



**USA/USMC Counterinsurgency Center
U.S. Army Stability Operations Proponent
U.S. Army Security Force Assistance Proponent
SITREP – 31 August 2009**



Director's Comments:

Much of our focus during the past month has been on organizational issues that affect DA, TRADOC, the Combined Arms Center (CAC), and several centers, schools, and training environments. As we continue to address COIN/SO/SFA issues delineated in the Army Campaign Plan (ACP), the Center has developed several courses of action regarding ACP decision points that address significant doctrinal and organizational questions. Working groups and In-Process Reviews in September will refine the way ahead on these issues. The COIN Center will be heavily involved in that process.

During August, COIN Center personnel conducted classes for Human Terrain Teams during their preparation for deployment to Iraq and Afghanistan. We also provided an overview of COIN/SO/SFA doctrine to Theater

Observation Detachments that work under the direction of the Center for Army Lessons Learned.

COIN, SO, and SFA continue to be major topics for discussion with our JIIM partners. During the past month, COIN Center personnel have briefed a member of the British parliament and the Chief of the Staff of the Philippine Army. In addition, we have had fruitful discussions with two noted authors and journal contributors to raise their awareness of COIN/SO/SFA issues. We also had a productive conversation with the [TRADOC Analysis Center](#) about metrics in COIN. This topic continues to be the subject of numerous conversations in military as well as political circles.

Our monthly virtual brown bags are generating great interest. Our latest one focused on the use of biometrics to identify the population. In September our presenter will discuss what has been labeled the "conflict ecosystem." You can join the brown bag discussion [here](#).

In late October we will host a [COIN Leaders Workshop](#) that will focus on COIN operations in the border region of Afghanistan and Pakistan. I encourage you to go to coin.army.mil, click on Leaders Workshop, and read more about the workshop. You will also find instructions on how to register to attend.

As always, I encourage you to contact directly our offices with questions or comments. That contact information is at the end of this SITREP.

Thanks for your efforts in support of our troops,

Colonel Dan Roper

SITREP Highlights

COIN:

- TRAC Warfighter Luncheon

Stability Operations:

- Army Action Plan for Stability Operations

Security Force Assistance:

- Army Action Plan for Institutionalizing Security Force Assistance

MONTHLY COIN/SO/SFA ACTIVITY SUMMARY

INTEGRATION.

- **Bi-weekly Modular Brigade Augmented for SFA Workgroup (5 Aug).** Workgroup focused on the BCKS SIPRNET War Fighting Forum and an overview of the WIKI Doctrine Pilot Program being developed by the Combined Arms Doctrine Directorate.
- **CALL TOD COIN Orientation (27 Aug):** 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 1/82 and will focus on the Modular Brigade Augmented for SFA.
- **July COIN/SO/SFA Integration Meeting Highlights (27 Aug):** The COIN Center hosted its monthly integration meeting through Adobe Connect in order to coordinate key efforts and share lessons learned from the Iraq and Afghanistan theaters and update leaders on COIN/SO/SFA education, training, and best practices. Highlights included briefings from COINSOC on the training program for arriving units, from Kabul on the recent Afghan elections, and from the 162d Bde on the planned training for deploying units between now and the end of November. [Slides and minutes for integration meeting can be accessed here.](#) (Requires CAC access.)
- **2009 Interagency Symposium at NDU (30 Jul and 6 Aug Updates):** Symposium will be 8-9 Oct 09. CAC desires the symposium be headlined as National Defense University/CAC Interagency Symposium, not Center for Complex Operations/CAC Symposium. Main focus of 6 Aug meeting was to determine who the targeted audience is within the interagency. Some IPR participants concerned that the speaker list is DoD heavy. Led to conversations about cultural differences between DOD and Department of State (DoS). CAC representative asked that DoS participants develop talking points to share with LTG Caldwell about DoS views on PRT's, assignment process, training, capturing DoS lessons learned and implementation of lessons learned. Next IA Symposium IPR will be 13 Aug 2009. [Link.](#)
- **COIN Center hosts new British LNO to CAC (4 Aug):** Provided COL Graham Norton COIN/SO/SFA brief. Primarily interested in actionable information and current Army doctrine for the British Army. Future collaboration opportunities: the British Army sending a liaison officer to COIN Training Center - Afghanistan and a rep to attend the COIN leader workshops, and providing Irish Republican Army insights and lessons learned.
- **USASOC Executive Level Conference on Irregular Warfare, Ft. Bragg, 11-13 Aug:** Purpose of conference was to create unity of effort within the Army's Generating Force for IW. COL Roper, COIN Center Director, led working group on Army's Comprehensive Approach to IW. LTC Chad Clark, Security Force Assistance Proponent Office, led working group on Army Leader Development and Education with respect to IW. COL Roper and LTC Clark, as well as the other four working group leaders, briefed Army Chief of Staff on working group findings 13 Aug. CSA asked USASOC to continue to investigate issue of IW and

the Army and report back in 30-45 days. Next step: COIN Center leads ACP DP 140 development and engages USASOC on IW issues.

- **Global Center for Security Cooperation (GCSC) Briefing to CAC, 14AUG:** Mr. Warren Hoy, Operations Officer GCSC provided information brief to action officers from CAC G3, COIN Center, CALL, and BCKS to determine relevancy of CAC relationship with GCSC. GCSC is an entity of the Office of the Secretary of Defense (OSD) and subordinate organization of the Defense Security Cooperation Agency (DSCA) and functions primarily as a collector and conduit of Security Assistance/Security Cooperation information. GCSC seeks to establish consortium relationships with DoD and USG organizations in order to share security assistance information such as subject matter expertise and training curricula. CAC G3 is evaluating CAC equities for GCSC consortium membership.
- **COIN Support for CSA Counterpart Visit Program, Pentagon, 12 Aug:** COIN Center Chief of Plans and Operations, LTC Brown, provided a briefing to LTG Bangit, the Philippine CSA, on the COIN Center and COIN doctrine initiatives. LTG Bangit's staff was particularly interested in our use of the internet to disseminate doctrinal products. COL Glenn Macasero, the Philippine Army G5, identified himself as the COIN Center's POC for exchanging ideas on COIN between our organizations.
- **Joint Forces Command (JFCOM) IW Assessment (19 Aug):** COIN Center prepared TRADOC input to HQDA tasking IAW DoDD 3000.07, "Irregular Warfare" requirement for CJCS to assess Armed Forces proficiency and readiness related to IW. Bottom Line: "The Army meets the guidance detailed by DoDD 3000.07. . . . The Army continues to identify IW-relevant capabilities and establish priorities to address challenges across the full spectrum of warfare." Next Step: JFCOM will consolidate responses from all services and send product out for GO-level review in September.
- **DP 110 (Institutionalize TT/PRT Training Capability) VTC to Discuss Way Ahead (20 AUG):** COIN Center, DAMO-SSO, and DAMO-TR conducted IPR to (1) establish a baseline so all parties understand exactly where we are on Decision Point 110; (2) raise issues to discuss during BG Donnelly's visit on 24 AUG; (3) develop a recommendation for a way ahead for DP 110. COIN Center next steps: host HQDA G3/5/7, DAMO-SS 24 AUG for additional guidance on way-ahead in prep for scheduled 17 Sep 09 Decision Brief to VCSA during ACP.
- **Visit with Deputy Director of Strategy, Plans and Policy, DA G3/5/7 (24AUG):** COIN Center briefed BG Donnelly on Civil Military Integration Center (CMIC) proposal and DP 110 (Command and Control of 162d Training Brigade) to gain HQDA perspective on way-ahead and future presentations to VCSA. Regarding establishment of SO and SFA Proponent Offices (and CMIC), BG Donnelly recommended focusing on determining the critical responsibilities and outputs so that Army leadership would see the payoff of the Proponent's in return for investment of resources. BG Donnelly also advised COIN Center to determine the most important issues for DP110 and get them before the VCSA. The relationships between TRADOC, SO/SFA Proponents, FORSCOM, and 162nd are vital and must be logically presented to make our arguments.

- **PKSOI Collaboration with COIN Center (Aug):** PKSOI continued to provide full-time support. Latest efforts included: discussing upcoming education efforts with BG Cardon and other LD&E leaders, participating in the SO Proponency Office's meeting with BG Donnelly (HQDA, G-3/5), and reviewing the SO/SFA Proponency Office concept plan.

ADVISORY, EDUCATIONAL, & ASSISTANCE VISITS

- **COIN Leader Workshop for Human Terrain System (HTS) (12-13 Aug):** COIN instructed members of HTS August trainee class in COIN principles and application tools. Discussion centered on shifting mindset from one of operations shaping the environment to one of the environment shaping operations. Instruction modules included understanding the operational environment (ASCOPE), root causes, clear-hold-build, and cultural and situational.
- **Security Force Assistance (SFA) Proponent Office (24 Aug):** Proponent Office taught a two hour block of instruction on SFA and COIN to 60 CGSS students. Next class will be 24 September. In addition, the SFA Proponent helped facilitate a discussion with SAMS students and instructors on Irregular Warfare. LTC Clark, the Working Group Leader for IW Leader Development and Education (LD&E) during last month's Army IW Conference, led the discussion of modeling, training, LD&E and personnel management with respect to IW.
- **Virtual Brown Bag on Biometrics (26 Aug):** SGM Robert Haemmerle currently assigned to the Warrior Transition Unit, explained the use of tactical biometrics in COIN operations. He explained how the technology is applicable across the full spectrum of operations to achieve such effects as: stripping insurgent of his anonymity, separating insurgent from populace, enhancing force protection, and increasing confidence in host nation security forces. He provided specific examples of how biometrics had identified insurgents during various checks. The technology is being used by coalition partners to provide biometric data to a central database. Individuals from forty-eight sites participated in the brown bag. Slides are available [here](#). (CAC access required.)
- **COIN Center Hosts Lecturer, Author and Correspondent Chuck de Caro (25 Aug) and Journalist and Author Andrew Lubin (26 Aug):** Director briefed both visitors on COIN Center organization, basic COIN doctrine, and Center involvement in recent outreach efforts. Conversation with Mr. deCaro focused on strategic communications and countering propaganda. Mr. Lubin was particularly interested in interagency coordination and economic development.
- **Post Afghan Election Brief (27 Aug):** Mr. Nick Maroukis, security advisor to the Independent Election Commission of Afghanistan, highlighted the anticipated security threats to elections and what actually transpired as well as offering some theories on what the state of the insurgency is. From a security perspective the election went well. Of 6,796 Polling Centers planned, 6,520 Polling Centers opened. Only 152 polling centers were closed on election day due to enemy action. Voter turnout was 5 million versus the projected 14 million. Low turnout is attributed to some action by the Taliban as well as voter apathy with the political process. The most prevalent Taliban tactic to derail elections

was route denial rather than direct attacks on polling centers. This demonstrates that the Taliban are concerned with civilian casualties, probably a result of Gen McCrystal's initiatives. The fact that the Taliban struck almost exclusively on election day as opposed to striking convoys during the election preparation phase, indicates a lack of sophistication and central planning capability. Further, the shift by the Hiqanni and Hikmatyar networks from supporting elections, as was in evidence during the voter registration period, seems to indicate that they do not feel that they are ready to take on the GIRoA politically. [Link to blog.](#)

RESEARCH

DOCTRINE UPDATE

- **Combined Arms Doctrine Directorate**
 - OCT 09: FM 3-28, Civil Support Operations
 - MAR 10: FM 5-0, The Operations Process
 - JUN/JUL 10: FM 6-0, C2

OTHER PUBLICATIONS OF INTEREST

- **Tactical and Operational Security Force Assistance Handbook.** Currently under development by JSCISFA. Purpose of the hand book is to provide a tool to support staffs, teams, and individuals at all levels in designing, planning, and executing SFA campaigns and operations. Provides the basis for future JOCs and Joint Doctrine on SFA. Expected publication is Fall 2009.
- **EUCOM Reading List.** The July 2009 EUCOM Reading List entitled “Cultural Awareness Series,” contains approximately eighty works by such noted historians as Sir Michael Howard, Edward Luttwak, A.J.P. Taylor, and Barbara Tuchman, as well as works on the Cold War by George H.W. Bush and Brent Scowcroft, and John Lewis Gaddis. [Click here for the list.](#)

STRATCOMS & OUTREACH

- **Security Force Assistance Proponent:** The SFA Proponent in coordination with Battle Command Knowledge System assists in hosting the [SFA portal](#). The SFA Proponent is requesting comments from the field on the new Security Force Assistance manual on TTPs. Manual is posted [here](#) as a Wiki document for comments.
- **TRAC Warfighter Luncheon (18 Aug):** COIN Center Director spoke at TRAC brown bag lunch on “Assessing Success in COIN.” Area of discussion was the “whole of government” approach. Analysts commented on the US DoS perceived inability to provide people for TRAC training events. Also expressed concern about perceived lack of responsiveness by other interagency to meeting “whole of government” requirements in Iraq and Afghanistan. [Link to blog.](#)

COIN/SO/SFA Community Events

1-2 Sep CTC Conf (Fort Leavenworth, KS)
16-17 Sep 09 NDU SO Seminar (Training and Education for Complex Operations)
16-17 Sep 09 Human Terrain System Workshop (Leavenworth, KS)
16-17 Sep 09 JTIEC IW Training Technologies Workshop (Orlando, FL)
21-23 Sep Infantry Center Conference --Training Adaptive Leaders for COIN Operations (Fort Benning, GA)
21 Sep 09 RAND Insurgency Board: Understanding Insurgent Intelligence Operations
23 Sep 09 [COIN Center Brown Bag: Understanding the Area of Operations Ecosystem](#)
24 Sep 09 [COIN/SO/SFA Integration Meeting](#)
5-9 Oct 09 COIN Seminar Italian Alpine Corps
8-9 Oct 09 Interagency Symposium (Washington, D.C.)
19-22 Oct 09 USJFCOM-Israeli Defense Force Hybrid Threat Discovery Seminar, (Virginia Beach, VA)
19-23 Oct 09 USSOCOM Global Synchronization Conference (USSOCOM Hqs)
21-22 Oct 09 American Institute of Engineers Irregular and Hybrid Warfare Conference (San Diego, CA)
27-29 Oct 09 COIN Leaders Workshop (Fort Leavenworth, KS)
Oct 09 (T) JCISFA Advisor Training Workshop (Fort Leavenworth, KS)

* Request all COIN/SO/SFA Integration Meeting organizations share next 60 days of upcoming events of interest to the community to susan.frantz@us.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
<https://coin.army.mil>

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

SFA: LTC Chad Clark: chadwick.clark@us.army.mil; DSN 552-5239
SO: LTC David Davis: david.r.davis@us.army.mil; DSN 552-5184 or 913-684-5184
COIN: LCol John Malevich: john.malevich@us.army.mil; DSN 552-5193 or 913-684-5193