

THE **HYBRID WORLD INITIATIVE**

Insights and foresights about today's and tomorrow's world

Managing Across Boundaries

www.stimson.org

The Hybrid World Initiative (HWI) at Managing Across Boundaries offers insights and foresights on three defining aspects of international relations today:

- › Capacity-building at the intersection of defense, security and development;
- › The nexus between wise public policy and market-driven incentives; and
- › The expanding set of stakeholders and powerbrokers that includes not just states but also mayors of the world's largest cities, chief executives of multinational companies, technology innovators, civil society groups and private citizens.

We work with governments, private sector stakeholders and civil society organizations to build strategic partnerships beyond traditional boundaries. Our research and analysis always aim to recommend pragmatic and implementable projects that integrate these three trends.

ONGOING WORK

Bridging the security/development divide

We work globally to bridge the security/development divide through collaborations with donor governments, multilateral organizations and developing and emerging economies. Our “dual benefit” model to implementing international mandates, such as United Nations Security Council Resolution 1540, and other nonproliferation regime components, is widely recognized as having redefined the conversation on the interconnectedness between security and development challenges.

Higher Purpose Focus: Expanding the Role of the High Technology Industry

Since 2010, the Higher Purpose Focus project has worked extensively with the concept of sustainable development through security capacity building. The project is developing a model and pilot projects in collaboration with governments, high technology companies in the aerospace, defense and security sectors, multilateral organizations and civil society to capitalize on the nexus where wise public policy meets the private sector's profit incentives. In 2013, Stimson will work with industry partners, governments and civil society in the U.S., Europe and throughout the Global South to expand the focus on technology as a force multiplier for security and development, particularly in largely untapped or expanding markets, such as the Caribbean, South America and East Africa.

Quantifying the Hybrid Framework

HWI is developing a database that quantifies our hybrid world and the hybrid framework that is emerging to respond to globalization's challenges and opportunities.

Thought Leadership

Our experts publish their ideas in prominent media outlets and we continuously contribute to academic, policy, and business forums that reach global audiences.

BACKGROUND: A HYBRID FRAMEWORK FOR A HYBRID WORLD

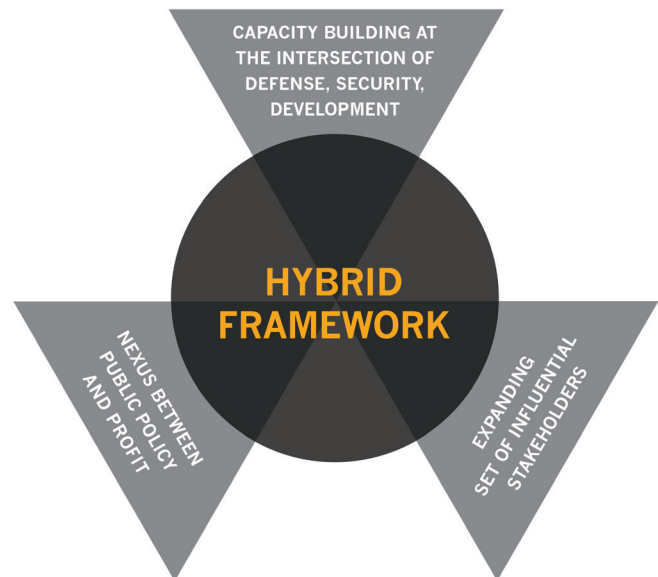
At the end of World War II, representatives from China, the Soviet Union, the United Kingdom and the United States gathered at the Dumbarton Oaks mansion in Washington D.C. to lay the foundations of the architecture for postwar global governance. Over the next few years, global leaders developed institutions that would safeguard peace, security and prosperity in the years to come.

The results included the establishment of the United Nations system and international agreements on trade, tariffs and currencies. While these multilateral institutions were far from a panacea, they have contributed significantly to improving the human condition and they continue to do so to this day.

Today, however, after three decades of unprecedented global interdependence and technological innovation, the current world order is becoming increasingly more hybrid, and states, whether old powers, new powers, declining powers or rising powers, are only one category of influential stakeholders.

States and state-centric multilateral institutions now share the international arena with a wide range of nongovernmental actors, illicit enterprises and influential private sector entities, as well as civil society groups and individuals that have a significant and

growing influence in global politics. In this world, the challenges to peace, security and prosperity are more interconnected and therefore more complex. What is needed to respond to these hybrid challenges are equally hybrid political and security structures. As a result, capacity-building at the intersection of defense, security and development, tapping into the resources of all relevant stakeholders and taking advantage of the nexus where wise public policy and profit meet are together emerging as the new *modus operandi*.



To support Stimson's ongoing efforts in this area or for further information, please contact:

Brian Finlay
Managing Director and Senior Associate
Managing Across Boundaries Program
202.478.3444
bfinlay@stimson.org

Johan Bergenäs
Deputy Director
Managing Across Boundaries Program
202.478.3443
jbergenas@stimson.org