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**Developing Protective Countermeasures:  
Leveraging the Benefits of Public-Private Partnerships**

NATO Advanced Research Workshop  
Catastrophic Terrorism and First Responders:  
Threats and Mitigations

Federal Agency for Emergency Relief (THW)  
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## Overview

- **New Risks Demand New Security Governance**  
Where Do We Stand? ▪ Key Principles
  
- **Framework of Analysis: Homeland Security**  
Importance for Europe ▪ Meaning in European Context
  
- **Corporate Support for Emergency Responders**  
Mitigating Security Risks ▪ Improving Planning and Preparedness ▪  
Meeting ER Needs ▪ Establishing New Ways of Interaction
  
- **Directions for the Future**  
Capabilities ▪ Research ▪ Procurement ▪ Training



## New Risks Demand New Security Governance (1)

### What We Face

- Distinction between internal and external security gets blurred
- Asymmetrical risks are on the rise
- Importance of non-state actors is growing
- States are failing or disintegrating
- Security is increasingly privatized

### What We Have

- Singular approaches to security policy
- Optimization of policies, principles and processes within organizations (stovepipes)
- Partial joint threat assessment
- Separated military and non-military capabilities
- Interoperability problems

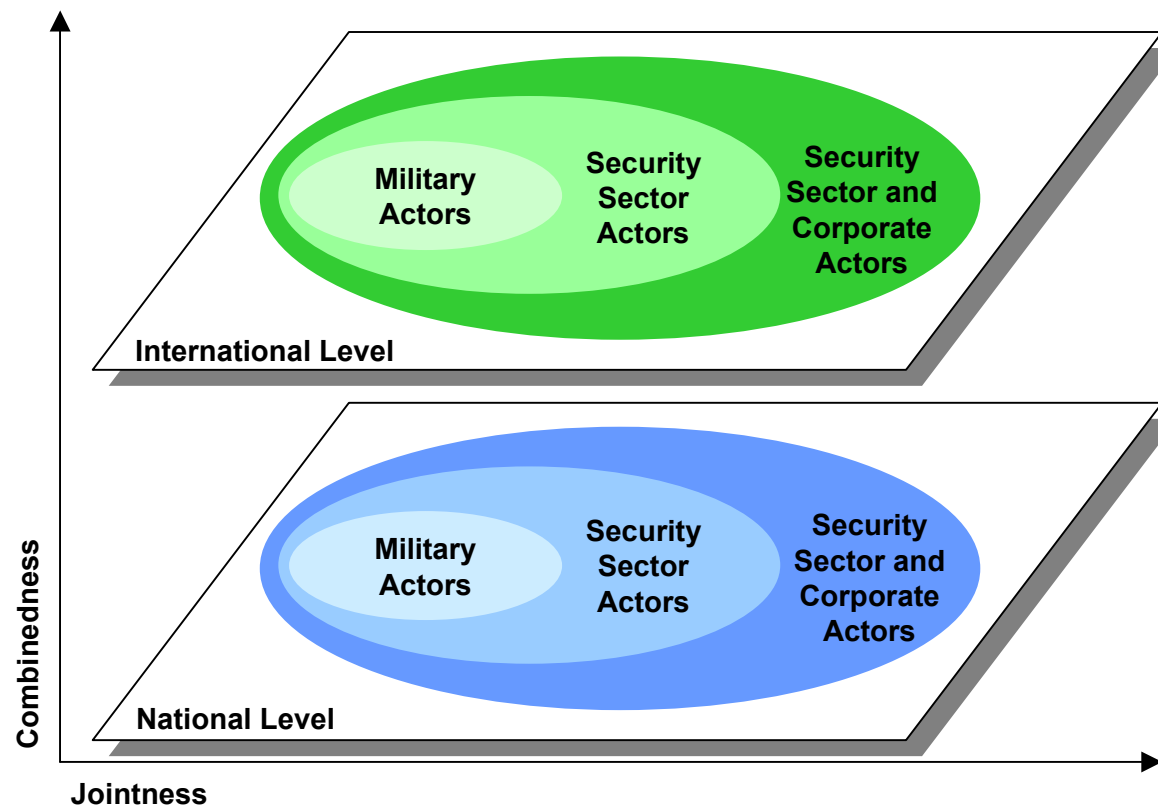
### What We Need

- Integrated approaches to security policy
- Policies, principles, and processes that cut across organizations
- Joint threat assessment
- Joint capabilities
- Seamless interaction among security sector actors and relevant third-parties (e.g., corporate sector)

## Security Sector Transformation



## New Risks Demand New Security Governance (2)



### Security Governance Principles

- **Network centrality**  
Seamless interlocking of all relevant security actors, levels of decision-making and action, security instruments and tasks
- **Co-operability**  
Smooth interaction between military, security sector and corporate actors
- **Capability orientation**  
Emphasize mission critical functions rather than the means to fulfill them



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## Homeland Security: Importance for Europe

1. Interdependencies among EU members can increase vulnerability
  - HLS in Europe has a distinct **transnational character**
2. Europe's increased preparedness to share global responsibilities will **increase its risk exposure**
  - Protecting the homeland is indispensable for making **credible international commitments**
3. **Solidarity clause** in draft of EU constitutional treaty foresees mutual support among EU members in case of terrorist attacks
  - Solidarity and homeland security are closely connected



## Homeland Security: Meaning in the European Context

Homeland security is a concerted effort among **all available civilian and military means** to protect the people, democratic institutions, and the critical infrastructure against symmetrical and asymmetrical risks. To this end, homeland security puts a premier focus on

- **protection of the security forces** (e.g., armed forces, emergency responders, and others) needed to prevent the security risks from arising, fight them in times of escalation, and provide stabilization in the aftermath of a crisis;
- **emergency preparedness, consequence management, and recovery** to deal with natural (e.g., floods, avalanches, fires) and man-made (e.g., industrial accidents, epidemics) catastrophes at national and international levels;
- **border control and border surveillance** with a special, but not exclusive focus on the EU's borders in the South and in the East, and
- **defense** as an instrument of last resort in case of violent conflicts when all else fails.

Discussion about the corporate sector's role in HLS and to support ER should **not** be confined to **single-issue solutions**. **Comprehensive** approaches are needed.

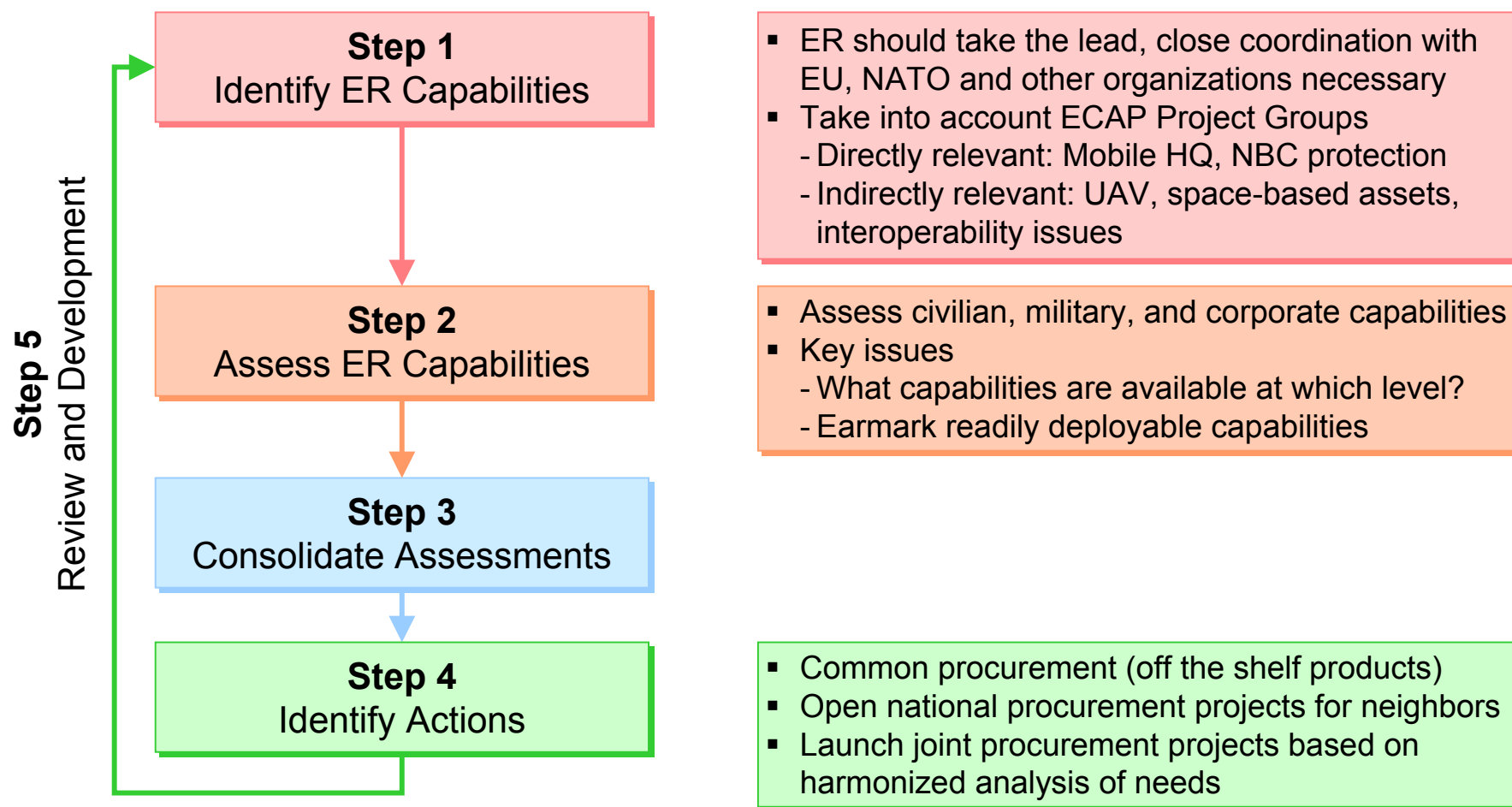


# Corporate Support for Emergency Responders





## Directions for the Future: Capabilities





# Directions for the Future: Research and Procurement

## Research

- Capability-based assessment of strengths and weaknesses helps identify research priorities
- ER should be involved in Preparatory Action Plan for Security Research and European Security Research Program

## Procurement

- Analyze potential contribution of European Defense Capabilities Agency to leverage benefits of joint procurement projects
- Challenges
  - Defense establishment ready to include third-parties?
  - Overhaul national procurement processes and structures

## Preparatory Action Plan for Security Research: Fields of Activity

- **Improving situation awareness**  
Situation awareness systems; tagging tracking and tracing devices
- **Optimizing security and protection of networked systems**  
Threat assessment methods and tools; protection/assurance of CIIP; detection, preventions, response, and alert capabilities
- **Protecting against terrorism**  
Sensor techniques
- **Enhancing crisis management**
- **Achieving interoperability and integrated systems of information and communication**

COM(2004)72 final, 3 March 2004



## Directions for the Future: Training

- Guarantee **skill maintenance** in a challenging environment
- Improve **interoperability** among ER and between them and armed forces and the corporate sector
- Think about ER training in **accession candidates** and where the EU has fielded stabilization operations to facilitate cooperation in the future
- Direct attention to **Concept Development & Experimentation (CD&E)** in order to improve doctrines

"One of the things that you've got to remember is that when you are actually engaged, that is not the time to pull somebody aside and give them a training course."

"We could have had four feet of snow, we could have had temperatures that were below freezing, because we had people sleeping in tents, you had all the volunteers not wearing appropriate [gear] delivering stuff, handing out things. We could have been bottlenecked with traffic; we would not have been able to get the resources in."

Brian A. Jackson et. al., Protecting Emergency Responders. Lessons Learned from Terrorist Attacks (Santa Monica: RAND, 2002), pp. 60, 62).