



# Department of Defense **DIRECTIVE**

**NUMBER 3000.07**

August 28, 2014

*Incorporating Change 1, May 12, 2017*

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USD(P)

SUBJECT: Irregular Warfare (IW)

References: See Enclosure 1

1. PURPOSE. This directive:

a. Reissues DoD Directive (DoDD) 3000.07 (Reference (a)) to establish policy and assign responsibilities for DoD conduct of IW and development of capabilities to address irregular challenges or threats to national security in accordance with DoDD 5100.01 (Reference (b)).

b. Requires that any conflicting issuances be identified to the Under Secretary of Defense for Policy (USD(P)) and the Director of Administration.

2. APPLICABILITY. This directive applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff (CJCS) and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the DoD (referred to collectively in this directive as the "DoD Components").

3. POLICY. It is DoD policy that:

a. IW is as strategically important as traditional warfare and DoD must be equally capable in both. Many of the capabilities and skills required for IW are applicable to traditional warfare, but their role in IW can be proportionally greater.

b. DoD will be proficient in IW.

c. IW is conducted independently of, or in combination with, traditional warfare.

(1) IW can include any relevant DoD activity and operation such as counterterrorism; unconventional warfare; foreign internal defense; counterinsurgency; and stability operations

that, in the context of IW, involve establishing or re-establishing order in a fragile state or territory.

(2) While these activities, whether undertaken in sequence, in parallel, or in blended form, may occur across the full range of military operations, the balance or primary focus of operations gives a campaign its predominant character.

(3) Before, during, and after IW and traditional warfare, various programs, missions, and activities can occur that shape the environment and serve to deter or prevent war. These may include military engagement, security cooperation, deterrence activities, cyberspace operations, military information support operations (MISO), strategic communication, and civil military operations.

d. Concepts and capabilities relevant to IW will be incorporated across all DoD activities, including:

(1) Doctrine, organization, training, materiel, leadership and education, personnel, and facilities, policy (DOTMLPF-P).

(2) Assessments.

(3) Analysis.

(4) Exercises.

(5) Experiments.

(6) Applicable strategies and plans.

e. When directed, DoD is able to:

(1) Identify and prevent, contain, or defeat irregular challenges or threats from state and non-state actors across operational areas and environments.

(2) Extend U.S. reach into denied areas and uncertain environments by operating with and through foreign forces or entities.

(3) Train, advise, and assist foreign security forces and partners at the ministerial, service, and tactical levels to ensure security in their sovereign territory or to contribute forces to operations elsewhere, in accordance with DoD Instruction (DoDI) 5000.68 (Reference (c)).

(4) Support a foreign government or population threatened by irregular adversaries.

(5) Create a secure environment in fragile states.

(6) Meet Combatant Commander (CCDR) objectives by conducting other related activities abroad, which can include: civil-military, intelligence, counterintelligence, space, cyber-space, counter threat finance, MISO, strategic communication, and providing support to foreign governance and law enforcement entities.

f. DoD policy and programs will increase DoD effectiveness in operating with and through foreign security partners.

g. Manpower authorizations, personnel policies, foreign language and cultural capabilities, and organizational structures will provide sufficient capacity and expertise in both the DoD civilian workforce and Military Services to conduct activities in support of IW.

h. Appropriate DoD IW-related activities will be integrated with the efforts of other U.S. Government (USG) agencies, foreign security partners, and selected international organizations by supporting:

(1) Combined policies, plans, and procedures, including collaborative training, education, and exercises that promote interoperability.

(2) Integrated civilian-military teams.

(3) Information strategies and operations to neutralize adversary propaganda and promote U.S. strategic interests.

(4) Efforts to enhance information sharing, as appropriate, to synchronize planning, execution, and transition of IW activities and maintain the shared understanding of the operational environment required to counter irregular challenges or threats.

(5) Integration of collective requirements and capabilities into unified planning efforts to optimize development and employment of capabilities.

(6) Provision of essential governmental services, emergency infrastructure restoration, and humanitarian relief, if directed.

i. Investment strategy guidance addresses capability and capacity for IW-related activities and operations.

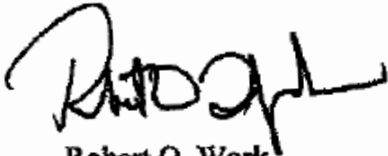
4. RESPONSIBILITIES. See Enclosure 2.

5. RELEASABILITY. **Cleared for public release**. This directive is available on ~~the Internet~~ ~~from~~ the DoD Issuances Website at <http://www.dtic.mil/whs/directives>.

6. EFFECTIVE DATE. This directive: *is effective August 28, 2014.*

~~a. Is effective August 28, 2014.~~

~~b. Will expire effective August 28, 2024 and be removed from the DoD Issuances Website if it hasn't been reissued or cancelled before this date in accordance with DoDI 5025.01 (Reference (d)).~~



Robert O. Work  
Deputy Secretary of Defense

Enclosures

1. References
2. Responsibilities

Glossary

ENCLOSURE 1

REFERENCES

- (a) DoD Directive 3000.07, "Irregular Warfare (IW)," December 1, 2008 (hereby cancelled)
- (b) DoD Directive 5100.01, "Functions of the Department of Defense and Its Major Components," December 21, 2010
- (c) DoD Instruction 5000.68, "Security Force Assistance (SFA)," October 27, 2010
- ~~(d) DoD Instruction 5025.01, "DoD Issuances Program," June 6, 2014~~
- (~~e~~) DoD Directive 1322.18, "Military Training," January 13, 2009
- (~~f~~) DoD Directive 5160.41E, "~~Defense Language Program (DLP),~~ October 21, 2005, as amended *"Defense Language, Regional Expertise, and Culture (LREC) Program," August 21, 2015, as amended*
- (~~g~~) DoD Instruction 5160.70, "~~Management of DoD Language and Regional Proficiency Capabilities,~~ June 12, 2007 *"Management of the Defense Language, Regional Expertise, and Culture (LREC) Program," December 30, 2016*

ENCLOSURE 2

RESPONSIBILITIES

1. USD(P). The USD(P):

a. In conjunction with the CJCS, incorporates IW-relevant concepts into strategic planning documents. Recommends to the Secretary of Defense priorities for policy, concepts, analysis, capabilities, and investment strategies relevant to IW.

b. In coordination with the Under Secretary of Defense for Intelligence (USD(I)), the Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)), and the CJCS, incorporates knowledge from social and behavioral science disciplines into the development of DoD strategies, plans, and capabilities.

c. Ensures that broader DoD efforts are synchronized with other USG agencies by advancing the development and implementation of IW strategies across the elements of national power, and oversees DoD contributions to those efforts. In coordination with the CJCS, CCDRs, and interagency partners, develops:

(1) Organizational concepts to employ civilian-military teams, including their command and control relationships, composition, resourcing, and interoperability.

(2) Policies and plans to promote a secure environment overseas, improve interoperability, and build the capability and capacity of partners to address irregular challenges or threats.

(3) Policies, procedures, and capabilities to ensure transition with civilian agencies are addressed during planning and execution.

d. In coordination with the Assistant to the Secretary of Defense for Public Affairs, the CJCS, CCDRs, and interagency partners, advances the development and implementation of information strategies to counter adversary propaganda and advance U.S. strategic interests.

e. In coordination with the CJCS and CCDRs, develops policy guidance and priorities for DoD capabilities and programs tailored to train, advise, and assist foreign security forces and partners at the ministerial, service, and tactical levels to ensure security in their sovereign territory or to contribute forces to operations elsewhere.

2. ASSISTANT SECRETARY OF DEFENSE FOR SPECIAL OPERATIONS AND LOW-INTENSITY CONFLICT (ASD(SO/LIC)). Under the authority, direction, and control of the USD(P), the ASD(SO/LIC):

a. Serves as the principal civilian advisor to the Secretary of Defense for IW. In conjunction with the CJCS, provides overall policy oversight to ensure that DoD maintains capabilities and capacity to be as effective in IW as in traditional warfare.

b. In coordination with the Director of Cost Assessment and Program Evaluation (DCAPE) and the CJCS, assesses the Military Department IW capability and capacity across the range of IW requirements to identify gaps, risks, and alternatives.

c. In coordination with the CJCS, establishes and chairs an executive steering committee to oversee DoD implementation of this directive.

3. USD(I). The USD(I):

a. Maintains standards and guides the development of capabilities and capacity for persistent intelligence, surveillance, and reconnaissance (ISR) and assessment of operational areas and environments that may serve as safe havens for irregular adversaries.

b. Advances intelligence and information partnerships with interagency and international partners, as appropriate, to identify and prevent or defeat irregular challenges or threats across operational areas and environments.

c. In accordance with strategic guidance documents, improves all-source collection and analysis to identify irregular challenges or threats from state and non-state actors. Ensures timely information dissemination from the strategic to the tactical level, recognizing that IW places particular reliance on releasable products to facilitate working with foreign security partners.

d. Manages the development and integration of appropriate analytical intelligence training, models, tools, and data to provide intelligence support to the Military Services for IW.

e. Incorporates into intelligence products information derived from social and behavioral science sources in the public and private sectors.

f. Projects activity patterns on a regional and global scale for analyzing both friendly and adversary human networks through modeling and simulation capabilities.

g. In conjunction with the CCDRs, prioritizes capabilities to identify, locate, track, and target adversary networks, cells, and individuals in order to neutralize their influence and operational capacity.

h. In coordination with the Secretaries of the Military Departments and the Under Secretary for Personnel and Readiness (USD(P&R)), promotes intelligence and counterintelligence career paths that attract and retain the quantity and quality of personnel with IW-relevant skills.

i. In coordination with the CJCS, the CCDRs, the USD(P), the Secretaries of the Military Departments, and the DoD Chief Information Officer (DoD CIO), develops policy and capabilities to support information and intelligence sharing with diverse mission partners, to include irregular forces, emerging governments, and non-governmental and international organizations. Develops capabilities to help irregular and traditional warfare mission partners develop appropriate and interoperable traditional ISR capabilities

4. USD(P&R). The USD(P&R):

a. Establishes policies and provides oversight to enable DoD-wide training, education, and tracking of military and civilian personnel with skills and experience relevant to IW. Those include foreign language, regional expertise, cultural knowledge and understanding, and experience or expertise in training, advising, and assisting foreign security forces and institutions.

b. Establishes policies for joint and combined training and exercises that meet CCDR IW-related requirements and promotes interoperability with relevant U.S. departments and agencies and multinational civilian and military organizations in accordance with DoDD 1322.18 (Reference (*ed*)).

c. In coordination with the Secretaries of the Military Departments, recommends incentive programs such as focused recruitment, bonuses, specialty pays, promotion incentives, and quality of life programs to attract and retain personnel with IW-related skills and experience.

d. In coordination with the USD(P), the CJCS, and the Secretaries of the Military Departments, coordinates opportunities for DoD military and civilian personnel to contribute or develop knowledge, skills, and experience relevant to IW by:

(1) Undertaking rotational assignments or exchange tours of duty with USG agencies, foreign security partners, and selected international organizations.

(2) Participating in non-DoD education and training programs.

e. In coordination with the USD(I), the Secretaries of the Military Departments, and the Commander, United States Special Operations Command (CDRUSSOCOM), creates opportunities for DoD personnel to develop foreign language proficiency and cultural knowledge commensurate with the Intelligence Community's assessment of current and emerging threats to national security in accordance with DoDD 5160.41E (Reference (*fe*)).

5. USD(AT&L). In coordination with the Secretaries of the Military Departments, CCDRs, CJCS, USD(I), and USD(P), the USD(AT&L) includes validated IW-related requirements in the acquisition programs of record and rapid acquisition efforts, to include procurement, transition, and sustainment of non-standard materiel capabilities.



6. DoD CIO. In coordination with the CJCS, USD(AT&L), and the CCDRs, the DoD CIO annually sets priorities for enhancing DoD-wide command, control, and communication architectures. These priorities could inform provisions that:

- a. Support IW-related activities.
- b. Facilitate interoperability with interagency, nongovernmental, and foreign partners.

7. DCAPE. The DCAPE analyzes and evaluates IW programs in relation to U.S. defense objectives, projected threats, allied contributions, non-DoD organizations' contributions, estimated costs, and resource constraints.

8. SECRETARIES OF THE MILITARY DEPARTMENTS. The Secretaries of the Military Departments:

a. Maintain military capabilities and track the capacity and proficiency of the Military Services to meet CCDR IW-related requirements in accordance with strategic guidance documents. Ensure IW-training of deploying individuals and units is accomplished for operational conditions as established by CCDRs.

b. Maintain scalable organizations capable of meeting CCDR requirements to assess, train, advise, assist, and equip foreign security forces and security institutions (unilaterally or as part of civilian-military teams).

c. When directed and until indigenous, international, or U.S. civilian personnel can do so, maintain the capability to:

- (1) Provide civil security.
- (2) Restore essential government function.
- (3) Restore essential services.
- (4) Repair key infrastructure necessary to government function and to sustain human life.
- (5) Reform or rebuild indigenous security institutions.

d. Ensure curriculums in individual and unit training programs and Military Department schools prepare personnel for IW. Ensure all Service schools develop appropriate education and training programs and courses, reflecting joint and Military Department IW-relevant concepts, doctrine, and processes.

e. Establish a representative, through designation at the Department or Service level as appropriate, who is accountable for discharging the responsibilities delineated in this directive. This representative should have the ability to describe service IW capability and the associated manpower and funding.

f. Biennially, help the CJCS assess the capability and capacity of the Military Services to conduct activities necessary to implement CCDR campaign and contingency plans related to IW.

9. CJCS. The CJCS:

a. Serves as the principal military advisor to the Secretary of Defense for IW and assists ASD(SO/LIC) oversight of Service training to ensure that the Military Services maintain the capabilities and capacity so that they are equally effective in irregular and traditional warfare.

b. Leads the collaborative development of joint standards for IW-relevant training and readiness for the Military Services.

c. Directs joint education and training, exercises, and concept development to ensure the Military Services are prepared to plan, conduct, and sustain missions involving IW.

d. Identifies and validates IW-related DOTMLPF-P capability gaps and coordinates with appropriate capability developers to mitigate shortfalls.

e. In conjunction with the CCDRs and the Secretaries of the Military Departments:

(1) Maintains universal joint tasks for mission-essential tasks that support IW-related activities and operations.

(2) Facilitates incorporation of proven IW-related concepts and lessons learned into joint doctrine.

f. Biennially, in coordination USD(P), assesses Service capability and capacity to conduct activities necessary to implement CCDR campaign and contingency plans related to IW. Ensure appropriate non-DoD organizations capacity is planned for and incorporated into applicable Annexes to OPLANs. Incorporates the assessment into the annual risk assessment.

g. In coordination with the DoD CIO, USD(AT&L), and USD(I), develops architectures and standards to support interoperability with irregular and traditional warfare mission partners.

10. CCDRs. The CCDRs:

a. Identify IW-related requirements.

b. Incorporate IW-related concepts and lessons learned into military training, exercises, and planning.

c. Advise the ASD(SO/LIC) and CJCS on capacity and capability requirements to implement theater campaign and contingency plans relevant to IW.

d. Recommend DOTMLPF-P changes to the CJCS, CDRUSSOCOM, and the Secretaries of the Military Departments to implement best practices across the Military Services.

e. Help the CJCS:

(1) Collaboratively develop joint standards for relevant IW Service training and readiness.

(2) Collaboratively develop IW-relevant joint doctrine.

(3) Biennially assess Service capability and capacity to conduct activities necessary to implement CCDR campaign and contingency plans related to IW.

(4) Assess the availability and capacity of non-DoD organizations capability to meet CCDR campaign and contingency plans.

f. Identify training requirements for forces deploying into an IW environment. Ensure deployment orders address mission essential IW training requirements.

g. Develop CCMD specific training as required and ensure consistency with joint standards.

h. Identify language, regional expertise, and culture capability requirements in accordance with DoDI 5160.70 (Reference (g)).

11. CDRUSSOCOM. In addition to the responsibilities in section 10 of this enclosure, the CDRUSSOCOM:

a. Assists the CJCS by coordinating the further development of those aspects of special operations forces (SOF) doctrine relevant to IW. Contributes to the integration and interdependence of SOF and conventional forces in relevant IW doctrine with the CJCS and the Secretaries of the Military Departments.

b. Leads the development of SOF IW-relevant training and education standards for individuals and units with the USD(P&R), the CJCS, and the Secretaries of the Military Departments.

c. Maintains and advances SOF capabilities for extending U.S. reach into denied areas and uncertain environments by operating with and through foreign forces or by conducting low-visibility operations.

d. In coordination with the CCDRs, the Secretaries of the Military Departments, and the CJCS, leads the identification of joint IW-relevant capabilities and recommend priorities for capability development to the Joint Requirements Oversight Council.

12. COMMANDER, UNITED STATES STRATEGIC COMMAND (CDRUSSTRATCOM). In addition to the responsibilities in section 10 of this enclosure, the CDRUSSTRATCOM advises and assists the CJCS and the USD(I) concerning the development of ISR, space, and cyber capabilities to counter irregular challenges or threats.

## GLOSSARY

### PART I. ABBREVIATIONS AND ACRONYMS

ASD(SO/LIC)	Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict
CCDR	Combatant Commander
CJCS	Chairman of the Joint Chiefs of Staff
CDRUSSOCOM	Commander, United States Special Operations Command
CDRUSSTRATCOM	Commander, United States Strategic Command
DCAPE	Director of Cost Assessment and Program Evaluation
DoD CIO	DoD Chief Information Officer
DoDD	DoD Directive
DoDI	DoD Instruction
DOTMLPF-P	doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy
ISR	intelligence, surveillance, and reconnaissance
IW	irregular warfare
MISO	military information support operations
SOF	special operations forces
USD(AT&L)	Under Secretary of Defense for Acquisition, Technology, and Logistics
USD(I)	Under Secretary of Defense for Intelligence
USD(P)	Under Secretary of Defense for Policy
USD(P&R)	Under Secretary of Defense for Personnel and Readiness
USG	U.S. Government

### PART II. DEFINITIONS

These terms and their definitions are for the purposes of this directive.

civilian-military teams. Temporary organizations of civilian and military personnel specifically task-organized to provide an optimal mix of capabilities and expertise to accomplish specific operational and planning tasks, or to achieve objectives at the strategic, operational, or tactical levels. Civilian-military teams may conduct both overt and clandestine operations.

counterinsurgency. Comprehensive civilian and military efforts designed to simultaneously defeat and contain insurgency and address its root causes.

counterterrorism. Actions taken directly against terrorist networks and indirectly to influence and render global and regional environments inhospitable to terrorist networks.

foreign internal defense. Participation by civilian and military agencies of a government in any of the action programs taken by another government or other designated organization to free and protect its society from subversion, lawlessness, insurgency, terrorism, and other threats to its security.

irregular. Characterization used to describe a deviation from the traditional form of warfare where actors may use non-traditional methods such as guerrilla warfare, terrorism, sabotage, subversion, criminal activities, and insurgency for control of relevant populations.

irregular force. Armed individuals or groups who are not members of the regular armed forces, police, or other internal security forces.

IW. A violent struggle among state and non-state actors for legitimacy and influence over the relevant population(s).

security forces. Duly constituted military, paramilitary, police, and constabulary forces of a state.

stability operations. An overarching term encompassing various military missions, tasks, and activities conducted outside the United States in coordination with other instruments of national power to maintain or reestablish a safe and secure environment, provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief.

traditional warfare. A form of warfare between the regulated militaries of states, or alliances of states, in which the objective is to defeat an adversary's armed forces, destroy an adversary's war-making capacity, or seize or retain territory in order to force a change in an adversary's government or policies.

unconventional warfare. Activities conducted to enable a resistance movement or insurgency to coerce, disrupt, or overthrow a government or occupying power by operating through or with an underground, auxiliary, and guerrilla force in a denied area.