COIN Principles

- Be population-focused
- Follow an integrated approach to achieve comprehensive effects
- Seize and maintain the initiative
- Gain situational understanding
- Be present in key population areas
- Be persistent
- Maintain the trust and respect of the host nation populace
- Pursue the enemy relentlessly, but protect civilian lives
- Reinforce host nation accountability and legitimacy
- Enable host nation solutions
- Partner as equals and promote host nation credibility
- Win the battle of perceptions
- Enable the tactical fight
- Pass on your experience

COIN Overview

"Victory is achieved when the populace consents to the government's legitimacy and stops actively and passively supporting the insurgency." (FM 3-24, p. 1-3)

Phases of Stability

SHAPE — Initiate key leader engagements with host nation leadership, information operations

CLEAR — Separate insurgents from the population

HOLD — Maintain security for governance and development operations

BUILD — Support development, stability, and governmental legitimacy

Finally, **TRANSITION** to independent host nation governance and development.

Indicators of Legitimacy

- The ability to provide security for the populace
- High level of popular participation in or support of political processes
- Selection of leaders at a frequency and in a manner considered just and fair by a substantial majority of the populace
- A culturally acceptable level of corruption
- A culturally acceptable level and rate of political, economic, and social development
- A high level of regime acceptance by major social institutions
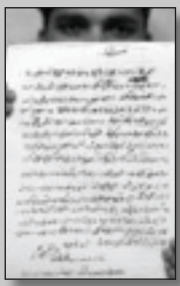
Understanding the Insurgency

Insurgency: **"An organized, protracted politico-military struggle designed to weaken the control and legitimacy of an established government, occupying power, or other political authority while increasing insurgent control…[The] key tasks are to break the ties between the people and the government and to establish credibility for [the] movement."** (FM 3-24, pp. 1-1, 1-3)

Insurgent popular support is achieved through:
- Persuasion
- Coercion
- Reaction to abuses/providing "justice"
- Foreign support

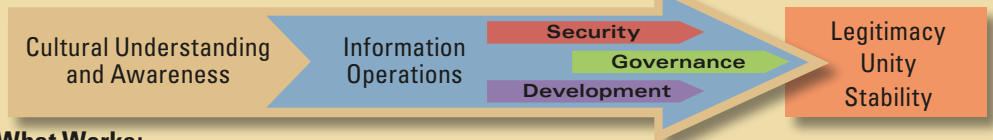**Insurgents require popular support to gain and maintain:**
- Logistics
- Funding
- Manpower
- Intelligence
- Space
- Maneuverability
- Legitimacy

Insurgents appeal to the populace by exploiting:
- Frustration with government
- Frustration with Coalition Forces
- Xenophobia (unreasonable fear, distrust, and hatred of strangers)
- Threat to core beliefs and values
- Dishonor
- Fear of cultural change
- Economic inequality
- Ethnic and tribal tension
- Global causes

COIN Fundamentals

Cultural Understanding and Awareness → Information Operations → Security / Governance / Development → Legitimacy, Unity, Stability

What Works:
- Establish and expand secure areas (shape, clear, hold, build).
- Establish an integrated civil–military decision-making structure that emphasizes securing and engaging the populace.
- Ensure the host nation security forces are in the lead. Support and respect the host nation leaders, but be prepared to confront corrupt officials.
- Use the various funds available to assist the local population as a combat multiplier.
- Isolate insurgents from the populace to prevent a conventional base of support.
- Train as counterinsurgents to maintain the rule of law and governance.
- Focus on the population and the actions needed to solve a particular problem and make things happen quickly.
- Emphasize intelligence, leverage collection assets, and recognize what motivates individuals to participate in an insurgency.
- Embed quality advisors with host nation security forces to train how to effectively integrate non-lethal and lethal operations into the COIN strategy and apply other enablers as appropriate.
- Provide border security by identifying the major cross-border routes, interdicting individuals who meet target profiles and understanding the relationship between crime and insurgency.
- Protect key infrastructure and government personnel.
- Focus on strong political and military cooperation and information sharing.
- Conduct effective, pervasive, and continuous information operations.
- Provide amnesty and rehabilitation for those willing to support the government.
- Thoroughly appreciate the impact of religion and ideology on COIN operations.

Targeting/Resource Allocation

A combination of both *lethal action* and *non-lethal effects* must be applied by the counterinsurgency.

Insurgent-centric
↓
Lethal targeting
↓
Erodes insurgent capability
↓
Decreases insurgency's ability to affect population

Find: Determine targeting priorities; consider second- and third-order effects

Fix: Locate and identify high-payoff targets

Focus/Finish: Implement technical, tactical, information operations, etc.; delivery decisions; and supporting actions

Exploit: Begins with Tactical Site Exploitation and transitions to continuous exploitation of people and objects

Analyze: Timely and accurate estimate of effects; confirm assumptions, gain awareness, identify linkages, and analyze intelligence gaps

Disseminate: Maximize dissemination; who else needs to know?

Find, Fix, Focus/Finish, Exploit, Analyze, and Disseminate (F3EAD)

New Target

Population-centric
↓
Non-lethal effects
↓
Changes perception of government
↓
Increases population's support of host nation government

Evaluating the Human Terrain

Identify the *relevance* of each element. Assess *completely* and *regularly*.

Operational Variables

Assess from the perspective of the people, insurgents, and counterinsurgents

		P Political	**M** Military/Security	**E** Economic	**S** Social	**I** Infrastructure	**I** Information
	A Areas	Political Areas	Military Areas	Economic Areas	Social Areas	Infrastructure Areas	Information Areas
	S Structures	Political Structures	Military Structures	Economic Structures	Social Structures	Infrastructure Structures	Information Structures
	C Capabilities	Political Capabilities	Military Capabilities	Economic Capabilities	Social Capabilities	Infrastructure Capabilities	Information Capabilities
	O Organizations	Political Organizations	Military Organizations	Economic Organizations	Social Organizations	Infrastructure Organizations	Information Organizations
	P People	Political People	Military People	Economic People	Social People	Infrastructure People	Information People
	E Events	Political Events	Military Events	Economic Events	Social Events	Infrastructure Events	Information Events

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Information Collection and Analysis

Information vs. Intelligence

Information: A collection of facts

Intelligence: Information analyzed for the planning and execution of military operations

Information Requirements (IRs) must be pushed down to the lowest level and across both Coalition and host nation security forces in a timely manner.

Intelligence must be pushed down to the lowest level possible (Coalition and host nation forces) given operational security considerations.

Relating to the Population

■ Collection of information from human sources is critical to successful COIN operations.

■ The **quality** and **quantity** of information collected will directly reflect your relationships, both *professional* and *personal*, with the population in your area of operations.

■ Trust but verify sources and content.

■ Ask the "right" questions of the "right" people in order to identify "root causes."

Successful operations result in intelligence that drives future operations.

Ops
Intel

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