-1 Apr</b>	COIN Symposium, FM 3-24 (COIN) revision conference, Ft Leavenworth (more info to be published...)
<b>31 Mar-2 Apr</b>	Arizona State University, <a href="#">Breaking Down the Walls, Foreign Policy Conference</a> , Tempe, Az



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\* 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](mailto:jennifer.stiles1@us.army.mil).

Questions or Comments - contact us at:

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