ZIKA VIRUS
NEW CHALLENGES, NEW INSIGHTS

PLUS: World Humanitarian Summit; Call for sustainable life practices; Crisis leadership & management; Families against terrorism and extremism; Brussels attacks; Drones in emergencies; Artificial Intelligence; Apps to support emergency management

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We are facing a greater frequency and wider spread of crises than ever before. Emergencies such as the Zika virus (p24), along with the pernicious effects of climate disruption, urbanisation, population growth and conflict, are seeding unprecedented fragility from which no region is immune. Natural disasters, environmental emergencies, public health crises, unrest, terrorism, mass displacement and migration are just some of the tragic consequences.

None of these crises stand in isolation, nor are many of them spontaneous by their nature. A paradigm shift in human thinking is therefore critical, and the oft-neglected role of communities is paramount within this.

On p14, we describe a plan in Finland that integrates volunteers into official emergency response plans. We report on how the Falkland Islands community helped in a maritime disaster (p16), while page 20 analyses how communities with good social connections can give practical and emotional support to each other during emergencies, enhancing resilience and recovery.

The power of a community is not limited to natural emergencies. Page 64 looks at societal resilience in areas blighted by terrorism, while p72 reports on how families are a key factor in preventing radicalisation and terrorist acts. Communications technology is also empowering communities (p82 and p86).

But a change in institutional mindset is required to release this potential fully, to make people central agents of their own resilient destinies. This is one of the fundamental tenets of the World Humanitarian Summit, which has issued a call to cast aside institutional divides between aid, development and response (p33).

A holistic approach to safety, preparedness, response and recovery also requires corruption and criminal activity to be addressed. Impartial and unbiased law enforcement is an essential element in reducing the fragility – and therefore vulnerability – of communities (see p66).

If resilient societies are the warp, then sustainable and responsible development, aid and response – coupled with fair, honest and effective national and international law enforcement – are the weft. The pattern and colours are irrelevant; it is the strength and resilience of humanity's fabric that count.

Emily Hough

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Terrorism: The threat picture

'Know yourself, know your allies, and know your enemy'.
In today's ever shifting and evolving terrorist risk landscape,
Sun Tzu's advice still holds true, says **Roger Gomm**

Terrorist attacks in Jakarta, Burkina Faso and Istanbul, followed months of similar incidents across the globe, including the co-ordinated attacks and bombings in Paris and Brussels.

According to the Institute for Economics and Peace, the number of terrorist attacks has doubled in the last 10 years alone. The number of casualties has also increased. In the UK we heard about the foiled plot to target four cities and towns: London, Brighton, Bath and Ipswich.

The threat is enduring and evolving, and it is incumbent on each of us in our professional and personal lives to take responsibility for our safety. Governments are providing advice to the public on the steps they can take to keep themselves safe in the rare event of being tangled up in an attack.

It now seems that the terrorist strategy is to attack public places such as shopping malls, restaurants, retail stores and hotels. As a response, countries have stepped up security measures that include increased surveillance of suspects, visible armed patrols by both police and military, and increased screenings at borders, which has become a significant issue in recent months with the fear that sleeper cells are using the migrant crisis to gain access to western countries.

It is clear that we need to understand and anticipate the terrorist threat if we are to protect our societies. Anticipation is a crucial activity – horizon scanning for risks and potential emergencies to identify what could go wrong – and requires good multiagency brainstorming. While historical events are useful indicators, they cannot be used alone, as the threat picture is evolving.

Perhaps the key for all organisations is that horizon scanning needs to be a resourced, constant process looking at emerging issues. One of the maxims of ancient Chinese general and military strategist, was: "Know yourself; know your allies; (and importantly) know your enemy." Today this means understanding the terrorist threat.

Essential questions to ask are: What motivates terrorists? How do they get to a willingness to be a suicide bomber? What do they want? What are they capable of? How do they view this struggle?

The terrorists' perspective is often seen as irrational. Globally, members of this religious-inspired insurgency believe there are involved in an epic struggle that will likely take place beyond the current generation of fighters. We need to remember that Al-Qaeda's leaders believe that they have been tested by two superpowers (Soviets and Americans), that they defeated the first, and survived the second despite overwhelming military force, considering both victories in the long struggle.

Their rationale for terrorism is that it is perceived as the only available means by which to achieve their strategic goal.

Terrorism is not new. While there are several definitions of terrorism, the Nato definition provides a good context for discussion: "The unlawful use or threatened use of force or violence against individuals or property in an attempt to coerce or intimidate governments or societies to achieve political, religious or ideological objectives." The terrorist act is generally a symbolic gesture against a group or national government. Tactics include armed attacks, arson, assassination, bombing, hostage taking, etc.

These tactics are a means to achieve strategic objectives, which can include: Political change (overthrow a government); social change (France's ban on headscarves); and religious change (fundamentalism). But a wider number of objectives can also be seen, including: Gaining national or international recognition for their cause; recruiting new personnel; raising funds; demonstrating their strength; provoking overreaction by a government to gain sympathy for their cause.

Recruitment strategies

This threat is illustrated by the challenge of the self-proclaimed Islamic State in Iraq and Syria (ISIS). Although the territory it controls lies in Syria and Iraq, it has recruited fighters from over 100 countries by using popular social media platforms. In its recruitment strategy it exploits the resentment and disillusionment of young people, offering jihad as an exciting anti-establishment cause (see p72). The current military strategy seems to focus on aerial bombardment, while the ground forces being developed will take time, creating a space in which terrorist groups can prosper.

At the same time, the situation in Afghanistan is relapsing as the safety and security legacy developed by US-led coalition forces is being eroded by the Taliban and Al-Qaeda. It is a similar story in many other regions: Sahel, northern Nigeria, the Horn of Africa, the African Great Lakes area and the Central African Republic.

The types of attacks most likely to occur in the future include: High value, symbolic targets involving mass casualties; government buildings, installations, or iconic landmarks; political assassinations (head of state, regional governor, etc); and crowded places, including buses, trains, trams, shopping malls, cinemas, sports stadiums, and other public gathering spaces.
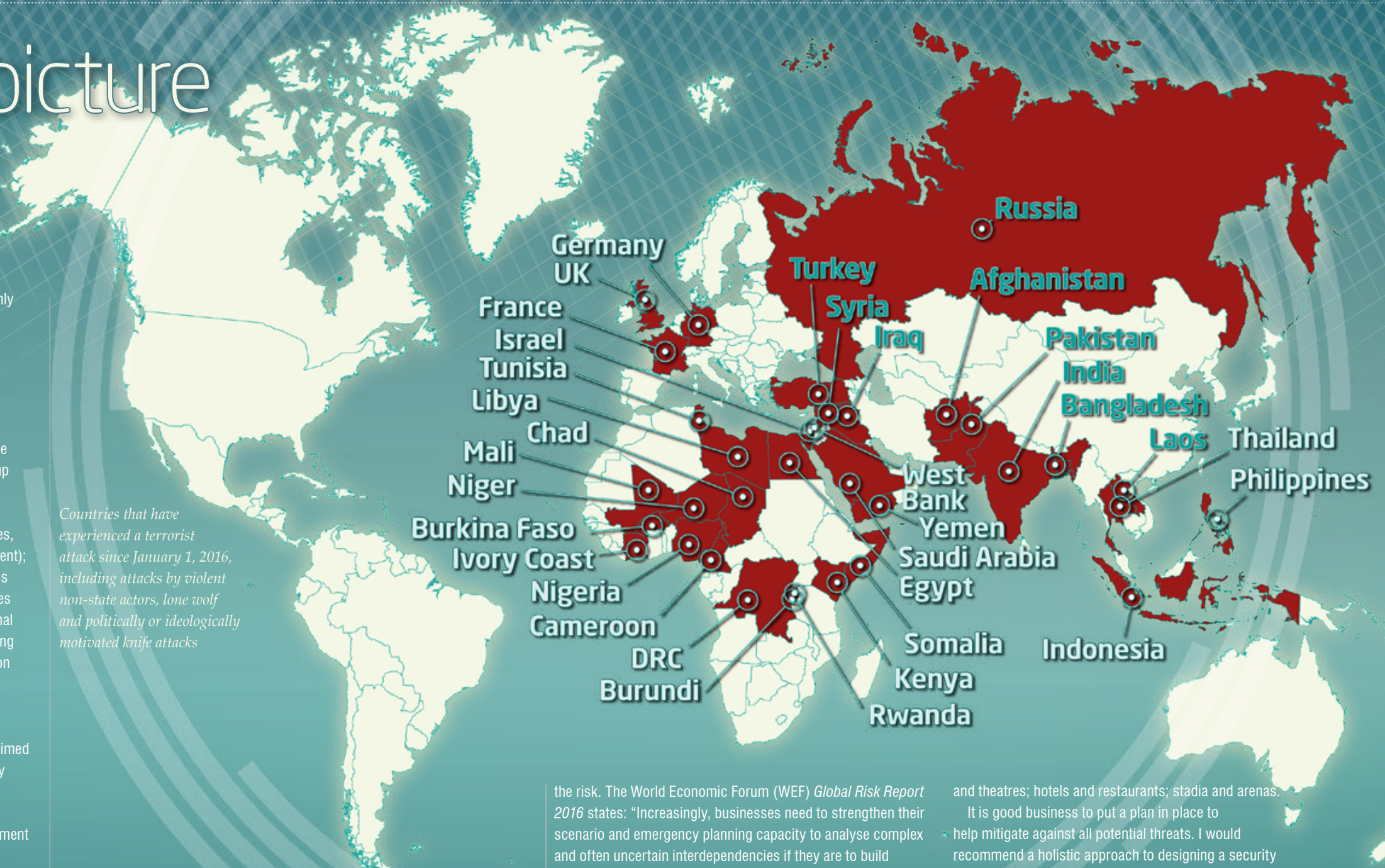
While governments have developed strategies and interventions to prevent or deter the attacks, there is more that can be done. Businesses, large and small must help mitigate the risk and impact of an attack by 'anticipating' and assessing the risk. The World Economic Forum (WEF) *Global Risk Report 2016* states: "Increasingly, businesses need to strengthen their scenario and emergency planning capacity to analyse complex and often uncertain interdependencies if they are to build resilience to global risks." It also asks for private sector leaders to place international security firmly on their radar screen.

The WEF warns that international security and geopolitical trends are likely to have more influence on the global economy in the future, thus demanding greater strategic attention from business leaders. With a stronger understanding of the issues and their own evolving role in the geopolitical and global security landscape, the private sector can be a constructive partner in addressing many global security challenges and mitigating their driving forces.

As outlined in past issues of *CRJ*, the UK National Counter Terrorism Security Office (NaCTSO) has issued advice to assist companies in target hardening themselves (including dynamic lockdown), their staff and their assets. These will help organisations develop a comprehensive security plan. In addition it recently launched a short public information film, *Stay Safe: Firearms and Weapons Attack*, based on the previously reported Run, Hide, Tell advice. NaCTSO has also made available sector-specific publications on protecting crowded places; pubs, clubs and bars; major events; cinemas and theatres; hotels and restaurants; stadia and arenas.

It is good business to put a plan in place to help mitigate against all potential threats. I would recommend a holistic approach to designing a security management plan that addresses four key areas:

- **Information:** An assessment of the business and the environment in which it operates – the threats, the vulnerabilities, its most valued and critical assets;
- **Protective security:** The measures that protect against identified threats and vulnerabilities and focus on; physical, information and personnel security;
- **Response planning:** How the organisation will respond in the event of disruption; and
- **Security culture:** Building security awareness across the organisation.

I anticipate an increase in global attacks in the short term. Motivation and capabilities are changing with technology advances and each success boosts support for subsequent acts. We should remember that we live in a world where the population is doubling roughly every 40 years, inevitably bringing people into closer contact and conflict.

It is reasonable to expect that the rule of law will be sorely tested and will continue to be tested around the world and the conflict bought to our cities.

Countries that have experienced a terrorist attack since January 1, 2016, including attacks by violent non-state actors, lone wolf and politically or ideologically motivated knife attacks

Germany
UK
France
Israel
Tunisia
Libya
Chad
Mali
Niger
Burkina Faso
Ivory Coast
Nigeria
Cameroon
DRC
Burundi
Russia
Turkey
Syria
Iraq
Afghanistan
Pakistan
India
Bangladesh
Laos
Thailand
Philippines
West Bank
Yemen
Saudi Arabia
Egypt
Somalia
Kenya
Rwanda
Indonesia

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