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TU73J3 - ELAINE OCONNELL

The U.S. Army / Marine Corps Counterinsurgency Field Manual (FM 3-24) was published in 2006 and used by the military to consolidate counterinsurgency strategies and tactics and correct the growing military problems in Iraq. However, rather unusually, this military doctrinal publication was also heavily publicized through a wide array of media to the American public giving it an important role in political discourse and the rhetorical history of the U.S. 'war on terror'. Beyond its military application, the FM 3-24 can be understood as a rhetorical device used by the Bush Administration to repair a collapsing 'war on terror' narrative and

shore up plummeting public support for the war in Iraq, which had reached its lowest levels at the time of the manual's publication. Still more important is the language in the text itself, which bears a conspicuous tone of benevolence, historically uncharacteristic to military doctrine. Despite this 'spirit of goodwill,' the FM 3-24, in fact, functions as a segment of the 'war on terror' narrative and an ideological vehicle for American global hegemony directed primarily toward American audiences. This view is justified by three main trends in the text: One, the manual omits mention of, or minimizes, the moral and political impact of military invasions on foreign countries that necessarily precede counterin-

surgency operations; two, it relies fundamentally on legal arrangements with occupied countries that favor American prerogatives; and three, it reduces counterinsurgencies to a simple dichotomy between good and evil, the latter role being assigned to anyone who opposes the United States, which therefore denies the political complexities of that opposition. The FM 3-24 is a prescriptive document that has been 1) designed to militarily extend or reinforce American global power through counterinsurgency operations and 2) used politically to reproduce or justify particular attitudes in the American public that will foster support for those operations. This field manual establishes doctrine (fundamen-

tal principles) for tactical counterinsurgency (COIN) operations at the company, battalion, and brigade level. It is based on lessons learned from historic counterinsurgencies and current operations. This manual continues the efforts of FM 3-24, Counterinsurgency, in combining the historic approaches to COIN with the realities of today's operational environment (OE)—an environment modified by a population explosion, urbanization, globalization, technology, the spread of religious fundamentalism, resource demand, climate change and natural disasters, and proliferation of weapons of mass destruction. This manual is generic in its geographic focus and should be used with other doctrinal sources.

- Chapter 1, Operational Environment of Counterinsurgency, defines insurgent and counterinsurgent while using the operational variables and mission variables to describe the OE. Finally, it stresses developing a culture capability for Soldiers and leaders.
- Chapter 2, Foundations of Insurgency, categorizes insurgent groups by their components—elements, dynamics, and strategies and their manifestations—tactics, strengths, and vulnerabili-

- ties.
- Chapter 3, Foundations of Counterinsurgency, covers the seven lines of effort, tactical considerations, clear-hold-build operations, and counterinsurgency phases.
- Chapter 4, Planning in Counterinsurgency, arguably the most important chapter, covers planning for tactical units during counterinsurgency operations. It also covers planning horizons and targeting.
- Chapter 5, Offensive Operations in Counterinsurgency, addresses offensive techniques used by tactical units during counterinsurgency operations.
- Chapter 6, Defensive Operations in Counterinsurgency, addresses defensive techniques used by tactical units during counterinsurgency operations.
- Chapter 7, Stability Operations in Counterinsurgency, addresses stability techniques used by tactical units during counterinsurgency operations.
- Chapter 8, Working with Host Nation Security Forces, covers the seven steps (MORTEAM) units use to train, advise, and partner with Host Nation security forces.

This field manual establishes doctrine (fundamental principles) for tactical counterinsurgency (COIN) operations at the company, battalion, and bri-

gade level. It is based on lessons learned from historic counterinsurgencies and current operations. This manual continues the efforts of FM 3-24, Counterinsurgency, in combining the historic approaches to COIN with the realities of today's operational environment (OE)—an environment modified by a population explosion, urbanization, globalization, technology, the spread of religious fundamentalism, resource demand, climate change and natural disasters, and proliferation of weapons of mass destruction. This manual is generic in its geographic focus and should be used with other doctrinal sources.

At its heart, a counterinsurgency is an armed struggle for the support of the population. Support can be achieved or lost through information engagement, strong representative government, access to goods and services, fear, or violence. This armed struggle also involves eliminating insurgents who threaten the safety and security of the population. However, military units alone cannot defeat an insurgency. Most of the work involves discovering and solving the population's underlying issues, that is, the root caus-

es of their dissatisfaction. Tactics In Counterinsurgency provides the reader with the tactical leadership skills necessary to handle these diverse issues.

This manual is designed to fill a doctrinal gap. It has been 20 years since the Army published a field manual devoted exclusively to counterinsurgency operations. For the Marine Corps it has been 25 years. With our Soldiers and Marines fighting insurgents in Afghanistan and Iraq, it is essential that we give them a manual that provides principles and guidelines for counterinsurgency operations. Such guidance must be grounded in historical studies. However, it also must be informed by contemporary experiences. This manual takes a general approach to counterinsurgency operations. The Army and Marine Corps recognize that every insurgency is contextual and presents its own set of challenges. You cannot fight former Saddamists and Islamic extremists the same way you would have fought the Viet Cong, Moros, or Tupamaros; the application of principles and fundamentals to deal with each varies considerably. Nonetheless, all insurgencies, even today's

highly adaptable strains, remain wars amongst the people. They use variations of standard themes and adhere to elements of a recognizable revolutionary campaign plan. This manual therefore addresses the common characteristics of insurgencies. It strives to provide those conducting counterinsurgency campaigns with a solid foundation for understanding and addressing specific insurgencies. A counterinsurgency campaign is, as described in this manual, a mix of offensive, defensive, and stability operations conducted along multiple lines of operations. It requires Soldiers and Marines to employ a mix of familiar combat tasks and skills more often associated with nonmilitary agencies. The balance between them depends on the local situation. Achieving this balance is not easy. It requires leaders at all levels to adjust their approach constantly. They must ensure that their Soldiers and Marines are ready to be greeted with either a handshake or a hand grenade while taking on missions only infrequently practiced until recently at our combat training centers. Soldiers and Marines are expected to be nation builders as well

as warriors. They must be prepared to help reestablish institutions and local security forces and assist in rebuilding infrastructure and basic services. They must be able to facilitate establishing local governance and the rule of law. The list of such tasks is long; performing them involves extensive coordination and cooperation with many intergovernmental, host-nation, and international agencies. Indeed, the responsibilities of leaders in a counterinsurgency campaign are daunting; however, the discussions in this manual alerts leaders to the challenges of such campaigns and suggest general approaches for grappling with those challenges. Conducting a successful counterinsurgency campaign requires a flexible, adaptive force led by agile, well-informed, culturally astute leaders. It is our hope that this manual provides the guidelines needed to succeed in operations that are exceedingly difficult and complex. Our Soldiers and Marines deserve nothing less.

When the U.S. military invaded Iraq, it lacked a common understanding of the problems inherent in counterinsurgency campaigns. It had neither studied them, nor devel-

oped doctrine and tactics to deal with them. It is fair to say that in 2003, most Army officers knew more about the U.S. Civil War than they did about counterinsurgency. The U.S. Army / Marine Corps Counterinsurgency Field Manual was written to fill that void. The result of unprecedented collaboration among top U.S. military experts, scholars, and practitioners in the field, the manual espouses an approach to combat that emphasizes constant adaptation and learning, the importance of decentralized decision-making, the need to understand local politics and customs, and the key role of intelligence in winning the support of the population. The manual also emphasizes the paradoxical and often counterintuitive nature of counterinsurgency operations: sometimes the more you protect your forces, the less secure you are; sometimes the more force you use, the less effective it is; sometimes doing nothing is the best reaction. A new introduction by Sarah Sewall, director of the Carr Center for Human Rights Policy at Harvard's Kennedy School of Government, places the manual in critical and historical perspective, explaining the significance

and potential impact of this revolutionary challenge to conventional U.S. military doctrine. An attempt by our military to redefine itself in the aftermath of 9/11 and the new world of international terrorism, The U.S. Army / Marine Corps Counterinsurgency Field Manual will play a vital role in American military campaigns for years to come.

This field manual/Marine Corps warfighting publication establishes doctrine (fundamental principles) for military operations in a counterinsurgency (COIN) environment.

This field manual/Marine Corps warfighting publication establishes doctrine (fundamental principles) for military operations in a counterinsurgency (COIN) environment. It is based on lessons learned from previous counterinsurgencies and contemporary operations. It is also based on existing interim doctrine and doctrine recently developed. Counterinsurgency operations generally have been neglected in broader American military doctrine and national security policies since the end of the Vietnam War over 30 years ago. This manual is designed to reverse that trend. It is also designed to merge

traditional approaches to COIN with the realities of a new international arena shaped by technological advances, globalization, and the spread of extremist ideologies-some of them claiming the authority of a religious faith. The manual begins with a description of insurgencies and counterinsurgencies. The first chapter includes a set of principles and imperatives necessary for successful COIN operations. Chapter 2 discusses nonmilitary organizations commonly involved in COIN operations and principles for integrating military and civilian activities. Chapter 3 addresses aspects of intelligence specific to COIN operations. The next two chapters discuss the design and execution of those operations. Developing host-nation security forces, an essential aspect of successful COIN operations, is the subject of chapter 6. Leadership and ethical concerns are addressed in chapter 7. Chapter 8, which concerns sustainment of COIN operations, concludes the basic manual. The appendixes contain useful supplemental information. Appendix A discusses factors to consider during the planning, preparation, execution, and assessment of a COIN operation. Ap-

pendixes B and C contain supplemental intelligence information. Appendix D addresses legal concerns. Appendix E describes the role of airpower. Doctrine by definition is broad in scope and involves principles, tactics, techniques, and procedures applicable worldwide. Thus, this publication is not focused on any region or country and is not intended to be a standalone reference. Users should assess information from other sources to help them decide how to apply the doctrine in this publication to the specific circumstances facing them. The primary audience for this manual is leaders and planners at the battalion level and above. This manual applies to the United States Marine Corps, the Active Army, the Army National Guard/Army National Guard of the United States, and the United States Army Reserve unless otherwise stated. When the U.S. military invaded Iraq, it lacked a common understanding of the problems inherent in counterinsurgency campaigns. It had neither studied them, nor developed doctrine and tactics to deal with them. It is fair to say that in 2003, most Army officers knew more about the U.S. Civil War

than they did about counterinsurgency. The U.S. Army / Marine Corps Counterinsurgency Field Manual was written to fill that void. The result of unprecedented collaboration among top U.S. military experts, scholars, and practitioners in the field, the manual espouses an approach to combat that emphasizes constant adaptation and learning, the importance of decentralized decision-making, the need to understand local politics and customs, and the key role of intelligence in winning the support of the population. The manual also emphasizes the paradoxical and often counterintuitive nature of counterinsurgency operations: sometimes the more you protect your forces, the less secure you are; sometimes the more force you use, the less effective it is; sometimes doing nothing is the best reaction. An new introduction by Sarah Sewall, director of the Carr Center for Human Rights Policy at Harvard's Kennedy School of Government, places the manual in critical and historical perspective, explaining the significance and potential impact of this revolutionary challenge to conventional U.S. military doctrine. An attempt by our

military to redefine itself in the aftermath of 9/11 and the new world of international terrorism, The U.S. Army / Marine Corps Counterinsurgency Field Manual will play a vital role in American military campaigns for years to come. The University of Chicago Press will donate a portion of the proceeds from this book to the Fisher House Foundation, a private-public partnership that supports the families of America's injured servicemen. To learn more about the Fisher House Foundation, visit www.fisherhouse.org.

This groundbreaking investigation uncovers serious mismatches between David Galula's counterinsurgency practice in Algeria and his counterinsurgency theory—the foundation of current U.S. counterinsurgency doctrine in Iraq and Afghanistan. • Maps • A glossary • A bibliography
A finalist for the Pulitzer Prize The inside story of the small group of soldier-scholars who—against fierce resistance from within their own ranks—changed the way the Pentagon does business and the American military fights wars. The Insurgents is the inside story of the small group of soldier-

scholars, led by General David Petraeus, who plotted to revolutionize one of the largest, oldest, and most hidebound institutions—the United States military. Their aim was to build a new Army that could fight the new kind of war in the post-Cold War age: not massive wars on vast battlefields, but “small wars” in cities and villages, against insurgents and terrorists. These would be wars not only of fighting but of “nation building,” often not of necessity but of choice. Based on secret documents, private emails, and interviews with more than one hundred key characters, including Petraeus, the tale unfolds against the backdrop of the wars against insurgents in Iraq and Afghanistan. But the main insurgency is the one mounted at home by ambitious, self-consciously intellectual officers—Petraeus, John Nagl, H. R. McMaster, and others—many of them classmates or colleagues in West Point’s Social Science Department who rose through the ranks, seized with an idea of how to fight these wars better. Amid the crisis, they forged a community (some of them called it a cabal or mafia) and adapted their enemies’ tech-

niques to overhaul the culture and institutions of their own Army. Fred Kaplan describes how these men and women maneuvered the idea through the bureaucracy and made it official policy. This is a story of power, politics, ideas, and personalities—and how they converged to reshape the twenty-first-century American military. But it is also a cautionary tale about how creative doctrine can harden into dogma, how smart strategists—today’s “best and brightest”—can win the battles at home but not the wars abroad. Petraeus and his fellow insurgents made the US military more adaptive to the conflicts of the modern era, but they also created the tools—and made it more tempting—for political leaders to wade into wars that they would be wise to avoid.

Rule of Law in War places international law at the centre of the transformation of United States counterinsurgency (COIN) that occurred during the Iraq and Afghanistan wars. It claims international law matters more than is often assumed and more than we have previously been able to claim, contradicting existing theoretical assumptions. In particular, the book contends in-

ternational law matters in a case that may be regarded as particularly tough for international law, that is, the development of a key military doctrine, the execution of that doctrine on the battlefield, and the ultimate conduct of armed conflict. To do so, the book traces international law’s influence in the construction of modern U.S. COIN doctrine, specifically, Field Manual 3-24, Counterinsurgency, released by the U.S. Army and Marine Corps in December 2006. It then assesses how international law’s doctrinal interaction held up in Iraq and Afghanistan. The account of this doctrinal change is based on extensive access to the primary actors and materials, including FM 3-24’s drafting history, field documents, and interviews with military officers of various ranks who have served multiple deployments in Iraq and Afghanistan.

A milestone in Army doctrine

Critiques the Pentagon’s Counterinsurgency Field Manual, which offered a blueprint for mobilizing the cultural expertise of anthropologists for the war in Iraq. Explores the ethical and intellectual conflicts of the Pentagon’s

Human Terrain System, and probes the increasing militarization of academic knowledge.

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less effective it is; sometimes doing nothing is the best reaction.

The US Army's official play-book for deception on the world's deadliest stage. The first book of its kind, *Hearts and Minds* is a scathing response to the grand narrative of U.S. counterinsurgency, in which warfare is defined not by military might alone but by winning the "hearts and minds" of civilians. Dormant as a tactic since the days of the Vietnam War, in 2006 the U.S. Army drafted a new field manual heralding the resurrection of counterinsurgency as a primary military engagement strategy; counterinsurgency campaigns followed in Iraq and Afghanistan, despite the fact that counterinsurgency had utterly failed to account for the actual lived experiences of the people whose hearts and minds America had sought to win. Drawing on leading thinkers in the field and using key examples from Malaya, the Philippines, Vietnam, El Salvador, Iraq, and Afghanistan, *Hearts and Minds* brings a long-overdue focus on the many civilians caught up in these conflicts. Both urgent and timely, this important book challenges the idea

of a neat divide between insurgents and the populations from which they emerge—and should be required reading for anyone engaged in the most important contemporary debates over U.S. military policy.

This is Change 1 to the May 2014 version of FM 3-24 MCWP 3-33.5 *Insurgencies and Countering Insurgencies*. This version, that was released in late June 2014, has changes in chapters 1, 2, 4, and 7. Overall, FM 3-24 MCWP 3-33.5 is divided into three parts. Part one provides strategic and operational context, part two provides the doctrine for understanding insurgencies, and part three provides doctrine for defeating an insurgency. In short, FM 3-24/MCWP 3-33.5 is organized to provide the context of a problem, the problem, and possible solutions. Part one, the "Strategic and Operational Context," provides a framework for understanding the environment where a counterinsurgency exists. Part one consists of chapters one through three. Part two, "Insurgencies," provides a doctrinal framework for understanding an insurgency. Part two consists of chapters four and five. Part three, "Counterinsur-

gencies,” describes how to plan and execute operations to enable a host nation to defeat an insurgency. Chapter 1, “Understanding the Strategic Context” Chapter 2, “Understanding an Operational Environment” Chapter 3, “Culture” Chapter 4, “Insurgency Prerequisites and Fundamentals” Chapter 5, “Insurgency Threat Characteristics” Chapter 6, “Command and Control and Mission Command” Chapter 7, “Planning and Operational Considerations” Chapter 8, “Intelligence” Chapter 9, “Direct Approaches to Counter an Insurgency” Chapter 10, “Indirect Methods for Countering Insurgencies” Chapter 11, “Working with Host-Nation Forces” Chapter 12, “Assessments” Chapter 13, “Legal Considerations”

This Field Manual/Marine Corps warfighting publication, “Counterinsurgency,” establishes doctrine (fundamental principles) for military operations in a counterinsurgency (COIN) environment. It is based on lessons learned from previous counterinsurgencies and contemporary operations. It is also based on existing interim doctrine and doctrine recently developed. Counterinsurgency operations generally

have been neglected in broader American military doctrine and national security policies since the end of the Vietnam War over 30 years ago. This manual is designed to reverse that trend. It is also designed to merge traditional approaches to COIN with the realities of a new international arena shaped by technological advances, globalization, and the spread of extremist ideologies—some of them claiming the authority of a religious faith. The manual begins with a description of insurgencies and counterinsurgencies. The first chapter includes a set of principles and imperatives necessary for successful COIN operations. Chapter 2 discusses nonmilitary organizations commonly involved in COIN operations and principles for integrating military and civilian activities. Chapter 3 addresses aspects of intelligence specific to COIN operations. The next two chapters discuss the design and execution of those operations. Developing host-nation security forces, an essential aspect of successful COIN operations, is the subject of chapter 6. Leadership and ethical concerns are addressed in chapter 7. Chapter 8, which concerns

sustainment of COIN operations, concludes the basic manual. The appendixes contain useful supplemental information. Appendix A discusses factors to consider during the planning, preparation, execution, and assessment of a COIN operation. Appendixes B and C contain supplemental intelligence information. Appendix D addresses legal concerns. Appendix E describes the role of airpower.

This field manual establishes doctrine for military operations in a counterinsurgency (COIN) environment. It is based on lessons learned from previous counterinsurgencies and contemporary operations. It is also based on existing interim doctrine and doctrine recently developed. Counterinsurgency operations generally have been neglected in broader American military doctrine and national security policies since the end of the Vietnam War over 40 years ago. This manual is designed to reverse that trend. It is also designed to merge traditional approaches to COIN with the realities of a new international arena shaped by technological advances, globalization, and the spread of extremist ideologies—some of them claiming the au-

thority of a religious faith. This is a comprehensive manual that details every aspect of a successful COIN operation from intelligence to leadership to diplomacy. It also includes several useful appendices that provide important supplementary material. This field manual establishes doctrine (fundamental principles) for tactical counterinsurgency (COIN) operations at the company, battalion, and brigade level. It is based on lessons learned from historic counterinsurgencies and current operations. This manual continues the efforts of FM 3-24, Counterinsurgency, in combining the historic approaches to COIN with the realities of today's operational environment (OE)—an environment modified by a population explosion, urbanization, globalization, technology, the spread of religious fundamentalism, resource demand, climate change and natural disasters, and proliferation of weapons of mass destruction. This manual is generic in its geographic focus and should be used with other doctrinal sources. • Chapter 1, Operational Environment of Counterinsurgency, defines insurgent and counterinsurgent while using the operational variables and mission

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Host Nation Security Forces, covers the seven steps (MORTEAM) units use to train, advise, and partner with Host Nation security forces. The target audience is commanders, staff, and Soldiers of US Army units up to brigade level. This manual applies to the Active Army, the Army National Guard (ARNG)/Army National Guard of the United States (ARNGUS), and the US Army Reserve (USAR) unless otherwise stated.

Provides a glimpse into what relatively small military units -- teams, platoons, companies, and highly dispersed battalions -- have done to roll back the insurgency in some of the more remote areas of Afghanistan. The book includes 15 vignettes about different units from the U.S. Marines, Army, and Army Special Forces; the British Army and Marines; the Dutch Army and Marines; and the Canadian Army. The case studies cover 10 provinces in Afghanistan's south and east. They describe the diverse conditions the units faced in these provinces, how they responded to these conditions, what worked and what did not, and the successes they achieved. Key themes include: dealing

with a localized insurgency; navigating the political terrain; searching for political solutions; engaging the population and building popular support; and, using reconstruction funds.

A counterinsurgency (CI) campaign is a mix of offensive, defensive, & stability operations conducted along multiple lines of operations. It requires Soldiers & Marines to employ a mix of familiar combat tasks & skills more often associated with non-military agencies. Achieving the balance between them is not easy & depends on the local situation. Contents: Insurgency & CI; Integrating Civilian & Military Activities; Intelligence in CI; Designing CI Campaigns & Operations; Executing CI Operations; Developing Host-Nation Security Forces: Leadership & Ethics for CI; Sustainment; A Guide for Action; Social Network Analysis & Other Analytical Tools; Linguist Support; Legal Considerations; & Airpower in CI. Glossary. Charts & tables.

This counterinsurgency field manual is designed to fill a gap within the doctrine of how the U.S. Military fights its wars. It has been 20 years since the Army published a field manual devoted exclusive-

ly to counterinsurgency operations. For the Marine Corps it has been 25 years. With U.S. Soldiers and Marines fighting insurgents in Afghanistan and Iraq, it is essential that they are given a manual that provides principles and guidelines for counterinsurgency operations. Such guidance must be grounded in historical studies. However, it also must be informed by contemporary experiences. This is an important document that is now available for the layman and the student of military strategy in addition to the professional U.S. Soldier and Marine.

A distinguished political theorist sounds the alarm about the counterinsurgency strategies used to govern Americans Militarized police officers with tanks and drones. Pervasive government surveillance and profiling. Social media that distract and track us. All of these, contends Bernard E. Harcourt, are facets of a new and radical governing paradigm in the United States--one rooted in the modes of warfare originally developed to suppress anticolonial revolutions and, more recently, to prosecute the war on terror. The Counterrevolution

is a penetrating and disturbing account of the rise of counterinsurgency, first as a military strategy but increasingly as a way of ruling ordinary Americans. Harcourt shows how counterinsurgency's principles--bulk intelligence collection, ruthless targeting of minorities, pacifying propaganda--have taken hold domestically despite the absence of any radical uprising. This counterrevolution against phantom enemies, he argues, is the tyranny of our age. Seeing it clearly is the first step to resisting it effectively. The Counterinsurgency Field Manual, written in 2006, is a guide for the Army and Marine Corps to all counterinsurgency tactics and operations, designed for use in Iraq and Afghanistan. The first manual on counterinsurgency in 20 years for the Army and 25 years for the Marines, this book contains information on intelligence, integration of civilian activities, campaign design, execution, security, and sustainability, among other things. A fascinating read for anyone interested in military history and tactics. The U.S. ARMY TRAINING AND DOCTRINE COMMAND, also known as TRADOC, was founded in 1973, to train the soldiers and civilian

leaders of the U.S. Army, to develop operational policy, and to anticipate future operational needs of the Army. The U.S. MARINE CORPS COMBAT DEVELOPMENT COMMAND is responsible for training and indoctrinating the Marine Corps, cultivating war fighting abilities to make marines ready for combat. Training areas include leadership, education, organization, and requirements development. Field Manual FM 3-24 MCWP 3-33.5 Insurgencies and Countering Insurgencies May 2014 provides doctrine for Army and Marine units that are countering an insurgency. It provides a doctrinal foundation for counterinsurgency and is a guide for units fighting or training for counterinsurgency operations. Part one, the "Strategic and Operational Context," provides a framework for understanding the environment where a counterinsurgency exists. Part one consists of chapters one through three. Part two, "Insurgencies," provides a doctrinal framework for understanding an insurgency. Part two consists of chapters four and five. Part three, "Counterinsurgencies," describes how to plan and execute operations to enable a host na-

tion to defeat an insurgency. Chapter 1, "Understanding the Strategic Context," answers the questions of how and why U.S. forces might get involved in a counterinsurgency. Chapter 1 highlights that there are many different ways U.S. forces could counter an insurgency and that there are a range of various contexts in which an insurgency can occur. Chapter 2, "Understanding an Operational Environment," provides context for an operational environment where an insurgency might be occurring. Chapter 3, "Culture," describes the role of culture in counterinsurgency operations. Understanding culture is essential in any effort to support a counterinsurgency effort. Culture is of unique importance in understanding an operational environment. Chapter 4, "Insurgency Prerequisites and Fundamentals," provides doctrine for understanding the prerequisites of an insurgency and the root causes that allow an insurgency to keep and gain legitimacy. Chapter 5, "Insurgency Threat Characteristics," provides doctrine for understanding the threat characteristics of an insurgency. Chapter 6, "Command and Control and Mission Command,"

provides doctrine for executing command and control under the philosophy of mission command. In a counterinsurgency effort, many units may perform many different tasks in decentralized operations. Understanding decentralized operations and ensuring these units are meeting the overall commander's intent is essential for successful counterinsurgency operations. Chapter 7, "Planning and Operational Considerations," provides guidance on how commanders and staffs can work from conceptual planning to detailed planning in counterinsurgency operations. Chapter 8, "Intelligence," provides considerations for intelligence in counterinsurgency. Because understanding the environment is essential in counterinsurgency, intelligence facilities successful operations. Chapter 9, "Direct Approaches to Counter an Insurgency," provides guidance on how the Army and the Marine Corps directly counter an insurgency at the operational and tactical level. The operational philosophy behind the direct approach is shape-clear-hold-build-transition. Chapter 10, "Indirect Methods for Countering Insurgencies," provides a framework for working

with and through a host nation. While the U.S. may provide the primary counterinsurgent forces, it may also work indirectly through the host nation. There are also important indirect enablers. Chapter 11, "Working with Host-Nation Forces," provides a foundation for understanding how security cooperation efforts are integrated into a counterinsurgency effort. Whether U.S. forces are, for a time, the primary counterinsurgent forces or they are working indirectly through a host nation, enabling the host nation through security cooperation activities is essential. Chapter 12, "Assessments," provides doctrine for understanding how a counterinsurgency environment changes and determining if counterinsurgent actions are having an effect on achieving the desired end state. Chapter 13, "Legal Considerations" provides some legal considerations that are important for commanders and staffs to consider in all counterinsurgency operations.

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lessons learned from historic counterinsurgencies and current operations. This manual continues the efforts of FM 3-24, Counterinsurgency, in combining the historic approaches to COIN with the realities of today's operational environment (OE)- an environment modified by a population explosion, urbanization, globalization, technology, the spread of religious fundamentalism, resource demand, climate change and natural disasters, and proliferation of weapons of mass destruction. This manual is generic in its geographic focus and should be used with other doctrinal sources.

This book is a unique combination of intellectual history, personal memoir, and military theory. When Conrad Crane retired from twenty six years of active duty to become a research professor at the Army War College, he never expected to become a modern Cassandra, fated to tell truth to power without being heeded. As he watched the world change after the terrorist attacks of 9/11, he warned the Army that it was not prepared for "Phase IV" stability operations, counterinsurgency, and eventually the reconstruction of Iraq. Eventually his work attracted the attention of

Lieutenant General David Petraeus, who along with his Marine counterpart James Mattis, was launching a broad program to make the American military a learning organization better prepared for modern war. Crane soon found himself in charge of a team of Soldiers, Marines, and civilian academics with the mission to create the very counterinsurgency doctrine he had pleaded for. For the next year he wrestled with conflicting ideas, complex personalities, and bureaucratic inertia to create the groundbreaking Field Manual 3-24/ Marine Corps Warfighting Publication 3-33.5 Counterinsurgency. The process was long and tortuous, and much more complicated than the way it has been characterized so far in other narratives. The end result was a unique blend of traditional and modern theory, tempered by hard lessons from Iraq and Afghanistan. Its principles and paradoxes of counterinsurgency, focus on legitimacy, and concepts of operational campaign design have had immense influence on US and NATO doctrine. The new doctrine was not perfect, and had been rushed through production in record time,

but the guidance it provided would be an essential element in the Surge in Iraq that secured breathing space for the nascent Iraqi government to solve its political differences. Crane found that out when General Petraeus asked him to come observe the Surge himself in late 2007. Traveling all around that embattled nation, Crane watched the greatest counterinsurgency force the world had ever seen adapting to the exigencies of modern counterinsurgency is a very complex environment. He describes in great detail the hard work of dedicated Soldiers, Marines, and civilians that

were creating a mosaic peace out of a mosaic war, in places as disparate as Baghdad, Anbar Province, and the detention facilities at Bucca. There were still problem areas, such as in the British zone and Diyala Province, but the conflict was definitely trending in the right direction. Crane closes his book with an account of what went wrong in Iraq, as the mosaic peace unraveled with the American departure, and also how the new counterinsurgency doctrine was never properly resourced or applied in Afghanistan. His final chapter covers the lessons he believes should be gleaned from the past

decade and a half of global war. There have been many critics of the new doctrine, and Crane recounts their arguments and concedes that promises of counterinsurgency were oversold. But much of what has been labeled as counterinsurgency is really just modern warfare, and while the United States is understandably reluctant to engage in further irregular conflicts and nation building, they remain a growth industry in the rest of the world. The United States government, military and civilian agencies, must be prepared to do better next time. And Cassandra says, there will be a next time.