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NDS Irregular Warfare Annex



NDS Irregular Warfare (IW) Annex Implementation Plan Brief to the Military Education Coordination Council 23 Oct 19

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Joint Staff J-7

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NDS IW Annex Fundamentals



- ❑ **Purpose:** The IW Annex expands upon 2018 National Defense Strategy (NDS) and provides guidance for Irregular Warfare (IW)
- ❑ **Background:** DepSecDef tasked ASD(SO/LIC) to develop a plan to institutionalize IW in DoD as directed in the 2018 NDS.
 - Joint Staff J7 supported as the co-lead of the Irregular Warfare-Security Force Assistance (IW-SFA) Executive Steering Committee (ESC)
 - IW-SFA ESC provides oversight of NDS IW Annex implementation and reports progress to DepSecDef
- ❑ ***Implementation of the Annex will have significant impact on the Joint Force including organizing, training, equipping, generating, and employing forces along with educating, developing, and managing personnel***

It is DoD policy that 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. (DoDD 3000.07 "Irregular Warfare")

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Framing Principles



□ The Department will:

1. **Break the reactive cycle of investment in IW capabilities** by *institutionalizing hard lessons learned from past conflicts, preserving a baseline of IW-specific expertise and capabilities* informed by the long view of the NDS, and supported through the annual budgeting cycle
2. **Sustain IW as a core competency for the entire Joint Force**, not just SOF.
3. **Ensure widespread understanding and sufficient expertise in IW** at all echelons by providing ongoing access to IW-related doctrine, PME, training, and exercises that build shared understanding
4. **Ensure its approach to IW becomes more agile and cost-informed** by developing and employing resource-sustainable IW capabilities and harnessing commercial technological advances. The Department will prioritize investments in human capital as the primary competitive advantage in IW over our adversaries
5. **Seize the initiative and use IW capabilities proactively as a means to help expand the competitive space**, *defeat our adversaries' competitive strategies*, and set the globe for a transition to crisis
6. **Organize itself to foster and sustain unified action in IW**, including a coordinated approach to advance our national interests by, with, and through its purpose-built network of allies and partners

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Educational Implications



- ❑ Establish IW as a Defense Area of Emphasis in PME as part of implementing the IW Annex to the NDS.
 - Prepare graduates with knowledge, skills, and abilities to apply IW capabilities in integrated campaigning against both great power competitors and violent extremist organizations
 - Establish a baseline curriculum across the force that will impart IW knowledge to allow graduates at each level of JPME to operate at the operational and strategic levels of warfare and to understand how state and non-state actors use IW approaches to achieve their objectives
- ❑ **Ask: JPME enterprise review the NDS IW Annex for educational implications**

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BACK UP

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3 Oct 2018

INFO MEMO

FOR: SECRETARY OF DEFENSE *gmm 10/16* DepSec Info _____

FROM: General Joseph F. Dunford, Jr., CJCS *JFD 10/12*

SUBJECT: (U) Endorsement of the Assistant Secretary of Defense for Special Operations/Low-Intensity Conflict's Irregular Warfare Principles

- (U) The ASD(SO/LIC) action memorandum is ~~a~~ a step toward institutionalizing the DoD's approach to IW and achieving the vision expressed within the NDS. I have directed the Joint Staff to support OASD(SO/LIC) in developing the final IW Annex in November.

Approve: *gmm 10/6* Disapprove: _____ Other: _____

COORDINATION: TAB C

Attachment:
As stated

Cc:
CJCS
CDRUSSOCOM

1. EXCELLENT FRAMING PRINCIPLES
2. IN THE STRAT FRAMEWORK, PLEASE NOTE THE PRIORITY ASSIGNED TO IW IN PME AND DEFINE THE PME IW OBJECTIVES.
3. ALSO DEFINE WHAT THE PKSOI FUNCTION WILL ACCOMPLISH & CAN US ARMY AGREE-MAINT ON THEIR ROLE/RESPONSIBILITY.

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Hard Lessons Learned



- We remain underprepared for Irregular War**
- Most military capabilities can be applied in an irregular context**
- Changing perceptions: IW is a requirement for the entire joint force, not just SOF**
- Conventional overmatch encourages adversaries to pursue indirect approaches**
- Tactical success does not automatically generate strategic success**
- Irregular war requires unified action**
- Exquisite understanding is more valuable than exquisite capabilities**
- Developing the right human capital for IW requires time and flexibility**
- Recent operations set a standard for an enduring approach**

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NDS IW Annex Lines of Effort



□ NDS IW Annex has 8 Lines of Effort

1. Institutionalize IW in Force Development and Design
2. **Transform our Approach to Human Capital**
3. Build Agile, Cost-informed and Resource-sustainable Approach
4. Control Tempo of Adversarial Competition
5. Adopt a Resource-sustainable Approach to Counter Violent Extremist Organizations (VEOs)
6. Improve Understanding of the Multi-Domain Environment
7. Foster Unified Action with Interagency Partners
8. Expand our Purpose-Built Network of Allies and Partners

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PME Objectives



Specific PME objectives for IW include:

- ❑ The ability to comprehend the character of IW and IW mission sets at the operational and strategic level of war
- ❑ The ability to comprehend how both state and non-state adversaries employ IW to achieve their objectives
- ❑ The ability to comprehend the roles, responsibilities, authorities, capabilities, and requirements of other U.S. government departments and agencies in support of IW
- ❑ The ability to analyze and evaluate IW capabilities and concepts within integrated campaigning across the spectrum of conflict
- ❑ The ability to synthesize the role for IW in great-power competition, major combat operations, and post-combat consolidation, stabilization, and transition.

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Implementation Mechanisms

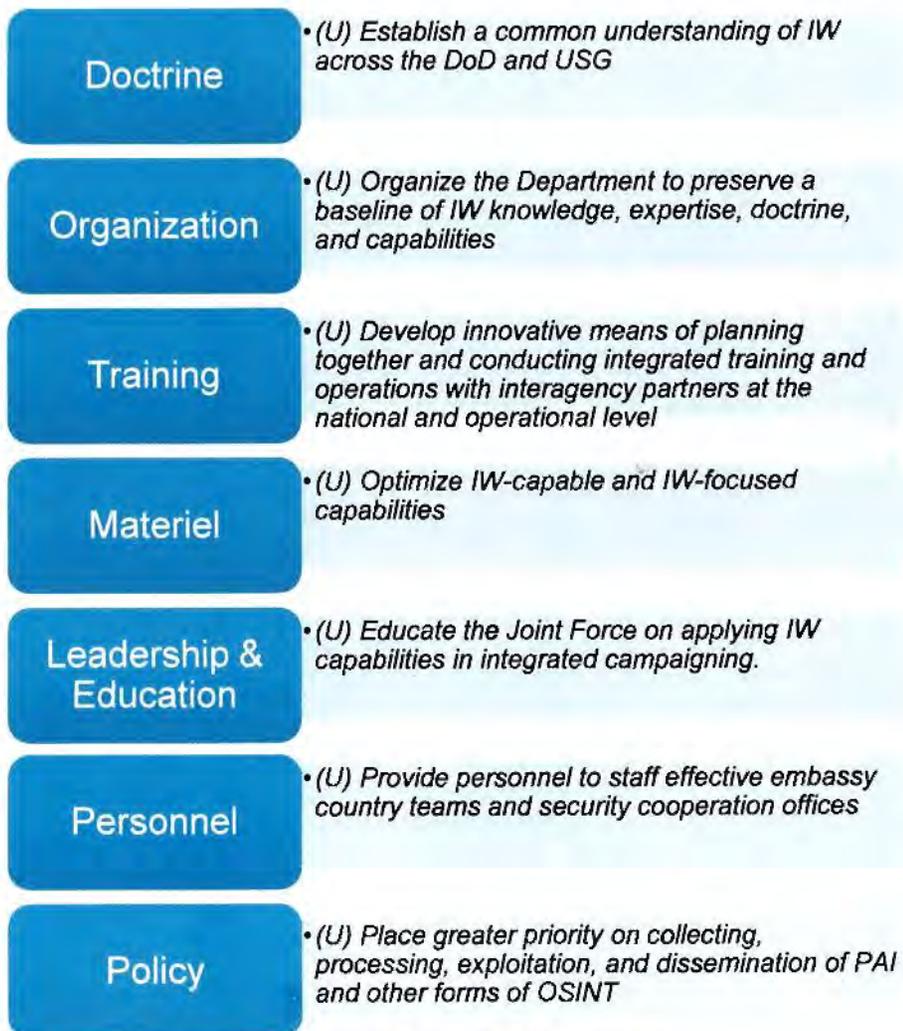


Sample IW Annex Objectives

NDS IW Annex has 8 LOEs and 39 supporting objectives

Objectives have implications across DOTMLPF-P

Majority of the outcomes from implementation will be policy related



Implementation Processes



PME is one of many processes that will be used for coordination and implementation

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