



**Asia-Pacific
Economic Cooperation**

Independent Assessment of the APEC Counter-Terrorism Task Force

Report to SOM Steering Committee on Economic
and Technical Cooperation

May 2013

Acknowledgement

The contractor wishes to acknowledge his appreciation for the informal exchanges of views and information which took place with participants during and after the 28th meeting of the Task Force, especially with the present and past Chairs and the Program Director in the APEC Secretariat assigned to the CTF; and for the feedback received on the draft report from members of the Friends of the Chair group after the 29th meeting.

APEC Project SCE 01/2012

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EXECUTIVE SUMMARY

This independent assessment was commissioned with the aim of ensuring that the Counter-Terrorism Task Force (CTTF) is responsive to the current priorities of APEC and is contributing to the achievement of APEC's overall vision and objectives. In order to identify opportunities for strengthening CTTF work processes, it was necessary to cover a wide range of topics including:

- Alignment of the CTTF's work planning and direction setting with APEC's main objectives;
- Effectiveness and efficiency of its operations;
- Extent to which its capacity building activities are providing benefits according to Leaders' and Ministers' priorities;
- Opportunities for greater collaboration and synergies with other relevant APEC groups; non-APEC parties, including the private sector, civil society and other international organizations;
- Ways to tap resources from non-APEC sources for programs;
- Commitment to give gender greater consideration in accordance with directions outlined by the Policy Partnership on Women and the Economy.

The approach was similar to the one used by the same assessor in the CTTF's first assessment which was conducted in early 2010. It was based on the assumptions that (a) the CTTF management team would be the main beneficiary of the findings and recommendations; and (b) the work would build on the changes to work processes that had occurred in response to the recommendations in the 2010 report. The work stretched over a 12-week period and included attendance at the 28th meeting which took place over two days in late January 2013.

Summary of CTTF Characteristics

Since it was established in 2003, the task force has had its mandate renewed five times, the last one occurring in September 2012. Its main features are:

- A management team comprised of a Chair, Vice-Chair (which is currently vacant) and a Program Director (who also supports two other SCE sub-fora in the human security sector), and supported by a seven-member Friends of the Chair group;
- Meetings which occur at the same time as Senior Officials' Meetings, are typically attended by 17 to 19 member economies and generally planned to last two days (but tend to be shorter in practice);
- A lack of continuity in the attendance of delegates from member economies (e.g. less than one-third of delegates at the meeting in January 2013 had attended a previous meeting);
- A medium- to long term agenda.

Key Findings:

The overall finding is that the CTTF is closely aligned with APEC objectives and priorities in its policy coordination and capacity building initiatives; and that it is operating with greater efficiency and effectiveness compared to three years ago. This conclusion may be attributed to four main reasons:

- A strong foundation for the CTTF's work planning in the form of APEC's Consolidated Counter-Terrorism and Secure Trade Strategy (which encompasses the Travel Facilitation Initiative) and a Medium-Term Work Plan;
- A pro-active management team in 2011 and 2012 (which was greatly assisted by the appointment of a Vice-Chair for the first time since 2006), resulting in both an expanded capacity building program and improvements to the management structure (through steady progress in implementing the recommendations in the assessment report);
- Increased emphasis on the importance of post-project reporting and evaluation;
- Regular half-day Policy Dialogues on cross-cutting issues in conjunction with CTTF meetings.

However, the assessment identified several areas of its operations still requiring attention, the main ones being that:

- There is a continuing tendency to specify deliverables in work plans and project proposals as activities rather than measurable results (i.e. outputs and outcome) with timelines;
- The updating of economy Counter-Terrorism Action Plans (CTAPs) tends to be incomplete and submitted beyond requested due dates, resulting in the CTAP Summary Report being of

limited utility as a tool for establishing regional capacity building priorities based on needs and opportunities identified by member economies;

- The contents of the CTTF's pages on the APEC website and in the APEC Collaboration System are not as up to date and complete as might be reasonable to expect, thereby limiting their usefulness as reliable external and internal reference sources respectively;
- There has been limited attention to including gender-specific benefits in project proposals;
- A Vice-Chair needs to be appointed;
- While linkages with other APEC groups have strengthened, continuing linkages with multi-lateral organizations appear not to have increased.

Despite these 'gaps', the assessor could find no reason for the CTTF to remain as a Task Force. The CTTF has been operating as a de facto working group for some time and appears to meet all the requirements to follow in the steps of two other human security task forces which became working groups in 2010 (ACTWG and EPWG).

Following the CTTF-29 meeting, it is understood that the CTTF Chair is drafting a Concept Note that proposes the transformation of the CTTF into a Working Group, for submission to the SCE at the upcoming SOM meetings. For this reason, the assessor has not made a formal recommendation but fully endorses this course of action.

Recommendations

To address the above-mentioned areas that were perceived to be in need of attention, and following feedback from the Friends of the Chair (FOTC) group, the preliminary set of recommendations in the draft report were consolidated into 10 recommendations. None is overly-prescriptive so as to provide flexibility in identifying detailed courses of action. Throughout the report, additional observations have been made for the CTTF's consideration in the form of 'useful practices'.

The first two recommendations below are for consideration by the SCE as they have implications for all SCE sub- fora. The remaining ones are for consideration by the CTTF Chair (CTTF1/7), the CTTF Program Director (CTTF4) and the CTTF as a whole (CTTF2/3/5/6/8).

Recommendation SCE1: The SCE, in developing its work plan template for 2014, to consider issuing more detailed guidance on the format and contents of sub-fora work plans.

Justification: The current template and available guidance leads to the development of CTTF work plans that tend to be lengthy, activity-oriented and seldom used as a basis for progress reporting throughout the year. The primary objective appears to be submission for review and endorsement by the SCE-COW at the first SOM each year.

Recommendation SCE2: The SCE to consider the practicality of synthesizing existing reports to develop and maintain a consolidated source of experience-based management practices in APEC's Project Database.

Justification: This information would be of considerable assistance to Project Overseers and sub-fora management teams as it would enable them to build on the experience of others in developing project proposals and options for strengthening their management frameworks.

Recommendation CTTF1: The CTTF Chair, in seeking to achieve Working Group status, to consider ensuring that there is consistency in nomenclature and wording, particularly for the mission statements, between the Terms of Reference and the *Strategic Plan 2013-2017*.

Justification: In a working paper on *Upgrading the CTTF* which was discussed at the CTTF-29 meeting in April 2013, five Mandate statements were identified; they appear to be a hybrid between the five Mission statements in the existing ToR (which were endorsed by the SCE in September 2012) and the five Mission statements in the draft *Strategic Plan 2013-2017*.

Recommendation CTF2: The CTF to consider compiling a preliminary list of priority issues in each year's Annual Work Plan that could be addressed during or as an add-on to CTF meetings in the form of policy dialogues, special presentations by recognized experts in their field or at STAR Conferences.

Justification: A feature of CTF meetings in recent years has been that their duration has seldom exceeded 1.5 days unless they have been accompanied by a Policy Dialogue or STAR Conference. As there is consensus that a robust agenda is a desirable feature at CTF meetings, the above recommendation is a pragmatic way of achieving this.

Recommendation CTF3: The CTF to consider developing a standardized approach to inviting outside experts to its meetings and other events, and exchanging information with external organizations.

Justification: Associated with the above, there has been noticeable 'falling off' of participation by subject matter experts from external organizations especially multi-lateral agencies. This has led to increased reliance on verbal reports from member economies on the ongoing activities of these organizations. As these tend to be based on lines of communication which may or may not be regular, it is desirable to adopt a more reliable approach.

Recommendation CTF4: The CTF Program Director, in collaboration with the Secretariat's Communications & Public Affairs Unit, to consider developing a strategy for enabling convenient access to all CTF reference documents including publications by member economies and other interested parties.

Justification: In the absence of its own website, the CTF uses three Secretariat web-sites for maintaining its reference documents - the CTF page on the main APEC website which is accessible to all interested parties; the CTF's customized page in the APEC Collaboration System (ACS) which is restricted to authorized delegates of member economies; and the APEC Publications Database which lists CTF publications. From a review of these sites, it is evident that not all reference materials are currently posted to one or more of them and that their holdings have not been coordinated. As a result, the CTF has limited outreach to external stakeholders and the ACS is of limited utility as a repository of internal reference documents for member economies, especially delegates attending CTF meetings for the first time.

Recommendation CTF5: The CTF to continue refining the usefulness of the CTAP Summary Report as a capacity-building tool for member economies.

Justification: One of the long term activities of the CTF has been to coordinate the regular updating of the Counter-Terrorism Action Plans (CTAPs) of each member economy and producing an annual summary report based on the updates received. It has become apparent that the updating process is work intensive and that the statistical reliability of the findings in the CTAP Summary Report (the preparation of which is also work intensive) is dependent on the completeness, timeliness and accuracy of the contents in the updates received from the member economies. There is consensus that the CTAP Summary Report is an important CTF output. The Friends of the Chair (FOC) group has continued to examine opportunities to alleviate the reporting challenges faced by member economies but recognize that there are no 'easy' solutions.

Recommendation CTF6: The CTF to consider reaching out to ABAC in connection with planning for the next STAR Conference.

Justification: There has been relatively little interaction between the CTF and ABAC during the last 10 years. It is evident that ABAC can provide a useful advisory role particularly with respect to the planning of future STAR Conferences.

Recommendation CTF7: The CTF Chair to consider producing an informal 'Lessons Learned' paper at the end of his term for use by his successor as he/she sees fit.

Justification: The previous CTTF Chair produced an “Lessons Learned” paper containing suggested areas that CTTF members might want to continue improving on in the future. This initiative proved to be very helpful to her successor.

Recommendation CTTF-8: The CTTF to consider formalizing its ongoing commitment to improving the efficiency of CTTF work processes practices by identifying it as a standing item in its Annual Work Plans.

Justification: It is important that the CTTF’s work processes are well understood and as efficient as possible. A general finding of this assessment was that, since the 2010 Assessment, there has been a much stronger desire by member economies, particularly those who are members of the FOTC group, to engage in self-assessment and continuing improvement activities with respect to strengthening CTTF operations.

Implementation Schedule:

With the exception of Recommendation CTTF1 whose timing is linked to the submission of the *Strategic Plan 2013-2017* and updated Terms of Reference to the SCE at SOM3 for endorsement, no precise target dates have been recommended. It is noted that there is likely to be an inter-sessional period of approximately six months between CTTF-30 and CTTF-31 during which time it should be able to make progress in addressing the other seven CTTF recommendations. To track progress, consideration could be given to including the activities and timelines associated with these recommendations in the CTTF’s 2014 Work Plan.

LIST OF RELEVANT ABBREVIATIONS USED BY APEC FORA

ABAC	APEC Business Advisory Council
ACS	APEC Collaboration System
ACTWG	Anti-Corruption and Transparency Working Group
AEG-SEC	Aviation Security Experts Sub-Group (TPTWG)
APEC	Asia-Pacific Economic Cooperation
APG	Asia/Pacific Group on Money Laundering
ARF	ASEAN Regional Forum
AS	APEC Secretariat
ASEAN	Association of South East Asia Nations
BMC	Budget and Management Committee
BMG	Business Mobility Group (CTI)
CICTE	Inter-American Committee Against Terrorism (OAS)
CPAU	Communications & Public Affairs Unit (AS)
CSOM	Concluding Senior Officials' Meeting
CTAP	Counter-Terrorism Action Plan
CTI	Committee on Trade and Investment
CTTF	Counter Terrorism Task Force
CTTF-28	28th CTTF Meeting (January 2013)
CTTF-29	29th CTTF Meeting (April 2013)
ECOTECH	Economic and Technical Cooperation
EPWG	Emergency Preparedness Working Group
EWG	Energy Working Group
FATF	Financial Action Task Force
FOTC	Friends of the Chair
HRDWG	Human Resources Development Working Group
ICT	Information and Communication Technologies
MEG-SEC	Maritime Security Experts Sub-Group (TPTWG)
OAS	Organization of American States
PD-CTTF	Program Director assigned to the CTTF (AS)
PMU	Project Management Unit (AS)
PPWE	Policy Partnership on Women and the Economy
PSU	Policy support Unit (AS)
SCCP	Sub-Committee on Customs Procedures (CTI)
SCE	SOM Steering Committee on ECOTECH
SCE-COW	SCE Committee of the Whole
SMEWG	Small and Medium Enterprises Working Group
SOM	Senior Officials' Meeting
SPSG	Security and Prosperity Steering Group (TELWG)
STAR	Secure Trade in the APEC Region
TELWG	Telecommunications and Information Working Group
TFI	Travel Facilitation Initiative
ToR	Terms of Reference
TPTWG	Transportation Working Group
TWG	Tourism Working Group
UNCTED	UN Counter Terrorism Executive Directorate
WCO	World Customs Organization

1. METHODOLOGY

1.1 Objective

The provision of a set of recommendations designed to ensure that the CTTF is responsive to APEC's current priorities and contributing to the achievement of APEC's overall vision and objectives.

1.2 Scope of Work

The assessment is required to address a wide range of topics in order to identify opportunities for strengthening CTTF work processes. In particular, the assessor is required to:

- *Work cooperatively with the CTTF Chair and members, the SCE, and the APEC Secretariat to provide a robust analysis of the work and operations of the group and recommendations for ways to ensure the overall goals and objectives of APEC are met;*
- *Review key APEC policy documents, including Leaders' and Ministers' statements, CTTF records of meetings, key project documentation and activities to assess the outcomes and how CTTF supports the main objectives/goals of APEC and their impacts in APEC member economies;*
- *Evaluate whether CTTF is operating effectively and efficiently; whether the group's Terms of Reference or operation could be modified to better respond to APEC ECOTECH priorities and contribute to the achievement of APEC goals;*
- *Identify ways to strengthen CTTF's strategic priorities and direction for future work;*
- *Provide recommendations on how the forum can better focus and more efficiently and effectively manage its tasks and assure that its capacity building activities are providing benefits according to Leaders' and Ministers' priorities;*
- *Identify ways to develop synergies among the work of the forum and other relevant APEC groups;*
- *Identify opportunities and provide recommendations for greater collaboration with non-APEC parties, including the private sector, civil society and other international organizations;*
- *Identify ways for CTTF to tap resources for programs;*
- *Explore how CTTF can better take into account the APEC commitment to give gender greater consideration in accordance with directions outlined by the Policy Partnership on Women and the Economy.*

1.3 Approach

The assessment, which began in mid-January 2013, was conducted in five phases:

- **Familiarization** which involved researching the APEC website and attending the CTTF-28 meeting to gain a sound understanding of:
 - APEC priorities;
 - SCE priorities, work program and relationship with the CTTF;
 - Evolving APEC Secretariat guidance on managing APEC-funded projects, strategic planning, communications and outreach;
 - Changes in the CTTF's structure, work processes and priorities since the previous independent assessment was approved by the SCE in July 2010;
 - Linkages between the CTTF and other APEC fora and sub-fora; and non-APEC organizations, particularly private sector associations and multi-lateral agencies.
- **Analysis** which consisted of reviewing the CTTF structure, work processes and outputs in terms of their alignment with APEC priorities; efficiency and effectiveness; and compliance with established guidelines and priorities.
- **Validation** which involved comparing findings with relevant ones identified in other recent assessment reports and with the feedback received from the CTTF management team and other delegates attending CTTF-28.

- **Evaluation** which involved identifying a set of practical recommendations to assist the CTTF in its continuing improvement efforts while being mindful of APEC's twin principles of voluntarism and consensus building.
- **Report Writing** which included a draft report and a final report taking into full account all comments received on the draft report.

1.4 Assumptions

The methodology was based on the assumptions that:

- It was impracticable to conduct a survey across CTTF member economies due to:
 - The low response rate to the short (one page) questionnaire distributed to member economies as part of the 2010 Assessment;
 - The former CTTF Chair's distribution of a "Lessons Learned, 2011-2012" non-paper to member economies at the end of her tenure in 2012 suggesting areas that CTTF members may want to continue improving upon in the future;
 - Preliminary analysis indicating that work processes are steadily being strengthened through self- assessment initiatives, partly in response to the above-mentioned non-paper;
 - It would coincide with the SCE's survey for Lead Shepherds/Chairs of ECOTECH sub-fora and senior officials in connection with its *Review of the Implementation of APEC ECOTECH Activities for the SCE*;
 - The relatively short time period in which to design and distribute a questionnaire, and receive and analyze feedback;
 - Some recommendations endorsed from the 2010 Assessment not yet being fully implemented;
 - Many of the economy Heads of Delegation would be attending the CTTF meeting for the first time.
- The assessment would place greater emphasis on outputs and their benefits compared to the 2010 Assessment which, being the CTTF's first assessment, had focused more on inputs (i.e. processes and structure).
- The implicit aim of the assessment was to assist the CTTF Chair and his management team in their continuing improvement efforts.
- In formulating recommendations for CTTF consideration, it was important not to be overly prescriptive so as to provide the management team with flexibility in determining the most practical adjustments from their perspective. Thus, many observations were documented as useful practices rather than formal recommendations.
- As the contractor did not attend the CTTF-29 meeting in April 2013, it was necessary to update the contents of the draft assessment report from documents posted to the Meeting Document Database or provided by the Program Director.
- The 2010 Assessment report made some 26 recommendations for the CTTF to consider. With the passage of time, most have been incorporated into CTTF operations. Those that remain valid but have not yet been fully implemented were identified and incorporated into recommendations and suggestions within this assessment, thereby eliminating any need for dual reporting of implementation progress.

2. ALIGNMENT WITH APEC PRIORITIES

2.1 High Level Priority Statements

The following extracts from statements made by APEC Economic Leaders, Ministers and Sectorial Ministers in 2012 reflect the continuing priority given to reducing threats and disruptions to business and trade in the region:

- ❖ Economic Leaders' Declaration - *"We acknowledge that terrorism is a serious threat to economic growth, security, stability and supply chain reliability within the APEC region. Thus, we reaffirm our commitments to implement the APEC Consolidated Counter-Terrorism and Secure Trade Strategy and support deeper cooperation and capacity building across the Strategy's priority areas of secure trade, travel, finance, and infrastructure to make regional commerce more secure, efficient and resilient."*
- ❖ Ministerial Joint Statement - *"We welcome the first annual progress report of the APEC Consolidated Counter-Terrorism and Secure Trade Strategy and recognize the important accomplishments being made by APEC sub-fora to advance our Leaders' vision to make regional commerce and travel more secure, efficient, and resilient. We welcome the extension of the Counter-Terrorism Task Force's mandate and its contributions to enhancing the coordination and cooperation within APEC, the private sector, and other organizations, across the strategy's priority cross-cutting areas of secure supply chains, travel, finance, and infrastructure. We recognize the effort underway to continue to strengthen the effectiveness of the CTTF's capacity building activities."*
- ❖ Telecommunications and Information Ministerial Declaration – *"We encourage member economies to recognize our shared responsibility in addressing ICT security issues and combating cybercrime. We reinforce the need for economies to continue to work together towards ensuring a trusted, secure and sustainable online environment in partnership with multiple stakeholders, including international organizations and the private sector. We support the TEL's efforts to increase cyber security collaboration and capacity building."*
- ❖ Tourism Ministerial Declaration – *"We welcomed the launch of the APEC Travel Facilitation Initiative (TFI) in which tourism officials and the private sector are direct stakeholders. The TFI, with the objective of expediting the movement of travellers across the Asia-Pacific region, enabling more efficient, more secure, and less stressful travel, is expected to provide a valuable contribution to establishing the free flow of tourists within the APEC region."*
- ❖ Special Transportation Ministerial Declaration – *"We recognize that reliable supply chains are crucial for providing economic, energy, food and environmental security in the region"*

In addition, Indonesia's Priorities for 2013 identified food security as a Sustainable Growth with Equity work stream.

Although the above statements made reference to strengthening energy and food security in the region (both of which have been a focus for CTTF activities in the past), there was no evidence in sub-fora work plans that these cross-cutting issues presently provided direction to undertake counter-terrorism activities. This may reflect that the term 'security' was being used in the broader dictionary sense of guarding against threats that do not necessarily have a terrorist component to them.

To verify alignment, the CTTF's Medium-Term Work Plan, Annual Work Plans, the Consolidated Counter-Terrorism and Secure Trade Strategy, and the draft Strategic Plan 2013-2017 were reviewed in the following sections.

2.2 Medium-Term Work Plan

The *Medium-Term Work Plan for the CTTF* was endorsed by the SCE in September 2010. Its aim was to identify:

(a) Actions to strengthen the CTTF operationally as an effective facilitator of counter-terrorism and secure trade cooperation within APEC by:

- Strengthening capacity building (4 action areas);
- Enhancing cooperation and coordination within APEC (3 action areas);
- Engaging with relevant multilateral organizations (5 action areas);
- Cooperating with the private sector (1 action area);
- Highlighting APEC's work on counter-terrorism and secure trade (2 action areas).

b) Specific issue areas for CTTF cooperation:

- STAR Conferences
- Counter-Terrorism Finance
- Food Defense
- Close cooperation with other APEC sub-fora on relevant counter-terrorism and secure trade issues linked to transportation security, supply chain security, cyber-security, secure travel and critical infrastructure protection.

A comparison of these actions and issue areas with the high level priority statements in the previous section indicated continuing alignment. Thus, the Plan has served a useful purpose in providing the overall direction for the 2011, 2012 & 2013 Work Plans (see section 2.4) as well as forming the foundation for the Consolidated Counter-Terrorism and Secure Trade Strategy (see next section) which, in turn, formed the basis for the Strategic Plan 2013-2017 (see section 2.5)

Although the Medium Term Work Plan did not identify its expiry date, other sub-fora have used 2015. Thus, 2013 would normally be regarded as the mid-point for the life of the Plan with standard planning practices providing for an update to be carried out during the course of the year. However, as the CTTF is required to produce a mature Strategic Plan for endorsement at the SOM meeting scheduled to take place in July 2013, this Medium-Term Work Plan will be retired as a work instrument.

2.3 Consolidated Counter Terrorism and Secure Trade Strategy

The APEC Consolidated Counter-Terrorism and Secure Trade Strategy was endorsed at the CSOM in November 2011. It outlines a vision for APEC's counter-terrorism and secure trade efforts over 'at least the next five years' (i.e. until 2016), with provision made for its periodic review. The strategy identifies four cross-cutting activity areas, each of which is tied to a key aspect of the regional economy:

- Secure Supply Chains
- Secure Travel
- Secure Finance
- Secure Infrastructure

For each of these areas, the strategy identifies work areas which provide a focus for the annual work plans not only of the CTTF but other sub-fora involved in these areas of activity. In particular, it notes that the "*CTTF will continue to lead efforts to identify counter-terrorism challenges and opportunities in the APEC Region, and sponsor capacity building and technical assistance programs in response*".

The strategy also directs sub-fora to undertake future work in three thematic areas:

- Promoting Risk-Based Approaches to Security
- Fostering Compatibility of and Sharing of Best Practices on Security Standards and Programs
- Enhancing Resilience

The final part of the strategy specified future activities for each sub-forum. For the CTTF, these included:

- Implementing plans to develop region-specific training tools for food defense;

- Exploring opportunities to address supply chain security vulnerabilities in other commercial and industrial sectors, working with the private sector to develop effective capacity building activities;
- In conjunction with the TWG, exploring new activities on tourism and major event security;
- Promoting the ability of economies to implement standards for secure finance;
- Exploring ways to institutionalize the STAR Conference as a venue for conducting coordination, public- private cooperation and discussion of future directions for APEC activities.

The core elements of the Strategy have been transferred into the Strategic Plan, thereby ensuring its continuing importance as a 'driver' for CTF's work plans over the next 3-4 years.

2.4 Annual Work Plans

The CTF, along with the other SCE sub-fora, is required to prepare a work plan for endorsement by the SCE-COW at the first SOM in each year. The *Proposed Work Plan for 2013*, which complies with the format established by the SCE, is divided into six sections and sub-sections, as follows:

- Response to Leaders/Ministers/SOM/SCE Priorities and Decisions, and to ABAC recommendations
- Anticipated Activities and/or Proposed Work Plan with relevant organizations in response to Ministers' call for greater engagement with:
 - The Business Sector
 - Other Organizations/Stakeholders, including the IFIs and other International

Organizations

- Cross-cutting issues and how they will be coordinated across fora
- Progress on Developing/Implementing the Fora Strategic Plan
- Expected CTF Outcomes/Deliverables for 2013
- Institutional enhancement of APEC CTF

In his *Report on the Alignment of Fora Work Plans with APEC's Overall Vision and Objectives*, which was presented to the SCE in February 2013, the APEC Secretariat's Executive Director noted that many of the work plans were 'quite general' and would "*benefit from a little more attention to establishing the specific linkages between the pieces of work planned and APEC's broader goals*".

This observation is relevant to the CTF's 2013 work plan as a comparison with the 2012 work plan revealed that much of the text in the first three sections identified above had not changed. In large part, this was due to a lack of specificity through the use of phrases such as "*continue implementation of*" and "*The CTF will work with*". In addition, the Expected Outcomes/Deliverables section identified five activities and four "Endorsed Projects".

If the work plan is to be an effective mechanism for the CTF to identify and subsequently report on achievable work over a 12 month period as a way of helping it to stay focused on its priorities, then the Expected Outcomes/ Deliverables section should be amended to show specific deliverables. For example, in lieu of '*Reporting to APEC Senior Officials and Ministers the progress CTF has made on implementing the APEC Counter-Terrorism and Secure Trade Strategy*' which is an activity, relevant deliverables could have included:

- Second Progress Report on the Implementation of APEC's Consolidated Counter-Terrorism & Secure Trade Strategy (October 2012-September 2013)
- Specific ones resulting from completed work in the five areas of future activity identified at the end of section 2.3 above.

The above observations will become redundant if there is close alignment between the Prioritized Implementation Schedule in the Strategic Plan and the Expected Outcomes/Deliverables section of the 2014 Annual Work Plan.

2.5 Strategic Plan 2013-2017

A review of the documentation on the strategic planning process which was presented at the SCE-COW meeting in February 2012 indicated that:

- Objectives should be results-oriented rather than activity-oriented;
- The planning horizon is 3-5 years;
- There needs to be a strong link with annual work plans.

A review of the draft Strategic Plan dated 30 March 2013, which was submitted to the SCE, indicates that it contains:

- A Vision statement;
- 5 Mission statements;
- 6 Critical Success factors;
- 11 Objectives;
- A prioritized Implementation Schedule for each Objective listing lead economies, lead fora, key performance indicators and outputs.

Based on the above, it is evident that much of the content of the Medium-Term Work Plan has been transferred to the Strategic Plan. However, not all of the 15 proposed actions and issues areas have been transferred. If not already done, these should be carefully reviewed to ensure continued alignment before the Plan is retired as a work instrument. For example, is there a continuing role for the CTTF in working with the EWG on advancing the Energy Security Initiative?

Once approved, it would be consistent with established planning practices to view the Plan as a 'living' document whose implementation schedule could be adjusted annually and its objectives updated to account for changing circumstances at its mid-term point in 2015.

3. ANALYSIS OF CTTF OPERATIONS

3.1 Positioning the CTTF in APEC

APEC is a hierarchical organization which is split into a Policy Level and a Working Level. The Policy Level consists of meetings of APEC Economic Leaders, Ministers, Sectoral Ministers, Senior Officials and the Business Advisory Council (ABAC). Collectively, these fora provide direction and guidance to the Working Level which is headed by four high level committees including the SCE. The SCE is the parent committee to 14 Working Groups and two SOM Special Task Groups, one of which is the CTTF. As stated in its Terms of Reference, the SCE's work mandate relevant to the CTTF includes the requirement to:

- *Coordinate and supervise the CTTF;*
- *Provide policy guidance on the ECOTECH agenda;*
- *Assess and direct realignment of the CTTF work plan with the APEC-wide medium ECOTECH priorities and annual objectives. To this purpose, the CTTF should submit its strategic and annual work plans no later than three weeks prior to SOM 1, for consideration at the SCE-COW meeting;*
- *Approve and rank all ECOTECH-related project proposals ahead of presentation to the BMC;*
- *Evaluate CTTF progress in implementing and achieving ECOTECH priorities;*
- *Compile progress and evaluation reports on the CTTF under the program of Independent Assessments for review and report to SOM;*
- *Review the role and operation of CTTF, with a view to making recommendations to the SOM on establishing, merging, disbanding or re-orientating it.*

The CTTF has had its mandate renewed five times since it was established in 2003, the last one occurring at the CSOM in September 2012.

3.2 Current Structure

Features of the CTTF include:

- Meetings three times a year (twice in 2012) on the margins of SOM.
- A management team consisting of an ambassador-level Chair, a Vice-Chair (which is presently vacant after being filled in the 2011-12 period for the first time since 2005) and a Program Director. Active support is provided by a Friends of the Chair (FOTC) group which presently consists of seven Economies.
- Inter-sessional work coordinated and reported on by the Chair and Program Director at each meeting.

3.3 Terms of Reference

The Task Force's Terms of Reference (ToR) were extended for the fifth time by Senior Officials in September 2012. As shown in Annex A, they have three components:

- Introduction
- Mission;
- Structure and Administration

As the ToR represent the cornerstone of a sub-forum's management framework, it is important that they provide a clear understanding of what the sub-forum is about (Introduction); what it aims to accomplish (Mission); and by what means (Structure and Administration). Moreover, the ToR is likely to be the principal document which will determine whether the CTTF remains a SOM Special Task Group or can follow in the footsteps of its two companion sub-fora in the human security sector (the ACTWG & EPWG) to become a SCE Working Group.

The only substantive changes to the CTTF's ToR since they were established in 2003 have been to recently (a) expand the CTTF's scope to encompass secure trade as well as counter-terrorism and become more action-oriented (e.g. by *advising* senior officials); (b) establish a FOTC group; and (c) specify some administrative arrangements. The challenge in developing TOR is to find an appropriate balance in the level of detail. Too much detail in the statements can make them resemble work plans and in need of regular updating whereas too little can make them too broad to be useful.

The main observation on the present ToR relates to the five Mission statements which are essentially the same as those approved in 2003. They have been incorporated with some substantial editing (to shorten the text by more than 50%) into the draft *Strategic Plan 2013-2017*. However, its Introduction states that "the CTTF's primary goal is to coordinate the implementation of APEC members' commitments related to counter-terrorism". This goal statement is closely aligned with the first Mission statement in the Plan which is: "To coordinate the implementation of APEC leaders' commitments and ministers' instructions on counter-terrorism and secure trade." Both statements are clear, concise and easily understood as a mission statement. The remaining four statements appear to be descriptors of how the CTTF's mission, as drafted above, might be achieved (i.e. they resemble objectives). They also appear to overlap with the 11 Objectives listed in the draft plan.

In a working paper on *Upgrading the CTTF* which was discussed at the CTTF-29 meeting in April 2013, a recommendation was made to "amend the nomenclature in its ToR and fully reflect the *Consolidated Guidelines on the Rotation System for Lead Shepherd/Chair and Deputy Lead Shepherd/Chair of APEC Working Groups and Other APEC Fora*, and then present the revised ToR to SCE2 for endorsement". In this paper, five Mandate statements were identified; they appear to be a hybrid between the five Mission statements in the existing ToR and the five Mission statements in the draft plan. The paper also referenced 10 of the 11 Objectives in the draft plan, the exception being: "CTTF's unique position as a venue for multilateral and private sector consultations on counter terrorism issues is leveraged to maximum effect".

A secondary observation relates to the Administration section where the three administrative arrangements, which were added in 2008, have remained unchanged. No mention has

been made of recent arrangements such as the *Report on Inter-sessional Work and Ongoing Tasks* or the existence of a medium-term planning document to guide the CTTF's work.

In reviewing (a) the *Guidelines for the Development of ToR for APEC Fora* which are documented in Annex F of the *2007 Senior Officials' Report on ECOTECH*; and (b) the ToR for the EPWG and ACTWG both of which have achieved working group status since the 2010 assessment (see section 6.1), it is evident that sub-fora have considerable flexibility in determining the appropriate level of detail in their ToR. However, it is important that they reflect accurately key aspects of the Guidelines such as the requirement for a clear strategic focus.

Recognizing that the CTTF working paper proposed that there is "no need for a review or substantive changes to the Working Group's mandate, objectives or organizational arrangements", it is nevertheless important that there is consistency of nomenclature and wording, particularly for the mission statements, between versions of the ToR and the *Strategic Plan 2013-2017* which are submitted to the SCE for endorsement.

3.4 Participant Characteristics

Based on an analysis of available participant lists over the last six meetings, the number of delegates averaged 43 which is lower than the 50-60 reported for the 2008- 09 period. Despite the decline in attendance, representation from member economies remained high, averaging 86% (although only 15 economies attended CTTF-28).

In terms of gender representation, 25-30% of the delegates at CTTF-28 and CTTF-29 were female which is consistent with average participation rates; notably, 45-50% of these female delegates were their economy's Head of Delegation. In contrast, the participation of delegates from external organizations remained very low (none attended CTTF-28) while the proportion of delegates who are counter-terrorism experts could not be determined (it is believed that they represent a minority). Also, with the exception of presenters from within the Secretariat, there were no attendees present from other APEC groups at CTTF-28 and only one (representing ABAC) at CTTF-29.

A review of economy delegations from CTTF-24 to CTTF-29 revealed that they were generally small in size, with 43% having one delegate and a further 40% averaging two or three delegates. Moreover, participation was not continuous. An analysis of participation lists for the last six CTTF meetings revealed that:

- 1 delegate attended all 6 meetings (which spanned 23 months);
- 3 other delegates (from 3 economies) attended the last 3 meetings (which spanned 11 months);
- 6 other delegates (from 6 economies) attended 3 of the last 6 meetings;
- Only 50% of the economies had delegates who attended both CTTF meetings in 2013

Despite the probable incompleteness of the data in the participant lists, the above observations indicate that the level of continuity from one meeting to the next is not high. The implications of this trend are discussed in a later section.

3.5 Meeting Characteristics

Observations arising from the CTTF-28 meeting are as follows:

- Although scheduled to last two days, its proceedings were completed in 1.5 days;
- There was a desire by many delegates to free up the afternoon as they were attending or preparing for other sub-fora meetings that were taking place as part of the SOM;
- The proceedings followed the standard format for previous CTTF meetings using an annotated agenda;
- Many of the agenda items were verbal updates which were presented without supporting documentation;

- Considerable discussion of agenda items took place among delegates on the margins of the meeting but, with a few exceptions, relatively little discussion took place in the meeting itself.

These observations are consistent with those made attended by this assessor during the course of the 2010 Assessment. Before converting these observations into suggestions related to how the meetings could become more decision-oriented, it is important to recognize that the CTTF is a diplomatic forum with delegates from member economies having a wide range of cultural and professional backgrounds with the majority attending the meeting for the first time.

Given the time and cost commitment involved in attending a CTTF meeting, there would seem to be merit in holding a full two-day meeting. This could be achieved through organizing half-day policy dialogues on specific topics such as the '*Secure Infrastructure in the Asia Pacific Region*' which is being planned in conjunction with the CTTF-30 meeting or, as suggested by one economy, on high priority issues identified in the Counter-Terrorism Action Plans.

These policy dialogues have a proven track record within the CTTF e.g. the dialogue on '*Recent Counter-Terrorism/Secure Trade Developments: Implications for APEC Activities in 2011 and Beyond*', which was held as part of CTTF-23 in March 2011, attracted presenters from five CTI and SCE sub-fora and four multi-lateral organizations. Its success led to the suggestion that dialogues should be 'institutionalized within the CTTF'. Subsequent dialogues were held at each of the next three meetings on Border Security and Management, Counter-Terrorism Financing, Tourism Security (jointly with the TWG) and Supply Chain Security.

In the absence of a policy dialogue, it should be possible to expand the Annotated Agenda for each meeting to identify the Chair's desired outcome for each item, thereby helping to focus discussion and facilitate reaching consensus on next steps. This could include:

- Encouraging all proponents of APEC-funded and self-funded projects to make audio-visual presentations on their concept notes in order to facilitate understanding and consensus-building among delegates.
- Inviting presentations by subject matter experts from member economies, multi-lateral organizations, industry associations or academic institutions, possibly as a first step in developing themes for STAR Conferences.

3.6 Reporting Mechanisms

The CTTF's SCE Fora Report, which is prepared around the middle of each year, is used to provide information for three reports:

- Report to SOM on the implementation of the SCE Fora Annual Workplan;
- SCE Fora Report;
- SOM Report on ECOTECH to the APEC Ministers' Meeting.

As the most recent report, dated May 11, 2012, was not referenced as a meeting document tabled at CTTF-27 in May 2012 either in the *Report on Inter-sessional Work and Ongoing Tasks* tabled at CTTF-27 or as a draft document in the CTTF component of the APEC Collaboration System (ACS), its function appears to be limited to servicing external reporting requirements. However, it has the potential to provide highly relevant background information on CTTF activities for delegates from member economies attending CTTF meetings, especially those attending for the first time.

Much of the work of the task force is inter-sessional. At the beginning of the CTTF-28 and CTTF-29 meetings, the activities that had taken place since CTTF-27 and CTTF-28 meetings respectively were listed in the '*Report on Inter-Sessional Work and Ongoing Tasks*'. Noting that this internal reporting mechanism has the potential to serve as a template for tracking the progress of Work Plan items throughout the year, it would be a useful practice to more closely align its format with the template for the SCE Fora Report;

and make both reports accessible throughout the year in the ACS as reference documents for delegates.

After each meeting, a Summary Report of proceedings is compiled by the Program Director. However, it generally does not summarize the work that is planned to be undertaken before the next meeting. It would be a useful practice to add such a list to the Summary Report, particularly if it was based on the results of a standing agenda item at the end of each meeting, as it would facilitate the reporting of progress in conducting work planned in the previous session.

3.7 Website

The CTTF does not maintain a separate satellite site on the APEC website. However, as with all SCE sub-fora, it has an easy-to-access page on the public APEC website as well as a page in the protected ACS. This being the case, it is important that these two pages are recognized by delegates from member economies as being reliable sources of key reference material (the observations on the website as a stakeholder communication source are addressed in a later section).

Currently, the publicly-accessible page provides convenient access to the following reference documentation:

- Member Economy Counter-Terrorism Action Plans;
- APEC's Consolidated Counter-Terrorism and Secure Trade Strategy;
- Links to a STAR Conference page and three international organizations;
- Capacity-Building Evaluation Form for Activities Implemented by the CTTF;
- Highlights of the CTTF-28 and CTTF-29 meetings
- Updates on Ongoing projects and Initiatives

The protected page in the ACS presently provides access to the following reference documents:

- CTTF Mandate Renewal (including the TOR);
- Draft Annual Progress Report on Implementation of the APEC Consolidated Counter-Terrorism and Secure Trade Strategy;
- The past Chair's Lessons Learned document;
- The list of contacts for each Economy - currently there are 116 with 33 identified for one economy;
- CTTF-1 Summary Report Final
- CTTF-2 Documents not authorized for release
- Indonesian priorities for APEC 2013
- 3rd APEC Aviation Security Workshop

As noted in the 2010 Assessment, other sub-fora provide a greater array of relevant reference material in their webpages. The review of existing contents indicated that the usefulness of both pages could be enhanced with relatively little effort by compiling a list of key reference documents, determining which ones should be publicly accessible and devising protocols for keeping their contents up-to-date.

3.8 Counter-Terrorism Action Plans

Counter-Terrorism Action Plans (CTAPs) provide a useful means for each member economy to:

- Report on counter-terrorism measures recently undertaken and planned in response to Leaders' and Ministers' commitments;
- Describe capacity building activities in which it participated during the last year including the benefits derived from that involvement and what follow-on activities would be useful;
- Identify specific capacity building needs and opportunities to implement these commitments;
- Identify the kinds of expertise and/or assistance that could be provided to other member economies to help address their capacity building needs.

The CTTF's involvement with CTAPs has been three-fold:

- Streamlining the CTAP update process (the latest template was tabled at CTTF-27);
- Publishing CTAPs for each economy on the CTTF webpage on the APEC website;
- Consolidating the list of capacity building needs and opportunities into a CTAP Summary Report which has been distributed annually to relevant regional and international organizations, and APEC groups;
- Identifying common capacity building needs and assigning priorities to them.

The CTAP template has been designed to enable member economies to group their counter-terrorism needs into seven categories. The CTAP Summary Report was first presented in 2007 as a way of assisting economies to identify suitable projects at the beginning of each APEC year. The chart below summarizes information extracted from the 13 CTAP reports that were updated in 2012.

<i>Category of Counter-Terrorism Need</i>	<i>No. of Sub-Categories</i>	<i>No. of Needs</i>	<i>No. of opportunities</i>
A. Enhancing Secure Trade in the APEC Region		-	-
A1. Protect Cargo	12	50	64
A2. Protect Ships Engaged in International Voyages	3	22	18
A3. Protect International Aviation	4	19	25
A4. Protect People in Transit	6	17	25
A5. Combat Threats to Security	6	18	33
B. Halting Terrorist Financing	4	21	35
C. Promoting Cyber Security	4	24	29
All categories	39	171	229

It indicates that some 39 sub-categories of needs were identified and that, on average, four to five economies identified each sub-category as being an area of potential capacity building need and around six economies as opportunities for providing assistance. To determine the relative priority of needs, each sub-category was ranked by the number of economies identifying it as a need. The highest ranking was nine economies, representing two-thirds of those reporting.

A review of the CTAP format and the contents of the CTAP Summary Report gave rise to the following observations:

- The Report's preparation requires substantial effort by the Program Director to transform the information in the individual CTAPs into the required tabulations. In particular, the 39 sub-categories of needs in the Report do not match the format of the CTAP template.
- The Report's usefulness in identifying capacity building priorities is linked to the number of updated CTAPs that are available and the degree to which are complete. An analysis of the responses to each of the five information topics for the seven security categories in the 13 updated CTAPs revealed an average completeness rate of 48%, ranging from 86% with respect to identifying measures taken since the

last update to only 25% reporting on their participation in capacity building activities in the course of the last year and 31% identifying needs and capacity building opportunities.

- The updating of CTAPs also requires substantial effort by the economy contact points identified for each category. Typically, these contact points are subject matter experts who are located in multiple departments and agencies within each economy;
- A review of the Leaders' and Ministers' Commitments indicate that, of 55 commitments identified since 2002, only two have been identified in the last three years (both in 2010). With the passage of time, some commitments are no longer relevant (e.g. installing AIS on ships, as compliance with this international standard was required by the end of the same year as the commitment was made); conversely, there may be commitments made at Sectoral Ministerial meetings that could be included (e.g. the reference to cyber security awareness in the 2012 Telecommunications and Information Ministerial Meeting).
- There does not appear to be a coordinating link between the CTTF and those SCE sub-fora which have security-related capacity-building programs (e.g. the TPTWG).

3.9 Publications

The 12 CTTF publications that are referenced in APEC's publicly-accessible Publications Database may be categorized as follows:

- Seminar, symposium and workshop proceedings – 7
- Reports on Counter-Terrorism programs – 3
- STAR Conference proceedings – 1
- Review of Counter-Terrorism in APEC – 1

The low number of publications, one per year on average, indicates that the proceedings of most counter-terrorism capacity building events and programs do not become APEC publications, including those that result from APEC-funded projects (e.g. STAR Conferences). Since the 2010 Assessment, three publications have been issued, the latest being the *Summary Report and Proceedings of the 3rd Air Cargo Security Workshop* which took place in April 2012.

In addition to the above publications, several additional ones such as the CTAPs and the APEC's Consolidated Counter-Terrorism and Secure Trade Strategy may be downloaded from the main CTTF page on the APEC website. However, there appears to be no cross-referencing. Thus, an interested party may note that an air cargo workshop recently took place but may not realize that it is downloadable from the Publications Database. Similarly, someone who may be interested in obtaining the proceedings of the STAR VIII Conference will only find the proceedings of the 2006 STAR IV Conference in the Publications Database.

As an important aim of APEC publications is to promote a better understanding of economic and technical cooperation issues, there would seem to be unexploited opportunities to make the output of CTTF initiatives readily available to its stakeholders particularly those in multi-lateral organizations and the private sector. Noting that the Secretariat's Communications and Public Affairs Unit (CPAU) outlined its support role in assisting APEC groups with their outreach initiatives at CTTF-28, collaboration with the CPAU could help in enhancing the design and content of the CTTF and STAR web pages on the APEC website and in publishing outputs from completed projects and policy initiatives.

3.10 Projects

Since the beginning of 2011, two APEC funded projects and 11 self-funded projects have been completed; a third funded project has just received approval. Their characteristics are summarized (to the extent permitted by available data) in Annex B. Noting that the BMC has continued to strengthen APEC's project management procedures since the 2010 Assessment, the assessment focused on project outputs. The main observations are that:

- All 13 completed projects were seminars, workshops or conferences;
- The self-funded projects covered all four cross-cutting activity areas – secure supply chains (4), secure travel (3), secure finance (4) and secure infrastructure (2);
- A publishing strategy was in place for the two funded projects;
- The proceedings of only one workshop was accessible in the APEC Publications Database;
- Most projects were jointly sponsored and several involved collaboration other APEC fora;
- Although self-funded projects are exempt from most of the procedures specified in the Guidebook on APEC Projects, an APEC Self-Funded Project Proposal Coversheet signed by both the Project Overseer and CTF Chair must be completed (which may not always have occurred in practice);
- Several self-funded projects, although reported as single events, formed part of a series held in different economies over a period of several years e.g. the Aviation Security: Canine Screening Workshops and the Food Defense program projects;
- The single page Coversheet does not provide for identifying a publishing strategy for the outputs of self-funded projects;
- The Completion Reports for the two funded projects were incomplete and may not have been distributed to member economies to discuss next steps;
- The project sponsor for one of the self-funded projects indicated that a participant feedback survey would be used to determine next steps in organizing a follow-up workshop.

The Secretariat's Project Management Unit (PMU) briefed the CTF-28 meeting on its continuing efforts to strengthen the project monitoring and evaluation framework. In this connection, it referred to a 2012 review of Completion Reports for 80 projects, one of which was the STAR VIII Conference. A finding relevant to this assessment was that:

“None of the reports mention gender in the body of the report, which is a reflection of how gender considerations are not fully integrated into overall project implementation. This is an area that the Secretariat will need to place more emphasis on in the future, given the enhanced focus on gender issues following the establishment of the PPWE.”

In this regard, the assessor noted that the CTF's most recent project proposal - the Major Events Security Framework which received BMC approval in April 2013 - indicated that one of the workshops would include a session on best practices with respect to gender and cultural sensitivities. Such an initiative has the benefit of not only being an easy-to-measure outcome but also the potential to be promoted as a standard feature of future projects.

Following discussions with the BMC in February, the CTF formed a FOTC group to develop recommendations aimed at improving its monitoring and evaluation of capacity building projects. The following five recommendations were drafted in the form of a non-paper:

- Set a Monitoring and Evaluation process at the beginning of a project;
- Develop a standard post-project survey template;
- Follow up with participants six months to one year after the project concludes;
- Share results of survey evaluations with CTF members;
- On a voluntary basis, develop a “lessons learned” or ex-post evaluation document to share with CTF members.

With respect to the last recommendation, it was noted that BMC had posted a *Lessons Learnt in Evaluation Reports that may be of General Applicability* document over a six-year

period (2002-07) as resource material in the Project Database. It would be useful if this practice could be resumed.

3.11 Support Services

CTTF operations are highly dependent on the support services provided by the Program Director assigned to the CTTF (PD-CTTF) and his assistant. Two other potential sources of valuable support are the Vice-Chair (if one is nominated) and the Office of the Chair. Each is reviewed below.

The PD-CTTF has a limited amount of time to support the CTTF as he is typically assigned to other sub-fora (presently, the ACTWG and EPWG). Moreover, his assistant is presently 'shared' with three other PDs and the Host Economy Representative. As listed in Annex C, the level of assistance that the CTTF Chair can expect from the PD-CTTF covers a wide range of some 29 services. He may also provide assistance to the Vice-Chair, FOTC groups, representatives of member economies, project proponents, project overseers and independent assessors.

Continuity in the provision of services is important due to the high turnover rate of other members of the management team and delegates. As noted in the *Revised Guidelines for Lead Shepherd/Chair and Deputy Lead Shepherd/Chair of APEC Working Groups and SOM Task Forces*, PDs are seconded to the Secretariat for a duration of normally three years. Assuming that the secondment involves assignment to the same sub-forum for that period of time, the PD-CTTF's assignment could normally be expected to cover eight to nine meetings. Since CTTF-20 in February 2010, four PDs have been assigned to support the sub-forum.

The array of duties assigned to the Chair requires his office to provide a significant secretariat function. While the workload may peak in the month leading up to a meeting, there is a residual workload throughout the inter-sessional periods. Thus, the relationship between the PD and the designated support provider in the Office of the Chair is key to the efficient operation of a sub-forum. If possible, the points of contact should remain the same during inter-sessional periods.

The *Revised Guidelines for Lead Shepherd/Chair and Deputy Lead Shepherd/Chair of APEC Working Groups and SOM Task Forces* (refer to Annex 5 of the 2012 SOM Report on ECOTECH) focus on the duties of the CTTF Chair and his Program Director. However, they are silent on the general responsibilities of Heads of Delegation (HODs) who, as observed in an earlier section, frequently change from one meeting to the next. Depending on the nature of the transition, it is possible that a newly-appointed HOD may not be fully aware of working arrangements or the nature of the assistance that the PD-CTTF is able to provide. For example, a comparison of the CTTF-28 delegates with the contact list in the ACS revealed that 40% of the HODs and almost two-thirds of attendees were not listed in the ACS. Such responsibilities could include:

- Identifying the Economy's principal contact point for the PD-CTTF;
- Ensuring that contact details listed in the ACS are current;
- Ensuring that information emanating from the CTTF is distributed to appropriate officials and other interested parties within the Economy;
- Sponsoring Concept Notes for funded projects and Project Proposal Coversheets for unfunded projects;
- Ensuring that requested information is provided on a timely basis.

A useful practice could be develop a document outlining the general responsibilities of member economies and place in the ACS.

4. LINKAGES WITH OTHER ORGANIZATIONS

4.1 Linkages with APEC Groups

(a) The SCE and SCE-COW

As indicated in Section 3.1, the SCE provides substantial oversight, guidance and coordination of sub-fora operations. This role is complemented by the annual SCE-COW meeting to which sub-fora heads are invited. Following CTTF-28, both the SCE and SCE-COW met with the following implications for the CTTF:

- Endorsement of CTTF's 2013 Work Plan;
- Submission of a draft Strategic Plan by SCE2 and a revised plan to SCE before SOM3 in June/July 2013;
- Distribution of a survey after SCE2 for feedback on the effectiveness of SCE work, capacity building and communications; and to 'pool ideas and suggestions'.

In addition, through its 2013 Work Plan which was endorsed at SOM1, the SCE identified strategies to "promote synergy across APEC fora through improved joint work, nexus and interface"; and "identify ways to strengthen and focus capacity building activities in APEC fora". Although these strategies have implications for the CTTF, the Work Plan provided no details on how they might be transformed into specific action steps.

Also, as indicated by the SCE's single page Work Plan for 2013, there is an opportunity to make the CTTF's future work plans more streamlined as well as results-oriented.

(b) Committee on Trade and Investment (CTI)

Since the 2010 Assessment, the CTTF has strengthened its links with the CTI, notably through its collaboration with the Business Mobility Group (BMG) and the Sub-Committee on Customs Procedures (SCCP) in the development and implementation of APEC's Consolidated Counter-Terrorism and Secure Trade Strategy and the TFI.

(c) APEC Business Advisory Council (ABAC)

Currently, there does not appear to be a link with the ABAC despite the following suggestions made by the CTTF respondent in the 2009 survey on APEC-ABAC engagement:

- *In the secure trade area, business community representatives could be invited to speak on industry perspectives on efforts to protect the regional supply chain and other economic lifelines from abuse and attack, as well as offer ideas for making commerce more efficient while ensuring security.*
- *Project Overseers could also consider holding CTTF seminars or workshops in the margins of ABAC meetings to encourage attendance by ABAC members.*

The CTTF's Medium-Term Work Plan states that: "The CTTF will reach out to the ABAC and the broader regional business community to explore opportunities for collaborating on projects and activities of mutual interest. This could include hosting regular dialogues between the private sector and relevant APEC sub-fora as part of the CTTF meetings or in such forums as the STAR Conference".

In the May 2011 'Update on the Implementation of Recommendations of the 2010 Assessment', it was explained that, due to its limited resources, ABAC had expressed the view that it would only focus on areas of high priority. The CTTF Chair indicated that specific issues were being considered and gave the STAR VIII Conference as an example. With the planning of the next STAR Conference in its early stages, this could be an opportune moment to seek input from ABAC.

(d) Budget and Management Committee (BMC)

The BMC, in addition to being the fora responsible for approving and monitoring projects, is also responsible for project management reforms. The implications of these reforms for the CTF were examined Section 3.10.

(e) SCE Working Groups

The CTF continues to be active in undertaking joint projects and dialogues with a growing number of SCE working groups including:

- ACTWG in combatting corruption and money laundering;
- SMEWG in protecting designated non-financial businesses and professions
- TELWG in the areas of cybercrime and cyber security;
- TPTWG in the areas of bus, aviation and maritime security;
- TWG in the area of tourism security.

This is due in large part to the collaboration that has taken place with respect to the ongoing implementation of two major cross-cutting initiatives that received SOM approval in late 2011:

- The Consolidated Counter-Terrorism and Secure Trade Strategy with its focus on addressing issues in the areas of secure supply chains, travel, finance and infrastructure;
- The Travel Facilitation Initiative with its focus on more secure and less stressful travel in the APEC Region.

(f) APEC Secretariat

As reviewed in Section 3.11, the APEC Secretariat provides support services to the CTF primarily through the Program Director (PD) assigned to the CTF and his assistant. Other assistance is available through the CPAU, PMU and PSU.

4.2 Linkages with International Organizations

A feature of early CTF meetings were presentations and attendance by representatives of multi-lateral organizations. It has been possible to continue this practice when meetings have coincided with STAR Conferences and policy dialogues. Over the last two years, officials of the OAS/CICTE, UNCTED and WCO have briefed CTF meetings on their counter-terrorism activities. The agenda for CTF-29 indicated that the WCO and the UN's Counter-Terrorism Implementation Task Force had been invited to deliver presentations on recent developments related to the work of the CTF.

Otherwise, with few exceptions (e.g. a paper on Multilateral Human Security Activities presented at CTF-22), linkages have been maintained through verbal reports provided on a voluntary basis by member Economies on their inter-sessional interactions with international organizations. Being one of the last agenda items, these reports may sometimes be provided with little or no time available for follow-up discussion, as was the case at CTF-28 where updates were provided on the recent proceedings of:

- The Global Counter-Terrorism Forum's South East Asia Capacity Building Working Group;
- The Financial Action Task Force;
- The 11th Meeting of Special Agencies and Heads of Law Enforcement Organizations;
- The 7th ASEAN-Japan Counter-Terrorism Dialogue;
- An informal workshop on Countering Radicalization attended by invited ARF countries.

In addition, several member economies updated the meeting on recent capacity building initiatives that they had hosted since the last meeting or were planning to host in 2013. This portion of the meetings is clearly one that is of interest to the delegates both in terms of both

past and future events involving multilateral organizations. However, the unstructured nature of the reporting probably does not enable delegates to obtain a complete picture of the many relevant events or how to follow-up on those of interest.

Another feature in the early years of the CTTF's establishment were invitations for the Chair to speak at meetings of multi-lateral organizations. Unless not reported at CTTF meetings, such opportunities to promote the role of the CTTF at meetings of multi-lateral organizations appears to have declined. A notable exception was the invitation extended to the Chair and Vice-Chair in 2011 to brief the UN Counter Terrorism Committee on the CTTF's work.

In the absence of an information exchange strategy with multi-lateral organizations, it will remain a challenge for the CTTF to strengthen and expand its linkages with multi-lateral organizations.

4.3 Linkages with Other Stakeholders

Due to the nature of CTTF meeting agendas, it is unrealistic to expect other stakeholders such as transportation companies or financial institutions to be participants. However, it is realistic to promote their participation in workshops, policy dialogues and conferences of direct relevance to them. As promotion strategies require information on participation rates at such events, particularly workshops, seminars and conferences, it would be a useful practice to maintain a repository of their agendas and participant lists in the ACS.

5. SUPPORTING INPUT TO THE ASSESSMENT

5.1 Feedback from Member Economies

The items below are responses to a short questionnaire prepared for the 2010 Assessment that may be still relevant:

- A return to 2-day meetings so as to allow for fuller agendas with sufficient time to discuss policy issues; progress reports on projects jointly endorsed by the CTTF; and CTAP-based needs and assistance initiatives;
- Draft agenda and documents to be distributed at least 30 days prior to each meeting;
- Encourage information sharing and better engagement with international and regional organizations e.g. by sharing best practices and tools; learning from their project experiences and forward looking visions of world developments;
- Review work plans of relevant sub-fora to identify opportunities for collaboration projects or working together on human security priorities;
- Jointly hold seminars with the private sector in conjunction with CTTF meetings.

The previous CTTF Chair, in her 'Lessons Learned 2011-2012' non-paper offered the following suggestions:

- To maintain robust work streams in each of the four activity areas within the Consolidated Counter-Terrorism and Secure Trade Strategy;
- Members with an interest in specific topics (or 'lead' members in one of the cross-cutting activity areas) to propose and organize a Policy Dialogue in cooperation with the Chair;
- To continue the process of improving the CTAP template and Summary Report each year, with an eye toward extracting specific, practical information from members about the most important gaps in their counter-terrorism capacity and the types of capacity building work that would be most valuable to them;
- For certain topics, it can be useful to establish a small group, including a voluntary FOTC group, to study an issue inter-sessionally and develop recommendations to present at the next CTTF meeting;
- For the Chair, it can be useful to maintain communication with other sub-fora leaders between meetings;
- To strive for meeting schedules that allow the CTTF, BMG, SCCP – and the TPTWG and TWG when possible – to meet concurrently;

- To consider proposing that the task force become a more permanent working group.

The 2013 Assessment found that most of these suggested improvements to CTTF operations have been adopted or are under active consideration as part of the CTTF's ongoing self-assessment and continuing improvement process. Several have been highlighted and form the basis of recommendations identified in the next section.

5.2 Good Management Practices of Other SCE Sub-Fora

There are now 20 independent assessment reports on SCE sub-fora that may be accessed on the SCE webpage. Each one contains findings and recommendations that may be relevant to other SCE sub-fora. In some cases, it may be possible to adopt them without change; in others, they may need to be adapted to meet the specific requirements of a sub-forum.

The SCE-endorsed recommendations of the two working groups in the human security field (ACTWG and the EPWG) were reviewed in order to identify examples that might be relevant to the CTTF, with the following results:

- Form a sub-group with representatives from the PPWE to ensure the interests of women are considered in all planned activities (ACTWG);
- Meet with economies that have not been active in proposing or participating in specific programs to identify ways in which they can sponsor or co-sponsor specific initiatives (ACTWG);
- Form a sub-group to identify programs which could be conducted in economies that have not directly been involved in previous events (ACTWG);
- Explore alternative funding sources and advice for APEC projects to decrease Economies' reliance on APEC funding (EPWG).

It was evident from the cursory review that these assessments contain a substantial amount of highly relevant information on good management practices as well as lessons learnt. It is likely that the other 18 independent assessment reports would reveal some recommendations that are similar and others that are completely different but equally relevant. All 20 reports would likely yield findings that represent good management practices that could be considered by all sub-fora.

5.3 Member Feedback on Draft Report

In addition to the helpful comments received from the FOTC Group on improving the readability of the report and the practicality of the recommendations, one member economy recommended that:

- CTTF Chairs produce a 'Lessons Learned' document upon completing their terms.
- The practice of inviting outside experts to its meetings and other events be standardized.

As the implementation of both recommendations would clearly enhance CTTF operations, they have been incorporated into the assessment.

6. CONCLUSIONS AND RECOMMENDATIONS

6.1 Status as a SCE sub-forum

The structure of the CTF may be compared to those of three other Human Security task forces, all of which have achieved working group status.

<i>Human Security Task Force</i>	<i>Year Established</i>	<i>No. of Mandate Renewals</i>	<i>Working Group Status Achieved</i>
CTTF	2003	5	--
HTF	2003	1	2008
ACTTF	2005	2	2010
TFEP	2005	1	2010

As stated in the *Guidelines for the Establishment of New APEC Fora* (refer to Annex F of the 2007 Senior Officials' Report on ECOTECH), a task force is a short term group under the auspices of either SOM or an existing APEC forum (under the delegated authority of SOM) and is mandated for a maximum period of two years. It may be established "to undertake work in an area of interest to determine whether there is scope to develop a medium-to-long term agenda that would benefit APEC Economies". After 10 years and five mandate renewals, from statements that continue to be made by APEC Leaders and Ministers, counter-terrorism clearly remains an area of vital interest to APEC; moreover, the CTF meets the two key criteria for a working group in that:

- It functions as a sectoral-level meeting under the auspices of an existing APEC forum under the delegated authority of SOM (i.e. the SCE);
- It has a medium- to long-term agenda in the form of a SCE-endorsed Medium-Term Work Plan and, a SCE-requested strategic plan which is presently being drafted and will encompass the multi-year Consolidated Counter-Terrorism and Secure Trade Strategy (in which the CTF plays a central role).

Based on the above, it is evident that the CTF has been operating as a *de facto* working group for some time. Following the CTF-29 meeting, it is understood that the CTF Chair is drafting a Concept Note proposing the transformation of the CTF into a Working Group for possible submission to the SCE at the upcoming SOM meetings. The assessor fully endorses this course of action subject to the following recommendation:

Recommendation CTF1: The CTF Chair, in seeking to achieve Working Group status, to consider ensuring that there is consistency in nomenclature and wording, particularly for the mission statements, between the Terms of Reference and the *Strategic Plan 2013-2017*.

6.2 Management Group Continuity

Section 3 indicates that the CTF's management framework has undergone significant improvement since the 2010 Assessment. While this is partly due to the requirement to be responsive to the SCE-endorsed recommendations, it reflects the leadership shown by the Chair and Vice-Chair in the 2011-12 period. Moreover, the proceedings at CTF-28 indicated a strong desire to maintain this momentum through a process of self-assessment and continuing improvement.

A key aspect of any organization is to have a stable management group, with each member having a clear understanding of his/her responsibilities and with strong lines of communication between them. Turnover is a characteristic of APEC fora and sub-fora, with two years typically being the average length of time that individuals hold a position on the management group.

This being the case, it is essential that the CTF management group is always at full complement and that there is continuity at the Chair/Vice-Chair level from one year to the next if at all possible (i.e. when the Chair steps down, the Vice-Chair either becomes the

Chair or remains as the Vice-Chair). The two-year terms of the previous Chair and Vice-Chair coincided with the result that there was no overlap and the CTTF is presently without a Vice-Chair. As the term of the present Chair ends in late 2014, it would be desirable for a member economy, possibly a current member of the FOTC group who is familiar with CTTF operations, to fill the Vice-Chair vacancy at some point in the second half of 2013 (thus enabling the term to extend until late 2015).

6.3 Detailed Guidance on Sub-Fora Work Plan Submissions

As noted in section 3.4, there is scope for more closely aligning the Annual Work Plan submitted by the CTTF (and other SCE sub-fora) with the SCE's content expectations. It is suggested that this could most efficiently be achieved if the SCE were to issue detailed guidance with its 2014 work plan template as a way of encouraging its sub-fora to develop streamlined, results-oriented work plans. If this guidance could also identify the deliverables linked to the achievement of each SCE strategy relevant to the CTTF and other sub-fora, it would facilitate the start-of-the-year endorsement by the SCE as well as progress monitoring and reporting throughout the year by sub-fora.

Recommendation SCE1: The SCE, in developing its work plan template for 2014, to consider issuing more detailed guidance on the format and contents of sub-fora work plans.

6.4 Compilation of Experience-based Management Practices

As noted in sections 3.10 and 5.2, there is a growing volume of experience-based management practices, in the form of either lessons learned or useful practices. However, this information is not readily available to project managers and overseers, nor to sub-fora management groups. A synthesis of Independent Assessment reports and Project Completion reports and their consolidation into an accessible reporting mechanism would facilitate a continuing improvement approach to managing projects and sub-fora operations.

Recommendation SCE2: The SCE to consider the practicality of synthesizing existing reports to develop and maintain a consolidated source of experience-based management practices in APEC's Project Database.

6.5 CTTF Agenda Planning

A feature of CTTF meetings in recent years has been that their duration has seldom exceeded 1.5 days unless they have been accompanied by a Policy Dialogue or STAR Conference. As there is consensus that a robust agenda is a desirable feature at CTTF meetings, it is important to find a pragmatic way of achieving this.

Recommendation CTTF2: The CTTF to consider compiling a preliminary list of priority issues in each year's Annual Work Plan that could be addressed during or as an add-on to CTTF meetings in the form of policy dialogues, special presentations by recognized experts in their field or at STAR Conferences.

Associated with the above, there has been noticeable 'falling off' of participation by subject matter experts from external organizations especially multi-lateral agencies. This has led to increased reliance on verbal reports from member economies on the ongoing activities of these organizations. These tend to be based on lines of communication which may or may not be regular.

Recommendation CTTF3: The CTTF to consider developing a standardized approach to inviting outside experts to its meetings and other events, and exchanging information with external organizations.

6.6 Reference Document Strategy

In the absence of its own website, the CTTF uses three Secretariat web-sites for maintaining its reference documents - the CTTF page on the main APEC website which is accessible to all interested parties; the CTTF's customized page in the APEC Collaboration System (ACS) which is restricted to authorized delegates of member economies; and the APEC Publications Database which lists CTTF publications. From a review of these sites, it is evident that not all reference materials are currently posted to one or more of them and that their holdings have not been coordinated. The review also indicated that these sites have not been designed in a user-friendly way, especially the ACS site. As a result, the CTTF has limited outreach to external stakeholders and the ACS is of limited utility as a repository of internal reference documents for member economies, especially delegates attending CTTF meetings for the first time.

Recommendation CTTF4: The CTTF Program Director, in collaboration with the CPAU, to consider developing a strategy for enabling convenient access to all CTTF reference documents including publications by member economies and other interested parties.

6.7 Enhancing the Counter-Terrorism Action Plans

As noted in section 3.8, one of the long term activities of the CTTF has been to coordinate the regular updating of the Counter-Terrorism Action Plans (CTAPs) of each member economy and producing an annual summary report based on the updates received. It has become apparent that the updating process is work intensive and that the statistical reliability of the findings in the CTAP Summary Report (the preparation of which is also work intensive) is dependent on the completeness, timeliness and accuracy of the contents in the updates received from the member economies. There is consensus that the CTAP Summary Report is an important CTTF output. The FOTC group has continued to examine opportunities to alleviate the reporting challenges faced by member economies but recognize that there are no 'easy' solutions.

Recommendation CTTF5: The CTTF to continue refining the usefulness of the CTAP Summary Report as a capacity-building tool for member economies.

6.8 Engagement with the ABAC

As noted in section 4.1(c), there has been relatively little interaction between the CTTF and ABAC during the last 10 years. It is evident that ABAC can provide a useful advisory role particularly with respect to the planning of future STAR Conferences.

Recommendation CTTF6: The CTTF to consider reaching out to ABAC in connection with planning for the next STAR Conference.

6.9 Strengthening CTTF Operations

It is equally important that the CTTF's work processes are well understood and as efficient as possible. A general finding of this assessment was that, since the 2010 Assessment, there was a much stronger desire by members, particularly those who are members of the FOTC group, to engage in self-assessment and continuing improvement activities with respect to strengthening the management structure. As noted in section 5.1, the previous CTTF Chair produced an "Lessons Learned" paper containing suggested areas that CTTF members might want to continue improving on in the future. This initiative proved to be very helpful to her successor.

Recommendation CTTF7: The CTTF Chair to consider producing an informal 'Lessons Learned' paper at the end of his term for use by his successor as he/she sees fit.

Throughout this assessment, several minor but potentially useful administrative practices were identified for consideration in addition to those already listed in section 5.1. These included:

- Aligning the Expected Outcomes/Deliverables in the 2014 Work Plan with the Prioritized Implementation Schedule in the *Strategic Plan 2013-2017*;
- Confirming that all relevant actions and issue areas in the Medium-Term Work Plan have been transferred into the *Strategic Plan 2013-2017*;
- Expanding the Annotated Agenda for each meeting to identify the Chair's desired outcome for each item;
- Aligning the format of the *Report on Inter-sessional Work and Ongoing Tasks* with the template of the *SCE Fora Report*;
- Outlining the general responsibilities of meeting delegates from member economies;
- Maintaining a repository of agendas and participant lists for all CTF events.

Recommendation CTF-8: The CTF to consider formalizing its ongoing commitment to improving the efficiency of CTF work processes practices by identifying it as a standing item in its Annual Work Plans.

6.10 Summary

Following feedback on the draft report from the FOTC group, the assessor has significantly reduced the number of formal recommendations from 23 to 10. Two are for consideration by the SCE and eight for consideration by the CTF. They address the main areas that were perceived to require attention and are not overly-prescriptive so as to provide flexibility for CTF members in detailing what can reasonably be achieved and by what date.

With the exception of Recommendation CTF1 whose timing is linked to the submission of the strategic plan's final draft and updated ToR to the SCE for endorsement, no precise target dates have been recommended. It is noted that there is likely to be an inter-sessional period of approximately six months between CTF-30 and CTF-31 during which time it should be able to make progress in addressing the other seven CTF recommendations. To track progress, activities and timelines associated with these recommendations could be included in the 2014 Work Plan.

Annex A - CTTF Terms of Reference

(As submitted to the CSOM for endorsement in September 2012)

1. Introduction

APEC member economies recognize that creating a secure environment for economic activity is an important part of any strategy for regional growth and prosperity. APEC plays a valuable and constructive role in helping to: protect the economic systems of the Asia-Pacific region from attack, disruption, and misuse; protect the flow of legitimate trade and travel from compromise; and promote human security and a safe business environment.

In October 2001, following the terrorist attacks in the United States on September 11, APEC Leaders in Shanghai issued a Leaders' Statement on Counter-Terrorism. They underlined that terrorism was a direct challenge to APEC's vision of free, open and prosperous economies, and to the fundamental values that APEC members hold. Leaders built on their commitments and instructions in a further Statement on Fighting Terrorism and Promoting Growth in 2002 in Los Cabos, as well as in every subsequent Leaders' Statement. Leaders agreed to take appropriate individual and joint actions to follow up on the commitments in line with their respective circumstances and in accordance with APEC principles. APEC Ministers, including sectoral Ministers, have also supported Leaders' commitments and instructions on countering terrorism in their ministerial statements and activities.

Bearing in mind Leaders' instructions to monitor progress and build capacity in counter-terrorism, APEC Senior Officials established the APEC Counter-Terrorism Task Force (CTTF) in May 2003.

2. Mission

The mission of the Counter-Terrorism Task Force is to:

- Coordinate, monitor, and review the implementation of the Leaders' and Ministers' commitments and instructions on countering terrorism and securing trade, using the APEC Counter-Terrorism Action Plans as the foundation for this work;
- Assist APEC member economies to identify, assess, and address counter-terrorism and secure trade needs, including by developing, sponsoring, and coordinating targeted capacity building and technical assistance programs;
- Facilitate close coordination and collaboration among relevant APEC fora on counter-terrorism and secure trade issues;
- Advise APEC Senior Officials, as appropriate, on current and emerging trends in counter-terrorism and secure trade efforts and report on proposals and projects as necessary;
- Build partnerships with relevant multilateral organizations, including multilateral financial institutions, and the private sector to advance leaders' and Ministers' instructions and avoid unnecessary duplication of efforts.

3. Structure and Administration

CTTF membership will be open to all interested APEC member economies. Where appropriate, invitations to relevant APEC fora, multilateral organizations, private sector representatives, etc. to participate in CTTF meetings, can be extended by the Chair in consultation with CTTF members. Invitations will be issued in accordance with the "*APEC Guidelines on Managing Cooperation with Non-Members*".

The Task Force will be managed by a Chair and Vice Chair, with support from the APEC Secretariat, in accordance with the APEC "*Guidelines for Lead Shepherd/Chair and Deputy Shepherd/Chair of APEC Working Groups and SOM Task Forces*". The Task Force will be supported at the working level by the "Friends of the Chair (FOTC)" who will provide recommendations, advice, and input and develop work programs as required.

The Task Force's current priorities and projected outputs will be outlined in its annual Workplan, which will be reported to Senior Officials through the SCE Fora Report. The activities and deliverables of the CTTF will be included in the SCE Fora Report.

The Task Force will meet on the margins of the Senior Officials' meetings and conduct business via email intersessionally. The Task Force will report to SOM and have a two year term from 2011-2012. Towards the end of its mandate, the CTTF will review its achievements and outputs and invite SOM to consider its future.

Annex B - Summary of CTF's APEC Funded and Self-Funded Projects, 2011-2013

Funded Projects

1. Eighth STAR Conference, September 2011

Sponsoring Economies: USA, Australia, Canada, Japan, Chile

Coordination with other APEC fora: TPTWG/AEG-SEC/MEG-SEC, SCCP, BMG

Impact Statements (Section D of the Project Proposal):

- Intended Beneficiaries - Government officials, private sector, multilateral organizations, academia
- Gender – Attendance of women officials from travel eligible economies
- Dissemination – Availability of report in electronic format outlining outcomes from the conference

Sustainability (Section E of the Project Proposal):

- Joint action plans to address specific issues
- Implementation of follow-on dialogues and joint projects

Monitoring Report: Submitted August 2011 – no issues identified

Completion Report: Submitted September 2011, Sections A and B only completed

- Beneficiaries – 127 attendees from 19 economies and 4 multi-lateral organizations (Airports Council International, OAS/CICTE, UNCTED, WCO); also some private sector participation from the host economy
- Gender – 29% female attendees including the Conference Chair; 10 women officials from six of the 11 travel eligible Economies
- Dissemination – Conference report is posted on the APEC website
- Sustainability – Priorities identified for APEC efforts in the years ahead (harmonizing security processes and programs, building common standards and implementing capacity building programs)

2. Third APEC Air Cargo Security Workshop, April 2012

Sponsoring Economies: Viet Nam, Australia, Singapore, USA.

Coordination with other APEC fora:

Impact Statements (Section D of the Project Proposal):

- Intended Beneficiaries – Senior officials in member economies, experts from relevant international agencies, civil aviation authorities, airport authorities, ground-handling agencies, airlines and support services, law enforcement personnel and government officials
- Gender – agenda to partly discuss the impact of new security arrangements on women; policies to mitigate gender-based risks; and ways to improve women's capacity in the air cargo security supply chain
 - Dissemination – Report of proceedings to be made available

Sustainability (Section E of the Project Proposal):

- Host Economy to collaborate with other economies on the need for follow-up projects or training activities
- Establish network of air cargo experts and upload to the CTF web page
- ICAO to consider including identified best practices in its Standards and Recommended Practices manual

Monitoring Report: Submitted December 2011 – no issues identified

Completion Report: Submitted December 2011 [?]

- Beneficiaries – 87 delegates from 17 member economies, 3 multi-lateral organizations (WCO, IATA, ICAO) and 7 airlines
- Gender – one-third of participants from member economies outside the host country were female
- Dissemination – Summary Report and Proceedings listed in APEC Publications database

- Sustainability – Best practices to be shared on a possible APEC web board; follow-up workshops on air cargo or other aviation security topics under consideration

3. Major Events Security Framework Workshops, June & November 2013

Sponsoring Economies: Canada, Chile, Indonesia, Republic of Korea, Malaysia, Mexico, Singapore, Chinese Taipei, United States

Coordination with other APEC fora: TPTWG/AEG-SEC/MEG-SEC, EPWG, TWG
Impact Statements (Section B of the Project Proposal):

- Intended Beneficiaries – major event security planning experts from all member economies
- Gender – includes a workshop session on best practices with respect to gender and cultural sensitivities in the MESF
- Dissemination – all workshop participants have access to the tool via secure link and a memory stick

Sustainability (Section D of the Project Proposal):

- Pool of experienced users within each economy
- Outreach to those economies unable to attend workshops

Monitoring Report: not applicable – proposal approved in April 2013

Completion Report: not applicable

Self-Funded Projects, 2011-12

4. Combatting Corruption and Anti-Money Laundering Workshop, March 2011

- **Sponsoring Economies:** Australia, Indonesia, Malaysia, Thailand, The Philippines
- **Coordination with other APEC fora:** ACTWG
- **Beneficiaries:** unknown
- **Dissemination:** unknown
- **Sustainability:** unknown

5. Counter-Terrorism Finance and the Non-Profit Sector: Investigations and Enforcement Workshop, 2011

- **Sponsoring Economies:** USA
- **Coordination with other APEC fora:** unknown
- **Beneficiaries:** unknown
- **Dissemination:** unknown
- **Sustainability:** unknown

6. Third Workshop on the Misuse of Non-Profit Organizations for Terrorist Financing, January 2012

- **Sponsoring Economies:** Malaysia, USA.
- **Coordination with other APEC fora:** unknown
- **Beneficiaries:** included APG, UNCTED, UN Al-Qaida Sanctions Monitoring Committee
- **Dissemination:** unknown
- **Sustainability:** unknown

7. First Risk Assessment Workshop on Protecting Designated Non-financial Businesses and Professions from Terrorist Financing, November 2012

- **Sponsoring Economies:** Australia, Indonesia, Malaysia, Mexico, Peru, The Philippines, USA
- **Coordination with other APEC fora:** unknown
- **Beneficiaries:** 5 member economies, APG, FATF

- **Dissemination:** risk assessment report
- **Sustainability:** capacity building workshop scheduled for May 2013 and guidance materials planned for second half of 2013

8. Third APEC Seminar on Protection of Cyberspace, September 2011

- **Sponsoring Economies:** Korea
- **Coordination with other APEC fora:** TELWG/SPSG
- **Beneficiaries:** 86 participants from 16 member economies
- **Dissemination:** unknown
- **Sustainability:** continued cooperation

9. Preventing Terrorist Attacks from Disrupting Major Events Workshop, September 2011

- **Sponsoring Economies:** Canada,
- **Coordination with other APEC fora:** none
- **Beneficiaries:** 35 participants from 14 member economies
- **Dissemination:** a CTTF-endorsed best practices document on how to conduct a successful exercise
- **Sustainability:** Major Events Security Framework project concept for 2 workshops in 2013 endorsed at CTTF-28; co-sponsored by 8 member economies and coordinated with 2 sub-fora

10. First and Second APEC Aviation Security: Canine Screening Workshops, June 2011 & late 2012

- **Sponsoring Economies:** Australia, Chinese Taipei, Singapore, USA.
- **Coordination with other APEC fora:** TPTWG/AEG-SEC
- **Beneficiaries:** 50 participants from 11 members economies at June 2011 workshop
- **Dissemination:** unknown
- **Sustainability:** Third workshop planned for March 2013

11. APEC Bus Anti-Terrorism Workshop, July 2012

- **Sponsoring Economies:** USA, The Philippines
- **Coordination with other APEC fora:** TPTWG
- **Beneficiaries:** included the International Working Group on Land Transport Security
- **Dissemination:** best practices/lessons learned document
- **Sustainability:** follow-up evaluation to be conducted in 2013

12. Third and Fourth APEC Food Defense Pilot Project Workshops, March & September 2011

- **Sponsoring Economies:** USA, Peru, Thailand, The Philippines, Viet Nam
- **Coordination with other APEC fora:** unknown
- **Beneficiaries:** unknown
- **Dissemination:** Food Defense Plans
- **Sustainability:** follow-on Regional Awareness and Collaborative Exchange Workshops

13. APEC Food Defense Program – Regional Awareness Program, September 2011

- **Sponsoring Economy:** USA
- **Coordination with other APEC fora:** unknown
- **Beneficiaries:** government, academia and industry representatives
- **Dissemination:** set of training tools to participants
- **Sustainability:** model workshop that can be replicated in other member economies

**14. APEC Food Defense Program – Third Collaborative Exchange Workshop,
September 2011**

- **Sponsoring Economies:** USA, The Philippines, Viet Nam
- **Coordination with other APEC fora:** unknown
- **Beneficiaries:** industry and academic food defense experts in The Philippines and Viet Nam
- **Dissemination:** unknown
- **Sustainability:** unknown

Annex C – Generic Duties of a Program Director

[Extracted from: Revised Guidelines for Lead Shepherd/Chair and Deputy Lead Shepherd/ Chair of APEC Working Groups and SOM Task Forces]

The Program Director can assist sub-fora the following areas:

- Providing a link to the APEC Secretariat and other fora;
- Liaising with other fora, if requested, on cross-cutting or overlapping issues related to the group;
- Conveying results of the discussions held at the SCE, SOM, AMM and AELM;
- Providing advice as to how the sub-fora could incorporate leaders' and ministerial directives into their work plans;
- Maintaining the relevant public website and APEC Collaboration System (ACS) site for the group;
- Maintaining an up-to-date contact list of group members;
- Preparing the draft meeting agenda, if requested;
- Circulating the draft agenda to all members and keeping it up to date;
- Coordinating with members of the group;
- Conveying messages from the Chair/Lead Shepherd with regard to the meeting;
- Facilitating the meeting;
- Providing information on the latest developments in APEC;
- Tabling a report at the first meeting each year on developments since the last meeting;
- Briefing the group on other issues of interest including any unresolved issues within the group;
- Advising on procedural matters regarding participation in APEC meetings, participation of APEC officials in non-APEC meetings, submission of meeting documents and implementation of APEC projects;
- Taking minutes and/or preparation of the summary record of the meeting including a list of inter-sessional work items;
- Ensuring that meeting documents are complete and kept by the APEC Secretariat Library;
- Liaising with the APEC Secretariat communications team to arrange media outreach and coverage of sub-fora meetings/events and projects;
- Following-up on the agreed decisions by the group during the inter-sessional period;
- Supporting the Chair/Lead Shepherd during each project approval session with prioritizing/ranking the group's project proposal concept notes and submitting these rankings to the overseeing Committee in advance of the specified deadline;
- Serving as a resource for member questions or clarifying issues regarding APEC procedures and practices relating to project implementation, the application for different sources of APEC funding etc.;
- Supporting implementation and reporting on status and completion of APEC projects;
- Ensuring final completion reports with outcomes of APEC-funded projects are completed within specified guidelines (2 months post-activity) and submitted to the BMC for review;
- Advising the forum on the correct procedure for inviting non-APEC members to the meeting;
- Advising the host economy and the Chair/Lead Shepherd on suitable meeting arrangements;
- Coordinating the preparation and distribution of Administrative Circulars for the meeting;
- Preparing a Fora Report;
- Supporting Project proponents and Project Overseers through all stages of the project approval and implementation process;
- Responding to requests from Project Overseers and APEC-funded travelers with respect to authorization for funding and reimbursement claims.