



Marines and Irregular Warfare 2012



Small Wars Center/Irregular Warfare Integration Division



- Background. 2007 Charter, 2008-9, 2010 FSRG, 2011 FOC
- HHQ guidance. DODI, DODD, CJCSI, CMC
- Paradigm Shift that recognizes and capitalizes on USMC small wars heritage and expertise.
- **Mission:** SWCIWID identifies, coordinates and integrated IW, IO, CA, PA, COMCAM capability development initiatives across DOTMLPF IOT enhance service capabilities and capacities to conduct operations against irregular, hybrid or conventional adversaries.
- In this role it advises leadership, assesses services capabilities to conduct IW, maintain a community of interests and represents the service in all aspects of IW.
- **Function:** responsible for capability development of IW across the Doctrine, Organization, Training, Material, Leadership and Education, Personnel and Facilities spectrum within the Marine Corps Force Development System .The Small Wars Center serves as a source of subject matter expertise, and represents DC, CD&I as a coordinator with appropriate USMC, joint, interagency and multinational partners on IW related matters. The Center conducts outreach to other military and civilian entities with a shared interest in irregular warfare.
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Agenda



- Orientation- Irregular Warfare
- Context
- Implications/Challenges
- Organization

- Backups
 - DOTMLPF Changes



Strategic Guidance

- **NSS 2010** *We will continue to rebalance our military capabilities to excel at counterterrorism, counterinsurgency, stability operations, and meeting increasingly sophisticated security threats, while ensuring our force is ready to address the full range of military operations.*
- **QDR...** Repeatedly emphasized all the elements of IW: Build Security Capacity of Partner States; Succeed in COIN, Stab and CT; Strengthening Key Partners Abroad; Strengthening Interagency Partners; Increase Regional Expertise for Afghanistan and Pakistan; Building expertise in foreign language, regional and cultural skills; Diplomacy, Development, Law Enforcement
- **...Priorities for 21st Century Defense, 2012...** *To protect U.S. national interests and achieve the objectives of the 2010 National Security Strategy in this environment, the Joint Force will need to recalibrate its capabilities and make selective additional investments to succeed in the following missions: **Counter Terrorism and Irregular Warfare**; Deter and Defeat Aggression; Project Power Despite Anti-Access/Area Denial Challenges; Counter Weapons of Mass Destruction; Operate Effectively in Cyberspace and Space; Maintain a Safe, Secure, and Effective Nuclear Deterrent; Defend the Homeland and Provide Support to Civil Authorities; and Provide a Stabilizing Presence.*



HHQ Guidance

- **DODD 3000.07. Recognize that IW is as strategically important as traditional warfare. Many of the capabilities and skills required for IW are applicable to traditional warfare, but their role in IW can be proportionally greater than in traditional warfare.**
- **DoD Instruction 3000.05 (Stability Operations) and DTM Guidance for Preparing Forces to Succeed in Afghanistan and Pakistan.**
 - Conduct stability operations activities throughout all phases of conflict and across the range of military operations, including in combat and non-combat.
 - Improve DoD proficiency for IW, which also enhances its conduct of stability operations. Stability operations are a core U.S. military mission that the Department of Defense
- **CJCSI 3210.06. Measure and assess density and experience in IW-relevant skills by tracking military and DoD civilian personnel with skills and experience relevant to IW.**
- **DODI 5000.68 on SFA. Develop, maintain and institutionalize capabilities to support DOD efforts to organize train, equip and advise foreign military forces...**
- **JOC v2. IW JOC Logic that identifies the IW problem, characterizes the approach, identifies IW operations and activities, lays out Guiding Principles to counter irregular threats and required capabilities.**



Definition of Irregular Warfare

Operations and Activities
Associated with IW



Approved Definition (JP 1-02)

IW is a violent struggle among state and non-state actors for legitimacy and influence over the relevant populations. IW favors indirect and asymmetric approaches, though it may employ the full range of military and other capabilities, in order to erode an adversary's power, influence, and will.

DoD IW Directive 3000.07 identified five primary activities associated with IW.

•The operations/activities below comprise IW and typically represent aspects of campaigns:

- **Insurgency/Counterinsurgency (COIN);**
- **Unconventional Warfare (UW);**
- **Terrorism/Counterterrorism (CT);**
- **Foreign Internal Defense (FID);**
- **Stability Operations (STAB)**
- **Strategic Communications (StratComm);**
- **Military Information Support Operations (MISO);**
- **Civil-Military Operations (CMO);**
- **Information Operations (IO);**
- **Intelligence/Counterintelligence (CI);**
- **Transnational criminal activities/Law enforcement activities**



Paradigm shift



Conventional

Irregular

- Linear
- Large scale operations
- Hard sciences
- Focus on the enemy
- Stand-off warfare-precision
- Hierarchical/predictable adversary
- Regular
- Nation-state focus
- Military focus
- State enemies
- Reactive
- Air, land, sea

- Multi-dimensional
- Dispersed operations
- Art and leadership
- Focus on people
- Close contact
- “Non-templatable” adversary
- Compound
- Regional focus
- Whole of Government/Comprehensive approach
- Non-state enemies
- Proactive
- Air, land, sea, cyber, and space information

Irregular Warfare is another method of war



Strategic Challenges



- Multipolar world
 - Economic volatility
 - Energy dependency
 - Globalization-interconnection and inequities
 - Change and surprise
- Weakened states
 - Key region instability
 - Violent extremist organization and transnational criminal sanctuary
 - WMD proliferation
- Transnational threats
 - Migration & Illegal immigration
 - Climate change
 - More competition for resources





Strategic Implications

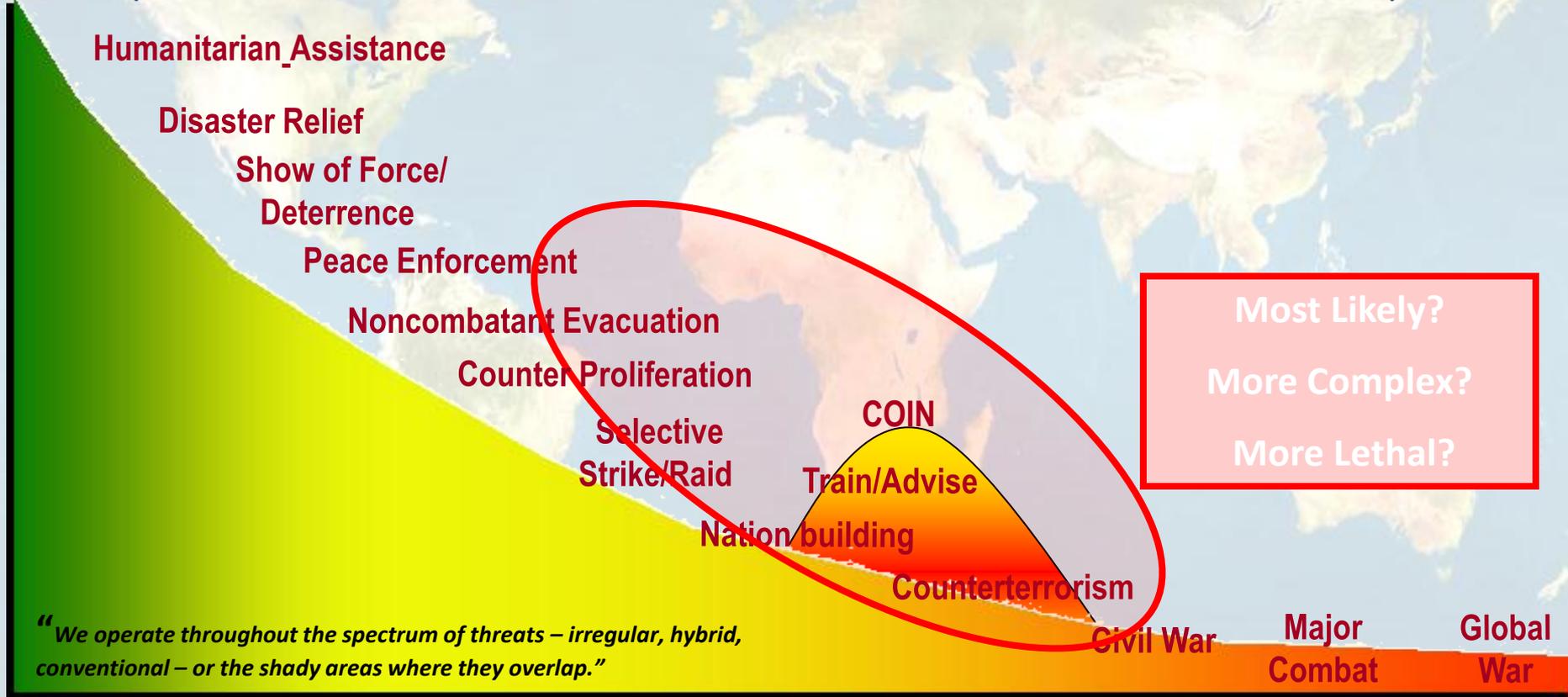


- Instability leads to conflict including hybrid threat
 - Mix of conventional, disruptive, catastrophic and irregular warfare, as well criminal threats.
 - What is our response to an adversary who employs a combination of these activities?
- Critical to develop new relations and sustain the ties that bind our interconnected world
- Need to influence behavior of transnational actors
 - Preventive actions vice reactive
 - Match ideas with actions – Win the war of ideas
 - Crisis response to natural and manmade disasters
 - Selectively build partnership capacity while respecting sovereignty



What we can expect...as the crisis response force

AKA a "Middle Weight" force



and what do we do when we get there?

“Warfare” is a mix of both Irregular and Conventional



FID / SFA



STABILITY

“Future conflict will not be dominated by tests of strength that characterize industrial war, it will be dominated by wars fought among the people, where the objective is not to crush an opponent’s war making ability but to influence a population’s ideas and collective will.”

Marine Corps Operational Concepts



COIN / CT / UW



INFORMATION INTEGRATION



Future Operations?



- IW in the Maritime environment....
 - Littoral access to dense population centers
 - Offshore infrastructure/ fisheries/ tourism, economic encroachment
 - Criminal activity; piracy, smuggling, narcotics
 - Training/Advising of HN maritime security forces
 - Humanitarian Assistance/Disaster Relief/Peace Enforcement
 - Common interaction with maritime communities
 - What is the role and mission in the “Asia Pivot”?

Littoral Access, Forward Presence, Crisis Response

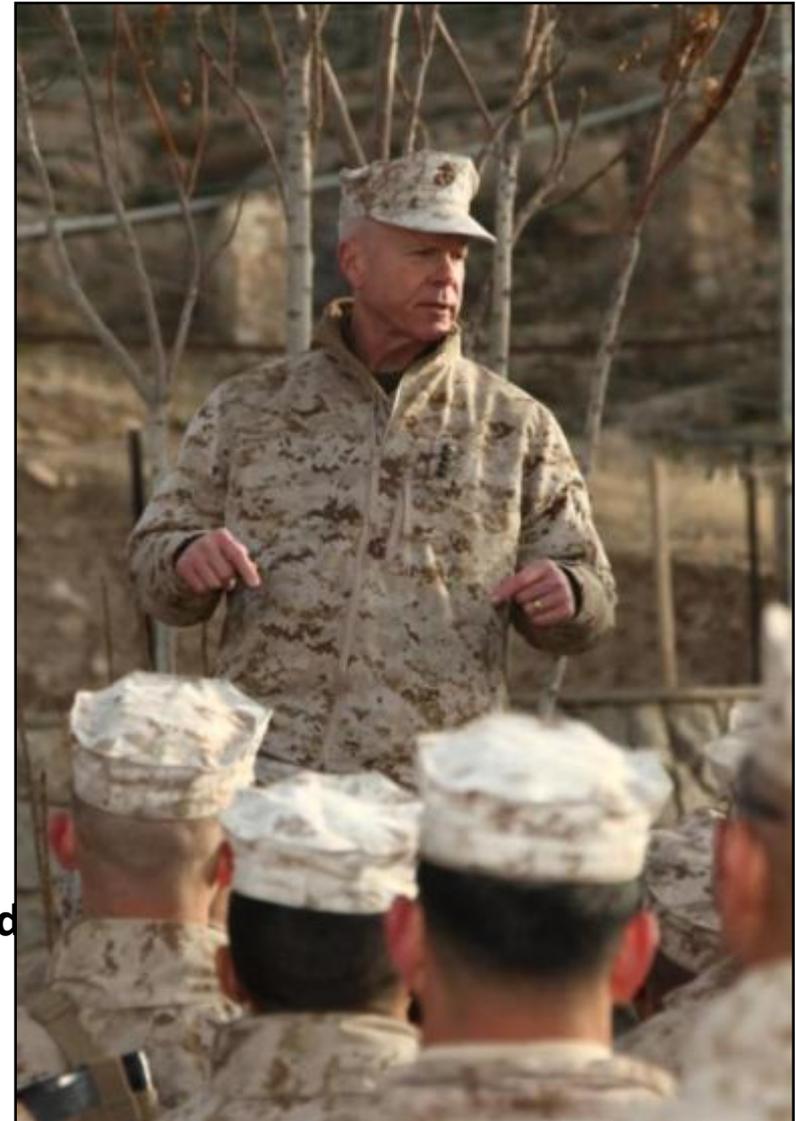
UNCLASSIFIED/FOUO



United States Marine Corps



- **A Maritime Nation – naval forces fulfill our global maritime responsibilities**
 - Not reliant on host nation support
 - Step lightly on allies and host countries
 - Operate simultaneously, and seamlessly across three domains (sea, land, air)
 - Provides operational reach and agility (buy time, decision space)
- **8.2% of the Department of Defense budget**
- **Scalable and relevant across the range of military operations**
- **Expeditionary – a “state of conditioning”**
 - Postured to respond at a moments notice
- **Middleweight Force – unique lane in America’s armed forces**
- *“We operate throughout the spectrum of threats – irregular, hybrid, conventional – or the shady areas where they overlap.”*





The constant... a well trained and equipped Marine



- Create Marines who are intuitive leaders and tactically proficient:
 - Core values – moral consistency
 - Understands leadership role (teacher–scholar, mentor–leader)
 - Critical and creative thinker
 - Mentally conditioned
 - Cognitive/relational skills
 - Resilient/ adaptive
 - Situational awareness
 - Physical & human terrain
 - Internal & external
 - Executes across Range of Military Operation (ROMO)
 - Sound, decision-maker in complex environments
- Develop small unit leaders prepared to train, lead and operate in austere distributed operations

We must be adaptable, agile and persistent



SWC/CIWID



- **HQ Branch**
- **Small Wars, Analysis and Assessment Branch**
- **COIN/CT/UW Branch**
- **Stability Branch** (CA, CMO, Interagency RoL, Econ, Essential Services, FHA)
- **SFA/FID/Adviser Branch**
- **Information Integration Branch** (IO, PA, COMCAM)
- <https://www.mccdc.usmc.mil/CIW>

The USMC Small Wars Integrator

Unclassified/FOUO



Small Wars Analysis and Assessment Branch Mission and Function



- **Mission:** Small Wars Analysis and Assessment Branch integrates IW and small wars concepts, strategies, and capabilities across the DOTMLPF in order to increase, improve, and enhance Marine Corps capabilities and capacities to conduct operations across the spectrum of war against hybrid adversaries and irregular threats.
- **Functions :**
- Support establishment of an organizational vision in a complex changing environment and foster service adaptation, leveraging the Expeditionary Force Development System (EFDS) and the Joint Capabilities Integration and Development System (JCIDS).
- CIWID lead to analyze small wars of the past and leverage modeling, simulation, wargames, and experimentation to define future hybrid, irregular, adversarial, or competitive threats to Marine Forces and influence the IW analytic agendas and Science and Technology initiatives.
- Professionally interface, present, and speak with authority to senior leaders, other Services, civilian USG interagency partners, academia, civil society, and IO/NGO organizations for the service on Small Wars/IW subject matter expertise.



Small Wars Analysis and Assessment Branch: Tasks



- Analyze and assess IW lessons learned, case studies, and current world events for application and impact upon the Marine Corps.
- Provide SME on small wars and irregular warfare in all Joint, International, Interagency, and Multinational settings.
- Serve as sponsor for annual Joint Irregular Warfare wargame.
- Coordinate IW instruction into all aspects of TECOM and Training Command instruction.
- Conduct internal IW Capability Based Assessments.
- Represent Service on progress on Joint IW DCR progress.
- Identify IW T and E requirements.
- Identify, track, and disseminate IW skills.
- Provide Congressional testimony support.
- Conduct and coordinate the annual Service GPF IW Assessment.
- Provide limited support to the Operating Forces on IW and Reach-back/Support Coordination for Deploying/ed units in the area of Small Wars and IW.
- Lead for evaluating IW MCCLLs findings and integration of findings into capability development.



Small Wars Analysis and Assessment: Current Tasks



- IW CBA:
 - Capabilities Working Group Report and IW Capabilities List in MCATS for 06 level CHOP.
 - Branch head Gaps Analysis.
 - MEB CE analysis (ability to plan and execute IW analysis)
 - MCTL changes out for 06 level CHOP.
 - 13-16 February Gaps and Shortfalls Working Group
- On going IW Skills Tracking efforts:
 - Last working group meeting, 20 January 2011.
 - SFA integration into Electronic Training Jacket.
- Support to JIWAB
- Support to POM-15 CBA



COIN/CT/UW Branch Mission and Function



- **Mission.** The COIN/CT/UW performs capability development and integrates concepts, strategies, best practices, lessons learned, and capabilities across the DOTMLPF in order to increase, improve, and enhance USMC capabilities and capacities to conduct COIN operations and provide GPF support to CT/UW.
- **Functions**
 - Conduct research and analysis of COIN/CT/UW related issues that are cutting edge and determine how new capabilities can be integrated into the USMC to better man train and equip marines for future IW and Hybrid threats.
 - Integrate across the DOTMLPF spectrum COIN/CT/UW capabilities and when needed advocate for additional capacities.
 - Provide subject matter expertise from the branch members in all aspects of COIN/CT/UW by ensuring branch members receive specific training on assigned subjects, attend relevant conferences and training venues , and are fully prepared to represent the service on all matters pertaining to COIN/CT/UW within the USMC.



COIN/CT/UW Branch Current Tasks



- Defense Planning Guidance tasking to retain/refine COIN skills and lessons learned.
- Revision of FM 3-24 / MCWP 3-33.5 COIN
- Creation of Law Enforcement Advisor (LEA)
- Creation of Attack the Network (ATN) specialist
- Creation of Counterthreat Finance (CTF) specialist
- Continued efforts on IW CBA
- Support to POM-15 MCGL and Solutions Analysis
- Support to POM-16 Scenario and CONOPS development



SFA/FID: Mission



Mission. SFA/FID branch is the central Marine Corps organization for identifying, coordinating, and implementing SFA/FID and Building Partner Capacity capability development initiatives across all elements of DOTMLPF in **order to increase, improve, and enhance Marine Corps capabilities and capacities to conduct operations across the spectrum of war against hybrid adversaries and irregular threats.**



SFA/FID: Tasks/current work



- Defense Planning Guidance response
- Advisor Project
- POM 16 wargame inputs
- Partnering input
- Joint Advisor Project
- Pop-ups



Stability Operations Branch



Mission. Conducts combat development and integration of Stability Operations functions (Security, Rule of Law, Humanitarian Assistance, Economic Stabilization and Infrastructure, and Governance and Participation) within the Marine Corps Force Development System across DOTMLPF in order to increase, improve, and enhance Marine Corps capabilities and capacities to conduct operations across the spectrum of war against hybrid adversaries and irregular threats.

Function

- Conduct capability development and integration of USMC Active and Reserve Component (AC/RC) Civil Affairs (In coordination with FMID and MARFORRES)
- Doctrine, Occfield Sponsorship, Training and Education, Organization, Equipment
- Conduct capability development and integration of USMC Interagency Integration (In coordination with PP&O PL)
- Doctrine, Organization, Training and Education



Stability Ops branch

• Serve as the USMC representative and capability integrator for Stability Operations across DOTMLPF for the following functions:

• Security

- Land (In coordination with FMID) Development of capability in civil security, civil control
- Maritime (In coordination with NIWO) Development of capability in stability related maritime tasks

• Humanitarian Assistance (In coordination with MCCMOS)

- Development of capability in FHA, HCA, MCA

• Economic Stabilization (In coordination with MCCMOS)

- Development of capability in economic stabilization, resource control, critical infrastructure, agriculture.

• Rule of Law (In coordination with HQMC SJA)

- Development of capability in criminal justice systems, police forces, legal frameworks, judicial systems, penal systems

• Governance and Participation (In coordination with MCCMOS)

- Development of capability to support national constitution processes, transitional governance, and local governance.



Stability Branch

Current Operations



- Doctrine: MCWP 3-33.3 (MAGTF CMO), MCRP 3-33.1A (CA TTPs), MCRP 3-33.1B (Populace and Resource Control), MCRP 3-33.1C (Foreign Humanitarian Assistance), MCRP 3-33.1D (Nation Assistance), MCRP 3-33.1E (Support to Civil Administration), MCRP 3-33.1F (CIM), MCIP 3-33.01 Maritime Stability Operations, MCIP 3-33.03 Security Cooperation (See doctrine update attachment)
- Organization: 3 x AC CA Detachment consolidation at MEFs, standup of 2 x RC CAGs, SOIC UUNS
- Training: Marine Corps Civil-Military Operations School (MCCMOS) POI review, CA support to Theater Security Cooperation events (Cobra Gold, Balikatan, Black Sea, USSOUTH COM /USPACOM/USAFRICOM ODACHA assessments), Command and Staff Stability Operations elective
- Material (S&T): Marine Civil Information Management System (MARCIMS) Program Office (PMO-23); Development of Interagency for the Warfighter Website
- Leadership: Development of USMC Interagency Policy ICW PP&O; Annual DoD Stability Assessment
- Personnel: TOECR for Necessary CA MOS, CMIT (will be in IW DCR), TOECR for CIM Analyst Billet MOS, TOECR for AC MCCMOS instructors (x8)
- Wargaming: USMC EFDS Wargaming Efforts POM 15 and 16 and EW-12;
- Studies: POM-15 and 16 EFDS CBA; USMC IW CBA; Joint CA DCR transition, IW DCR development



II Branch Mission

- Information Integration Branch develops IO, PA, COMCAM capabilities, requirements, and programs and integrates Marine Corps information initiatives that shapes Service, Naval and Joint initiatives within the JCIDS process, in order to increase, improve, and enhance Marine Corps ability to conduct operations against hybrid adversaries and irregular threats.



II Branch Tasks

- Marine Corps Combat development responsibility across DOTMLPF for:
 - Public Affairs (PA) PMOS occupational field and Public Affairs Equipment MCPC
 - Combat Camera PMOS occupational field and Combat Camera Systems MCPC
 - Information Operations and Marine Corps IO Program MCPC
 - Inclusive of combat development for Military Information Support Operations (MISO), Operations Security (OPSEC), Military Deception, and Special Technical Operations integration
- Responsible for conduct of MAGTF Strategic Communication DOTMLPF Working Group
- Responsible for supporting IO Operational Advisory Group & annual occupational field conferences for Public Affairs & Combat Camera
- Facilitate proponent positions for Public Affairs, Combat Camera, and Information Operations to Command Element Advocate
- Lead Branch for Visual Information Operations System
- Lead Branch for IO CBA and Operating Concept for IO



CIWID Fiscal Summary



- Financial Management Analyst/Contracting Officer Representative: Greg Jonston.
 - Maintains work space at Davis Building. Also works with CDD staff with budgeting.
- TAD Budget for CIWID allocated for FY 2012 totaled \$259K. As of 8 June, have obligated \$81.6K. 4th qtr has allocated \$61.2K.
- **Contracts:**
- Professional Solutions: Three (3) contractors. Provides IW research and analysis for CIWID in the areas of Counterinsurgency (COIN), Foreign Internal Defense (FID), Security Force Assistance (SFA), Civil Military Operations(CMO) and Stability Operations(STAB). Also provides IT support.
- Technology Associates International Corp: Two (2) contractors. Provides support of USMC Public Affairs and Combat Camera combat development.
- Cubic Applications, Inc.: One (1) contractor. Provides doctrine writer support.
- Nelson White System Inc.: Contract maintains the VTC/SVTC equipment systems.
- Personnel, Budget, & Operations Division (PBOD) provides administrative supplies to CIWID upon request.



Questions?





IW and DOTMLPF



- **Small Wars Manual (1934)**
- **Manual for Countering Irregular Threats (June 2006)**
- **Small Unit Leader's Guide to Counterinsurgency (July 2006)**
- **Multi-Service Concept for Irregular Warfare (August 2006)**
- **Civil Affairs Tactics, Techniques and Procedures (July 2007)**
- **Counterinsurgency Manual (October 2007)**
- **Operational Culture for the Warfighter: Principles and Applications (2008)**
- **"Amphibious Operations in the 21st Century" (March 2009)**
- **"Evolving the MAGTF for the 21st Century March" (2009)**
- **"A Concept for Unified Action through Civil-Military Integration" (May 2009)**
- **Partnering Handbook (June 2010)**
- **Marine Operating Concept (June 2010)**
- **Marine Corps Planning Process (Aug 2010)**
 - Revisions to the planning procedures that focuses on understanding the nature of the problem prior to the designing of a solution.
- **Marine Corps Operations (MCDP 1-0) recognizes COIN and Stability as activities.**



Organizations

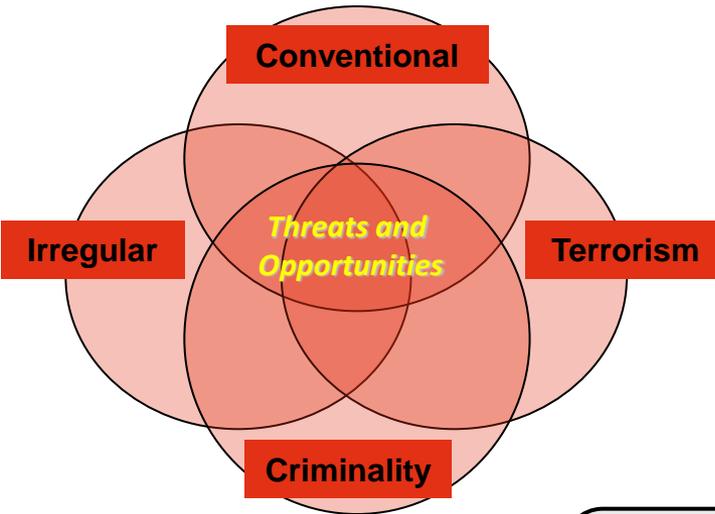
MARSOC
Marine Corps Forces
Special Ops
Command

CIWID

MCIA
Marine Corps
Intelligence
Activity

MCIOC
Marine Corps
Information
Ops Ctr

CAG DETS
Civil Affairs Group
Detachments



CAOCL
Center for Advanced
Operational Culture
Learning

MCTOG
Marine Corps
Tactics
And Operations
Group

MCSCG
Marine Corps
Security
Cooperation
Group

ATG
Advisor Training
Group

The USMC is changing to meet the new character of warfare



IW and DOTMLPF

Training:

- A minimum of 50 days for unit pre-deployment training program (PTP) in preparation for OEF are focused on IW topics
- Enhanced Mojave Viper (30 day training package that incorporates small unit to battalion kinetic and nonkinetic tactics).
 - MRX that includes a four-day assessment
- Marine Corps Operations and Tactics Instructors Course. Heavily focused on Phases III and IV (SSTR); Includes IW, Human Terrain, Interagency, NGOs/PVOs, Civil Affairs, Info Ops and COIN (57%)
- COIN leaders Course (MCTOG).
- MARADMIN 670/09 Language Capacity for Commanders. Pre-deployment training requirement for commanders to develop a basic Pashto language capability to enhance the conduct of Key Leader Engagements.
- Implemented “Combat Hunter” and “Police on the Beat” programs.
- The Enhanced Combat Hunter Leader Course. The purpose of ECHLC is to develop leaders who are prepared to train, lead, and operationally employ the Combat Profiling, Tactical Questioning, Tactical Site Exploitation, Combat Tracking, Enhanced Observation, Human Psychology, Decision Making, and Tactical Debriefing and Policing in Combat concepts.



Growth in IW Training

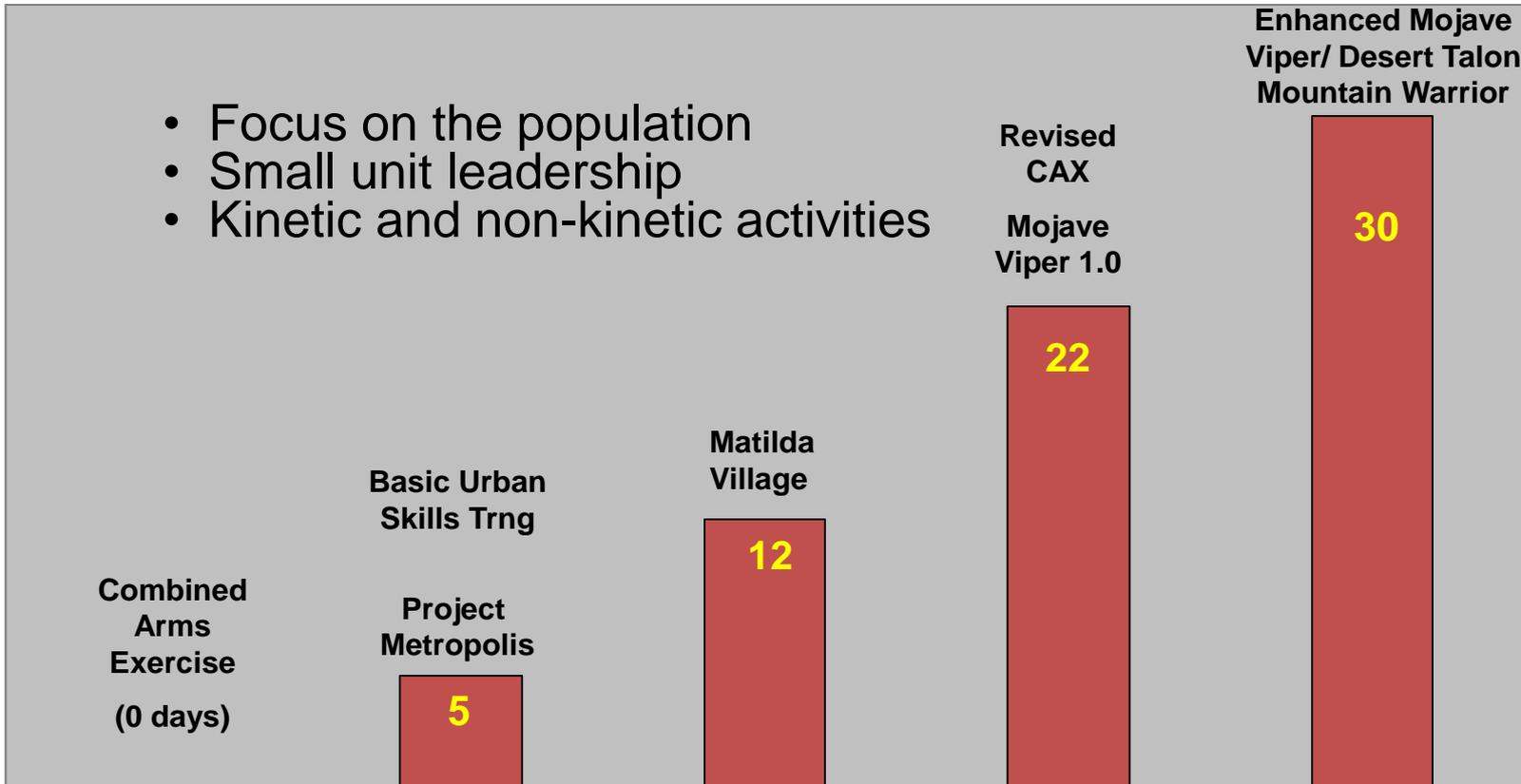
CY 2000

CY 2002

CY 2004

CY 2006

CY 2008/2010



From conventional, large unit operations to irregular, small unit operations



IW and DOTMLPF

- **Leadership/Education:**

- The Basic School and the Infantry Officers Course have incorporated IW concepts into their Program of Instruction.
- Expeditionary Warfare School contains over 100 hours of IW instruction and practical exercise. Students explore theory and principles of counterinsurgency and limited contingency operations. Students also receive instruction/briefs on Transition Teams, Law of War, Interagency Operations, and operational culture.
- Command and Staff College, IW specifically accounts for 300 hours of instruction, over 1/3 (36%) of the entire curriculum. Students explore the theory and principles of counterinsurgency, transnational threats, stability operations and reconstruction, policing in irregular operations and future war during the IW instruction. Officers also receive instruction in operational culture, language, and interagency issues
- Marine Corps War College dedicates 13 classes, including almost 100 hours of instruction and study time, which are significant portions of its War Policy and Strategy and National Security and Joint Warfare courses, to the study of IW.
- Enlisted Marines also receive extensive education in IW tenets. Training begins with classes and practical application in boot camp, and continues through formal schools and PME. All enlisted PME courses were revised to better incorporate the fundamentals of fighting in a counterinsurgency environment. Both resident and non-resident programs have incorporated IW, mirroring much of the instruction that the officers receive.



Material Adaptation/Transformation



The Integrator unmanned aircraft is used primarily for reconnaissance missions, giving commanders and decision-makers increased visibility

Language learning resource centers at all major USMC installations facilitate broad service initiatives such as regionalization, culturalization, and persistent engagement



Mine Resistant Ambush Protected vehicles were swiftly developed and deployed to protect Marines in current operations



IW Science and Technology Objectives

- ***The Vision: The S&T investment in Irregular Warfare is intended to identify and develop those potential technological capabilities that can enhance the mission success and increase the survivability of Marines in the IW environment, through training, education and superior tactical capabilities on the future battlefield.***
- -- IW STO-1: Crowd scanning systems
- -- IW STO-2: Visual translator system
- -- IW STO-3: Reach back tool for civil military operations
- -- IW STO-4: Indigenous weapons training systems
- **Other examples:**
- -- Fires STO-1: Targeting technologies for faster, more precise engagements
- -- EoF STO-2: Communicate with indigenous personnel
- -- EE STO-6: Energy efficient, combat effective mobility
- -- T&E STO-1: Warrior decision-making
- -- T&E STO-9: Cultural and language proficiency tools





IW and DOTMLPF

- **Personnel**

- Increase and retain IW Enablers
 - Civil Affairs
 - Intelligence
 - Engineering
 - Military Police/LE
 - Foreign and Regional Area Officers, AF PK hands
 - Additional HD/LD FSRG enhancements
- IW Skills identified and tracked, other than MOSs, or specific and official schools or programs

The USMC has changed to meet a new character of warfare



IW and DOTMLPF



- **Facilities**

- Immersion infantry trainer
- Range enhancements
- Language learning centers
- IED training lanes
- Regional role players



Camp Pendleton IIT

- 76 Buildings
- Complex roads, alleys and trails
- Crops, animals and role players
- Sounds, smells, simulations
- Cameras for lessons learned