



# DoD INSTRUCTION 3000.07

## IRREGULAR WARFARE

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<b>Originating Component:</b>	Office of the Under Secretary of Defense for Policy
<b>Effective:</b>	September 29, 2025
<b>Releasability:</b>	Cleared for public release. Available on the Directives Division Website at <a href="https://www.esd.whs.mil/DD/">https://www.esd.whs.mil/DD/</a> .
<b>Reissues and Cancells:</b>	DoD Directive 3000.07, "Irregular Warfare (IW)," August 28, 2014, as amended
<b>Approved by:</b>	Elbridge Colby, Under Secretary of Defense for Policy

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**Purpose:** This issuance reissues the subject DoD directive (DoDD) as a DoD instruction (DoDI) in accordance with the authority in DoDD 5111.01 to establish policy and assign responsibilities for conducting irregular warfare (IW) across the spectrum of competition, including for the operation and administration of the Irregular Warfare Center (IWC).

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## **SECTION 1: GENERAL ISSUANCE INFORMATION**

### **1.1. APPLICABILITY.**

This issuance 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 (CCMDs), the Office of 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 issuance as the “DoD Components”).

### **1.2. POLICY.**

a. IW is a form of warfare where states and non-state actors campaign to assure or coerce states or other groups through indirect, non-attributable, or asymmetric activities.

b. IW provides an important complement to other joint force activities, operations, and investments in both competition and conflict.

(1) IW strategies and tactics can involve the threat or use of force, including the use of non-lethal weapons, for purposes other than physical domination over an adversary.

(2) States and non-state actors can conduct IW when they cannot achieve their strategic objectives by non-warfare activities or conventional warfare.

c. Within the DoD, IW is a joint force activity conducted by conventional forces and special operations forces (SOF).

(1) The DoD can conduct IW using space and cyber capabilities as part of integrated campaigning.

(2) DoD IW operations and key enablers can include, but are not limited to:

- (a) Unconventional warfare.
- (b) Foreign internal defense.
- (c) Counterterrorism.
- (d) Counterinsurgency.
- (e) Stabilization activities.
- (f) DoD support to counter-threat finance and counter-transnational organized crime efforts.
- (g) Military information support operations.

(h) Civil affairs operations.

(i) Portions of military engagement activities that support IW. These can include, but are not limited to:

1. Aspects of security cooperation and security force assistance (SFA) programs outlined in Paragraph 2.16.c.(4) of this issuance.

2. Civil-military operations.

3. Interagency cooperation.

4. Operations in the information environment (OIE) (in addition to military information support operations).

d. IW is an important method by which the DoD employs military forces as part of a broader whole-of-government approach in strategic competition to achieve national interests.

e. The joint force conducts IW in accordance with U.S. law, regulation, and policy, including DoDD 2311.01 and DoDI 3000.17, as applicable.

f. The DoD pursues a proficient military capability to conduct IW as part of a broader, long-term, whole-of-government campaign across relevant instruments of national power to protect and advance national interests.

(1) The DoD's approach to IW emphasizes synchronization of military and non-military means, because military means alone are often insufficient to achieve desired strategic effects. The DoD plans and conducts IW in collaboration with other U.S. Government (USG) agencies and departments, foreign allies and partners, and relevant international organizations.

(2) Alongside allies and partners, the DoD maintains the capability to erode an adversary's legitimacy, influence, and political will.

(3) DoD IW actions can involve bolstering the legitimacy, influence, and political will of allies and partners engaged in a political struggle or confronting acute forms of coercion, rather than direct engagements with the adversary's military forces.

g. The DoD conducts IW as part of a Department-wide, whole-of-government approach to deter aggression, counter adversaries' coercive and subversive activities, assure allies and partners, and, if necessary, prevail in armed conflict to achieve U.S. national strategic objectives.

(1) The DoD can conduct IW proactively to create dilemmas, deny access, or subvert an adversary's capability and capacity to engage in aggressive or coercive behaviors.

(2) The DoD can also employ forces to conduct IW as a counteroffensive against an adversary's specific aggressive or coercive behavior.

(3) Joint forces can support stabilization efforts by conducting IW proactively in a vulnerable country to prevent an emerging threat from becoming a major threat.

(4) The DoD maintains the military capability to conduct and support IW in permissive, semi-permissive, and hostile environments as well as in denied areas.

h. The DoD maintains the capability to conduct IW by employing indirect, non-attributable, or asymmetric activities.

i. DoD IW activities are enabled by close and persistent collaboration with interagency, foreign, and other necessary mission partners to achieve unity of effort.

j. Whether or not the DoD's role in conducting a specific IW mission is intended to be apparent or acknowledged publicly will depend on the circumstances, including factors bearing on potential applicability of the covert action statute (Section 3093 of Title 50, United States Code (U.S.C.)).

## SECTION 2: RESPONSIBILITIES

### 2.1. UNDER SECRETARY OF DEFENSE FOR POLICY (USD(P)).

The USD(P):

a. Pursuant to guidance in DoDD 5111.01, establishes DoD policy, issues guidance, and oversees the implementation of policies for IW.

(1) Recommends priorities for IW policy, plans, concepts, analysis, capabilities, and investment strategies to the Secretary of Defense (SecDef).

(2) Represents the DoD in interagency, international, and other partner discussions on IW policy development.

(3) Establishes policies on the IW requirements for collaboration with other military and non-military partners.

(4) Integrates DoD guidance on IW into strategic documents to disseminate SecDef IW goals and priorities and to ensure DoD IW efforts align with other USG department and agency IW efforts.

(5) In coordination with the CJCS:

(a) Designates representatives to serve on the IW Executive Steering Committee (ESC) and subordinate bodies in accordance with the IW ESC Charter.

(b) Incorporates IW concepts and approaches into strategic planning and guidance documents in accordance with the National Defense Strategy (NDS) and other strategic guidance documents.

(6) Establishes, in coordination with the Secretaries of the Military Departments, the CJCS, and relevant Principal Staff Assistants (PSAs) and Combatant Commanders (CCDRs), an organizational governance structure and decision processes for the DoD to ensure the:

(a) Uninterrupted oversight, management, direction, and accountability over the development and maintenance of required forces and capabilities used to conduct or support IW.

(b) Availability of forces and capabilities needed to conduct or support IW missions.

(c) IW-related operations, activities, and investments (OAI) that enable DoD IW collaboration with other military and non-military partners.

(7) Incorporates knowledge from social and behavioral sciences into the development of IW-related lines of effort for DoD strategies, plans, and capabilities in coordination with the Under Secretary of Defense for Intelligence and Security (USD(I&S)), the Secretaries of the Military Departments, the CJCS, and the CCDRs.

(8) Ensures broader DoD efforts and strategic documents are integrated and aligned with similar actions conducted by other USG departments and agencies by advancing IW development and

implementation strategies across all elements of national power and oversees DoD contributions to those efforts.

(9) In coordination with the CJCS, CCDRs, and interagency partners, develops:

(a) IW-related policies that promote a global environment favorable to U.S. national interests and build key partner capability, capacity, and interoperability to address shared threats.

(b) Organizational concepts to employ civilian-military teams that support IW OAI, including:

1. Command and control relationships.
2. Composition.
3. Resourcing.
4. Interoperability.

(c) Policies to ensure integration with interagency partners during the planning and execution of IW operations and activities in armed conflict and competition.

(10) Coordinates, as appropriate, with interagency partners to incorporate a mutual understanding of IW in professional development programs, in coordination with the:

(a) Under Secretary of Defense for Personnel and Readiness (USD(P&R)).

(b) USD(I&S).

(c) Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict (ASD(SO/LIC)).

(d) Secretaries of the Military Departments.

(e) CJCS.

(11) Supports development and implementation of IW strategies for OIE to advance U.S. strategic interests and to counter adversary propaganda and disinformation in coordination with the:

(a) ASD(SO/LIC).

(b) Assistant to the Secretary of Defense for Public Affairs.

(c) CJCS.

(d) CCDRs.

(e) Interagency partners, as appropriate.

(12) In coordination with the ASD(SO/LIC), the Secretaries of the Military Departments, the CJCS, and the CCDRs, issues guidance on priorities for DoD capabilities and programs tailored to

SECTION 2: RESPONSIBILITIES

train, advise, and assist foreign partners (including irregular forces or non-traditional partners) and their security forces at the ministerial, Service, and tactical levels on IW.

(13) Coordinates with the Assistant to the Secretary of Defense for Privacy, Civil Liberties, and Transparency (ATSD(PCLT)) regarding policies, guidance, and other matters that implicate privacy and civil liberties.

(14) Develops and supervises allocation and use of resources for the activities of the DoD for IW and special operations activities.

b. Consistent with the June 20, 2023 Deputy Secretary of Defense (DepSecDef) Memorandum:

(1) Exercises authority, direction, and control over the Director of the IWC.

(2) Provides policy direction and oversight for the IWC.

(3) Manages IWC personnel, programming, budgeting, and finance through the Director, Defense Security Cooperation Agency (DSCA).

(4) Provides guidance on any actions to be taken to partner with an institution of higher education in support of the IWC's mission.

## **2.2. ASD(SO/LIC).**

The ASD(SO/LIC):

a. In accordance with the responsibilities and functions as assigned in DoDD 5111.10, assists the USD(P) in developing and supervising implementation of policy pertaining to IW, ensuring the DoD maintains capabilities and capacity.

b. Serves as co-chair of the IW ESC, along with the Director for Joint Force Development, Joint Staff.

c. Develops and supervises IW policy, program planning, and execution.

d. Assists the USD(P) in the development and supervision of policy, program planning and execution, and allocation and use of resources for IW.

e. Assists the USD(P) by, representing the DoD in interagency, international, and other mission partner discussions on IW policy development.

f. Issues guidance that enables DoD IW collaboration with foreign military and non-military partners.

g. In accordance with the June 20, 2023 DepSecDef Memorandum provides policy oversight and guidance for the IWC, and serves as rating official for the Director of the IWC.

h. In coordination with the CJCS:



- (1) Submits reports to the DepSecDef on progress in implementing this issuance.
- (2) Assesses the ability of the joint force to conduct and support the IW-related activities necessary to implement CCMD campaign and contingency plans in accordance with:
  - (a) Strategic guidance documents such as the NDS.
  - (b) The CJCS' Joint IW Assessment.
- (3) Develops and employs measures of effectiveness and performance to assess IW-related activities and adjust prioritization guidance to maximize return on investment for tasks across the IW enterprise.
  - i. In coordination with the Secretaries of the Military Departments and the CJCS, leads the DoD-wide effort to ensure maintenance of sufficient IW-related capabilities to meet CCMD operational requirements.
  - j. In coordination with the Director of Cost Assessment and Program Evaluation (DCAPE) and the CJCS, provides to the DepSecDef analysis and advice on the planning, programming, budgeting, and execution process that supports IW OAs to meet CCMD operational requirements in armed conflict and competition.
  - k. In coordination with the Assistant Secretary of Defense for Strategy, Plans, and Capabilities submits IW-related recommendations for inclusion in the defense planning guidance (DPG) and defense planning scenarios and participates in the program and budget review (PBR) process to mitigate shortfalls and reduce risks.
  - l. In coordination with the Director, DSCA:
    - (1) Provides guidance to the IWC in its implementation of its functions.
    - (2) Annually assesses IWC mission effectiveness and reports IWC progress to the DepSecDef.

### **2.3. DIRECTOR OF THE IWC.**

Under the authority, direction, and control of the USD(P) and in coordination with the ASD(SO/LIC), the Director of the IWC:

- a. Provides advice and assistance to PSAs and DoD Component heads on all aspects of developing IW knowledge, concepts, and doctrine in coordination with the CCMDs, and other senior IW officials, as appropriate, including:
  - (1) USD(P).
  - (2) Director, DSCA.
  - (3) USD(I&S).

- (4) Director, Defense Intelligence Agency (DIA).
  - (5) USD(P&R).
  - (6) Under Secretary of Defense for Acquisition and Sustainment (USD(A&S)).
  - (7) Director, Defense Logistics Agency (DLA).
  - (8) Under Secretary of Defense for Research and Engineering (USD(R&E)).
  - (9) DoD Chief Information Officer (DoD CIO).
  - (10) DCAPE.
  - (11) Secretaries of the Military Departments.
  - (12) CJCS.
  - (13) CCDRs.
- b. Coordinates and aligns DoD IW standards and objectives with those of interagency and foreign partners.
- c. Researches:
- (1) IW.
  - (2) Security cooperation initiatives supporting IW activities.
  - (3) DoD support to IW activities of other departments and agencies.
- d. Develops curriculums for, and trains and educates, DoD personnel (Service members and civilians) and, pursuant to applicable support agreements or statutory authority, personnel of non-DoD departments and agencies and of foreign partners.
- e. Serves as the coordinating body and central repository for IW resources including education, programs, and lessons learned.

## **2.4. DIRECTOR, DSCA.**

Under the authority, direction, and control of the USD(P) and in addition to the responsibilities in Paragraph 2.16., the Director, DSCA:

- a. Advises and assists the PSAs and DoD Component heads.
- b. Supports:
  - (1) Aspects of security assistance that support IW.
  - (2) Aspects of SFA that support IW.

(3) IW programs and policies.

c. In accordance with the June 20, 2023 DepSecDef Memorandum, serves as the Executive Agent for the IWC and provides programming, budgeting, and financial management of the resources necessary to support IWC operations, including all operations and maintenance costs; providing civilian and military human resources support and personnel management; and reviewing significant proposed changes to IWC programs, budgets, and management practices. In executing these responsibilities, the Director, DSCA:

(1) Employs and prescribes compensation of civilians as directors, deputy directors, faculty, and other IWC employees.

(2) Provides guidance to the Director of the IWC on manpower levels in accordance with resources allocated by the Office of the Under Secretary of Defense (Comptroller)/Chief Financial Officer, Department of Defense (USD(C)/CFO).

(3) Develops, negotiates, and concludes support agreements or similar documents with DoD Component heads, or their representatives, for the IWC's base operations, personnel, or other support, as required, in accordance with DoDI 4000.19.

(4) Develops, negotiates, and concludes international agreements or similar documents, on behalf of the IWC's mission objectives, as required, in accordance with applicable laws and DoDI 5530.03.

(5) Approves or provides oversight, as appropriate, based on authorities delegated to the Director of the IWC, of contracts for operations or administrative and logistic support required by the IWC, including oversight for the Government Purchase Card Program.

(6) Reviews IWC program management, management practices, administrative activities, and their performance in achieving DoD resourcing objectives.

(7) Facilitates, enhances, and supports IWC missions and activities through the coordination of DSCA programs and program management capabilities and delegation of authorities, as appropriate, within applicable law and DoD policy guidance.

## **2.5. USD(R&E).**

The USD(R&E):

a. In coordination with the USD(A&S) and the ASD(SO/LIC), establishes a mechanism for IW-focused subject matter experts to participate in DoD-wide innovation forums, including:

(1) Identifying technological innovations relevant to IW operations and activities.

(2) Advocating for consideration of IW within these forums.

(3) Reporting on results of their participation.

b. In coordination with the USD(A&S), the USD(I&S), the ASD(SO/LIC), and the CJCS, issues annual IW-related research and development guidance that informs IW-related innovation efforts across DoD innovation, research, and development centers and incorporates:

(1) Best practices and efforts from the:

(a) Private sector.

(b) Defense Science Board, in accordance with the Federal Advisory Committee Act (FACA) (Appendix of Title 5, U.S.C.) and Part 102-3.50(d) of Title 41, Code of Federal Regulations (CFR).

(c) Defense Innovation Board, in accordance with the FACA (Appendix of Title 5, U.S.C.) and Part 102-3.50(d) of Title 41, CFR.

(d) Allies and partners.

(2) Guidance into the DPG and an assessment of progress against the previous year's guidance, as part of the CJCS' Joint IW Assessment.

c. Recommends improvements to the IW ESC to improve IW-related innovation, research, and development and:

(1) Incorporates approved recommendations into annual IW-related research and development guidance; or

(2) Implements approved recommendations via other venues, as appropriate.

d. Includes validated IW-related requirements for programs related to development of machine learning and artificial intelligence capabilities to better enable analytical and decision-support tools for use in IW-related activities.

## **2.6. USD(A&S).**

The USD(A&S):

a. Ensures validated IW-related requirements are considered throughout the acquisition lifecycle.

b. Establishes policies for commercial risk management that consider IW and SFA-related requirements.

## **2.7. DIRECTOR, DLA.**

Under the authority, direction, and control of the USD(A&S) and in addition to the responsibilities in Paragraph 2.16., the Director, DLA, advises and assists the USD(P), the USD(A&S), and the CJCS concerning the development and employment of non-standard logistics capabilities.

## **2.8. USD(C)/CFO.**

The USD(C)/CFO coordinates with the USD(P) and the CJCS concerning the budgeting and financial matters related to IW OAI.

## **2.9. USD(P&R).**

The USD(P&R):

- a. Establishes and updates policy, as necessary, to ensure the identification and tracking of military personnel with IW-related skills, training, education, and experience in accordance with DoDI 3000.11 and in coordination with the ASD(SO/LIC), the Secretaries of the Military Departments, the CJCS, and the Director of the IWC.
- b. Establishes and updates policy, as necessary, to enable DoD-wide training, education, retention, employment, and personnel management of military and civilian personnel with IW-related skills, training, education, and experience in coordination with the:
  - (1) USD(P).
  - (2) USD(I&S).
  - (3) Secretaries of the Military Departments.
  - (4) CJCS.
  - (5) Director of the IWC.
- c. Coordinates with the ASD(SO/LIC) on IW-related programs to develop language, regional expertise, and culture (LREC) capabilities in accordance with DoDD 5160.41E and in coordination with the USD(I&S), the Secretaries of the Military Departments, and the Commander, United States Special Operations Command (CDRUSSOCCOM).

## **2.10. USD(I&S).**

The USD(I&S):

- a. Advances intelligence and information partnerships with interagency and international partners to facilitate enhanced cooperation and identify emerging IW opportunities, threats, and counter threat capabilities.
- b. Provides the DoD Components with detailed assessments of irregular threats in the strategic environment and operational areas. Establishes and maintains standards for and guides the development of capabilities and capacity for:
  - (1) Persistent intelligence collection.
  - (2) Surveillance.

- (3) Reconnaissance.
- (4) Other intelligence sources and methods.
- c. Provides guidance and oversight of the Defense Intelligence Enterprise to:
  - (1) Improve intelligence collection, processing, exploitation, and dissemination to identify irregular challenges or threats from state, non-state, and national security threat actors.
  - (2) Conduct programs and missions necessary to fulfill defense and national intelligence requirements.
- d. In coordination with the ASD(SO/LIC), the USD(P&R), and the Secretaries of the Military Departments, promotes intelligence and counterintelligence education and career development which attract, develop, employ, manage, and retain the necessary quantity and quality of personnel with IW-relevant education, training, skills, and experience.
- e. Issues guidance and establishes policies, as appropriate, for intelligence cooperation with diverse mission partners (e.g., irregular forces or non-traditional partners and non-governmental and international organizations) in coordination with the:
  - (1) USD(P).
  - (2) DoD CIO.
  - (3) Secretaries of the Military Departments.
  - (4) CJCS.
  - (5) CCDRs.
- f. In coordination with the USD(P), the Secretaries of the Military Departments, the CJCS, and the CCDRs, develops capabilities to help IW and conventional warfare mission partners identify and develop appropriate and interoperable intelligence, surveillance, and reconnaissance capabilities across the spectrum of competition.
- g. In coordination with the USD(P) and the CJCS, incorporates knowledge from social and behavioral sciences into the development of DoD strategies, plans, and capabilities.
- h. Provides policy guidance and oversight of operations security support to IW and competition-related OAs across the spectrum of competition.
- i. In coordination with the CCDRs, ensures emerging intelligence capabilities, holdings, training, systems, and sharing agreements are aligned to meet IW operational requirements.
- j. Identifies and develops specialized information and communications architecture and standards to support IW mission partners and ensure interoperability in coordination with the USD(P), the ASD(SO/LIC), and the DoD CIO.

## **2.11. DIRECTOR, DIA.**

Under the authority, direction, and control of the USD(I&S), in addition to the responsibilities in Paragraph 2.16., and as the Defense Intelligence Enterprise Manager for all-source analysis pursuant to DoDI 3115.17 and the December 13, 2021 USD(I&S) Memorandum, the Director, DIA:

- a. Collects, analyzes, and disseminates intelligence related to strategic and military intelligence requirements in support of IW in coordination with the:
  - (1) USD(P).
  - (2) ASD(SO/LIC).
  - (3) USD(R&E).
  - (4) USD(I&S).
  - (5) CJCS.
- b. Manages the development and integration of appropriate analytical intelligence training, models, tools, and data (including machine learning and artificial intelligence) to provide intelligence support for IW operations and activities in armed conflict and competition to the military.
- c. In coordination with the USD(I&S) and the CCDRs, provides intelligence support to identify and expose IW threats from state, non-state, and national security threat actors across operational areas and environments, particularly threats within the scope of competition.

## **2.12. ATSD(PCLT).**

The ATSD(PCLT) independently oversees all intelligence and intelligence-related activities, and intelligence-related sensitive activities conducted in furtherance of this issuance.

## **2.13. DOD CIO.**

In coordination with the USD(P), the USD(I&S), and the ASD(SO/LIC), the DoD CIO identifies and develops specialized architecture and standards to support IW mission partners and ensure interoperability.

## **2.14. GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE.**

The General Counsel of the Department of Defense provides guidance on, and coordination of, significant legal issues related to IW.

## **2.15. DCAPE.**

In coordination with the ASD(SO/LIC), the USD(A&S), and the CJCS, the DCAPE:

a. Analyzes, evaluates, and makes recommendations on IW programs in relation to U.S. defense objectives in the annual program review.

b. Provides IW program recommendations for inclusion in the DPG.

## **2.16. PSAs AND DOD COMPONENT HEADS.**

The PSAs and DoD Component heads, as applicable within their respective areas of responsibility:

a. Develop and maintain the military capability to conduct or support IW as a core competency.

b. Incorporate relevant IW concepts, capabilities, and lessons learned from military training into their OAI, including:

(1) Policies, strategies, and plans.

(2) Campaign and operation planning and assessment.

(3) Force development and design, including experimentation and lessons learned.

(4) Assessments and analyses.

(5) Training and education, including exercises.

(6) Readiness reporting.

(7) Manpower and personnel management.

c. Support the establishment and maintenance of joint force capacity and capability to:

(1) Identify and expose IW threats from state, non-state, and national security threat actors across operational areas and environments—particularly threats outside of traditionally understood thresholds of armed conflict and competition.

(2) Prevent, contain, mitigate, or defeat IW threats, as appropriate.

(3) Operate with and through foreign forces or entities, including irregular partners and their security forces, in all operational environments, including:

(a) Denied, fragile, and unstable conflict-affected areas where there is no effective central government.

(b) Contested or hostile environments.

(4) In accordance with DoDI 5000.68 and DoDD 5132.03, support the professionalization and the sustainable development of the capacity and capability of foreign security forces and supporting institutions of host countries, including their capacities and capabilities to:

(a) Establish national resilience.



(b) Defend their own sovereignty.

(c) Contribute forces to multinational operations elsewhere.

(5) Support foreign governments or populations threatened by challenges to sovereignty, territorial integrity, and internal security.

(6) Assist foreign governments to resist aggression and occupation by building resilience and enabling or assisting resistance efforts to ensure sovereignty.

(7) Create a secure environment in fragile and conflict-afflicted states.

(8) Meet CCDR objectives by conducting other related activities that fall under the purview of IW-related capabilities.

d. Develop and align policies, programs, manpower authorizations, and organizational structures in accordance with strategic guidance to:

(1) Increase DoD effectiveness in fostering unified action with interagency partners and expand the DoD's purpose-built network of allies and partners.

(2) Provide sufficient capacity and expertise in the DoD civilian workforce and Military Services to conduct and support IW.

e. Align their IW-related OAI with the efforts of those USG agencies, allies, partners, and other mission partners, in accordance with applicable authorities, by supporting:

(1) Multinational policies, plans, and procedures, including integrated training, education, and exercises that promote interoperability throughout competition, low-intensity conflict, and armed conflict.

(2) Integrated civilian-military teams.

(3) OIE efforts that support unified strategic messaging efforts to neutralize adversary disinformation, misinformation, and propaganda, and promote U.S. strategic interests, legitimacy, and credibility.

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

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

f. Establish IW-related LREC requirements in accordance with DoDD 5160.41E.

g. Include the protection of critical information and indicators associated with OAI in their IW planning efforts, in accordance with DoDD 5205.02E.

h. Plan and conduct IW operations that involve the disclosure of classified information or transfer of sensitive technologies to IW foreign partners in accordance with DoDD 5230.11 and DoDI 2040.02.

## **2.17. SECRETARIES OF THE MILITARY DEPARTMENTS.**

In addition to the responsibilities in Paragraph 2.16., the Secretaries of the Military Departments:

a. Maintain a baseline of military capabilities and personnel and track the capacity and proficiency of the Military Services to meet CCMD IW-related requirements in accordance with strategic guidance.

b. Assess and improve how the Military Departments:

(1) Attract, develop, manage, employ, and retain enough military personnel with IW expertise.

(2) Provide developmental opportunities and career paths commensurate with IW professionals' peers.

(3) Manage IW military and civilian professionals to maintain long-term institutional knowledge to attract, incentivize, and retain top IW subject matter experts.

c. In coordination with the USD(P&R), refine existing personnel management systems or develop new systems to codify and track personnel with IW-related knowledge and skills and optimize the development and employment of those personnel throughout their careers.

d. Determine Military Department requirements for civilian personnel with IW-related education, training, skills, and experience; and mitigate shortfalls.

e. Assess the ratio of military and civilian personnel engaged in IW operations and activities to ensure the ratio enables effective performance in accordance with DoDI 1100.22.

f. Identify shortfalls in capabilities and provide mitigation actions to the IW ESC.

g. Ensure deploying individuals and units receive IW-relevant training appropriate for CCMD-established operational requirements.

h. Recruit, develop, manage, and retain enough LREC-proficient DoD personnel, or contract for LREC-proficient personnel from relevant populations, to meet CCMD operational requirements in accordance with DoDI 5160.70.

i. Incorporate the ability to conduct IW into all Military Service force development and design products, in accordance with strategic guidance, joint concepts, and prioritized CCMD requirements. Conduct experimentation to validate these concepts and identify military capabilities required to implement them.

j. Maintain:

(1) Core competencies and scalable organizations capable of meeting CCMD requirements to conduct and support IW OAI.

(2) Sufficient military capability in their Military Services' Active and Reserve Components to perform IW-related missions identified in strategic guidance documents.

k. In coordination with the CJCS, review their Military Service doctrine to ensure it accurately incorporates IW's role throughout the spectrum of competition.

l. Incorporate IW as a core competency in Military Service education and training programs.

m. Experiment with IW and competition, joint, and Military Service concepts to evaluate and identify IW-related capabilities required to implement the concepts in coordination with the:

(1) ASD(SO/LIC).

(2) CJCS.

(3) CDRUSSOCOM.

(4) Commander, United States Cyber Command (CDRUSCYBERCOM).

(5) Commander, United States Space Command (CDRUSSPACECOM).

n. In coordination with the CJCS, annually assess the ability of the joint force to conduct and support IW-related activities necessary to implement CCDR campaign and contingency plans.

o. Establish and maintain both steady-state and mobilized individual and collective training programs to prepare personnel and units to perform the IW tasks necessary to achieve Joint Strategic Campaign Plan (JSCP)-directed campaign and contingency objectives.

p. Through the five Military Department intelligence activities:

(1) Advise and assist in satisfying strategic and military intelligence requirements in support of IW.

(2) Manage intelligence support for IW operations and activities.

(3) Prioritize capabilities to identify, locate, track, and target malign actors, organizations, and networks to enable other DoD entities to disrupt, degrade, and neutralize for operational effectiveness.

## **2.18. CHIEF OF THE NATIONAL GUARD BUREAU.**

In addition to the responsibilities in Paragraph 2.16., the Chief of the National Guard Bureau:

a. Leverages unique National Guard IW and multi-domain training capabilities.

b. Maintains a sufficient military capability in the National Guard Components for IW operations, including missions identified in the NDS upon mobilization.

## 2.19. CJCS.

In addition to the responsibilities in Paragraph 2.16., the CJCS:

- a. In coordination with the ASD(SO/LIC), ensures joint readiness, joint capability development, and joint force development activities address and maintain the capability to conduct and support IW effectively, commensurate with conventional warfare capability.
- b. Leads the identification of joint IW-relevant capabilities in coordination with the ASD(SO/LIC), the Secretaries of the Military Departments, and the CCDRs.
- c. Recommends priorities for capability development to the Joint Requirements Oversight Council in accordance with CJCS Instruction (CJCSI) 5123.01.
- d. Provides frameworks and reviews the incorporation of IW operations in global campaign plans and CCMD campaign and contingency plans.
- e. Provides advice on global integration of IW-related capabilities to the CCDRs.
- f. Advises the SecDef on allocation of IW forces and capabilities among all CCMDs to address global, transregional, multi-domain, and multi-function threats.
- g. Assesses joint IW-related capabilities to meet applicable requirements in the NDS and the National Military Strategy by identifying, approving, and prioritizing gaps in such capabilities.
- h. Reviews and validates whether initiatives and capabilities proposed by the Military Services, the Defense Agencies, and other DoD entities satisfy a gap in joint IW-related capabilities.
- i. Identifies new IW-related capabilities based on advances in technology and concepts of operation.
- j. In coordination with the CDRUSSOCOM and other CCDRs as required, coordinates IW matters with appropriate PSAs, capability portfolio managers, and others, as needed, to promote integration of IW OAI across the DoD and to ensure consistency with DoD and national policies and strategies.
- k. Incorporates relevant IW policy guidance in the Joint Capabilities Integration and Development System.
- l. Ensures the Director for Joint Force Development, in their capacity as the IW ESC co-chair, appropriately addresses issues under the CJCS' purview.
- m. Leads the collaborative development of joint standards for IW training and readiness for the Military Services.
- n. Ensures:
  - (1) Joint doctrine accurately incorporates the full range of IW operations and activities in armed conflict and competition.

(2) The role of IW in armed conflict and competition is incorporated into all joint force development and design processes and joint training and exercise programs.

o. Directs joint education and training to ensure the Military Services include IW topics in their joint professional military education curriculums to ensure graduates can apply IW in armed conflict and competition.

p. Identifies and validates IW-related doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy capability gaps and coordinates with the appropriate capability developers to mitigate shortfalls.

q. In coordination with the Secretaries of the Military Departments and the CCDRs:

(1) Maintains universal joint tasks that form the basis for development of CCDR mission-essential tasks that support IW and competition-related operations and activities.

(2) Ensures incorporation of DoD IW policy into joint strategic planning documents and CCMD campaign and contingency plans.

r. Ensures CCMD readiness reporting includes their readiness to conduct IW and competition-related OAs in support of contingency planning guidance, global campaign plans, and other JSCP-directed plans.

s. In coordination with the DCAPE, develops and employs metrics to evaluate IW, refine prioritization, and assess returns on investments for JSCP-directed IW tasks.

t. In coordination with the ASD(SO/LIC) and the DCAPE:

(1) Analyzes and evaluates IW OAs and IW-related CCMD shortfalls in relation to:

(a) U.S. defense objectives.

(b) Projected threats.

(c) Allied contributions.

(d) Non-DoD organization contributions.

(e) Estimated costs.

(f) Resource constraints.

(g) Indirect support of efforts to enhance ally or partner resiliency and build resistance capabilities.

(2) Makes recommendations to the PBR and for inclusion in the DPG. Participates in the PBR process to mitigate significant shortfalls and reduce unacceptable risks.

u. In coordination with the USD(P):

(1) Conducts an annual IW assessment of the joint force's military capability to conduct and support IW operations necessary to implement CCDR global, functional, and regional campaign and contingency plans.

(2) Where appropriate, incorporate the findings and recommendations of the annual IW assessment into the annual:

(a) NDS assessment.

(b) Chairman's Risk Assessment.

(c) Chairman's Program Recommendations.

(3) Ensures joint force planners consider the IW and competition-related capabilities of interorganizational, allied, and other partnered organizations in campaign and contingency planning

v. Develops architectures and standards to support interoperability with IW mission partners in coordination with the USD(P), the USD(I&S), and the DoD CIO.

## **2.20. CCDRS.**

In addition to the responsibilities in Paragraph 2.16., the CCDRs:

a. Identify:

(1) IW-related requirements for competition within their area of responsibility (AOR) and, as required, coordinate these requirements with the coordinating authority for each relevant strategic problem set.

(2) Training requirements for joint forces deploying to conduct IW and ensure deployment orders address mission-essential IW training requirements.

(3) LREC capability requirements and shortfalls in accordance with DoDI 5160.70 and CJCSI 3126.01.

(4) IW manpower requirements (including skills, training, education, and experience) and shortfalls to support campaigns and contingency plans in accordance with DoDI 3000.11.

b. Advise the USD(P) and the CJCS on military capability requirements to implement global, functional, and regional campaign and contingency plans as they relate to IW.

c. Integrate operations security into the planning, execution, and assessment of IW and competition-related OAs.

d. Recommend doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy changes to implement best IW practices across the Military Services to the Secretaries of the Military Departments, the CJCS, the CDRUSCYBERCOM, and the CDRUSSOCOM.

- e. In coordination with the Secretaries of the Military Departments, advise and assist the CJCS to:
  - (1) Collaboratively develop joint standards for IW-relevant Service training and readiness as well as IW-relevant joint doctrine.
  - (2) Support the annual assessment of joint force military capabilities to conduct and support IW operations and activities necessary to implement CCMD global, functional, and regional campaign and contingency plans.
- f. Develop CCMD-specific joint training, as required, and ensure consistency with joint standards.
- g. Assess and revise mission-essential task lists for organizations capable of conducting or supporting IW-related missions.
  - (1) Ensure mission-essential task lists within the CCMD reflect requirements to conduct or support IW and competition-related OAs.
  - (2) Report readiness to conduct and support IW missions necessary to achieve JSCP-directed campaign and contingency objectives in competition and conflict.
- h. Develop and execute SFA and institutional capacity building plans and programs to:
  - (1) Leverage unique allied and partner military capabilities to understand threats and environments and conduct and support IW operations and activities with a smaller U.S. footprint and investment.
  - (2) Equip and train allies and partners to operate less technologically advanced and releasable aviation, naval, and ground capabilities to improve their ability to perform IW operations and activities themselves, with situationally appropriate capabilities.
  - (3) Develop willing allies and partners' ability to lead local and regional multinational missions with limited DoD assistance.
- i. Enable interagency partner efforts through IW and competition-related OAs.

## **2.21. CDRUSCYBERCOM.**

In addition to the responsibilities in Paragraphs 2.16. and 2.20., the CDRUSCYBERCOM:

- a. Advises and assists the USD(P), the USD(I&S), and the CJCS concerning the development and employment of cyberspace capabilities in support of IW.
- b. Ensures cyberspace operations and access to cyberspace capabilities are available to the DoD during IW operations and activities.

## **2.22. CDRUSSPACECOM.**

In addition to the responsibilities in Paragraphs 2.16. and 2.20., the CDRUSSPACECOM advises and assists the USD(P), the USD(I&S), and the CJCS concerning the development and employment of space capabilities in support of IW.

## **2.23. COMMANDER, UNITED STATES STRATEGIC COMMAND.**

In addition to the responsibilities in Paragraphs 2.16. and 2.20., the Commander, United States Strategic Command, advises and assists the USD(P), the USD(I&S), and the CJCS concerning the development and employment of non-nuclear strategic capabilities in support of IW.

## **2.24. CDRUSSOCOM.**

In addition to the responsibilities in Paragraphs 2.16. and 2.20., the CDRUSSOCOM:

a. Advises and assists the USD(P), the USD(I&S), the ASD(SO/LIC), and the CJCS concerning the development and employment of SOF capabilities relevant to IW and integration and interdependence of SOF and conventional forces.

b. Leads the development of SOF-peculiar IW-relevant training and education standards for individuals and units in coordination with the:

- (1) USD(P&R).
- (2) USD(I&S).
- (3) ASD(SO/LIC).
- (4) Secretaries of the Military Departments.
- (5) CJCS.

c. Maintains and advances SOF capabilities for extending U.S. operational reach into denied areas and contested environments by operating with and through foreign forces or conducting clandestine or non-attributable activities.

## **2.25. COMMANDER, UNITED STATES TRANSPORTATION COMMAND.**

In addition to the responsibilities in Paragraphs 2.16. and 2.20., the Commander, United States Transportation Command advises and assists the USD(P), the USD(I&S), and the CJCS concerning the development and employment of non-standard transportation capabilities in support of IW.

## **2.26. CCDRS DESIGNATED A PHYSICAL AOR.**

In addition to the responsibilities in Paragraphs 2.16. and 2.20., the CCDRs designated a physical AOR:



- a. Advise and assist the USD(P), the USD(I&S), and the CJCS concerning the development and employment of capabilities in their respective AORs in support of IW.
- b. As the single point of contact on military matters within their AOR, establish and validate IW-related requirements and approve and synchronize all OAs operating in, or reasonably expected to generate effects in, their designated AOR.

## **2.27. DIRECTOR OF THE DEFENSE INNOVATION UNIT.**

The Director of the Defense Innovation Unit:

- a. Advises and assists on the potential uses of commercial technology that could enhance or degrade the ability to conduct or support IW.
- b. As needed, and in coordination with the ASD(SO/LIC), the USD(R&E), and the USD(A&S), executes acquisition programs in support of IW stakeholders to rapidly deliver strategically impactful commercial technology to IW practitioners.

## GLOSSARY

### G.1. ACRONYMS.

ACRONYM	MEANING
AOR	area of responsibility
ASD(SO/LIC)	Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict
ATSD(PCLT)	Assistant to the Secretary of Defense for Privacy, Civil Liberties, and Transparency
CCDR	Combatant Commander
CCMD	Combatant Command
CDRUSCYBERCOM	Commander, United States Cyber Command
CDRUSSOCOM	Commander, United States Special Operations Command
CDRUSSPACECOM	Commander, United States Space Command
CFR	Code of Federal Regulations
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff instruction
DCAPE	Director of Cost Assessment and Program Evaluation
DepSecDef	Deputy Secretary of Defense
DIA	Defense Intelligence Agency
DLA	Defense Logistics Agency
DoD CIO	DoD Chief Information Officer
DoDD	DoD directive
DoDI	DoD instruction
DPG	defense planning guidance
DSCA	Defense Security Cooperation Agency
ESC	executive steering committee
FACA	Federal Advisory Committee Act
IW	irregular warfare
IWC	Irregular Warfare Center
JSCP	Joint Strategic Campaign Plan
LREC	language, regional expertise, and culture
NDS	National Defense Strategy
OAI	operations, activities, and investments

ACRONYM	MEANING
OIE	operations in the information environment
PBR	program and budget review
PSA	Principal Staff Assistant
SecDef	Secretary of Defense
SFA	security force assistance
SOF	special operations forces
U.S.C.	United States Code
USD(A&S)	Under Secretary of Defense for Acquisition and Sustainment
USD(C)/CFO	Under Secretary of Defense (Comptroller)/Chief Financial Officer, Department of Defense
USD(I&S)	Under Secretary of Defense for Intelligence and Security
USD(P)	Under Secretary of Defense for Policy
USD(P&R)	Under Secretary of Defense for Personnel and Readiness
USD(R&E)	Under Secretary of Defense for Research and Engineering
USG	U.S. Government

## G.2. DEFINITIONS.

Unless otherwise noted, these terms and their definitions are for the purpose of this issuance.

TERM	DEFINITION
<b>adversary</b>	Defined in the DoD Dictionary of Military and Associated Terms.
<b>asymmetric activities</b>	Activities that target an opponent or support an ally or partner when a gross disparity in relative comprehensive power causes the weaker party to resort to irregular methodologies (e.g., disinformation, terrorism, insurgency, resistance to occupation) to erode or exhaust their opponent's power, influence, and will. However, a stronger party may target opponents asymmetrically when the risks and costs associated with a direct, symmetric approach are unacceptable.
<b>capability</b>	The ability to complete a task or execute a course of action under specified conditions and level of performance.
<b>capacity</b>	The extent (scale, scope, and duration parameters) to which a task can be performed. Capacity is the measurable aspects of a capability.

<b>TERM</b>	<b>DEFINITION</b>
<b>competition</b>	When the joint force or multinational forces take actions against a state or non-state adversary in pursuit of policy objectives, but neither seeks or necessarily engages in armed conflict.
<b>conventional warfare</b>	A violent struggle for domination between nation-states or coalitions and alliances of nation-states.
<b>coordinating authority</b>	Defined in the DoD Dictionary of Military and Associated Terms.
<b>core competency</b>	An essential and enduring capability, stated in general terms, that defines an organization's fundamental contribution to a higher purpose.
<b>counter-threat finance</b>	Defined in the DoD Dictionary of Military and Associated Terms.
<b>counterinsurgency</b>	Defined in the DoD Dictionary of Military and Associated Terms.
<b>counterterrorism</b>	Defined in the DoD Dictionary of Military and Associated Terms.
<b>cyberspace</b>	Defined in the DoD Dictionary of Military and Associated Terms.
<b>denied area</b>	Defined in the DoD Dictionary of Military and Associated Terms.
<b>foreign internal defense</b>	Defined in the DoD Dictionary of Military and Associated Terms.
<b>hostile environment</b>	Defined in the DoD Dictionary of Military and Associated Terms.
<b>indirect activities</b>	Activities that target an adversary or support an ally or partner through one or more intermediaries (e.g., allies, partners, proxies, surrogates).
<b>insurgency</b>	Defined in the DoD Dictionary of Military and Associated Terms.
<b>interorganizational cooperation</b>	Defined in the DoD Dictionary of Military and Associated Terms.
<b>irregular force</b>	Armed individuals or groups who are not members of a state's duly-constituted armed forces, police, or other internal security forces.
<b>IW</b>	A form of warfare where states and non-state actors campaign to assure or coerce states or other groups through indirect, non-attributable, or asymmetric activities.

<b>TERM</b>	<b>DEFINITION</b>
<b>low intensity conflict</b>	Political-military confrontation between competing states or non-state actors as part of competition below the intensity of conventional war. It involves protracted struggles of competing principles and ideologies, and its manifestations range from subversion to the use of armed force. It is waged by a combination of means employing political, economic, informational, and military instruments.
<b>military information support operations</b>	Defined in the DoD Dictionary of Military and Associated Terms.
<b>multinational</b>	Defined in the DoD Dictionary of Military and Associated Terms.
<b>national security threat actor</b>	<p>Individuals, organizations, groups, or networks assessed to be a threat to the safety, security, or national interests of the United States that fall into one or more of these categories as defined in National Security Presidential Memorandum 7's annex:</p> <p>Military threat actors.</p> <p>Foreign intelligence threat actors.</p> <p>Cyber threat actors.</p> <p>Transnational criminal actors.</p> <p>Terrorist actors.</p> <p>Weapons proliferators.</p>
<b>non-attributable activities</b>	Activities that target an opponent or support an ally or partner in ways that conceal the source or sponsorship of the activities.
<b>OIE</b>	Military actions involving the integrated employment of multiple information forces to affect drivers of behavior.
<b>operational reach</b>	Defined in the DoD Dictionary of Military and Associated Terms.
<b>security cooperation</b>	Defined in the DoD Dictionary of Military and Associated Terms.
<b>security forces</b>	Defined in the DoD Dictionary of Military and Associated Terms.
<b>SFA</b>	Defined in the DoD Dictionary of Military and Associated Terms.

<b>TERM</b>	<b>DEFINITION</b>
<b>stabilization activities</b>	Defined in the DoD Dictionary of Military and Associated Terms.
<b>stabilization</b>	Defined in DoDD 3000.05.
<b>transnational organized crime</b>	Self-perpetuating associations of individuals who operate transnationally to obtain power, influence, monetary or commercial gains, wholly or in part by illegal means, while protecting their activities through a pattern of corruption or violence, or while protecting their illegal activities through a transnational organizational structure and the exploitation of transnational commerce or communication mechanisms.
<b>unconventional warfare</b>	Defined in the DoD Dictionary of Military and Associated Terms.

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<sup>1</sup> For further details on the Charter or Executive Steering Committee, please contact the Executive Steering Committee Secretariat, Office of Irregular Warfare and Competition, Joint Staff, J-7.

<sup>2</sup> This is available on the Joint Staff website at <https://www.jcs.mil/Doctrine/DoD-Terminology-Program>.