

## *A Doctrinal Template for Insurgencies (Part 2 of 3)*

Commanders and staffs use IPB to understand, model, and predict their enemies' actions on the battlefield. Unfortunately, we have no current doctrinal template available from our current enemies to help us template their irregular methods in today's war—step three of the IPB process. However, U.S. Army Special Forces unconventional warfare (UW) doctrine is the methodology with which SF creates and employs U.S. sponsored insurgencies, and it can serve as an adequate template to help intelligence staffs and commanders stay ahead of their enemies. Additionally, understanding this doctrine enables soldiers to speak about insurgencies with a professional vocabulary, increasing coordination and efficiency. This irregular warfare message of the week is part two of a three part series discussing a few fundamentals of insurgency doctrine.<sup>1</sup>

Part I offered discussions from FM 3-05.201 (*Special Forces Unconventional Warfare Operations*) about the resistance organization, its origins, potential objectives, its seven dynamics, and its subordinate insurgency organization. Also included was an order of battle of the insurgency, itself, including an introduction to the guerrilla force, one of the insurgency's three doctrinal components. This message will discuss the underground and the auxiliary, the other two doctrinal elements.

“The success or failure of the [insurgent] force depends on its ability to maintain logistic and intelligence support. The auxiliary fills these support functions by organizing civilians and conducting coordinated support efforts.... The assistance of the civilian population is critical to the success of the resistance movement. Auxiliary units have their own combat, support, and underground units. The auxiliary primarily provides security, intelligence, and logistic support for the guerrilla force by using civilian supporters of the resistance. The auxiliary conducts clandestine support functions by organizing people on a regional, district, or sector basis depending on the degree to which guerrilla forces are organized. The auxiliary members screen all new potential underground members. For OPSEC reasons, all auxiliary functions must first section off from each other and from the guerrilla forces they support through deadletter drops and other clandestine communications.”<sup>2</sup>

Auxiliary members maintain an ‘average citizen’ appearance, and it is this façade that grants them proximity to the resources—whether that be the information, materiel, etc.—that they provide to the insurgent force. Typically, they are permanent residents of their operational areas and have legitimate, functional lives away from their insurgent activity. They try to maintain conspicuous daily lives with little interruption so as to suggest maximum distance from the insurgency. Responsibilities include security support; recruiting; home guard; PSYOP support; transportation; materiel support; population and resource control; local infiltration, exfiltration, and evasion networks; and intelligence support.

The underground “supports the area command, auxiliary, and guerrilla force, based on METT-TC. These personnel commit sabotage, intelligence gathering, and acts of deception through the

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<sup>1</sup> Read part one here: [http://www.usma.edu/dmi/iw\\_message.htm](http://www.usma.edu/dmi/iw_message.htm)

<sup>2</sup> FM 3-05.201, p. 3-24.

action arm, intelligence, supply, and personnel sections.”<sup>3</sup> While auxiliary cells move personnel through unconventional infiltration, exfiltration, and evasion networks (aka “ratlines”), auxiliary cells doctrinally are only responsible for portions of ratlines within their sector or operational areas. Underground cells, however, work within sectors and between sectors, providing continuity of resourcing, intelligence, and operations. Ratlines can also function as smuggling networks for materiel and resource needs. Stolen documents or fraudulent document production, PSYOP, deception, and clandestine or covert operations are also typically within the underground’s responsibility. Members of the underground are most successful when they maintain positive images within their surroundings, and like the auxiliary, they try to maintain an ordinary appearance.

Whereas guerrillas do not organize into cells, but rather into more conventional organizations like squads and platoons, both the auxiliary and the underground are cellular in structure. Nevertheless, the types of cell structures between them are quite different.<sup>4</sup> Furthermore, as guerrilla units typically organize from the bottom-up as grass roots initiatives, auxiliaries organize both bottom-up and top-down. Undergrounds organize strictly from the top down (doctrinally speaking). “Top down” just means that because of their increased security concerns, cell leaders only recruit and employ the personnel and capabilities that they absolutely need, directing organization development very carefully to avoid unnecessary OPSEC concerns. Herein is how the underground and auxiliary can operate clandestinely or covertly, as compared to the guerrillas which represent the overt military force of the insurgency.

These labels are doctrinal, and thus intended to increase comprehension and coordination. There are clearly times when the lines between who is what part of a particular insurgency can blur significantly. Additionally, their duties and responsibilities are also imprecise, and nothing binds the enemy to following U.S. doctrine. Every insurgency will evolve differently, including the specifics of its task organization and duty assignments. Even U.S. sponsored insurgencies will vary significantly between them. Nevertheless, this fundamental taxonomy helps analysts distinguish between the three typical types of insurgents (and insurgent duties) most often found. From here, analysts can begin to distinguish the particulars of the insurgency one faces instead of starting from scratch.

The final part of this three-part series will discuss the three phases of the insurgency (adapted directly from Mao Tse-Tung) and the seven phases of insurgency operations. If a command of any of this material seems helpful or worthwhile, please refer to FM 3-05.201, available on AKO, for more information about a doctrinal insurgent template.<sup>5</sup>

*You can read past Irregular Warfare Messages of the Week at [http://www.usma.edu/dmi/iw\\_message.htm](http://www.usma.edu/dmi/iw_message.htm)*

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<sup>3</sup> FM 3-05.201, p. 3-29.

<sup>4</sup> Doctrinal templates or diagrams of how these cells organize are available for review in FM 3-05.201 in chapter 3. Notice that underground operational cells and intelligence cells are different because of increased coordination requirements for operations and increased compartmentalization requirements for intelligence. Also note that auxiliary cells have much larger spans of control.

<sup>5</sup> Chapters 1 and 3 will be particularly useful.