



AIWFC

Army Irregular Warfare Fusion Center

Newsletter
24 January 2013

From the Director

There are official studies, analyses, assessments, programs and working groups that aim to bring unity of effort of irregular warfare activities *within the Department of Defense*. With respect to the Army, there are many organizations tasked with managing various irregular warfare activities, but are the efforts linked, nested or mutually supportive?

Does the Army lack unity of effort to effectively integrate, synchronize and institutionalize IW activities?

Is there a need for the Army to develop a coherent approach that synchronizes and integrates DOTLMPF functions for IW activities?

Should there be a single Army proponent for IW?

AIWFC is researching these questions and many others like them in order to establish a foundational framework that will allow us to inform/recommend a *unified* way ahead for the institutionalization of IW activities across the Army.

We must not rely on “good-enough” when it comes to capturing and capitalizing on the lessons of the last eleven years of operations – the Army must get this right and not fall into the syndrome that we will never do this (IW) again. Our enemies will not give us the choice.

What are your thoughts? Please comment on our [blog](#) or email us your ideas: usarmy.leavenworth.cac.mbx.coin@mail.mil.

Thanks for your service.

COL Nestor Sadler, Director

IRREGULAR WARFARE INTEGRATION

- **IW support to 1st Armored Division Headquarters, Fort Bliss, TX, 14-16 Jan.** In support of 1 AD's request, AIWFC provided a train-the-trainer course to members of the 1AD staff designed to enable a foreign Army to plan operations to combat the initiation of an insurgency externally supported by a regional competitor. The IW training was focused on the military decision making process with additional emphasis on counterinsurgency, understanding the operational environment, and development of lines of effort/operations. There was significant discussion of Operational Design both from a process perspective and as part of mission command. Next steps: AIWFC continues to support the operational force with IW education for deployment and exercise support.
- **Irregular Warfare Seminar with 1st Armored BCT, 4th ID, Fort Carson, 3-6 Dec:** Army IW Fusion Center conducted the seminar to assist the unit commander in preparing for the 1-4ABCT unique mission set of confronting diverse irregular challenges in Afghanistan. Highlights included exploration of:
 - What is Irregular Warfare and what is its relation to “Decisive Action?” The Brigade Commander spent considerable effort in explanation and dialogue with his junior leaders to understand that the two concepts are not opposite ends of a spectrum. Instead, Irregular Warfare and Conventional Warfare comprise Decisive Action and can occur independently or in conjunction.
 - The need to develop and educate a dichotomous army comprised of two types or classes of soldier: action oriented experienced senior leaders with multiple deployments; and junior leaders lacking that practical experience. Folklore stories of “this is how I did...” are helpful and have their place but could just as easily pollute if the experience isn’t grounded in an informed understanding of not only what our doctrine states, but why and how it came to be that way. The Brigade Commander referenced numerous FMs, ADPs, and ADRPs regarding Mission Command, Intel, MDMP, etc, and challenged subordinates to inform themselves in order to evaluate and understand the experiences of others. The AIWFC Seminar Team will use this experience with 1-4ABCT to expand the seminar to include all aspects of Irregular Warfare rather than focusing specifically on Afghan COIN. Deploying units more frequently have a wide variety of employment options which generate fresh problem sets that touch on all aspects of IW. For more information, contact AIWFC at usarmy.leavenworth.cac.mbx.coin@mail.mil.

COUNTERINSURGENCY

- **FM 3-24 Counterinsurgency Revision.** Combined Arms Doctrine Directorate is editing the draft provided by the writing team and anticipates releasing the initial draft for staffing in mid to late February. AIWFC will meet with the USMC Small Wars Center for Irregular Warfare on 31 January to conduct a final review of the

initial draft. After CADD releases the document, units and institutions will have 45-60 days to respond, after which CADD will convene an adjudication conference (with critical stakeholders) to consider input and further revisions.

SECURITY FORCE ASSISTANCE

- **STT vs SFAT vs SFA-AT?** No doubt there is confusion in the use of terminology to describe the various teams and structures the Army and others are using to support the mission in Afghanistan. Some units describe small, 2-3 man advisor teams for ANSF units as STTs (Security Transition Teams). Another adjacent unit will use the term SFAT (Security Force Assistance Team) to describe the exact same thing (a 2-3 man team that advises an ANSF unit). Other units will refer to SFA-Advisor Teams (SFA-AT). Which is it? **SFA-AT** is the term used by both ISAF's International Joint Command (IJC) and US Army Forces Command (FORSCOM). SFA-ATs are variable in size and scope and are used for all types of Afghan National Security Forces (Army and Police). Key definitions from IJC are listed below:
 - Partnered: Partner units (PUs) are defined as a combat unit. These are the cornerstone of the SFA effort. They perform three SFA functions. First, their commanders are responsible for the development of all ANSF in their Area of Operations (AO). Second, they are formed, well trained, cohesive organizations that provide assistance to Afghan units. Third, they command, control, and support SFA-ATs in their AO. A Partner Unit (PU) is renamed Transition Support Unit (TSU) when the transition process starts in its area of operation and ANSF take on the responsibility for security.
 - Advised: Advisor Teams (SFA-ATs) are defined as small, purpose built teams with select leaders and skill sets to advise ANSF units. They act under the intent and C2 of a PU/TSU. They receive force protection (beyond the AT capability) and other support from the PU/TSU as required. Advisor teams are capable of operating outside coalition bases and providing direct access to coalition capabilities, to include Joint Fires and MEDEVAC during ANSF operations. SFA-ATs are further classified as Military Advisor Teams (MATs), Police Advisor Teams (PATs) and OCC Advisor Teams (OCC ATs).
- **RAF Work Groups Update (8 JAN):** DAMO SSO conducted a VTC to check progress of the nine work groups established by the RAF EXORD. Unresolved issues include: issues of authority and the use of term "distributed." On 29 January DAMO SSO will brief the CSA and Secretary of the Army. On 30 January CSA attends FORSCOM Futures Brief. Of note, the FORSCOM Commander is interested in examining authorities that would allow FORSCOM and other Army Commands to lean forward in support of Theater Security Cooperation (TSC) activities. Unknown is how much individual commanders can do on their own since Security Cooperation programs do not drive Global Force Management.

STABILITY OPERATIONS

- **United Nations Mission in the Republic of South Sudan (UNMISS).** PKSOI is providing a Protection of Civilians subject matter expert in South Sudan, 14-19 January in preparation for UNMISS Tabletop Exercise (TTX) in April. PKSOI contributed to a Global Peace Operations Initiative (GPOI) proposal which was accepted by UN Department of Peacekeeping Operations and UNMISS. PKSOI has also supported development of TTX concept to date and this coordination visit will contribute to finalizing the concept and to make other necessary arrangements for the TTX. For more information, contact PKSOI at usarmy.carlisle.awc.list.pksoi-operations@mail.mil.

PUBLICATIONS OF INTEREST

- **Just War Theory and Democratization by Force, article, Cora Sol Goldstein, Ph.D.** Dr. Goldstein's analysis concludes "that a military occupation with dual targets, both punitive and transformative, cannot achieve the second objective (transformative change) unless the enemy population accepts the fact that it has experienced total defeat. Since the contemporary military doctrine of the United States precludes the achievement of total victory in limited wars, this class of conflicts should never include democratization by force among its final objectives." See full article in Military Review [here](#).
- **Strategic Realities in Irregular Conflict, book, by Franklin D. Kramer and Melanne Civic ,10 Jan.** This book seeks to answer two questions: Why is irregular conflict so hard? Can we do it better? Problems arise in the irregular conflict arena that generally do not arise in either conventional conflict or classic development, yet irregular conflict also requires understanding each of those domains—and something more besides. When we undertake responses to an irregular conflict, we do so with organizations that are designed, educated, and trained for other purposes. Jerry-rigged solutions can work and sometimes have, but success usually comes only because of stellar ad hoc efforts, and not because of a focused systemic approach. [Download the book here from CNA.](#)
- **The Mindless Debate over Future U.S. Military Manpower in Afghanistan, article, by Anthony H. Cordesman, 4 Jan.** "The growing media and think tank debate over the future levels of U.S. military manpower for Afghanistan is as dangerous as it is mindless. The United States now plans to withdraw virtually all of its military and civil manpower from Afghanistan by the end of 2014. It is planning massive cuts in military and civil aid spending but has not made any details public." Mr. Cordesman provides analysis of the issues required for the US to study and debate before any decisions are made for future US commitments. [See article at CSIS here.](#)
- **Protection of Civilians Military Reference Guide, by Dwight Raymond.** The Protection of Civilians (PoC) refers to efforts that protect civilians from physical

violence, secure their rights to access essential services and resources, and contribute to a secure, stable, and just environment for civilians over the long-term. PoC is a moral, political, legal, and strategic priority for all military operations. Communities on the ground and around the world expect uniformed personnel to protect the population; failure to do so jeopardizes the credibility and legitimacy of the operation and can undermine other objectives. The Protection of Civilians Military Reference Guide is primarily intended as a resource for military commanders and staffs who must consider PoC while conducting operations. Other interested readers may include international organizations, national militaries, training centers, and civilian and police officials who are also concerned with PoC. [Download a copy here.](#)

OUTREACH

- **Army Irregular Warfare Fusion Center Webcast, COL Brian Mennes, 10 Jan.** AIWFC hosted COL Mennes, currently assigned as a War College Fellow with the Institute of World Politics. He commanded 4th Airborne Brigade Combat Team (Task Force Fury), 82nd Airborne Division in Zharay and Maiwand Districts, Afghanistan from February to September 2012. During the webcast COL Mennes described the preparations his units took to conduct counterinsurgency operations and also the progression of operations from 2002 to present. 4/82BCT in particular emphasized building “Unified Command Teams and putting Afghan security and civil organizations in the lead. This led to stability throughout village clusters and sub-districts throughout the area of operation. To view the webcast and download a summary and other webcast products, see this [link on the AIWFC website.](#)
- **University of Missouri Collaboration Meeting, 7 Jan.** AIWFC conducted a collaboration meeting with the Professor of Military Science at the University of Missouri. His department provides education in counterinsurgency and irregular warfare and this meeting explored the opportunity for AIWFC to partner and collaborate with university students on research topics and projects. An example of research questions include “how relevant is the Maoist model of protracted war to the insurgencies of the past thirty years and to possible insurgencies of the future? Is there a model more representative of recent and current insurgencies?” Completed student research papers may be used to inform Army doctrine, education, and training products and programs.
- **Army Irregular Warfare Fusion Center Webcast, Embedding with Afghans, 26 Nov.** AIWFC hosted MAJ Ferdinand Lujan, a Visiting Fellow at the Center for a New American Security (CNAS). In this webcast, MAJ Lujan discussed his experiences as an embed with Afghan units. As an AfPak Hand, he was a member of an Afghan COIN Advisory and Assistance Team (A-CAAT), a combined team of specially selected Afghan officers, civilians and language-capable U.S. military officers who assisted commanders at all levels in conducting COIN operations. He also described

some of his experiences and insights in a related interview this summer ([see article here in SWJ](#)). Download the summary, slideshow and [other webcast products here](#).

- **Army IW Fusion Center Public Website.** AIWFC finished consolidation of its legacy websites (Counterinsurgency Center and SFA Proponent Office) this month. This reflects an orientation by AIWFC to consider the importance of Irregular Warfare writ large across the Army and how it is institutionalized to ensure Army forces are prepared for future operations against irregular threats. Much of the older content is preserved in an “archives” folder, plus past webcasts and events are consolidated and links restored. See the site here at <http://usacac.army.mil/cac2/AIWFC/index.asp>. If you have the newest version of Internet Explorer (v 9), click the “Compatibility View” icon to view properly (resembles torn sheet of paper).

Irregular Warfare Community Events

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| 14 Feb | Army IW Fusion Center Webcast , Ministerial Advising, Mr. Pat Bremser, 1000CST |
| 6 Feb | America’s Other Army, lecture by Nicholas Kralev, Institute for the Study of Diplomacy, Wash DC, 1200EST |
| 7 Mar | Infantry Warfighter Forum Senior Mentor Symposium , 0900EST |
| 19 Mar | The Next Decade of American Foreign Policy , lecture, Dominic Tierney, Foreign Policy Research Institute, Philadelphia |
| 19-20 Mar | Special Operations Summit West , conference, IDGA, Coronado, CA |
| 7-8 Jun | Land Warfare Conference , RUSI, London |

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