Civil-Military Cooperation as a Way to Counter Hybrid Activity: a SHAPE Perspective

13 October 2021
Agenda

- Allied Command Operations Counter Hybrid Structure
- Operational Environment and Threats
- NATO’s Counter Hybrid Toolbox
- SHAPE Current Work Strands
- SHAPE Proposed Hybrid Definitions
- The MIoP in NATO’s Counter Hybrid Toolbox
- Vulnerabilities & Opportunities
- Civil Military Cooperation as a Way to Counter Hybrid Activity
Supreme Headquarters Allied Powers Europe (SHAPE)

- To prepare for, plan and conduct military operations in order to meet Alliance political objectives.
- Sub Commands Support

Comprehensive Crisis and Operations Management Centre (CCOMC)

- Deterrence Group, Plans & Policy Section
- Cross Divisional Counter Hybrid Efforts
Key Elements

- Throughout **peace/crisis/conflict**
- Synchronised use of multiple IoP
- Ambiguous
- Focused on target vulnerabilities
- State, Non-State Actors
- Need for monitoring potential challengers
- Can be executed and supported by civil-military enablers

Operational Environment and Threats
NATO’s Counter Hybrid Toolbox

- Enhancing Situational Awareness
- Whole of Government
- Deterring Hybrid Threats
- Adapting NATO Exercises
- Enhancing Allied Resilience
- Deepen NATO-EU Relations
- Improving Cyber Defence
- Civ Mil Instruments Together
- Detecting and Responding to Disinformation
- Deploying CHST
- Extending Cooperation
- Examining EDT

Source: https://www.nato.int/docu/review/articles/2021/03/19/enlarging-natos-toolbox-to-counter-hybrid-threats/index.html
SHAPE Current Work Strands

**Doctrinal Documents**
- Comprehensive Approach/
  Comprehensive Preventive and Response Options*

**Military Advisory Teams**
- Offer comprehensive civil-military advice*

**Hybrid Warfare Working Group**
- Improve common understandings

Source: https://www.nato.int/docu/review/articles/2021/03/19/enlarging-natos-toolbox-to-counter-hybrid-threats/index.html
National Resilience

- Art. 3 Washington Treaty
- If the National Centre of Gravity is targeted, its effect is felt on NATO’s cohesion, disrupting the Alliance from within
- Need to maintain trust amongst Allies
- Unity of Effort and Efficiency
Hybrid Threat

Hybrid Strategy

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- **Civil-Military Cooperation (CIMIC).**

A joint function that supports the achievement of NATO’s core tasks in peace, crisis and conflict, by integrating the understanding of the Civil Environment (…).
NATO should build greater awareness of the nature of hybrid threats and the orchestrated campaigns behind them. It should build shared terminology and situational awareness through detection, monitoring, and analysis of hybrid threats at both the operational and strategic levels.

— NATO 2030 Report
Overall Supportive Role

- Intelligence & Warnings
- Situational Awareness
- Information Environment Assessment
- Legal Vigilance Activities
- Military Advice for Civil Preparedness
- Future Capabilities and EDT
- Support to infrastructure and cognitive Resilience
- Training and Exercises
- Deterrence

CIMIC is essential to facilitate understanding, promote awareness of key principles and coordinating the military contribution, and align civilian support to these concepts.
Vulnerabilities

- Ambiguity of Hybrid Activities
  - Below the threshold
  - Plausible Deniability
- EDTs
- NATO operating in good faith
- Democratic values likely be exploited by adversaries
  - Decision making by consensus
  - Alliance cohesion as a target for disruption

Opportunities

- Deterrence
- Enhancing Whole of Government Approach
- EDTs
- Training and Exercises
- Cooperation with Partners
- Strategic Messaging
- Assessment
  - Self and Adversaries
- One NATO
  - 30 Nations expertise, capabilities, cohesion and will
- Subject Matter Expertise
  - Cyber, CBRN, Collection, Info Fusion, EDTs, EW…
- Unique capabilities
  - SA and IEA to address the spread of Disinformation
Civil Military Cooperation as a Way to Counter Hybrid Activity

- Resilience through civil preparedness
- Supporting mission objectives by fostering the understanding of the civilian environment as part of a comprehensive approach
- Prevent instability and insecurity from becoming a crisis
- Prepare the society for potential crisis
- Promote awareness
- Build resilient infrastructures
- Align civilian support to the military, if necessary
- Host Nation Support
- Support to decision-making through technical confirmation of threats
Questions?

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