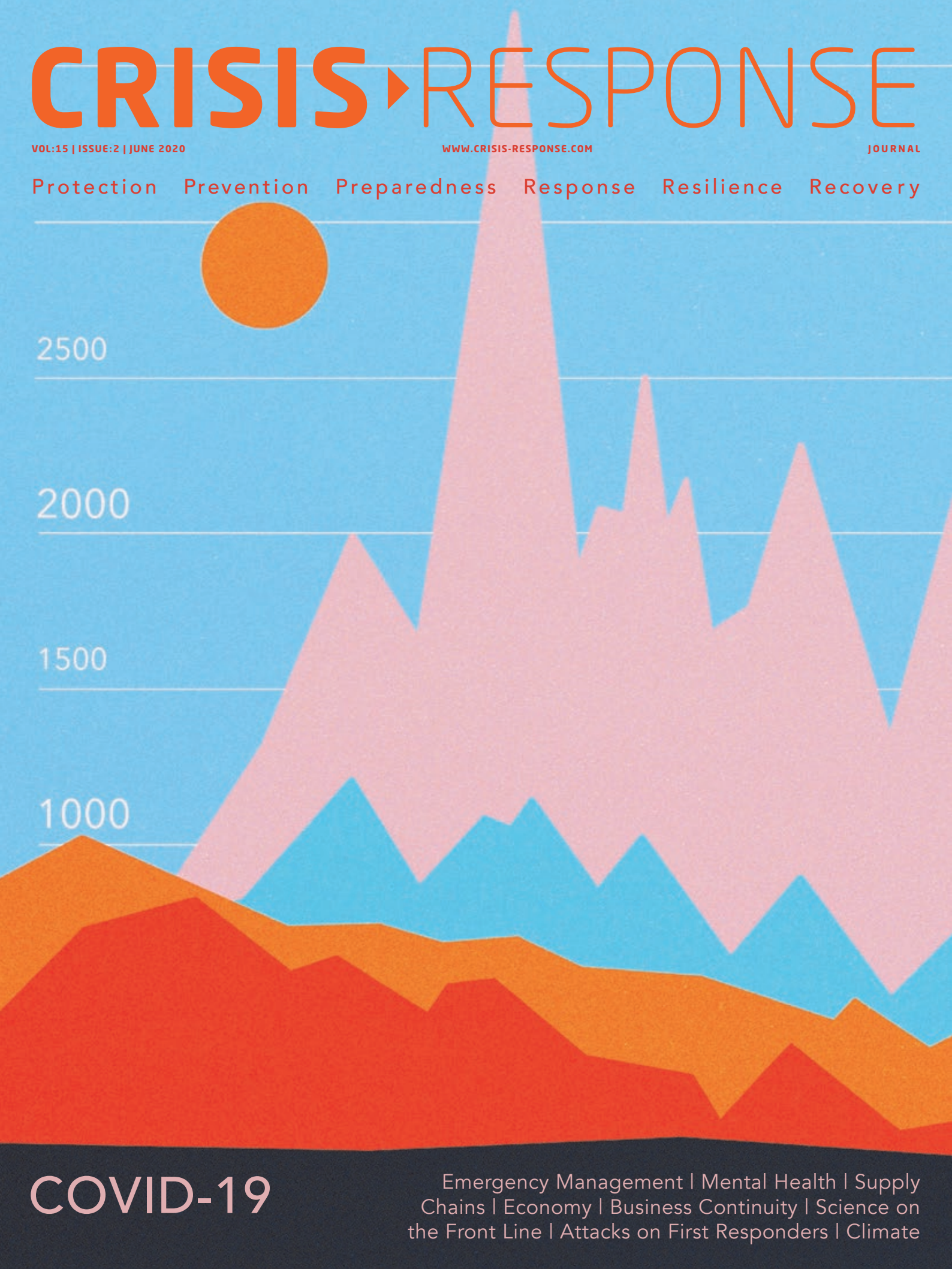
CRISIS RESPONSE

VOL:15 | ISSUE:2 | JUNE 2020 WWW.CRISIS-RESPONSE.COM JOURNAL

Protection Prevention Preparedness Response Resilience Recovery



COVID-19

Emergency Management | Mental Health | Supply Chains | Economy | Business Continuity | Science on the Front Line | Attacks on First Responders | Climate

CRISIS RESPONSE

JOURNAL

PROTECTION | PREVENTION | PREPAREDNESS | RESPONSE | RESILIENCE | RECOVERY

SUBSCRIBE NOW

visit **www.crisis-response.com** for rates and special offers

Authoritative global coverage of all aspects of security, risk, crisis management, humanitarian response, business continuity planning, resilience, management, leadership, technology and emerging trends

PRINT | ONLINE | DIGITAL

contents

Subscriptions
Crisis Response Journal is published quarterly; it is available by subscription in hard copy, digital and online
subs@crisis-response.com

Published by Crisis Management Limited, Sondes Place Farm, Westcott Road, Dorking RH4 3EB, UK

Printed in England by The Manson Group, UK
ISSN 1745-8633

www.crisis-response.com
join the *CRJ* LinkedIn group
follow us on twitter @editorialcrj

News 4

Comment

Time to stand up and be heard 8
Eric J Russell asks why warnings and advice from disaster managers and experts go unheeded with such depressing regularity

Disaster management and Godzilla 12
Shin Godzilla is the metaphorical embodiment of contemporary and institutional disaster management in a large-scale catastrophe, say experts from the University of Alaska Fairbanks

Climate change in the time of Covid-19 ... 16
Alice C Hill and William Kakenmaster warn that we cannot divert focus from the crucial efforts needed to reduce emissions permanently

Covid-19 analysis

Emergency management 20
The pandemic is a make-or-break test of crisis response preparation and is likely to be the first of many global crises. We shouldn't just be dealing with this one, but preparing for the next, says John Drake

Why have an independent inquiry? 22
Lucian J Hudson presents the case for a timely, independent lessons learned inquiry in the UK, calling for a new social contract that requires national threats to be reviewed regularly and visibly

Is there really a 'new normal'? 26
Citizens in Western Europe, North America and beyond have never had restrictions on our freedom such as those mandated by the response to Covid-19, writes Lyndon Bird. What does this bode for the future?

No one is coming 30
Emergency managers will still be working in communities to pick up the pieces long after the Covid-19 crisis is over. Sherry-Lea Bloodworth Botop says this is nothing new and that the recovery process often lacks the necessary support

Supply chain surge capacity 36
Covid-19 saw the entire world simultaneously in need of the same lifesaving tools. Bill Peterson explores how globalisation, interconnectedness and the constant quest to drive prices down in the public and private sectors have led to a battle between national and international interests

Lockdown exits and supply chains 38
The only effective way to avoid logistical disruption is to slow the recovery of economic activity with a gradual ending of lockdowns, as Gilles Paché explains

Science on the front line 42
The current pandemic has laid bare the need for independent, well-funded science and research and it is vital that governments do not interfere, but instead provide support, says Paolo Garonna

Building equity in crises 46
Covid-19 disproportionately affects people of colour and those living with poverty and medical fragility. Marcus Tillman Coleman Jr calls for change

The psychosocial burdens of Covid-19 50
Virtually everyone across the globe will experience varying degrees of psychosocial burden as a result of this crisis, write Gregory Ciottone, Todd Benham, and colleagues

Overcoming mental health challenges 54
There are many effects of the pandemic that are deleterious to our wellbeing. What can we do to keep ourselves healthy, both physically and mentally? Lyzi G Cota provides some answers

Drawing from hostage experiences 57
Sue Williams advises on how to cope with isolation, whether in lockdown or a prolonged hostage situation, using 'conduct after capture' techniques

Harnessing AI: 58
Artificial intelligence told us about the pandemic before the WHO knew about it, writes Stephane Martin

Societal disaster management p12

Gracie Broom

Supply chain surges p36

Gracie Broom

Cover story: Covid-19: A snapshot of fatality rates March 31 – May 9, 2020 (USA, UK, Italy, Spain, South Korea)

Cover image: Gracie Broom

Transformational technology 60
Susan Morgan asks us to question the long-term implications of deploying digital technology as a response to Covid-19

Infecting the truth 63
At a time when trust between government and the population is vital, Covid-19 presents a chance for fake news, disinformation and conspiracy theories to abound, reports Ørjan Karlsson

Communication and recovery 64
Exercises and training focus on responding to a crisis quickly, but they rarely consider how to deal with the situation that follows, writes Amanda Coleman

A humanitarian perspective 66
Andrew B Brown looks at how a faith-based INGO has kept its staff safe while helping to protect vulnerable communities

Healthcare

Delivering care in complex disasters 68
Planning a medical response must go beyond the immediate to address the long-term health care needs of affected communities, says Ayman S Jundi

Shifting the balance in medicine 70
Margaret Heffernan used to object to the idea of telemedicine because she thought it was less human and a denial of comfort in times of need. But, she says, she has changed her mind

EMS workers in hostile environments 74
Emergency Medical Service workers are exposed to aggression and violence in their daily operations, but they are not always prepared. A change in mindset is required, contends Christoph Lippay

Violence & extremism

Can we prepare for school shootings? 78
Attacks on students continue to happen sporadically throughout the world. Kjell Brataas takes a closer look at lessons learned

Tackling right-wing lone actors 81
We must hold a mature debate on home-grown terrorism and its causes, but society, governments and industry are turning a blind eye, says Florian Hartleb

Response

Superyachts in island disaster response .. 84
There is significant potential for superyachts to have an impact in island-based responses, say Grant Dawson and Michael Court

Online learning in lockdown 86
Anne Garçon contends that the need for local humanitarian action is greater than ever and the demand for easily accessible online learning is growing as people adjust to new ways of life

The future of emergency services 88
Next Generation 112 incorporates new technologies to revolutionise the work of emergency services, reports Beatriz Peon

The critical communications agenda 90
Mladen Vratonjić describes the work of the Critical Communications Association, which works to advance the quality of wireless communications

Drones and humanitarian missions 92
Drones can enhance the safety of citizens and responders and increase operational effectiveness. They are an essential part of the public safety response toolbox, according to Charles Werner

The drone threat landscape 94
Drones can bring innumerable benefits, but this could come at a price. Andrew Staniforth looks at the development of rules and systems to govern their use

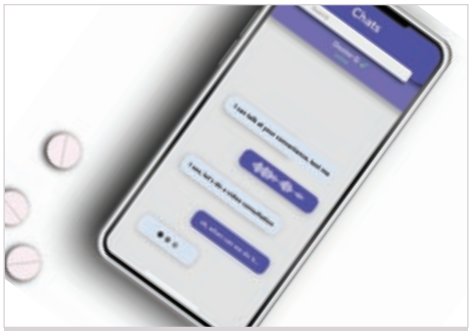
Regulars

Events 96
Frontline 98
Claire Sanders speaks to Chris Sheldrick, CEO and Founder of what3words, to find out how businesses and emergency services make use of its technology

Science on the front line p42

Thomas Kuhlenbeck | Ikon Images

Telemedicine innovation p70



Gracie Broom

comment

Crises have a way of exacerbating underlying vulnerabilities. Once the protective surface has been flayed from society, its pre-existing conditions are exposed and rendered more acute.

Authors in this edition warn how Covid-19 lays bare inequity, inequality and poverty; the virus is not indiscriminate. And when ingrained injustices reach a peak, righteous anger and frustration inevitably spill over into discord, presenting an opening for those who seek to profit from inflaming societal division.

The Covid-19 crisis – which has taken so many lives and wreaked such misery, fear and pain – raises questions about humanity's ability to work together against common, global threats. With a few notable exceptions, the virus seems to have caught governments on the back foot, illustrated by a failure to understand the full cascading consequences and potential systemic nature of a pandemic.

Perhaps the first mistake of many was an initial inclination to treat this as a 'health' emergency, failing to appreciate how interdependencies allow the virus to rampage across all layers of a society – from individuals and communities, to livelihoods, businesses, economies and supply chains – calling our very values and global models of co-operation into question.

Another glaring omission is evident – where is resilience? Why is the voice of emergency management unheeded by so many at the top levels of governance and the public alike? On p8, Eric Russell attempts to find answers, while on p42 Paolo Garonna explores how science and its global institutions have been devalued and exploited – to the extent of making them viewed as irrelevant in some quarters.

How are we going to cope when larger, more interconnected and destructive crises sweep our way? The answer must not lie in retreating into conflict and hostility. But we cannot come out of this as we were before, and this may be a good thing, as Marcus Coleman notes on p46. We can transform tragedy into opportunity for all. We can examine our global institutions, empowering them to act with authority and universal legitimacy, while maintaining vigilant oversight. We can place our resilience experts where they should be – trusted, experienced voices, whose knowledge is valued and respected at the very highest levels.

The alternative is to retreat into narrow, nationalistic opportunism, privilege and self-interest, sticking tiny plasters on the exposed, weeping wounds of our global society.

Surely we can do better than this?

Transformational tech in

Susan Morgan asks us to question the long-term implications of deploying digital technology as a response to Covid-19. Technology could play a helpful role in this current crisis, she says, but we need to be realistic about what it can and cannot do, nor should we jeopardise our agency, choice and rights to privacy

In these times of pandemic, technology has kept people connected, entertained, educated and working from home. But with little evidence, desperate governments see technology as critical to getting out of lockdown, through digital contact tracing and immunity passports, looking for it to play a role in economic recovery. What might the lasting impacts of far-reaching decisions made in pandemic haste be? Will we see a shift away from privacy, towards greater surveillance, as we saw after 9/11?

A decade ago, there was real optimism about technology's potential to transform society and genuine hope it could help push for democracy and open societies in some countries. This was epitomised by people across the Middle East using new connectivity to organise online in the push for radical change during the Arab Spring.

A large dose of reality has hit this early optimism. Autocratic and democratic governments learned how to harness the Internet for their own ends, or shut it down completely. Tech companies – viewed as saviours during the Arab Spring – now have powerful commercial interests and shareholders to satisfy.

With ever more people and things connecting online, effective analysis of big data is the new currency as all companies seek to move further into the information economy in search of growth.

The quote: "If you're not paying for the product you are the product," now seems rather quaint as data collection, analysis and prediction become the norm for products and services, whether free or otherwise.

Those early days of tech naïveté are well and truly over as more people start to understand the business models driving the tech industry. Witness the pushback against "surveillance capitalism" as coined by Shoshona Zuboff in her 2019 book. This has been driven by greater awareness of the negative impacts of this kind of data driven economy – from predictive retail modelling working out a teenager is pregnant before she has time to tell her parents, to the curated algorithmic systems spreading disinformation on social media.

We would be right to be wary of repeating the mistakes of a decade ago by being too optimistic about the ability of technology to help lead us to a brighter place.

Digital contact tracing apps and immunity passports have emerged as tools governments around the world are developing or deploying to help get people back to work until effective treatment or a vaccine become available. There are good reasons to be sceptical about the effectiveness of the apps. But there are also valid reasons to question the long-term implications of deploying the technology without effective legal safeguards to ensure the apps are their associated systems are designed to protect privacy. The emergence of employers as potential enforcers for these kinds of tools is another concern.

No universal panacea

It is tempting to view technology as a panacea that will enable people to resume their normal lives and for economies to recover. Well-known technology players such as Eric Schmidt and Vittorio Colao in the US and Italy respectively, are taking key roles that will shape the recovery after Covid-19. And there is potential for the crisis to be seen as an opportunity to create the conditions where established norms around privacy and data protection are significantly reshaped, for example, by requiring someone to have a phone app to use public transport.

Governments and companies have a poor track record in deserving trust when it comes to data. The Snowden revelations in 2013 showed that democratic governments such as the US and UK are willing to push the envelope on how data is collected and used. In several cases they were found to have broken the law. Some companies emerging into the Covid-19 landscape are viewed with suspicion. Palantir, which has been accused of a history of controversial contracts, entered into a partnership with the World Food Program (WFP) in 2019, prompting an open letter from international civil society calling on the WFP to reconsider the terms and scope of the agreement to mitigate the risk of serious harm.

> Governments and companies have a poor track record in deserving people's trust when it comes to data

Technology could have a role to play in helping us in the current crisis. But we must be realistic about its potential, and push for systems to be designed that will preserve our rights now and in the future.

Some of the early indicators are not promising. Despite the complexity, a lot is already known about the characteristics of systems that would respect existing privacy and data protection norms, such as confining data use to a definite purpose and automatically

Max 776 | 123rf

times of pandemic

destroying the data once the purpose is met. But the UK Government's stated position in May 2020 was that it would keep the data for further research.

Health data is extremely sensitive and it would need to be encrypted and anonymised. But anonymisation is very hard to achieve. For example, in early March, the Korea Centres for Disease Control and Prevention (KCDC) issued guidance to local and central government in South Korea limiting the information to be made publicly available. This followed several instances where members of the public had been able to identify individuals and discover their personal details.

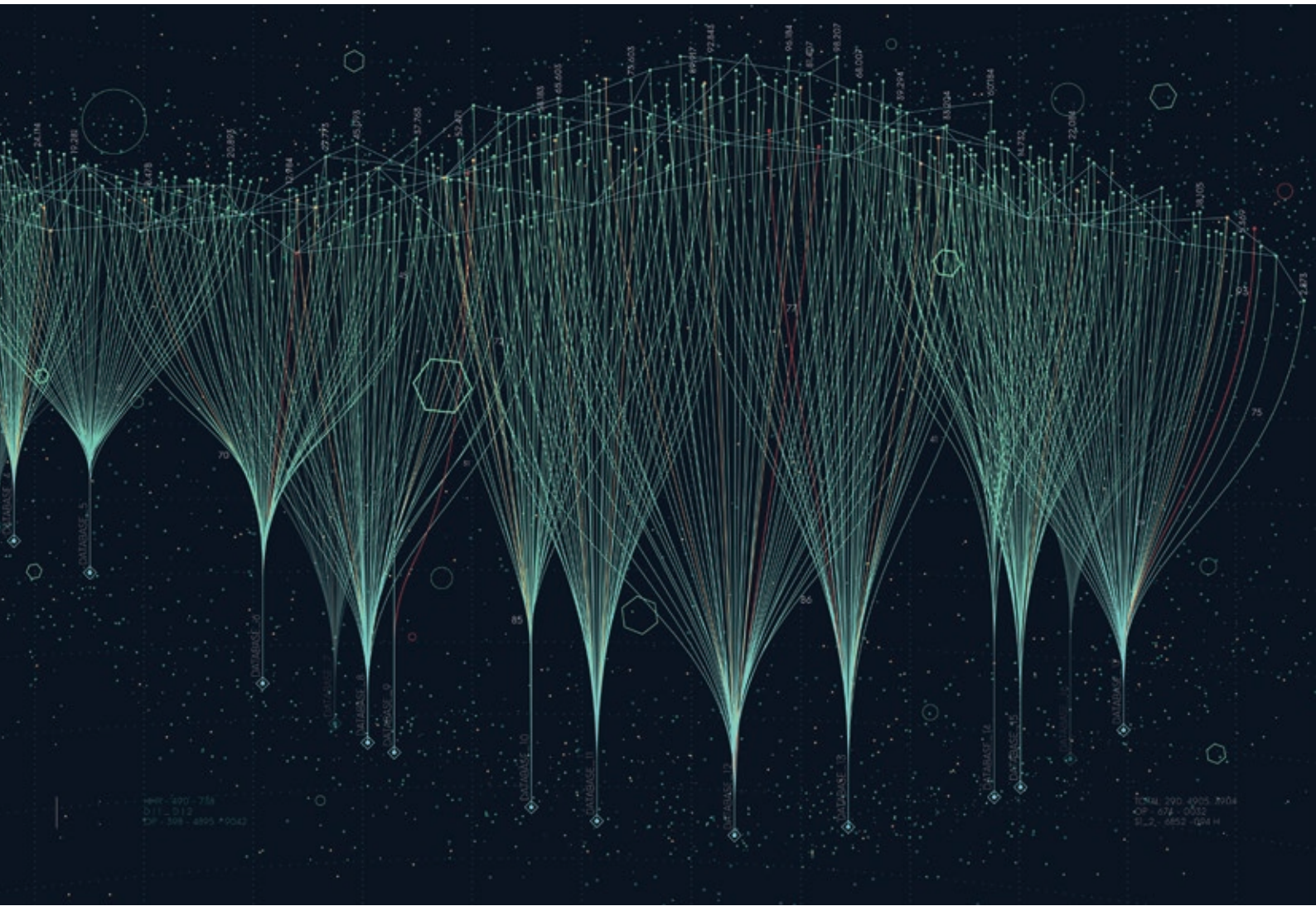
The DP3T project in Europe, creating a decentralised tracing solution that protects privacy, is to be welcomed, as is collaboration between Google and Apple to create a contact tracing infrastructure using Bluetooth that would not store identifying data or track location. But we should be cognisant of how this could further consolidate their existing, considerable power.

The emerging consensus is that the best option is a decentralised model for contact tracing apps. But the UK Government has trialled the release of a centralised version. To comply with privacy norms, the use of digital contact tracing apps should be voluntary. But this could make the apps ineffective because of the high take-up (around 60 per cent) that is needed for the system to work. This may be why, on May 1, 2020, the Indian Government mandated the use of the Aarogya Setu app for all public, private and military employees.

It is legitimate to explore ways technology can help us manage and escape the crisis. However, rather than seeing tech as a cure-all, we should look for ways to use it to our benefit without jeopardising our agency, choice and rights to privacy. CRJ

Author

SUSAN MORGAN *is a freelance consultant working at the intersection of technology, human rights and society. She was the first Executive Director of the Global Network Initiative*



CRISIS RESPONSE

JOURNAL | WEBSITE | EVENTS | SOCIAL MEDIA | NETWORKING | BUSINESS DEVELOPMENT

MULTIPLY

the force of your business

Open doors to the people you really want to meet. **Influence your market** and **build your brand awareness**, across the global crisis and emergency response fields.

Key Network Partnership:

We call them Key Network Partnerships. Because you're not just becoming a partner of ours – but leveraging access to our entire global network. It's about connecting you with the right decision-makers. We open doors and introduce you to the right people, with the power to transform the next phase of your business development. And it's about intelligently marketing your business, to your target audience, across our global platforms. Extending your reach, increasing your exposure and driving your brand awareness.

Call CRJ today about becoming a Key Network Partner on **+44 (0)203 488 2654**

PROTECTION | PREVENTION | PREPAREDNESS | RESPONSE | RESILIENCE | RECOVERY

www.crisis-response.com

LTD

Strategic Solutions for Global Issues

CRISIS MANAGEMENT
LIMITED

Our experienced multi-national team bring years of expertise in all aspects of Resilience, Crisis Management, Policing and Security services, making Crisis Management Limited a key resource for any level of related work, whether at a local, national or international level across public, private or voluntary sectors.

We do not believe in 'off the shelf' solutions but seek to work with all clients to ensure bespoke services that meet clients' needs and expectations. No projects are too small or too large.

Our multi-disciplined team has vast experience across all sectors and continents. Our experts have the flexibility to provide support at State or Government level for long term work, as well as bespoke niche work on a smaller scale and for short periods. The can-do approach of our team means that we can provide support at short notice if required.

- International Experience
- Bespoke Service
- Flexibility
- Customer Focus
- Communication Expertise
- Breadth of experience

www.crisismanagementlimited.com
info@crisismanagementlimited.com

CONSULTANCY | TRAINING | MENTORING | CRISIS COMMUNICATIONS | STRATEGIC COMMUNICATIONS | PUBLISHING