



Training Support Package

159-T-0001

15 March 2008

A Military Guide to Terrorism in the Twenty-First Century

Lesson 1: Learning Activity 1 to 7 Awareness Training



US Army
Training and Doctrine Command
TRADOC Intelligence Support Activity (TRISA)-Threats

Contemporary Operational Environment
and Threats Integration Directorate



Training Support Package

159-T-0001

15 March 2008

◆ Understand Combating Terrorism and Scope of TSP 159-T-0001

Learning Activity 1 Awareness Training



US Army
Training and Doctrine Command
TRADOC Intelligence Support Activity (TRISA)

Contemporary Operational Environment
and Threats Integration Directorate



This learning activity is an orientation on:

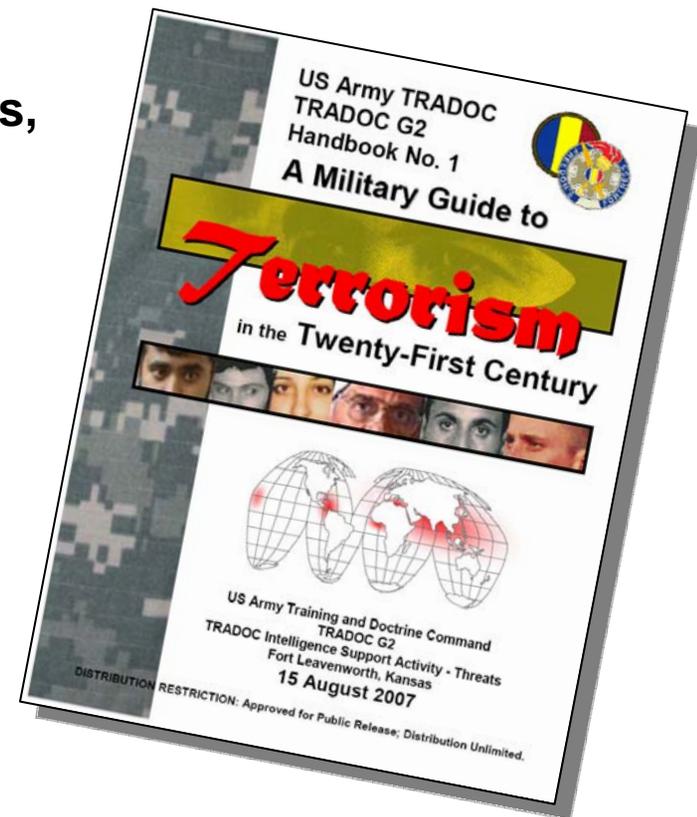
- ◆ **Introduction and The Problem**
- ◆ **Contemporary Operational Environment**
- ◆ **PMESII + PT**
- ◆ **Handbook No. 1**
- ◆ **Threat and Opposing Force (OPFOR)**
- ◆ **Scope of the TSP**
- ◆ **Challenging Threats and Terrorist Vulnerabilities**
- ◆ **Red Team and Assessing Threats**
- ◆ **TRADOC G2 Terrorism Handbook Series**



Learning Activity

Introduction

- ◆ ***A Military Guide to Terrorism in the Twenty-First Century*** is a reference guide prepared under the direction of the US Army Training and Doctrine Command.
- ◆ Compiled from open source materials, this handbook promotes a “Threats” perspective and simplified enemy situational awareness of US strategies and operations in combating terrorism.
- ◆ This informational handbook supports institutional training, professional military education, and operational missions for US military forces in the War on Terrorism (WOT).





Learning Activity

The Problem

- ◆ How does terrorism impact on US military forces in the conduct of operations and institutional support?
- ◆ What measures exist to minimize terrorist action in the contemporary operational environment?



- ◆ A common situational awareness by US military forces considers three principle venues for armed forces:
 - ◆ forces that are deployed,
 - ◆ forces that are in transit to or from an operational mission,
 - ◆ forces that are primarily installation or institution support.



Learning Activity

COE

- ◆ The US Department of Defense (DOD) defines operational environment (OE) as a composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander.
- ◆ The US Army builds on this DOD definition of OE and further defines a mission setting for the current or the near-term future circumstances – the Contemporary Operational Environment (COE).

Contemporary Operational Environment

The contemporary operational environment (COE) is the realistic combination of current and near-term operational environment variables with a capabilities-based composite of potential adversaries to create a wide array of conditions necessary for full spectrum training and leader development.

Definition as of 29DEC07

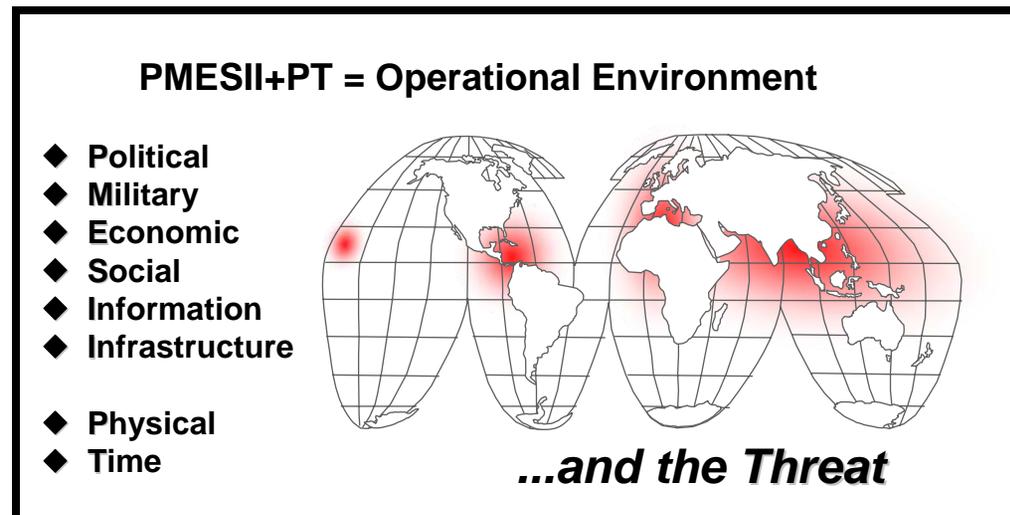


Learning Activity

PMESII+PT

◆ To understand the complex interactions of the Operational Environment (OE), a framework of systems assists in assessing and gaining situational awareness. Joint doctrine uses systems of Political, Military, Economic, Social, Infrastructure, and Information (PMESII) to shape and conduct missions.

◆ PMESII and other variables such as physical environment and time (PMESII+PT) affect circumstances and information operations throughout the domains of air, land, sea, and space.



◆ The cyber domain is key to information operations or propaganda.



Learning Activity

Handbook No.1 Purpose

- ◆ This U.S. Army TRADOC G2 handbook serves as an unclassified resource to inform US military members on the nature of terrorism.
- ◆ The intention is to create situational awareness and understanding of current terrorism capabilities and limitations, and complement the deliberate processes of:



- ◆ military risk management,
- ◆ protection of the force,
- ◆ mission orders conduct,
- ◆ leader decisionmaking.

- ◆ From a “Threats” perspective, terrorism capabilities and limitations indicate possible or probable types of threat action that may be directed against US military members, organizations, and activities.



Learning Activity

Threat and Opposing Force (OPFOR)

◆ This handbook is an awareness tool for real world threats or an opposing forces (OPFOR) used as conditions for training readiness.

◆ ***Know the Enemy!***

◆ Compiled from open sources, this “threats” perspective presents an expected enemy situational understanding of US strategies, principles, and practices in combating terrorism.





Learning Activity

Scope of the TSP

- ◆ Terrorism is a significant operational condition for US military forces in the twenty-first century.
- ◆ Published mainly for US military forces, probable enemy knowledge and insight apply also to interdepartmental, interagency, intergovernmental, non-governmental organizations, and other private or volunteer civilian organizations.



This training support package complements Level I antiterrorism training and can support Level II, Level III, and level IV antiterrorism program training and education, as well as assist review and improvement of force protection measures.



Learning Activity

Challenging Threats

- ◆ Terrorism ranges from individual acts of wanton damage and destruction to property or person, to highly sophisticated operations supported by transnational networks in the contemporary operational environment (COE).
- ◆ The most significant threats to US security are terrorist organizations and groups with global reach capabilities seeking to acquire and use materiel for weapons of mass destruction (WMD).
- ◆ The *US National Defense Strategy* identifies four types of challenging threats.
- ◆ The nature of this environment is a war against extremists that advocate the use of violence to gain control over others, and in doing so, threaten our US way of life.

Challenging Threats

- ◆ Traditional
- ◆ Irregular
- ◆ Catastrophic
- ◆ Disruptive



Learning Activity

Terrorist Vulnerabilities

- ◆ The United States targets eight major terrorist vulnerabilities.
- ◆ The US intent is to maintain the initiative and determine the tempo, timing, and direction of military operations.



- ◆ Engagement among significant actors in the COE can span formal nation-state representatives to the impact of individual combatants and noncombatants on a farmer's field, remote ridgeline, or city alley.

Terrorist Vulnerabilities

- ◆ Ideological Support
- ◆ Leadership
- ◆ "Foot Soldiers"
- ◆ Safe Havens
- ◆ Weapons
- ◆ Funds
- ◆ Communications and Movement
- ◆ Access to Targets

Source: National Defense Strategy, March 2005

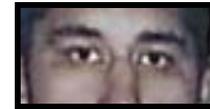


Learning Activity

Red Team

◆ Red Teaming is a concept to analyze and appreciate adversary and enemy thinking, planning, and action.

◆ To best apply Red Teaming programs, red team members must be able to:



- ◆ Understand the thoughts and motivations of adversaries with different cultural, social, and political backgrounds,
- ◆ Assess and analyze adversary intentions and actions,
- ◆ Project ways to preclude, dissuade, defeat, destroy, or counter adaptive US forces, and
- ◆ Interact with friendly force leaders and military decisionmakers to recommend ways to counter the Threat.



Learning Activity

Assessing Threats

- ◆ Understanding the rationale of a terrorist involves detailed study of different cultural decisionmaking, societal norms, and ideological conviction.
- ◆ The war on terrorism is often asymmetric in nature.
- ◆ A proactive strategy by the United States will remain direct and continuous, and use every instrument of national power – diplomatic, economic, law enforcement, financial, information, intelligence, and military – to degrade, disrupt, defeat, and Destroy terrorist organizations.

Assessing the Threat

- ◆ Mapping the Threat
- ◆ Analyzing Networks
- ◆ Planning Actions
- ◆ Determining Metrics
- ◆ Tracking Actions
- ◆ Evaluating Outcomes
- ◆ Adapting Methods
- ◆ Improving Results



Learning Activity

TRADOC G2 Terrorism Handbooks and TSP

- ◆ Supplemental handbooks complement TRADOC G2 Handbook No.1, *A Military Guide to Terrorism in the Twenty-First Century*.
- ◆ Terror Case Studies
- ◆ Critical Infrastructure Threats
- ◆ Suicide Bombing
- ◆ Terrorism and WMD
- ◆ TSP 159-T-001 (2008)
- ◆ Handbook No. 1.05, *A Military Primer...*
“For Official Use Only” hip-pocket
- ◆ Handbook No. 1.06, *Kidnapping and Terrorism...*
TBP 2008





Learning Feedback

What three descriptions identify how Army forces will operate during the War on Terrorism?

- ◆ **Deployed Forces, In-transit Forces, or Institutional Support.**

What three elements describe the COE affect on military operations?

- ◆ **The contemporary operational environment creates conditions, circumstances, and influences that can affect military operations.**

What does the acronym PMESII+PT indicate in aspects of the COE?

- ◆ **PMESII+PT lists elements of Political, Military, Economics, Social, Information, Infrastructure, and Physical [environment] and Time.**



Learning Summary

- ◆ **This training support package complements Level I antiterrorism training and can support Level II, Level III, and Level IV antiterrorism program training and education, as well as assist review and improvement of force protection measures.**
- ◆ **Army TRADOC G2 Handbook No.1, *A Military Guide to Terrorism in the Twenty-First Century*, (Version 5.0) presents a “Threats” perspective and reference guide based on open-sources of foreign and domestic terrorism.**
- ◆ **The operational environment (OE) is a composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander.**



Learning Summary

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Training Support Package

159-T-0001

15 March 2008

◆ Understand Terrorism in the Contemporary Operational Environment (COE)

Learning Activity 2 Awareness Training



US Army
Training and Doctrine Command
TRADOC Intelligence Support Activity (TRISA)-Threats

Contemporary Operational Environment
and Threats Integration Directorate



This learning activity is an orientation on:

- ◆ **Face of Terrorism**
- ◆ **Defining Terrorism**
- ◆ **Vectors of Action**
- ◆ **Objective**
- ◆ **Insurgency and Guerrilla Warfare**
- ◆ **State Sponsors of Terror**
- ◆ **Other Forms of Terror**



Learning Activity

Face of Terrorism

“America is at War...the grave challenge we face – the rise of terrorism fueled by an aggressive ideology of hatred and murder, fully revealed to the American people on September 11, 2001.”

National Security Strategy March 2006



- ◆ **Foreign or Domestic -- International or Transnational**
- ◆ **Strategy - Campaign - Tactic...The fundamental aim of terrorism is its psychological effect on people and the decisions that result.**
- ◆ **Impact on national, regional, and global populations.**



Learning Activity

Defining Terrorism

◆ DoD Definition of *Terrorism*:

The calculated use of unlawful violence or threat of unlawful violence to inculcate fear; intended to coerce or to intimidate governments or societies in the pursuit of goals that are generally political, religious, or ideological.



- ◆ Terrorism is a violent act outside the normal bounds of civil law or conventional military conduct.
- ◆ The enemy is terrorism – premeditated, politically motivated violence that aims at subverting the rule of law and replacing it with rule by fear.



Learning Activity

Vectors of Action

- ◆ A way to frame terrorism in the context of a contemporary operational environment is to consider vectors of political, psychological, violent, and deliberate actions.
- ◆ Political - *“The ultimate goals of terrorism are political...”*
- ◆ Psychological - Terrorist acts intend to cause a negative psychological effect on a target. Acts may be aimed at a target audience other than the actual victims of the terrorism.
- ◆ Violent - Violence intends to produce a desired physical effect and can contribute to a psychological effect of fear or anxiety.
- ◆ Deliberate - Victim or target selection can appear random or unprovoked, but analysis usually identifies that attacking a target was premeditated in conjunction with a terrorist objective.



Learning Activity

Objective

- ◆ A standard military definition of *objective* is – “The clearly defined, decisive, and attainable aims which every military operation should be directed towards.”
- ◆ Terrorist networks may apply tactical and operational outcomes to enhance strategic terrorism aims.
- ◆ US military forces will always have some degree of vulnerability to terrorist operations. Terrorism is a pervasive risk.



On Patrol

“The dispersion all over the world, after 1992, of the jihadist-salafists formerly concentrated in Kabul [Afghanistan] and Peshawar [Pakistan], more than anything else, explains the sudden, lightning expansion of radical Islamism in Muslim countries and the West.”

Jihad: The Trail of Political Islam



Learning Activity

Insurgency and Guerrilla Warfare

- ◆ Terrorism is often linked to an insurgency or guerrilla warfare, but is not necessarily a tactic or technique required of an insurgency or guerrilla campaign.
- ◆ The deliberate choice to use terrorism considers its effectiveness in inspiring further resistance, destroying government efficiency, and mobilizing support.
- ◆ Terrorism relies on public impact, and will often avoid connotation of terrorism, but will promote an image of just cause and action.

Insurgency:

(JP 1-02) (NATO)

An organized movement aimed at the overthrow of a constituted government through the use of subversion and armed conflict.

Guerrilla Warfare:

(JP1-02) (NATO)

Military and paramilitary operations conducted in enemy-held or hostile territory by irregular, predominantly indigenous forces.



Learning Activity

Related Terrorism Issues

- ◆ Terrorists may not usually attempt to challenge government military forces directly, but act to create public perceptions of an unjust, ineffective or illegitimate government.
- ◆ Insurgency and guerrilla warfare may actively target noncombatants.
- ◆ Some insurgencies and guerrilla campaigns consider police and security personnel, in addition to military forces, as combatants rather than civilians.

Related Definitions

Terrorist: (JP 1-02)

An individual who uses violence, terror, and intimidation to achieve a result.

Counterterrorism: (JP 1-02)

Offensive measures taken to prevent, deter, and respond to terrorism.

Antiterrorism: (JP 1-02)

Defensive measures used to reduce the vulnerability of individuals and property to terrorist acts, to include limited response and containment by local military forces.



Learning Activity

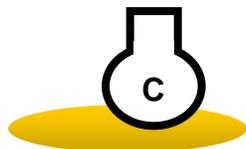
State Terror

◆ State terror is sometimes referred to as “terror from above” where a government terrorizes its own population to control and repress them. These actions are acknowledged policy of the government and apply official institutions such as the judiciary, police, military, and other government agencies.

◆ Examples include Stalin’s purges of the 1930s that terrorized an entire Soviets population for decades, and



◆ Nazi Germany during the 1930s-1940s that aimed at the deliberate destruction of political dissonant groups, intimidation of nations and regional states, and genocide.



◆ A more recent example is Saddam Hussein’s use of chemical weapons on his own Kurdish population in Iraq.



Learning Activity

State Sponsors of Terror

State directed terror may come from a terrorist group operating as a direct agent of the government.

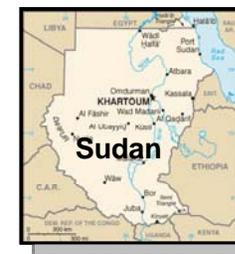
The US Department of State declares that:

- ◆ Iran is the most active state sponsor of terrorism with extensive funding, training, and weapons.
- ◆ Syria and Iran routinely provide safe haven, resources, and guidance to terrorist organizations.



Other state sponsors of terrorism are:

- ◆ North Korea
- ◆ Sudan
- ◆ and Cuba.





Learning Activity

Other Forms of Terror

- ◆ **Non-State supported terror describes a terrorist group that operates autonomously and receives no support from any government.**
- ◆ **Terrorism threats range non-state transnational networks with global reach capability such as al-Qaida, terrorist cells affiliated with regional or international aims, or individual self-radicalized and unaffiliated terrorists with single issue agendas.**
- ◆ **The Aum Shinrikyo cult in Japan is an example of non-state supported terrorist organization.**



Tokyo Sarin Attack



Oklahoma City Attack

- ◆ **Timothy McVeigh is an example of a terrorist with no organizational affiliation.**



Learning Feedback

- ◆ *What is the US Department of Defense definition of “terrorism”?*

The calculated use of unlawful or threat of unlawful violence to inculcate fear; intended to coerce or to intimidate governments or societies in the pursuit of goals that are generally political, religious, or ideological.

- ◆ *What is a fundamental aim of terrorism?*

The fundamental aim of terrorism is its psychological effect on people and the decisions that result.



Learning Summary

- ◆ **The five state sponsors of terror, according to the US Department of State are:**

Iran, Syria, North Korea, Sudan, and Cuba.

- ◆ **Three levels of non-state terrorist organizations are:**
 - ◆ **Transnational networks with global reach,**
and
 - ◆ **Regional or international networks,**
and
 - ◆ **Lone individuals or unaffiliated terrorists.**



Learning Summary

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Training Support Package

159-T-0001

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◆ Understand Terrorist Motivations and Behaviors

Learning Activity 3 Awareness Training



US Army
Training and Doctrine Command
TRADOC Intelligence Support Activity (TRISA)-Threats

Contemporary Operational Environment
and Threats Integration Directorate



This learning activity is an orientation on:

- ◆ **Terrorist Motivations and Behavior**
- ◆ **Terrorist Goals and Perceived US Vulnerabilities**
- ◆ **Operational Intent of Terrorism**
- ◆ **Motivational Categories**
- ◆ **Influence of Ideology: Political-Religious-Social**
- ◆ **Domestic and Indigenous Terrorism**
- ◆ **International and Transnational Terrorism**
- ◆ **Individual and Group Behaviors**
- ◆ **Organizational Behaviors**



Learning Activity

Terrorist Motivation and Behavior

- ◆ Al-Qaida and its loose confederation of affiliated movements remain the most immediate national security threat to the United States and a significant security challenge to the international community...intent to mount large-scale spectacular attacks ...current approach focuses on propaganda warfare – using a combination of terrorist attacks, insurgency, media broadcasts, Internet-based propaganda, and subversion to undermine confidence and unity in Western populations and generate a false perception of a powerful worldwide movement.

US Department of State *Country Reports on Terrorism 2006* April 2007





Learning Activity

Terrorist Goals

- ◆ Understanding the goals of the enemy promotes an active approach to analyzing the transfer of goals to objectives, and objectives into operational plans and actions.
- ◆ Goals of individual terrorists and terrorist organizations differ throughout the world and range from regional single-issue terrorists to the aims of transnational radicalism and ideology.
- ◆ The fundamental aim of terrorism is its **psychological effect** on people and the decisions that result.

...But our war with America is fundamentally different, for the first time priority is defeating it economically. For that, anything that negatively affects its economy is considered for us a step in the right direction on the path to victory. Military defeats do not greatly effect how we measure total victory, but these defeats indirectly affect the economy which can be demonstrated by the breaching of the confidence of capitalists and investors in this nation's ability to safeguard their various trade and dealings.'

Abu Mus'ab al-Najadi
October 2005



Learning Activity

Perceived US Vulnerabilities

◆ Many terrorist organizations view the US as particularly vulnerable to the psychological impact generated by terror tactics.

◆ Terrorist groups are likely to try capitalizing on what they may perceive as vulnerabilities. Beliefs may include:



◆ ... US is extremely casualty averse?

◆ ... US policy makers are overly influenced by public opinion?

◆ ... US economic performance is perception driven?

◆ ... US cannot sustain long term efforts or exhibit public sacrifice in pursuit of national goals?



Learning Activity

Operational Intent of Terrorism

◆ Terrorism is primarily a psychological act that communicates through **violence** or the **threat** of violence.

◆ A terrorist operation will often have the goal of manipulating popular perceptions, and will achieve this by influencing or dictating media coverage.



◆ Terrorist action will continue to attempt events that:

◆ cause mass casualties,

◆ damage economies,

◆ fracture US alliances, coalitions, and partnerships, and

◆ break public resolve.





Learning Activity

Motivational Categories

◆ Motivation categories describe terrorist groups in terms of their goals or objectives. Some common motivational categories are:



Beslan Hostage Crisis

◆ Separatist - Seek separation from existing governance entities through independence or political autonomy.

◆ Ethnocentric - Race is defining characteristic of a society and promotes attitude that a particular group is superior.

◆ Nationalistic – Promote cultural or patriotic theme to identity purpose of unity and split from a controlling government.

◆ Revolutionary - Overthrow of an established order and replace governance with a new political or social structure.



Learning Activity

Influences of Ideology

◆ Ideological categories describe the political, religious, or social orientation of the group.

◆ Violence used in support of an ideology can be:

◆ Discriminate. An example is the revolutionary group 17 November in Greece focused on anti-Greek, -US, -Turkey, and -NATO targets.



Taliban Execution at a Sports Event

◆ Indiscriminate. al-Qaida in Iraq or the Taliban in Afghanistan terror includes the death-injury to large numbers of civilians.

“Approximately 58,000 individuals worldwide were either killed or injured by terrorists in 2006...well over 50 percent of the victims were Muslims, and most were victims of attacks in Iraq.”

NCTC Reports of Terrorism Incidents – 2006, April 2007



Learning Activity

Political Ideology

◆ **Revolutionary** - Seek to overthrow an established order and replace it with a new form of social, economic, or political structure.

◆ **Right Wing** - Are sometimes described as reactionaries. Fascism or neo-Nazi associations are extreme examples.



**Shining Path
in Peru**

◆ **Left Wing** - Are sometimes referred to as radicals. Extreme examples are socialist or variants of communism such as a Maoist or a Marxist-Leninist political tradition.

◆ **Anarchists** - Are anti-authority or anti-government and support individual liberty, and voluntary association of cooperative groups.



Learning Activity

Religious Ideology

- ◆ Religious - Religions experience extremists and extremism.

“Today’s extreme Islamist groups such as al-Qaida do not merely seek political revolution in their own countries. They aspire to dominate all countries. Their goal is a totalitarian, theocratic empire to be achieved by waging perpetual war on soldiers and civilians alike.”



Honorable Michael Chertoff
Secretary of Homeland Security

Jemaah Islamiyah (JI) is an Indonesia-based Islamic extremist group with a stated goal to create an Islamic state or caliphate encompassing Malaysia, Singapore, Indonesia, Brunei, the southern Philippines, and southern Thailand.

- ◆ Cults exist too, and can distort what actions are acceptable to further quasi-religious or unorthodox viewpoints.



Learning Activity

Social Ideology

◆ Social and Special Interest groups include *extremism* in:

◆ Ethnocentric groups may use race as a defining issue to build a sense of superiority over other ethnic or racial groups. Examples include the Ku Klux Klan or Aryan Nation.



Ku Klux Klan



Aryan Nations

◆ Animal Rights extremism is a significant US domestic terrorism threat. Autonomous cells or individuals conduct economic sabotage and property destruction.

◆ Environmental Rights extremism is a significant US domestic terrorism threat. autonomous cells or individuals conduct economic sabotage and property destruction.



Earth Liberation Front (ELF) Eco-Terror



Learning Activity

Social Ideology

More -- Social and Special Interests.

◆ **Abortion rights extremism can display terrorism in supporting parenthood options or the right of life to a human embryo and fetus.**



Eric Rudolph

◆ **Domestic militia groups, criminal gangs, and an increasing appearance of international gangs and activities in US communities, prisons, and across international borders demonstrate the ability of groups to use terror in advancing their influence and power.**



MS-13

◆ **One example is *Mara Salvatrucha* (MS13) that has its origin in El Salvador criminal gang activity. Tactics and some of its actions fit the profile of terrorism rather than just traditional gang crime.**



Learning Activity

Domestic or Indigenous Terrorism

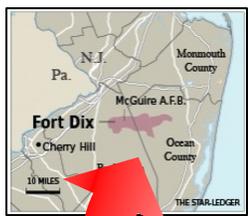
◆ “Home-grown terrorism” can describe terror conducted by native born or naturalized citizens of a State. Terrorists may or may not have direct association to a terrorist group they claim to support.

◆ Examples include:

◆ Timothy McVeigh and his bombing of the Murrah Federal Building in Oklahoma City, Oklahoma.



Search and Rescue



◆ ...individuals arrested in May 2007 for conspiring to attack US military members-facilities at Fort Dix.

“...we are witnessing here is kind of a brand new form of terrorism...They [terrorists] operate under the radar...they strike when they feel it is right whenever that might be.”

FBI SAIC



Learning Activity

International or Transnational Terrorism

- ◆ International can be visualized as terrorist activity that is primarily between two nations and their geographic location.
- ◆ International groups may operate in multiple countries, but retain a geographic focus for their activities. For example, Hizballah has several organizational cells worldwide and conducts operations in multiple countries, but is primarily concerned with political events in the region of Lebanon and Israel.
- ◆ Transnational is a more expansive realm of operating among multiple national geographic locations, and creating global impact with operational or strategic reach. al-Qaida and its affiliated groups are transnational. Their vision of domination is global.



Hizballah



al-Furqan Media Wing,
ISI/al-Qaida in Iraq.



Learning Activity

Individual and Group Behaviors

No “one profile” exists for a terrorist. Each situation should be analyzed on a case-by-case basis.

Similarities may be identified, but generalizations may be too simplistic in applying factors of analyses. Methods to compare and contrast both individuals and groups may include:

◆ Gender -- Is there a significant male or female presence in a group's acts of terror?

◆ Age -- Is there a preference or preclusion of using adults, adolescents, or children?

◆ Education -- Is there a noticeable signature in the level of formal education of terrorists within a group?

◆ Commitment – Are there primary, secondary, or tertiary themes for conducting terror?



Suicide Bombing



Learning Activity

Organizational Behaviors

Similar to individual and group behaviors, no “one profile” exists for organizational behavior. Each situation should be analyzed on an individual basis.

Methods of organizational comparison and contrast may include:

- ◆ **Secrecy and Loyalty.** Does a charismatic leader exist? Is there active support among the local-regional population?
- ◆ **Adaptive-Evolutionary Tactics.** Do TTP transfer easily among cells? Is suicide attack acceptable? Are suicide proxies a norm?
- ◆ **Association or Assimilation.** Are TTP discriminate-indiscriminate in their targets? What formal affiliations exist?





Learning Feedback

◆ *What will terrorists attempt to cause in current and future attacks?*

Terrorists will attempt to: cause mass casualties, damage economies, fracture US alliances and partnerships, and break public resolve.

◆ *What two main levels of violence are used by terrorist organizations depending on their objectives?*

Two main levels of violence are discriminate and indiscriminate acts of terror.

◆ *What are at least five different types of motivational category for terrorists?*

Five different types of motivational category for terrorist organizations are: separatist, ethnocentric, nationalistic, revolutionary, and anarchist.



Learning Summary

- ◆ ***“Today’s extremist Islamist groups such as al-Qaida...Their goal is a totalitarian, theocratic empire to be achieved by waging perpetual war on soldiers and civilians alike.”***

Honorable Michael Chertoff

- ◆ **International terrorism can be visualized as terrorist activities primarily between two nations and their geographic location.**
- ◆ **Transnational terrorism is a more expansive realm beyond international terrorism that operates among multiple geographic locations, and can create global impact with operational and strategic reach.**



Training Support Package

159-T-0001

15 March 2008

◆ Understand Terrorist Organizational Models

Learning Activity 4 Awareness Training



US Army
Training and Doctrine Command
TRADOC Intelligence Support Activity (TRISA)-Threats

Contemporary Operational Environment
and Threats Integration Directorate



This learning activity is an orientation on:

- ◆ **Adaptive Terrorist**
- ◆ **Organizational Models**
- ◆ **Levels of Commitment**
- ◆ **Levels of Support**
- ◆ **Cellular Structure**
- ◆ **Hierarchical and Networked Structure**
- ◆ **Types of Network Structure**
- ◆ **Ideological Affiliation and Organizational Affiliation**
- ◆ **Organizational Terrorist Training and Support Base**



Learning Activity

Adaptive Terrorist

◆ ***“Our [enemy] is proactive, innovative, well-networked, flexible, patient, young, technologically savvy, and learns and adapts continuously based upon both successful and failed operations around the globe.”***

Honorable Lee Hamilton
Homeland Security Advisory Council

◆ **Knowledge of current and emergent models of terrorist organization improves an understanding and situational awareness of terrorism in a contemporary operational environment.**





Learning Activity

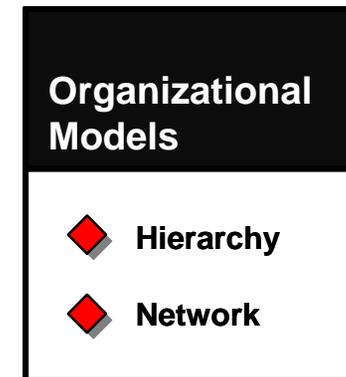
Organizational Models

- ◆ Terrorists will appear increasingly in small teams (cells) or even individuals. From an operational perspective, these are ‘micro-targets with macro-impact’ operating in the global exchange of people, data, and ideas.

- ◆ Two general categories of organization:
 - ◆ Hierarchy
 - ◆ Network

- ◆ A terrorist group may employ either type or a combination of the two models.

- ◆ The cell is the basic unit of organization in any of the model variations.





Learning Activity

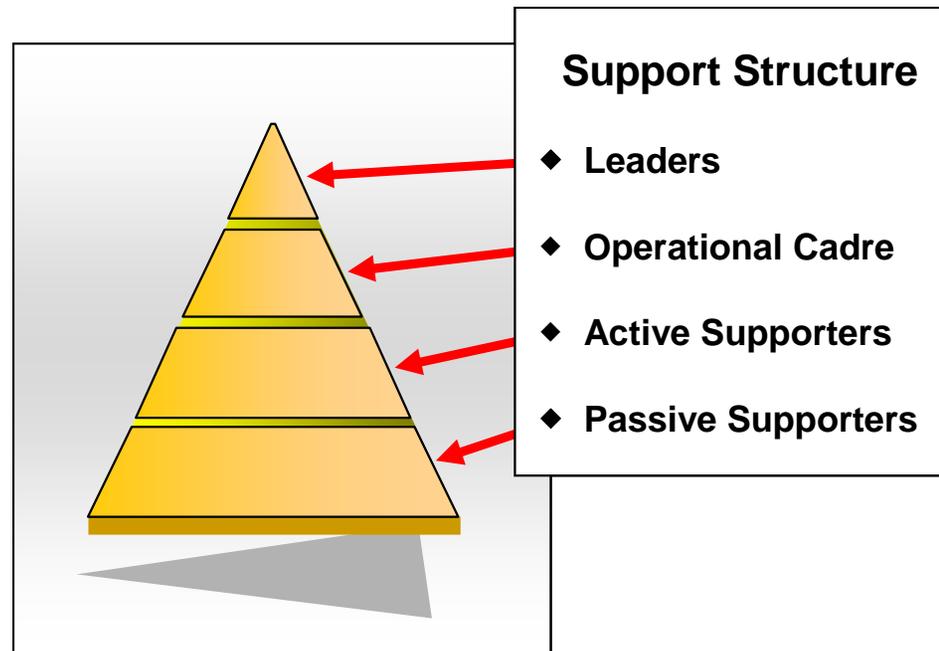
Levels of Commitment

◆ Different levels of commitment exist within an organization. One way of display is four levels of commitment consisting of passive supporters, active supporters, cadre, and leaders.

◆ The pyramid image is not intended as an organizational diagram, but indicates a relative number of people in each category.

◆ Some passive supporters may be unaware of their actual relationship to a terrorist organization.

◆ ...and the others?

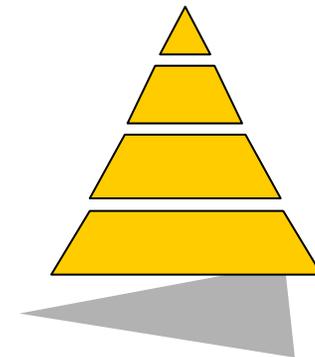




Learning Activity

Levels of Support

- ◆ Leaders provide direction and policy, approve goals and objectives, and provide overarching guidance for operations.
- ◆ Cadres are the active members who plan and conduct operations, and manage intelligence, finance, logistics, propaganda, and communications. Mid-level cadres tend to be trainers and technicians such as bomb makers, financiers, and surveillance experts. Low-level cadres are the bombers and similar direct action terrorists.
- ◆ Active Supporters can promote organizational aims of the group such as political, fund-raising, and propaganda acts.
- ◆ Passive Supporters are typically sympathetic to the announced goals and intentions of an overarching agenda, but are not committed enough to take an active role in terrorism.

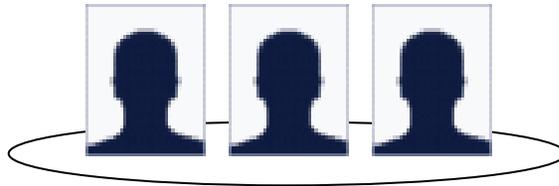




Learning Activity

Cellular Structure

- ◆ The cell is the smallest element at the tactical level of terrorist organization. Individuals, usually three to ten people, comprise a cell and act as the basic tactical component.



- ◆ Compartmenting functions within organizational structure makes it difficult for an adversary to penetrate the entire organization.

- ◆ *“...maximize effectiveness. By operating in cells (small groups that consist of one to several people), the security of group members is maintained. Each cell is anonymous not only to the public but also to one another. This decentralized structure helps keep activists out of jail and free to continue conducting actions.”*



Earth Liberation Front (ELF) homepage



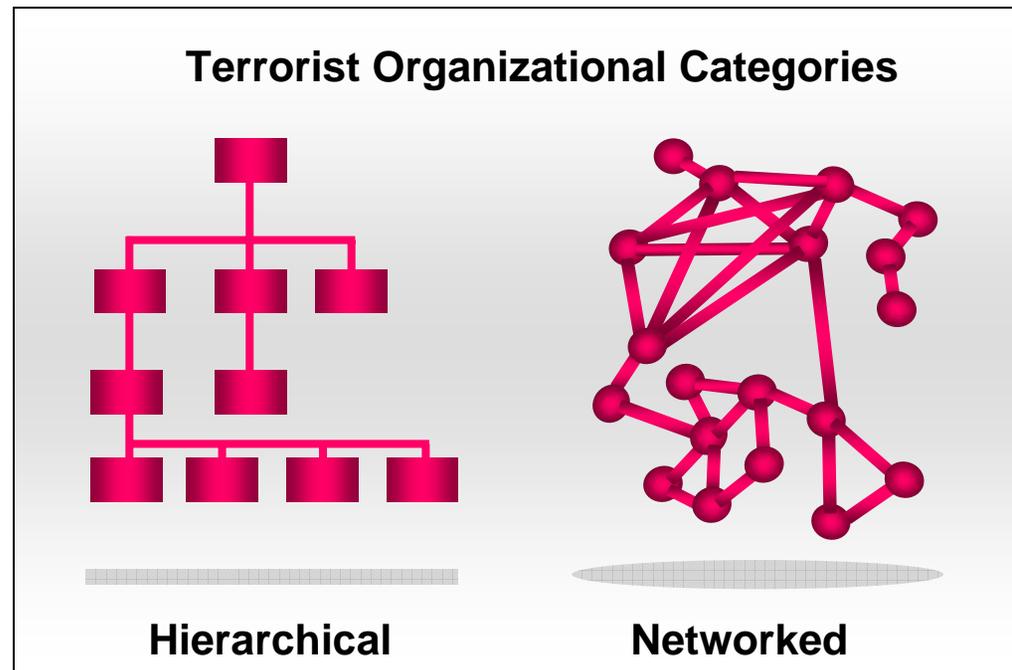
Learning Activity

Hierarchical Structure

◆ Two basic methods of organizational structure are hierarchical and networked models. A terrorist group may employ either type or a combination of the two models.

◆ Hierarchical structure organizations are those that have a well-defined vertical chain of control, command, and mission responsibilities.

◆ Hierarchical structures feature greater specialization in their cells such as intelligence, operations, and support.

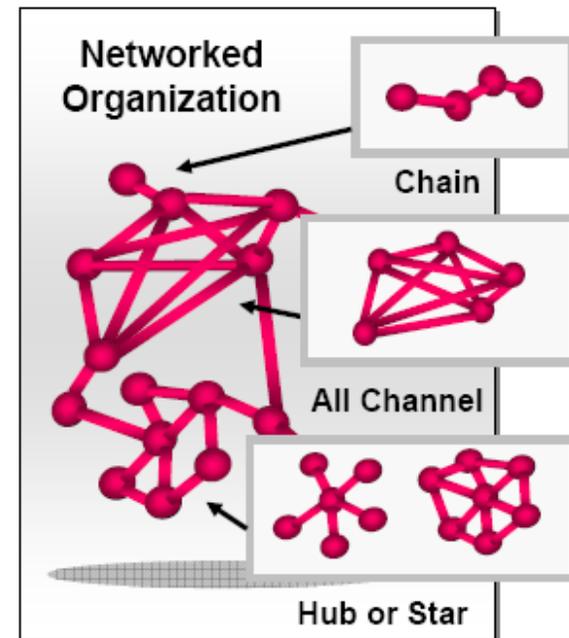




Learning Activity

Networked Structure

- ◆ Terrorists are increasingly using a broader system of networks than previously experienced and depend on loose affiliation with groups or individuals from a variety of locations.
- ◆ Individuals or cells are expected to use flexibility and initiative to conduct action in support of a unifying ideology, common goals or mutual interests.
- ◆ Avoiding unnecessary coordination or command approval for action provides terrorist leaders with the ability to deny responsibility of specified acts of terror, as well as enhance operational security.



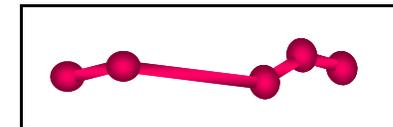


Learning Activity

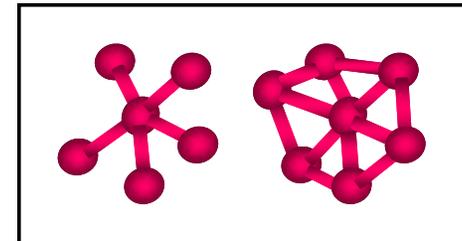
Types of Network Structure

◆ Three basic types: chain, hub-star, and all-channel. A terrorist group may also employ a hybrid structure that combines elements of more than one network type.

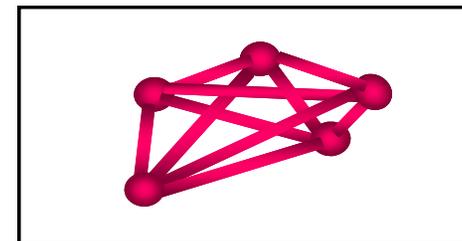
◆ **Chain.** Each cell links to the node next in sequence.



◆ **Hub and Star.** Cells communicate with one central element. The central cell need not be the leader or decision maker for the network.



◆ **All-Channel.** All nodes are connected to each other. Network is organizationally flat indicating there is no hierarchical command structure above it.

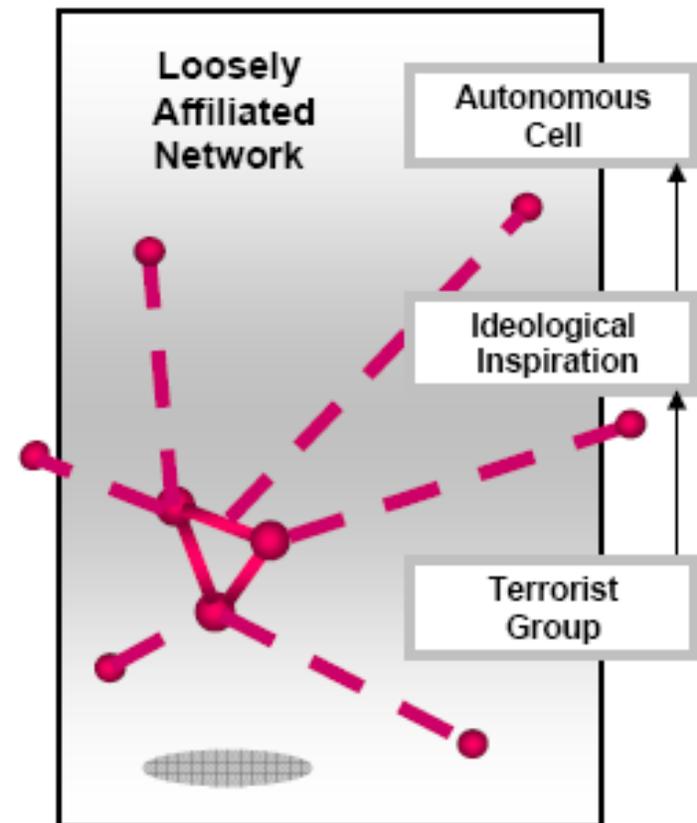




Learning Activity

Ideological Affiliation

- ◆ A variation on network structure is a loosely affiliated method using ideological intent, rather than any formalized command and control or support structure.
- ◆ Semi-independent or independent cells plan and act within their own means to promote a common ideology.
- ◆ Independent actors may act as individuals or small terror cells with a general inspiration of extremism in religious ideology, or demonstrate a specific issue such as domestic terrorism of Environmental Liberation Front (ELF) or Animal Liberation Front (ALF) movements.





Learning Activity

Terrorist Organizational Affiliation

- ◆ Categorizing terrorist groups by their affiliation with governments provides indications of their means for intelligence, logistics, operations, and access to types of weapons.
- ◆ US joint doctrine identifies three affiliations:
 - ◆ **Non-State Supported.** These groups operate autonomously, and receive no significant support from any government.
 - ◆ **State Supported.** These groups operate independently as a norm but receive support from one or more governments.
 - ◆ **State Directed.** These groups operate as an agent of a government with substantial support from the sponsoring government.





Learning Activity

Terrorist Training

- ◆ Training provides levels of proficiency with tactics and techniques, and knowledge useful to terrorist operations.
- ◆ Means include videotapes or Internet programs and provide expertise for a broad range of weapon systems. Practical field expertise allows shared observations and lessons learned.
- ◆ Some terrorists seek to obtain and use weapons of mass destruction (WMD). Potential means span a weapon system such as a nuclear bomb to a rudimentary improvised radiological device. Chemical and biological weapons have been used by terrorists.



Sniper



Chemical, Biological, Radiological, and Nuclear Weapons



Learning Activity

Organizational Support Base

- ◆ Association between or among terrorist groups increase their capabilities through the exchange of knowledge and other resources.
- ◆ Direct exchange occurs when one group provides another group with training, materiel, or experienced personnel not otherwise available to the group.
- ◆ Indirect transfer of knowledge occurs when one group carries out a successful operation and is studied and emulated by others.
- ◆ There are several types of support that provide information about a terrorist group's capabilities. These measures of magnitude consider the financial, political, and popular support for a group.



Money Laundering



Learning Feedback

◆ *What are the two main types of structure for terrorist organizations?*

The two main types of organizational structure for terrorist organization are: network and hierarchy.

◆ *What is the basic element of either organizational structure?*

The cell is the basic organizational structure, and is usually three to ten persons but can be as small as one person per cell.

◆ *What are four levels of support to a terrorist organization?*

Four levels of support to a terrorist organization are: leaders, cadre, active supporters, and passive supporters.



Learning Summary

- ◆ ***“Our [enemy] is proactive, innovative, well-networked, flexible, patient, young, technologically savvy, and learns and adapts continuously based upon both successful and failed operations around the globe.”***

Honorable Lee Hamilton

- ◆ **Three levels of support affiliation to terrorist organizations are: non-state supported, state supported, and state directed.**
- ◆ **Some terrorists seek to obtain and use weapons of mass destruction (WMD). Potential WMD means span a weapon system such as a nuclear bomb to a rudimentary improvised radiological device. Chemical and biological weapons have been used already by terrorists.**



Training Support Package

159-T-0001

15 March 2008

Understand Terrorist ◆ Targeting of US Army Forces

Learning Activity 5 Awareness Training



US Army
Training and Doctrine Command
TRADOC Intelligence Support Activity (TRISA)-Threats

Contemporary Operational Environment
and Threats Integration Directorate



This learning activity is an orientation on:

- ◆ **Terrorist Targeting**
- ◆ **Dynamics of COE**
- ◆ **US Military Forces and Operational Environments**
- ◆ **Influences on Targeting**
- ◆ **Identify Target Accessibility**
 - ◆ **Choose Symbolic Value**
 - ◆ **Demonstrate Organizational Capability**
 - ◆ **Delay of Prevent Movements**
 - ◆ **Reduce Operational Capability**
 - ◆ **Degrade Social Environment**
 - ◆ **Disrupt Economic Environment**
 - ◆ **Influence US Policy**



Learning Activity

Terrorist Targeting

◆ *“We are locked today in a war against a global extremist network that is fixed on defeating the United States and destroying our way of life...This foe will not go away, nor will he give up easily. And the next decade is likely to be one of persistent conflict. We are engaged in a long war.”*

General George Casey
US Army Chief of Staff

◆ Terrorist targeting of US military forces is a norm of the:

Contemporary
Operational
Environment.



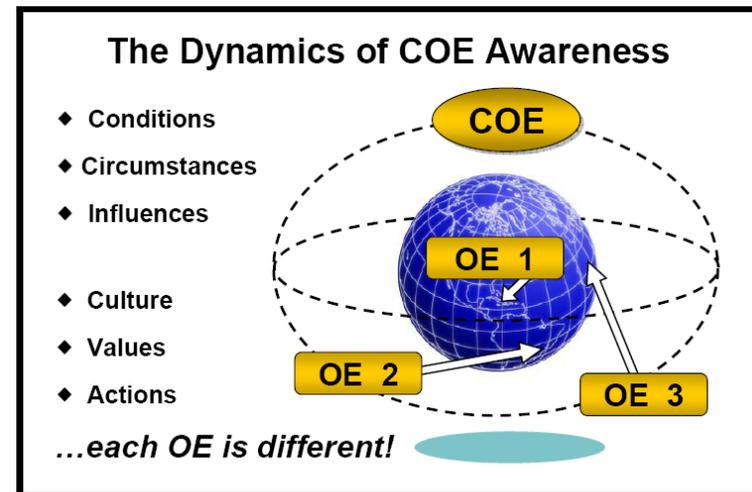


Learning Activity

Dynamics of COE

◆ Defining operational area and contemporary operational environment provides a setting of where and how particular threats may emerge.

◆ The contemporary operational environment (COE) is a combination of all critical variables and actors that affect military operations today and in the near term and mid term.



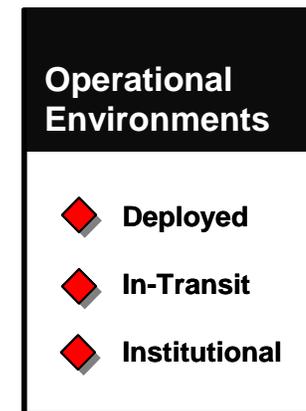
◆ Operational environment (OE) is a composite of the conditions, circumstances, and influences that affect employment of capabilities and bear on the decisions of the commander. This environment includes physical areas and factors of land, air, maritime and space, as well as the cyber domain of information.



Learning Activity

Operational Environments

- ◆ The US joint community use of a systems perspective on political, military, economic, social, information, and infrastructure (PMESII) components of several operational environments. Two additional domains complement this approach with an appreciation of varied physical environments such as geography-topography-hydrology and time (PMESII+PT).
- ◆ Situational awareness is a holistic analysis of the OE rather than a discrete assessment of a specific issue or action.
- ◆ Any model using PMESII+PT spotlights the complexity and uncertainty of the COE.
- ◆ Operational environments and US military forces can be assessed in three major groupings of: deployed, in-transit, or institutional forces.





Learning Activity

US Military Forces and OE

For this handbook –

- ◆ **Deployed Forces** are US military forces and individuals operating away from their permanent locations on either operational missions or training exercises.
- ◆ **In-Transit Forces** are US military forces and individuals preparing for or in the process of deployment and redeployment phases of an operational mission.
- ◆ **Institutional Forces** are active and reserve component garrisons, training and logistic facilities, and other activities or installations that do not deploy to accomplish their organizational mission.





Learning Activity

Influences on Targeting

- ◆ A principal consideration in terrorist targeting is the psychological impact of an attack on a selected audience.
- ◆ Many factors are considered by a terrorist in target selection, vulnerability analysis, and risk management before attacking a target.
- ◆ With a wide variety of terrorist motivations and goals, reasons to target and attack US military units, soldiers, or family members are equally varied.



The Pentagon



Pentagon 911 Damage

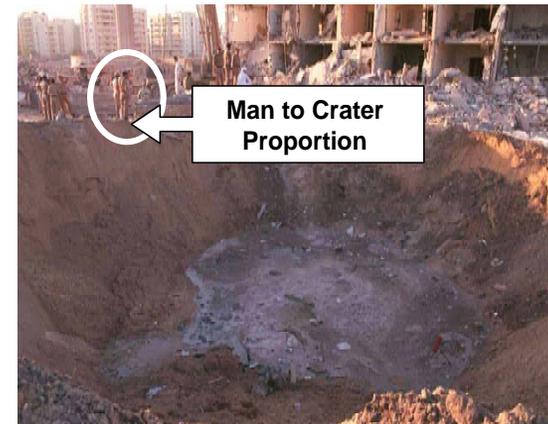
- ◆ Several common targeting rationales are as follow:



Learning Activity

Identify Target Accessibility

- ◆ Presence of military members, units, and activities in large numbers makes an inviting target.
- ◆ Presence of US forces in some regions of the world may offend particular political or religious sensibilities and can be presented as an ideological justification for terrorist attack.
- ◆ An example of terrorism is the Khobar Towers attack in Saudi Arabia. To Islamic fundamentalists, the presence of US military forces in Saudi Arabia is considered particularly offensive. In June 1996, a housing facility for US Air Force and other coalition personnel near Dhahran, Saudi Arabia was attacked with a large truck bomb. Terrorists could claim they caused military forces to relocate from this urban setting.





Learning Activity

Choose Symbolic Value

- ◆ Commitment of military forces is a significant indicator of national interest and carries major political consequences.
- ◆ Targeting military forces can often achieve a greater notoriety for terrorists than targeting civilian targets such as diplomats, commercial businessmen, or government officials and facilities.
- ◆ In 2005, rockets were fired at US Navy ships docked at Aqaba, Jordan. One rocket passed near the bow of the *USS Ashland* in the Red Sea port.
- ◆ Both the *USS Ashland* and its sister ship, the *USS Kearsarge*, left the port in response to the attack.



Twin Towers in NYC



USS Ashland



Learning Activity

Demonstrate Organizational Capability

- ◆ Terrorist action that demonstrates the capability to negate US military operations security and force protection can promote individual terrorist or organizational terrorist agendas when they attack US military forces.
- ◆ Senior military officials are often a target. In 1979, the Red Army Faction (RAF) attempted to assassinate General Alexander Haig, the Supreme Allied Commander in Europe and NATO, with a remotely controlled bomb placed in along the road he often traveled.
- ◆ Soldiers in their workplace can be a lucrative target. A suicide bomber gained entry to a military dining tent in Mosul, Iraq in 2004 and killed US soldiers, contractors, and Iraqi security members.



Mosul Dining Facility



Learning Activity

Delay or Prevent Movements

◆ Disruption of transportation may take place by sabotage or direct attack upon the unit being transported or its mode of transportation. Air, rail, maritime, or motor transportation means can be targeted from a unit point of origin, in staging areas, or at destinations.



Port of Los Angeles

◆ During the early days of Operation *Desert Shield* and preparation for the liberation of Kuwait, Iraq seized Kuwaiti citizens and hundreds of foreigners resident in Iraq and exploited them in the media as human shields. In one instance, about 350 passengers on a British Airways flight were held captive as the airplane attempted a refueling stop in Kuwait.



UK Child with Saddam Hussein



Learning Activity

Reduce Operational Capability

- ◆ Terrorists may target US military forces to reduce or remove a specific capability or impair effectiveness.
- ◆ Destroying facilities such as docks, airfields, refueling facilities, and cargo terminals at intermediate stops or at a final destination is another way for terrorists to reduce capabilities.
- ◆ The suicide boat bombing of the *USS Cole* in 2000 occurred while the ship was moored at a refueling point in Aden, Yemen.
- ◆ The ship was sailing to be part of a carrier battle group in the Gulf region.
- ◆ Following 14 months of repairs, the *USS Cole* rejoined the US Atlantic Fleet.





Learning Activity

Degrade Social Environment

- ◆ Terrorists prefer an environment that is chaotic. A fluid, poorly policed or uncontrolled situation often permits normally suspicious activities to go unnoticed or unaddressed.



**La Belle Discotheque
Bombing in Europe**

- ◆ Attacks on US military members at social gatherings can occur at clubs on military installations or during unit functions at private homes or commercial establishments away from installations.

- ◆ Attacks at commercial entertainment establishments such as bars, clubs and restaurants could be targeted because of the density of people from particular nations or presence of military personnel.



**Bali Night Club
and Street Bombing**



Learning Activity

Disrupt Economic Environment

- ◆ **Tensions of political, environmental, and economic impacts add to the specific damage or destruction of an incident. The terrorist suicide boat bombing in 2002 of the French tanker ship *Limburg* near Ash Shihr and east of Aden, Yemen spilled 90,000 barrels of oil into the ocean and contaminated 45 miles of coastline.**
- ◆ **One immediate economic impact of this boat attack of the *Limburg* was a maritime insurance increase in rates that tripled in the Yemeni area.**
- ◆ **Oil infrastructure is a significant issue as critical aspects of the oil industry may be vulnerable in the Middle East. Single points of failure in the infrastructure or denying critical services for a period of time could adversely impact on many of the world's economies.**



Refinery Fire



Learning Activity

Influence US Policy

- ◆ Terrorists can attack US military forces and cause a change in US foreign policy.
- ◆ Hizballah and Syrian sponsors were concerned that deployment of international peacekeeping forces into Lebanon in the spring of 1983 would reduce their freedom of action in the ongoing Lebanese Civil War.
- ◆ Suicide truck bomb attacks on the US Marine Corps and French Army barracks in October of 1983 killed 241 US Marines and 60 French soldiers. Combined with an earlier bombing campaign against the embassies of the US and other countries, the US withdrew its military forces from the area.



Bomb Damage in Beirut



Learning Feedback

- ◆ *When has a terrorist attack on US military forces appeared to have changed US foreign policy?*

One example is the bombing of the US Marine Corps billets in Beirut in 1983. Shortly after this bombing, US military presence in Lebanon was significantly reduced.

- ◆ *How can a terrorist identify target value?*
 - ◆ Choose Symbolic Value
 - ◆ Demonstrate Organizational Capability
 - ◆ Delay or Prevent Movements
 - ◆ Reduce Operational Capability
 - ◆ Degrade Social Environment
 - ◆ Disrupt Economic Environment
 - ◆ Influence US Policy



Learning Summary

- ◆ ***“We are locked today in a war against a global extremist network that is fixed on defeating the United States and destroying our way of life...This foe will not go away, nor will he give up easily. And the next decade is likely to be one of persistent conflict. We are engaged in a long war.”***

General George Casey

- ◆ **Commitment of military forces is a significant indicator of national interest and carries major political consequences.**
- ◆ **Terrorist attacks could target commercial entertainment establishments such as**

-- bars, clubs, and restaurants --

because of the density of people or presence of military personnel.



Learning Summary

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Training Support Package

159-T-0001

15 March 2008

Understand Terrorist ◆ Attack Threats to US Army Forces

Learning Activity 6 Awareness Training



US Army
Training and Doctrine Command
TRADOC Intelligence Support Activity (TRISA)-Threats

Contemporary Operational Environment
and Threats Integration Directorate



This learning activity is an orientation on:

- ◆ **Forms of Terrorism**
 - ◆ Threat or Hoax
 - ◆ Arson
 - ◆ Sabotage
 - ◆ Bombing
 - ◆ Kidnapping
 - ◆ Hostage Taking
 - ◆ Hijack-Seizure
 - ◆ Raid or Ambush
 - ◆ Assassination
 - ◆ Weapons of Mass Destruction

- ◆ **Aircraft and MANPADS Threats**

- ◆ **Maritime Threats**

- ◆ **Suicide Tactics**



Learning Activity

Forms of Terrorism

- ◆ The terrorist uses a wide array of tactics and techniques in conducting terror. This learning activity is not an exhaustive presentation of methods or approaches.
- ◆ Terrorists continue to improve techniques as field experience demonstrate degrees of adaptability and effectiveness in situations around the world.



Forms of Terrorism

- ◆ Threat-Hoax
- ◆ Arson
- ◆ Sabotage
- ◆ Bombing
- ◆ Kidnapping
- ◆ Hostage Taking
- ◆ Hijack-Seizure
- ◆ Raid or Ambush
- ◆ Assassination
- ◆ WMD



Learning Activity

Threat or Hoax

- ◆ A terrorist cell can use threats to coerce or preclude actions by a targeted individual or population.
- ◆ Threats and hoaxes can dull the effectiveness of preventive or countermeasures when a targeted individual or population loses situational awareness of an actual terrorist target or disperses finite assets against many possible threats.
- ◆ Such activities can gain information about the target's response to a potential attack, or can also be combined with an actual attack to circumvent an array of security measures.
- ◆ Extortion is an example of a threat that obtains money, materiel, information, or support by force or intimidation.



Ruse and Deception



Learning Activity

Arson

- ◆ Arson uses fire to damage, sabotage, or destroy property.
- ◆ Since arson is primarily used against property, it is not normally planned as a casualty producer. However, arson can result in injuries and deaths.
- ◆ Arson is most often used for symbolic attacks and economic effects. Single-issue groups, such as the Earth Liberation Front (ELF), particularly favor arson for these purposes.
- ◆ As an example of US domestic terror and claiming it was targeting rampant urban development, members of ELF started a fire that caused an estimated \$50 million worth of damage in San Diego's fast-growing northern edge suburbs.



Arson Terror



Learning Activity

Sabotage

- ◆ Sabotage is the planned destruction of the enemy's equipment or infrastructure. The purpose of sabotage is to inflict both psychological and physical damage.
- ◆ A terrorist group normally aims its sabotage actions at elements of infrastructure in order to reinforce the perception that nothing is safe. Oil pipelines, water purification plants, sewage treatment facilities, air traffic control hubs, and medical treatment or research facilities are examples of potential targets.
- ◆ Examples of sabotage have been evident in Iraq since the end of major combat operations where attacks have been conducted against power generation facilities, oil pipelines, and other civil infrastructure.



Sabotaged Oil Facility



Learning Activity

Bombing

- ◆ Bombs are a favored weapon for terrorists.
- ◆ Interaction between terrorist cells using the Internet and common training sites and materiel facilitate proliferation of effective bomb devices and tactics.
- ◆ Numerous methods exist for emplacing and detonating bombs. Terrorists continue to adapt use of improvised explosive devices (IEDs). Terrorists employ roadside explosives to attack individuals, motorcades, or convoys.
- ◆ Car bombs, commonly referred to as vehicle borne improvised explosive devices (VBIED), are used regularly by terrorists.
- ◆ Suicide bombers have used vest-IED to conduct terrorist attacks and homicide.



Artillery Shells as VBIED



Learning Activity

Kidnapping

- ◆ Kidnapping can be an action taken against a prominent individual for a specific reason, or a random individual or group of people. The most common reasons for kidnapping include ransom, release of a fellow terrorist, or the desire to publicize a demand or an issue.
- ◆ Some kidnapping operations are actually assassinations with killing the victim as an intended outcome.
- ◆ The kidnapping of Brigadier General James Dozier, senior American official at a NATO headquarters in Verona, Italy, occurred in 1981 by Red Brigade terrorists.
- ◆ Terrorists conducted surveillance of General Dozier's residence and conducted a detailed operation in his kidnapping. After being held for 42 days, he was rescued by Italian police.



Dozier Kidnapping



Learning Activity

Hostage Taking

- ◆ Hostage taking is typically a seizure of a person or people to gain publicity for a cause, gain political concessions, political asylum, release of prisoners, or ransom.
- ◆ Many times the terrorists take hostages with the intent to kill them after they believe they have fully exploited media coverage.



Beslan Crisis

- ◆ In 2004, an extremist regional group of over 30 men and at least two women seized a middle school and over 1000 people in Beslan, Russia. Many hostages were wounded or murdered.
- ◆ A three day crisis ended in mayhem when an explosion in the school caused an assault on school facilities. Over 300 children, men, and women died during the rescue attempt.



Learning Activity

Hijack-Seizure

- ◆ Hijacking involves the forceful commandeering of a conveyance. Although normally associated with planes, it can also include ships, trains, or other means of transportation.
- ◆ Purposes for hijacking include hostage taking activities, obtaining a means of escape, or providing a means of suicide and homicide.



TWA 847 Hijackers

- ◆ The hijacking of TWA Flight 847 in 1985 held 153 hostages for 17 days demanding the release of Lebanese and Palestinian prisoners. The hostages were released after Israel freed 435 prisoners. Terrorists murdered a US Navy sailor.

- ◆ Seizure can be a critical physical infrastructure or a cyber node that disrupts or precludes selected functions, or endangers public safety.



Learning Activity

Raid or Ambush

- ◆ A terrorist raid is similar in concept to a conventional operation but is usually conducted with smaller forces against targets marked for destruction, hijacking, kidnapping, or hostage operations.
- ◆ An example of raid is the 2003 attack on western housing compounds in Riyadh, Saudi Arabia. A sedan pulled up to the gate, followed by another vehicle. Terrorists dismounted, shot the guard, and drove to the center of the compound, shooting into buildings and eventually detonated a VBIED.
- ◆ An ambush is a surprise attack characterized by violent execution and speed of action. The intended objective may be to cause mass casualties, assassinate an individual, or disrupt hostile security operations.



**Housing Compound
Riyadh Attack 2003**



Learning Activity

Assassination

- ◆ An assassination is a deliberate action to kill specific key leaders such as politicians, notable citizens, or other prominent leaders in a community.
- ◆ Many targets of assassination are symbolic and are intended to cause great psychological impact on an enemy. Assassinating an enemy government official, a successful businessperson, or a prominent cleric can demonstrate the enemy's inability to protect its own people.



Kroesen Sedan After Attack

- ◆ In 1981, Red Army Faction terrorists attempted to kill General Frederick Kroesen near his headquarters in Heidelberg, Germany. The assassination attempt used rocket propelled grenades and small arms gunfire when his sedan halted for a city stoplight. Kroesen was slightly injured.



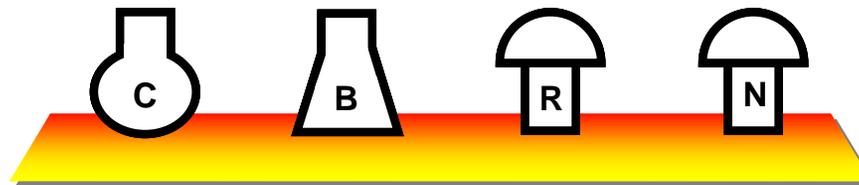
Learning Feedback

Weapons of Mass Destruction

◆ ***“The gravest danger our Nation faces lie at the crossroads of radicalism and technology. Our enemies have openly declared that they are seeking weapons of mass destruction, and evidence indicates that they are doing so with determination...”***

President George W. Bush

◆ **The devastating impacts of WMD include chemical, biological, radiological, nuclear, and enhanced high explosive weapons.**



Chemical Biological Radiological Nuclear

◆ **The means of attack can span from a highly sophisticated weapon system such as a nuclear bomb to a rudimentary improvised radiological device. The specter of chemical and radiological contamination or biological infection amplifies WMD concerns.**



Learning Feedback

Aircraft and MANPADS Threats

- ◆ A man portable air defense system (MANPADS) is a significant threat in the hands of terrorists. There are a number of surface-to-air weapons that terrorists can use to attack aircraft.
- ◆ Weapons can be as simple as a rocket propelled grenade (RPG) normally used in surface-to-surface combat or as sophisticated as a Stinger or similar Igla air defense missile.
- ◆ Most experts consider aircraft departures and landings as the times when aircraft are most vulnerable to these weapons.
- ◆ In 2004, a civilian cargo airplane was hit by a shoulder-fired missile while departing Baghdad International Airport in Iraq. The missile hit damaged the left wing of the plane. The crew was able to make an emergency landing with no loss of life but the airplane was a total loss.



Missile Hit in Iraq



Learning Feedback

Maritime Threats

- ◆ Terrorist attacks against maritime targets could have catastrophic results. Threats include suicide attacks on commercial and military vessels, or hijacking for conducting a subsequent suicide attack on a ship or port, seeking ransom, or criminal acts of piracy.
- ◆ The Abu Sayyaf Group based in the Philippines, various Palestinian terrorist groups, al-Qaida, and the Liberation Tigers of Tamil Eelam (LTTE) in Sri Lanka have conducted maritime terrorism.



Targeting LNG

- ◆ Liquefied natural gas (LNG) carriers and other ships carrying volatile cargo could be hijacked and used as weapons of mass destruction. By some estimates, a large ship loaded with LNG would cause an explosion with catastrophic blast effects to area infrastructure damage, as well as significant injuries and deaths.



Learning Feedback

Suicide Tactics

- ◆ The prevalent suicide tactics used today involve an individual wearing or carrying an explosive device to a target and then detonating the bomb, or driving an explosive laden vehicle to a target and then detonating the bomb.
- ◆ Psychological impact increases on a target audience when confronted by a person who plans to commit suicide as well as kill other people. Men, women, teenagers, and even children have been used by terrorist groups to conduct suicide.
- ◆ Terrorist groups with an extremist ideology such as Al-Qaida, as well as secular issue groups such as the Tamil Tigers in Sri Lanka, employ suicide tactics.
- ◆ Mass casualties are usually an intended outcome of suicide attacks.



Foreign-Domestic Terror



Learning Feedback

◆ *What are at least seven forms of terrorism?*

- ◆ Threat or Hoax
- ◆ Arson
- ◆ Sabotage
- ◆ Bombing
- ◆ Kidnapping
- ◆ Hostage Taking
- ◆ Hijack-Seizure
- ◆ Raid or Ambush
- ◆ Assassination
- ◆ Weapons of Mass Destruction

◆ *What are some effects of sabotage?*

Sabotage destroys infrastructure and inflicts both psychological and physical damage to reinforce a perception that nothing is safe.



Learning Summary

- ◆ ***“The gravest danger our Nation faces lie at the crossroads of radicalism and technology. Our enemies have openly declared that they are seeking weapons of mass destruction, and evidence indicates that they are doing so with determination...”***

President George W. Bush

- ◆ **Psychological impact increases on a target audience when confronted by a person who plans to commit suicide as well as kill other people.**
- ◆ **Targets of assassination are symbolic and are intended to have great psychological impact on an adversary. Assassinating a high profile government official, a successful businessperson, or a prominent cleric can demonstrate the adversary’s inability to protect its own people.**



Training Support Package

159-T-0001

15 March 2008

Understand

◆ Terrorism of the Foreseeable Future

Learning Activity 7 Awareness Training



US Army

Training and Doctrine Command

TRADOC Intelligence Support Activity (TRISA)-Threats

Contemporary Operational Environment
and Threats Integration Directorate



This learning activity is an orientation on:

- ◆ **Terrorism in the Foreseeable Future**
- ◆ **Future Trends in Terrorism**
 - ◆ **Intensified Ideological Extremism**
 - ◆ **Enhanced Operational Capabilities**
 - ◆ **Flexible Organizational Networks**
 - ◆ **Expanded Transnational Associations**
 - ◆ **Emergent Independent Actors**
 - ◆ **Increased Weapon System Lethality**
 - ◆ **Intended Mass Casualties and Mayhem**
 - ◆ **Targeted Economic Disruption**
 - ◆ **Exploited Mass Media Marketing**
- ◆ **Enablers to Terror**
- ◆ **Ideological Zones of Conflict**



Learning Activity

Terrorism in the Foreseeable Future

◆ ***“Today’s extreme Islamist groups such as al-Qaida do not merely seek political revolution in their own countries. They aspire to dominate all countries. Their goal is a totalitarian, theocratic empire to be achieved by waging perpetual war on soldiers and civilians alike.”***

Honorable Michael Chertoff
US Secretary of Homeland Security



◆ **“There is every indication that the number and magnitude of attacks on the United States, its interest and its allies will likely increase.”**

and

◆ **“The most significant terrorist threat to the homeland today stems from a global movement, underpinned by a jihadist/Salafist ideology.”**

DHS Homeland Security Advisory Council

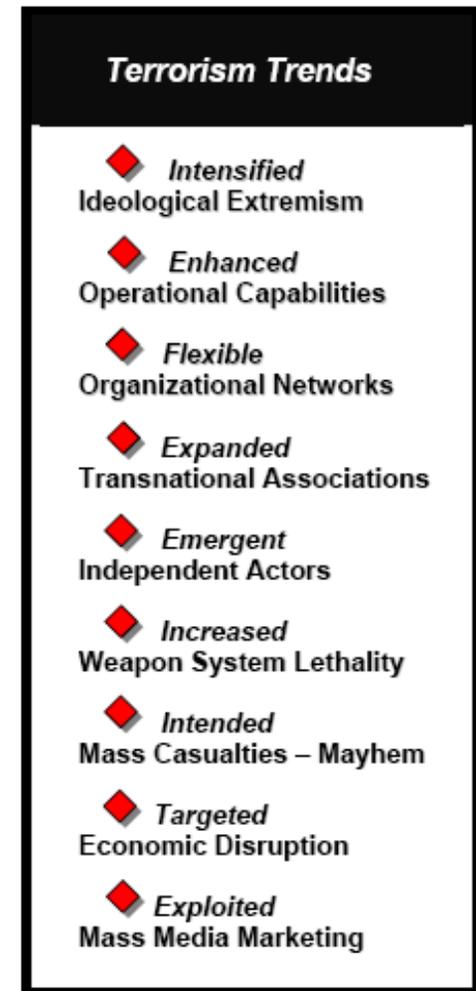
Report of the Future of Terrorism Task Force, January 2007



Learning Activity

Future Trends in Terrorism

- ◆ Adaptive terrorist behavior is an overarching norm of recent years. Fueled by extremist beliefs and organizational spokespersons that glorify wanton acts and homicide or suicide, networks provide flexible and resilient ways of conducting terror.
- ◆ Psychological impact and sensational media marketing are critical to terrorism. Using a classic metaphor – *“Terrorism is theater!”*.
- ◆ As regions advance in technological areas, expand mobility opportunities of people, and exploit Internet and other media, extremists fuel grievances and alienate segments of populations to foster support for extremist agendas.





Learning Activity

Intensified Ideological Extremism

◆ Fanatical viewpoint, whatever its origin, may compel action to satisfy a psychological need. A more rational model may compare and contrast the relative costs and benefits in order to decide on action and achieve an objective.

◆ Theology extremism and misinterpretation of religious covenants underlie much of contemporary terrorism.



New York City
and
al-Qaida



Bali and Jemaah Islamiya

◆ Motivation to embrace terrorism, whether foreign or domestic, may emerge from individual utopian goals and elitism, charismatic leaders and group-think membership, or disenfranchised social and political participation.



Learning Activity

Enhanced Operational Capabilities

◆ Terrorist groups are learning organizations that use collective experiences and the Internet to improve training, techniques, and actions to counter actions intended to deny or dissuade them from conducting terror.

◆ Terrorists and criminal organizations are becoming more closely related as terrorists use criminal networks to operate and influence political agendas.



Hizballah



◆ Terrorist basing and operations in urban environments will increase. Rural regions without effective governance may invite terrorist safehavens.

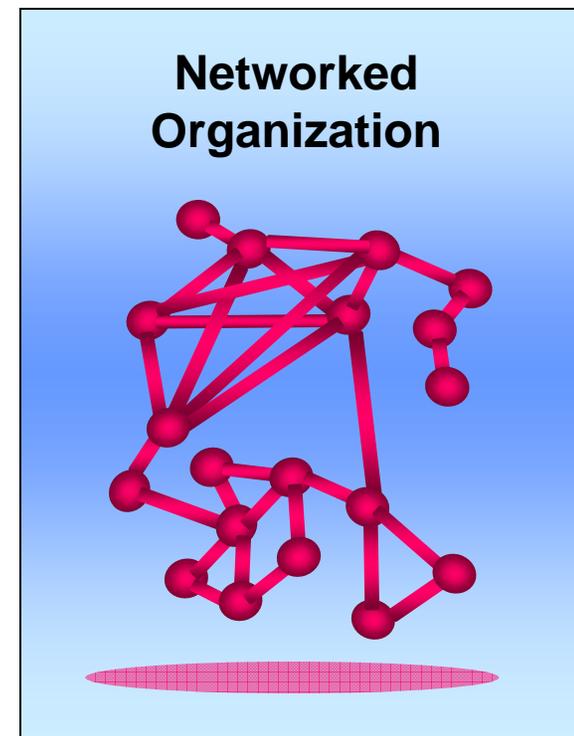
◆ State sponsor support, direct or indirect, improves the ability for terrorist groups to plan and act. Some terrorist groups have developed significant self-financing operations.



Learning Activity

Flexible Organizational Networks

- ◆ Terrorist organizations realize the value of networked structures that distribute capabilities in adaptable confederations.
- ◆ This cellular type of action from multiple sites improves the ability to reorganize and reconstitute when individual cells are precluded or prevented from conducting terror.
- ◆ The aggressive use of modern technology for information management, communication and intelligence has increased the efficiency and effectiveness of distributed activities. Cyber attack is a constantly expanding threat.
- ◆ Networks can also use simple means to operate such as couriers or coded signals.





Learning Activity

Expanded Transnational Associations

◆ Terrorists are becoming more integrated with other sub-state entities such as criminal organizations and legitimately chartered corporations, and are gradually assuming various levels of control and identity with national governments.

◆ Well publicized activities such as drug trafficking and smuggling expand into other areas for revenue and terrorism support. These include tax evasion and fraud, counterfeiting currency, money laundering, extortion, or other extra-legal funding operations.



HAMAS

◆ Terrorism can approach global reach through international or transnational affiliations that openly announce their plans or consciously retain a low profile.

◆ These larger networks provide potential access to dangerous capabilities such as material and technology to produce WMD.



Learning Activity

Emergent Independent Actors

◆ Independent actors can span a full range of citizens indoctrinated with an ideology, gradually attracted to a distorted sense of purpose and justification as a group, or a lone person acting on his perception of righteousness, rebellion, or retaliation.



Murrah Federal Building

◆ Actors can be recruited from susceptible foreign and domestic populations. Individuals can be motivated by political, social, and special issue agendas can include supremacist, separatist, animal rights, environmental rights, anti-abortion rights, ethnic union, or forms of extremist religious ideology.

◆ The devastation caused in Oklahoma City by a US citizen, or the potential of al-Qaida inspired “home grown – would be” terrorists operating in the US Homeland or abroad is a real and constant danger.



Learning Activity

Increased Weapon System Lethality

◆ ***“Transnational and domestic terrorists and state sponsors of terrorism continue to demonstrate an interest in acquiring and using chemical, biological, radiological, and nuclear weapons.”***

Honorable Robert S. Mueller, III

Director, Federal Bureau of Investigation

◆ **The Defense Intelligence Agency states terrorist interest in ricin, *botulinum* toxin, and anthrax, industrial chemicals, and weaponized chemicals such as sarin.**

◆ **al-Qaida and other terrorist groups seek radiological weapons. *“...option was to destroy the United States by means of decisive strategic operations with weapons of mass destruction including nuclear, chemical, or biological weapons if [we] are able to obtain them in cooperation with those who possess them, purchase them – or manufacture and use primitive atomic bombs or so called dirty bombs. ...”***



**Mustafa
Setmariam Nasar**



Learning Activity

Intended Mass Casualties and Mayhem

- ◆ Incidents with greater casualties appear to be the goal for many terrorist groups not just as a function of efficiency and developing skills, but a tendency to view ever-larger casualty lists as a measure of notoriety, influence, and power.
- ◆ The specter of WMD amplifies the dangers of a catastrophic terrorist act. Yet, conventional improvised explosives were used by a US citizen in the 1995 bombing of the Murrah Federal Building in Oklahoma City.
- ◆ In August 2006, an al-Qaida cell was disrupted that planned to bomb nearly a dozen airplanes while in flight enroute to the US.
- ◆ The anthrax attack in 2001 via the US postal mail system was notable in things that did *not* occur. The attack could have been much worse.



Anthrax Letters 2001

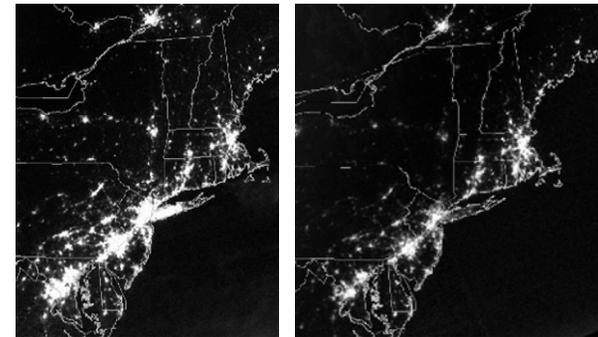


Learning Activity

Targeted Economic Disruption

◆ Modern, high-technology societies are susceptible to a concept of complex terrorism. Dependence on electronic networks, sometimes with minimal redundancy, and concentrating critical assets in small geographic locales can present lucrative targets for the terrorist.

◆ In the United States, the electric grid may be one of the prime terrorist targets. Factors not linked to terrorism contributed the August 2003 blackout that left 50 million people around the Great Lakes Region without power and cost the nation's economy an estimated \$1 billion.



Electrical Grid Blackout 2003

◆ Single points of failure in infrastructure or denying critical services for a period of time might cripple many of the world's economies. For example, one Saudi oil production facility at Abqaiq handles about two-thirds of the Saudi crude oil daily output.



Learning Activity

Exploited Mass Media Marketing

- ◆ Effectiveness of information operations will be measured by the ability of propaganda to cause a dramatic impact of fear and uncertainty in a target population.
- ◆ Terrorists plan and operate with today's near-instantaneous media coverage as key to the psychological stress on the target audience. Supporting events and interviews may announce an ultimatum or explanation. Near real-time videotape will publicize horrific acts or damage and destruction.



Media Interview

- ◆ Mass media marketing displays increased sophistication in use of information technology, video production, message encryption, steganography, website phishing-collection, and general manipulation of the Internet.



Terrorist Propaganda



Learning Feedback

Enablers to Terror

- ◆ **Terrorism is an ongoing condition of contemporary times.**
- ◆ **Globalization and interdependence of societies increase information exchange in near real-time. Sensationalism is a momentary attraction. Modern communications provides the means for contact.**
- ◆ **Media, the public, and governmental leaders are sometimes coopted by casual use of terrorist vocabulary. Using a term appears to accept its meaning and can tacitly support extremist ideologies. Susceptible audiences may begin to believe terrorist propaganda.**
- ◆ **Dual use technologies, as in the bio-science fields, allow industrial enterprise but can also be the vector of acquiring a weapon of terror.**
- ◆ **Some State and Non-State actors can aid terrorist aims in the development of weapons of mass destruction (WMD).**





Learning Feedback

Ideological Zones of Conflict

- ◆ States may differ significantly in political ideology. State sponsors of terror such as North Korea and Syria are destabilizing influences to regions of the world.
- ◆ Culture may cause conflict due to emerging ethnic rivalries or regional histories.
- ◆ Economics and globalization may prompt violent competition for resources, technical-industrial advantage, or access to markets.



General Density of Sunni and Shia Muslims

- ◆ Theology, distorted by extremist interpretation, encourages Islamic domination of major areas of the world currently occupied by Muslims. Eventually, this theocratic radicalism seeks secular expansion to other regions of the world.



Learning Feedback

◆ *What are several future trends of terrorism?*

- ◆ Intensified Ideological Extremism
- ◆ Enhanced Operational Capabilities
- ◆ Flexible Organizational Networks
- ◆ Expanded Transnational Associations
- ◆ Emergent Independent Actors
- ◆ Increased Weapon System Lethality
- ◆ Intended Mass Casualties and Mayhem
- ◆ Targeted Economic Disruption
- ◆ Exploited Mass Media Marketing

◆ *What techniques can be used in mass media terrorist propaganda?*

Mass media techniques and propaganda techniques include video production, message encryption, steganography, website phishing-collection, near instantaneous global communication or real-time event coverage on the Internet.



Learning Summary

- ◆ **Catastrophic attacks and sensational media marketing are critical to the psychological impact terrorism.**
- ◆ **Many terrorist groups are learning organizations that use collective experiences and the Internet to improve training, techniques, and actions to counter actions intended to deny or dissuade them from conducting terror.**
- ◆ **Independent terrorist actors can span a full range of citizens indoctrinated with an ideology, attracted to a distorted sense of purpose and justification as a group, or a lone person acting on his perception of righteousness, rebellion, or retaliation.**
- ◆ **Modern, high-technology societies are susceptible to a concept of complex terrorism. Single points of failure in infrastructure or denying critical services for a period of time might temporarily cripple many of the world's economies.**



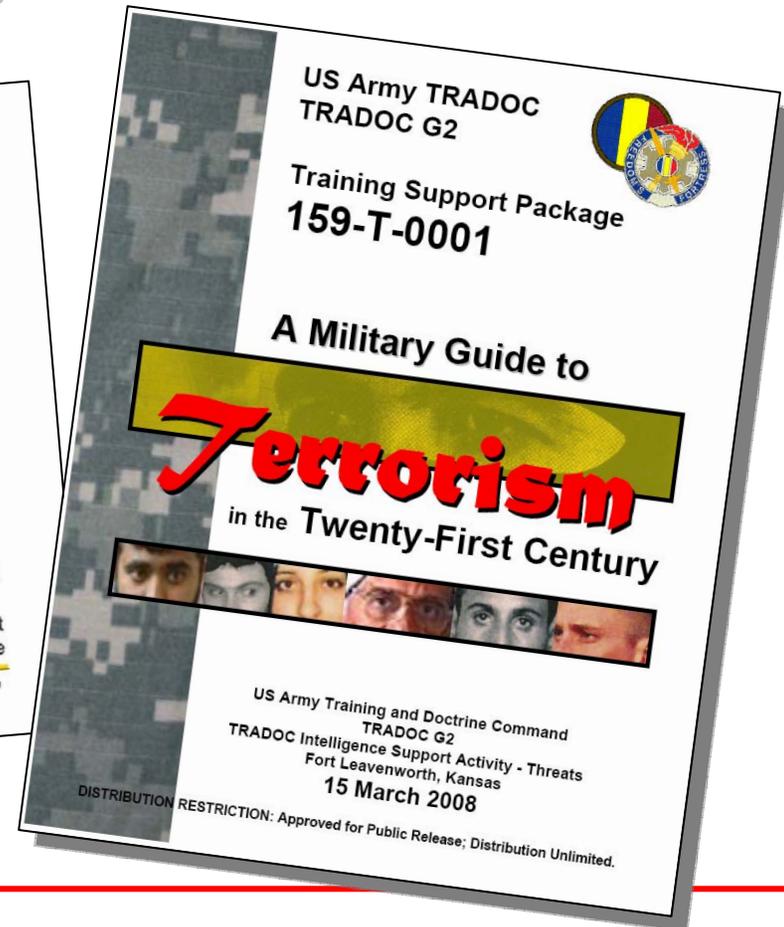
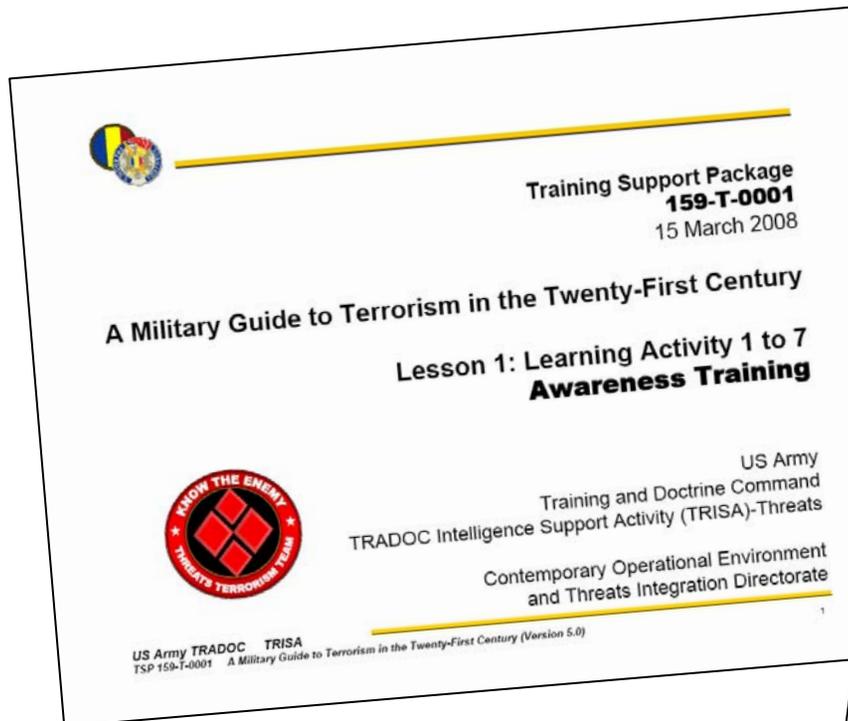
Learning Summary

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Lesson Conclusion

Know The "Threats"





Have You Achieved the TLO ?

- ◆ **TASK:** Recognize **foreign and domestic terrorism Threats** to US Army forces in the contemporary operational environment (**COE**).
- ◆ **CONDITIONS:** Given small group instruction training or self-paced individual study as US Army awareness training; **current and predicted terrorism Threats in the US Homeland and other Combatant Command (COCOM) areas of responsibility**; patterns and trends of US Army vulnerability to terrorism effects in Army operational and institutional missions; the unclassified US Army TRADOC G2 Handbook No. 1, *A Military Guide to Terrorism in the Twenty-First Century* (Version 5.0), dated 15 August 2007 and, training support material provided with Training Support Package (TSP) 159-T-0001.
- ◆ **STANDARD:** Determine **terrorism capabilities and limitations** in terms of terrorist motivations and behavior, organizational models, and targeting of US military forces in the contemporary operational environment (**COE**).



Learning Purpose and Intent

◆ **PURPOSE:** Army TRADOC G2 Terrorism Handbook Series --

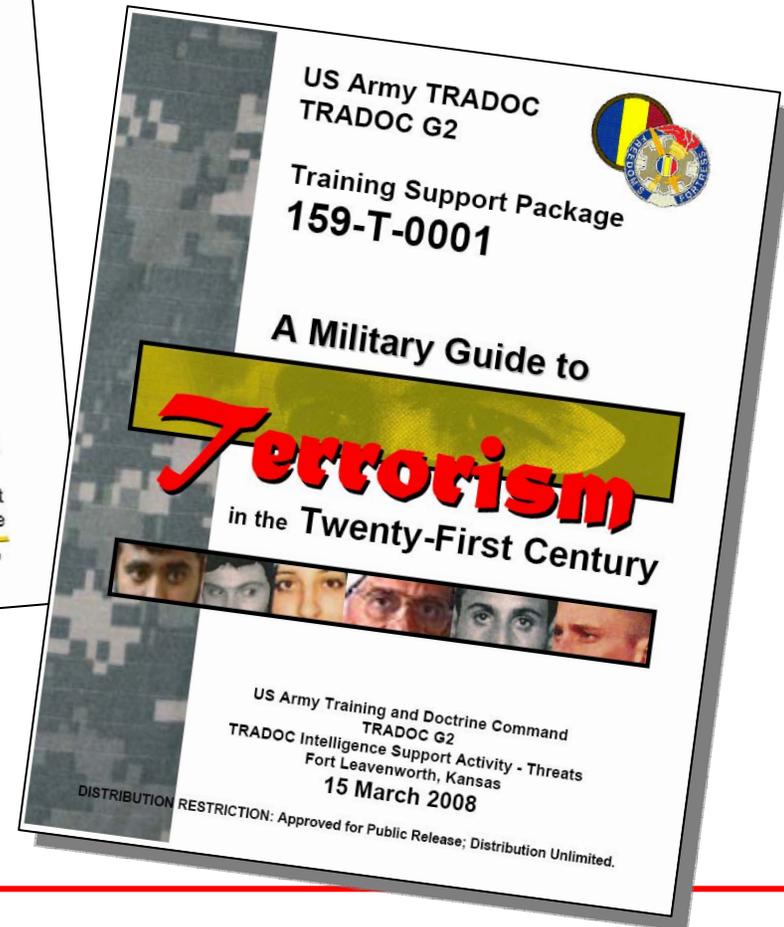
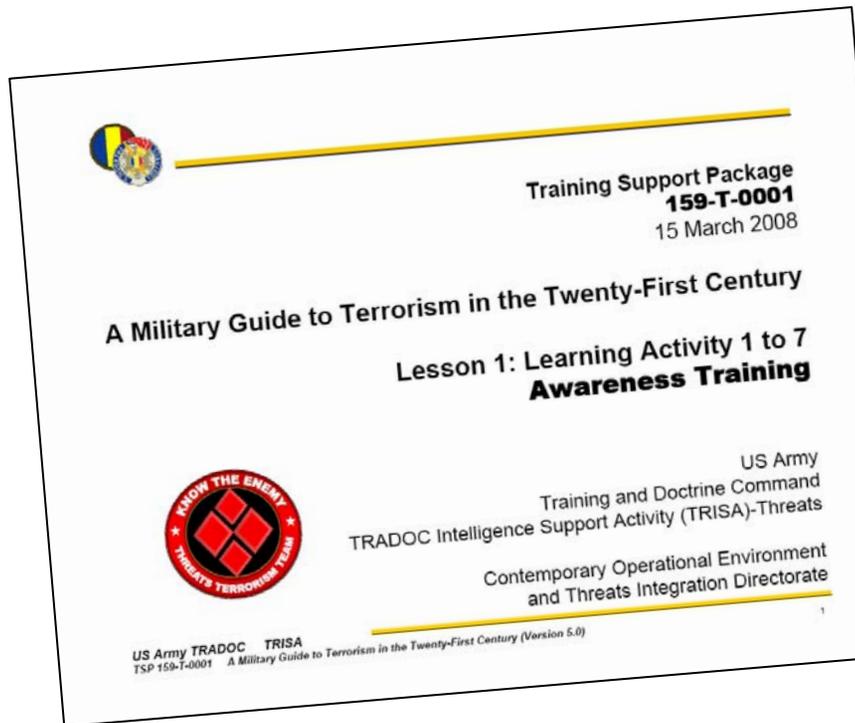
To describe the **foreign and domestic terrorist threats** in the contemporary operational environment (COE) and the probable and possible impacts on conduct of US military operations in the US Homeland and other US Combatant Command AORs.

◆ **INTENT:** Improve situational awareness and operational understanding of current **terrorism capabilities and limitations** with an unclassified capstone terrorism handbook and supplemental handbooks to complement Army doctrine, deliberate processes of military risk management, protection of friendly forces, mission orders conduct, and leader decisionmaking.

◆ **Operational Missions – Institutional Training – Joint Professional Education** ◆



Learning Objective



Know The Enemy!