



Surety International

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The Terror Attack Cycle - Part 3 - Escape

Once terrorists have commenced their attack in the cycle there is very little chance of stopping it. Even if part of the cell is captured; remaining members may still carry out the plan.



In some cases, the target will be attacked even if previous attempts have failed.

Agencies can mistakenly assume terrorists halt attacks which have been attacked before. Incorrectly identifying the attacking element is another mistake.

Once the attack stage begins, the only way to mitigate the level of death and destruction is for the intended victims to implement pre-planned countermeasures. During the planning phase, terrorists seek to achieve tactical surprise—they have control over the time, place and method of attack. It is critical that a target realises it is being attacked and takes immediate action to flee the attack zone.

Once the attack is underway, only effective protective security countermeasures can mitigate the effect or reduce personnel injuries. Only by conducting drills, establishing safe havens, and practicing emergency action plans can those who occupy targeted locations have a chance of surviving an attack.

If terrorists are detected and captured, it risks limiting future operations due to the loss of the operatives and the intelligence agencies can obtain from detainees. Capture for terrorists can be a public-relations nightmare—and a much-needed boost to the government that failed to prevent the attack in the first place.

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With suicide terrorism the foot soldiers are expendable. Therefore, planning for their post-attack getaway is not considered at the tactical level. However attacks still account for escape at a strategic level. Operational planners must plan for and execute their own escape, usually before the actual attack commences. This maintains the operational knowledge and expertise and out of reach of law enforcement. The planners are then free to move to the next cell of expendable suicide operatives.

The fact those who use suicide bombers do not have to plan for tactical escape broadens their selection of possible targets and attack sites—allowing them to attack hardened sites, operate in restricted spaces with no means of escape or attack while completely exposed.

Colombia Security



After years of internal conflict and several attempts at negotiating peace, Colombia has witnessed a significant improvement in security. Nonetheless, the state remains pitted against guerrilla organisations, the

ELN and the FARC, and small new illegal armed groups.

FARC is described as a terrorist group by the Colombian and other governments. The Venezuelan government is less hostile towards the FARC, rejecting their classification as "terrorists" and considers them to be "real armies", and called on governments to recognise the guerrillas as a "belligerent force", arguing this would oblige them to renounce kidnappings and terror acts, and respect the Geneva Conventions.

The military struggles with the FARC and the smaller ELN are ongoing, and drug trafficking continues unabated. Illegal funds from drug trafficking fuel the conflict, undermines reintegration of former combatants into society and assists the formation of new armed groups.

During years of government peace efforts, which included the granting of a large demilitarised zone to the FARC and a number of peace initiatives launched by the international community, no progress has been made regarding lasting ceasefires or viable negotiation agendas.

Despite criticism of the government's collusion with paramilitary groups and insufficient victims' rights to justice, truth and reparation, Colombia has witnessed a decline in violence and kidnappings. A flawed counter-narcotics strategy has seen Colombia, however, maintain a prominent role in drug trafficking, and increased tensions with bordering states, in particular Venezuela, which have not been resolved. Moreover, issues with the demobilisation of the main paramilitary bloc, has resulted in the emergence of many problematic armed groups.

Security Survey Results

Results of our international security survey conducted. In all over 2,500 addressees were invited with around a 35% response rate, which we are exceptionally pleased with.

Percentage results of responses have been rounded to the nearest percentile, as well as response typing errors have been removed after considerable and careful examination.

If any addressee wishes to learn more of the results or has questions on it please do not hesitate to contact us.

Probably the most alarming message we learnt from the survey and responses was the relatively high number of No answers. If this is true then these organisations are leaving themselves open to possible serious issues should the worst case scenario play out.

1) Does your organisation have a Crisis Management Plan?

Yes **72%** No **28%**

2) Do you have a dependable method, in a crisis, of locating and determining the exact position of all staff and vehicles?

Yes **63%** No **37%**

3) Does your organisation have a Kidnap Response Plan and Kidnap Avoidance Programme?

Yes **53%** No **37%** Unsure **10%**

4) Has every compound of your organisation been assessed for security risk?

Yes **75%** No **25%**

5) Does your organisation have access to credible intelligence estimates and information for your operating

locations?

Yes **75%** No **13%** Unsure **12%**

6) Does your organisation have an approved and promulgated set of Standard Operating Procedures to cover all likely incidents?

Yes **64%** No **24%** Unsure **12%**

7) Does your organisation's insurance coverage require an annual independent risk assessment?

Yes **39%** No **37%** Unsure **24%**

8) Does your organisation have a security focused Travel Plan for use on local transport facilities?

Yes **87%** No **13%**

9) Does your organisation have an Asset Register which is regularly maintained?

Yes **62%** No **26%** Unsure **12%**

10) Does your organisation have a Risk Register to record all risks and mitigation strategies which affect your staff, assets, infrastructure, images etc.?

Yes **75%** No **12%** Unsure **13%**

11) Have these Plans and documentation been briefed to all staff and reassessed in the past 12 months?

Yes **50%** No **37%** Unsure **13%**

Hostile Environment Awareness

Hostile Environment Awareness training is a method to enhance your personal safety awareness whilst working in countries where the security situation is more fraught with danger than where your staff live and to provide you with the knowledge to deal with situations you may encounter.

It is a way for you and your staff to take ownership of personal security, though;

- Minimising your profile
- Understanding the threat
- Avoidance of routine

- Contingency planning
- Information control

One of the best and usually easiest methods is to hold regular training days (3-5 days) for staff in country to make them aware of issues and methods they can use to protect themselves.

Using Local Drivers

The selection of your drivers is a very important management issue which is often glossed over due to project expediency.



Drivers need to be:

- technically competent and safe– check licences, experience, references
- be able to influence decisions at critical moments for example accidents or hostile situations – there is always an issue when they come from a different ethnic group than the ones you are working in, can they make a competent report on a situation,
- they also represent your organisation and therefore affect the image people form of you – it is vital they do not be allowed to develop an arrogant ‘western’ road user tendency – this training should be formally delivered so they can give a professional brief on your org and work to authorities

Drivers need training and supervision, along with briefings – security, actions to take for various situations

The logistics manager and/or security manager should regularly reinforce their ability and effectiveness. Establish a driving policy for staff: who can drive vehicles? Also this policy should establish and clarify liabilities in case of an accident caused by an agency staff member.

