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REPORT ON ACTIVITIES OF THE SECRETARIAT OF THE INTER-AMERICAN COMMITTEE AGAINST TERRORISM

(Presented by Gordon Duguid, Executive Secretary of CICTE)

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I. INTRODUCTION

I present this Report on Activities of the Secretariat of the Inter-American Committee against Terrorism (CICTE) for the year 2010 in accordance with Article 17.h of the Statute and Article 11.e of the Rules of Procedure of CICTE.

Under the policy guidance and mandates established by the CICTE Member States to prevent and combat terrorism in the Hemisphere, the Secretariat continues mobilizing its limited human and financial resources to implement a wide range and number of capacity building and training programs. In 2010 the Secretariat conducted 114 activities – ranging from technical training courses to policy-level sub-regional workshops to table-top simulations and exercise – targeting all 33 active Member States and benefitting some 3500 participants. These activities spanned the CICTE Secretariat's nine programs, which are organized into five areas: border controls, critical infrastructure protection, counter-terrorism legislative assistance and combating terrorism financing, strengthening strategies on emerging terrorist threats (crisis management), and international cooperation and partnerships.

II. SIGNIFICANT ACHIEVEMENTS

Having assumed the role of CICTE Executive Secretary on August 16, 2010, this is my first report to the Committee on the activities of the CICTE Secretariat. I wish to thank my staff for their professionalism and support during this transition. It is a testament to their competence and dedication that in a year in which the CICTE Secretariat underwent another change in leadership we managed to develop and implement more activities to benefit the Member States than in any year prior – a greater than 50 % increase in output from 2009 to 2010.

I began my tenure as the CICTE Secretary focused on reinforcing and expanding on the efforts of my predecessors to develop the Secretariat into the world's leading regional counter-terrorism capacity building entity. Towards that end we have continued working with all of the OAS Member States to identify key capacity gaps, vulnerabilities and training needs areas, and to provide tailored assistance to address these in the most effective, efficient and relevant ways possible.

It was stated by my predecessor during CICTE's 10th Annual Meeting that the CICTE Secretariat "brings its greatest value where its capacity building programs develop a synergy and create dynamics conducive to interaction and trust." I agree, and I believe our work over the past year provides ample evidence of the unique capacity of the Secretariat to facilitate the cooperation, collaboration and information-sharing required at all levels – national, sub-regional, regional and international – to combat terrorism and related forms of transnational crime. All of us working on counter-terrorism and security in the Americas understand the importance of this kind of cooperation and information-sharing, for the fact that the threats and challenges we're facing all stem from the

activities of criminal networks, with links across borders and even regions. And as I imagine your experience confirms, *it takes a network to beat a network*.

And so in 2010 the CICTE Secretariat redoubled its focus on developing the networks that are required to effectively counter the threats posed by terrorist and other criminal networks. We significantly increased the number of sub-regional workshops and training initiatives we carried out, utilizing a model that has proven successful time and again in strengthening individual and institutional relations among counterpart authorities within and between countries. And we deepened such institutional partnerships as the PSAP – or Port Security Assistance Partnership, between the CICTE Secretariat, Transport Canada and the U.S. Coast Guard – which allow for the broad coordination of capacity-building efforts and the pooling of resources and capabilities by multiple stakeholders. Indeed, in 2010 the Secretariat leveraged our partnerships with a range of regional organizations including the CARICOM Secretariat, the OSCE, the Council of Europe, and APEC, as well as with leading international organizations including UNCTED, UNICRI, UNODC, ICAO and INTERPOL, to name a few. Finally, our network of National Points of Contact remains a key resource for linking the OAS Member State authorities responsible for counter-terrorism at a policy level.

It is worth noting that an additional benefit of strengthening and expanding our partnerships and contacts with these and other organizations – as well as with numerous national and sub-regional entities – is that this enables the CICTE Secretariat to stay atop the latest developments in the counter-terrorism and security fields, both in terms of evolving threats and trends, and the policies, mechanisms and capabilities required to confront them. This is particularly important for ensuring that the training and other capacity-building assistance we provide to Member State authorities on an almost daily basis is relevant, timely, and appropriately focused – in other words, that it increases to the greatest extent possible Member States' capacity to prevent and respond to acts of terror and other forms of transnational crime.

As apparent as it may seem, it would be easy to overlook the fact that the efforts of the CICTE Secretariat and its wide range of partners, working at all levels, are less about process and more about building something concrete. Awareness; capacity; capability; policy; professionalism; networks; consensus – all of these have practical and significant implications for OAS Member States' individual and collective ability to combat terrorism and transnational crime, and to ensure the security of the people of the Americas.

Going forward, and working in coordination with the Secretariat for Multidimensional Security and with our sister Secretariats, CICAD and Public Security, we will continue to work to provide the kind of concrete support to the Member States that is essential to strengthening national and regional capabilities for combating terrorism and other forms of transnational crime. And in doing so we will continue to rely, in no small measure, on the productive and fruitful relationships that my staff has developed with each of the Member State governments. For the input and guidance we receive from your governments is central not just to the development and implementation of our programs, but also in identifying, anticipating and reacting to the dynamic and ever-changing threat landscape that we all face.

III. IMPLEMENTATION OF CAPACITY BUILDING PROGRAMS AND TECHNICAL ASSISTANCE

Border Controls

Maritime Security remains the Secretariat's largest and most complex program, and has as its overarching aim to strengthen Member States' capacity to comply with the security requirements of the International Ship and Port Facility Security (ISPS) Code of the International Maritime Organization (IMO) and other international maritime security standards. All activities carried out under the Maritime Security program are implemented within the framework of the Port Security Assistance Partnership, or PSAP. The CICTE Secretariat's key partners in the PSAP are Transport Canada and the U.S. Coast Guard, with support from the Executive Secretariats of the Inter-American Drug Abuse Control Commission (CICAD), and the Inter-American Committee on Ports (CIP). The PSAP is currently in its third phase, which constitutes a three-year package of activities covering all of the aspects of maritime security in which the CICTE Secretariat is engaged. In 2010, which marked the beginning of PSAP Phase III, the Secretariat executed 22 activities for the Member States, provided training and/or capacity-building to some 1200 officials from throughout the Americas.

The 22 activities executed in 2010 reflected a continuation of longstanding projects with proven track-records, as well as the introduction of new projects aimed at emerging trends in maritime and port security. The former include the Secretariat's comprehensive port security assessments and follow-on trainings, strategic-level port security crisis management exercises, sub-regional best practices workshops, and workshops to introduce the APEC Manual on Maritime Security Drills and Exercises. The latter include a series of workshops focusing on key aspects of maritime security, including the security of cruise ship facilities. Going forward in 2011, additional workshops will be organized on risk assessment and management, as well as promoting more effective cooperation between port facility security personnel and customs officers.

In all of these areas of work, both old and new, the CICTE Secretariat has continued to strive for a systematic multiplication of efforts on the part of all of the primary PSAP partners, as well as others including the Asia Pacific Economic Forum's Maritime Security Experts Group (MEG-SEC, formerly under the Chairmanship of Canada), Canada Border Services Agency (CBSA), U.S. Customs and Border Patrol, the World Customs Organization (WCO), the International Maritime Organization (IMO), and national authorities from several other countries and private sector entities engaged on aspects of maritime security. These partnerships proved instrumental in both the development and implementation of all of the activities carried out under the program in 2010, and have significantly reduced duplication of efforts between the aforementioned entities.

In terms of size and scope, the central pillar of the Secretariat's maritime security program is the Port Facility Security Needs Assessment and Follow-on Training program. Through a competitive bidding process, the Secretariat contracts companies experienced in maritime and port security to conduct comprehensive port facility security training needs assessments that evaluate access controls to port facilities; cargo security; customs and immigration performance and procedures, including police and guard procedures; and security awareness in general. The assessments evaluate security precautions as outlined in the ISPS Code, including access control to restricted areas, handling of cargo, ship stores, unaccompanied baggage, and facility monitoring procedures. Based on the results of the assessment, the Secretariat then works with the contractor to tailor security training to address and mitigate identified vulnerabilities and risks. Such training specifically addresses fundamental aspects of port facility security and related law enforcement

procedures, and includes crisis management exercises. In addition to port authority management, the target audience is generally customs, immigration and other law enforcement officials working in the seaports in the beneficiary countries.

Crisis Management Exercises (CME) are conducted at the strategic, decision-making level and aim to improve coordination and cooperation among the national government entities responsible for responding to a crisis situation in a port facility. Participants include a mix of officials working at the strategic-political and tactical-operative decision-making levels. In 2010, three CMEs were undertaken; two of them in the Caribbean region—one in St. Kitts and Nevis and the other one in The Bahamas, both in March 2010—and a third one in Rio de Janeiro, Brazil, in October 2010. Each exercise was preceded by an in-country preparatory meeting involving our PSAP partners, namely Transport Canada and the United States Coast Guard, as well as the appropriate local authorities.

The Sub-regional Workshops on Best Practices in Maritime Security have has their overarching objective to strengthen the capacity of the participating States to effectively comply with the security obligations established by the International Ship and Port Facility Security (ISPS) Code and other international maritime security standards. Key themes addressed have evolved over the three years in which these workshops have been carried out, but generally include: challenges to implementation of the ISPS Code, risk assessment and management, access controls, cruise ship security, small vessel security considerations, container security, reviewing and revising existing port facility security plans, security audits, public-private partnerships, and commerce resumption. In late June and early July 2010 the final workshop in this series was held in Montevideo, Uruguay, for the OAS Member States of the South Cone. Based on the discussion held during this and previous such workshops, it was determined that future workshops would focus in more specifically on some of the most pressing aspects of maritime security, specifically: cruise ship facility security, risk assessment and management, and promoting increased cooperation between customs and facility security personnel.

Presentation to the OAS Member States of the APEC Manual on Maritime Security Drills and Exercises also continued in 2010, with two workshops and table-top exercises. The first was held in Mexico City in March 2010 and counted the participation of officials from Mexico, the Dominican Republic and the countries of Central America. The second was held in June in Montevideo, Uruguay, and introduced the manual to the South American Member States. In both cases the workshops were led by expert instructors from the private company which originally produced the manual (ST Education and Training Ltd), and brought together a mix of Port Facility Security Officers (PFSOs), Captains of the Port, and officials from national maritime authorities. While the manual has been very well received by the participating Member State officials, many offered practical suggestions as to how the manual can be improved as a tool for use in port facilities. On this basis, the CICTE Secretariat is working with Transport Canada and the U.S. Coast Guard to implement a process in which OAS Member State officials from select countries will have the opportunity to offer their recommendations and suggestions for strengthening and manual, and these will be compiled and integrated into a revision of the manual by mid 2011. This revised version will then be presented to appropriate Member State officials through a series of workshops to be held in select States in 2011 and 2012.

Shifting to the **Aviation Security Program**, the Secretariat's Work Plan mandates that it identify and provide technical assistance and training to Member State officials on security-related aviation procedures and policies, with an eye to strengthening these and supporting compliance with

relevant International Civil Aviation Organization (ICAO) standards. In 2010 the Secretariat continued to leverage its longstanding collaborative partnerships with the United States Transportation Security Administration (TSA) and ICAO, and increasingly utilized experts from other countries as well. A key focus of our efforts last year was strengthening the security of regional airports, as this has been identified as a critical element in controlling international borders and increasing passenger confidence in commercial air transport, and central to assisting Member States to comply with the security standards and practices set out in the Chicago Convention on International Civil Aviation, its annexes (particularly Annex 17), and International Civil Aviation Organization (ICAO) recommendations.

Currently, there are two projects in this program being implemented through: 1) National and sub-regional training, primarily by the U.S. Transportation Security Administration (TSA); and 2) scholarships awarded to Member States to facilitate their participation in ICAO training courses.

In addition the Secretariat organizes a continuum of five aviation security courses. These include an “Excellence in Screening Techniques” course, which aims to enhance the skills of Aviation Security Screeners as the first line of defense against terrorism in international aviation. In 2010, four of these basic aviation security training courses were offered on a national basis to: Panama, the Dominican Republic, Peru, and The Bahamas. And for the first time, to promote greater sustainability of the knowledge acquired, the course was combined with an “Instructor Skills” course in order to train trainers in the Bahamas to enable them to deliver the screening course to other officials in their country.

The “Preventive Security Measures” course uses risk management modules as a tool to manage aviation security operations within the unique environment of an international airport, with emphasis on preventing terrorist attacks. It is designed for mid-level airport managers and supervisors. In 2010, three Preventive Security Measures courses were conducted; in Belize and Peru as national trainings, and in Costa Rica as a sub-regional training for four Central American countries.

The newly designed “Cargo Security” course encourages mid to senior level aviation security personnel to explore the cargo supply chain and its management from a local perspective. It also provides the opportunity for participants to draft a National Cargo Security Program or make changes to an already existing one using a template designed by TSA in accordance with ICAO standards. In 2010, this course sub-regionally on four occasions; 3 courses for the 14 Caribbean Member States, held in Trinidad, St. Vincent, and The Bahamas; and 1 for Central American Member States, held in El Salvador.

“Incident Management” courses in Aviation Security are designed to provide mid to senior level aviation management and other government officials with the knowledge and skills needed to design, develop, implement and evaluate sound crisis management procedures. In 2010, three Crisis Management workshops were conducted nationally in Ecuador, Paraguay, and Colombia, with 75 mid to senior level aviation management personnel and other government officials trained.

The newly designed “Essential Instructor Skills” workshop – effectively a “Train the Trainer” course – aims to train new aviation security new instructors, and enhance the skills of current instructors, to deliver aviation security training courses nationally. In 2010 this course was offered on a sub-regional basis in Guyana for five Caribbean Member States, as well as on a national

basis for The Bahamas. As aforementioned, the course in The Bahamas was combined with the “Excellence in Screening Techniques” course for the first time.

In general, each national and sub regional training course trains approximately 20-25 aviation security personnel from the relevant technical or managerial areas. These courses are held throughout the year in Central American, South American, and Caribbean member states. In 2010, 391 officials from OAS Member States received training through these courses. All of these courses were sponsored by the Secretariat and led by the US Transportation Security Administration (TSA).

The Secretariat also provides scholarships to Member State aviation security personnel to enable their participation in a range of ICAO sub-regional training courses. These courses complement the other aviation security courses offered by the Secretariat. In 2010, the CICTE Secretariat awarded a total of 73 scholarships to qualified nationals from OAS Member States to attend 10 ICAO aviation security courses held throughout the region. These included: “Aviation Security Cargo and Mail Training” course, “Aviation Security National Inspectors” course, “National Aviation Security Quality Control” workshop, and the “National Civil Aviation Security Training Program” workshop.

Additionally, in 2010 the CICTE Secretariat laid the groundwork for a new partnership with the Government of Spain to provide a Crisis Management Practical Exercise to the new authorities of the International Airport of Carrasco in Montevideo, Uruguay. This technical mission will be conducted in two phases, the first one to take place in April of this year. This first phase will include a series of meetings and discussions between the appropriate Uruguayan authorities and the Spanish experts in order to assess the needs and existing capacities of the airport in the area of crisis management. According to the results of the needs assessment conducted on the first visit, the Spanish experts will conduct a Crisis Management Simulation Exercise during a second visit in the airport.

Going forward, and in order to further expand the scope of the Aviation Security Program, the CICTE Secretariat has entered into an agreement with the Canada Border Services Agency (CBSA) in which CBSA will provide assistance to OAS Member States in assessing, developing, and evaluating the airport security infrastructure related to international cargo and passenger interdiction. Each training or technical assistance mission will be accompanied by an annex delineating the nature of the specific services that will be provided. The first few annexes, still being reviewed by CBSA, will outline the details of an assessment, training, and evaluation of air cargo operations and a sub-regional training in passenger interdiction.

The CICTE Secretariat has also recently entered into an agreement with the Ministry of Foreign Affairs of the State of Israel in order to provide assistance to the OAS Member States in developing and modernizing their civil aviation security infrastructure at the managerial, operational, and technical levels. The technical assistance missions may include, but are not necessarily limited to, a delegation of Israeli security experts conducting a comprehensive needs assessment survey of the Member State’s civil aviation infrastructure at the operational, managerial, and technical levels in order to design an appropriate security course for the respective Member States.

In 2011 and beyond the CICTE Secretariat hopes to further strengthen the capabilities of its Member States in aviation security through these new partnerships with CBSA and Israel, and through the expansion of the variety of courses offered through TSA and ICAO.

Also under the rubric of *border controls* and to assist OAS Member States to enhance security in the control, issuance and handling of travel and identity documents, the Secretariat maintains a **Document Security and Fraud Prevention Program** (DSFP). Following the successful pattern of its Port Security Assistance Program, the Secretariat has developed partnerships with numerous entities working in document security and fraud prevention throughout the Americas and globally. In this way the Secretariat functions as a regional “platform” for document security-related capacity-building efforts, and continuously seeks to assist donors to coordinate their training efforts in the area of document security and fraud prevention, and border controls more generally.

The DSFP consists of two sub-programs. The first of these sub-programs entails a series of Sub-regional Workshops on Best Practices in Travel Document Security and Identity Management, which since 2008 have been delivered in conjunction with ICAO’s Machine Readable Travel Document (MRTD) Program, INTERPOL, the International Organization on Migration (IOM), and a host of other partner entities and experts. The second sub-program consists of a series of training courses focused on the Detection of Fraudulent Travel Documents and Imposters. These courses are delivered in partnership with technical experts from the Forensic Document Laboratory (FDL) of the U.S. Department of Homeland Security (DHS/ICE).

In 2010 the CICTE Secretariat partnered with ICAO and others in holding one sub-regional workshop, specifically the Sub-regional Best Practices Workshop for the South Cone on Document Security and Identity Management, in Montevideo, Uruguay. This was followed by the OAS/CICTE – ICAO Roundtable Discussion on Travel and Identity Document Security in the Americas, held on the margins of ICAO’s annual Travel Document and Biometrics Symposium, in Montreal, Canada. In both instances, and in a fashion similar to preceding sub-regional workshops, the Secretariat engaged a wide range of experts working on various aspects of travel and identity document issuance and control to discuss current regional and global challenges in travel document security, and best practices for addressing these. Additional consideration was given to establishing a sub-group of experts and government officials from throughout the Americas to participate in ICAO’s Implementation and Capacity-building Working Group (ICBWG), which is the leading forum of experts dedicated to promoting information-sharing and cooperation globally among stakeholders in the areas of travel and document security. A delegation of OAS Member State officials, funded by the CICTE Secretariat, participated in the September meeting of the ICBWG, where agreement was reached to seek ways of institutionalizing OAS Member State participation in this process. Further consultations are on-going.

Additionally, in 2010 and early 2011 the Secretariat oversaw the development and execution of five training courses in the detection of fraudulent travel documents – for officials from Dominican Republic and Panama; Mexico; Chile and Argentina; Dominican Republic; and Costa Rica and El Salvador. Expert instructors from the U.S. Department of Homeland Security’s Forensic Documents Lab (FDL) led these courses, which target front-line migration, customs and law enforcement personnel and their supervisors. The course content includes issues ranging from basic travel and identity document security features, to the detection of fraudulent documents and imposters, to the latest trends in document-related fraud.

Going forward, and necessitated by the emergence of new threats and trends in this area, the DSFP program is being expanded to provide additional capacity-building assistance targeting the handling and issuance of both travel and identity documents, as well as the integrity of civil registries.

A 36-month technical cooperation initiative developed in conjunction with ICAO's MRTD Program, known as the "OAS/CICTE – ICAO Capacity-building Project in Travel Document Security and Identity Management in the Americas", was postponed from late 2010 and is planned to begin in mid 2011, pending approval by the donor country. The over-arching objective of the project is to further consolidate the beneficiary States' capabilities to prevent terrorism and trans-border crime through enhanced cross-border cooperation and more effective travel document issuance and identity management systems, and to comply with the standards contained in ICAO Annex 9 and Document 9303 and best international practices on travel document issuing.

Project activities will include six sub-regional workshops and technical consultations, as well as one hemispheric workshop, to address a number of current administrative and operational deficiencies in OAS Member States' travel document issuing, identity management and border security. These workshops and consultations will focus on: 1) the issuance of secure machine-readable travel documents (MRTDs) and electronic or "e-MRTDs", according to ICAO standards and specifications; 2) improving and modernizing national Civil Registry systems and introducing secure birth certificates or other breeder documents; 3) addressing vulnerabilities in travel document issuance processes; and 4) enhancing the technical knowledge and security awareness of immigration and passport staff empowering them to perform their daily duties in an informed and professional manner. In addition, the project endeavours to strengthen cross-border cooperation between participating OAS Member States in consolidating their efforts in identity management and border security through outlining comprehensive regional technical cooperation initiatives for the future.

These workshops will be supplemented with six "gaps assessment and capacity-building" missions. In addition to addressing the aforementioned range of key issues, these will identify vulnerabilities and capacity gap areas at both the national and regional levels to be tackled through further capacity-building activities, and promote enhanced information-sharing between the participating States. Based on the results and findings of the workshops, and the assessment and gap analysis missions to OAS States, OAS-CICTE and ICAO will collaborate on the development of additional regional and country-specific capacity-building initiatives focused on identity management, including the travel document issuance process, and border security. This subsequent phase will be coordinated with the appropriate regional and international stakeholders, and will be presented to the international donor community and implementation partner agencies, including the Government of Canada and appropriate agencies therein.

A Customs and Immigration Program was added to the Border Controls portfolio in 2010, and entailed a series of workshops aimed at training participants to more effectively combat drug, human and other forms of illicit trafficking, as well as to improve controls over the movement of people and goods through the country's airports and land border crossings. Under the leadership and initiative of the CICTE Secretariat, a format was devised to leverage the expertise and experience of the three areas of the Secretariat for Multidimensional Security (SMS) – that is the CICTE Secretariat, the Department of Public Security (DPS), and the CICAD Executive Secretariat– to promote a holistic and integrated approach to border security at the national level. Participants included mix of officials working on all aspects of border controls, including port and airport security, migration, customs, and other relevant branches of law enforcement. In each workshop participants received training in a range of aspects of border, migration and customs controls, including: passenger and behavioural screening; luggage and cargo screening; human trafficking; and the detection of fraud involving travel, identity and other documents. The workshops placed

particular emphasis on the importance promoting increased coordination and information-sharing among the authorities, agencies and institutions working in these different areas, including the prosecuting authorities.

Since the program's inception in the late spring of 2010, four national workshops have been conducted, for the Dominican Republic, Trinidad & Tobago, Costa Rica and Jamaica. A total of 160 officials participated in these workshops.

Legislative Assistance and Terrorism Financing

Since 2002 the CICTE Secretariat has provided technical assistance to Member States in developing and passing the necessary legislation to effectively combat terrorism, in accordance with the universal legal instruments against terrorism—especially UN Security Council Resolution 1373, the Inter-American Convention against Terrorism (IACAT), and the FATF Recommendations on Money Laundering (40) and Terrorist Financing (9). Begun initially with technical assistance from the OAS Legal Department, the CICTE Secretariat's activities under this program are now implemented primarily through a partnership with the Terrorism Prevention Branch of the UN Office of Drugs and Crime (UNODC/TPB) and with CICAD (in regard to the Financing of Terrorism sub-program).

Activities are implemented through two sub-programs. **Legislative Assistance** encompasses three main sets of activities. The first are legislative technical assistance missions, which consist primarily of consultations with senior officials of the three powers of the State, and national workshops with legislation drafters. The second set of activities entail specialized in-country trainings for prosecutors, judges and law enforcement officials. And the third is comprised of regional or sub-regional activities, such as other training courses or ministerial-level conferences. The second sub-program entails the provision of assistance to combat **Terrorism Financing**, through specialized trainings and workshops at the national or sub-regional level. Both sub-programs are consistently related to one another, as terrorism financing issues are dealt with under the Legislative Assistance sub-program, and vice-versa.

The partnership with UNODC has provided significant assistance to OAS Member States in drafting and approving the legislation necessary for them to ratify or accede to and then implement and apply the UN counter-terrorism instruments (conventions and protocols) and the IACAT (24 OAS Member States are now States Party). Similarly, the partnership provides assistance on the drafting of national legislation, including laws to criminalize terrorism financing as required under UNSCR 1373. Increasingly, the partnership is providing specialized prosecutions training to assist countries in applying the legislation, including terrorism financing laws. Additionally, this effective partnership leverages the financial and personnel resources of the UN while assuring regional expertise and providing the “legitimacy” of the OAS Member States through the participation of the OAS/CICTE Secretariat. The CICTE Secretariat's participation in the activities implemented under this program varies from co-sponsorship to training and consultations by CICTE staff, particularly concerning the Hemisphere's legislative instruments.

The CICTE Secretariat supplements CICAD's money laundering work by highlighting the ideological objectives and unique aspects of Terrorism Financing as opposed to more profit-oriented criminal aspects of money laundering. CICTE maintains active contact with other international actors

in this field such as FATF, UNODC, CFATF, GAFISUD, and the IMF/WB as well as various USG agencies. In regard to the latter, a strategic partnership was formed in 2009 between the United States Immigrations and Customs Enforcement (DHS/ICE) and the CICTE Secretariat to develop projects on countering “bulk currency smuggling” as a means to finance terrorism.

It should also be noted that in March 2010 a strategic working group—know as MECOOR, the acronym for “*Mesa de Coordinación*” in Spanish—was formed between the CICTE Secretariat, the Executive Directorate of the United Nations Counter-Terrorism Committee (UNCTED), the Terrorism Prevention Branch of the United Nations Office on Drugs and Crime (UNODC/TPB), the South America Financial Action Task Force (GAFISUD) and CICAD’s Anti-Money Laundering Unit. The purpose of this working group is to strengthen coordination, find synergies, and develop capacity building projects in the Hemisphere to prevent and fight terrorism financing. In 2011, the first of such activities will be undertaken at the sub-regional level.

Since 2006 CICTE’s terrorist financing module--“A Practical Guide to Combating Terrorist Financing”--has been shared through an interactive Spanish/English CD with Member States, CICAD, UNODC, OSCE, the IMF, and other multilateral and international organizations for use in their money laundering and terrorist financing training courses. The Guide includes information on the current international legal framework and model legislation; methodologies of terrorist financing; sanitized typologies (case studies); examples and alternative remittance systems; best practices; and mechanisms to allow bank authorities to detect and track money that might be diverted to fund terrorist activities. It is presented in all of the workshops and seminars on counter terrorism legislation organized or attended by the Secretariat.

As all of the aforementioned activities reflect, 2010 was marked by the development of several innovate partnerships and new methodological approaches to capacity-building in the areas of Legislative Assistance and Counter-Terrorism Financing. Activities successfully implemented thus far have included: one to two days mock investigations; hands-on exercises connected to theoretical presentations; and field visits. 14 activities have been carried out at the national, sub-regional and regional levels, and new technical assistance tools have been developed, including: technical papers, and networks of participants in related CICTE activities. Finally, significant substantive support has been provided to Member States for the passing of counter-terrorism and counter-terrorism financing legislation and its implementation.

Critical Infrastructure Protection

Under the rubric of our **Cyber Security Program**, the CICTE Secretariat has worked to enhance Member States’ cyber security capabilities since 2003. At the 2004 OAS General Assembly, the Member States approved the OAS Comprehensive Inter-American Strategy to Combat Threats to Cyber Security in Resolution AG/RES. 2004 (XXXIV-O/04), which outlines the OAS Member States’ collective strategy for strengthening cyber security in the Americas. In addition to calling for efforts to combat cyber crime and promote a culture of cyber security, the strategy urges the Member States to establish national “alert, watch, and warning” capabilities, often referred to as Computer Security Incident Response Teams (CSIRTs), and calls for the creation of a 24/7 communications and cooperation network among these national CSIRTs.

Since 2007 the Secretariat has placed high priority on enhancing coordination with the other two OAS entities responsible for cyber security: the Inter-American Telecommunication Commission (CITEL) and the Group of Experts on Cyber Crime of the Meetings of Ministers of Justice or of Ministers or Attorneys General of the Americas (REMJA). In addition, the CICTE Secretariat has consistently endeavored to cultivate partnerships with other national, regional and international entities engaged on related aspects of cyber security. Examples of key partners include: the national CSIRTs of Argentina, Brazil, Colombia, Uruguay and Venezuela; Carnegie Mellon University / CERT-CC; National Cyber Security Division (NCSD) and United States Secret Service (USSS), of the Department of Homeland Security (DHS); United Nations Counterterrorism Committee (UN-CTED); the Council of Europe Committee of Experts on Terrorism (CODEXTER); as well as numerous private sector leaders in the field of cyber security.

In 2010 the Secretariat's cyber security efforts were marked by a continuation of previous initiatives to promote an exchange of knowledge and best practices among cyber security practitioners at the sub-regional level, through several workshops for the Member States of the Caribbean and South America. Additionally, the Secretariat developed a series of initiatives placing increased emphasis on facilitating dialogue among key cyber security stakeholders at the national level. These included national cyber security roundtables and workshops in the Dominican Republic, Panama, Peru, Guyana, and Antigua and Barbuda, aimed at bringing together key stakeholders in the public and private sectors with the objective of laying the groundwork for the development of national cyber security strategies or frameworks in each country.

The Secretariat also facilitated bilateral exchanges between the governments of the United States, and Ecuador and Colombia, respectively, to promote information sharing and cooperation between counterpart authorities responsible for information infrastructure protection. Furthermore, in conjunction with a team of experts from around the Americas, the secretariat delivered two technical training courses for government cyber security professionals, with a particular focus on advanced cyber incident handling and management.

Finally, in partnership with the OAS Office of Information and Technology Services (DOITS), the Secretariat continued to work with the growing roster of users of the OAS Secure Hemispheric Network of National CSIRTs and Cyber Security Authorities—now numbering over one hundred—to expand that platform's capabilities and promote its use as the primary tool for information exchange and cooperation between OAS Member State CSIRTs and other cyber security stakeholders.

Going forward, the Secretariat is developing several new initiatives which will further establish its Cyber Security Program as the primary platform for cyber security cooperation, information-sharing and capacity-building in the Americas. Building on the 2009 joint-initiative with the Government of Spain and the CODEXTER of the Council of Europe, the Secretariat will develop a series of activities focused on addressing the use of the internet for terrorist purposes. In addition, a the Secretariat is currently overseeing the design and preparation of a cyber security exercise to simulate an incident and test existing regional information-sharing and response mechanisms. The exercise is being jointly designed by officials from four countries, and will take place during the upcoming Hemispheric Workshop on Cyber Security and Cyber Crime, to be held in Miami in May and attended by a mix of policy and technical officials, as well as stakeholders in the private sector, from throughout the Americas. Finally, the Secretariat will continue to increase its focus on providing country-specific assistance and support to help Member State governments in their on-

going efforts to protect critical information infrastructure and integrate policies, procedures and capabilities under comprehensive national cyber security strategies and frameworks.

The **Security for Major Events Program** marks a new phase in collaboration between the CICTE Secretariat and UNICRI, which have worked together since 2006 when the two entities launched the IPO Americas Program. IPO Americas is a regional initiative developed within the framework of the International Permanent Observatory on Major Events Security (IPO) of UNICRI, the program mandated by the United Nations Resolution E/2006/28 to enhance major events security worldwide. The current program's main objectives continue to be the facilitation of cooperation among countries in the Western Hemisphere and the promotion of the sharing of best practices in major events security with other regions.

As a result of the partnership between the CICTE Secretariat and UNICRI, IPO Americas led to the creation of the first Network of National Focal Points for Major Events Security (NFP), intended to promote the exchange of information, knowledge, documents and technology among countries in the region. The NFP is designated by the appropriate national authority of each country participating in IPO Americas. To date, 27 OAS member countries have designated an NFP¹. In line with the IPO Resolution, IPO Americas provides assistance, upon request, and promotes the coordination of efforts in support of those countries hosting a major event.

Since 2010, IPO Americas has fostered numerous activities aimed at enhancing the capacity of the OAS Member States to secure major events and protect vulnerable targets. In particular, the CICTE Secretariat and UNICRI designed and developed a needs assessment questionnaire to assess elements that can clarify particularities and issues related to criminal activities in the region/countries. The questionnaire focuses specifically on:

- Current policies and strategies to protect major events from crime to promote related legacy factors in view of producing long-term benefits
- Resources available to protect major events (legal, human, technical, technological, etc.)
- Fostering of strategies to combat crimes of vandalism, kidnapping, drug and arms trafficking, robbery, homicides, injuries as a consequence of robbery and/or assault attempts, prostitution, etc. prior, during and after major events
- Level of cooperation with other institutions within and outside the country, as well as existing forms of cooperation with the private sector
- Existing level of information/knowledge exchange with other countries in the region
- Feasibility of developing knowledge management mechanisms and other cooperation tools to enhance the protection of major events
- Main needs and priorities in terms of structures for major events security, including legacy factors for crime prevention after the event

In addition, the Secretariat and UNICRI, in collaboration with the Government of Canada, held a Regional Workshop on the Security for Major Events in May 2010. Experts from the Royal Canadian Mounted Police (RCMP) and from the public and private sector provided technical presentations on the Security of Major Events. The primary objective of the workshop was to assess the baseline of the cooperative framework we would like to establish for the incoming years, through

¹ Antigua and Barbuda, Argentina, Barbados, Belize, Canada, Chile, Colombia, Costa Rica, Dominica, Dominican Republic, El Salvador, Guatemala, Guyana, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago, United States, and Uruguay. Other countries have participated in these initiatives such as Brazil and Haiti.

a deep analysis of a needs assessment questionnaire submitted to all the participant countries. Vancouver was the selected location to allow the Canadian authorities to share with the participants the main challenges and the lessons learnt in the security planning of the 2010 Winter Olympic Games. The course was attended by 24 National Focal Points (NFP's) from Antigua and Barbuda, Argentina, Belize, Bahamas, Brazil, Canada, Colombia, Dominican Republic, El Salvador, Guatemala, Guyana, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago, and the United States.

OAS/ CICTE and UNICRI also conducted two technical visits to Nassau, and Mexico DF. The aims and objectives of the mission were designed to facilitate international cooperation and the exchange of information, promote the identification of best practices and enhance security governance through interaction with stakeholders. More specifically, the missions were carried out to meet with relevant authorities to discuss major event security and crime prevention matters with a view to building capacity in the country and enhance the quality of the information previously submitted through a need assessment questionnaire. The mission representatives utilized the opportunity to explore with high ranking authorities from The Bahamas and Mexico a range of matters related to enhancing the quality of information that had earlier been returned in the needs assessment questionnaire.

In 2011 and beyond, the main objectives of the program and its component activities will be: 1) To contribute to the development of security strategies to protect major events and crime prevention; 2) To consolidate and further develop synergies between IPO Americas' participating countries and promote integrated mechanisms to prevent crime in connection with major events in the Region; 3) To promote multi-sector approaches, such as public-private partnerships; and 4) To promote legacy factors from major event security in the field of crime prevention and bring long-lasting benefits in host countries and the Region as a whole.

The OAS/CICTE **Tourism Security Program** was initiated in 2006 as a pilot project for the Caribbean States, and was subsequently expanded to the Latin-American countries as mandated by CICTE Members States in 2008. The program seeks to enhance the capacity of security managers in the private sector of the tourism industry, as well as public law enforcement officers – particularly the tourism police – and to promote more effective public-private partnerships in tourism security.

From January 2010 to the present the CICTE Secretariat developed and executed capacity-building and specialized security training courses for the tourism industry in Cancun and Los Cabos, Mexico; Guanacaste, Costa Rica; Panama City, Panama; and Guatemala City and Antigua, Guatemala. In each of these countries, prior to the five-day training courses, two-day stakeholder preparatory meetings and workshops were held. In total approximately 120 persons participated in these activities in each beneficiary country, including tourism-related business owners and security managers from the private sector, and tourism police and other law enforcement officials from the public sector. In general, the participants were roughly 60% from the private sector and 40% from the public sector.

These seven workshops achieved their objectives of identifying the realities of each tourism location and the specific needs for training, as well as raising awareness of the need to improve communication between the public and private sectors on tourism security. The knowledge and technical skills acquired through the training courses have improved participants understanding of

concrete tourism security challenges, strengthened their capacities on the use of tools such as risk and threat assessments methodologies, and identified potentially useful best practices. Participants have also established professional working relationships that should assist them in developing further public-private partnerships in tourism security.

It is worth noting that a representative of UNICRI, which partners with the CICTE Secretariat in developing and strengthening public-private partnership to protect vulnerable targets, participated as observer in the stakeholder meetings and workshop held in Cancun, Mexico. In addition, in the Central American countries the CICTE Secretariat invited, through the OAS Department of Tourism, the participation of 6 observers from SICA's Central American Tourism Integrated Secretariat (SITCA by its acronym in Spanish). The observers represented tourism ministries and tourism police bodies from Belize, Costa Rica, El Salvador, Guatemala, Nicaragua and Panama, and shared their experiences and best practices with participants, bringing an additional and valuable perspective to the discussions.

At the end of each of the training courses, private security and law enforcement public officials clearly identified their roles and responsibilities and shared their concerns and visions on tourism security. In addition, by participating in an integrated manner in practical exercises, representatives from both sectors invigorated communication and trust for a stronger public-private partnership in tourism security.

This initiative is consistent with the OAS objectives of building capacity and supporting initiatives fostering common security in the Hemisphere in that it protects the tourism industry and the tourists themselves, which is clearly an investment in critical infrastructure protection, sustainable development, welfare and prosperity of OAS Member States, especially within countries where the tourism sector plays an important role in the overall economy.

Strategies on Emerging Threats: Crisis Management

The Secretariat's **Program on Strategies on Emerging Threats** is focused on strengthening the capacity of Member States, through crisis management exercises for government officials, to prevent, mitigate, recover, respond and be resilient to CBRNE terrorist acts. These exercises look for institutional capacity building and the development and strengthening of coordination, cooperation and national mechanisms and strategies to respond to crises. Through this program the Secretariat also contributes to enhancing hemispheric cooperation on CBRN related matters, developing and executing training to provide technical and policy coordination assistance to Member States on how to manage a potential terrorist attack with weapons of mass destruction.

The primary objective is to assist OAS/CICTE Member States to better prepare to deal with potential terrorist incidents by engaging senior policy-makers in realistic table-top exercises designed to bring specific issues of contingency planning and threat mitigation to their attention, with the goal of helping them to prepare, or improve existing, formal terrorist contingency plans and promote interagency coordination to implement those plans. A second objective is to raise awareness of the potential for bioterrorism—identified by CICTE Member States as an emerging terrorist threat—to undermine the economy and democratic and social structure of countries in the Americas, under the concept of multidimensional security.

In 2009 and early 2010, the sub-regional Simulation Crisis Management Exercises “Fahrenheit 161” and “Bio-Shield” were hosted by the Governments of Mexico and of Trinidad and Tobago, respectively. The intent of these exercises was to examine plans, processes, and procedures for ensuring public health and safety and preserving national and regional commerce and trade after an intentional biological attack. An integrated approach was utilized, which combined academic plenary sessions with a discussion-based Table Top Exercise (TTX) that included breakout sessions to engage players and reinforce subject material. Each scenario highlighted a potential terrorist threat and challenged government officials to brainstorm real-time solutions to the problems with which they were confronted. An after-action discussion and evaluation provided the authorities with professional constructive criticism and the opportunity to improve or draft national action plans to respond to potential threats, including through the development of formal plans to respond to a biological incident and establishment of national weapons of mass destruction (WMD) response exercise program in beneficiary countries.

In October and November 2010, respectively, the above mention exercise results were evaluated through OAS/CICTE missions that visited both countries and discussed with the exercise participants and national authorities identified by CICTE’s National Points of Contact the progress that had been made in the application and further development of plans, processes and procedures to ensure public health and security as well as preserve domestic and international trade after the occurrence of a biological attack of a transnational nature.

As a third stage of this program, in February 2011 a technical mission and workshop was tailored to the specific needs of the country and was executed in Mexico City with the participation of 80 public middle and senior management officials from different federal and state government agencies. This training activity specifically addressed the vulnerabilities and challenges identified regarding bioterrorism crisis management response, raised awareness among high-ranking officials on the importance of solving these issues as a preventive step, and effectively contributed to build capacity in law enforcement, medical, emergency management and other relevant areas to respond to a CBRNE threat. The Government of Mexico viewed this training activity as further opportunity to prepare for the XVI Pan-American Games to be held in October, 2011. A training activity of the same nature is being prepared to be executed at the end of this month in Port of Spain, Trinidad and Tobago tailored to its specific needs identified in previous stages of this program.

IV. PROGRAM AND ADMINISTRATIVE MANAGEMENT

Unique among OAS Secretariats, some of our most experienced staffers are Associate Staff Members detailed by their governments. Mexico’s seconded official ended its two year term in July 2010; Brazil reaffirmed its commitment to CICTE by assigning a new official in early 2010 for a second two-year period, and Uruguay has extended our Assistant Secretary and Programs Coordinator for three more years up to 2013, which has a tremendous value in terms of experience and institutional memory. Bahamas seconded an official in August 2009 for a period of two years. These details represent significant in-kind contributions by OAS Member States to CICTE, and I would like to acknowledge and thank the governments of Bahamas, Mexico, Brazil and Uruguay for these commitments. Only two Secretariat positions are funded by the Regular Fund of the OAS.

Fortunately, major donors have begun to recognize the need to include funding for Program Managers to implement major CICTE programs, and, as a result, 4 Program Manager and 3 Assistant

Project Manager positions are now funded by donor contributions. It is unlikely, however, that the Secretariat can maintain its current level of training programs only through the new policy of direct costs to donors. It is essential that Member States continue to detail additional staff to the Secretariat or, alternatively, provide funding to hire technical contractors locally. The approval by the OAS General Assembly of the new Indirect Cost Recovery (ICR) policy related to administrative overhead on voluntary contributions has enabled the Secretariat to hire two administrative staff, providing greatly needed administrative stability to the Secretariat.

Although the ICR policy has provided some relief to fund administrative operations of the Secretariat, program implementation depends entirely on voluntary contributions of donors – both large and small; we appreciate all forms of support, and believe we provide excellent value for the funds provided. I wish to thank the governments of Canada, United States, Trinidad and Tobago, Chile, Panama, Argentina and Turkey that have recently contributed with funds and make our programs possible.

Gordon Duguid
Executive Secretary
Inter-American Committee against Terrorism