



# ASSESSING EMERGING SECURITY CHALLENGES IN THE GLOBALIZED ENVIRONMENT



## Countering Hybrid Threats Roadmap

This newsletter contains an update on the CHT project, primarily the Roadmap which clarifies the key milestones and direction for the 2011-14 Countering Hybrid Threats (CHT) Programme of Work. Please refer to the project website (link below) for more project information including the references, delivered products and the detailed Roadmap.

### References

For subsequent phases the CHT Roadmap, we are following Military Committee Guidance as a result of a briefing to their plenary session on 30 Jun, and a formal tasking from the Director General of the International Military Staff (DGIMS).

### CHT Model

The CHT model provides NATO with an adaptive paradigm to understand and identify the complex emerging security environment and the key challenges that the Alliance, as well as its partners, will need to address.

### CHT Products Already Delivered

In addition to the Military Contribution to Countering Hybrid Threats concept paper, we have completed a highly successful experiment in Tallinn 09–13 May. The results and findings can be found both in the First Impressions Report and the Final Experiment Report located on the project website. In brief, the experiment results indicate the following:

- **Utility.** The CHT Concept serves as a useful and feasible intellectual model with some read-across to non-Military, non-NATO community
- **Broader Community.** Resolving hybrid threats will require broader (non-military) involvement to find solutions
- **Threat Management.** Solutions will require a Continuous Threat Assessment and Management process in the steady state environment as opposed to solely responding with Crisis Management
- **Legal and Regulatory Frameworks.** Efforts must be made to better define the environment beyond current frameworks
- **NATOs Current strengths.** NATO must give consideration to areas of its current capabilities that could be adapted to address emerging threats (and in support of other stakeholders)
- **Assess Principal Vulnerabilities.** The Alliance must determine in which areas NATO is most susceptible to hybrid threats and adjust its focus

### Follow-on Work

We are in the process of finalizing a some key pieces of work (including a hybrid threats examples paper) that will shape the CHT Workshop #1 (16–17 Nov '11); the aim of which will be to provide further granularity and potential solutions to the recommendations from the Tallinn Experiment. The results of this workshop will also shape CHT Workshop #2 (Jan '12) which will allow the Alliance nations to decide which of the key issues should be taken forward as part of a wider NATO action plan. Our key product in 2012 will be a Strategic Command input towards a NATO Policy Paper on countering hybrid threats. Other work beyond this will include preparing for a high profile seminar being hosted by the Commander of Allied Command Transformation (Feb '12) and potentially informing the NATO Summit (May '12). The CHT Project will also continue to inform other key strands of work including the Comprehensive Approach Action Plan.

### Long Term Work

In the long term, the project will inform higher level guidance to the NATO Defence Planning Process (NDPP) in conjunction with NATO HQ.

### Past and Present Contributors:

- **NATO Command Structure:** HQ SACT, SHAPE, MCD, SEE, Joint Warfare Centre, IS/ESC, IMS/P&P, MCNW.
- **US:** Joint Forces Command, European Command, US National Defence University, NPS.
- **Nations:** Australia, Bulgaria, Estonia, Finland, France, Germany, Great Britain, Hungary, Italy, Japan, Netherlands, Norway, Romania, Spain, Switzerland, Sweden, USA.
- **Centres of Excellence:** CBRNE, CIMIC, Confined Shallow Waters, Cyber, DAT, HUMINT, JAPCC.
- **Non-Government Organizations:** UN, World Bank, RUSI, WANO, HCSS, CESS, ICCT, Carnegie Endowment for International Peace, Cassadian Metapole Systems, Cyber-crime Institute, Den Norske Krigsforsikring for Skib, General Dynamics, IBM, KBR, Kuehne Nagel, Moneyval Committee, Schenker Deutschland AG, Segarrateres International, Shell, University of Portsmouth.

### Senior Advisors (past/present):

- Hon. Mary-Beth Long
- Gen (Ret'd) Sverre Diesen
- Gen (Ret'd) Yves de Kermabon
- Sir Michael Aaronson, CBE

### CHT Project Team:

*Director:* BG Roy Hunstok  
*Leader:* LTC Richard Hills  
*Deputy Leader:* LTC Jurgen Eckert  
*Senior Analyst:* Mr Alex Smethurst  
*Manning:* Mr Leendert Nijssen

### Upcoming Events & Timeline:

