Asia-Pacific
Economic Cooperation

APEC Working Group (TWG02/2003)

BEST PRACTICES IN SAFETY AND SECURITY TO SAFEGUARD TOURISM AGAINST TERRORISM

A Tourism Crisis Leadership Guide

APEC Tourism Working Group (TWG)

October 2004

A Project Study submitted by
MALAYSIA

TSA 15-00014 - 000454

Report prepared by:

Dr Michael Heah
CORPORATE COACH SDN BHD
41 Medan Athinahapan 2
Taman Tun Dr Ismail
60000 Kuala Lumpur

For:
Copyright © 2004 APEC Secretariat
APEC Secretariat
35 Heng Mui Keng Terrace
Singapore 119616
Tel: (65) 6775 6012
Fax: (65) 6775 6013
E-mail: info@apec.org
Website: www.apec.org

APEC Publication Number: APEC#204-TO-03.1
ISBN 981-05-2146-4

TSA 15-00014 - 000455

KEYNOTE

- (i) One of the most powerful forces for change in the world today:
  THE TRAVEL AND TOURISM INDUSTRY

  (ii) New Driver for Tourism Growth and Change :
  SAFETY AND SECURITY

- **"Terrorism is a direct challenge to APEC's goals of free, open and prosperous economies and an affront to the fundamental values that APEC members share. We are united in our determination to end the threat that terrorism poses to our shared goals and committed to accelerate our progress towards the anti-terror goals and programs set forth…"** (APEC Leaders' Statement on Fighting Terrorism and Promoting Growth, Mexico, 2002))

- **"All Member States must make greater efforts to exchange information about best practices that have proven effective, and lessons that have been learned in the fight against terrorism, so that a global standard of excellence can be set "**– Kofi Annan.

TSA 15-00014 - 000456

SETTING THE PERSPECTIVE

Contributing To A Safer APEC For Tourism Growth

Never before has safety and security become such a critical factor for the successful growth of tourism (as well as the world economy) than it is today. It is today the world's No. 1 enemy. For APEC, it is the most serious threat to its goal for free and open trade and investment and for the tourism industry; it is the biggest impediment to its growth.

Although since the 9/11 attack, many APEC and non-APEC economies have taken some forms of actions to counter this threat, terrorism seems to be making credible headway in its war against mankind. Many people had thought for instance, that compared to other regions, there was less likelihood of a terrorist attack in Europe until the Madrid train bomb attack in March 2004, which claimed 200 lives. It serves as a grim reminder of our very first lesson learned; unless and until terrorism is defeated, no nation is truly safe from a terrorist attack. It has a global reach to strike at anyone, any place and at any time.

Could it be that APEC and non APEC economies are finding it increasingly difficult to devise more effective safety and security measures to counter terrorism's increasing lethality, its methods of attack and elusive tactics? Or are our current counter measures ineffective or inadequate? Could the level of cooperation between economies be improved?

Whatever the reason (or reasons), these are the facts:

- Terrorism has invited itself into the tourism Industry;
- The tourism industry is one of the most vulnerable sectors to the threat of terrorism but it is also one of the most valuable economic sector and it cannot afford another 9/11 attack;
- Even after more than 2 years since 9/11, the devastating attacks are still occurring at tourist spots around the world.

The world has already declared a global war on terrorism; and for the tourism industry, it is facing its biggest crisis in history. Events in the last 2 years have already changed the face of the industry. Safety and security are being thrusted from the backburner to the forefront, playing a new and all important role as the force that is driving change and growth in the industry. It is also a key component for the return of consumer confidence. All stakeholders in the industry must now work together, be pro-active and adopt a collective approach to enhance tourism safety and security. This is the best strategy to counter terrorism.

It is on these premises that the APEC Tourism Working Group (TWG) is initiating this project as a response to these developments. APEC TWG is taking the lead to play a pro-active role and by taking the "best practices" approach, provides member economies with a fast and practical way to implement safety and security measures.

TSA 15-00014 - 000457

CORPORATE COACH (www.corporate-coach.com) has been appointed the Project Consultant to carry out a 12-month study on this. In deciding on the most suitable format and the best approach for the project, a great deal of attention was made to the people who are responsible for tourism safety and security to ensure effective implementation. As such, it is essential that they have a basic understanding on the subject matter of terrorism especially its key aspects.

This project is therefore designed to serve also as a:-

(1) Primer on the basic and key aspects of terrorism;

(2) A compilation of "Best Practices " covering basic and essential areas of safety and security, which is also the key "components" for a counter terrorism strategy.

(3) "Lesson learned" as a section on it (within this manual) is mentioned to reinforce key learning on this issue so that we become smarter in handling this devastating terrorism threat.

These "Best Practices" are drawn from researching and reviewing the experiences of other economies in combating terrorism and enhancing traveler's safety and security particularly from the APEC region. This also includes studying the related information, analysis, reports, research papers, studies, expert comments and opinions, etc.

The "Best Practices" selected here are those that can be applied generically at various levels for both the public and private sectors of member economies or those that can be further refined and built upon. The project's objective is to put together all these best practices to specially tailor them for the APEC region; covering many key aspects of counter-terrorism and tourism safety and security from the collective resources of member economies. It would have been ideal to cover all aspects but we were constrained due to lack of sufficient information in these regards.

This project is intended as a "living" or a working document where expertise and experience can be constantly shared and the information updated so that it remains current and relevant. The techniques of terrorism are ever-changing and evolving, hence safety and security strategies will need to respond, adapt and move in tandem.

We hope this project will serve:

(a) As a catalyst and taking it to the next stage, that is the actual implementation.

(b) As a platform for member economies to share and exchange their "Best Practices" from all the 21 member economies.

(c) As a building block for an actual Regional counter terrorism action plan that is based on best practices from the member economies.

TSA 15-00014 - 000458

A DESERVING SALUTATION

We would like to thank each and every member economy for supporting or contributing in one way or another, directly or indirectly to this project. Without their cooperation, the project consultant would not have been able to undertake, much less complete this project on its own. Their support clearly reflects the guiding principle on which all "Best Practices" projects are undertaken; *cooperation, sharing of information and learning from one another.*

We thank member economies of USA, Canada and Australia who have shared their invaluable experiences with us, assisted by other economies of Malaysia, Singapore, Chinese Taipei and the Philippines in this area as well.

The biggest appreciation of thanks must go to the APEC Tourism Working Group. In addition to this, we like to underline that this dynamic group of APEC TWG has not only has the Vision to initiate projects such as this one, but has also role modeled the need to be pro-active and to respond swiftly to the changing developments.

It is highly commendable that immediately after the Bali attack in October 2002, APEC TWG has acted swiftly and taken advantage of the collective resources from its regional grouping, to adopt a very practical approach to help member economies implement safety and security initiatives on a "fast-track" basis through these best practices.

This project would not have gone on so smoothly with no major disruptions without the invaluable assistance, support and cooperation from the APEC Secretariat in Singapore. We also like to record our personal thanks to the Ministry of Tourism, Malaysia for selecting Corporate Coach as the project consultant. More important than this, we thank them for the opportunity and honor to be able to work with a world class and a highly respected international organization like APEC. It is an enriching experience that we will always treasure.

For a regional collaborative project such as this, which has involved the participation of so many people and groups, we apologize for not being able to acknowledge and thank every one of them in this page; but let it be known that regardless of the size of their contributions, their efforts have been important for the final completion of this project

In conclusion, we like to say that this project was in itself, a valuable learning experience for us and we would like to share this with all member economies as our closing remark:

"It was APEC TWG's Vision that gave birth to this project. It was the spirit of sharing and cooperation from member economies that transformed the vision into action and moved this project to its completion. It will be this same spirit of cooperation that will take this project to its next stage; the formulation and implementation of safety and security initiatives to keep this region free from the scourge of terrorism; to make this region a safe destination for travelers and to drive sustained growth for the APEC tourism industry."

For Corporate Coach Sdn Bhd

Dr. Michael Heah

TSA 15-00014 - 000459

THE ROAD MAP

Page

Chapter

1 PROJECT MODEL AND DIRECTION

1.0 THE MODEL 1

2.0 THE PROJECT COMPONENTS 1
2.1 Terrorism Threat Environment 1
2.2 International Level Best Practices 1
2.3 Regional Level Best Practices 1
2.4 Sub-Regional Level Best Practices 2
2.5 State Level Best Practices 2

3.0 "BEST PRACTICES" DEFINITION AND TERM OF REFERENCE 2
3.1 Definition 2
3.2 Scope And Term Of Reference 2

2 Road Map 1 TERRORISM THREAT ENVIRONMENT

1.0 EXECUTIVE SUMMARY 4
1.1 Tourism And Terrorism 4
1.2 The Perfect Storm And The Way Forward 5

2.0 TERRORISM DEFINED 5
2.1 The Scope 5
2.2 The Importance Of Defining Terrorism 6

3.0 SIGNIFICANT TERRORISM EVENTS & MAJOR INCIDENTS 6
3.1 Targets And Incidents 6

Page

4.0 THE TERRORISM WAR 7
4.1 Fighting A Different War 7
4.2 Terrorist Deadly Weapons 9
4.3 Types Of Terrorists' Targets 10

5.0 TERRORISM IMPACT ON TOURISM 11
5.1 The Cost Of Terrorism 11
5.2 Impact Of Terrorism On Tourism 12
5.3 The Cost Of Unchecked Terrorism 13
5.4 Consequences To The Travel And Tourism Industry 13

6.0 LESSONS LEARNED 14

3 Road Map 2 - INTERNATIONAL LEVEL
UNITED NATIONS' BEST PRACTICES IN SAFETY AND SECURITY

1.0 EXECUTIVE SUMMARY 18

2.0 UNITED NATIONS' UNIVERSAL TOURISM-RELATED LEGAL INSTRUMENTS TO FIGHT TERRORISM 18
Instrument 1: On In-flight Safety 18
Instrument 2: On Aircraft Hijacking 18
Instrument 3: On Aviation Sabotage 19
Instrument 4: On Outlaw Attacks On Senior Officials 19
Instrument 5: On Hostages 19
Instrument 6: On Airport Violence 19
Instrument 7: On Maritime Safety 20
Instrument 8: On Sabotage 20
Instrument 9: On Terrorism Suppression 20
Instrument 10: On Terrorism Financing 20

3.0 UNITED NATIONS RESOLUTION 1373 20

4.0 COUNTER-TERRORISM COMMITTEE (CTC) 21

5.0 UNITED NATIONS' GLOBAL PROGRAM AGAINST TERRORISM 22

Page

6.0 INTERNATIONAL CIVIL AVIATION ORGANIZATION'S AVIATION SECURITY PLAN OF ACTION 22

7.0 INTERNATIONAL MARITIME ORGANIZATION'S MARITIME (IMO) SECURITY PLAN OF ACTION 23

8.0 LESSONS LEARNED 23

4 Road Map 3 - REGIONAL LEVEL APEC'S SAFETY & SECURITY INITIATIVES

1.0 EXECUTIVE SUMMARY 24

2.0 THE CALL FOR REGIONAL COOPERATION 24

3.0 APEC'S COMMITMENT TO FIGHT TERRORISM 25

4.0 APEC TOURISM VISION 25

5.0 THE COUNTER TERRORISM TASK FORCE (CTTF) 26

6.0 THE SECURE-TRADE-IN-APEC REGION (STAR) PROGRAM 26

7.0 COUNTER-TERRRORISM ACTION PLAN 27

8.0 OTHER INITIATIVES 28

9.0 LESSONS LEARNED 28

5 ROAD MAP 4 - SUB-REGIONAL AND OTHER GROUPINGS SAFETY AND SECURITY BEST PRACTICES

1.0 EXECUTIVE SUMMARY 29

Page

2.0 ASIA's ANTI-TERRORISM PLAN 29

3.0 ASIA's 10TH POINT TOURISM ANTI-TERRORISM PLAN 30

4.0 ASEAN's DECLARATION ON COUNTER TERRORISM 30

5.0 ASEAN's DECLARATION OF TOURISM SAFETY 31

6.0 ASEAN'S INTER-GOVERNMENTAL AGENCIES COOPERATION 32
- *ASEAN Chiefs Of Police* (ASEANAPOL) 32
- *ASEAN Chiefs Of Army (ASEANARM)* 32
- *ASEAN BIMP-EAGA Border Security Cooperation* 32
- *ASEAN Regional Center For Counter-Terrorism And Liaison Offices* 32

7.0 ASEAN'S ANTI-TERRORISM INITIATIVES WITH OTHER NON ASEAN ECONOMIES 33
- *ASEAN – CHINA COOPERATION* 33
- *ASEAN+ 3 COOPERATION (China, Japan and Korea)* 33
- *ASEAN-US COOPERATION* 33
- *ASEAN-EUROPEAN UNION COOPERATION* 33
- ASEAN-AUSTRALIA COOPERATION 33

8.0 EUROPEAN UNION (EU) COUNTER TERRORISM PACT 34

9.0 EURO-ATLANTIC PARTNERSHIP COUNCIL ACTION PLAN 34

10.0 G-8 COUNTER-TERRORISM ACTION GROUP 35

11.0 INTER-AMERICAN COMMITTEE AGAINST TERRORISM (CICTE) 36

12.0 ORGANIZATION FOR ECONOMIC COOPERATION AND DEVELOPMENT (OECD) WORK ON TERRORISM 37

13.0 LESSONS LEARNED 37

Page

6 ROAD MAP 5 - STATE-LEVEL BEST PRACTICES IN SAFETY & SECURITY

1.0 EXECUTIVE SUMMARY 39

Road Map 5A - PROACTIVE-Related Best Practices

1.0 NATIONAL LEGISLATION ON TERRORISM PREVENTION
↓ *The Patriot Act, UNITED STATES* 42

2.0 NATIONAL COUNTER-TERRORISM STRATEGIES
↓ *Counter-Terrorism Program, CANADA* 42

3.0 ORGANIZATIONAL ROLES IN COUNTER TERRORISM
↓ *The National Counter-Terrorism Plan (NCTP), AUSTRALIA* 43

4.0 NATIONAL TRANSPORTATION SECURITY LEGISLATION
↓ *Aviation & Transportation Security Act, UNITED STATES* 44

5.0 TRAVEL & TOURISM PROACTION PLAN AGAINST TERRORISM
↓ *World Travel & Tourism Council (WTTC) Security Action Plan* 45

Road Map 5B - PREVENTIVE-Related Best Practices

1.0 COMPLIANCE TO APEC JOINT COUNTER-TERRORISM PROGRAM
↓ *Anti-Terrorism Program, CHINESE TAIPEI* 47

2.0 GENERAL ANTI-TERRORISM MEASURES
↓ *Anti-Terrorism Program, MALAYSIA* 48

3.0 NATIONAL ANTI-TERRORISM & CONSEQUENCE PLANNING
↓ *National Plan To Address Terrorism and Its Consequences (NPTC), THE PHILIPPINES* 48

4.0 NATIONAL SECURITY INTELLIGENCE
↓ *Canadian Security Intelligence Services (CSIS), CANADA* 49

5.0 TIGHTENING ENTRY AND EXIT POINTS
↓ *Range of Immigration-Related Initiatives, UNITED STATES* 50

6.0 SPECIAL EVENT SECURITY
↓ *The Protective Security Coordination Centre (PSCC), AUSTRALIA* 51

Page

7.0 INTELLIGENCE GATHERING
↓ *Rewards for Justice Program, UNITED STATES* 51

8.0 OVERSEAS SECURITY FOR ITS CITIZENS
↓ *Department of Foreign Affairs and Trade (DFAT), AUSTRALIA* 52

9.0 CRITICAL INFRASTRUCTURE PROTECTION
↓ *President's Commission on Critical Infrastructure (PCCIP), UNITED STATES* 52

10.0 JOINT BORDER SECURITY
↓ *Secure & Smart Border Declaration, CANADA & UNITED STATES* 53

11.0 AVIATION SECURITY INITIATIVES IN ASEAN
↓ *Aviation Security Program, The PHILIPPINES* 53

12.0 AIRPORT SECURITY ENHANCEMENTS
↓ *Canadian Airport Security Authority (CATSA), CANADA* 54

13.0 AIRPORT SECURITY REINFORCEMENTS
↓ *Transportation Security Administration (TSA), UNITED STATES* 55

14.0 ANTI-TERRORISM SUPPORT FOR OTHER ECONOMIES
↓ *Anti-terrorism Assistance Program (ATA), UNITED STATES* 56

Road Map 5C - PROTECTIVE-Related Best Practices

1.0 SAFETY & SECURITY ADVICE TO CITIZENS AND BUSINESS OWNERS
↓ *Department Of Homeland Security (DHS) Advisory Roles, CANADA & UNITED STATES* 58

2.0 TOURISM CRISIS MANAGEMENT
↓ *National Tourism Incident Response Plan, AUSTRALIA* 59

3.0 TOURIST PROTECTION IN CRITICAL INFRASTRUCTURE
↓ *The CN Tower, CANADA* 60

4.0 MARITIME SECURITY
↓ *RCMP Emergency Response Team, CANADA* 60

5.0 NATIONAL SECURITY CAMPAIGN
↓ *'Look Out For Australia' Campaign, AUSTRALIA* 61

Page

6.0 PERSONAL & FAMILY EMERGENCY PLAN
↓ *Emergency Management System, CANADA* 62

7.0 CITY PREPAREDNESS
↓ *Las Vegas, UNITED STATES* 63

8.0 TRAIN PASSENGERS' SECURITY
↓ *Initiatives by Various Economies* 63

LESSONS LEARNED 65

7 REFERENCE LIST 68

8 APPENDICES 75

1

PROJECT MODEL AND DIRECTION

To ensure that participants get the most out of this guide and also to put everyone in the right perspective when using this guide, we like to draw your attention to a few important areas.

1.0 THE MODEL

1.1 This Tourism Crisis Leadership Guide is a primer on the key aspects of terrorism, particularly on those areas covered by the recommended "Best Practices". This is done to ensure that those who are entrusted or involved with the implementation of safety and security measures have sufficient understanding of their '"opponent" and the threat it poses.

1.2 This guide on "Best Practices" also contains "lessons learned" from APEC member economies; done with the purpose of further enhancing safety and security for the tourism industry as well as countering the threats of terrorism at the international, regional, sub-regional and state level.

1.3 The project model is intended to serve as the "first phase" or the foundation of a truly integrated and sophisticated safety and security program to be of reality in the near future.

2.0 THE PROJECT COMPONENTS

2.1. Terrorism Threat Environment

A broad analysis of terrorism to help understand the key aspects of the terrorism phenomenon and its impact on the tourism industry.

2.2 International Level Best Practices

Initiatives taken by the UNITED NATIONS, outlining its role in leading the war against terrorism at the global front and spelling out the international strategy and policies that are crafted for global enforcement.

2.3 Regional Level Best Practices

Essentially, it contains APEC's initiatives against terrorism. It explains why APEC as a premier regional organization for 21 economies is an ideal platform where collective security measures can be effectively harmonized and applied regionally. It shows what their policies or measures are and how they have been formulated from their collective resources as well as through their consensus approach. There is also a section on the roles of other regional and sub-regional organizations for the purpose of complementing and strengthening the international initiatives, although APEC initiatives are

TSA 15-00014 - 000467

already comprehensive and cover a wide enough area to warrant allocating an entire chapter.

2.4 Sub-Regional Level Best Practices

Here we identify other initiatives taken by APEC sub-regional groupings and other non-APEC regional groupings on bilateral and multilateral cooperation in the area of safety and security against terrorism that have significance and relevance to tourism.

2.5 State Level Best Practices

In here, initiatives that have been taken by the national government and its agencies at the proactive, preventive and protective levels (related to safety and security that have both direct and indirect significance to tourism), are also given sufficient coverage.

3.0 "BEST PRACTICES" DEFINITION AND TERM OF REFERENCE

3.1 Definition

- In the context of this Guide, a "**BEST PRACTICE**" is defined as exemplary or successfully demonstrated ideas and activities that are viewed by some observers as top-notch standards for designing a basic safety and security program.

- In this regards, we like to refer to O'Del and Grayson's who defined '*a best practice is any practice, know-how, or experience that has proven to be valuable or effective within one organization and that may have applicability to other governments'.*

- It is essential to realize in any study on "best practices" that there is NO single set of best practices that will work in all situations everywhere or every time, because best is not best for everyone. Hence the word "best" is defined in context, is situational, and means "best for you" (Hiebeler, Kelly, and Ketteman, 1998)

- In this Guide, the phrase "initiatives" is often used interchangeably with "best practices". Both mean the same. To avoid any potential dispute or disagreement, the term "best" is not taken to mean as "the single most effective way to do something". Instead the term "excellent" or "successful" can be used in place of "best".

- This 'cautious' definition is adopted in this guide as the subject matter. Terrorism is constantly changing and evolving in response to the environment. As such, safety and security has to adapt and change in tandem.

3.2 Scope And Term Of Reference

3.2.1 Best practices (or initiatives highlighted here) are for the purpose of:

- o Enabling other member economies and their stake holders to adopt fully,

TSA 15-00014 - 000468

partially or to be further refined and built upon to suit their existing and future environment.

- o Stimulating their creativity to germinate even better ideas that are better suited for the environment they are in.

3.2.2 The coverage of best practices here does not cover the entire spectrum of safety and security, and counter-terrorism at the various levels in view of insufficient time to conduct such a full-scale study.

3.2.3 Also, the scope for a fully comprehensive "Best Practices" that covers every aspect of safety and security to counter the full range of terrorists threats at all the various levels for the different stakeholders is simply too wide an area to be undertaken by a single project.

3.2.4 However, as have mentioned earlier, the "Best Practices "here are sufficient to provide economies with a strong foundation to build an effective anti-terrorism and tourism safety and security strategy.

3.2.5 The Guide is designed to be user or reader friendly and for easy comprehension where the "Best Practices" are introduced with an executive summary, and a listing of the key areas. However, additional information including references and websites are also provided should there be a need for more information or details.

3.2.6 At the State level, Australia, Canada and United States lead the world in having the most developed and advanced safety and security programs because they have done the most work and have a longer experience than the rest. As such their best practices (or initiatives) are featured more predominantly than others.

3.2.7 Last but not least, it must also be noted that these best practices (or initiatives) are by no means the 'exclusive property rights of any economy. Whenever their names are mentioned, it is more often because the Research team had access to them first before others. We apologize if this inadvertent exclusion of other deserving names were not given mention here.

TSA 15-00014 - 000469

2

Road Map 1

TERRORISM THREAT ENVIRONMENT

Quote **"**Now all Member States must make greater efforts to exchange information about practices that have been proven effective, and lessons that have been learned, in the fight against terrorism, so that a global standard of excellence can be set**"** (message today from U.N. Secretary-General Kofi Annan delivered to the Warsaw Conference of heads of State on combating terrorism).

1.0 EXECUTIVE SUMMARY

1.1 TOURISM AND TERRORISM

If one has to pick a date when terrorism appeared at the doorstep of the tourism industry, it would most probably be 11th September 2001, now known as 9/11 and termed as the most deadly terrorist attack in history. It opened our eyes to a new and the most deadliest form of terrorism; *global or millennial* terrorism.

The shockwaves from the attacks caused one of the most damaging economic crises in the world and it impacted nearly everyone across the board in nearly every industry around the world. If September 11 was a lesson to America; that not even the world's most powerful nation is immune from terrorist attack, then the lessons from subsequent attacks in Bali, Mombassa, Riyadh or Madrid, are wake-up calls to the rest of the world that September 11 was clearly not a one-time affair. Terrorism is here to stay. It now has a global reach to launch its deadly attack on anyone, any place and at any time.

What really aggravated this already tragic situation is that, even now, after about 3 years, the attacks are still occurring with tourist spots still been targeted. There are many hundreds of terrorist groups that have also learned from the events of 9/11. They have learned that they can strike at the very heart of a nation and its peoples using simple, conventional and low-tech methods. They learned that a single successful attack could even alter the balance of power and affect national policies change.

This is the situation the tourism industry has found itself in today and this is the environment the tourism industry will have to operate.

Therefore, there is an urgent need to put together an effective Safety and Security strategy to respond to the threat and safeguard the industry. The industry does not have the luxury of time or the necessary experience to fall back to formulate an effective counter response. Under these circumstances, using "Best Practices" drawn from the APEC fraternity to enhance safety and security preparedness and response is probably, one of the most effective and practical approaches. If there is one redeeming value from terrorist

TSA 15-00014 - 000470

attacks such as 9/11 and the anthrax mail threat, it is the valuable lessons for us to learn, to gain the experiences, and to share these with others to benefit the entire industry.

1.2 THE PERFECT STORM AND THE WAY FORWARD

The combined impacts of several crisis and threats in the last 3 years; the current ongoing terrorist attacks, a weak global economy, 2 wars, consumer wariness and a new deadly disease, SARS; the industry has found itself in a "life threatening" situation or "Perfect Storm", for the very first time. Despite this, there is still light at the end of the tunnel, thanks to a resilient tourism industry that has stayed afloat and nursed itself back to full health.

Safety and security is now the fundamental platform for the return of consumer confidence to the industry and for sustained tourism growth. It is precisely for these reasons why APEC TWG has initiated this project and why such projects are so important to help the industry to chart a course to sail out of the storm.

2.0 TERRORISM DEFINED

2.1 THE SCOPE

Tourism flourishes best in a stable political, social and economic environment. But terrorism destroys all that. Until today, after more than 5 decades, the word "terrorism" has managed to evade all attempts towards a universal acceptable definition. One reason for this problem is it boils down to one's own perspective. In other words, "one man's terrorist is another man's freedom fighter; terrorism or national liberation.

However, in the context of this Guide, we look at terrorism as the enemy or the threat. In this regards, four (4) definitions are offered here:

- 'The unlawful use or threatened use of force or violence by a person or an organized group against people or property with the intention of intimidating or coercing societies or governments, often for ideological or political reasons'
  (Webster's University Dictionary)

- 'All criminal acts directed against a State and intended or calculated to create a state of terror in the minds of particular persons or a group of persons or the general public.
  (League of Nations, 1937)

- 'Any force or violence against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of political or social objectives.
  (Federal Bureau of Investigation)

- 'Any violent act that causes damage to life, personal freedom and public infrastructure; and any act that threatens national security and peace.
  (Thailand Government August 2003)

TSA 15-00014 - 000471

2.2 THE IMPORTANCE IN DEFINING TERRORISM

2.2.1 The need to have a definition is not merely for academic reasons but one, which has an important legal and political concern. Having a definition will give our strategies more bite. Since terrorism is an international phenomenon, responses to terrorism must also be on an international scale.

Developing an effective international strategy requires agreement on what it is we are dealing with. In other words, we need an agreed definition of terrorism.

2.2.2 Without a definition, it will lead to these consequences:

- ↓ International agreements and conventions against terrorism cannot be formulated or enforced; for example, extradition of terrorists.
- ↓ Parties define terrorism as they see fit.
- ↓ No responsibility can be imposed on APEC or non APEC economies supporting terrorism, nor can steps be taken to combat terrorist organizations and their allies.
- ↓ A loophole that allows many APEC or non APEC economies to shirk their obligation to extradite individuals wanted for terrorist activities.

3.0 **SIGNIFICANT TERRORISM EVENTS & MAJOR INCIDENTS**

3.1 TARGETS AND INCIDENTS

There is little doubt that 11th September 2001 left a significant mark on the global travel and tourism sector. More than 3 years have now passed and during this time, terrorism has permeated all corners of the world. Their deadly bomb attacks on cities across the globe have forced the world to take notice of its global reach and presence. No place is safe; not even a superpower is immune from it. The terrorist attacks did not stop after 9/11; it continued through to 2004, from Bali to Grozny to Mombassa in 2002, Riyadh in 2003, and the Madrid train attacks in March 2004.

But in reality, the threat of terrorism did not start from September 11, 2001. It began long before that and has steadily increased over the last 30 years. With advances in technology, terrorist acts have become much more destructive and the perpetrators of those acts more elusive. Few parts of the world have remained untouched by the current wave of terrorism that started in the late 1960's. Here are some of the recent terrorists' incidents.

- Britain
  A makeshift laboratory for concocting the deadly poison 'ricin' linked to the European al Qaeda cell was discovered.
- Saudi Arabia
  At least 35 people were killed and 200 wounded in al-Qaeda triple-suicide bombings.

TSA 15-00014 - 000472

- Casablanca
  5 simultaneous suicide bombings killed 43 people and injured 100.

- Indonesia
  Suicide bombings in Bali and Jakarta killed more than 200 people in 2 separate incidents.

- India
  Over 50 people were killed in 2 simultaneous bomb blasts.

- Iraq
  Double car bombs in the holy city of Najaf killed around 100 people. Another one killed 23 at the UN headquarters.

- Spain (March 2004)
  Train blast that killed 200 with more than 1,000 injured. Al Qaeda claimed responsibility.

Note: For details on the chronology of significant terrorist incidents, you can refer to Appendix 1

4.0 THE TERRORISM WAR

4.1 FIGHTING A DIFFERENT WAR

Terrorism flourishes in various forms. Although September 11 was a major 'landmark', this attack on USA did not provide a benchmark on how future terrorist attacks would be. They take all forms as long as they are suitable for the circumstances. However, one thing has changed dramatically; it can be operated by a very small group of people, with or without overt state sponsorship. They make use of modern technology to threaten any nation on earth. The global war against terrorism is entirely a new kind of war and is unlike any other war the world has ever seen. So who is this enemy? How are they different from the traditional terrorists? Why are they so deadly and how do we deal with such a threat?

It is important for tourism stakeholders to have these answers to help them understand and learn more about this enemy by knowing why and how terrorism is different and difficult to fight.

4.1.1 War on Terror vs Conventional War

The media headlines has labeled it as "the war against terrorism" but the word "war" can be fundamentally misleading for reasons such as :

- No state is the target of military defeat;
- There are no "front lines" and no "rear areas" in a terrorist war;
- No territory to invade;
- No battle lines to defend;
- No uniformed soldiers to fight;
- The war will be everywhere and nowhere...all at the same time. Who is this enemy? What are their key characteristics?
- It is not a single entity:

TSA 15-00014 - 000473

- Not even a single state;
- It is a network that functions in many economies and affects all APEC and Non APEC economies;
- It uses the advantages of globalization and modern technology.

4.1.2 New (Millennial) vs Traditional Terrorism

Over the years, the terrorism war strategies have evolved to be very cruel and sophisticated as compared to previously more traditional ones.

New (Millennial) Terrorism	Traditional Terrorism
A more diffused structure and membership.	Clearly delineated, well-defined with organized command and control apparatus.
Highly decentralized and fluid; loosely organized and rely on loose affiliations based on religious or ideological affinity. Example, Al Qaeda. There is lack of central authorities and no clear hierarchies. They use amateurs to support their common cause.	Hierarchically-organized, chain of command, localized groups, example, Irish Republican Army and the Palestine Liberation Organization.
Less interested in public opinion about themselves and more interested in "larger body counts of their perceived enemy"; willing to sacrifice their own lives in the attacks.	Plan their attacks to produce just enough bloodshed to get attention for their cause, but not so much as to alienate public support.
New far right terrorism and religious extremist terrorism often not distinguished by membership in visible and well-organized groups.	.
Often lack a specific political or nationalistic goal other than to punish their enemies by killing as many of them as possible.	Clear political objectives or a specific nationalistic agenda.
Indiscriminate attacks and targets; the end justify the means.	Selective and mostly discriminate attacks and targets.
Less likely to claim responsibility. Example, the embassy bombings in Kenya and Tanzania; no credible claim for the attacks has yet been issued. It is the act that is important and not the claim to it. The terrorist acknowledges only God as his master and no one else matters. And to further complicate matters, they no longer have an expectation of surviving their murderous attacks. The stakes have undoubtedly been raised.	Often claimed credit or responsibility and explained their violent acts or issuance of post- communiqués like the Provisional Irish Republican Army (PIRA).
Using the advantage of globalization, technology-driven, modern media, and force-multiplier effect.	-

TSA 15-00014 - 000474

4.2 TERRORIST DEADLY WEAPONS

According to The RAND, St Andrews University, Chronology of International Terrorism, although the total volume of terrorist incidents worldwide has declined in the 1990s, the percentage of terrorist incidents resulting in fatalities has nonetheless grown. For example, 484 international terrorist incidents were recorded in 1991, the year of the Gulf War; followed by 353 in 1994 (with 419 killed); 278 in 1995 (with 287 killed) to 250 in 1996 (with 510 killed). The conclusion drawn is that even while terrorists were less active in 1996, they were more lethal.

There are reasons for terrorism's increased lethality. Among the major reasons cited by security analysts, including terrorism expert, Bruce Hoffman from the RAND Corp., that it has to do with the change in the type of weapons used and the methods of attack [modus operandi]. The terrorists are not only getting more sophisticated and lethal weaponry but are getting greater access to these weapons through their alliances with their "benefactors" (state sponsors). This has a "force multiplier" effect as it dramatically increases the striking power of ordinary terrorist by placing greater resources in their hands, where it enhances the terrorists planning, intelligence, financial and logistical capabilities.

Let us examine some of their weapons used.

4.2.1 Small Arms

- Military rifles
- Pistols
- Revolvers
- Automatic Weapons / Submachine Guns

4.2.2 Medium Size Infantry Weapons

- Light Machine Guns
- Rocket Propelled Grenades
- Mortars
- Mines
- Small Missiles

4.2.3 Improvised Explosive Device

- Commercial & Military Explosives
- Homemade
- Letter Bombs
- Remote Controlled Bombs
- Incendiary Bomb; example, Molotov Cocktail
- Vehicle bombs - cars, boats, planes, tanker trucks
- Fertilizer
- Primary & Secondary Bombs

4.2.4 Weapons & Bombs Source

- Available on black market
- Stolen from military forces
- Available on commercial market
- Left over from Cold War
- Plans and instructions readily available on Internet

TSA 15-00014 - 000475

4.2.5 Weapons of Mass Destruction [WMD]: Chemical, Biological, Radiological, Nuclear & High Explosives (CBRNE)

a) *Biological*
- Anthrax
- Bubonic Plague
- Ebola
- Foot and Mouth Disease
- Genetically-modified diseases
- Smallpox

b) *Chemical*
- Chlorine gas
- Mercury
- Mustard / Nerve gas
- Household pesticides
- Blister Agents
- Ricin
- Sarin
- VX

c) *Nuclear bombs*
- Radiological "Dirty" bombs

4.3 TYPES OF TERRORISTS' TARGETS

Essentially, their targets can be categorized as strategic and tactical.

4.3.1 Strategic Targets

They are known as critical infrastructure consisting of international airports, dams, national monuments, military bases, civilian governmental facilities, population centers, nuclear power facilities, oil fields, food production (cattle, sheep, chicken, wheat, corn and soya bean fields, etc) and fresh water reservoirs and aqueducts.

4.3.2 Tactical Targets

They are hospitals, schools, malls, shopping centers, gas stations, hotel lobbies, truck stops on the super highways, restaurants, public transport stations, pedestrians in crowded crosswalks, banks filled with customers, crowded places of worship, sports fields and stadiums. (In short, any place where people congregate.)

Factors in selecting targets include:

- High degree of surprise in the attack, causing panic and paralysis;
- Drama of the attack, causing awe and fixation;
- Availability of media to publicize the attack, causing lingering effects;
- Magnitude of the attack, causing the inflation of the terrorists' power;
- Ability to repeat the attacks, causing widespread insecurity.

4.3.3 Cyber Targets

Computers and computer networks: "Terrorism over the Internet." This is often considered in the same context with WMD. This issue is very serious;

TSA 15-00014 - 000476

for instance, there are now Special Committees in every branch of the United States armed forces that are studying the potential of Information Technology as a defensive and an offensive weapon or what strategic analysts is calling "Infowar". In this digital age, information and its dissemination, has achieved the status of a vital strategic asset.

Today, with every aspect of our lives dependent on information networks, it is particularly most appealing to terrorists as they have a new attractive target and at the same time acquire a new weapon. Computers control our electric power supplies, run the national water system, control the air traffic into and out of the economy, manage our bank accounts, and keep track of every aspect of our personal lives. All of these information systems are vulnerable, to one degree or another, to outside attacks. In the past, we have been fortunate in that the vulnerability of such systems has been limited to attacks by hackers but it is something we cannot count on in the future.

While the technology to operate and protect these networks is quite costly, the means to attack them are relatively cheap, easily smuggled from place to place. It can be used from a distance, and are virtually untraceable. In the simplest case, one needs only a computer, a modem, and a willing hacker; in short, the perfect terrorist weapon.

According to Alvin Toffler, *"It's the great equalizer."* "*You do not have to be big and rich to apply the kind of judo you need in information warfare".*

Note: For statistical information on the various types of weapons used in terrorist attacks and their targets, you can refer to Appendix 2 and 3.

5.0 TERRORISM IMPACT ON TOURISM

5.1 THE COST OF TERRORISM

To know the impact of terrorism on tourism, we shall first examine the cost of the 2 major terrorist events that took place not too long ago.

5.1.1 The Cost of the 9/11 Attack on the Industry

- 7.4% decline in international travel worldwide (WTTC);
- Between 10-20% drop in tourism arrivals in Asia Pacific region;
- US$10 billion immediate revenue loss for IATA airlines;
- 400,000 jobs in the aviation industry worldwide were cut;
- Many airlines had to reduce capacity by as much as 20%;
- 8.8 million jobs were lost in the tourism industry worldwide;
- International arrivals dropped 1.3 percent in 2001, for the first time since 1982;
- For 2001/2002 period, 662,600 jobs were lost in the United States;
- The EU recorded a loss of 4.5 per cent of Travel & Tourism Demand in 2001 and an additional loss of 3.1 per cent in 2002.

5.1.2 The Cost of the Bali Attack in Oct 2002

- Between 10-30% drop in tourist arrivals in the ASEAN region; which is as much as 80% drop in room occupancy in Bali;
- 360,000 jobs were lost;

TSA 15-00014 - 000477

- 5.6 billion rupiah loss in revenue;
- Almost 52,000 visitors fled Bali in the wake of the 12 October bombing;
- Expected cost of lost tourist receipts is estimated at around 1 per cent of Indonesia's GDP (Euroweek, 2002)

5.2 IMPACT OF TERRORISM ON TOURISM

From the above 2 events, we can deduce the following:

5.2.1 Tourism Is A Favorite Terrorism Target

- It is often interconnected with transportation centers;
- It is associated with big business and corporations;
- It is interrelated with other multiple industries;
- It is media-oriented;
- It is about large flow, interaction and assembly of people;
- It symbolizes a nation's cultural heritage and history.

5.2.2 Terrorism is Devastating for APEC's Tourism & Economies

The verdict is clear. Terrorism is bad for the economy and even worse for the tourism industry. It is the biggest threat to economic stability, regional peace and security and APEC's goal of free, open and prosperous economies. The impacts showed the close connection between terrorism, economy and tourism. Take for instance the 9/11 incident; international arrivals fell by 1.3% throughout the world. This was not all as when people stopped traveling, they also stopped staying in hotels, eating in restaurants, visiting entertainment spots, museums or theme parks, renting cars, shopping etc.

5.2.3 Tourism Stakes In A Terrorism Attack

Let us look at the tourism stakes. The global Tourism Industry is the world's largest industry and its importance to the world economy is illustrated by statistics recently released by the World Travel & Tourism Council in 2004, which estimated that the travel & tourism industry is expected to generate:

- US$ 5,490.4 billion of economic activity;
- 10.4% of total GDP;
- 214.7 million jobs or 8.1% of total employment;
- 12.2% of total exports;
- 5.9% real growth in travel & tourism demand for 2004, and 4.5% real growth per annum between 2005 and 2014;

Related to the above, tourism contributions in APEC can be summarized as follow:

- 100 million jobs;
- Generates over US$2 trillion in travel and tourism-related demand;
- Approximately US$400 billion in export earnings;
- Accounts for one-quarter of world international visitor arrivals and more than one-third of global international visitor expenditure. More than three-quarters of international visitor arrivals in the APEC region are generated by APEC economies, that is, it is intra-regional.

TSA 15-00014 - 000478

5.3 THE COST OF UNCHECKED TERRORISM

Unchecked terrorism not only destroys the lives and property of individuals, but also undermines the entire economies, erodes market confidence and inflates the cost of trade in many ways.

Terrorism creates uncertainty, which increases perceived risk. This will undermine investor confidence and reduce their willingness to invest in these economies. The taint of uncertainty and danger in the region, while it remains, will continue to have a negative effect on investor sentiment.

Higher risk premiums reduce the rates of returns on investments, thereby discouraging foreign direct investment (FDI) inflows.

One analysis estimates the fall in US investment due to ongoing terrorism threats, is about 0.2 per cent of GDP (Becker and Murphy, 2001, cited in Joint Economic Committee, 2002). This drop in investment and hence income is transmitted to other economies through lower US demand for imports.

It increases insurance costs for cargoes and passengers.

It creates the need to carry higher levels of inventory (due to the potential for terrorism to cause bottlenecks in delivery systems) thus reducing the benefits of just-in-time manufacturing processes and undermining supply chain management.

Recent estimates indicate that if the United States has to carry 10 per cent more in inventories and pay 20 per cent more for commercial insurance premiums as a result of the increased terrorism threat, it would cost 0.1 per cent and 0.3 per cent of GDP or US$7.5 billion and US$30 billion per year respectively (UBS Warburg, 2001);

5.4 CONSEQUENCES TO THE TRAVEL AND TOURISM INDUSTRY

These are some of the changes that have already taken place:

5.4.1 Changing Traveling Trends

The tourism industry not only has to face a crisis in consumer confidence but also a crisis of changing trends in tourism demand, which is influenced by the heightened fear of traveling and safety concerns amongst travelers.

The 3 types of destinations that suffered the most from 9/11 are:-

- Those perceived as being close or connected to the conflict;
- Those heavily dependent on US traffic;
- Those dependent on long-haul air traffic.

There is a shift towards shorter duration trips and choosing destinations that are closer to home and easily accessible; using means of transport that are perceived to be safer; that is, individual transport than mass transport or staying away from troubled areas.

TSA 15-00014 - 000479

There is also an increase in last-minute booking, including internet booking and "do-it-yourself" arrangements.

5.4.2 Safety A Key Consideration For Leisure Or Business Travelers

The old belief that too much security will scare the public is no longer valid. The public is now more frightened of security breeches than it is of security checks. In short, travelers no longer fear tourism security but demand it.

A survey on travel intentions by Yesawich, Pepperdine & Brown (YP&B) on Jan 2002 (5 months after 9/11) reveals that:

- Leisure travelers said they would cancel or take fewer trips; and nearly twice as many of them stated they would not travel because they believed it was "not safe to fly."
- The percentage of respondents citing air safety concerns nearly doubled, from 23% to 45%, from a similar survey conducted in November 2001.
- Travelers' concerns about the safety of air travel exceeded concerns about personal safety (19%) as well as concerns about the current condition of the United States economy (13%).
- Paralleling their concern about the safety of air travel, leisure travelers who said the terrorist incidents were likely to influence their future travel plans also indicated a preference for vacationing closer to home (59%), visiting friends and relatives (45%), vacationing at home (39%) and vacationing with children (35%).

6.0 LESSONS LEARNED

6.1 There are many lessons that can be learnt from the many aspects of the terrorism threat environment that all tourism stakeholders must take note of.

Here are some of the key ones:

6.1.1 Reducing terrorism threat benefits everyone

Due to regional and international economic linkages, terrorist events in one economy can impose significant costs on other regional economies. Given APEC's member economies high dependence on international trade and foreign investment requirements to promote growth, they have much to gain in cooperating to reduce the threat of terrorism as any counter-terrorism action taken by one economy will produce regional benefits.

6.1.2 Safety and Security as investment strategy to facilitate trade.

Economies that invest and adopt common safety and security measures that are consistent with global standards stand to gain from one another more. Some examples are:

- Standardization of electronic manifests system at all ports would lead to quicker processing of cargo, faster vessel turnaround and this should

TSA 15-00014 - 000480

lower freight handling costs, thereby reducing the final prices of traded goods, and hence increase demand.

- The introduction of the US Customs' Automated Commercial Environment (ACE) project to enable faster identification and interception of high-risk cargo by US Customs and thus facilitating the faster processing of goods. A study estimated that the ACE system will save US importers US$22.2 billion in costs over 20 years and will save the US government US$4.4 billion in administrative costs over 20 years.

6.1.3 Safety and Security is everyone's responsibility

The efforts must be towards "total" security and this responsibility rests on everybody, from the man-on-the street, to hotel managers to government ministers.

This becomes more crucial when we consider that recent series of attacks showed a shift to soft targets probably because targets that are both inside an economy like in US have been "hardened" and are no longer easy terrorist targets. Terrorists are now targeting US friends and allies overseas and soft targets such as businesses, population centers, tourist sites and facilities.

6.1.4 Cooperation and collaboration is the most effective weapon

Because of its importance, this simple lesson has been emphasized over and over again. Two of them are:

"The defeat of terror requires an international coalition of unprecedented scope and cooperation. There are no silver bullets, no special individuals and no single institution. No nation, not even a superpower like the US, can fight this kind of terror on its own. Our open and global environment which has allowed terrorists to establish a global presence and reach, now require all nations to work together, exchange information, share best practices, collaborate on operations, and synchronize their efforts as a global response to counter terrorism." (President Bush)

"*The six cardinal rules of counter terrorism; it takes coordination, coordination, coordination, and it takes cooperation, cooperation, and cooperation. The threat that we face is a global threat, and it takes global coordination and global cooperation to close the seams in which terrorists operate against our countries*." (US Ambassador Francis X)

In this regards, respective APEC member economies and its agencies should seriously address this issue on how information can be shared and coordinated, and a mechanism or a central body to be in-charge of intelligence gathering, etc.

6.1.5 Tourism crisis recovery is dependent on out-of-the-box strategies

Despite the measures, the tourism industry may be hit again, thus proactive plans must be in place to help its fast recovery. Recent success stories of how economies address crisis can offer some invaluable learning to many.

- **Joint Cooperation To Overcome SARs Crisis, Hong Kong**
  A superb demonstration of combined cooperation by all sectors.

TSA 15-00014 - 000481

- **"Visit ASEAN" Campaign**.
  One ticket that allowed onward journey to other sectors with offers of attractive hotel rates.

- **"Together in Asia"**
  The governments of Hong Kong, China, Singapore and Thailand jointly promote their respective tourist attractions and rebuild its image under the banner "Together in Asia" for the United Kingdom market and "Asia Now" for the United States.

- **Re-looking And Further Strengthening Airlines Alliance**
  For the airlines, the cooperative approach took the form of strengthening or further developing existing alliances. For example; Star Alliance, Oneworld and SkyTeam to tap its full potential like these:

  - Connectivity with more destinations and better connections;
  - Rates volume discounts;
  - Specific plans or products that target different types of corporate travelers;
  - Back office technologies on self-booking systems and flight schedules that can be downloaded;
  - Smooth e-travel, simplifying e-ticketing and e-transfers between carriers;
  - Service locations, service counters and airport lounges to take care of passengers.

- **'Back To Bali' Campaign**
  Launched by Garuda Airline and the Ministry of Culture and Tourism, the campaign was aimed at improving safety and security that included the deployment of 5,084 police personnel to Bali; working in close co-operation with the military and the implementation of a wide range of security measures to heighten security at hotels, public gathering places, and foreign consulates.

- **Singapore's Tourism Brand Revolution**
  Launched by the Singapore Tourism Board (STB) to create a "brand revolution" for the industry, it took the form of getting everyone from the local citizens to the hoteliers, to embrace the brand to reposition Singapore as a destination with "a unique blend of the best of the modern world and rich cultures that deliver enriching experiences" to visitors.

- **"Over The Sea, Get One Free"**
  Delta Air Lines introduced its "Over the Sea, Get One Free" promotion, which allows its 'Sky Miles' members to earn one free economy round trip flight for every international full-fare First Class or Business ticket purchased.

- **Consolidation And The Need For Innovative Product Development**
  The industry has learned the need for consolidation as a response to the crisis and many multinational companies have taken this approach via M&A (mergers and acquisitions). Today it is no longer "the survival of the fittest" but "survival of the specialist." It means moving into specialized areas in servicing niche markets, a particular segment or sub-segment of

TSA 15-00014 - 000482

the industry; a particular destination or re-packaging and adding-value to existing products.

TSA 15-00014 - 000483

3

Road Map 2

INTERNATIONAL LEVEL
United Nations' Best Practices In Safety & Security

1.0 EXECUTIVE SUMMARY

Right at the apex, the United Nations has been and still is the No. 1 global driving force in leading and pushing for a united global front against terrorism in order to make the world a safe place for all. Highlighted here are some key initiatives undertaken by United Nations and its agencies that have significance and relevance to tourism.

2.0 UNITED NATIONS' UNIVERSAL TOURISM-RELATED LEGAL INSTRUMENTS TO FIGHT TERRORISM

2.1 Key Summary

Terrorism has been a serious concern to the international community since 1937. It was first formally acknowledged with the *Convention for the Prevention* and *Punishment of Terrorism*. Since then, the United Nations has always taken the lead to deal with terrorism both from a legal and political perspective.

2.2 Key Areas

Although there are 12 universal legal instruments for the international community, 10 of them have direct tourism significance that addresses specific aspects of international tourism.

Instrument 1: On In-flight Safety
Convention on Offences and Certain Other Acts Committed On Board Aircraft (Tokyo Convention, 1963)

a) Applies to acts affecting in-flight safety;
b) Authorizes the aircraft commander to impose reasonable measures; including restraint, on any person believed to have or about to commit such an act;
c) Requires contracting states to take custody of offenders and to return control of the aircraft to the lawful commander.

Instrument 2: On Aircraft Hijacking
Convention for the Suppression of Unlawful Seizure of Aircraft ("Hague Convention", 1970)

TSA 15-00014 - 000484

a) Makes it an offence for any person on board an aircraft to "unlawfully force or threaten to seize control of that aircraft;
b) Requires parties to the convention to make hijackings punishable by severe penalties;
c) Requires parties that have custody of offenders to either extradite the offender or submit the case for prosecution;
d) Requires parties to assist each other in connection with criminal proceedings brought under the convention.

Instrument 3: On Aviation Sabotage
Convention for the Suppression of Unlawful Acts Against the Safety of Civil Aviation ("Montreal Convention", 1971)

a) Applies to acts of aviation sabotage such as bombings aboard aircraft in flight);
b) Makes it an offence for any person unlawfully and intentionally to perform an act of violence against a person on board an aircraft in flight that endanger the safety of that aircraft;
c) Requires parties to the convention to make offences punishable by "severe penalties;"
d) Requires parties that have custody of offenders to either extradite the offender or submit the case for prosecution.

Instrument 4: On Outlaw Attacks On Senior Officials
Convention on the Prevention and Punishment of Crimes Against Internationally Protected Persons (1973)

a) Defines internationally protected person as a Head of State, a Minister for Foreign Affairs, a representative or official of a state or of an international organization who is entitled to special protection from attack under international law;
b) Requires each party to criminalize and punish those who are responsible for the intentional murder, kidnapping, or other forms of attack upon the person.

Instrument 5: On Hostages
International Convention Against the Taking of Hostages ("Hostages Convention", 1979)

a) Provides that "any person who seizes or detains and threatens to kill, to injure, or to continue to detain another person in order to compel a third party, namely, a State, an international intergovernmental organisation, a natural or juridical person, or a group of persons, to do or abstain from doing any act as a condition for the release of the hostage.

Instrument 6: On Airport Violence
Protocol for the Suppression of Unlawful Acts of Violence at Airports Serving International Civil Aviation, 1988):

a) Extends the provisions of the Montreal Convention to encompass terrorist acts at airports serving international civil aviation.

TSA 15-00014 - 000485

Instrument 7: On Maritime Safety
Convention for the Suppression of Unlawful Acts Against the Safety of Maritime Navigation, (1988)

a) Applies to terrorist activities on ships;
b) Establishes a legal regime applicable to acts against international maritime navigation that is similar to the regimes established against international aviation;
c) Makes it an offence for a person unlawfully and intentionally to perform an act of violence against a person on board a ship that is likely to endanger the safe navigation of the ship.

Instrument 8: On Sabotage
Convention on the Marking of Plastic Explosives for the Purpose of Detection (1991)

a) Provides for chemical marking to facilitate detection of plastic explosives, for example, to combat aircraft sabotage;
b) Designed to control and limit the use of unmarked and undetectable plastic explosives (negotiated in the aftermath of the 1988 Pan Am 103 bombing);
c) Parties are obligated in their respective territories to ensure effective control over "unmarked" plastic explosive;
d) Each party must, among other things, take necessary and effective measures to prohibit and prevent the manufacture and movement of unmarked plastic explosives;

Instrument 9: On Terrorism Suppression
International Convention for the Suppression of Terrorist Bombing (1997)

a) Creates a regime of universal jurisdiction over the unlawful and intentional use of explosives and other lethal devices with intent to kill or cause serious bodily injury, or to cause extensive destruction of the public place.

Instrument 10: On Terrorism Financing
International Convention for the Suppression of the Financing of Terrorism (1999)

a) Requires parties to take steps to prevent and counteract the financing of terrorists, whether direct or indirect;
b) Commits states to hold those who finance terrorism criminally, civilly or administratively;
c) Provides for the identification, freezing and seizure of funds allocated for terrorist activities, as well as for the sharing of the forfeited funds with other states on a case-by-case basis. Bank secrecy will no longer be justification for refusing to cooperate.

3.0 UNITED NATIONS RESOLUTION 1373

3.1 Key Summary

The Declaration below was made by the United Nations, immediate after the 9/11 tragedy. It represents its clearest stand on terrorism.

TSA 15-00014 - 000486

" ... acts, methods and practices of terrorism are contrary to the purposes and principles of the United Nations …". It called upon Member States to "become parties as soon as possible to the relevant international conventions and protocols" ... and … "to increase cooperation and fully implement the relevant international conventions and protocols".

3.2 Key Areas

It deals with:

- Strengthening international cooperation to prevent terrorism;
- Preventing and suppressing financing of terrorism;
- Criminalizing fund-raising by their citizens;
- Freezing assets of those who commit terrorism;
- Prohibiting their citizens from funding terrorism;
- Facilitating better exchange of operational information on movement of persons or networks, forgery of travel documents, arms trafficking, IT use, and possession of weapons of mass destruction (WMD)];
- Facilitating judicial cooperation and information exchange;
- Forging bilateral and multilateral counter-terrorism cooperation.

4.0 COUNTER-TERRORISM COMMITTEE (CTC)

4.1 Key Summary

A key consequence of Resolution 1373 was the formation of CTC, the leading UN monitoring body to speed up collective action against international terrorism.

4.2 Key Areas

It focuses on 4 areas:

- Implementation
  Monitoring the implementation of Resolution 1373 by all economies to an acceptable level of compliance with Resolution 1373 and the terrorism-related conventions and protocols mentioned above;

- Research And Development
  Assisting economies to explore the promotion of best practices, the availability of existing technical, financial, regulatory and legislative programs; and synergies between assistance programs with international, regional and sub-regional organizations within the framework of Resolution 1373;

- Technical Cooperation
  Promoting technical co-operation between economies that need help in the field of counter-terrorism.

- Information
  Having an Assistance Database in the field of counter-terrorism, which is found on its website (www.un.org/Docs/sc/committees/1373/index.html), as a resource for economies to access information, sources of expertise

TSA 15-00014 - 000487

and technical assistance.

5.0 UNITED NATIONS' GLOBAL PROGRAM AGAINST TERRORISM

5.1 Key Summary

Launched in October 2002, it further strengthens the United Nations' legal regime against terrorism.

5.2 Key Areas

It helps worldwide economies in:

- Terrorism-related Legislations

  Provides tailor-made assistance in formulating legislations for member economies and CTC in these aspects:

  a) Reviewing domestic legislations and providing advice on drafting enabling laws;
  b) Facilitating and providing training to national administrations on new legislations;
  c) Providing in-depth assistance on the implementation of new legislations against terrorism through the mentorship program;

- Technical Assistance

  Provides legislative guidance pertaining to terrorism through:

  a) A checklist for legislators in this field;
  b) Updated model laws and examples of relevant legislations in keeping with latest developments in terrorism-related legislations.

- Partnership Building

  Facilitates the exchange of expertise and information with other international and regional organizations and national institutions particularly on:

  a) Money laundering;
  b) Organized crimes;
  c) Corruption.

- International Codes, Standards and Best Practices

  Drives for the development and harmonization of counter-terrorism codes and best practices for capacity building against terrorism.

6.0 INTERNATIONAL CIVIL AVIATION ORGANISATION'S AVIATION SECURITY PLAN OF ACTION

6.1 Key Summary

TSA 15-00014 - 000488

Through its agency, the International Civil Aviation Organization (ICAO) formulated this plan in 2002 to step up the security for the global aviation industry.

6.2 Key Areas

It focuses on:

- Identifying, analyzing and developing effective responses;
- Enhancing overall safety measures (especially on flight decks);
- Conducting regular mandatory systematic and harmonized aviation security audits, coordinated regional and sub-regional security audits, transparent security audit results, and a program to rectify deficiencies.

7.0 INTERNATIONAL MARITIME ORGANISATION'S MARITIME (IMO) SECURITY PLAN OF ACTION

7.1 Key Summary

The IMO is another agency of the United Nations that adopted measures to protect the global maritime industry.

7.2 Key Areas

It focuses on:

- Undertaking mandatory automatic identification on all ships over 500 tones;
- Setting guidelines to assess port vulnerability;
- Developing a seafarer identification document;
- Setting new anti-terrorist alarms on ships;
- Strengthening key international treaties on high seas terrorism;
- Reviewing measures and procedures to prevent acts of terrorism, which threatens the security of passengers and crews and the safety of ships;
- Reviewing measures such as documents required for seafarers, ship clearance and maritime port security.

8.0 LESSONS LEARNED

8.1 UN provides clear and definite directions and guidelines on addressing the terrorism threats to all economies of the world. Those who readily respond to them will be well guided on what and how their safety and security programs should be.

8.2 UN's support comes through a range of assistance programs that economies have much to gain from especially in fortifying their defence and protection against a threat that does not seem to be stopping.

8.3 UN is the first to acknowledge that global cooperation is key to overcoming terrorism threat. Economies must quickly respond to this and seek ways to harmonize their efforts in safety and security programs that meet the UN's requirements.

TSA 15-00014 - 000489

4

Road Map 3

REGIONAL LEVEL
APEC's Safety & Security Initiatives

1.0 EXECUTIVE SUMMARY

In response to United Nations' directive, APEC as a regional bloc has been among the first in the world to take the terrorism threat very seriously. Many reasons are offered as to why APEC needs to safeguard itself. The determination to wipe out terrorism is well supported by a number of Statements and Declarations made. APEC also openly acknowledges the safety and security factor as a prime concern, which unless addressed effectively would derail APEC Tourism Vision.

There are a number of initiatives taken. From an organizational aspect, it sets up the Counter-Terrorism Task Force that formulated the Counter Terrorism Action Plan to monitor member-economies implementation of its safety and security program. The Secure-Trade-In-APEC-Region (or STAR) is a key driver in the protection of its trade. Other initiatives included here are the Advanced Passenger Information (or API), Regional Alert Immigration System (or RIAS) and Aviation Security Audit.

2.0 THE CALL FOR REGIONAL COOPERATION

2.1 Key Summary

APEC has too much to lose if terrorism reigns. It has repeatedly called for regional cooperation. Within a month after the 9/11 attack, APEC Leaders issued the *Statement on Counter Terrorism* that committed APEC to support the global fight against terrorism. Again in October 2002, a month after the terrorists' bombing in Bali, APEC Leaders issued the S*tatement on Fighting Terrorism and Promoting Growth* that further committed its members to further strengthen measures to combat terrorism on a strict timetable of action.

2.2 Key Areas

APEC's key areas of strength lie in:

- Traditional Close Ties
  Compared to others, APEC is a classic role model of regional cooperation of its 21 member-economies, made possible because of:

  a) The tremendous pool of invaluable resources and expertise when its member-economies come together.
  b) Familiarity and understanding among themselves built over the years.

TSA 15-00014 - 000490

- Established Infrastructure
  An established institutional framework that already exists for its members to collaborate, coordinate and even to harmonize its efforts in almost every field, including the fight against terrorism.

3.0 APEC'S COMMITMENT TO FIGHT TERRORISM

3.1 Key Summary

Declarations and Statements by APEC form the basis for regional cooperation among its member-economies to collectively remove the terrorism threat that poses the biggest threat to its trade, environment and people.

3.2 Key Areas

- COLLECTIVE RESOLVE

  "The terrorist attacks of September 11 presented a new challenge to our work. APEC member economies are striving to meet this challenge. In that light, we strongly affirm the APEC Leader's Statement on Counter-Terrorism concerning the collective resolve of the Asia-Pacific community to counter terrorism and support actions taken by member economies and other Fora to further improve safety. We have resolved to achieve common prosperity through broader participation and closer cooperation. We wish to send a clear and strong message on the collective resolve of the Asia-Pacific community to counter terrorism".
  APEC LEADER'S STATEMENT ON COUNTER-TERRORISM 2001, SHANGHAI

- UNITY IN A COMMON DETERMINATION

  "We are united in our determination to end the threat that terrorism poses to our shared goals. It calls for strengthened international cooperation to support the region's efforts to eliminate terrorism".
  APEC LEADER'S DECLARATION 2002, LOS CABOS

- STRENGTHENING PARTNERSHIP

  "We agree to strengthen our partnership not only to liberalize and facilitate regional trade and investment, but also to protect our people and societies against threats to their security".
  APEC LEADER'S DECLARATION 2003, BANGKOK

4.0 APEC's TOURISM VISION

4.1 Key Summary

APEC'S Tourism Vision guides and directs the efforts of its 21 member-

TSA 15-00014 - 000491

economies on tourism as an engine for social and economic progress through free exchanges that is best facilitated through effective safety and security programs.

4.2 Key Areas

In this regard, cooperation is best achieved through:

- Supporting the actions taken by member economies to *further improve* the safety and security of *travelers and the citizens* of tourism destinations;

- Continue with efforts to enhance the safety and security of tourists, while recognizing that *efficient and effective facilitation of travelers* is vital to the continued growth of the industry".

5.0 THE COUNTER TERRORISM TASK FORCE (CTTF)

5.1 Key Summary

Set up in 2003, this committee initiates programs that are designed to strengthen and protect APEC against terrorism. It oversees and supports the implementation efforts of its members as well as acts as a representative to other global and other regional bodies to forge alliances in the harmonization of safety and security efforts and programs.

5.2 Key Areas

- Undertakes capacity building needs exercises through training support, promoting best practices and in the exchange of information;

- Coordinates the implementation of counter-terrorism programs by APEC member economies for standardization;

- Assists to identify and assess counter-terrorism needs, co-ordinates capacity building and technical assistance programs, cooperates with international and regional organizations and facilitates cooperation between APEC fora on counter-terrorism issues;

- Pursues closer cooperation with international organizations such as the International Maritime Organization, the World Customs Organization and the International Civil Aviation Organization for intelligence exchange, information sharing, joint training, etc.

6.0 THE SECURE-TRADE-IN-APEC REGION (STAR) PROGRAM

6.1 Key Summary

One of APEC's biggest achievements is the formulation of STAR, a powerful program that is aimed at protecting trade, people and defending the region.

TSA 15-00014 - 000492

6.2 Key Areas

- To protect cargo by implementing common container security system that unifies electronic customs standards by end 2005;

- To protect ships, ports and port security plans by installing automatic identification systems on ships by end 2004;

- To protect airline passengers and crew safety at all APEC international airports by installing highly effective baggage screening procedures and equipment and standards for reinforced flight deck doors for passenger aircraft (by April 2003);

- To enhance air cargo security by promoting the adoption of the guidelines developed by International Civil Aviation Organization (ICAO) and the International Air Transport Association (IATA).

- To protect people in transit by implementing as expeditiously as possible a common global standard based on United Nations EDIFACT for the collection and transmission of advance passenger information, adopting standards for application of biometrics in entry and (where applicable) exit procedures and travel documents.

- To prevent the financing of terrorists by implementing these measures:

  a) Blocking of terrorist assets;
  b) Criminalizing the financing of terrorism;
  c) Protecting the integrity of the financial system by regulating and supervising the financial sector to be consistent with international standards;
  d) Supporting APEC finance officials and regional bodies on alternative remittance systems;
  e) Establishing a financial intelligence unit (FIU) in each economy for information sharing by October 2003.

- To promote cyber security by enacting a comprehensive set of cyber-related laws by October 2003.

- To implement capacity building in all areas including counter-terrorism related training, setting of new procedures, and the greater use of advanced technology.

7.0 COUNTER-TERRRORISM ACTION PLAN

7.1 Key Summary

This is an instrument developed by Counter Terrorism Task Force (CTTF) to monitor and measure the implementation of the STAR Program by member economies.

7.2 Key Areas

- Cargo protection

TSA 15-00014 - 000493

- People in transit protection
- Maritime protection
- Aviation protection
- Cyber security protection
- Communities health protection

Note: For more details of the Counter-Terrorism Action Plan, you can refer to Appendix 4.

8.0 OTHER INITIATIVES

8.1 Key Summary

There are numerous initiatives taken at APEC level. There are some that are worth mentioning here that are in direct response to its compliance to Resolution 1373.

8.2 Key Areas

Progress has been made in these areas of compliance:

- The Advance Passenger Information systems (API) has been adopted by more than 50% of its member economies to enhance border security while facilitating faster processing of legitimate passengers.

- The Regional Immigration Alert System (RIAS) is near completion to safe guard borders from unlawful terrorism-related activities by efficient screening of travel documents and undesirable people.

- The Support for Aviation Security Audits is also near completion to help developing APEC economies prepare for International Civil Aviation Organization security audits.

9.0 LESSONS LEARNED

9.1 The multi-facet characteristics of terrorism require extraordinary regional and international cooperation. APEC is indeed a powerful rallying point for regional cooperation to exist.

9.2 Preventing terrorist activity is largely a collective effort where cooperation is forged on the collection, analysis and dissemination of information and intelligence at all levels.

9.3 Highlighted in this chapter are many initiatives taken by APEC in safety and security. As they have been designed for the region's protection (as well as for their very own), it is imperative especially for economies that have not taken full advantage of them, to do so immediately so that a common and consistent standard in safety and security exists among ALL APEC economies.

TSA 15-00014 - 000494

5

Road Map 4
SUB-REGIONAL AND OTHER GROUPINGS
Safety & Security Best Practices

1.0 EXECUTIVE SUMMARY

Here we take a slightly broader scan on other bilateral and multilateral cooperation initiatives taken by APEC sub-regional groupings as well as other groupings in the world that have an impact on tourism.

Starting off with Asia as a continent, safety and security initiatives are also being examined at ASEAN sub-regional level and its reach to bring other Asian and European groupings into the fold. It ends with a close look at safety and security initiatives taken by American and European groupings for a balanced perspective of what the world is doing in its stand and commitment in fighting terrorism.

2.0 ASIA's ANTI-TERRORISM PLAN

2.1 Key Summary

Asia came together in respond to UN Resolution 1373, to formulate a total plan of action on cooperation in key areas of safety and security.

2.2 Key Areas

- Sharing of best practices and lessons on counter-terrorism experiences of participating economies and synchronizing efforts;
- Creating structures that unite good intelligence and analysis for early warning;
- Focusing on capacity building in intelligence sharing, immigration controls, aviation security, customs cooperation, incident and crisis management, police and law enforcement and combating piracy;
- Raising domestic cooperation at all levels; comprising the police, military, intelligence, security, the media and government officials;
- Introducing and improving anti-terrorism measures; and strengthening the law enforcement and intelligence sectors;
- Securing porous borders that could easily be exploited by terrorists, drug traffickers or human traffickers;

TSA 15-00014 - 000495

- Offering joint training for police, security and other agencies;
- Training of personnel in intelligence gathering and assessment capability.

3.0 ASIA's 10TH POINT TOURISM ANTI-TERRORISM PLAN

3.1 Key Summary

In November 2002, Asian leaders agreed on a 10-point agreement aimed specifically at protecting tourism against terrorism.

3.2 Key Areas

- Tighten security around Asian tourism destinations;
- Getting the involvement of all local government officials from governors, mayors down to village chiefs, to activate anti-terrorism and public safety plans; and work closely with law enforcement authorities;
- Getting the local communities in cities, towns, municipalities and villages involved in anti-terrorist campaigns, and training them on how to spot, deal and cope with terrorist threats;
- Review and update safety and security measures on tourism for private sector;
- Inspect thoroughly of people and belongings at entrances of establishments;
- Train front liners to identify possible terrorist threats, report them and act immediately;
- Keep land transportation vehicles safe; and from being used as instruments of mass destruction through an identification system;
- Intensify information sharing between Asian destinations; and initiate joint regional training programs by security experts for travel and tourism-related personnel;
- Formulate crisis and emergency manuals and simulation exercises to manage and control situations resulting from terrorist attacks in the travel and tourism-related establishments;
- Refine all anti-terrorism safety and security programs on a quarterly basis.

4.0 ASEAN's DECLARATION ON COUNTER TERRORISM

4.1 Key Summary

The steadfast solidarity of ASEAN members to fight terrorism together is manifested in this Declaration made in 2001 that also covers alliances with other non-ASEAN economies.

TSA 15-00014 - 000496

4.2 Key Areas

- Review and strengthen national mechanisms to combat terrorism;
- Deepen cooperation among ASEAN's front-line law enforcement agencies in combating terrorism and sharing their best practices;
- Study relevant international conventions on terrorism with the view to integrate them with ASEAN mechanisms in combating international terrorism;
- Enhance information/intelligence exchange to facilitate the flow of terrorist-related information;
- Strengthen existing cooperation and coordination between all relevant ASEAN bodies in countering, preventing and suppressing all forms of terrorist acts;
- Develop regional capacity building programs to enhance existing capabilities of ASEAN member economies to investigate, detect, monitor and report on terrorist acts;
- Explore practical ideas and initiatives to increase ASEAN's role and involvement with the international community including extra-regional partners within existing frameworks such as the ASEAN + 3 (China, Japan and Korea), the ASEAN Dialogue Partners and the ASEAN Regional Forum (ARF);
- Strengthen cooperation at the bilateral, regional and international levels in combating terrorism.

5.0 ASEAN's DECLARATION OF TOURISM SAFETY

5.1 Key Summary

This Declaration made in 2002 is specific to tourism. Firstly, it acknowledges the importance of the safety and security factor to tourism. Secondly, it spells out strategies on how to address this for the prosperity of the tourism industry.

5.2 Key Areas

- Work in close partnership to build travelers' confidence in ASEAN;
- Stand united in ensuring the safety and security of travelers in ASEAN through close cooperation with relevant government bodies in combating terrorism;
- Carry out specific measures to ensure travelers' safety as mandated by the ASEAN Leaders in the ASEAN Tourism Agreement;
- Work closely with the relevant ASEAN Bodies in reviewing existing policies and adopting appropriate measures to prevent tourism related threats;

TSA 15-00014 - 000497

- Work closely with the law enforcement agencies to ensure the strengthening of security in airports, seaports and all tourists' sites;

- Strengthen information sharing among ASEAN member economies and between ASEAN and China, Japan and Korea and other economies.

- Create an ASEAN web page to provide precise and timely information on tourism safety and security for the public, media and foreign governments.

- Encourage the tourism players in the private sector to work in partnership with ASEAN member economies to implement the safety and security measures and cooperate on information sharing;

- Work closely to build capacity throughout the region by enhancing human resources competency in tourism safety and security;

6.0 ASEAN'S INTER-GOVERNMENTAL AGENCIES COOPERATION

6.1 Key Summary

Declarations made at the ASEAN sub-regional level have also resulted in similar pact between their agencies.

6.2 Key Areas

- ***ASEAN Chiefs Of Police* (ASEANAPOL)**
  This was formed in May 2002 as a step towards capacity building in law enforcement to fight terrorism. The key thrust of this is to ensure that each ASEANAPOL member has the capacity to effectively monitor, share and exchange information on terrorists and their activities.

- ***ASEAN Chiefs Of Army (ASEANARM)***
  This was also formed (around the same time like ASEANAPOL) for capacity building in the ASEAN armies through multilateral counter-terrorism exercises, exchange of intelligence, formulating consistent methods of defend and attack and in improving the spirit of camaraderie among the army personnel in the region.

- ***ASEAN BIMP-EAGA Border Security Cooperation***
  Being linked by borders, the East ASEAN Growth Area; (or BIMP-EAGA) consisting of Brunei Darussalam, Indonesia, Malaysia and the Philippines, intensified its border security cooperation. The focus is on greater efforts in facilitating better information exchange, streamlining of security rules and strengthening defence capability.

- ***ASEAN Regional Center For Counter-Terrorism And Liaison Offices***
  Set up in July 2003, this Center is a key avenue for members to build capacity and training for enforcement agencies within ASEAN. A wide range of programs is covered: Psychological operation/psychological warfare and intelligence-procuring courses. Soon there will be others like on bomb/explosive detection, post-blast investigation, airport security and passport/document security and inspection. (Individual liaison offices have also been set up in various economies for better coordination).

TSA 15-00014 - 000498

7.0 ASEAN'S ANTI-TERRORISM INITIATIVES WITH OTHER NON ASEAN ECONOMIES

7.1 Key Summary

The spirit of ASEAN's cooperation in anti-terrorism has been extended to incorporate cooperation with other groupings as well.

7.2 Key Areas

ASEAN – CHINA COOPERATION

- Enhancing communication;
- Setting ASEAN-China long and mid-term cooperation plans in the field of non-traditional security issues;
- Establishing ad-hoc working groups to implement concrete cooperative measures.

ASEAN+ 3 COOPERATION (China, Japan and Korea)

- Modalities for implementation of activities such as seminars, workshops and training;
- Funding mechanisms along the principle of cost-sharing (with some flexibility) for Cambodia, Laos, Myanmar and Vietnam;
- Establishing "lead shepherds" and focal points for the ASEAN + 3 economies on each of the priority areas of cooperation.

ASEAN-US COOPERATION

- Information sharing;
- Enhancing liaison relationships;
- Capacity building through training and education;
- Transportation, border, and immigration control;
- Developing the legal financial regulatory, financial intelligence, law enforcement, and prosecutorial capabilities to combat terrorism financing.

ASEAN-EUROPEAN UNION COOPERATION

- Regional technical assistance and capacity building;
- Border control and travel document security;
- Program/project on anti-money laundering and anti-terrorist financing; and new techniques/technologies to combat money laundering;
- Development and funding for Financial Intelligence Units (FIUs), exchange of experts and bank regulators;

ASEAN-AUSTRALIA COOPERATION

- Due to its proximity, Australia and ASEAN have a special relationship for a long period of time;
- Australia committed more than AUD 100 million over a 5-year period to assist ASEAN combat terrorism;
- Recently, Australia signed the ASEAN/Australia Declaration on

TSA 15-00014 - 000499

Counter-Terrorism;

- Areas of Australian Counter-Terrorism engagement with ASEAN include:

  a) Regional technical assistance and capacity building for law enforcement;
  b) Border control and travel document security assistance with counter-terrorism legislation and legal infrastructure projects on anti-money laundering and anti-terrorist financing.

8.0 EUROPEAN UNION (EU) COUNTER TERRORISM PACT

8.1 Key Summary

EU is a global role model in regional cooperation where other regional groupings can learn a lot from. In the war against terrorism, EU has, since 9/11 taken both an internal and external path to address terrorism in a wide range of areas, which includes initiatives that are for the protection of the tourism industry.

8.2 Key Areas

Internal

- Recognition of a valid European arrest warrant for the entire Union;
- Increased operational cooperation between Europol, Eurojust, intelligence services, police forces and judicial authorities;

External

- Harmonization of laws pertaining to financial law, customs, immigration, extradition, police and law enforcement;
- Identified areas that require further assistance for capacity building in Latin America, Africa, the Caribbean and Pacific, the Mediterranean Region, new independent states of Eastern Europe and Central Asia;
- Establishment of an EC Rapid Reaction Measures (RRM) for rapid initiatives in peace-building, reconstruction and development;
- Formation of the Organization for Security and Cooperation (OSCE), a multilateral framework for cooperation and assistance including training on human rights for border guards in a move to upgrade operations to international standards.

9.0 EURO-ATLANTIC PARTNERSHIP COUNCIL ACTION PLAN

9.1 Key Summary

Referred to as the EAPC States, their special Partnership Action Plan covers areas for cooperation, including those that are for the benefit of tourism.

TSA 15-00014 - 000500

9.2 Key Areas

- Consulting between allies and partners regularly on their shared terrorism-related security concerns;
- Sharing and exchanging terrorism-related information and intelligence;
- Sharing on equipment development and procurement activities which improve their national capabilities;
- Participating in civil emergency planning to assess risks and reduce vulnerability of the civil population to terrorism including participation in crisis management exercises;
- Controlling the border to prevent illicit movement of personnel and material across international borders;
- Enhancing capabilities to handle consequence management in WMD-related terrorism;
- Developing mentoring programs to share specific experiences in combating terrorism.

10.0 G-8 COUNTER-TERRORISM ACTION GROUP

10.1 Key Summary

Made up of Canada; France; Germany; Italy; United Kingdom and the United States plus Russia, the G-8 Action Group focuses on building stronger international commitment, engages in outreach activities with other economies in the area of counter-terrorism cooperation and providing capacity building assistance to economies with insufficient capacity to fight terrorism.

10.2 Key Areas

- Monitoring globally the implementation of UN Security Council Resolution 1373;
- Provide technical and legal assistance to third world economies for training and capacity building in the areas covered by Resolution 1373;
- Improve travel safety in compliance with international standards to protect travelers, including daily testing of its security standards and contributing to the International Civil Aviation Organization's (ICAO) Aviation Security Program;
- Promote improvements to global standards and using new technologies to ensure travel identity document security that will assist in preventing terrorists from traveling illegally and disguising their identities;
- Share their best practices with other economies for improving border controls and for intercepting terrorists and criminals before they arrive at the borders;

TSA 15-00014 - 000501

- Assess continuously terrorist threats and maintain a high alert for the unexpected through information sharing and coordination of their activities to identify potential links between terrorist groups and criminal activities.

11.0 INTER-AMERICAN COMMITTEE AGAINST TERRORISM (CICTE)

11.1 Key Summary

The CICTE for the Organization of American States (OAS) was established in June 1999 to fight terrorism. Separated by borders, initiatives taken here are on the flow of people, goods and information, which are inevitably linked to tourism.

11.2 Key Areas

a) Border Control Measures

Key highlights:

- Develop mechanisms at the bilateral and multilateral levels to facilitate the flow of information that will allow suspicious persons to be identified and detained;
- Promote training for border and migration control officers as well as those who need it.

b) Quality Of Identification and Travel Documents

Key highlights:

- Coordinate and share measures to improve security and the quality of travel and national identification documents;
- Step up vigilance on border security to determine accurately whether the people are bona fide travelers when crossing or attempting to cross their borders.

c) Customs Control Measures

Key highlights:

- Improve control at borders, seaports, river ports, lake ports and airports;
- Improve customs control to prevent international trafficking of arms, explosives and hazardous materials;
- Strengthen customs communication network and expedite the development of a global integrated electronic customs.

d) Cooperation Mechanisms

TSA 15-00014 - 000502

Key highlights:

- Step up the sharing of operational information on terrorists' network, their actions and movements;

- Conduct regular information exchange and share best practices in order to update domestic laws and regulations for border and customs control;

- Develop mechanisms for involving civil society to participate in border control matters.

12.0 ORGANIZATION FOR ECONOMIC COOPERATION AND DEVELOPMENT (OECD) WORK ON TERRORISM

12.1 Key Summary

The OECD (Organization for Economic Cooperation and Development) contributes to safety and security measures against terrorism, essentially by way of providing updated information in critical areas to support decision-making by its members.

12.2 Key Areas

- **Tourism**
  Provides short-term statistics that will help governments to analyze terrorism impact on tourism and the cost of improved security measures.

- **Culture Of Security**
  Provides guidelines to develop a 'culture of security' among governments, businesses and users in an environment of worldwide expansion of communications network.

- **Maritime**
  Contributes to security in the transport chain relating to enhancing the transparency of ship owners, without affecting the confidentiality of commercial-sensitive details that are not security related.

- **Insurance**
  Provides recommendations on the definition of insurance cover that is related to terrorism risks.

- **Transport**
  Provides an extensive range of transport security best practices for the purpose of assisting national administrations and industry bodies.

13.0 LESSONS LEARNED

13.1 Cooperation against terrorism at any level; be it regional and/or sub-regional groupings is highly encouraged as here lays the key to address terrorism.

TSA 15-00014 - 000503

13.2 Cooperation among economies is even of greater importance (and urgency as well) when there is a heavy reliance on tourism for its socio-economic growth like OAS, EU and ASEAN.

13.3 But while cooperation among economies is the way to go, there is still serious imbalance in the financial capacity of economies and their groupings. Investing in safety and security is capital-intensive and may not be within the reach of many economies especially those developing ones. Unless this imbalance is corrected where richer ones assist poorer economies, safety and security 'gaps' will exist between economies, which what terrorists are looking for such lines of weakness to launch their attacks.

13.4 Commitment in wiping out terrorism is not only about sharing intelligence and information with other economies, but also in providing outreach programs that primarily provide financial assistance (directly or indirectly) to poorer economies to build and strengthen an integrated safety and security system that terrorists cannot penetrate.

13.5 When safe conditions are perceived to exist, tourism can flourish due to higher traveler's confidence.

TSA 15-00014 - 000504

6

Road Map 5
STATE-LEVEL
Best Practices In Safety & Security

1.0 EXECUTIVE SUMMARY

Safety and security best practices at State level are wider and are more diverse than those at international, regional or sub-regional levels described earlier. For the purpose of getting a better grasp of them, we have organized and streamlined them into 3 aspects:

a) Proactive-related
They are usually longer term measures that have a broader perspective, consisting of legislations and national plans that are designed to make the economy more pro-active against terrorism.

b) Preventive-related
They are also longer term measures that are more specific in nature that address one or a narrow range of very few areas in safety and security that are designed to be preventive in nature.

c) Protective -related
They are essentially crisis and consequence management programs that are for immediate application for they are designed to protect lives and properties.

An overview is provided for all the safety and security best practices found here.

ASPECTS	BEST PRACTICES
PROACTIVE-Related	1. NATIONAL LEGISLATION ON TERRORISM PREVENTION ↓ *The Patriot Act, UNITED STATES*
	2. NATIONAL COUNTER-TERRORISM STRATEGIES ↓ *Counter-Terrorism Program, CANADA*
	3. ORGANIZATIONAL ROLES IN COUNTER TERRORISM ↓ *The National Counter-Terrorism Plan (NCTP), AUSTRALIA*
	4. NATIONAL TRANSPORTATION SECURITY LEGISLATION ↓ *Aviation & Transportation Security Act, UNITED STATES*
	5. TRAVEL & TOURISM PROACTION PLAN AGAINST TERRORISM ↓ *World Travel & Tourism Council (WTTC) Security Action Plan*

TSA 15-00014 - 000505

ASPECTS	BEST PRACTICES
PREVENTIVE-Related	1. COMPLIANCE TO APEC JOINT COUNTER-TERRORISM PROGRAM ↓ *Anti-Terrorism Program, CHINESE TAIPEI*
	2. GENERAL ANTI-TERRORISM MEASURES ↓ *Anti-Terrorism Program, MALAYSIA*
	3. NATIONAL ANTI-TERRORISM & CONSEQUENCE PLANNING ↓ *National Plan To Address Terrorism and Its Consequences (NPTC), THE PHILIPPINES*
	4. NATIONAL SECURITY INTELLIGENCE ↓ *Canadian Security Intelligence Services (CSIS), CANADA*
	5. TIGHTENING ENTRY AND EXIT POINTS ↓ *Range of Immigration-Related Initiatives, UNITED STATES*
	6. SPECIAL EVENT SECURITY ↓ *The Protective Security Coordination Centre (PSCC), AUSTRALIA*
	7. INTELLIGENCE GATHERING ↓ Rewards for Justice Program, UNITED STATES
	8. OVERSEAS SECURITY FOR ITS CITIZENS ↓ *Department of Foreign Affairs and Trade (DFAT), AUSTRALIA*
	9. CRITICAL INFRASTRUCTURE PROTECTION ↓ *President's Commission on Critical Infrastructure (PCCIP), UNITED STATES*
	10. JOINT BORDER SECURITY ↓ *Secure & Smart Border Declaration, CANADA & UNITED STATES*
	11. AVIATION SECURITY INITIATIVES IN ASEAN ↓ *Aviation Security Program, The PHILIPPINES*
	12. AIRPORT SECURITY ENHANCEMENTS ↓ *Canadian Airport Security Authority (CATSA), CANADA*
	13. AIRPORT SECURITY REINFORCEMENTS, UNITED STATES ↓ *Transportation Security Administration (TSA), UNITED STATES*
	14. ANTI-TERRORISM SUPPORT TO OTHER ECONOMIES ↓ *Anti-terrorism Assistance Program (ATA), UNITED STATES*
PROTECTIVE-Related	1.0 SAFETY & SECURITY ADVICE TO CITIZENS AND BUSINESS OWNERS ↓ *Department Of Homeland Security (DHS) Advisory Roles, CANADA & UNITED STATES*
	2.0 TOURISM CRISIS MANAGEMENT ↓ *National Tourism Incident Response Plan, AUSTRALIA*

TSA 15-00014 - 000506

ASPECTS	BEST PRACTICES
	3.0 TOURIST PROTECTION IN CRITICAL INFRASTRUCTURE ↓ *The CN Tower, CANADA*
	4.0 MARITIME SECURITY ↓ *RCMP Emergency Response Team, CANADA*
	5.0 NATIONAL SECURITY CAMPAIGN ↓ *'Look Out For Australia' Campaign, AUSTRALIA*
	6.0 PERSONAL & FAMILY EMERGENCY PLAN ↓ *Emergency Management System, CANADA*
	7.0 CITY PREPAREDNESS ↓ *Las Vegas, UNITED STATES*
	8.0 TRAIN PASSENGERS' SECURITY ↓ *Initiatives by Various Economies*

TSA 15-00014 - 000507

Roadmap 5A: STATE-LEVEL PROACTIVE-Related Best Practices

1.0 NATIONAL LEGISLATION ON TERRORISM PREVENTION

↓ ***The Patriot Act, UNITED STATES***

1.1 Key Summary

This federal legislation on terrorism was formulated in October 2001 (immediately after 9/11) and is a key pillar in the United States fight against terrorism. This Act criminalizes any action by any person who provides any form of assistance or advice to terrorist groups in order to weed off terrorism completely. It also deals with capacity-building through cooperation between governmental agencies as well as with the private sector.

1.2 Key Areas

- Requires private financial institutions to enhance transaction transparency through a common customer identification system;
- Prevents the financial funding of terrorism through cutting out their sources in particular from financial institutions;
- Prevents any form of assistance to be given to terrorist groups, directly or indirectly;
- Promotes greater cooperation and communication between the government and the private sector;
- Facilitates information sharing between governmental agencies.

2.0 NATIONAL COUNTER-TERRORISM STRATEGIES

↓ ***Counter-Terrorism Program, CANADA***

2.1 Key Summary

Regarded as one of the safest economies in the world, this program is aimed at ensuring Canada does not become a focus of terrorist activity.

2.2 Key Areas

- **Protection Of Canadians**
  - ✓ Make Canada a safe place to live; where people are not killed or injured by terrorists;
  - ✓ Protect Canadians traveling or working abroad;
  - ✓ Protect Canadian Institutions.

TSA 15-00014 - 000508

- **Prevention Of Terrorism**
  - ✓ Safeguard against acts of terrorism being planned in Canada;
  - ✓ Prevent Canada from being a source of funds or material for terrorist activity;
  - ✓ Deny terrorists a base for terrorists' activities.

3.0 ORGANIZATIONAL ROLES IN COUNTER TERRORISM

↓ ***The National Counter-Terrorism Plan (NCTP), AUSTRALIA***

3.1 Key Summary

The NCTP is the unifying platform for the Australian (Federal) government, and Australia's State and Territory governments, to come together in addressing the prevention of terrorism and the management of crisis (if it occurs). It outlines the responsibilities for the respective levels of government, including the mechanisms each level implements in the management of terrorism.

3.2 Key Areas

- **The Commonwealth (or Federal) Government**
  - ✓ Maintains counter-terrorism capabilities within its agencies;
  - ✓ Maintains national policies, legislation and plans;
  - ✓ Determines Commonwealth prevention strategies and Commonwealth operational responses to threats;
  - ✓ Supports the States and Territories in responding to terrorist situations in their jurisdictions;
  - ✓ (With the agreement of the affected States and Territories), declares a national terrorist situation; and
  - ✓ (In a national terrorist situation), determines policy and broad strategies in close consultation with affected States or Territories.

- **The State And Territory Governments**
  - ✓ Maintain policies, legislation and plans within their jurisdictions;
  - ✓ Maintain counter-terrorism and consequence management capabilities in their agencies;
  - ✓ Take primary operational responsibility to respond to a terrorist situation in their jurisdiction;
  - ✓ Determine prevention strategies and operational responses to threats and may seek assistance from, or provide assistance to other jurisdictions;
  - ✓ Actively consider the requirement for the declaration of a national terrorist situation; and
  - ✓ (In a national terrorist situation), contribute to the national strategy.

- **Coordination Committees**
  - ✓ *National Security Committee of Cabinet (NSC)*
    Chaired by the Prime Minister, the committee determines policy, strategy and resources relevant to the Commonwealth's security interests and responsibilities including, in the event of a national terrorist situation.

  - ✓ *Secretaries Committee on National Security (SCNS)*

TSA 15-00014 - 000509

Chaired by the Secretary of the Department of the Prime Minister and Cabinet (PM&C), the committee advises the NSC.

✓ *National Crisis Centre (NCC)*
Coordinates information exchange in a terrorist situation and supports the SCNS and the NSC.

✓ *Australian Government Counter-Terrorism Committee (AGCTC)*
Chaired by the Protective Security Coordination Centre (PSCC), the committee shares relevant information among member agencies and regularly reviews the level of the national counter-terrorism alert to advise ministers on whether changes to the alert level might be considered.

✓ *Australian Government Counter-Terrorism Policy Committee (AGCTPC)*
Chaired by the Department of the Prime Minister and Cabinet, the committee ensures the development of policy that affects counter-terrorism is coordinated at the Commonwealth level.

✓ *State/Territory Crisis Centre*
Centralizes information for the State and Territory, as well as responsible for security, consequence management and its broad policy.

More details of the NCTP can be found @
www.nationalsecurity.gov.au

4.0 NATIONAL TRANSPORTATION SECURITY LEGISLATION
↓ ***Aviation & Transportation Security Act, UNITED STATES***

4.1 Key Summary

Transportation security, in particular aviation is a major area of security concern. This Act puts the entire transportation security under the Federal Government.

4.2 Key Areas

- Centralization of transportation security of all nature under the Federal government;
- Creation of the Aviation and Transportation Security Administration (TSA), a new federal agency that is responsible for security in aviation, bus, rail, shipping and ports;
- Coordination with other law enforcement authorities at the federal, state and local levels as well as serves as a key facilitator of coordination regarding homeland security.

TSA 15-00014 - 000510

5.0 TRAVEL & TOURISM PROACTION PLAN AGAINST TERRORISM

↓ ***World Travel & Tourism Council (WTTC) Security Action Plan***

5.1 Key Summary

It is an Action Plan developed by WTTC to reduce possible terrorism's impact on the industry and its customers. This is done by providing guidelines on how coordination efforts can be made by all stakeholders in the private and public sectors. As they are drawn from global experience in combating terrorism, they can be applied generically at every level from the strategic to the local and across the public-private sector interface.

5.2 Key Areas

- **Coordinate All Policies, Actions and Communications**

  ✓ Development and communication of policy must engender a spirit of cooperation amongst themselves, their employees, representatives of governments and other organizations they come into contact with;

  ✓ Coordinated actions for addressing security related issues must be developed by industry employees working closely with the government and local authority representatives;

  ✓ Clear and strong channels of communication must be established within the industry and externally with local representatives at every level.

- **Secure Operating Environments**

  ✓ The Public Sector must be encouraged to produce clear direction on the nature of the threat and the security measures required to defeat it;

  ✓ A comprehensive security plan to ensure the protection of the public and the industry employees throughout every level of the enterprise and be cautious in trying to indiscriminately replicate practices that are used elsewhere;

  ✓ The factors for creating a secure environment are:

  a) *Threat Assessment*
  Analyze both the global, regional as well as local issues that may encourage aggressors to come from outside;

  b) *Profile*
  Careful implementation of deterrent without alienating the local community and tourists.

  c) *Use of Technology*
  Skill training in using and maintaining the system but at the same time, avoiding over-dependence on technology.

  d) *Regular Reviews*

TSA 15-00014 - 000511

Ensure the relevant authorities and others are complying with the implementation of security requirements.

- **Aim To Deny Terrorists' Freedom Of Action**

  ✓ Travel & Tourism enterprises must make contact and engage as wide a cross section of the host community as possible, including those not directly affected by their operations.

  ✓ Assessing the suitability of future employees as to whether they are likely to be of security risks.

- **Access And Work With The Best Intelligence**

  ✓ *Direction*
  Close consultation between industry leaders, especially managers in the security sector of the government and other public sector security agencies, to determine current threat trends and internal intelligence collection priorities.

  ✓ *Collection*
  Capitalize on the global reach of travel and tourism (especially in human contact) to contribute to international counter terrorism efforts as well as gain access to intelligence in return.

  ✓ *Dissemination*
  Threats should be categorized like the color-coded system for simplicity, with each grade of threat triggering an appropriate security response. Close liaison between the public and private sector to ensure that threat messages to the industry and community are consistent.

For more details, you can contact:
World Travel & Tourism Council
1-2 Queen Victoria Terrace, Sovereign Court, London E1W 3HA. UK
Tel: + 44 (0) 727 9882 OR + 44 (0) 207 481 8007
FAX: + 44 (0) 870 9882 OR + 44 (0) 207 488 1008
EMAIL: enquiries@wttc.org WEB: www.wttc.org

TSA 15-00014 - 000512

Roadmap 5B: STATE-LEVEL
PREVENTIVE-Related
Best Practices

1.0 COMPLIANCE TO APEC JOINT COUNTER-TERRORISM PROGRAM
↓ ***Anti-Terrorism Program, CHINESE TAIPEI***

1.1 Key Summary

This is submitted by Chinese Taipei.

In its compliance, a range of general measures has been put in place to upgrade the economy's defence to safeguard its local people and tourists from terrorist attacks.

1.2 Key Areas

- **Airport Security**
  - Total adoption of x-ray screening of passengers, their carry-on and hold baggage;
  - Total implementation of machine-readable passport (MRP) system;
  - Total implementation of API (Advanced Passenger Information);
  - Currently, working towards meeting all International Civil Aviation Organization's (ICAO) requirements.

- **Training**
  - Joint military, coast guard and police exercises are executed regularly;
  - Local government conducting anti-terrorist drills to upgrade city and county governments' response to terrorist attacks.

- **Regional Cooperation**
  - Efforts made to strengthen security around foreign communities close to Chinese Taipei;
  - Cooperation in the exchange of intelligence, information, security inspection, anti-money laundering and energy security mechanisms.

- **Local Cooperation**
  - Promotion of private sector's adoption of security standards;
  - Establish strategic alliance and cooperative relations with the business sector.

- **Tourist Safety**
  - Establish a Visitor Assistance Reporting System in national scenic areas that are managed by the Tourism Bureau to enhance the security of public areas.

TSA 15-00014 - 000513

2.0 GENERAL ANTI-TERRORISM MEASURES

↓ ***Anti-Terrorism Program, MALAYSIA***

2.1 Key Summary

This is submitted by Malaysia.

Highlighted here are 3 key initiatives that have significance on tourism.

2.2 Key Areas

- **Diplomatic and Foreigners' Protection**

  There are now reinforced measures through close collaboration between the Royal Malaysian Police Force and the Ministry of Foreign Affairs in setting and monitoring the implementation of safety and security standards on the protection of diplomatic buildings, safety of members of the diplomatic corps and foreigners who are in Malaysia.

- **Border Cooperation With Neighbors**

  A working committee has been set up, consisting of 3 levels for effective border management:

  a) *Senior Management Level*

  At the highest level, is the General Border Committee (GBC), chaired by the Minister of Defence. Its members include the Chief of the Armed Forces, Secretary-General of the Ministry of Home Affairs, Secretary-General of the Ministry of Internal Security and Director-General of the National Security Division, and the Prime Minister's Department among others.

  b) *Management Level*

  Responsible for the training of law enforcement personnel, intelligence sharing as well as conducting search and rescue.

  c) *Operational Level*

  Through its Border Coordination Office, it is responsible for the manning of the borders by police and army personnel.

- **Anti-Terrorism Center**
  - Harmonizes immigration and customs procedures with other AEASN economies;
  - Establishes link with other anti-terrorist centers;
  - Provides a register of contacts among immigration officials;
  - Controls the movement of people who enter the economy illegally or with bad intentions including border security.

3.0 NATIONAL ANTI-TERRORISM & CONSEQUENCE PLANNING

↓ ***National Plan To Address Terrorism and Its Consequences (NPTC), THE PHILIPPINES***

3.1 Key Summary

TSA 15-00014 - 000514

This is to strengthen the government's campaign against terrorism by providing an overall framework and operational concepts to address terrorism and the measures to protect the people, restore government services, and provide emergency relief.

3.2 Key Areas

- **Capacity-Building**
  - Undertakes special intelligence project on terrorist groups in the economy;
  - Reviews capability for counter-terrorist operations;
  - Organize, train and equip a counter-terrorist reaction force;

- **Crisis Management**
  - Conducts negotiation with terrorist elements;
  - Neutralizes the terrorist elements;
  - Controls public information, coordinates media coverage and conducts community relations.

- **Control Management**
  - Shares and exchange information and assess the threats of terrorist groups to ensure no security gap;
  - Prevents and continues with preparation to stop the reintroduction of another crisis situation through proactive measures;
  - Gives critique and criticize operation for learning lessons and share successes and failures for better operation in the future.

4.0 NATIONAL SECURITY INTELLIGENCE
↓ *Canadian Security Intelligence Services (CSIS), CANADA*

4.1 Key Summary

This body heavily supports Canada's safety and security situation, which is founded on the prevention of loss of human lives. Essentially, it deeply searches, analyses, and determines the degree of terrorism potential and directly communicates with the relevant enforcement agencies for action.

4.2 Key Areas

- **Threat Assessment**
  Prepares and disseminates time-sensitive evaluations about the scope and immediacy of terrorist threats against Canadian VIPs traveling in Canada and abroad, foreign VIPs visiting Canada, and also foreign missions and personnel in Canada.

  (CSIS has provided threat assessments relating to special events like Pan-American Games in Winnipeg, Commonwealth Games in Kuala Lumpur in 1998, the APEC Economic Conference in Vancouver in 1997, the Olympic Games in Atlanta in 1996, etc.)

- **Community Interviews**
  Conducts interviews within communities to assess the likelihood of violence taking place.

TSA 15-00014 - 000515

- **Security Screening**
  Provides a legislated security screening service where public sector employees and those intended for Citizenship and Immigration are being strictly screened.

- **Assistance To Enforcement**
  Provides input to the Enforcement Information Index, an automated system that acts to alert Immigration and Customs officers abroad and at ports of entry on the threat to national security posed by suspected and known terrorists seeking admission to Canada.

- **Liaison and Cooperation**
  Works closely with other government departments and agencies at the federal, provincial and municipal levels including law enforcement agencies.

  (Currently it has more than 250 cooperative relationships with more than 125 APEC and Non APEC economies).

- **Advice To Government**
  Provides intelligence reports, studies and briefs on specific safety-related issues to policy makers.

5.0 TIGHTENING ENTRY AND EXIT POINTS

↓ ***Range of Immigration-Related Initiatives, UNITED STATES***

5.1 Key Summary

The United States has perhaps, the toughest Immigration laws in the world that are designed with the determination of preventing foreigners who engage in or support terrorist activities from entering its economy. They use a range of methods to detect, detain, prosecute or deport any of such people guilty of such plans and activities.

5.2 Key Areas

- **Foreign Terrorist Tracking Task Force**
  It is set up to accomplish the following:
  - Deny entry of aliens associated with, suspected of being engaged in, or supporting terrorist activity, into United States; and
  - Locate, detain, prosecute, or deport any such aliens already present in the United States.

- **Immigration and Naturalization Service**
  It has huge investigative and intelligence analysis capabilities aimed to increase significantly its efforts to identify and locate terrorists and their activities.

- **International Student Status Program**
  It is aimed at ending the abuse of student visas and prohibits certain international students from receiving education and training in sensitive areas, including areas of study with direct application to the development and use of weapons of mass destruction to harm the United States or its allies.

TSA 15-00014 - 000516

Complementary Immigration Policies

Through a shared immigration and customs control database, the United States works effortlessly with its immediate neighbors, Canada and Mexico for maximum compatibility of immigration, customs and visa policies. This is aimed at allowing only individuals seeking entry for legitimate purposes to enter any of the economies, while at the same time minimizing border restrictions that hinder legitimate trans-border commerce.

6.0 SPECIAL EVENT SECURITY

↓ ***The Protective Security Coordination Centre (PSCC), AUSTRALIA***

6.1 Key Summary

The PSCC manages the Australian Government's protective security responsibilities and performs a coordination role in marshalling resources in preventing, or responding to, threats to our national security relevant to the staging of major events. This includes responsibility for operational coordination of national counter-terrorism arrangements including policy and capability. The PSCC maintains close working relationships with all Australian Government departments and agencies, Federal, State and Territory police services, Premiers' and Chief Ministers' Departments and security agencies to accomplish these functions. Examples of events for which the PSCC has been / is involved in include the Sydney 2000 Olympic Games, the Commonwealth Heads of Government Meeting 2002, the Rugby World Cup 2003, the Melbourne 2006 Commonwealth Games and APEC 2007.

6.2 Key Areas

Security Coordinator

- Liaise with other government departments, police and event organizers in order to provide practical solutions for event security, cognizant of Australian Government policy;
- Work collaboratively and cooperatively with police forces, event organizers and host governments to ensure effective arrangements are in place;
- Apply risk management strategies to the efficient application of protective security resources;
- Determine an appropriate overlay of security, consistent with government policy and the roles and responsibilities of other key government departments, based on threat assessments and specific event issues.

7.0 INTELLIGENCE GATHERING

↓ ***Rewards for Justice Program, UNITED STATES***

TSA 15-00014 - 000517

7.1 Key Summary

Getting intelligence on terrorist plans and other vital information is considered a key strategy by United States (and others) to nip terrorism activities in its bud. Established as early as 1984, it has a program that enables intelligence to be gathered through a reward system that benefits anyone who provides useful information to the Government.

7.2 Key Areas

- Offer rewards of up to $5 million (or even more if deemed necessary) for:
  - Information that prevents or favorably resolves acts of international terrorism against US persons or property worldwide.
  - Information leading to the arrest or conviction of terrorists attempting, committing, and conspiring to commit, or aiding and abetting in the commission of such acts.

8.0 OVERSEAS SECURITY FOR ITS CITIZENS

↓ ***Department of Foreign Affairs and Trade (DFAT), AUSTRALIA***

8.1 Key Summary

A key role of this department is providing communication in the form of travel advisory and information updates to its citizens overseas.

8.2 Key Areas

- Assist Australian travelers and Australians who are staying overseas on where to get in touch with local Australian High Commission;
- Communicate level of travel risks to Australian travelers like traveling risks, likelihood of terrorist attacks in various economies.

9.0 CRITICAL INFRASTRUCTURE PROTECTION

↓ ***President's Commission on Critical Infrastructure (PCCIP), UNITED STATES***

9.1 Key Summary

The formation of PCCIP is in recognition that critical infrastructures are key targets of terrorism as they are integrators of information technologies that have great impact, not only on tourism but also on the efficiency and economic of the nation. It brings together government agencies with infrastructure-related responsibilities and private organizations and corporations who own or control the majority of the systems comprising the critical infrastructures.

9.2 Key Areas

Its mission is to assess threats and its vulnerabilities and formulate strategies and plans for their protection in 5 sectors:

TSA 15-00014 - 000518

- Information and Communications Systems;
- Energy (including electrical power systems, gas and oil transportation and storage systems);
- Banking and Finance;
- Physical Distribution Systems (including air, sea, and land transportation); and
- Vital Human Services (including water supply systems, emergency services, and continuity of government)

10.0 JOINT BORDER SECURITY

↓ ***Secure & Smart Border Declaration, CANADA & UNITED STATES***

10.1 Key Summary

This best practice is submitted by Canada.

A 30-point Collaborative Action Plan between Canada and the United States to identify and address security risks while making legitimate flow of people between these 2 economies, the safest and most efficient, through enhanced technology, coordination and information sharing.

10.2 Key Areas

- **NEXUS Fast Lane Border Crossing**
  Low risk travelers are pre-approved and permitted to enter Canada and US using dedicated traffic lanes at border points. Participants in the Nexus program receive a participant's guide, a photo identification card, a proximity card, and a windshield decal for each vehicle registered in the program. *(Discussions are underway to look at expanding this program to air travel);*

- **Canadian-US Pre-Clearance**
  US officials in Canada determine travelers' eligibility to enter into the United States. Once approved, passengers disembark without further customs or immigration formality. *(This has been made possible through the sharing of Advance Passenger Information, enhanced customs and immigration presence and joint automated immigration database sharing).*

- **Physical & Technological Improvements**
  Working towards securing resources for joint and coordinated physical and technological improvements to border and trade corridor infrastructure for goods and people;

- **Trans-Border Transportation**
  Assessment of threats and the protection of trans-border transportation and other critical infrastructure; and

- **Extension To Aviation**
  Finalizing an agreement on comparable or equivalent aviation security and training standards.

11.0 AVIATION SECURITY INITIATIVES IN ASEAN

↓ ***Aviation Security Program, The PHILIPPINES***

TSA 15-00014 - 000519

11.1 Key Summary

This is submitted by the Philippines.

Its safety and security initiatives are some of the tightest in the ASEAN region. Among other economies, it is credited for being one of the fastest in taking counter-terrorism measures.

11.2 Key Areas

- **Equipments**
  Installation and maximum use of screening and detection equipments on passengers, luggage and passport.

- **Intensified Checks At Airport Security Areas**
  Identified high security areas for additional security; checkpoints, vehicle parking, well wishes' areas, and routes to airport terminals have intensified checks conducted by Philippine National Police, Airport Security Group (PNG/ASG), Airport Police Department, Philippine Aviation Security Services and Corporation (PASSCOR) together with contracted security agencies.

- **Compliance To International Civil Aviation Organization's (ICAO) Aviation Security Criteria**
  A series of measures have been implemented that are in line with ICAO's aviation security criteria, for instance in the reinforcement of flight deck doors and air cargo security, etc.

- **APEC's Advanced Passenger Information (API)**
  Participate actively in its API pathfinder program relating to the collection and transmission of API data.

- **Security Alert**
  Maintaining the readiness of a 24-hour red alert status for all security personnel combined with additional security manning at airports.

- **Training**
  Civil Aviation Training Center (CATC) and Civil Security Unit (CSU) are conducting regular aviation security workshop nationwide.

- **National Safety Programs**
  Developed a Crisis Management and Safety and Security Master Plan.

12.0 AIRPORT SECURITY ENHANCEMENTS
↓ *Canadian Airport Security Authority (CATSA), CANADA*

12.1 Key Summary

Although Canada already has one of the safest and most secure air transportation systems in the world, it is continuously upgrading its defence. Recently, it has invested in another CDN$1.9 billion over the next 5 years for the set up of CATSA to further improve Canadian air industry. This enhancement allows for the enforcement of both visible and invisible

TSA 15-00014 - 000520

standards ranging from new technologies and state-of-the-art equipment, rigorous security procedures, improved aircraft design, augmenting police presence in airports to more inspections of aircrafts.

12.2 Key Areas

- **Pre-board Screening Equipments**
  Devoting CDN$128 million to pre-board screening, which is over 78% increase over previous years.

- **Explosives Detection Systems**
  A CDN$1 billion has been committed to deploy explosives detection systems to screen checked baggage at all airports, covering almost 100% of all passengers in Canada.

- **Multi-Layered Protection**
  Several lines of defence areas have and are being enhanced:
  - Greater intelligence sharing between CATSA, the Royal Canadian Mounted Police, the Canadian Security & Intelligence Service and other national and international agencies.
  - Stricter screening of passengers and their belongings, including non-passengers entering restricted airport areas;
  - Usage of restricted area identification card (that has automatic expiry when not frequently used) for people who have access to aircraft.
  - Stepping up of airport police and policing, including placing armed Royal Canadian Mounted Police officers on board of selected flights.

- **Manpower**
  Strengthening the manpower for airport security inspectors and customs officers across Canada to support the implementation of the new technologies.

- **Training**
  Personnel on the front lines of airport security are intensively trained. Every pre-board screening officer gets a minimum of 180 hours of basic training. After that, they are monitored and tested on an ongoing basis and further training is provided to make sure their detection skills are kept up-to-date.

13.0 AIRPORT SECURITY REINFORCEMENTS

↓ ***Transportation Security Administration (TSA), UNITED STATES***

13.1 Key Summary

Airport security is a top priority as airports are regarded as prime terrorist targets. Security in more than 300 airports in United States has now come under the TSA, a federal government agency, which provides consistent enforcement of security measures.

13.2 Key Areas

- **Aircraft Security**
  - A fund of $500 million has been allocated to aircraft modifications designed to delay or deny access to the cockpit by:

TSA 15-00014 - 000521

a) Restricting opening of the cockpit door during flight;
b) Fortifying cockpit doors to deny access from the cabin to the cockpit;
c) Alerting the cockpit crew to activity in the cabin.

- **Screening Equipment**
  - Installed more than 1,000 CAT-scan-like devices in all airports, costing more than US1 million each that can check even the molecular composition of a bag's contents including bomb residue;
    (It is slowly replacing the current equipment with more sophisticated ones that can conduct up to 3,200 bag checks per hour. It worked behind the scene and can reduce the number of lost bags, all these for the improvement of surveillance as well as customer service to travelers).

  - The use of CAPPS (or Computer-Assisted Passenger Prescreening) to pick up and identify those who might be dangerous.

- **Training**
  Mandatory training for flight crew on ways to handle hijack.

- **Passenger Security**
  - Strict observation of 'no fly list' of people under suspicion and citizens deemed to be working against national interests;

  - Full screening of all passengers except those issued with 'trusted traveler' status (*Given to those who volunteer personal information to the government beforehand);*

  - Color codes (of red, yellow or green,) are assigned to passengers after their personal particulars and travel itinerary have been matched against the government's database.
    (Red will bar the passenger from boarding, yellow will trigger additional scrutiny and green will signal a standard treatment by airport security).

  - Putting Air Marshall on selected flights.
    (The requirements and qualifications to recruit them are most stringent compared to any US federal law enforcement agency).

- **Threat Advisory**
  - Sending out travel advisories to security workers in areas with security alerts;

  - Sending warning notice to officials of terrorist-target industries (like the oil and gas industry), advising them of possible indicators of terrorist attack plans.

- **Travel Advice**
  - Advising and educating travelers on how they can cooperate to ensure hitch-free travel.

Note: For details of travelers' advice, you can refer to Appendix 5.

TSA 15-00014 - 000522

14.0 ANTI-TERRORISM SUPPORT FOR OTHER ECONOMIES
↓ ***Anti-terrorism Assistance Program (ATA), UNITED STATES***

14.1 Key Summary

It is a specialized body that provides training and related assistance to law-enforcement and security services of selected foreign governments. Started in 1983, the ATA is a major initiative against international terrorism that has trained over 31,000 students from 127 APEC and Non APEC economies since then.

14.2 Key Areas

- Enhancing the anti-terrorism skills of friendly APEC and non APEC economies by providing training and equipment to deter and counter the threats of terrorism;
- Strengthening the bilateral ties of the United States with friendly, foreign governments by offering concrete assistance in areas of mutual concern;
- Increasing respect for human rights by sharing with civilian authorities modern, humane, and effective anti-terrorism techniques.
- Conducting key programs in Crisis Prevention, Crisis Management, Crisis Resolution, Investigation, Medical Response, Border Security, Advanced Police Tactical Intervention and Operations For Weapons of Mass Destruction (WMD) Threats.

TSA 15-00014 - 000523

Roadmap 5C: STATE-LEVEL PROTECTIVE-Related Best Practices

1.0 SAFETY & SECURITY ADVICE TO CITIZENS AND BUSINESS OWNERS

↓ ***Department Of Homeland Security (DHS) Advisory Roles, CANADA, & UNITED STATES***

1.1 Key Summary

Essentially, this department is set up to make their homelands more secure. It provides a wide range of safety and security assistance programs, ranging from security threats and personal preparation, education on spotting terrorists, security tips covering aircrafts and buildings.

1.2 Key Areas

(As economies of Canada, and United States have almost identical homeland security system; their initiatives have been consolidated and summarized here).

There are various ways the DHS communicate as well as educate the public on safety and security matters. Some key ones are described here:

- **Threat Alert**
  Uses a color-coded system to communicate the terrorist threat conditions and the protective measures that need to be taken at each level.

- **Education In Governmental-Civilian Cooperation**
  Among the ways the Government forges such partnerships with their citizens, is educating them on how to spot terrorists and their activities for timely report to curb them before they happen.

- **Security Assistance To Building Owners**
  Essentially, assistance to building owners (which include hotels and other tourism-related establishments) on security tips relating to access points and compounds, security equipment and facilities, subways and enclosed places.

  Note: For details on the assistance provided by the Homeland Security Department, you can refer to Appendix 6.

TSA 15-00014 - 000524

2.0 TOURISM CRISIS MANAGEMENT

↓ ***National Tourism Incident Response Plan, AUSTRALIA***

2.1 Key Summary

This is essentially, a cooperative response plan between the Australian (Federal) Government, and Australia's State and Territory governments and tourism-related organizations on a coherent and unified national response to minimize the impact of an incident that could impact on Australia's tourism industry, in particular relating to:

a) An international conflict;

b) An act of terrorism within Australia;

c) An act of terrorism outside Australia, that could impact on global, regional and/or Australian tourism; or

d) Any other incident that could impact on Australia's tourism industry, such as a natural disaster, corporate failure or a public health incident.

2.2 Key Areas

- **Procedures For Activation**
  Set clear guidelines for the Plan to be activated by the Australian CEOs' Forum based on the impact of an incident on tourism industry profitability, investor confidence and on Australia's preferred destination status.

- **Industry Support**
  Deliver a timely and targeted policy response to provide interim support to industry in the short term and/or facilitate the industry's recovery in the longer term.

- **Communication**
  Coordinate speaking points for all formal communication channels with a consistent message to the industry, public, media and international bodies. Monitor media and market intelligence received through national and international contacts.

- **Research**
  Generate a wide range of data relating to the incident and provide an impact analysis to establish an accurate picture so that policy advisers, decision makers, community and industry can respond in an informed and coordinated manner.

- **Marketing**
  Tourism Australia to communicate any changes relating to marketing strategies or the development of post-incident marketing campaigns.

- **Consequence Management**
  Monitor incident, day-to-day management of the incident and ways of looking at possible remedies for recovery.

TSA 15-00014 - 000525

Note : For details of the National Tourism Incident Response Plan, you can refer to Appendix 7 and 8.

3.0 TOURIST PROTECTION IN CRITICAL INFRASTRUCTURE
↓ ***The CN Tower, CANADA***

3.1 Key Summary

This is submitted by Canada.

The CN Tower is one of Canada's most recognizable and celebrated icons and has always been the importance of technology. Security advancements has always been emphasized for the safety and security of tourists, even more now with the emergence of terrorism.

3.2 Key Areas

- **Equipment**
  Installation of a non-contact security (and tourist-friendly) archway to detect inappropriate substances such as explosives and 'not normal' everyday items. This system, which is safe and non-invasive, gives out only a gentle burst of air as tourists walk through the archway.

- **Drills**
  Test and drills of all systems, including evacuation drills, are conducted routinely.

- **Cooperation**
  Tower security personnel maintain an ongoing dialogue with police, fire fighters, and emergency and security agencies. They also build an ongoing relationship with all of them, including familiarizing them with the Tower layout and systems to ensure quick and efficient response in the event of an emergency.

4.0 MARITIME SECURITY
↓ ***RCMP Emergency Response Team, CANADA***

4.1 Key Summary

Through its National Ports Strategy, the Royal Canadian Mounted Police (RCMP) strategically and tactically addresses criminal activities and terrorism at Canada's major marine ports. Its overall objective is to take an intelligence-led, multi-disciplinary and integrated approach to prevent, deter and detect any illicit and/or terrorist activity, cargo or people at Canada's major marine ports that may pose a threat to their national, US and global safety and security.

4.2 Key Areas

- **Inter-departmental Marine Security Working Group**
  Canada's marine security coordination with:
  - Canada Customs and Revenue Agency

TSA 15-00014 - 000526

- Canadian Security and Intelligence Service
- Department of Citizenship and Immigration
- Department of Fisheries and Oceans
- Department of Foreign Affairs and International Trade
- Department of Justice
- Department of National Defence
- Royal Canadian Mounted Police
- Solicitor General of Canada

Enhancements in Port Security

- Establish restricted areas to protect critical infrastructures;
- Undertake thorough background checks of employees working in restricted port areas.

Implementation Of Recommendations By International Maritime Organization

- Implement the Automatic Identification Systems on ships by December 31, 2004; and
- Implement the International Ship and Port Facility Security Code which comes into effect on 1st July 2004, which imposes significant requirements on shipping companies, port operators and contracting governments including security plans and assessments, designation of security officers, setting of security levels and installation of alert systems on board ships.

5.0 NATIONAL SECURITY CAMPAIGN

↓ ***'Look Out For Australia' Campaign, AUSTRALIA***

5.1 Key Summary

As part of its national security campaign, 'Look Out For Australia', the Federal Government issued a security booklet to educate Australians on key security issues they must know. The purpose is to make Australia a safe place by educating their citizens on their protection, emergency handling and spotting terrorism.

5.2 Key Areas

Protecting Australia

Information on the security initiatives undertaken by the government; namely its increased intelligence capability, its stronger defence force, its upgraded Federal Police capability, its improved security in aviation, tighter border controls, new anti-terrorism laws, new equipment for emergency handling, the national counter-terrorism plan, and its critical infrastructure protection system.

Playing A Part

Information on how to be alert in spotting anything suspicious; from unusual videotaping or photography, suspicious vehicles at significant buildings, suspicious accommodation needed, unusual purchase of fertilizers, chemicals or explosives, suspicious life styles to false or multiple identities. It also provides to the public the *National Security Hotline on 1800-123-400* and its website at

TSA 15-00014 - 000527

www.nationalsecurity.gov.au to lodge report or to get further information.

- **What To Do In An Emergency**
  General information on personal safety to handling bomb explosion, suspicious package, fire, chemical, biological and radiological incidents and preparation for emergency.

- **Essential First Aid**
  Tips on rescue plan for others to handle bleeding, burns, shock, injuries to muscles, bones and joints and exposure to chemical, biological or radiological agents.

- **Frequently Asked Questions**
  Answers to the threat situation in Australia, where to look for information updates, how to lead a normal but a 'terrorist-alert' way of life when traveling.

- **Traveling Overseas**
  Contacts to check on the security conditions of the APEC or non APEC economies they are in or plan to visit. One of these contacts is www.dfat.gov.au.

6.0 PERSONAL & FAMILY EMERGENCY PLAN

↓ ***Emergency Management System, CANADA***

6.1 Key Summary

Called 'Preparing For The Unexpected', Canada's emergency management is shared by everyone, including the individual and the community. Covered here are tips on spotting possible terrorist threats and personal handling in various forms of terrorist attacks. *(The information here is helpful in educating tourists on protecting their personal well being when they travel domestically or overseas).*

6.2 Key Areas

- **Bomb Threat**
  Tips on detecting a terrorist and tracing his/her whereabouts.

- **Suspicious Packages**
  Tips on spotting a dangerous terrorist-related item and how to handle them when faced with it.

- **Fire**
  Emergency tips on surviving a firebreak out.

- **Chemical, Biological and Nuclear Releases**
  Emergency tips on personal handling in the event of chemical release.

For further details on emergency management system, you can refer to Appendix 9 or log into www.ocipep.gc.ca

TSA 15-00014 - 000528

7.0 CITY PREPAREDNESS

↓ ***Las Vegas, UNITED STATES***

7.1 Key Summary

Las Vegas is not only one of the world's most visited cities, but is perhaps a key terrorist's target. It has aggressively stepped up its city preparedness through full-scale field training and coordination exercises for all related agencies and personnel in the event of a terrorist attack. The goal is to be able to handle the crisis independently.

7.2 Key Areas

- Established the City Emergency Planning Committee consisting of relevant agencies to manage a terrorist-related crisis in the city;
- Established the Federal Metropolitan Medical Response System, a program that coordinates law enforcement and medical and rescue personnel to improve response in the case of terrorist attacks;
- Installed a terrorism-specific training program designed to address chemical and conventional terrorist attack training for fire fighters, police, paramedics and public works employees together with representatives from more than 10 area hospitals;
- Reinforced the Las Vegas Metropolitan Police Department with a homeland security officer to work with the FBI Joint Terrorism Office for greater coordination of emergency efforts.
- Hold regular workshops with private businesses on the handling of "very specific" security and terrorism-related issues.

8.0 TRAIN PASSENGERS' SECURITY

↓ ***Initiatives by Various Economies***

8.1 Key Summary

At the time of writing, the world has still not fully recovered from the recent Madrid train bombing in March 2004. Although they are more reactive than proactive, these recent initiatives by some economies are worth mentioning for similar actions to be taken by others as well.

8.2 Key Areas

- **Anti-Terror Marshals To Ride Trains: United Kingdom, Singapore**
  Hi-tech undercover officers will pose as passengers on trains.
- **New CCTV Equipment and More Manpower: United Kingdom, United States**
  More government funding for new CCTV equipments for major stations and with more officers and bomb detection teams to safeguard the trains.

TSA 15-00014 - 000529

- **National Alert Status Increased To 'Orange': FRANCE**
  Authorities are deploying more police officers to patrol and conduct random searches at public transport facilities such as airports, rail stations, and ship ports. Also inspections at border entry points, especially along the frontier with Spain.

- **Increased Security At Bus and Rail Stations In major Cities: GERMANY**
  Apart from heightened security, the government is considering to implement security checks at passenger rail terminals like those used at airports.

TSA 15-00014 - 000530

IMPORTANT LESSONS

1.0 Cooperation: The Best Success Formula

Economies should by now know that they have no choice but to cooperate with one another in the war against terrorism, which has not slowed down till today. Everyone must also know that any APEC or non APEC economy can be a terrorist target. No one will be spared. The bombing in Madrid is a classic example of this. The social and economic repercussions in the short and long term of an attack are simply too much to be ignored. No nation can do it alone; the more alliances, the better it will be.

In the same light, current alliances need to be constantly reviewed. In the war against terrorism, nothing is permanent. It must be reviewed, updated and strengthened all the time.

2.0 Localized The Implementation For Greater Effectiveness

In our attempts to strengthen our defence, we need to take note of one good lesson taken from this quote. 'Although *this crisis is a global one, it must be managed on a local basis'* (Mamdouh E Beltagui, Egyptian Tourism Minister).

This cautionary advice means that while stepping up such measures, great care must be taken as every economy has its own unique history, culture and experience. With tourism at the center of most safety and security programs, this requires much care and consideration, as we are dealing with people, be they foreigners or their own local community. In localizing this, planners must bear in mind that local support especially being 'the eyes and ears' for the authorities is paramount, while at the same time, ensuring that tourists are not put under undue pressure and inconvenience is also equally important. We do not want to drive away tourists with these measures while at the same time attract them to our destinations because they feel safe.

3.0 Existing Role Models In Safety And Security

Not withstanding the above, it must be re-emphasized that Australia, Canada and the United States must be singled out as having the most complete and integrated safety and security systems in the world that other economies can learn a lot from. They are advanced and sophisticated consisting of proactive, preventive and protective measures sufficient to safeguard the homeland people, as well as the tourists. Why reinvent the wheel when these are available. Learning curve on safety and security management can be rapidly shortened with these 3 APEC economies ever willing to share and assist any economy who wants to boost their security systems.

TSA 15-00014 - 000531

4.0 Safety And Security Specific Alliances

APEC economies should not only regard Australia, Canada and United States as role models alone, but should also take full advantage of the situation to forge safety and security alliances with them that address specific needs and requirements of each other. In this respect, these economies can go into the details of issues that are pertinent to themselves. Lesser developed economies have all to gain, as these 3 economies have the experience, the resources and most of all, the commitment to make the world a safer place.

5.0 International Safety And Security Support

In the same light, when economies are committed to act, there are sufficient international and regional bodies like the United Nations, APEC, Commonwealth, etc who are willing to lend more than a hand. Their immense resources, expertise and global network are sufficient to help anyone who wants to comply with global standards in safety and security. Thus, the onus is on these economies to ask, and the rest will follow.

6.0 Sharing Of Safety And Security With All

It must also be strongly noted that transparency of information on safety and security measures of an economy MUST NOT be the 'prerogative' of the policy makers and the law enforcement agencies alone. (This was rudely found out when the Consulting Team was doing their research). They must be shared, communicated with an education program for the residents and visitors of an economy.

While there must be good reasons for keeping these confidential, these highly confidential safety and security programs become useless in the event of a crisis. An ill-informed community on safety and security is the last thing an economy wants to be in when disaster strikes. What an economy (or an enterprise) is doing about safety and security must be made known and communicated openly and clearly to the community and the world at large. By doing this, it also lends itself to educating the community like what Australia, Canada and the United States are doing to prepare the nation 'to expect the unexpected'.

7.0 Greater Enforcement Measures By APEC

Although APEC has done a lot in the enforcement and implementation of safety and security systems and standards, there is still a lot to be done.

The ultimate goal must be 100% terrorist incident free; for anything less will give terrorists the opportunity to strike again and again.

APEC must not compromise when economies give only 'lip service' to safety and security with a 'touch and go' safety and security system. There must be demonstrated **REAL COMMITMENT** to safeguard themselves and the region.

TSA 15-00014 - 000532

Real commitment must also be tangibly measured by a set of key safety and security performance indicators (KSPI) developed jointly by APEC. Every economy must pass this test. This will then be managed by an Audit Committee that will periodically audit every member economy on a regular basis; say every 6 months to ensure everyone is on their toes at all times.

In the same light, these KSPIs must be constantly reviewed as acts of terrorism take on new faces, new strategies and techniques as they are also being constantly reviewed by terrorist organizations. The end result must be one where our KPSI are in sync to squarely address the latest moves by the terrorists.

To enhance this further, there ought to be an international safety and security credit-rating for APEC economies for 3 main reasons:

a) For the international community to know the extent of efforts put into prevention and protection of its citizens and its visitors;

b) Put 'pressure' on 'lackadaisical economies' to get their acts together fast to prevent loss from trade and investments from the international community;

c) Let the world knows that APEC leads the world in safety and security

Finally, APEC must acknowledge that there are some economies that are hotbeds for terrorism and are therefore their 'favorites' for carrying out their activities. In such circumstances, 'depth is better than breath' when it comes to anti-terrorism safety and security strategies; meaning there has to be focus and concentration of attention and efforts on these economies; helping them on a consistent basis to weed out terrorism. Incidentally, these favorite economies are usually the developing ones where they need immense assistance in terms of financial resources, expertise, manpower and so forth, and this should be generously accorded to them.

APEC has to know that paying special attention to one economy is not a wasted effort, but instead it has immense benefits of protecting others as well. An attack on one economy will send serious waves to others as well; dampening tourism flows and receipts to many, with everyone to lose.

Let us all work hard but at the same time work smart to weed out terrorism, and let's

MAKE SAFETY AND SECURITY A WAY OF LIFE FOR APEC AND THE WORLD!

TSA 15-00014 - 000533

REFERENCE LIST

1. APEC Leaders' Declaration, from 1993 to 2003

2. APEC Ministerial Meeting, from 1993 to 2003

3. APEC Tourism Ministerial Meeting, 2000, 2002

4. APEC TOURISM WORKING GROUP MEETING
   - 1996, 1997, 1998, 2000, 2001, 2002 and 2003

5. APEC Tourism Working Group: Statement on the Impact on Tourism of the 11 September Terrorist Attacks in the United States

6. APEC Tourism Working Group [TWG] Activities Report

7. APEC Secretariat Report - 23rd TWG Meeting 2003

8. Information Paper On The APEC Tourism Charter

9. U.N. Conventions Against Terrorism

10. The ASEM [Asia-Europe Meeting] Copenhagen Declaration on Cooperation against International Terrorism September 2002

11. Organization for Security and Co-operation in Europe [OSCE]
    - Charter On Preventing And Combating Terrorism, 2002

12. World Tourism Organization [WTO] Report, 2002
    - Climbing Towards Recovery

13. ASEAN's Efforts In Counter-Terrorism

14. Australia NATIONAL COUNTER-TERRORISM PLAN
    - National Counter-Terrorism Committee June 2003

15. WTTC (World Travel and Tourism Council)
    - APEC: The Impact Of Travel & Tourism On Jobs And The Economy, 2002

16. The World Tourism Organization
    - Tourism Highlights, edition 2003

17. United Nations Homepage
    - U.N. Action Against Terror

18. Casa Grande Provides Looks At Bali, 12 Months After Tragedy

19. Declaration On Tourism Safety And Security By The ASEAN Tourism Ministers

TSA 15-00014 - 000534

20. World Travel & Tourism Council
- Travel & Tourism: Security Action Plan - For Countering The Impact Of Global Terrorism

21. Roundup - APEC Calls for More Cooperation to Revive Tourism. Xinhua News Agency, 22 Nov 2001

22. Emergency Response and Research Institute (ERRI)
- Counter-Terrorism And National Security Briefing, March 2003

23. World Tourism Organization, Market Intelligence and Promotion Section
- The impact of the September 11th attacks on tourism: The light at the end of the tunnel (April 2002)

24. World Tourism Organization - International Tourism in 2001-2002
- Second Conference of the Tourism Recovery Committee in the Mediterranean Region

25. The CQ Researcher: Combating Terrorism From the July 21, 1995 issue of The CQ Researcher, Volume 5, No. 27, p. 646. Definitions of Terrorism Often Vary By Mary H. Cooper

26. Terrorism's Slippery Definition Eludes UN Diplomats By Michael Jordan Christian Science Monitor, February 3, 2002

27. The definition of terrorism by Brian Whitaker, Guardian Unlimited Monday May 7, 2001

28. Towards a Definition of Terrorism Ayatullah Shaykh Muhammad 'Ali Taskhiri Vol V No. 1 (Muharram 1408 AH/1987 CE)

29. What is the Definition of Terrorism - John V. Whitbeck, The Daily

30. Jihad and Terrorism
- The Definition of Terrorism By Brian Whitaker of the Guardian Unlimited, Monday May 7, 2001

31. Defining Terrorism: Is One Man's Terrorist Another Man's Freedom Fighter? Boaz Ganor, Executive Director, International Policy Institute for Counter - Terrorism

32. Terrorism: No Prohibition Without Definition Boaz Ganor ICT Executive Director

33. A Brief history of Terrorism, Centre for Defense Information

34. History Of Terrorism, Terrorism In The 20th Century - Terrorism Files Org

35. A Brief History Of Terrorism By Martin Walker

36. Understanding Terrorism - Terrorist Weapons - World Conflict Quarterly News, Analysis and Articles on Terrorists & Terrorism

37. Targets Of Terrorists By Nicholas Berry Center For Defense Information

TSA 15-00014 - 000535

38. Assessing the Threat of Mass-Casualty Bio Terrorism By Jason Pate, Senior Research Associate, the Center for Nonproliferation Studies at the Monterey Institute

39. Analysis: Chemical, Biological, Radiological and Nuclear Terrorism Activity Terrorism Research Center

39. The Nuclear Terrorist Threat by Kevin O'Neill Institute for Science and International Security August 1997

40. Is the Terrorist Threat Misunderstood? By Paul R. Pillar

41. Forecasting Chemical And Biological Terrorist Warfare By Dr Joshua Sinai

42. The Costs Of Terrorism And The Benefits Of Cooperating To Combat Terrorism' Paper Presented By Dr Geoff Raby Deputy Secretary, Department Of Foreign Affairs And Trade To APEC Senior Officials Meeting, Chiang Rai, 21 February 2003

43. One Year Later, The Fiscal Impact Of 9/11 On New York City, ". Comptroller Of The City Of New York"

44. Terrorism In South Asia: Impact On Development And Democratic Process Edited By Sridhar K. Khatri And Gert W. Kueck. Delhi, Shipra Pub

45. Hidden Casualties Of The War On Terrorism By Paul Lubeck, UCSC Currents Online, 9 Sept 2002

46. Assessing Threats, Risk Management, And Establishing Priorities John V. Parachini Center For Nonproliferation Studies Monterey Institute Of International Studies

47. Fundamental Premises For Fighting Terrorism by Dr. Boaz Ganor, ICT Executive Director September 16, 2001 International Policy Institute for Counter-Terrorism

48. Root Causes Of Terrorism By Robert A. Hinde

49. Suicide Terrorism and the September 11 Attacks by Yoram Schweitzer ICT Researcher

50. Countering NBC Terrorism By Ely Karmon Senior ICT Researcher Workshop On The New Dimensions Of Terrorism Singapore - 21- 22 March 2002

51. The Changing Threat Of International Terrorism By Boaz Ganor, ICT Executive Director International Policy Institute For Counter-Terrorism

52. Counter-Terrorism Dilemmas By Eric Herren ICT Associate

53. Countering The Changing Threat Of International Terrorism
- Report Of The National Commission On Terrorism Pursuant To Public Law 277, 105th Congress

54. Re-Thinking Terrorism In Light Of A War On Terrorism, Testimony Of Dr. Bruce Hoffman, Vice President, External Affairs, And Director, Rand

TSA 15-00014 - 000536

Washington Office, Before The Subcommittee On Terrorism And Homeland Security, House Permanent Select Committee On Intelligence, U.S. House Of Representatives

55. Second Meeting Of The Tourism Recovery Committee Of The World Tourism Organization Friday, 15 March, 2002 - ITB Berlin
- Key Conclusions Of The Meeting

56. The World Travel & Tourism Council - Blueprint For New Tourism

57. U.N. Office On Drugs And Crime -Terrorism And Weapons Of Mass Destruction

58. Day Of Blood And Fire —- International Review

59. Economic Costs Of Terrorism International Review

60. The Impact Of The 2001-2002 Crisis On The Hotel And Tourism Industry By Dirk Belau International Labour Organization January 2003

61. Sharing Best Practices On Conflict Prevention: The UN, Regional And Subregional Organizations, National And Local Actors
- Report Of The Workshop Held By The International Peace Academy And The Swedish Institute In Alexandria 8-102002

62. Combating Terrorism - Linking Threat With Strategies And Resources Statement Of Norman J. Rabkin, Director Testimony Before The Subcommittee On National Security, Veterans Affairs, And International Relations, Committee On Government Reform, House Of Representatives

63. National Security Preparedness Issues, National Security And International Affairs Division

64. U.S. General Accounting Office [GAO] Combating Terrorism - Opportunities to improve domestic preparedness programs focus and efficiency, U.S. General Accounting Office [GAO]

65. The United Kingdom: Evolution Beyond Strategic Defense Review - Center For Defense Information Terrorism Project

66. The War On Terrorism And The United Nations Ramesh Thakur

67. Patterns Of Global Terrorism - 2002
Released By The Office Of The Coordinator For Counter Terrorism, US State Department

68. Patterns Of Global Terrorism - 2001
Released By The Office Of The Coordinator For Counter Terrorism, US State Department

69. Is US Winning Its War On Terror? Analysis By Frank Gardner, BBC Security Correspondent, BBC News 9 September, 2003,

TSA 15-00014 - 000537

70. The International Hotel & Restaurant Association's (IH&RA) Think - Tank On Safety And Security Key Findings Stockholm, Sweden August 16 And 17, 1999

71. ANZ [Australia And New Zealand Banking Group Limited] Industry Brief - Australia's Tourism Industry Braces For Difficult Times, 14 November 2001

72. Background - Canada's Actions Against Terrorism Since September 11, Dept Of Foreign Affairs And International Trade 2003-02-07

73. Find Law [Legal News And Commentary] Newsletter - War On Terror - US Laws

74. U.S. Anti-Terrorism Laws, Jurist: The Legal Education Network™, University of Pittsburgh School Of Law, Pittsburgh, Pennsylvania, USA

75. Remarks On Homeland Security And Public / Private Cooperation, Brookings Institution Seminar, The Hon. Lee H. Hamilton, September 5, 2003

76. Parliamentary Library [Australia] 20 March 2002 Research Paper No. 12 2001 –2002

77. Terrorism And The Law In Australia: Legislation, Commentary And Constraints -Nathan Hancock, Law And Bills Digest Group19 March 2002

78. Press Statement Issued At The Conclusion Of The CARICOM Tourism Summit, 8-9 December 2001, The Bahamas

79. Crisis Management Of The National Tourism Product: Dealing With Induced Or Imposed Catastrophe By Michelle Holland, Consultant, Hotel, Leisure & Tourism, Pannell Kerr Forster

80. ILO Tripartite Meeting Of Experts On Security, Safety And Health In Ports Geneva, 8-17 December 2003 - Reviewed And Adopted A Draft Code Of Practice On Security In Ports

81. U.S. Counter-Terrorism Policy And Organization Roger Cressey, Director, Transnational Threats, National Security Council. September 27, 2000

82. Enhancing Aviation Safety & Security – Expanded Federal Air Marshal Program White House Press Release Office Of The Press Secretary, September 27, 2001 Overview

83. Defending Our Freeland, Logistics And Transport New Zealand - Security Seminar April 28 2003

84. Countering Terrorism: The Israeli Response To The 1972 Munich Olympic Massacre And The Development Of Independent Covert Action Teams By Alexander B. Calahan, GS-12 Graduate Class Thesis Submitted To The Faculty Of The Marine Corps Command And Staff College In Partial Fulfillment Of The Requirements For The Degree Of Master Of Military Studies

85. The Japan-ASEAN Plan Of Action

TSA 15-00014 - 000538

86. Some Suggestions In Preparing An Overall Tourism Strategy. Tourism & More's Tourism Tidbits, Nov. 2003

87. CDI (Centre For Defence Information) Fact Sheet: Anti-Terrorist Finance Measures

88. Legislative Response To Potential Bio Terrorist Threat By Kristin Thompson Center For Nonproliferation Studies, USA

89. Chemical, Biological, Radiological And Nuclear Terrorism Activity, The CIA's Biannual "Acquisition Of Technology Relating To Weapons Of Mass Destruction And Advanced Conventional Munitions" Report To Congress, January-June 2001. Released January 2002.

90. US Department Of Homeland Security Alert 03- 025: Homeland Security Advisory System Increase To National Level ORANGE, May 20, 2003

91. International Air Transport Association [IATA] Annual Report 2003

92. Tracking Anthrax Hoaxes and Attacks By Laura Snyder and Jason Pate center for Nonproliferation Studies

93. The Nuclear Terrorist Threat By Kevin O'Neill Institute For Science And International Security August 1997

94. Terrorism Trends And Prospects Bruce Hoffman

95. The Terrorist NBC Threat: What We Are Up Against? By Ltc Dale W. Dahlke (Oh)

96. Is the Terrorist Threat Misunderstood? By Paul R. Pillar

97. Information Warfare: The Perfect Terrorist Weapon By Yael Shahar, ICT [International Policy Institute For Counter-Terrorism]

98. Terrorist Use Of Chemical Weapons By Austin Godber

99. The CQ Researcher : Chemical And Biological Weapons

100. Forecasting Chemical And Biological Terrorist Warfare

101. Report Emergency Responders 'Needs, Goals, And Priorities By Neal A. Pollard, Robert V. Tuohy, And Thomas Garwin Hicks And Associates, Inc. March 2003

102. Jean Claude Baumgarten, President, World Travel And Tourism Council, Hong Kong Policy Recommendation, 23 Sept 2003

103. "Technology Lessons Learned From New York City's Response To 9/11"
- A Report From The Select Committee On Technology In Government By Hon. Gifford Miller, Speaker Hon. Gale A. Brewer, Chair

104. U.S. General Accounting Office, National Preparedness: Integrating New And Existing Technology And Information Sharing Into An Effective Homeland Security Strategy, GAO-02-811T (Washington, D.C.: June 7, 2002).

TSA 15-00014 - 000539

105. Milestone For Implementation Of The Global Code Of Ethics, World Tourism Organization Newsletter, Jan. 2004

106. Global Terrorism: Trends And Response By Amb. George Witschel, Commissioner For Combating International Terrorism, Federal Government Of Germany, Keynote Address At The Kathmandu International Conference On Terrorism In South Asia: Impact On Development And Democratic Process, Kathmandu, Nepal, November 23-25, 2002.

107. Statement Of The Honorable Kenneth M. Mead, Inspector General, U.S. Department Of Transportation, Status Of Airline Security After September 11, 2001

TSA 15-00014 - 000540

APPENDIX 1

PAST ACTIVITIES AND THREATS FROM YEAR 1995-2001

1995

- **Attack on US Diplomats in Pakistan, March 8, 1995**
  2 unidentified gunmen killed 2 US diplomats and wounded a third in Karachi, Pakistan.

- **Tokyo Subway Station Attack, March 20, 1995**
  12 persons were killed and 5,700 were injured in a Sarin nerve gas attack in a subway station in Tokyo. A similar attack occurred nearly simultaneously in the Yokohama subway system. The Aum Shinri-kyu cult was blamed for the attacks.

- **Bombing of the Federal Building in Oklahoma City, April 19, 1995**
  Right-wing extremists Timothy McVeigh and Terry Nichols destroyed the Federal Building in Oklahoma City with a massive truck bomb that killed 166 and injured hundreds in what was up to then the largest terrorist attack on American soil.

- **Kashmiri Hostage-taking, July 4, 1995**
  In India, 6 foreigners, including 2 US citizens, were taken hostage by Al-Faran, a Kashmiri separatist group. 1 non US hostage was later found beheaded.

- **Jerusalem Bus Attack, August 21, 1995**
  Hamas claimed responsibility for the detonation of a bomb that killed 6 and injured over 100 persons, including several US citizens.

- **Attack on US Embassy in Moscow, September 13, 1995**
  A rocket-propelled grenade was fired through the window of the US Embassy in Moscow, in retaliation for US strikes on Serb positions in Bosnia.

- **Saudi Military Installation Attack, November 13, 1995**
  The Islamic Movement of Change planted a bomb in a Riyadh military compound that killed 1 US citizen, several foreign national employees of the US Government, and more than 40 others.

- **Egyptian Embassy Attack, November 19, 1995**
  A suicide bomber drove a vehicle into the Egyptian Embassy compound in Islamabad, Pakistan, killing at least 16 and injuring 60 persons. Three militant Islamic groups claimed responsibility.

1996

- **Papuan Hostage Abduction, January 8, 1996**

TSA 15-00014 - 000541

In Indonesia, 200 Free Papua Movement (OPM) guerrillas abducted 26 individuals in the Lorenta nature preserve, Irian Jaya Province. Indonesian Special Forces members rescued the remaining 9 hostages on May 15.

- **Kidnapping in Colombia, January 19, 1996**
  Revolutionary Armed Forces of Colombia (FARC) guerrillas kidnapped a US citizen and demanded a $1 million ransom. The hostage was released on May 22.

- **Tamil Tigers Attack, January 31, 1996**
  Members of the Liberation Tigers of Tamil Eelam (LTTE) rammed an explosives-laden truck into the Central Bank of Colombo, Sri Lanka, killing 90 civilians and injuring more than 1,400 others, including two US citizens.

- **IRA Bombing, February 9, 1996**
  An Irish Republican Army (IRA) bomb detonated in London, killing 2 persons and wounding more than 100 others, including 2 US citizens.

- **Athens Embassy Attack, February 15, 1996**
  Unidentified assailants fired a rocket at the US embassy compound in Athens, wounding 3 diplomats. Circumstances of the attack suggested it was an operation carried out by the 17 November group.

- **ELN Kidnapping, February 16, 1996**
  6 alleged National Liberation Army (ELN) guerrillas kidnapped a US citizen in Colombia. After 9 months, the hostage was released.

- **Hamas Bus Attack, February 26, 1996**
  In Jerusalem, a suicide bomber blew up a bus, killing 26 persons, including 3 US citizens, and injuring some 80 persons, including 3 other US citizens.

- **Dizengoff Center Bombing, March 4, 1996**
  Hamas and the Palestine Islamic Jihad (PIJ) both claimed responsibility for a bombing outside of Tel Aviv's largest shopping mall that killed 20 persons and injured 75 others, including 2 US citizens.

- **West Bank Attack, May 13, 1996**
  Arab gunmen opened fire on a bus and a group of Yeshiva students near the Bet El settlement, killing a dual US-Israeli citizen and wounding 3 Israelis. No one claimed responsibility for the attack, but Hamas was suspected.

- **USAID Worker Abduction, May 31, 1996**
  A gang of former Contra guerrillas kidnapped a US employee of the Agency for International Development (USAID) in rural northern Nicaragua. She was released unharmed the next day.

- **Zekharya Attack, June 9, 1996**
  Unidentified gunmen opened fire on a car near Zekharya, killing a dual US/Israeli citizen and an Israeli. The Popular Front for the Liberation of Palestine (PFLP) is suspected.

TSA 15-00014 - 000542

- **Manchester Truck Bombing, June 15, 1996**
  An IRA truck bomb detonated at a Manchester shopping center, wounding 206 persons, including 2 German tourists, and caused extensive property damage.

- **Khobar Towers Bombing, June 25, 1996**
  A fuel truck carrying a bomb exploded outside the US military's Khobar Towers, killing 19 US military personnel and wounding 515 persons, including 240 US personnel. Several groups claimed responsibility for the attack.

- **ETA Bombing, July 20, 1996**
  A bomb exploded at Tarragona International Airport in Spain, wounding 35 persons, including British and Irish tourists. The Basque Fatherland and Liberty (ETA) organization was suspected.

- **Bombing of Archbishop of Oran, August 1, 1996**
  A bomb exploded at the home of the French Archbishop of Oran, killing him and his chauffeur. The Algerian Armed Islamic Group (GIA) is suspected.

- **Sudanese Rebel Kidnapping, August 17, 1996**
  Sudan People's Liberation Army (SPLA) rebels kidnapped six missionaries in Mapourdit, including a US citizen, 1 Italian, 3 Australians, and 1 Sudanese. The SPLA released the hostages 11 days later.

- **PUK Kidnapping, September 13, 1996**
  In Iraq, Patriotic Union of Kurdistan (PUK) militants kidnapped 4 French workers for Pharmaciens Sans Frontieres, a Canadian United Nations High Commissioner for Refugees (UNHCR) official, and 2 Iraqis.

- **Assassination of South Korean Consul, October 1, 1996**
  In Vladivostok, Russia, assailants attacked and killed a South Korean consul near his home. No one claimed responsibility, but South Korean authorities believed that the attack was carried out by North Koreans but denied by the North Koran government.

- **Red Cross Worker Kidnappings, November 1, 1996**
  In Sudan, a breakaway group from the Sudanese People's Liberation Army (SPLA) kidnapped 3 International Committee of the Red Cross (ICRC) workers. They were released in exchange for ICRC supplies and a health survey for their camp.

- **Paris Subway Explosion, December 3, 1996**
  A bomb exploded aboard a Paris subway train station, killing two French nationals, a Moroccan, and a Canadian, and injuring 86 persons. Among those injured were 1 US citizen and a Canadian. No one claimed responsibility for the attack, but Algerian extremists are suspected.

- **Abduction of US Citizen by FARC, December 11, 1996**
  5 armed men claiming to be members of the Revolutionary Armed Forces of Colombia (FARC) kidnapped and later killed a US geologist at a methane gas exploration site in La Guajira Department.

- **Tupac Amaru Seizure of Diplomats, December 17, 1996**

TSA 15-00014 - 000543

23 members of the Tupac Amaru Revolutionary Movement (MRTA) took several hundred people hostage at a party given at the Japanese Ambassador's residence in Lima, Peru.

1997

- **Egyptian Letter Bombs, January 2-13, 1997**
  A series of letter bombs with Alexandria, Egypt, postmarks were discovered at Al-Hayat newspaper bureaus in Washington, New York City, London, and Riyadh, Saudi Arabia.

- **Tajik Hostage Abductions, February 4-17, 1997**
  In Tajikistan, a paramilitary group led by Bakhrom Sodirov abducted 4 United Nations military observers.

- **Venezuelan Abduction, February 14, 1997**
  6 armed Colombian guerrillas kidnapped a US oil engineer and his Venezuelan pilot in Apure, Venezuela. The FARC is said to be responsible for the kidnapping.

- **Empire State Building Sniper Attack, February 23, 1997**
  A Palestinian gunman opened fire and killed foreign tourists at an observation deck atop the Empire State Building in New York City before killing himself. A handwritten note carried by the gunman claimed this was a punishment attack against the "enemies of Palestine."

- **ELN Kidnapping, February 24, 1997**
  National Liberation Army (ELN) guerrillas kidnapped a US citizen employed by a Las Vegas gold corporation. The ELN demanded a ransom of $2.5 million.

- **FARC Kidnapping, March 7, 1997**
  FARC guerrillas kidnapped a US mining employee and his Colombian colleague in Colombia but released them after receiving a $50,000 ransom.

- **Hotel Nacional Bombing, July 12, 1997**
  A bomb exploded at the Hotel Nacional in Havana, injuring 3 persons and causing minor damage. The Military Liberation Union claimed responsibility.

- **Israeli Shopping Mall Bombing, September 4, 1997**
  3 suicide bombers of Hamas detonated bombs in the Ben Yehuda shopping mall in Jerusalem, killing 8 persons, including the bombers, and wounding nearly 200 others.

- **OAS Abductions, October 23, 1997**
  In Colombia, ELN rebels kidnapped 2 foreign members of the Organization of American States (OAS) and a Colombian human rights official at a roadblock. The ELN claimed responsibility.

- **Yemeni Kidnappings, October 30, 1997**

TSA 15-00014 - 000544

Al-Sha'if tribesmen kidnapped a US businessman near Sanaa. They released the hostage on November 27.

- **Murder of US Businessmen in Pakistan, November 12, 1997**
  2 unidentified gunmen killed 4 US auditors from Union Texas Petroleum Corporation and their Pakistani driver in Sheraton Hotel, Karachi. The Islamic Inqilabi Council, or Islamic Revolutionary Council, claimed responsibility.

- **Tourist Killings in Egypt, November 17, 1997**
  Al-Gama'at al-Islamiyya (IG) gunmen shot and killed 62 tourists and wounded 26 others at the Hatshepsut Temple near Luxor.

1998

- **UN Observer Abductions, February 19, 1998**
  Armed supporters of late Georgian President Zviad Gamsakhurdia abducted 4 UN military observers from Sweden, Uruguay, and the Czech Republic.

- **FARC Abduction, March 21-23, 1998**
  FARC rebels kidnapped a US citizen in Sabaneta, Colombia, killed 3, wounded 14, and kidnapped at least 27.

- **Somali Hostage-takings, April 15, 1998**
  Somali militiamen abducted 9 Red Cross and Red Crescent workers at an airstrip north of Mogadishu.

- **IRA Bombing, Banbridge, August 1, 1998**
  A 500-pound car bomb planted by the Real IRA exploded outside a shoe store in Banbridge, North Ireland, injuring 35 persons and damaging at least 200 homes.

- **US Embassy Bombings in East Africa, August 7, 1998**
  A bomb exploded at the rear entrance of the US embassy in Nairobi, Kenya, killing 12 US citizens, 32 Foreign Service Nationals (FSNs), and 247 Kenyan citizens. About 5,000 Kenyans, six US citizens, and 13 FSNs were injured. Almost simultaneously, a bomb detonated outside the US embassy in Dar es Salaam, Tanzania, killing 7 FSNs and 3 Tanzanians. The US Government held Osama Bin Ladin responsible.

- **IRA Bombing, Omagh, August 15, 1998**
  A 500-pound car bomb planted by the Real IRA exploded outside a local courthouse in Omagh, Northern Ireland, killing 29 persons and injuring over 330.

- **Colombian Pipeline Bombing, October 18, 1998**
  A National Liberation Army (ELN) planted bomb exploded on the Ocensa pipeline in Antioquia Department, killing approximately 71 persons and injuring at least 100 others.

- **Armed Kidnapping in Colombia, November 15, 1998**

TSA 15-00014 - 000545

Armed assailants kidnapped the son of a US businessman in Cundinamarca Department. The kidnappers released the boy after getting the $1 million ransom.

1999

- **Angolan Aircraft Downing, January 2, 1999**
  A UN plane carrying 1 US citizen, 4 Angolans, 2 Philippine nationals, and 1 Namibian was shot down. No deaths or injuries were reported. Angolan authorities blamed the attack on National Union for the Total Independence of Angola (UNITA) rebels.

- **Ugandan Rebel Attack, February 14, 1999**
  A pipe bomb exploded inside a bar, killing 5 persons and injuring 35 others. Ugandan authorities blamed the attack on the Allied Democratic Forces (ADF).

- **Greek Embassy Seizure, February 16, 1999**
  Kurdish protesters stormed and occupied the Greek Embassy in Vienna, taking the Greek Ambassador and 6 other persons hostage.

- **FARC Kidnappings, February 25, 1999**
  FARC kidnapped 3 US citizens working for the Hawaii-based Pacific Cultural Conservancy International. On March 4, the bodies of the three victims were found in Venezuela.

- **Hutu Abductions, March 1, 1999**
  150 armed Hutu rebels attacked 3 tourist camps in Uganda, killed 4 Ugandans, and abducted 16 foreign tourists.

- **ELN Hostage-taking, March 23, 1999**
  Armed guerrillas kidnapped a US citizen in Boyaca, Colombia. The National Liberation Army (ELN) claimed responsibility and demanded $400,000 ransom. On July 20, ELN rebels released the hostage unharmed following a ransom payment of $48,000.

- **ELN Hostage-taking, May 30, 1999**
  In Cali, Colombia, armed ELN militants attacked a church in the neighborhood of Ciudad Jardin, kidnapping 160 persons, including 6 US citizens and 1 French national. The rebels released approximately 80 persons, including 3 US citizens, later that day.

- **Shell Platform Bombing, June 27, 1999**
  In Port Harcourt, Nigeria, armed youths stormed a Shell oil platform and kidnapped 3. A group calling itself "Enough is Enough in the Niger River" claimed responsibility.

- **AFRC Kidnappings, August 4, 1999**
  An Armed Forces Revolutionary Council (AFRC) faction kidnapped 33 UN representatives near Occra Hills, Sierra Leone. The hostages included 1 US citizen, 5 British soldiers, 1 Canadian citizen, 1 representative from Ghana, 1 military officer from Russia, 1 officer from Kyrgyzstan, 1 officer from Zambia, 1 officer from

TSA 15-00014 - 000546

Malaysia, a local Bishop, 2 UN officials, 2 local journalists, and 16 Sierra Leonean nationals.

- **Burmese Embassy Seizure, October 1, 1999**
  Burmese dissidents seized the Burmese Embassy in Bangkok, Thailand, taking 89 persons hostage, including 1 US citizen.

- **PLA Kidnapping, December 23, 1999**
  Colombian People's Liberation Army (PLA) forces kidnapped a US citizen in an unsuccessful ransoming effort.

- **Indian Airlines Airbus Hijacking, December 24, 1999**
  5 militants hijacked a flight bound from Katmandu to New Delhi carrying 189 people. The plane and its passengers were released unharmed on December 31.

2000

- **Car bombing in Spain, January 27, 2000**
  Unidentified individuals set fire to a Citroen car dealership in Iturreta, causing extensive damage to the building and destroying 12 vehicles. The attack bore the hallmark of the Basque Fatherland and Liberty (ETA).

- **RUF Attacks on UN Mission Personnel, May 1, 2000**
  On May 1 in Makeni, Sierra Leone, Revolutionary United Front (RUF) militants kidnapped at least 20 members of the United Nations Assistance Mission in Sierra Leone (UNAMSIL). The militants killed five UN soldiers and also kidnapped 300 UNAMSIL peacekeepers throughout the country. In Freetown, armed militants ambushed 2 military vehicles carrying 4 journalists. Suspected RUF rebels also kidnapped 21 Indian UN peacekeepers in Freetown on June 6.

- **Diplomatic Assassination in Greece, June 8, 2000**
  In Athens, Greece, 2 unidentified gunmen killed British Defense Attaché Stephen Saunders in an ambush. The Revolutionary Organization 17 November claimed responsibility.

- **ELN Kidnapping, June 27, 2000**
  In Bogota, Colombia, ELN militants kidnapped a 5-year-old US citizen and his Colombian mother, demanding an undisclosed ransom.

- **Kidnappings in Kyrgyzstan, August 12, 2000**
  In the Kara-Su Valley, the Islamic Movement of Uzbekistan took 4 US citizens hostage. The Americans escaped on August 12.

- **Church Bombing in Tajikistan, October 1, 2000**
  Unidentified militants detonated 2 bombs in a Christian church in Dushanbe, killing 7 persons and injuring 70 others. No one claimed responsibility.

- **Helicopter Hijacking, October 12, 2000**

TSA 15-00014 - 000547

In Sucumbios Province, Ecuador, a group of armed kidnappers led by former members of defunct Colombian terrorist organization the Popular Liberation Army (EPL) took hostage 10 employees of Spanish energy consortium REPSOL.

- **Attack on U.S.S. *Cole*, October 12, 2000**
  In Aden, Yemen, a small dingy carrying explosives rammed the destroyer USS. *Cole*, killing 17 sailors and injuring 39 others. Supporters of Osama Bin Ladin were suspected.

- **Manila Bombing, December 30, 2000**
  A bomb exploded in a plaza across the street from the US embassy in Manila, injuring 9 persons. The Moro Islamic Liberation Front was likely responsible.

2001

- **Srinagar Airport Attack, January 17, 2001**
  In India, 6 members of the Lashkar-e-Tayyba militant group were killed when they attempted to seize a local airport.

- **BBC Studios Bombing, March 4, 2001**
  A car bomb exploded at midnight outside of the British Broadcasting Corporation's main production studios in London.

- **ETA Bombing, March 9, 2001**
  2 policemen were killed by the explosion of a car bomb in Hernani, Spain.

- **Bus Stop Bombing, April 22, 2001**
  A member of Hamas detonated a bomb near a bus stop in Kfar Siva, Israel, killing 1 person and injuring 60.

- **Tel-Aviv Nightclub Bombing, June 1, 2001**
  Hamas claimed responsibility for the bombing of a popular Israeli nightclub that caused over 140 casualties.

- **Hamas Restaurant Bombing, August 9, 2001**
  A Hamas-planted bomb detonated in a Jerusalem pizza restaurant, killing 15 people and wounding more than 90.

- **Terrorist Attacks on US Homeland, September 11, 2001**
  2 hijacked airliners crashed into the twin towers of the World Trade Center. Soon thereafter, the Pentagon was struck by a third hijacked plane. A 4th hijacked plane, suspected to be bound for a high-profile target in Washington, crashed into a field in southern Pennsylvania. More than 5,000 US citizens and other nationals were killed. The US Government blamed Osama Bin Laden for the attack. In the aftermath of the attacks, the United States formed the Global Coalition against Terrorism.

TSA 15-00014 - 000548

APPENDIX 2

TYPES OF WEAPON AND EXTENT OF USAGE (DEC 1997 - AUG 2003)

REGION	Explosives	Remote-detonated explosives	Suicide Bombing	Firearms	Knifes/ Soft objects	Biological Release	Attack On Agriculture	Chemical Release	Other	Unknown
USA	9			1		12			14	1
Eastern Europe	406	20	2	147	1				12	10
Latin America	642	9	1	450	1				17	60
S Asia	423	14	12	566	42	1			43	82
SE Asia/ Oceania	152	4	1	97	9			3	10	4
Africa	112	1	3	19			2		3	6
East/ Central Europe	29		1	17	1			1	4	3
W Europe	1516	14		146	6				309	44
Middle East/ Persian Gulf	820	13	93	503	32		4			
TOTAL	2749	75	113	1946	92	13	6	4	409	200

TSA 15-00014 - 000549

APPENDIX 3

TERRORIST TARGETS

TARGET	FARC	Hamas	ETA	LTTE	ASC
Airport & Airlines	3		3		
Business	11	8	23		1
Diplomatic					
Government	1029		37	5	
Journalists & Media			5		3
Maritime	4			1	
Military		2	2		1
NGO	4				1
Police		3	20		
Private Citizens & Property	33	68	6	1	10
Religious Institutions	1				1
Telecommunications	6		1		
Terrorists as Targets	1	1			
Transportation	24	10	3	2	
Utilities	72	1	1		
Others	13	3	8		
Unknown	11	4	15	1	
TOTAL	294	100	124	10	17

Note: *FARC (Revolutionary Armed Forces of Columbia),*
Hamas,
ETA (Basque Fatherland and Freedom),
LTTE (Liberation Tigers of Tamil Eelam) and
ASG (Abu Sayyaf Group).

Source: *Oklahoma City National Memorial Institute For The Prevention Of Terrorism 2002*

TSA 15-00014 - 000550

APPENDIX 4

THE COUNTER-TERRRORISM ACTION PLAN

A. ENHANCING SECURE TRADE IN THE APEC REGION

Asia Pacific Economic Cooperation (APEC) economies will work together to secure the flow of goods and people through the following measures.

ECONOMY:

A.1 Protect Cargo:

Contact Point: Name: _____Title: _____

Telephone Number: _____ Fax Number: _____ Email Address: _____

Objective	Expected Outputs	Measures Undertaken Or To Be Completed In 2004	Further Measures Planned (Indicate Time Frame)	Capacity Building Needs To Meet Agreed Targets
Implementing by 2005 wherever possible the common standards for electronic customs reporting developed by the World Customs Organisation that provides data to target high-risk shipments and facilitate trade.	1. Computerized customs clearance system adopted. 2. Risk management system in operation. 3. Analysis of current data requirements conducted against WCO Customs Data Model – version 1. 4. World Customs Organization (WCO) Customs Data Model adopted.			
Implementing expeditiously a container security regime that assure in-transit integrity of containers; identify and examine high-risk containers, and working within international organizations to require the provision of advance electronic information on container content to customs, port, and	1. Security criteria for identifying high-risk containers established. 2. Containers pre-screened at the earliest possible point. 3. Containers (or goods) secured at the earliest possible point and the integrity of the security is maintained. 4. Technology used to rescreen high-risk containers. 5. Use of secure and "smart" containers.			

TSA 15-00014 - 000551

Objective	Expected Outputs	Measures Undertaken Or To Be Completed In 2004	Further Measures Planned (Indicate Time Frame)	Capacity Building Needs To Meet Agreed Targets
shipping officials as early as possible in the supply chain, while taking into consideration the facilitation of legitimate trade.	6. Legal basis for advance electronic information established.			
Promoting private-sector adoption of high standards of supply chain security, as developed by the private sector and law enforcement officials.	1. Cooperative arrangements with the private sector implemented and monitored. 2. Supply chain security standards based upon the WCO task force work in place. 3. Liaison channels established between private sector and law enforcement officials.			
Ship and port security plans (by July 2004). Automatic identification systems installed on certain ships (by December 2004).	1. Ship and port security plans in operation. 2. Automatic identification systems installed on certain ships.			
Enhancing cooperation on fighting piracy in the region between APEC fora and organizations such as the International Maritime Bureau Piracy Reporting Center and International Maritime Organization (IMO).	Cooperative measures established between APEC fora and private and government organizations to fight piracy in the region.			
Improving airline passenger and crew safety by introducing highly effective baggage screening procedures and equipment in all APEC international airports as soon as possible, and in any case by 2005; accelerating implementation of	1. Installation of highly effective baggage screening procedures and equipment in all APEC international airports. 2. Implementation of standards for reinforced flight deck doors for passenger aircraft. 3. Support for International Civil Aviation Organization (ICAO) mandatory aviation security audits			

TSA 15-00014 - 000552

Objective	Expected Outputs	Measures Undertaken Or To Be Completed In 2004	Further Measures Planned (Indicate Time Frame)	Capacity Building Needs To Meet Agreed Targets
standards for reinforced flight deck doors for passenger aircraft by April 2003 wherever possible; and supporting International Civil Aviation Organization (ICAO) mandatory aviation security audits.				
Enhancing air cargo security by promoting adoption of the guidelines developed by ICAO.	Adoption of the guidelines developed by ICAO.			
Implementing as expeditiously as possible a common global standard based on UN EDIFACT for the collection and transmission of advance passenger information.	1. Identify which governmental department should serve as the point of contact, such as the customs administration or the immigration authority. 2. Participation in the APEC pathfinder initiative on Advanced Passenger Information Systems. 3. Adoption of APEC standards for the collection and transmission of API.			
Adopting standards for application of biometrics in entry and (where applicable) exit procedures and travel documents such as those being developed by the ICAO and the International Standards Organization.	1. Adoption of APEC standards for biometrics in entry and (where applicable) exit procedures and travel documents such as those being developed by the ICAO and the International Standards Organization. 2. Action Plan established. 3. Action Plan implemented.			
Assuring the highest possible integrity of all government officials who are involved in border operations.	1. Code of Conduct established. 2. Integrity and Professional Services Action Plan established. 3. Integrity and Professional Services Action Plan implemented and monitored.			

TSA 15-00014 - 000553

Objective	Expected Outputs	Measures Undertaken Or To Be Completed In 2004	Further Measures Planned (Indicate Time Frame)	Capacity Building Needs To Meet Agreed Targets
To ensure the safety and security of tourists by developing a standardized strategic safety and security master plan; a crisis management model and promoting the development by industry of simple-to-use safety and security measures for tourism businesses.	1. Develop a standardized strategic safety and security master plan. 2. Develop a crisis management model. 3. Promote the development by industry of simple-to use safety and security measures for tourism businesses.			
Endeavoring to ratify the International Convention for the Suppression of the Financing of Terrorism no later than October 2003.	Ratification of the International Convention for the Suppression of the Financing of Terrorism.			
Implementing quickly and decisively all measures needed to prevent terrorists and their supporters from accessing the international financial system, as called for in the U.N. Security Council Resolutions 1373 and 1390. These measures include: - Effective blocking of terrorist assets; - Criminalization of the financing of terrorism; - Increased efforts to investigate and prosecute money launderers and terrorist financiers; - Preventive steps to protect the integrity of the financial system by regulating and supervising.	Implementation of all measures needed to prevent terrorists and their supporters from accessing the international financial system, as called for in U.N. Security Council Resolutions 1373 and 1390. Specifically 1. Terrorist assets blocked. 2. The financing of terrorism made a criminal offence 3. Efforts to investigate and prosecute money launderers and terrorist financiers increased. 4. Regulation and supervision of the financial sector consistent with international standards.			

TSA 15-00014 - 000554

A.2 Protect Ships Engaged in International Voyages:

Contact Point: Name: _____Title: _____

Telephone Number: _____ Fax Number: _____ Email Address: _____

A.3 Protect International Aviation:

Contact Point: Name: _____Title: _____

Telephone Number: _____ Fax Number: _____ Email Address: _____

A.4 Protect People in Transit:

Contact Point: Name: _____Title: _____

Telephone Number: _____ Fax Number: _____ Email Address: _____

Cooperation to develop electronic movement records systems that will enhance border security while ensuring movement of legitimate travellers is not disrupted.

B. HALTING TERRORIST FINANCING:

We will jointly work to deny terrorists access to the world's financial system and use the money trail to locate and apprehend terrorists, in line with the comprehensive approach adopted by our Finance Ministers in September, including through measures to:

B. 1 Implement UN and Other International Instruments:

Contact Point: Name: _____Title: _____

Telephone Number: _____ Fax Number: _____ Email Address: _____

TSA 15-00014 - 000555

APPENDIX 5

TRANSPORTATION SECURITY ADMINISTRATION (TSA) UNITED STATES

TSA's Traveler's Advice

TSA provides a set of invaluable advice for US citizens that they can avoid unnecessary-related delays and inconveniences.

This table of safety and security advice can be adapted (or readapted) by airport authorities, airlines, travel agents and other tourism -related organizations to educate as well as to provide better customer service to their clients.

A tourism-related organization like hotel or travel agent can effectively communicate their safety concern to their customers, as they are often perceived by their customers, that their products and services are security-driven and are set to have a competitive edge over those of others.

Here's the table of advice that can be useful for the travellers:

- Before Leaving For Airport
  a) Call the airline to find out how early you should arrive.
  b) Check on the security procedures at the airport.

- Checked Bags
  a) Don't cram too many things into a suitcase, as it will be difficult for the security personnel to close it.
  b) Avoid packing anything you would be embarrassed for other people to see, as your bags may be opened in a public place.
  c) Leave bag unlocked so that screeners do not have to break into them.
  d) Put films in carry-on bag; the screening equipment will damage film in checked bags.
  e) Put personal items, like underwear and toiletries, in a zip-lock plastic bag so that screeners do not have to handle them.
  f) Do not wrap gifts; they have to be opened for inspection.

- Carry-On Baggage
  a) Remove prohibited items such as scissors and knives.

- At The Security Checkpoint
  a) Take off coat and place it through the X-ray machine.
  b) Remove metal items before going through the magnetometer, as they will set off the alarm.
  c) Ask for a personal search in private area if you are uncomfortable having it done publicly or if you are traveling with more than one child.

TSA 15-00014 - 000556

APPENDIX 6

HOMELAND SECURITY ADVISORY SYSTEM

1. **Color Code For Threat Conditions**

COLOR CODE	GENERAL PROTECTIVE MEASURES
Low Condition (Green) Low risk of terrorist attacks. General protective measures recommended.	▪ Refining and exercising appropriate preplanned Protective Measures; ▪ Ensuring personnel receive proper training on the Homeland Security Advisory System and specific preplanned department or agency Protective Measures; and ▪ Institutionalizing a process to assure that all facilities and regulated sectors are regularly assessed for vulnerabilities to terrorist attacks, and all reasonable measures are taken to mitigate these vulnerabilities.
Guarded Condition (Blue) General risk of terrorist attacks.	▪ Checking communications with designated emergency response or command locations; ▪ Reviewing and updating emergency response procedures; and ▪ Providing the public with any information that would strengthen its ability to act appropriately.
Elevated Condition (Yellow) Significant risk of terrorist attacks.	▪ Increasing surveillance of critical locations; ▪ Coordinating emergency plans that are appropriate with nearby jurisdictions; ▪ Assessing whether the precise characteristics of the threat require the further refinement of preplanned Protective Measures; and ▪ Implementing, as appropriate, contingency and emergency response plans.
High Condition (Orange) High risk of terrorist attacks.	▪ Coordinating necessary security efforts with Federal, State, and local law enforcement agencies or any National Guard or other appropriate armed forces organizations; ▪ Taking additional precautions at public events and possibly considering alternative venues or even cancellation; ▪ Preparing to execute contingency procedures, such as moving to an alternate site or dispersing their workforce; and ▪ Restricting threatened facility access to essential personnel only.
Severe Condition (Red) Severe risk of terrorist attacks.	▪ Increasing or redirecting personnel to address critical emergency needs; ▪ Assigning emergency response personnel and pre-positioning and mobilizing specially trained teams or resources; ▪ Monitoring, redirecting, or constraining transportation systems;

TSA 15-00014 - 000557

COLOR CODE	GENERAL PROTECTIVE MEASURES
	and ▪ Closing public and government facilities.

2. **Education On Spotting Terrorists**

Indicative suicide bomber's behaviors can be noticed from these:

- Clothing is out of sync with the weather, suspect's social position (he appears well groomed but is wearing sloppy clothing), or location (wearing a coat inside a building).
- Clothing is loose.
- May be carrying heavy luggage, bag, or a backpack.
- Pale face from recent shaving of beard.
- Eyes appear to be focused and vigilant.
- Does not respond to authoritative voice commands or direct salutation from a distance.
- Behavior is consistent with no future; for example, an individual purchasing a one-way ticket or is unconcerned about receipts for purchases, or receiving change.
- Walking with deliberation but not running.

3. **Security Tips To Aircraft Owners**

Useful security tips relating to:

- *Aircraft*
  a) Securing unattended aircrafts against unauthorized use.
  b) Be alert of aircraft with unusual or unauthorized modifications.

- *Crew & Passengers*
  a) Verifying the identification of crew and passengers prior to departure.
  b) Increasing vigilance on unknown pilots and or clients of aircraft or helicopter rentals or charters.
  c) Be aware/alert of persons loitering in the vicinity of aircraft or air operations areas.

4. **Security Tips To Building Owners**

- *Vigilance*
  Encourage personnel to be alert and report immediately of any situation that appears to constitute a threat or suspicious activity.

- *Access Points And Compound*
  a) Rearrange exterior vehicles barriers, traffic cones, and roadblocks to alter traffic patterns near facilities.

TSA 15-00014 - 000558

b) Institute/increase visible vehicle, foot and roving security patrols varying in size, timing and routes.
c) Implement random security guard shift changes.
d) Arrange for law enforcement vehicles to be parked near entrances and exits.
e) Limit the number of access points and enforced strict access control procedures.
f) Approach all illegally parked vehicles in and around facilities, question drivers and direct them to move immediately. If an owner cannot be identified, have vehicle towed by law enforcement.

- *Security Equipment And Facilities*
  a) Increase perimeter lighting.
  b) Deploy visible security cameras and motion sensors.
  c) Review security camera footage daily to detect possible indicators of pre-operational surveillance.
  d) Institute a robust vehicle inspection program to include checking under the undercarriage of vehicles, under the hood, and in the trunk.
  e) Provide vehicle inspection training to security personnel.

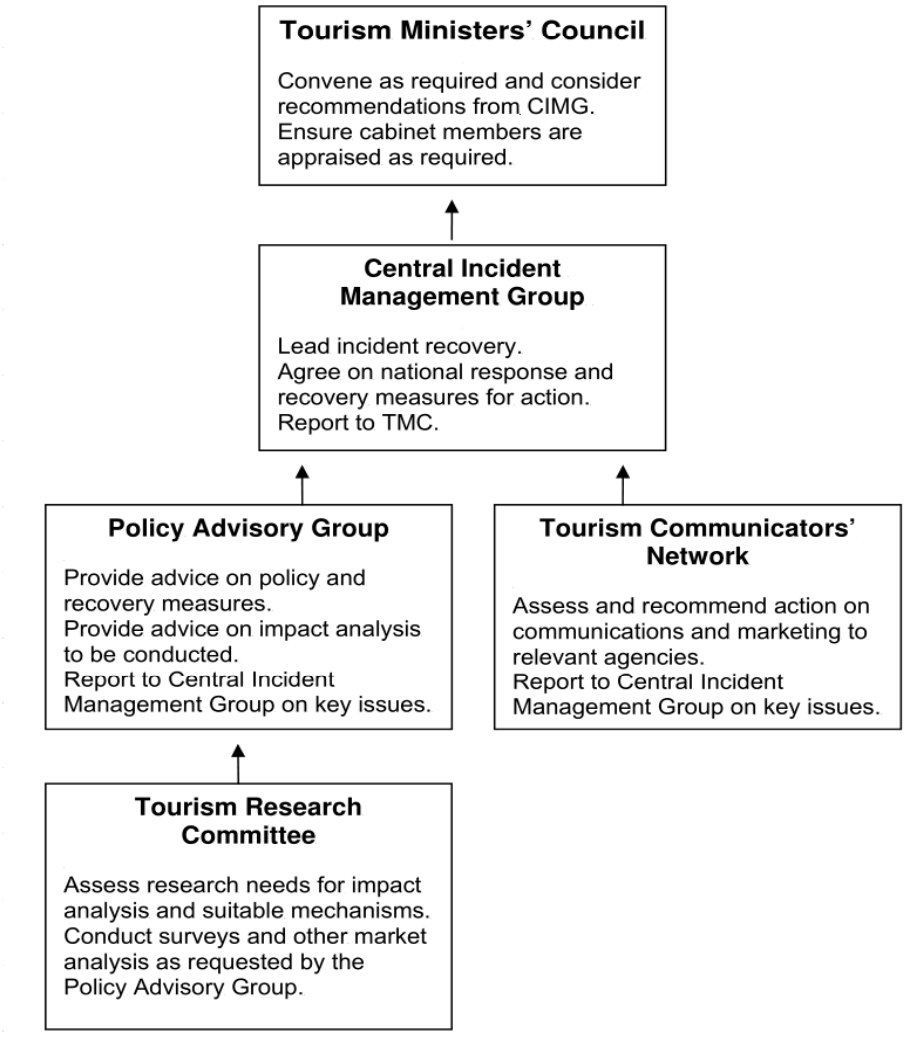
- *Subways And Enclosed Public Spaces*
  a) Ensure critical street vents, doors, and fences have appropriate security measures in place to include surveillance cameras, locks, and covers.
  b) Monitor street vents, doors, and fences for unauthorized access or exploitation of security boundaries.
  c) Ensure critical subway system access has sufficient lighting.
  d) Ensure passive vehicle barriers are employed to protect crowded or popular subway stations or other critical areas.
  e) Implement security sweeps of subway stations for suspicious activities and suspect packages.
  f) Monitor and review video surveillance cameras frequently to determine if any preoperational surveillance activities have or are taking place.
  g) Review incident/emergency response plans.
  h) Report any suspicious multiple medical conditions of personnel in subways/enclosed public spaces (e.g. shopping malls).

TSA 15-00014 - 000559

APPENDIX 7

NATIONAL TOURISM INCIDENT RESPONSE PLAN

OVERVIEW: MAJOR RESPONSIBILITIES UNDER THE NATIONAL TOURISM INCIDENT RESPONSE PLAN IN TIMES OF ACTIVATION



APPENDIX 8

NATIONAL TOURISM INCIDENT RESPONSE PLAN, AUSTRALIA

An Action Plan For Government

A. Communication Action Plan

Action	Agency	Timeframe
Report incident to Industry, Tourism and Resources and Tourism Australia.	DFAT, STOs, relevant Australian, and State and Territory agencies	Immediately
Head of Tourism Division, ITR to contact TA CEO.	ITR	Immediately
Convene Central Management Incident Group	ITR	Immediately
Provide daily assessment to TMC ministers	Central Incident Management Group	By midday
Distribute daily bulletin to key stakeholders.	ITR	Daily
Notify Industry, Tourism and Resources of and any changes to visitor screening policy and procedures and border controls.	DIMIA, AQIS, AFFA	As appropriate
Tourism Communicators Network initial hook-up by phone activated and secretariat for group established.	ITR	Within 24 hours
Establish and manage secure website.	ITR	Activated within 24 hours of incident notification
Establish clearance process for public statements.	ITR	Within 24 hours

TSA 15-00014 - 000561

Action	Agency	Timeframe
Brief overseas posts, international and national media.	DFAT, STOs, ITR, TA, other relevant agencies	Within 24 hours
Speaking points provided to overseas posts, STOs, other relevant agencies.	DFAT, ITR	Within 24 hours
Media monitoring in affected markets internationally and domestically.	DFAT/TA/STOs/ITR/ industry organizations	Within 24 hours
International media briefed.	ITR/DFAT	Within 24 hours
Brief Commonwealth Departments, Tourism Australia and relevant industry bodies on a regular basis. This may include briefings to State and Territory tourism organizations.	ITR	72 hours
Notify Industry, Tourism and Resources and Tourism Australia of relevant market intelligence.	DFAT, relevant state and Australian Government agencies	As appropriate
Monitor and report on overseas media coverage and industry feedback to the Commonwealth. State and Territory tourism organizations and the tourism industry.	TA	As appropriate
Ensure liaison through existing networks with Tourism Australia, STOs.	TA, STOs, industry organizations	Immediately
Distribute information to tourism agencies and operators at a State/Territory level.	STOs	As appropriate
Monitor and report on local	STOs	As appropriate

TSA 15-00014 - 000562

Action	Agency	Timeframe
impact to Tourism Australia.		
Liaise with MoU partners eg; Austrade.	TA	As appropriate
Liaise with Tourism Australia on market intelligence and possible trade implications.	Austrade	As appropriate
Notify Industry, Tourism and Resources of any changes to passenger processing policy, or any policy changes, that could affect the tourism industry.	Customs/DIMIA	As appropriate
Notify Industry, Tourism and Resources of relevant market intelligence and any changes to national and international aviation security policy.	DOTARS	As appropriate

B. Marketing Action Plan

Action	Agency	Timeframe
Advise ASCOT/TMC on key marketing issues	Central Incident Management Group	As appropriate
Tourism Communicators' Network initial hook-up by phone activated	ITR	Within 24 hours
Intelligence gathering regarding international marketing.	TA	Immediately
Liaise with STOs on marketing issues.	TA	Immediately
Current tourism marketing campaigns are assessed	TA/STOs	As appropriate
Decisions on continuation,	TA/STOs	As appropriate

TSA 15-00014 - 000563

Action	Agency	Timeframe
cancellation or the initiation of new campaigns taken.		
Communicate changes to current marketing strategies to industry, STO's High Commissions and Austrade.	TA/STOs	As appropriate

C. Research Action Plan

Action	Agency	Timeframe
Convene a sub-group of the Policy Advisory Group called the Tourism Research Committee. This Committee will consist of research managers from the Commonwealth, States and Territories, the CRC for Sustainable Tourism, TTF Australia and the Australian Tourism Export Council.	ITR	Group established immediately as part of this plan Convene as appropriate
Coordination and facilitation of national coordinated policy/industry assistance.	ITR	As appropriate
Through the Bureau of Tourism Research and the Tourism Research Committee, coordinate a national data collection and analysis effort.	ITR	As appropriate
Agree on suitable research action for impact analysis of the incident (eg; survey, modeling, other qualitative information).	ITR/STOs/TA	As appropriate
Provide impact reports in a timely manner to be posted on the secure website.	ITR	As appropriate

TSA 15-00014 - 000564

Action	Agency	Timeframe
Assess the need for consultant and engage if necessary (eg; survey firm, economic modeling).	ITR	As appropriate
Project budget and costings to be outlined and funding arrangements to be agreed by ASCOT/TMC.	ITR	Some of this work could be undertaken in times of calm As appropriate
Relevant market intelligence to be provided on an ongoing basis for collation and dissemination by all sub-group members to Industry, Tourism and Resources.	TA/STOs	As appropriate
Manage consultancies and time-frames for research input into any policy response.	ITR	As appropriate
Draft impact analysis to be disseminated to Policy Advisory Group seeking feedback for draft report.	ITR	As appropriate
Final impact analysis report will be provided to the Policy Advisory Group.	ITR	As appropriate
The Policy Advisory Group will provide final reports to the CIMG.	ITR	As appropriate
Report to the Australian Standing Committee on Tourism and the Tourism Ministers' Council.	ITR	As appropriate

TSA 15-00014 - 000565

D. Industry Support Action Plan

Action	Agency	Timeframe
Convene Central Incident Management Group.	ITR	Immediately
Convene Policy Advisory Group	ITR	As appropriate, have regard to availability of suitable impact analysis.
Advise CIMG/TMC of emerging policy issues.	CIMG	As appropriate
Advise CIMG/TMC of possible post-incident policy frameworks.	CIMG	As appropriate
Identify existing Commonwealth and State and Territory programs and delivery mechanisms that may be suitable in light of impact assessment.	ITR/STOs	A review of the summary of business development programs relevant to tourism will be completed within 7 days following notification of the incident.
Policy Advisory Group to make assessment on suitability of existing programs and mechanisms.	ITR	As appropriate
Policy Advisory Group to make recommendations to the CIMG on the use of existing mechanisms, or alternatively, the need for the development of new mechanisms.	ITR	As appropriate
CIMG to advise their respective governments on possible courses of action.	CIMG	As appropriate
Policy Advisory Group to recommend appropriate industry recovery mechanisms to CIMG/ASCOT/TMC.	ITR	As appropriate
Industry recovery mechanisms agreed.	ITR/CIMG	As appropriate

TSA 15-00014 - 000566

APPENDIX 9

EMERGENCY MANAGEMENT SYSTEM, CANADA

- **Bomb Threat**

Try to note unique features about the voice and the background pertaining to:

- If the speaker is a male or female;
- If the speaker has an accent;
- If the voice is disguised, muffled or funny-sounding;
- If the voice is shrill or deep;
- Any background noises (traffic, bus passing, bell ringing, fax or printer sounds);
- Any indoor vs. outdoor sounds, etc.

- **Suspicious Packages**

Look for things that are out of the ordinary like:

- Mailed from a foreign country;
- Fictitious or no return address;
- Strange odour;
- Protruding wires;
- Excessive postage;
- Misspelled words;
- Addressed to a business title only (i.e. President);
- Rigid or bulky;
- Badly typed or written;
- Special endorsements;
- Lopsided or uneven;
- Oily stains, discoloration or crystallization on the wrapping;
- Has noise coming from it;
- Leaking;
- A powder or a liquid substance;
- Contains a threatening note.

- **If You Are Worried About A Package Or Letter You Have Received**:

- Do not open the letter or package;
- Leave the letter or package where it is;
- Get everyone out of the room and close the door;
- Call 9-1-1 (or the emergency response number in your area);
- If applicable, alert building security/superintendent;
- Wait in a safe place until the police/fire response teams arrive.

- **If You Have Opened A Suspicious Package**:

- Leave the package where it is;

TSA 15-00014 - 000567

- Remove any clothing that has powder or liquid on it and seal it in a plastic bag;
- Get everyone out of the room and close the door;
- Wash your hands or shower with soap and water;
- Call 9-1-1 (or the emergency response number in your area);
- If applicable, alert building security/superintendent;
- Wait in a safe place until the police/fire response teams arrive.

Fire

In the event of fire:

- Stay low to the floor (the smoke and heat will rise to the ceiling first) and exit the building as quickly and safely as possible;
- If you approach a closed door, use the palm of your hand and forearm to determine how hot it is. If it is hot to the touch, seek an alternate escape route.

Chemical Releases

- If you suspect a chemical substance has been released in a closed area such as a subway or building, avoid breathing any of the fumes and evacuate as quickly as possible. Immediately contact the nearest police, fire and ambulance services.
- Decontamination might be required before you can receive medical attention;
- Exposure to a chemical substance may require quarantine and the attention of medical authorities.

Biological Agents

A person exposed to a biological agent should obtain immediate medical attention. Taking antibiotics ahead of time is not recommended.

Nuclear Emergency

You may be told by the authorities to minimize the amount of outside air entering your dwelling place. If so, immediately close the doors and windows, and turn off air exchangers and heat-recovery units. If you are outside around the time of a nuclear emergency, remove your clothes as soon as possible and seal them in a plastic bag. Rinse your hair and body in the shower, then put on clean clothes from a closed drawer or closet.

For further details, you can refer to www.ocipep.gc.ca

TSA 15-00014 - 000568