

R&PM:Edelman

## PRESS CLIP

PUBLICATION: Daily News & Analysis, Mumbai

DATE: January 19, 2008

second serve

# We haven't learnt our lessons from 26/11

What would you have done differently if you were commissioner of Police on 26/11?" Julio Ribeiro says he has been asked this question every day after Mumbai's terror attacks. What he would have done differently he says, is that he would have been 'seen' and he would have been 'heard'. Then he added ruefully, "that's it. There's no way anyone could have prevented it."

This exchange took place in a seminar organised last week by Bombay First in collaboration with London First. Titled *Lessons from 9/11 and 7/7 for a safer Mumbai*, it brought together experts from New York and London who had hands on experience of the World Trade Centre and London Underground terrorist attacks. Their message can be encapsulated in one single line; the government is not the solution; it is only part of the solution.

In other words, we cannot sit back and say the government must do this and the government must do that. We have to see what we can do along with the government, the 'we' being business corporations, NGOs and citizens of the country. The United States and Britain have both put together a programme which involves public participation in such a way that there is now a heightened awareness of terrorist threats. People keep a look-out for bags left unattended; apartments are not easily given on short lets; retail outlets keep a look-out for suspicious behaviour:

Are we similarly prepared? Suppose you see



ANIL DHARKER

*The writer is a commentator on social affairs*

suspicious activity of some kind, do you report it? Do you know which number to ring and having rung the number is there a positive response at the other end? We now know that our intelligence agencies had specific information on nautical movement; we also know that there was detailed information available about multiple mobile SIM cards being bought and sold in a devious way. We also know that none of the information was acted upon. If it had been, 26/11 could well have been prevented.

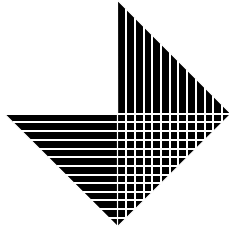
Another point UK and US experts harped upon was transparency from the government so that everyone knew what the state was doing to ensure citizen safety. What we have from our government is instead opacity. For example, do we know what steps the Maharashtra government has taken to bolster security after 26/11? All we know is that a committee was constituted to study the question, but apart from knowing that it consisted of an unwieldy 65 members, do we know anything about its composition, its mandate, its deadline or its

record so far?

The experts also outlined the huge amount of documentation and research brought out by the enquiries into 9/11 and 7/7. This massive storehouse of knowledge was able to provide detailed inputs to investigative agencies about the modus operandi of the terrorists, the gaps in the security systems, the failure of communication between various authorities and how they could be bridged and so on. Apparently, when the bombs went off in London's tube stations, the Commissioner of Police advised people to stay put wherever they were, either at home or at work and watch television for further announcements. Simultaneously however, schools were quickly closed for the day, so that thousands of school children were on the streets of London wondering what to do, while their parents sat at home waiting for further instructions. This kind of blunder caused by lack of communication is not likely to happen again.

What information has our police enquiry gathered? And why has the most important source of possible information been excluded from its purview? I am referring to what the general public may have seen or heard, information that could be available only if there were to be a public enquiry inviting any citizen with relevant information to come forward.

All these suggest that in spite of the trauma of 26/11, we are nowhere near learning any lessons at all.



# PRESS CLIP

PUBLICATION: Daily News & Analysis, Mumbai

DATE: January 18, 2008

## 'Use emergency systems to build muscle memory'

In a seminar on terrorism, Michael Berkowitz offers practical lessons learnt by New York

*Michael Berkowitz is currently director and regional head of corporate security and business continuity with Deutsche Bank, Asia Pacific. Last week, he was in Mumbai for the seminar on terrorism and security, organised by Bombay First. Berkowitz is an emergency response expert, having worked with the office of emergency management in New York city. Here he was involved with disasters like the 1999 outbreak of West Nile fever, tropical storm Floyd, two airplane crashes and, most importantly, the World Trade Centre attacks of September 11, 2001. He talks to Ranjona Banerji about the importance of building "muscle memory" into emergency response systems.*

**What are you offering India?**

We'd like to offer some practical lessons that we learnt in the issues in New York. The September 11 attacks were a huge disaster which impacted everything

— people, transport, infrastructure and communication systems. Recovery went on for a long time, about six months. We realised then the importance of private and public collaboration, when it came to setting up command centres, control systems, communications. How do you talk to the public and how do you talk to business? We learnt from that experience that there was a lot that went right and a lot wrong. The whole emergency response community needed a culture of honest self-examination. We've tried to do that since.

**In your experience, are manmade or natural calamities more difficult to deal with?**

Many elements of dealing with them are the same. You need a communications network, you need to know who's in charge. In NY in the 1990s, we spent a lot of time preparing for hurricanes, which pose a deadly threat to the city because of the way it is placed and because of the population density and the infrastructure. So we had all that in place — the engineers to deal with the debris,

what would crumble, we knew how to manage mass casualties and fatalities. Who would have expected two planes to fly into the World Trade Centre? But all that planning helped.

**What can Mumbai do now?**

Put in place practices now, which can help at any time. Using emergency systems builds muscle memory. Use it for everything and when you have the big one, you know what to do. Mayor Rudi Guiliani took such threats very seriously and had the foresight to put practices in place. It's little late to put the roof on after the rain starts. Having been through all this, we feel the pain when any disaster happens — we feel with Mumbai, we feel with New Orleans after hurricane Katrina, the tsunami. India has so many emergencies — *bandhs*, strikes, communal violence, bomb blasts, floods — there's always something happening. The same emergency practices can be used for all of them. As it happens, you improve your responses and each incident is a test. You know what works and what doesn't immediately.

**You've lived in Mumbai. Do you feel a difference in the city after the attacks?**

This has clearly touched people. Mumbaikars are the most resilient people I have seen — they'll wade through waist-deep water to come to work. No one else does that. But this one (November 26) made them stop and take notice.

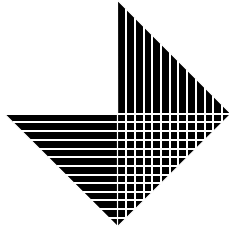
**You've moved from the public to the private sector. How different has that been?**

Not so different. Corporate offices are like homes to many people and citizens are captive with us for most of the day. One of the lessons of 9/11 is that businesses have to be involved. We have to share our emergency systems and we have to communicate with everyone involved.



Michael Berkowitz in a seminar on terrorism organised by Bombay First — Sandeep Rasal/DNA

b\_ranjona@dnaindia.net



R&PM:Edelman

## PRESS CLIP

PUBLICATION: Hindustan Times, Mumbai

DATE: January 17, 2008

# A joint venture for safety

Presley Thomas &  
Bhavika Jain  
Mumbai, January 16

BOMBAY FIRST, a private-public plan to combat terrorism, has been initiated to propose a security system on lines that the US incorporated after the 9/11 attack on the twin towers and the UK after the 7/7 London bombings.

This is an initiative that has been triggered because of the public outcry Mumbai has seen after the recent terror attacks.

A team of security experts from the US, UK and India, who participated in the deliberation at Hotel Trident on Monday, suggested methods but stressed on the need to incorporate civil society to formulate an effective security system.

David M Olive, a top homeland security expert from Washington, said: "Each citizen should stand up and say I am responsible." Quoting an example of suspicious baggage, he added: "When you see something, you say something [report to the police]. And this stand needs to be propagated outside. Else, there is no solution to the security concerns and the possibility of another attack cannot be ruled out."



A play on the terror attacks at Ravindra Natya Mandir.

### ANTI-TERROR FORUM

■ A public forum to discuss the recent terror attacks was held by charitable organisation Rajasthani Mahila Mandal at Ravindra Natya Mandir on Friday.

■ Those on the panel included advocate Y.P. Singh, former police chief M.N. Singh, former editor of Hindi daily Vishwanath Sachdev, among others.

“ We have gathered to offer condolences to martyrs... and work out an agenda for action to help raise level of preparedness to meet such attacks ”

—RAJSHRI BIRLA, trustee of the mandal

Brett Lovegrove, former head of Counter-terrorism, city of London police, stressed on the importance setting up a review team, better communication mediums and sustained partnership between public-private enterprises.

"After any disaster — manmade or natural — it is important to set up a comprehensive review team comprising the polity, the bureaucracy and law-making authorities to investigate on what helped and what did. This is the first step towards any probe."

He also pointed out the need of having a sophisti-

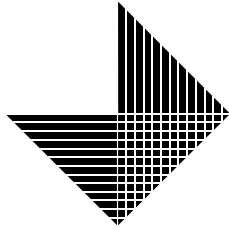
cated communication system in place comprising radio and satellite communication devices. "During the 7/7 attacks, we made the common people get involved in our rescue operations. We asked them to update the police with any kind of information and vice-versa. The civilians should never be kept in dark."

S. Ramadorai, chief executive officer and managing director of Tata Consultancy Services, said: "Time has come when we take our security protocols to a different level. Like the US and UK, India needs to choke finances of these terrorist or-

ganisations and implement a zero tolerance policy against terrorists."

Taking a dig at the Mumbai police, former Mumbai police commissioner Julio Ribeiro said: "Even a constable in Mumbai is politicised, and so is the entire system. This problem has to be weeded out first."

Claiming that politicians will not only face flak but also have the danger of losing their seat, Deputy Mayor of London Richard Barnes said they should make themselves visible no matter how high the danger. "Politicians are answerable to the people, not just their careers."



# PRESS CLIP

PUBLICATION: Daily News & Analysis, Mumbai

DATE: January 17, 2008

Basic training to deal with crisis situations must be imparted at all levels

## Think micro, beat terror

Poornima Swaminathan

Emergency preparedness at micro-levels is the key to deal with any disaster, including terror strikes, said security experts from the US and the UK. This, they believe, can't be achieved overnight, but has to be chalked out and rehearsed at regular intervals. Every department of the government in a country, including the police, should be imparted basic training to deal with crisis situations. Schoolchildren, government servants and corporate staff too should learn the drill.

A seminar on Friday, organised by Bombay First, an NGO, in collaboration with London First, its counterpart in the UK, saw senior security experts from America and Britain share their experiences and discuss the measures taken by the respective government after terror attacks.

"A terror attack can't be prevented," said Richard Barnes, deputy mayor of London. "Hence, people at every level should be prepared to handle a crisis situation." Citizens must be trained basic survival techniques. To achieve this, a corporate-public partnership needs to be cemented. The training sessions should be periodically held so that citizens get the chance to rehearse.

"Every school must chalk out drills training students to deal with disasters. Practical training is a must," said Captain Raghu Raman, CEO, Mahindra Special Services Group.

The corporate sector could learn from Deutsche Bank, which conducts mock drills for employees. "We classify even flooding as a security alert, as people should know how to survive it," said Micheal Berowitz, corporate security and business continuity head of Deutsch Bank. Last year, there were 40 such "security alerts", which included bandhs, transport strikes, evacuation during fire and short circuits.

To make the government pro-active, larger participation of people is required. "Post the 9/11 terror strikes, there was a phenomenal response from the citizens," said Emily Landis Walker, who was a member of the 9/11 commission staff and advisor to the US department of homeland security.

"I see a similar enthusiasm in Mumbai after the 26/11 terror attacks. The outcry must be given a direction."



Security experts from the United States and Britain share their experiences at a seminar organised by Bombay First, an NGO, in collaboration with London First, its counterpart in the UK - Sandeep Rasal/DNA

### 'You can never compare terror countrywise'

DNA Correspondent

"No two terror attacks in different countries can be equated," said Lt Gen (ret'd) Satish Nambiar in a conference, organised by Bombay First, an NGO, in collaboration with London First, its counterpart in the UK. Explaining his viewpoint, Nambiar said that it was only natural that the reasons and reactions of two countries would be relative and subjective.

"A terror attack needs to be analysed, keeping in mind the geo-political, religious and cultural composition of the country where it has taken place," said Nambiar. A Vir Chakra awardee, he had been extensively involved in counter insurgency operations in Jammu and Kashmir and the North-East.

He said that while the US and the UK face threat from al-Qaeda, the 26/11 terror attacks in Mumbai were executed from across the border in Pakistan. "The reaction of the government and the citizens would also be influenced by the existing geo-political conditions prevailing in the country," he added.

Nambiar, who had been an advisor to the United Nations Security Council, said that there should be a three-way process, with the government, the public and the police all integrated under one umbrella. When quick action is the need of the hour, no one should be acting at cross purposes.

#### America, post-9/11

The George Bush administration declared a war on terrorism with the stated goals of bringing Osama bin Laden and al-Qaeda to justice. Security checks in flights, including domestic flights, were tightened.

#### London, post-7/7

Security was beefed up. CCTVs were installed across railway stations and other public areas. Train drivers trained to deal with emergency services. Systems to air information were centralised.

#### Mumbai, post-26/11

Force One, a specialised team, will be formed on the lines of NSG. Sophisticated weapons such as MP5 and additional AK 47s added to police armoury. CCTVs set to be installed across the city.



"During a terror attack, the media become an important tool. It is critical that the government keeps them updated. If this is not done, they will speculate, which will fuel the chaos."

- Brett Lovegrove, former head of counter-terrorism, City of London Police



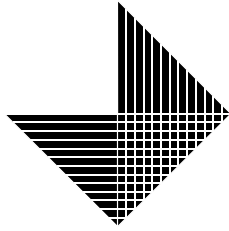
"After a terror attack, the agencies should not get into a blame game. Instead, they should sit down and analyse the failure and fix responsibility."

- Emily Landis Walker, former 9/11 commission staff and advisor to the US department of homeland security



"Post the 26/11 terror attacks, citizens want change and accountability. However, it is the responsibility of the government to channelise public support, begin the process of change."

- MN Singh, former Mumbai police commissioner



**R&PM:Edelman**

# PRESS CLIP

PUBLICATION: The Indian Express, Mumbai

DATE: January 17, 2008

## Comprehensive security measures need of the hour: experts

EXPRESS NEWS SERVICE  
JANUARY 16

AFTER 9/11 in New York and 7/7 in London, it seems governments across the globe have understood the importance of early communication, strategic long-term security measures and, most importantly, the need for political leaders to be seen and heard along with the commoners.

In a programme organised by the Bombay First in collaboration with London First at Trident-Oberoi on Friday, a delegate of security experts from London and New York discussed the strategies to organise structured programmes, mobilise international expertise, sensitise opinion of leaders and politicians and create public awareness on safety measures.

Brett Lovegrove, former head of

counter-terrorism, City of London Police, stressed the importance of setting up a review team, better communication media and sustained partnership between public and private enterprises. "After any disaster—be it man-made or natural—it is very important to set up a comprehensive review team comprising polity, bureaucracy and law-making authorities to investigate what helped and what did not help during the disaster. This is the first step to be taken," said Lovegrove.

Stressing the need to have a sophisticated communication system in place comprising radio and satellite communication devices, Lovegrove said, "During the 7/7 attacks, we received updates from all quarters. We made the common people participate in the rescue operations. We asked

**LESSONS LEARNT**

- Facilitate government, public and private sector response centres. The response need to be societal.
- Set up survivors' crew which can be used by the government and investigation agencies to assist the probe.
- Make flexible legislations for investigation.

them to update our police with any kind of information and vice-versa. The civilians should never be kept in the dark."

Claiming that political leaders will not only face flak, but also may lose their seats, Deputy Mayor of London Richard Barnes said that the politicians should be seen and heard during the disasters. "At the end of the day,

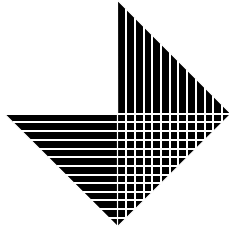
politicians are answerable to the people. Back in London, if they don't appear during the crisis hours, they will simply lose seat. The civilians should also make sure that they do the work that has been assigned to them," said Barnes.

Barnes also opined that the government should recognise the bravery of the forces that fought on the line of fire, but at the same time should not shrink their responsibilities. "The government should not hide behind police heroism. They should answer the questions on security raised before them," Barnes said.

While the foreign experts opined that there is a need for improved communication system, Indian experts pointed out that root political causes cannot be ignored. Stating that the US and the UK put self-defence measures

into practice so that they can save themselves from the attacks in future, General Satish Nambiar said, "The international community's definition of war on terror is ambiguous. Our situation is not as same as 7/7 or 9/11. We need to deliberate on ethnic, political and societal issues before addressing the war on terror."

Discussing the need for police reforms, Julio Ribeiro, former commissioner of police, Mumbai, said, "If I was the commissioner at present, I could not have prevented the attacks. But I would have been seen and heard on the field. Every security measure will fall flat, if we don't reform our police and keep them away from political bosses. Today, even constables have political godfathers and that is the biggest deterrent to any long-term security reform."



R&PM:Edelman

## PRESS CLIP

PUBLICATION: Mid-Day, Mumbai

DATE: January 17, 2008

# 'If I were the CP, I'd have been seen & heard more'

Former top cop Julio Ribeiro lashes out at the way Mumbai police, including Commissioner Hasan Gafoor, handled 26/11

Alisha Coelho  
alisha.coelho@mid-day.com

IN a scathing criticism of the way the Mumbai police and Police Commissioner Hasan Gafoor, in particular, handled the 26/11 attacks former super cop and city police chief Julio Ribeiro has said that had he been commissioner, he "would have been seen and heard more".

Speaking to MiD DAY yesterday on the sidelines of a conference jointly organised by the non-profit organisations Bombay First and London First, Ribeiro said being a more visible head "would have instilled confidence in the force by a 100 per cent."

Calling the city's disaster management system an "unorganised" affair, Ribeiro also had cutting

**HARD TALK:**  
Julio Ribeiro was the commissioner of police in Mumbai from 1982 to 1985.  
FILE PIC



words for city cops, "where even a constable has a political godfather".

"We met the PM on January 10 and will soon

present a series of police reforms that need to be implemented immediately, the most important being the introduction of trans-

parency in the system and the next being the elimination of political interference in investigations and administration as has been the case in 26/11," added Ribeiro, not elaborating on the nature of these interferences.

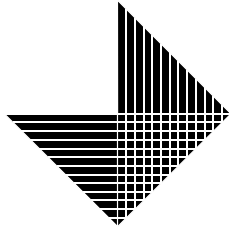
Ribeiro, who was the commissioner of police in Mumbai from 1982 to 1985, was among the national and international speakers at the conference where success and failure stories of New York's 9/11, London's 7/7 and Mumbai's 26/11 were shared.



The conference highlighted that even after 26/11 most corporates have not taken threat analysis seriously. Log on to [www.mid-day.com](http://www.mid-day.com) to read the scary truth

### Earlier criticism

Though Gafoor was spearheading operations from Nariman House within minutes of the attack, he and State Director General of Police A N Roy came under fire from several quarters for not coming on live TV to communicate with the public and the police force in order to instill confidence. Later, slain additional commissioner of police Ashok Kamte's widow, Vineeta, also said that while NSG DGS K Dutta was vocal about how Major Sanjeep Unnikrishnan, laid down his life fighting the terrorists, the Mumbai police leadership kept quiet about the sacrifice made by their men.



**R&PM:Edelman**

# PRESS CLIP

PUBLICATION: The Times of India, Mumbai

DATE: January 16, 2008

## 'Bounce back as fast as you can'

Ashley D'Mello | TNN

Mumbai: "Retailing giant Walmart has planned for emergencies in such a manner that in case any of its branches is bombed or destroyed, it can bounce back to normal in 48 hours," said **David Olive**, homeland security advisor for Washington, speaking on the lessons of 9/11.

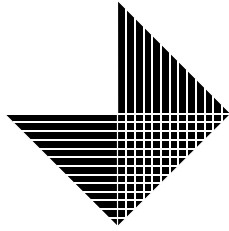


This illustrates the emphasis on recovery, or returning to normal, which has become important in the US after the attacks on WTC and Pentagon in 2001. The ability to bounce back to normal after an attack has assumed prime importance among business houses as well as small firms. "...alternate centres are kept ready in advance. If an American call centre in Bangalore is bombed, alternate centres in another country will take the load," he said.

**Individuals, and not just the state, are also responsible for preventing terrorist attacks, said Olive**

"The responsibility for preventing terrorist attacks is not only the government's—individuals are also responsible and have to report any threats," said Olive.

---



# R&PM:Edelman

Olive, a security consultant to Boeing and other corporates, was in the city to attend a conference organised by Bombay First on lessons for a safer Mumbai. He said the best of investment and technology at times cannot prevent a terrorist strike. "One of the lessons we have learnt is to tackle the terrorist by bouncing back to normal as fast as we can after a strike. The public and private sector have come together to share information and prepare for emergencies," he added.

"You do not have to make the damage worse by allowing someone to disrupt your life. The best thing is to return to normal," said Olive, adding that sharing information was important between different agencies and local bodies.

