



Department of Defense INSTRUCTION

NUMBER 3000.05

September 16, 2009

Incorporating Change 1, June 29, 2017

USD(P)

SUBJECT: Stability Operations

References: See Enclosure 1

1. PURPOSE. This Instruction:

a. Reissues DoD Directive (DoDD) 3000.05 (Reference (a)) as a DoD Instruction (DoDI) in accordance with the authority in DoDD 5111.1 (Reference (b)) and Deputy Secretary of Defense Memorandum (Reference (c)).

b. Updates policy and assigns responsibilities for the identification and development of DoD capabilities to support stability operations.

c. Supports DoDD 5100.01 (Reference (d)) and amplifies DoDD 3000.07 (Reference (e)) as they pertain to stability operations capabilities development.

2. APPLICABILITY. This Instruction applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff 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 Department of Defense (hereafter referred to collectively as the "DoD Components").

3. DEFINITIONS. For the purposes of this Instruction, stability operations is defined as 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.

4. POLICY. It is DoD policy that:

a. Stability operations are a core U.S. military mission that the Department of Defense shall be prepared to conduct with proficiency equivalent to combat operations. The Department of Defense shall be prepared to:

(1) Conduct stability operations activities throughout all phases of conflict and across the range of military operations, including in combat and non-combat environments. The magnitude of stability operations missions may range from small-scale, short-duration to large-scale, long-duration.

(2) Support stability operations activities led by other U.S. Government departments or agencies (hereafter referred to collectively as “U.S. Government agencies”), foreign governments and security forces, international governmental organizations, or when otherwise directed.

(3) Lead stability operations activities to establish civil security and civil control, restore essential services, repair and protect critical infrastructure, and deliver humanitarian assistance until such time as it is feasible to transition lead responsibility to other U.S. Government agencies, foreign governments and security forces, or international governmental organizations. In such circumstances, the Department will operate within U.S. Government and, as appropriate, international structures for managing civil-military operations, and will seek to enable the deployment and utilization of the appropriate civilian capabilities.

b. The Department shall have the capability and capacity to conduct stability operations activities to fulfill DoD Component responsibilities under national and international law. Capabilities shall be compatible, through interoperable and complementary solutions, to those of other U.S. Government agencies and foreign governments and security forces to ensure that, when directed, the Department can:

(1) Establish civil security and civil control.

(2) Restore or provide essential services.

(3) Repair critical infrastructure.

(4) Provide humanitarian assistance.

c. Integrated civilian and military efforts are essential to the conduct of successful stability operations. The Department shall:

(1) Support the stability operations planning efforts of other U.S. Government agencies.

(2) Collaborate with other U.S. Government agencies and with foreign governments and security forces, international governmental organizations, nongovernmental organizations, and private sector firms as appropriate to plan, prepare for, and conduct stability operations.

(3) Continue to support the development, implementation, and operations of civil-military teams and related efforts aimed at unity of effort in rebuilding basic infrastructure; developing local governance structures; fostering security, economic stability, and development; and building indigenous capacity for such tasks.

d. The Department shall assist other U.S. Government agencies, foreign governments and security forces, and international governmental organizations in planning and executing reconstruction and stabilization efforts, to include:

- (1) Disarming, demobilizing, and reintegrating former belligerents into civil society.
- (2) Rehabilitating former belligerents and units into legitimate security forces.
- (3) Strengthening governance and the rule of law.
- (4) Fostering economic stability and development.


e. The DoD Components shall explicitly address and integrate stability operations-related concepts and capabilities across doctrine, organization, training, materiel, leadership and education, personnel, facilities, and applicable exercises, strategies, and plans.

5. RESPONSIBILITIES. See Enclosure 2.

6. RELEASABILITY. **Cleared for public release**. This Instruction is available on the DoD Issuances Web Site at <http://www.dtic.mil/whs/directives>.

7. SUMMARY OF CHANGE 1. The changes to this issuance are administrative and update organizational titles and references for accuracy.

8. EFFECTIVE DATE. This Instruction is effective September 16, 2009.


Michèle Flournoy
Under Secretary of Defense for Policy

Enclosures

1. References
2. Responsibilities

TABLE OF CONTENTS

REFERENCES5

RESPONSIBILITIES6

 UNDER SECRETARY OF DEFENSE FOR POLICY (USD(P))6

 ASSISTANT SECRETARY OF DEFENSE FOR SPECIAL OPERATIONS AND
 LOW-INTENSITY CONFLICT
 (ASD(SO/LIC)).....6

 DIRECTOR, DEFENSE SECURITY COOPERATION AGENCY (DSCA)8

 USD(I).....8

 DIRECTOR, DEFENSE INTELLIGENCE AGENCY (DIA).....9

 USD(P&R).....9

 USD(AT&L).....10

 DoD CIO11

 ASD(PA).....11

 DIRECTOR, CAPE12

 SECRETARIES OF THE MILITARY DEPARTMENTS.....12

 CHAIRMAN OF THE JOINT CHIEFS OF STAFF13

 COMMANDERS OF THE COMBATANT COMMANDS14

ENCLOSURE 1

REFERENCES

- (a) DoD Directive 3000.05, “Military Support for Stability, Security, Transition, and Reconstruction (SSTR) Operations,” November 28, 2005 (hereby canceled)
- (b) DoD Directive 5111.1, “Under Secretary of Defense for Policy (USD(P)),” December 8, 1999
- (c) Deputy Secretary of Defense Memorandum, “Delegations of Authority,” November 30, 2006
- (d) DoD Directive 5100.01, “Functions of the Department of Defense and Its Major Components,” December 12, 2010
- (e) DoD Directive 3000.07, “Irregular Warfare (IW),” August 28, 2014
- (f) DoD Instruction 5160.70, “Management of the Defense Language, Regional Expertise, and Culture (LREC) Program,” December 30, 2016
- (g) Sections 401, 2557, and 2561 of title 10, United States Code
- (h) DoD Manual 4160.21, “Defense Materiel Disposition Manual,” October 22, 2015
- (i) DoD Directive 1322.18, “Military Training,” January 13, 2009
- (j) DoD Directive 1404.10, “DoD Civilian Expeditionary Workforce,” January 23, 2009
- (k) DoD Instruction 2200.01 “Combating Trafficking in Persons (CTIP),” April 21, 2015, as amended
- (l) DoD Instruction 8220.02, “Information and Communications Technology (ICT) Capabilities for Support of Stabilization and Reconstruction, Disaster Relief, and Humanitarian and Civic Assistance Operations,” April 30, 2009

ENCLOSURE 2

RESPONSIBILITIES

1. UNDER SECRETARY OF DEFENSE FOR POLICY (USD(P)). The USD(P) shall:

- a. Recommend to the Secretary of Defense priorities for policies, plans, concepts, analysis, capabilities, and investment strategies relevant to stability operations.
- b. Develop strategic policy guidance for distribution throughout the Department for the development of capabilities to conduct stability operations activities and for the integration of DoD capabilities with those of other U.S. Government agencies.
- c. In coordination with the Assistant Secretary of Defense for Public Affairs (ASD(PA)), the Chairman of the Joint Chiefs of Staff, the Combatant Commanders, and interagency partners, advance the development and implementation of strategic communications messages that address U.S. military contributions to stability operations.
- d. In coordination with the Chairman of the Joint Chiefs of Staff, the Combatant Commanders, and interagency partners, advance the development and implementation of measures of effectiveness for stability operations. Ensure DoD measures correspond and support broader U.S. Government measures.

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

- a. Serve as the principal civilian advisor to the Secretary of Defense and the USD(P) for stability operations; provide policy oversight to ensure that the Department maintains the capability and capacity to conduct stability operations activities, and that those capabilities are compatible with those of other U.S. Government agencies and partners.
- b. Develop criteria for capability assessments, assess DoD capabilities, and recommend to the USD(P) priorities for policies, plans, concepts, analysis, capabilities, and investment strategies relevant to stability operations.
- c. Incorporate into DoD strategic planning documents the development of capabilities to conduct stability operations activities and the integration of DoD capabilities with those of other U.S. Government agencies.
- d. Biennially assess DoD capability and capacity required to conduct the stability operations activities enumerated in paragraphs 4.b. and 4.d. of the front matter of this Instruction, and assess the compatibility of those capabilities with other U.S. Government agencies and partners.

(1) Provide recommendations for capabilities development to be incorporated into DoD capabilities development guidance documents.

(2) In coordination with the Under Secretary of Defense (Comptroller) and Director, Cost Assessment and Program Evaluation (CAPE), assess the sufficiency of resources related to stability operations within the Future Years Defense Program.

e. Review DoD Component plans and strategies to ensure they fully address, synchronize, and adequately resource stability operations activities.

(1) Ensure that the DoD analytic agenda addresses stability operations activities and capabilities.

(2) Assist the Combatant Commanders in identifying and prioritizing their requirements for stability operations to support campaign plans.

(3) Ensure contingency planning efforts support and incorporate other U.S. Government agency reconstruction and stabilization plans, concepts, and efforts.

f. Represent the USD(P) on issues related to stability operations capabilities in capability development bodies.

(1) Present strategic-level stability operations capability requirements.

(2) Recommend solutions for stability operations-related capabilities.

(3) Assist appropriate resource boards in integrating stability operations capabilities into programs.

(4) Ensure DoD capabilities related to stability operations are properly aligned to DoD strategy.

g. Represent the Department in interagency, international, and coalition or partner discussions on stability operations policy.

(1) In coordination with the Chairman of the Joint Chiefs of Staff, lead DoD contributions to developing common doctrine, policies, and procedures for stability operations activities with other Government agencies and international partners.

(2) Coordinate DoD support to the stability operations planning efforts of other Government agencies and key international partners.

(3) Coordinate interagency support to DoD planning for stability operations activities, including the development of interagency synchronization mechanisms at the Combatant Commands.

h. Ensure that existing Military Department, Military Service, and joint stability operations-related lessons-learned programs are complementary and that they collectively

constitute a comprehensive, “Whole-of-Government” stability operations lessons-learned program. In coordination with the Chairman of the Joint Chiefs of Staff and the Secretaries of the Military Departments, provide DoD oversight to lessons learned for stability operations within the Department, and lead DoD contributions to an interagency lessons-learned process.

i. In accordance with DoDI 5160.70 (Reference (f)), develop policies and plans in coordination with the Under Secretary of Defense for Intelligence (USD(I)), the Under Secretary of Defense for Personnel and Readiness (USD(P&R)), the Chairman of the Joint Chiefs of Staff, and the Secretaries of the Military Departments to maintain the strategic relevance of DoD language and regional proficiency capabilities.

j. In coordination with the Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)), develop and recommend policy and provide guidance that specifies the roles of private security contractors, firms, and other DoD contractors in stability operations environments.

k. Establish and chair a steering committee and supporting working groups, as appropriate, to oversee implementation of this Instruction across the Department.

3. DIRECTOR, DEFENSE SECURITY COOPERATION AGENCY (DSCA). The Director, DSCA, under the authority, direction, and control of the USD(P), shall:

a. In accordance with the authorities in sections 401, 2557, and 2561 of title 10, United States Code (U.S.C.) (Reference (g)), and in coordination with the Secretaries of the Military Departments, develop policies and procedures to transfer compatible and appropriate materiel and equipment directly to foreign partner control, as appropriate, at the conclusion of stability operations activities.

b. Review DoD Manual 4160.21 (Reference (h)) for requirements unique to stability operations and maintain its currency for irregular warfare and stability operations requirements, including responsibilities for disposition of excess defense articles.

c. Develop and recommend policies required to train and equip foreign security forces as enablers of long-term security and stability.

4. USD(I). The USD(I) shall:

a. Develop and oversee DoD intelligence and counterintelligence capability requirements to support stability operations in coordination with relevant U.S. Government intelligence entities and DoD Components.

b. Ensure that the Department has sufficient capabilities to provide indications and warning of foreign nation instability.

c. In accordance with Reference (f) and in coordination with the USD(P), the USD(P&R), the Chairman of the Joint Chiefs of Staff, and the Secretaries of the Military Departments, develop policies that maintain the strategic relevance of DoD foreign language proficiency and area knowledge capabilities.

d. In coordination with the USD(P) and DoD Chief Information Officer (DoD CIO), develop policies and systems for sharing classified and unclassified information during stability operations among the DoD Components, relevant U.S. Government agencies, foreign governments and security forces, international organizations, nongovernmental organizations, and members of the private sector, while adequately protecting classified information and intelligence sources and methods.

5. DIRECTOR, DEFENSE INTELLIGENCE AGENCY (DIA). The Director, DIA, under the authority, direction, and control of the USD(I), shall:

a. Develop and provide indications and warning of foreign nation instability through the Chairman of the Joint Chiefs of Staff.

b. Ensure the Defense Intelligence Operations Coordination Center, in coordination with the United States Strategic Command and the Office of the Director of National Intelligence:

(1) Formulates policies and procedures to integrate and synchronize national intelligence, surveillance, and reconnaissance (ISR) capabilities with DoD ISR assets in support of combatant command stability operations requirements.

(2) Manages intelligence planning for adaptive planning activities supporting stability operations.

(3) Develops and coordinates all-source collection plans and strategies to support intelligence analysis of instability challenges posed by state and non-state actors.

c. Ensure the Defense Intelligence All-Source Analytic Enterprise provides tailored all-source intelligence assessments that incorporate information from traditional intelligence sources as well as information from social science sources, including from sociological, anthropological, cultural, economic, political science, and historical sources within the public and private sectors. Intelligence assessments should include information on characteristics of the environment (physical, economic, political, technological, and human).

d. Maintain open-source and classified information products to support integrated planning and execution of stability operations activities among U.S. Government agencies and selected international partners.

6. USD(P&R). The USD(P&R) shall:

- a. Develop and oversee policies for joint and combined training and exercises that meet Combatant Command stability operations-related requirements and promote interoperability for integrated operations in accordance with DoDD 1322.18 (Reference (i)).
- b. Develop policies to recruit, select, and assign civilian DoD personnel with relevant skills for service in stability operations assignments in accordance with DoDD 1404.10 (Reference (j)), and recommend necessary changes to related laws, authorities, and regulations.
- c. Develop policy and opportunities for personnel from other U.S. Government agencies, foreign governments, international organizations, and nongovernmental organizations to participate, as appropriate, in DoD training related to stability operations.
- d. In coordination with the ASD(SO/LIC), the USD(I), and the Chairman of the Joint Chiefs of Staff, develop policies and programs to maintain the appropriate levels of civilian and military language and cultural understanding, and ensure that foreign language and regional proficiency capabilities are integrated into joint and combined stability operations training and exercise policy.
- e. Establish policy and procedures to be used by the DoD Components to determine the total force requirements (i.e., military, DoD civilian, and contractor requirements) necessary for conducting stability operations.
- f. In coordination with the Secretaries of the Military Departments, establish policy to define skill sets and capabilities related to the stability operations activities enumerated in paragraphs 4.b. and 4.d. of the front matter of this Instruction, and establish policy to govern the identification and tracking of personnel with those skill sets and capabilities.
- g. Design and issue training requirements for military and DoD civilians, including numbers and types of courses to develop and execute.
- h. Incorporate anti-trafficking and protection measures for vulnerable populations into trafficking in persons training modules in accordance with DoDI 2200.01 (Reference (k)). The training will provide information on post-conflict and humanitarian emergency assistance for trafficking victims.
- i. Ensure DoD medical personnel and capabilities are prepared to meet military and civilian health requirements in stability operations.
- j. In coordination with the USD(P) and the Chairman of the Joint Chiefs of Staff, coordinate DoD participation in U.S. Government training for stability operations activities.

7. USD(AT&L). The USD(AT&L) shall:

a. In coordination with the Chairman of the Joint Chiefs of Staff, ensure that DoD joint concept development and experimentation programs address stability operations activities and capabilities.

b. Develop policies for the research, development, and procurement of materiel solutions for stability operations activities and tasks identified in strategic guidance.

c. Identify any unique logistics requirements needed to support stability operations activities, and ensure logistics planning efforts reflect those requirements.

d. Identify technologies available through the Department of Defense, the U.S. Government, and off-the-shelf private sector programs that could bolster U.S. stability operations capabilities, and direct them into rapid demonstration, experimentation, and fielding.

e. In coordination with the Chairman of the Joint Chiefs of Staff, develop policies that will enable sharing of logistics capabilities, in order to partner with other U.S. Government agencies and foreign government and security forces.

8. DoD CIO. The DoD CIO shall:

a. In coordination with the USD(P) and the Chairman of the Joint Chiefs of Staff, establish policies and standards for technical information exchange and communications between the Department of Defense and other U.S. Government agencies, foreign governments and security forces, international organizations, and the private sector.

b. In accordance with DoDI 8220.02 (Reference (1)), develop policies, plans, and processes to provide information and communication technology strategies, infrastructure, and equipment necessary to support the conduct of stability operations.

c. In coordination with the USD(P) and the Chairman of the Joint Chiefs of Staff, represent the Department in interagency, international, and coalition or partner discussions on restoration, reconstruction, and development of information and communications technology (ICT) critical infrastructure for stability operations.

d. In coordination with the Chairman of the Joint Chiefs of Staff and the Combatant Commanders, assist other U.S. Government agencies in identifying and developing strategies for the use of ICT capabilities to enable civil-military interaction, information sharing, and accelerating stability and reconstruction activities.

e. Assist the USD(AT&L) in nominating science and technologies for information exchange and communications that support stability operations into rapid demonstration, experimentation, and fielding.

9. ASD(PA). The ASD(PA) shall:

- a. Ensure Defense Information School activities support stability operations training and education for DoD public affairs professionals and select U.S. Government agencies, foreign governments and security forces, and international governmental organizations.
- b. Design and articulate DoD visual information requirements to support stability operations.
- c. Ensure the activities of the Defense Media Activity support stability operations.
- d. In coordination with the USD(P), the Chairman of the Joint Chiefs of Staff, the Combatant Commanders, and interagency partners, advance the development and implementation of public affairs messages that address U.S. military contributions to stability operations.
- e. In coordination with the USD(P), the USD (I), and the Department of State, develop regionally tailored and focused strategic messages, and synchronize them throughout the Department of Defense to support U.S. Government stabilization and reconstruction efforts.

10. DIRECTOR, CAPE. The Director, CAPE, shall:

- a. Coordinate with the Under Secretary of Defense (Comptroller)/Chief Financial Officer, Department of Defense and the ASD(SO/LIC) to assess the sufficiency of resources related to irregular warfare and stability operations within the Future Years Defense Program.
- b. Coordinate with the ASD(SOLIC), the USD(AT&L), and the Chairman of the Joint Chiefs of Staff to identify analytical gaps and ensure that DoD analytical tools, including models and simulations, address stability operations activities and capabilities.

11. SECRETARIES OF THE MILITARY DEPARTMENTS. The Secretaries of the Military Departments shall each:

- a. In accordance with Reference (e), appoint a senior representative to lead stability operations capability development efforts.
- b. Organize to train and equip forces capable of conducting the stability operations activities enumerated in paragraphs 4.b. and 4.d. of the front matter of this Instruction. Support the development of the biennial assessment identified in paragraph 2.d. of this enclosure.

(1) In coordination with the Chairman of the Joint Chiefs of Staff:

(a) Develop and maintain scalable capabilities and capacities to establish civil security and civil control, restore essential services, repair critical infrastructure, and provide humanitarian relief across the range of military activities.

(b) Maintain a civilian and military workforce capable of sustained contributions to civil-military teams conducting stability operations activities.

(2) In accordance with policy developed by the USD(P&R), identify and track personnel with stability operations-relevant skill sets and capabilities, to include foreign language proficiency and area knowledge capabilities.

c. Train for stability operations activities in accordance with paragraphs 4.b. and 4.d. of the front matter of this Instruction.

(1) Maintain doctrine and concepts for stability operations activities.

(2) Identify mission-essential tasks and capabilities required in stability operations.

(3) Conduct analyses to determine readiness for stability operations.

(4) Design and maintain curricula in individual and unit training programs and Military Service schools to prepare personnel for stability operations, in coordination with the USD(P&R) and the Chairman of the Joint Chiefs of Staff.

d. Ensure availability of units to perform stability operations activities and provide equipment, tactics, techniques, and procedures to ensure they are capable of performing these activities.

e. Ensure that predeployment facilities will appropriately support predeployment training and preparation for civil-military teams. Develop policies and plans to provide, in the event of crises, contingency access to U.S. bases and facilities to other U.S. Government agencies, foreign partners and security forces, international governmental organizations, nongovernmental organizations, and members of the private sector.

12. CHAIRMAN OF THE JOINT CHIEFS OF STAFF. The Chairman of the Joint Chiefs of Staff shall:

a. Serve as the principal military advisor to the Secretary of Defense for stability operations.

b. In coordination with the Combatant Commanders, establish priorities for the development of stability operations capabilities for the U.S. military.

c. In the Chairman's Risk Assessment, explicitly assess Military Service capability and capacity to implement stability operations activities and tasks required by Combatant Command plans and strategies. Recommend priorities to mitigate moderate- and high-risk capability areas.

d. Coordinate with the DoD Component Heads and the Combatant Commanders to establish capabilities for stability operations and ensure validated stability operations requirements are included in other programs of record and in rapid acquisition efforts.

e. Maintain joint stability operations doctrine for the Military Services.

f. Pursuant to Reference (i), develop annual guidance for the conduct and support of stability operations in training venues.

g. In coordination with the USD(P&R), evaluate DoD progress in the training identified in paragraph 6.a. of this enclosure.

h. Coordinate and prioritize interagency participation in DoD training and DoD participation in U.S. Government training for stability operations activities.

i. In coordination with the USD(P), the USD(P&R), and the Secretaries of the Military Departments, promote attendance by representatives of other U.S. Government agencies at DoD training courses or joint professional military education institutions to receive or provide instruction on stability operations. Encourage the participation of DoD personnel at schools in other U.S. Government agencies that provide courses of instruction on stability operations activities or missions.

j. Ensure that DoD joint concept development and experimentation addresses stability operations activities and capabilities.

13. COMMANDERS OF THE COMBATANT COMMANDS. The Commanders of the Combatant Commands, through the Chairman of the Joint Chiefs of Staff, shall:

a. Designate an appropriate military officer as the joint force coordinating authority for stability operations with the authority to:

(1) Identify stability operations requirements.

(2) Incorporate stability operations activities and concepts into training, exercises, experimentation, and planning, including intelligence campaign and support planning.

b. Integrate stability operations tasks and considerations into their Theater Campaign Plans, theater strategies, and applicable DoD-directed plans. Align DoD theater strategies and plans with complementary stability operations-related capabilities,

strategies, and plans of other U.S. Government agencies, foreign government and security forces, and the private sector, as they mature and capacity increases.

c. Identify stability operations-related capability, capacity, or compatibility shortfalls. Ensure that recommendations to the Chairman of the Joint Chiefs of Staff for the annual Chairman's Risk Assessment include stability operations-related shortfalls, as appropriate. Ensure that inputs to the Chairman for the Integrated Priorities List include stability operations-related priorities, as appropriate.

d. In coordination with the USD(P), support efforts of other U.S. Government agencies and international partners to develop stability operations-related plans.

e. Gather lessons learned from stability operations and disseminate them to the DoD Components and U.S. Government agencies as appropriate.

f. Identify and validate requirements for materiel and equipment that are compatible with and appropriate for direct transfer to the control of foreign partners at the conclusion of stability operations activities.

g. Provide recommendations to incorporate roles and responsibilities into the Unified Command Plan based on stability operations tasks and responsibilities.

h. Ensure their Joint Intelligence Operations Centers (JIOCs) provide tailored all-source intelligence products that support planning for and execution of stability operations. These products will incorporate information from traditional intelligence sources as well as information from social science knowledge, including from sociological, anthropological, cultural, economic, political science, and historical sources within the public and private sector. Combatant Command JIOCs will conduct Joint Intelligence Preparation of the Operational Environment in support of stability operations conducted by the Combatant Commands, Service component commands, or other subordinate elements.