



**Asia-Pacific
Economic Cooperation**

Report on the APEC Trade Recovery Programme Pilot Exercise

**APEC Counter Terrorism Task Force
April 2010**



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PILOT EXERCISE**

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EXECUTIVE SUMMARY

BACKGROUND

1 In 2006, APEC noted that a terrorist attack on the global supply chain could have a debilitating impact on the global economy and that while security measures have been implemented to varying degrees in the supply chain, these were essentially focussed on prevention. Noting the urgency to consider how to quickly and effectively minimise the impact of such an attack on the flow of international cargo and to achieve trade recovery should prevention fail, ten like-minded APEC Economies worked together in 2007 to develop the APEC Trade Recovery Programme (TRP) Guidelines. The Guidelines largely leverage on existing international frameworks and arrangements such as those from the World Customs Organisation (WCO) and the International Maritime Organisation (IMO). They advocate a risk-based, total supply chain security approach which involves all stakeholders in the supply chain and the building of trusted relationships between Economies to facilitate the sharing of information including that which enhances risk assessments and facilitates the movement of low risk cargo to expedite trade recovery.

2 Following the APEC Leaders' approval of the APEC TRP Guidelines in September 2007 and their call for APEC Economies to volunteer to undertake pilot projects on the APEC TRP, Singapore together with six other Economies (viz. Australia, China, Japan, New Zealand, the United States of America and Viet Nam) undertook to develop and conduct an APEC TRP Pilot Exercise (TPE) to demonstrate the usefulness of the TRP as well as to identify possible areas requiring further attention for its operationalisation.

EXERCISE DESIGN

3 Planning for the TPE began in May 2008 and the participating Economies worked through four planning group (PG) meetings. A 2-day Table Top Exercise (TTX) was held in February 2009, with participants walking through a scripted trade recovery situation and clarifying the issues discussed at the PG meetings. This was followed by a 10-day distributed-play exercise in April 2009, focusing on Economy-Economy interactions in a TRP setting. This scripted 10-day exercise was played in two phases. Phase 1 covered the activation of the TRP and the immediate 5 days following an event which severely disrupted the flow of trade and resulted in a backlog of vessels and cargo requiring collaboration amongst partners to gradually restore cargo flows. Phase 2 played through a "steady state" situation where cargo flows had reached a level of normalcy.

KEY FINDINGS AND LESSONS LEARNT

4 The TPE affirmed that the APEC TRP Guidelines, in conjunction with the WCO and IMO frameworks, provide a baseline for effective international cooperation for trade recovery. In particular, participants agreed that a risk-based, total supply chain security approach was an effective means to facilitate trade recovery by focusing on identifying and facilitating the

movement of low risk shipments while allowing limited Government resources to be used to target the high risk shipments.

5 The TPE demonstrated the importance of defining the activation and execution processes to successfully implement the TRP. This included the need to:

- a. Establish both Economy-to-Economy and Public-Private sector communication mechanisms and channels to share and exchange information pertaining to trade recovery prior to an event occurring.
- b. Develop operational processes and procedures to activate the TRP and execute the TRP.

6 The TPE highlighted the benefits of having trusted relationships between trading partners. It noted that domestic AEO programmes would form one of the basic starting points for a secure global supply chain and that mutual recognition of each others' domestic AEO programmes could be developed as a result of the trusted relationships in place between two trading Economies. Participants agreed that with other things being equal, AEO shipments would have a higher chance of being rated to be of lower risk when compared to non-AEO shipments and this would help facilitate trade recovery.

7 The TPE noted that trade recovery was a shared responsibility and that the availability of information was crucial to improving the Economies' ability to conduct effective risk assessments and to provide some predictability in decision making. This included cargo and transport data as well as information concerning the status of the transportation system, cargo priorities and planned mitigation strategies. Participants agreed that with better and more timely access to relevant data, including the AEO status of shipments, the importing Customs Administration would in general be better able to manage cargo shipments in a more efficient and trade-facilitative manner. However, participants also recognized the limitations faced by individual Economies with regard to the volume and type of information that could be shared, and that bilateral arrangements might be required to facilitate information sharing.

RECOMMENDATIONS AND CONCLUSION

8 The TPE enabled participants to better understand the potential benefits of the TRP as well as the actions to be taken to achieve an effective TRP. Moving forward, the TPE participating Economies make the following recommendations to SOM II:

- a. That APEC Economies be encouraged to develop and/or broaden their respective AEO programmes in alignment with the WCO SAFE Framework of Standards at a pace that is cognizant of their domestic constraints and challenges.
- b. That APEC Economies be encouraged to explore establishing trusted relationships based on the WCO SAFE Framework and IMO concepts which the APEC TRP Guidelines incorporates, as early as practicable. This would help Economies to improve risk assessment and mitigation, and thereby expedite clearance and

movement of cargo along the supply chain as well as deter possible attacks on the global supply chain.

- c. That APEC Economies that are ready to embark on a trade recovery programme be encouraged to develop Economy-to-Economy as well as Public-Private sector communications mechanisms with relevant partners to operationalise the APEC TRP.
- d. That APEC Economies recognise the importance of organising capacity building initiatives such as training programmes, symposiums and workshops on best practices in relation to the APEC TRP.

9 In conclusion, the participating Economies have found the APEC TRP Pilot Exercise to be fruitful. Apart from the Economy-to-Economy interactions, individual participating Economies also gained useful insights that have domestic applications. The TPE marks the culmination of three years of work within APEC to address a lacuna that APEC Leaders had identified in 2006. APEC Economies are encouraged, based on their respective domestic situation, to consider the findings and recommendations of the TPE for possible adoption. This will improve Economies' ability to facilitate the flow of trade in times of heightened security. With more Economies embarking on the APEC TRP, APEC will be able to build a more resilient global trading system and minimise the impact of trade disruptions.

10 The APEC Trade Recovery Program Pilot Exercise Report and its recommendations were considered and endorsed by the APEC Leaders in November 2009.

Prepared by the APEC TRP Pilot Exercise participants:

Australia, China, Japan, New Zealand,
United States of America, Singapore and Viet Nam

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PREFACE

1 In 2006, APEC Senior Officials and Leaders endorsed an initiative for an APEC study to address the resumption of trade in the event of a major disruption to the global supply chain. This was in recognition that a terrorist attack on the global supply chain could have a debilitating impact on the global economy. APEC noted that while supply chain security measures have already been implemented in varying degrees within parts of the complex global supply chain, these measures were essentially preventive, and there had thus far not been a coordinated international effort to consider how to quickly and effectively minimize the impact on the flow of international cargo and to achieve trade recovery should prevention fail.

2 This realization brought ten APEC Economies¹ to work together in 2007 to develop the APEC Trade Recovery Programme (TRP). The APEC TRP and the accompanying TRP Guidelines leveraged upon existing frameworks and arrangements from both industry as well as institutions such as the World Customs Organisation (WCO) and the International Maritime Organisation (IMO). The APEC TRP Guidelines advocates a risk-based, total supply chain security approach. It emphasizes the need for all stakeholders in the supply chain to share and exercise their responsibility for ensuring security across all nodes of the supply chain. The APEC TRP Guidelines also advocates the building of trusted relationships between Economies to facilitate the sharing of information including that which enhances risk assessments and facilitates the movement of low risk cargo.

3 Following the approval of the APEC TRP Guidelines in 2007, APEC Leaders welcomed the ongoing development of the APEC TRP to facilitate trade recovery after a terrorist attack and encouraged Economies to undertake pilot projects. One such initiative, suggested by Singapore and supported by six other Economies (viz. Australia, China, Japan, New Zealand, the United States of America and Viet Nam), was to consider undertaking a TRP Pilot Exercise (TPE) to demonstrate its usefulness as well as to identify areas possibly requiring further attention for its operationalisation.

4 The TPE, which used a simulation-based exercise setting, offered the seven participating APEC Economies the opportunity to examine the critical elements of Economy-to-Economy interactions to help develop, refine and test the potential implementation of the APEC TRP. The TPE enabled participants to better understand the potential benefits of the TRP, as well as the actions to be taken by the stakeholders involved in achieving an effective TRP.

5 On the whole, the TPE has been an enriching learning experience for all seven participating Economies, and marks the culmination of three years of fruitful work within APEC to explore the issue of trade recovery that APEC Leaders have identified as a priority since 2006.

¹ Australia, Brunei, China, Indonesia, Japan, Korea, New Zealand, Singapore, United States of America, Viet Nam

CHAPTER 1: CONDUCT OF APEC TRP PILOT EXERCISE

1.1 Background. Following from APEC Leaders' statement in November 2007, which endorsed the APEC TRP Guidelines² (relevant extracts appended in [Annex A](#)) and encouraged APEC Economies to undertake pilot projects, Singapore, together with Australia, China, Japan, New Zealand, the United States of America and Viet Nam worked together through 2008 until mid 2009 to plan and conduct an APEC TRP Pilot Exercise (TPE) to demonstrate the usefulness of the APEC TRP Guidelines and to identify areas possibly requiring further attention for its operationalisation.

1.2 Exercise Design. Singapore engaged Booz Allen Hamilton to assist in the design, development and facilitation of the TPE which involved a series of four planning group meetings, a Table Top Exercise (TTX) and a pilot exercise (PEx, effectively a distributed play-based TTX and communications exercise). The TPE design provided an excellent opportunity for the participating Economies to discuss collaboration, coordination and other issues, as well as domestic concerns, to effect the TRP. The exercise, through some key assumptions, such as pre-existing MRAs and communication mechanisms, demonstrated how the TRP can be initiated and how Economies could interact with each other to facilitate trade flows. The exercise also examined how Economies can leverage on trusted relationships to facilitate trade in a heightened security environment in the aftermath of a terrorist attack. The details of the TPE, as well as the exercise objectives, assumptions and scenarios are appended in [Annex B](#) to this report.

CHAPTER 2: KEY FINDINGS & USEFUL LESSONS LEARNT

2.1 Overview Many valuable lessons were learnt in the course of planning and executing the TPE. These covered both the operational as well as the policy aspects of TRP application. The five phases under the TRP Plan of Action were relevant parameters in guiding the exercise and identifying useful lessons. To recapitulate, the five phases are (1) Respond, (2) Repair, (3) Reconstitute, (4) Resume and (5) Review.³ The key policy issues are highlighted below, while the more detailed observations and lessons learnt are elaborated in the accompanying Annexes as indicated.

2.2 The APEC TRP Affirmed and Refined

2.2.1 APEC TRP Guidelines Affirmed. Through the TPE planning process the participating economies confirmed that the principles and guidelines contained in the 2007 APEC TRP Study Report, in conjunction with existing international programs from the WCO and IMO such as the SAFE Framework of Standards (FoS) and ISPS Code, provide a baseline for effective international cooperation for trade recovery. Together,

² The 2007 APEC TRP Study Report has defined the TRP to be a set of plans, procedures and arrangements developed to identify and address specific actions needed following an event that disrupts trade operations. The document also defines the TRP as a framework for coordination among economies and relevant stakeholders to streamline the resumption of the flow of trade in as efficient and timely a manner as possible.

³ See Page 8 of the 2007 APEC Trade Recovery Programme study report.

these standards and guidelines provide a platform for coordinating the measures to be taken by trading partners to provide assurance regarding the security and facilitation of cargoes and enhance the predictability of cargo movement. In addition, participants affirmed during the TPE planning process that the fundamentals of the platform should include the following:

a. A Risk-based Approach. The participants agreed that a risk-based approach was a sustainable and effective means to ensure that trade can continue even in a heightened security situation. A risk-based approach would focus on identifying and facilitating the movement of low risk shipments while allowing limited Government resources to target the high risk shipments.

b. A Total Supply Chain Security Approach. The participants agreed that the adoption of a total supply chain security approach, which emphasizes the need to share the responsibility for trade security across all nodes of the supply chain and between public and private entities, is a robust and holistic approach. Additionally, the participants acknowledged the potential synergy that total supply chain security could provide as the overall security system would be stronger than the sum of security measures placed only along certain key nodes of the supply chain. They also acknowledged the benefit of leveraging each security layer in a balanced fashion.

2.2.2 Refinements to the APEC TRP Guidelines. The TPE provided the opportunity to identify useful additions and refinements to the APEC TRP Guidelines. While the guidelines primarily focused on establishing the conceptual ideas and principles associated with minimising the impact to trade flows in a heightened security situation, the TPE demonstrated the importance of defining the activation and execution processes to successfully implement the APEC TRP. Most notable were:

a. Need to establish communication mechanisms and open communication channels. These communication mechanisms and open communication channels will allow trading partners to share and exchange information pertaining to trade recovery. These mechanisms should be established for both Economy-to-Economy as well as Public-Private Sector communications and include communication regarding port capabilities, trade status, cargo priorities and security measures etc.

b. Need to develop mechanisms for activation. Through the TTX and PEx, participating Economies tested out a possible set of procedures and processes to allow trading partners to activate the TRP. The TTX and PEx also established the need for regular conference calls amongst the TRP Coordination Teams (TCT)⁴ of each participating Economy. The calls enabled the participants to have an appreciation of the likely information to be exchanged and the domestic and

⁴ The need for a TRP Coordination Teams (TCT) was identified in the APEC TRP Guidelines and comprises a multi-agency team experts from each respective Economy with the necessary expertise and knowledge to deal with the issues of trade recovery.

international operational issues necessary to facilitate the smooth flow of cargoes. At the domestic level, mechanisms were also needed to disseminate as well as gather information between the public and private sectors.

c. TRP Activation. Participants also noted that any Economy could request TRP activation. In addition, there is a need for an Economy to serve as the key information nexus, and the Event Economy was considered best positioned to assume this role. As such, Economies implementing the TRP should put in place the necessary preparations to serve as the primary information nexus in instances where they are the impacted supply chain node. A more detailed write-up on the lessons learnt on TRP activation and communications is found in [Annex C](#) of this report.

2.3 Establishing Trust and Transparency to Facilitate Cargo Flows

2.3.1 AEO Programmes. The exercise was premised on the assumption that all participants had a domestic Authorised Economic Operator (AEO) programme as envisaged in the WCO FoS. Such domestic AEO programmes would then form one of the basic starting points for a secure global supply chain. The exercise demonstrated that even under such a premise, Customs Administrations must work to ensure that their respective AEO programme meet with WCO's standards to provide assurance to their trading partners of the security measures taken.

2.3.2 Trusted Relationships. The exercise was premised on the assumption that Mutual Recognition Arrangements (Ex-MRAs) were in place to allow Economies to recognise each other's AEO programmes and security controls. The exercise also assumed that information sharing instruments were in place to allow Economies to share the results of security controls to facilitate the recovery of trade. As a result of a trusted relationship being in place as expressed and effected through the Ex-MRA, Economies agreed to bilaterally extend benefits to each other's AEO participants. Such extension of benefits contributed to the prioritised movement of cargo during the exercise, i.e. allowing AEO cargo from more trusted secure supply chains to move through customs clearance more rapidly, after priority cargo and prior to less trusted cargo. This more rapid clearance process was found to be a natural result of the lower risk associated with AEO cargo and with established benefits from AEO programs as provided for in the Ex-MRA. The Economies agreed that the trade recovery benefits of participation in AEO programmes should be communicated to the private sector to encourage wider participation in AEO programmes.

2.3.3 Establishing trust and transparency before TRP Activation. It was agreed that the establishment of trusted relationships would need to be built up over time and should therefore be established well before the activation of an actual TRP.

2.3.4 Key Reference Documents. For the purpose of the TPE, a generic Exercise-MRA (Ex-MRA) as well as the Exercise-Terms of Reference (Ex-TOR) were developed and utilised to address mutual recognition of AEO programmes, security controls and risk

management, information exchange as well as the activation, conduct and termination of the TRP between MRA partners. A number of other exercise assumptions to facilitate exercise play were also developed for reference and guidance. The participating Economies also agreed that these documents were created solely for use in the exercise, and were not intended to be used as a framework outside of the exercise. Please refer to [Annex D](#) for a summary of the key concepts of the Ex-MRA and Ex-TOR.

2.4 Interactions and shared responsibilities between trading partners

2.4.1 Sharing of information. The availability of information was found to be a crucial factor to improve the ability of Economies to conduct effective risk assessments and to provide some predictability for decision making. The exercise explored how the sharing of information on the transportation system and cargo priorities could facilitate mitigation strategies and improve management at ports and supply chain nodes to minimize the impact of the trade disruption. Participating Economies agreed that with better and timely access to relevant information, the importing Customs Administration would in general be better able to manage the risk level of shipments in an efficient and trade-facilitative manner, minimising (but not eliminating) the need to conduct scanning and inspection which are resource and time-intensive security measures. The sharing of cargo and transport data of the shipment and the timeline of availability of these data elements as reflected in the communications mechanisms amongst the participating Economies showed that the screening of shipments through better and timely risk assessment was a highly effective and useful approach. The exercise also identified that MRAs might need to work in concert with other bilateral arrangements to facilitate information sharing and communication mechanisms between Economies.

2.4.2 Conduct of export risk assessments. The TPE noted that while importing Economies would be conducting import risk assessments, having their exporting MRA partners conduct and provide risk assessments on the same shipments could afford another layer of defence in securing the supply chain. Such export risk assessments could help the importing Economies to be more comprehensive in import risk assessment and expedite the process of trade recovery.

2.4.3 Sharing of AEO information. Importing Economies agreed that having available AEO information, for example identification of AEO-certified shipments⁵ and risk mitigated non-AEO shipments provided by the exporting Economies, would likely be useful in mitigating risks and facilitating the identification, processing and clearance of these inbound shipments more expeditiously. This enhances the clearance capacity in the importing Economies and adds to the restoration of trade flows. However, it was noted that further AEO information and mechanisms to address risks such as identity fraud might be needed to achieve the purpose of enhancing inbound shipment clearance capacity. The group also recognized the limitations faced by individual economies with regard to the volume and type of information that could be shared.

⁵ AEO-certified shipments would comprise exports that flow through a secure supply chain where all the stakeholders within that supply chain are AEO-certified. Should any stakeholder or node within a supply chain not be certified as an AEO, that supply chain would then be considered as an unsecured supply chain.

2.4.4 Role of Transshipment Ports. As part of the global supply chain, transshipment ports could assist to secure the supply chain by maintaining the integrity of the cargo passing through. While the TPE explored the challenges faced by transshipment ports, participants acknowledged that transshipment ports do not generally conduct risk-mitigation measures on transshipped cargoes. The transshipment port could decide to inspect shipments based on a reasonable request, the information provided being sufficient, and the action deemed feasible.

2.5 Other Disruption Events

2.5.1 The TPE participants acknowledged that some aspects of the TRP principles and guidelines could be relevant and appropriate in assisting to minimise the possible impacts caused by other types of disruptions to trade flows.

CHAPTER 3: RECOMMENDATIONS & CONCLUSION

3.1 Recommendations The TPE enabled participants to better understand the potential benefits of the TRP, as well as the actions to be taken by stakeholders of the supply chain involved in achieving an effective TRP. Moving forward, and following on the findings and lessons learnt during the TPE, the participating Economies make the following recommendations to APEC:

- a. APEC Economies are encouraged to develop and/or broaden their respective AEO programmes aligned with the WCO SAFE Framework of Standards at a pace that takes cognizance of their domestic constraints and challenges.
- b. Building trust and transparency amongst APEC Economies is the critical goal that would allow the rapid and efficient recovery of trade. APEC Economies are therefore encouraged to explore establishing trusted relationships with each other based on the APEC TRP Guidelines. These relationships should be developed as early as practicable, and well before any incident in the supply chain, to gain maximum effectiveness as well as provide additional deterrence against a possible attack on the global supply chain. Such trusted relationships, when complemented by effective communication mechanisms will facilitate the sharing of relevant and timely cargo information, improve risk assessment and mitigation and should allow for the expedited clearance and movement of cargo from more secure supply chain[s].
- c. APEC Economies that are ready to embark on a trade recovery programme are encouraged to develop Economy-to-Economy as well as Public-Private Sector communication mechanisms. In addition, open communication channels should be established with relevant Points-of-Contacts (POC) between partners for the purpose of trade recovery. It is further recommended that these communication channels and POC be tested by all participants, including private sector participants to improve the effectiveness of the APEC TRP.

d. APEC Economies recognize the importance of organizing capacity-building initiatives, such as training programmes, symposiums, and workshops on best practices, in relation to the APEC Trade Recovery Programme.

3.2 Conclusion In conclusion, the participating Economies have found the APEC TRP Pilot Exercise to be fruitful. Besides the issues highlighted in this report which touched on Economy-to-Economy interactions, individual participating Economies also benefited from this TPE in learning useful lessons and insights that have domestic applications. On the whole the TPE has been an enriching learning experience for all seven participating Economies, notwithstanding the exercise artificialities and assumptions. The TPE marks the culmination of three years of work within APEC to address the issue of trade recovery that APEC Leaders have identified as a priority since 2006. All APEC Economies are encouraged, based on their respective domestic situation, to consider these findings, recommendations and useful learning points from this exercise for possible adoption. This will allow Economies to build up their capability to work with other Economies to facilitate the flow of trade in times of heightened security. With more Economies embarking on the APEC TRP, APEC will be able to build a more resilient global trading system by minimizing the impact of trade disruptions.

Prepared by:

Singapore's Ministry of Transport and Singapore Customs

With Inputs and endorsement from participants of:

Australia, China, Japan, New Zealand, United States of America and Viet Nam

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ANNEX A

EXTRACTS OF THE APEC TRP STUDY REPORT

1.1 TRADE RECOVERY PROGRAMME

The Trade Recovery Programme (TRP), through establishment of clear plans of action, model guidelines for actions, and robust communications, promotes the restoration of trade activities as quickly as possible after a terrorist event. The TRP will be effective if it is grounded on the principles of building trust and ensuring transparency¹.

TRADE RECOVERY PROGRAMME (TRP) DEFINED

The TRP is a set of plans, procedures, and arrangements developed to identify and address specific actions needed following an event that disrupts trade operations. The TRP is a framework for coordination among economies and relevant stakeholders to streamline the resumption of the flow of trade in as efficient and timely a manner as possible.

The TRP addresses the complexity of the international supply chain by using a network approach to identify impediments to trade resumption, and focuses on removing obstacles to rapid trade recovery in a holistic and coordinated manner across the supply chain.

The TRP is a flexible, comprehensive programme that allows elements to be applied under varying circumstances for any number of participating economies. The TRP leverages on, rather than precludes, domestic security programmes or individual asset-based protection efforts implemented by governments or commercial entities. It is not targeted towards prevention; rather its emphasis is on *restarting the flow of trade* as quickly as possible following a terrorist act. Although the TRP is focused on post-event recovery actions, for maximum effectiveness, economies may also consider relevant pre-event preparations and mutual arrangements which would help establish trust relationships. The implementation of the TRP *minimizes the time that trade is disrupted* and helps *contain the system impacts*, two key elements to reducing the expected economic loss indicated in the aforementioned study.

1.1.1 The Complexities of a Trade System Require a System Perspective

Modern supply chains involve a series of parallel, independent activities that must converge at the right times to move cargo and commodities efficiently. These activities are carried out by multiple participants, most of whom do not have visibility of the entire chain, but all of whom are affected by economies' domestic policy decisions. Figure 2 is a high-level representation of the participants in the international supply chain, although for any given transaction the make-up and number of participants may vary depending upon multiple factors, e.g., type of goods being shipped, origin and destination, and the financial complexity of the transaction. It is this variance on a transaction-by-transaction basis that causes supply chains and global trade to be a continually evolving "system of systems".

¹ *Transparency* is defined for this purpose as the condition that allows teams/partners to understand the processes, objectives, decision rights and timing of events.

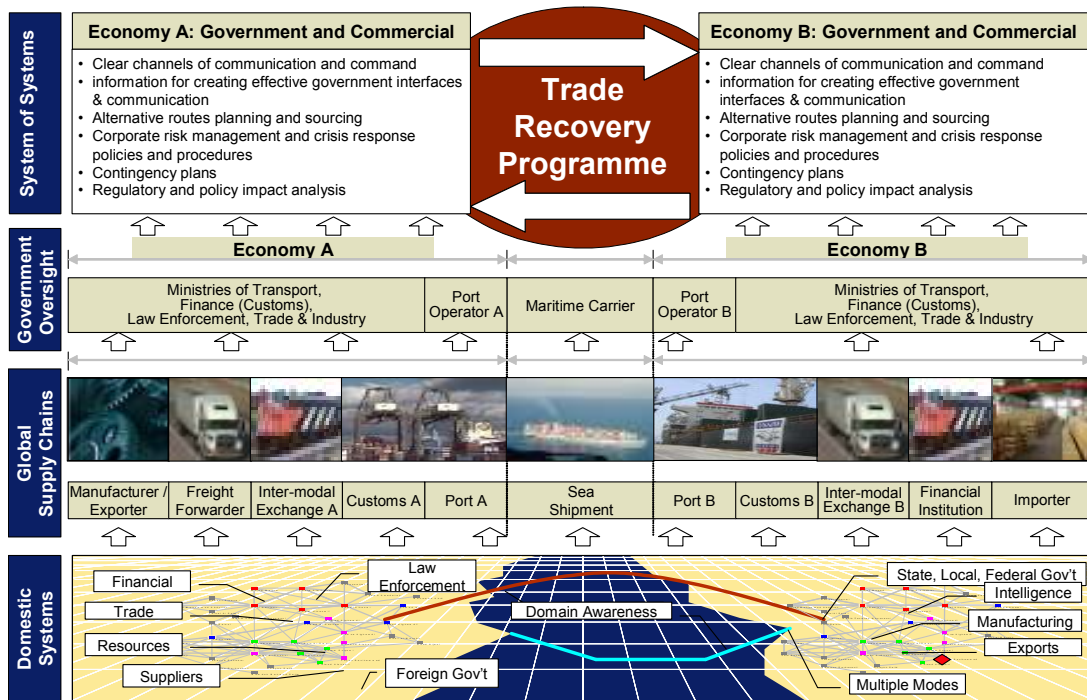


Figure 1: The Trade System is a “System of Systems”

1.1.2 Principles of the Trade Recovery Programme

The TRP adopts a network approach and is built on the principles of **building trust, ensuring transparency and fostering open communication**. An economy that employs these principles will benefit from more rapid resumption of trade should an attack occur on one of its ports or the port(s) of one of its trading partners, than an economy that does not adopt these principles. As such, the development of this Programme is driven by the following imperatives:

- The need for a comprehensive solution that addresses foreseeable risks
- The concept of shared responsibility for risk management with public and private entities
- The importance of trust among partner economies
- Facilitation of sharing of relevant information to maintain an environment of transparency
- Identification of key impediments to trade resumption with a view towards minimizing or removing them

PROGRAMME STRUCTURE

The Trade Recovery Programme is comprised of three chapters as shown below.

- This chapter, the *TRP Concept*, outlines the framework of the TRP.
- The *TRP Pillars* elaborates on the specifics of the programme and contains a logical sequence of trade recovery actions and model TRP guidelines.
- The *TRP Implementation Approach* contains the Study Group's suggestions on how APEC economies could choose to move forward in implementing the TRP, within a pathfinder framework.

The TRP identifies the elements of restoration that economies must address together, but does not address the elements that are covered by economies' domestic policies. This does not preclude trading partners from requesting verification that the supply chain is indeed secure. Trading partners need to be aware of the potential impediments associated with the re-establishment of trade with the event economy.

The Trade Recovery Programme, as shown in Figure 3, has a foundation of building trust and ensuring transparency and consists of three main pillars – a Plan of Action, Model Guidelines, and Communications.

- | | |
|-------------------------|--|
| Plan of Action | <ul style="list-style-type: none">• A logical sequence of steps that the event and non-event economies should take following an attack |
| Model Guidelines | <ul style="list-style-type: none">• A shared framework for post-event actions consistent with industry best practices |
| Communication | <ul style="list-style-type: none">• Facilitation of relationships to establish trust and demonstrate transparency |

Together, these pillars will allow economies to work together to encourage the rapid resumption of safe and secure trade in the aftermath of a terrorist event.

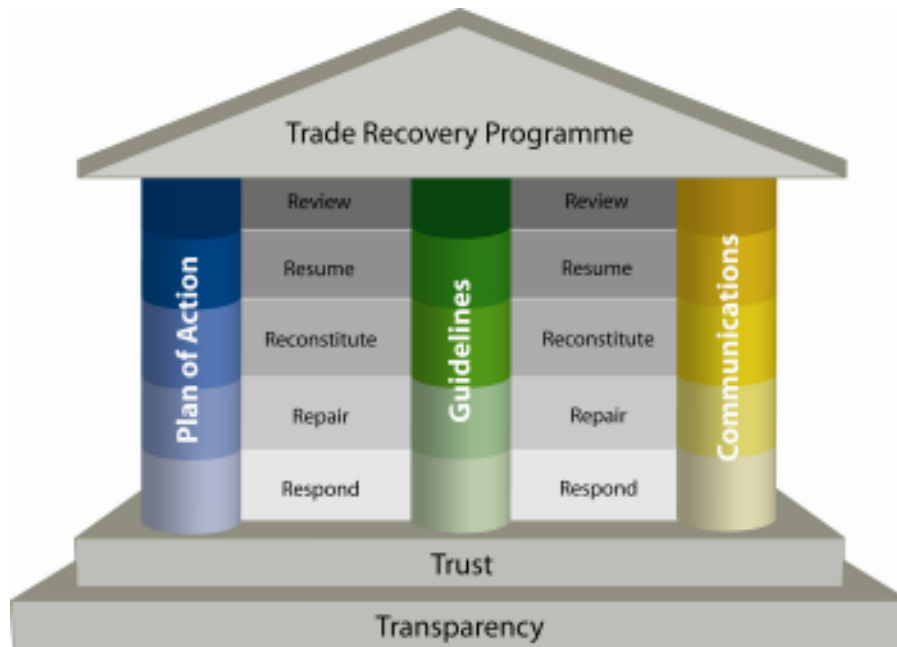


Figure 2: Trade Recovery Structure

Following an event, economies will immediately initiate measures to address the real or perceived gap that led to the incident. As a result, port or supply chain security will likely be changed. A Plan of Action gives a clear guide to stakeholders as to steps to be taken and limits potentially counterproductive unilateral reactions following an attack. Model Guidelines provide a common framework from which economies can develop an understanding of recommended measures in the aftermath, thus facilitating the most rapid recovery. Lastly, Communications is the primary mechanism to establish transparency among trading partners and to engender trust in the security of the supply chain. With a well thought out course of action, defined guidelines for expected performance to facilitate resumption of trade, and more robust communications and transparency, trade will resume more efficiently. As a result, the economic impact of a terrorist attack should be reduced.

The following sections will provide amplifying information about these pillars, why they are critical to the success of the TRP, the main components and associated processes under each pillar.

Plan of Action

Description The sequence of steps that participating economies should take immediately following an attack that will initiate the TRP and begin the process for re-establishment of trade.

Rationale Having a specified set of procedures that participating economies can quickly implement following a terrorist event prevents counter-productive, unilateral reactions; increases transparency of actions; and gives partner economies clear expectations. The Plan of Action pillar also:

- Identifies actions to be taken to initiate trade recovery under this programme
- Provides for partner economies to be integrated in their approach to trade recovery
- Provides the other pillars (Model Guidelines and Communications) a clear framework for developing detailed actions and expectations

Components This pillar lays out a logical sequence of steps for event and non-event economies to take following a terrorist attack. The TRP will address only those activities that extend beyond domestic actions and have direct application to trading partners, except where those actions have direct bearing on trade resumption efforts. It will not address business continuity, first responder actions, or similar domestic programs. This plan of action is broken into five phases as shown below.

Phase	Description
Respond	Actions in the immediate aftermath of an event. Focuses on characterizing attack, containing effects, determining source, communicating impacts.
Repair	Actions taken to identify and address security gaps and vulnerabilities to mitigate risks of similar attacks. Trade contingency plans are used to inform partners of expected actions (port shutdown, reduced throughput, limit on certain cargoes, etc).
Reconstitute	Actions taken to bring trade system back to a steady-state condition, which may be a return to previous operational condition or may be a new baseline.
Resume	Full restart of trade operations. Lifts any interim measures, implementation of new procedures, and clearing of any backlogged cargo.
Review	Comprehensive study of actions taken and results achieved aimed at improving plans for future events.

Development This pillar will be developed by establishing:

- A representative plan of action that addresses steps to be taken by economies following an event that disrupts the supply chain and halts the flow of trade
- A process map that identifies the principal areas of action, linkages among the event and non-event economies, and actions to be taken
- How the action steps relate to each other and how they fit into the

broader phases of recovery

Model Guidelines

Description TRP Model Guidelines are actions that are pre-established and consistent with applicable industry standards (where available). They provide the added assurance of trust and transparency needed to support a TRP.

Rationale The Model Guidelines pillar provides a common framework and understanding of what must be done in order to achieve port security, trade resumption and continued trade facilitation. The Model Guidelines pillar also:

- Establishes pre-determined security measures and procedures to be invoked during post-event periods of heightened risk
- Is necessary to enable economies to address issues jointly
- Includes measures based upon established international and industry standards
- Establishes the assurance that measures taken will balance trade security and trade facilitation

Components The items below are addressed in this pillar.

Included	Description
Container/Cargo Management	Mutually defined arrangements for assurance of safe and secure cargo operations
Security Management	Arrangements that address identification and prioritization of potential security hazards and impediments to rapid resumption of trade. Procedures to identify and mitigate risks of secondary attacks
Incident Management	Integration of recovery efforts so the event economy can request assistance. Partner economies have assurance that actions are in accordance with recognized procedures / measures

Not-Included	Description
Domestic Response	First responder actions
Domestic Recovery Procedures	Recovery of infrastructure, replacement of labor or services
Domestic Law Enforcement/ Investigation	On-scene, post-event forensics or criminal proceedings. Intelligence gathering or anti-terrorism operations

Development

This pillar will be developed by establishing:

- Practical measures that could be included as suggested model guidelines for economies to consider and adopt
- Assumptions that provide a framework from which economies can build the TRP
- A set of recommended tangible benefits so as to strike a balance between trade security and trade facilitation
- Guidelines for integrated response, promoting collaboration among economies for any adjustments in security, procedures, scanning, etc.
- Guidelines that encourage trust and transparency during post-event activities
- Guidelines for identifying and mitigating impediments to rapid resumption of trade, such as the challenge of dealing with mixed (viz., trusted and non-trusted-source cargo) shipments
- Guidelines to identify and mitigate the risk of a secondary attack
- Guidelines that set the framework for the dissemination of information and establish communication procedures to be implemented during and after an event

Communications

Description Addresses all of the relationships, interactions, and exchanges that need to exist in order to implement the programme.

Rationale Communication is the vital link that enables economies to develop trust and demonstrate transparency, both of which are key to restoring trade following an event. Communication is the mechanism by which relationships will be formed prior to an event and actions and assurance will be coordinated following an event. The Communications pillar also:

- Identifies stakeholders and establishes relationships in order to adapt guidelines to specific economies
- Provides the basis for coordinated actions during crisis management and recovery

Components This pillar focuses on the information sets that support the formation of trusting relationships among economies so that if an event occurs, the economies have in place a framework to act together to restore trade.

Included	Description
Economy-to-Economy Communication	Mechanisms between economies to implement the TRP
Economy-to-Business Communication	Mechanisms between public and private sector to implement the TRP

Not Included	Description
Technology Solutions	Specific tools used for exchange of sensitive security information (e.g., secure transmission mediums [video & voice over IP, etc.] & standards [telecommunications & IT standards])
Domestic Communications	The collaboration and interaction of governmental departments for internal preparedness and recovery from an event
Economy-to-Public Communication	Communication of threat and incident information to the public
Business-to-Business Cooperation	The collaboration and interaction of private entities

Development This pillar will be developed by establishing:

- Expected data sets for exchange of information
- Clear lines of communication from one economy to another, based on specific scenarios and issues
- Details for economy-to-economy and economy-to-business sharing of relevant information regarding the incident and trade recovery actions
- Established communication arrangements, including points of contact
- Procedures for review of the actions taken and the update of the TRP

ANNEX B

THE APEC TRP PILOT EXERCISE

CONCEPT AND DESIGN

The APEC TRP Pilot Exercise (TPE)

General

1 The APEC TPE was designed to provide Economies the opportunity to test and refine the APEC TRP Guidelines in a non-stressful environment. Through the TPE, Economies were able to “experience” the TRP and understand its benefits as well as critical issues to be resolved in order to achieve effective trade recovery in a heightened risk environment. Singapore engaged consultants, Booz Allen Hamilton to assist in the design, development and subsequent conduct and facilitation of the TPE.

2 To maximise the learning value, a considerable portion of the TPE was conducted as a series of interactive planning and discussion sessions to identify key issues important to the success of the trade recovery process. These sessions also provided the necessary planning inputs to develop specific scenarios for the table top exercise. The planning sessions culminated in a geographically distributed exercise with limited free play to illustrate how a TRP can be activated and applied in the aftermath of a major disruptive terror event. The TPE sought to demonstrate how a TRP could be initiated and how subsequent Economy-to-Economy interactions and collaboration could assist in keeping security considerations expected in a heightened security environment from overwhelming the global trading system.

Broad TRP Exercise Design

3 The TPE, involved a series of four planning group meetings, a Table Top Exercise (TTX) and a Pilot Exercise (PEX). It was designed to be a demonstrative exercise and provided an excellent opportunity for the participating Economies to explore collaboration and coordination issues as well as domestic concerns related to the TRP. The exercise demonstrated the activation of the TRP and addressed Economy interactions with each other, especially to request and exchange information that would help enhance security and the identification of lower-risk cargoes. Several exercise assumptions, such as the existence of Authorised Economic Operator (AEO) programmes in each participating Economy allowed Economies to explore how they might leverage trusted relationships including bi-lateral and Mutual Recognition Arrangements (MRAs) to assist in quickly restoring trade in the aftermath of a major disruption to the global supply chain

a. Planning Group (PG) Meetings. Participating Economies took advantage of a series of four PG meetings to exchange views on operational, legal, domestic and procedural considerations relating to both the implementation of the APEC TRP and measures and requirements to minimise the impact on trade after an incident. The PG meetings enabled the participants to collectively identify issues important to enhancing the success and effectiveness of the trade recovery process, which then provided areas of emphasis for the design of the TTX and PEX.

b. Table Top Exercise (TTX). The TTX allowed the participating Economies to exercise some aspects of the issues identified at the PG meetings. It

provided a scenario-based and contextual setting for these issues to be reviewed and refined. [Appendix 1](#) to this Annex provides details of the design and concept of the TTX.

c. Pilot Exercise (PEX). The PEX, which was effectively a distributed play-based TTX and communications exercise, was designed with several exercise assumptions built into the starting conditions of the participating Economies. These assumptions, coupled with the participating Economies' baseline conditions, allowed for a smooth and logical flow of exercise events. The PEX was conducted in two phases, with the first phase conducted in a geographically distributed manner in the respective home Economies to expose participants to trade recovery related communications and coordination issues and to also provide an opportunity for Economies to engage with other domestic agencies as well as their private sector where appropriate. This first phase of the PEX, which ran for five days simulated the first five days following TRP activation. It was then followed by a short technical break for participants to re-convene in Singapore for the second phase where the PEX continued with a time-skip to a post-TRP "steady state" situation. [Appendix 2](#) to this Annex provides a detailed description of the concept and design of the PEX.

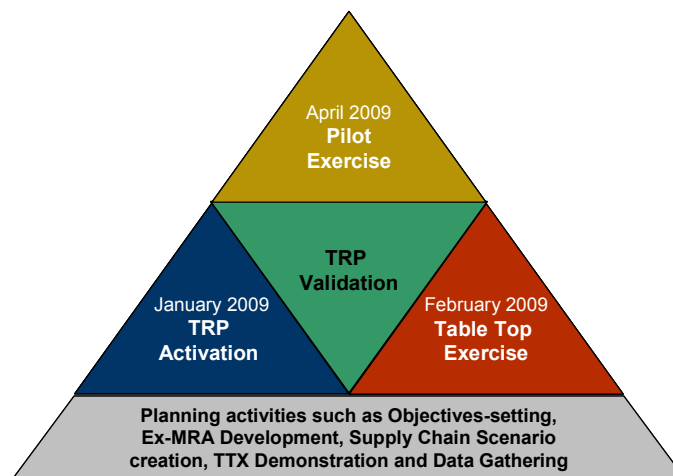


Figure 1: TPE Planning and Execution Diagram

Aim and key objectives for the TRP Pilot Exercise

4 The aim of the TPE was not to establish a pilot programme, but rather to provide an environment to assess the concepts and principles of the TRP and to demonstrate its usefulness.

5 To provide focus to the development and conduct of the TPE, the following exercise objectives were agreed upon:

a. To develop an environment where mutual recognition arrangements between and among APEC Economies might be used to facilitate trade flows,

based on their respective domestic supply chain security programmes or measures in the post event recovery mode.

- i. Demonstrate potential mutual recognition and reciprocity arrangements among importing and exporting Economies with respect to additional measures employed during periods of heightened security.
 - ii. Emphasize the importance of mutual recognition arrangements for better understanding and transparency of AEO and customs control procedures between partner Economies.
 - iii. Examine possible benefits or limitations of the application of comparable risk assessment frameworks among Economies, including the ability to mitigate risk of identified high risk cargoes.
- b. To encourage APEC Economies to adopt the APEC TRP.
- i. Validate the effectiveness and relevance of the APEC TRP Guidelines to quickly restore a secure trade link.
 - ii. Encourage participating Economies that have or are considering developing a supply chain security programme to take the next step and enter into trusted relationships such as through mutual recognition arrangements that would facilitate rapid and orderly trade recovery.
- c. To refine the APEC TRP Guidelines, where appropriate, including:
- i. Examine potential solutions for handling the clearance and priority of cargo that is in transit, or being transhipped, when an event occurs or when changes in risk profiles may trigger a re-classification of cargo as “high risk”
 - ii. Examine potential solutions for handling clearance and priority for vessels carrying AEO cargoes, non-AEO cargoes, and a mix of cargoes.

Exercise Assumptions and Artificialities

6 To allow participants more latitude to review issues and develop resolutions from the experts’ viewpoint, certain exercise assumptions were agreed upon by the participants for the TPE, with the full understanding that these were non-binding on the participating Economies and were not intended to set precedence for international agreements. Where necessary and appropriate, participants also agreed to certain exercise assumptions that were a departure from the real-world environment in order to more fully test out the potential of the TRP concept and to frame the key issues for exercise discussion. For instance, one assumption made that was a departure from real-world conditions, was that each Economy had established their respective AEO programme and had entered into a

trusted relationship with one another as recognised through Ex-MRAs. A summary of the exercise assumptions is contained in [Appendix 3](#) to this Annex.

7 In addition to the exercise assumptions, baseline conditions for each participating Economy were established in order to set the context for Economy actions and decisions. These baseline conditions facilitated a common understanding for the participants and defined the assumed minimal technical and operational capabilities available to Economies for the purposes of the exercise. Details about the baseline conditions are contained in [Appendix 4](#) to this Annex.

Event Scenario

8 The Event Scenario depicted a large explosion at the Port of Los Angeles/Long Beach, United States of America. The explosion was caused by a radiological dispersal device (RDD), also known as a “dirty bomb”, hidden in a shipping container. The explosion destroyed multiple containers and damage several berths in one of the port’s terminals. The radioactive material was dispersed in an estimated one-mile radius with a downwind plume, and was considered to be a severe health hazard. Although not necessarily reflective of an actual response, it was assumed for the purpose of this exercise that the United States closed Los Angeles/Long Beach ports in response to the incident. The container originated in “Pacifica”, a fictitious non-TRP Economy, and on its itinerary to the Event Economy, had passed through at least one TRP Economy. In addition, intelligence reports indicated that there could be up to two more containers with RDDs that had not been identified, resulting in Economies imposing more stringent supply chain security measures which impacted the efficient flow of legitimate trade.

9 The Event Scenario provided a context that was simple, yet significant to cause severe trade disruptions due to port closures and other related security measures, including raising port security levels in accordance with the International Maritime Organisation (IMO) regulations and additional Customs and security examinations. The trade disruption had to be severe enough to last for more than just a few days in order to appropriately impact the flow of trade and consequently require activating the TRP. The Event Scenario established the baseline event for exercise play and provided the overarching context for the subsequent development of three Supply Chain Scenarios to guide exercise play.

Supply Chain Scenarios

10 Three Supply Chain Scenarios were developed to provide relevant storylines to guide the exercise play and drive different objectives and key issues. The scenarios provided a reference point for participants to address procedures and expectations for a given set of events relative to export, import and transshipment roles. The three scenarios provided Economies the opportunity to play export, import as well as transshipment activities. As such, each Economy was exposed to a series of potential challenges, vulnerabilities and issues. More details on the three scenarios are contained in [Appendix 5](#) to this Annex.

Appendix 1 - TRP Table Top Exercise design and conduct

In general, Table Top Exercises (TTX) can be used to develop and enhance general awareness, develop draft action plans, develop proposed organizational frameworks, and validate plans and procedures.

The APEC TRP TTX established and/or strengthened understanding of issues surrounding rapid trade recovery, while building partnerships among Economies for collaborative implementation of the TRP Guidelines. Specifically, the purpose of the TTX was to:

- ▶ Discuss key TRP implementation issues
- ▶ Develop principles for the formulation of approaches and solutions
- ▶ Familiarize participants with the events and activities to be played during the PEx

Following from the TTX, participants were able to further develop and validate the TRP Guidelines and identify and get acquainted with areas of preparation for the subsequent Pilot Exercise.

The following desired outcomes were identified prior to the conduct of the TTX:

1. Establish procedures and processes for the activation of the APEC TRP.
2. Establish proposed communication paths and mechanisms for the sharing of risk information and assessments for the PEx in order to reinforce the criticality of having these capabilities in place before a disruptive event occurs.
3. Identify the strengths, challenges and gaps in the TRP Guidelines.
4. Explore how Economies could leverage on trusted relationships including bi-lateral and Mutual Recognition Arrangements (MRAs) to assist in quickly restoring trade.
5. Prepare participating Economies for the conduct of the PEx, including domestic preparations and associated activities.

The TTX combined a series of modules to engage participants and achieve TTX Objectives:

- TRP Activation Session: Conducted at the conclusion of the 4th planning group meeting in January 2009, Economies received a briefing on the Event Scenario, examined TRP Activation mechanics, and established the starting point for the TTX
- Supply Chain Scenarios: The scenarios served as a baseline for participants to address procedures and expectations for a given set of events. They represented a series of potential challenges, vulnerabilities and issues. These scenarios were designed and used to shape discussions amongst the participants. Each Supply Chain Scenario was composed of six sessions that stepped through six discrete

scenario days. Sessions began with E +1 (one day after the event) and concluded on E+45 (putatively deemed to be 45 days after the event), when a post-event steady state condition was assumed to have been established. Each session lasted approximately 45 minutes, beginning with an initial briefing, followed by a facilitated discussion and concluding with a session synthesis. As an example, the diagram below illustrates the typical session flow during Day One of the TTX.

- Plenary Sessions (“Hotwash”): These sessions represented an opportunity to brief observations and findings from preceding Supply Chain Scenarios to all participants. Economies exchanged insights in an open forum to maximize information sharing. Feedback and comments were incorporated into the Pilot Exercise (PEX) design where practical.

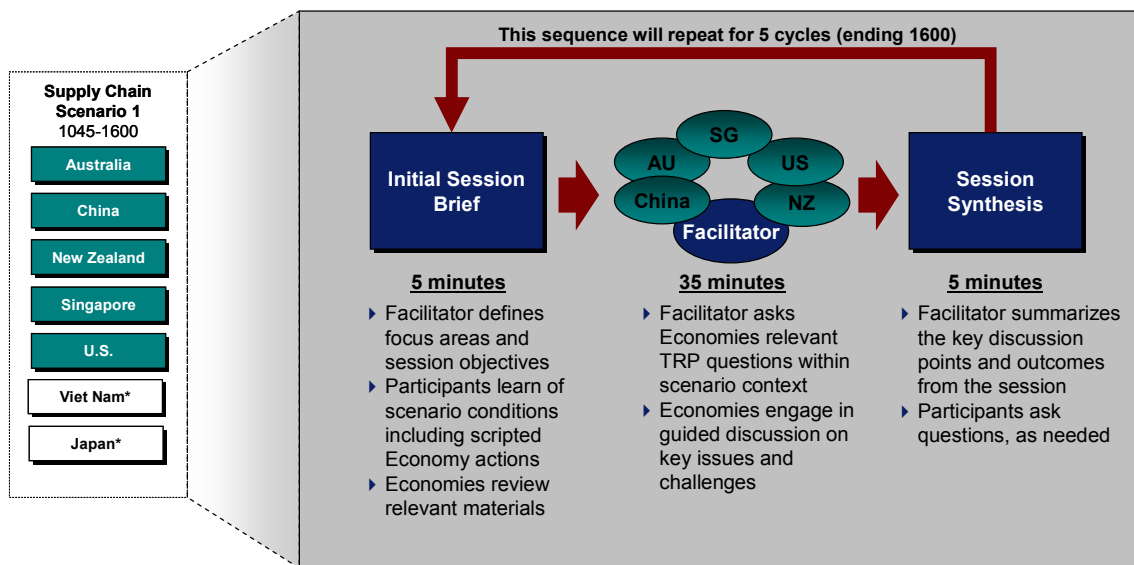


Figure 2. Example of a TTX Session Flow

The TTX was conducted over two days, on 19 and 20 February 2009. Day One consisted of an Opening Session, Supply Chain Scenario 1 and a Closing “Hotwash” Session. Day Two was comprised of an Opening Session, Supply Chain Scenarios 2 and 3 and a Closing “Hotwash” Session.

Appendix 2 - TRP Pilot Exercise design and structure

The PEx, which was effectively a distributed play-based TTX and communications exercise, required participants to communicate using both email and telephone.

The PEx consisted of Economy activities following a detailed master scenario event list (MSEL), which required Economies to submit largely pre-scripted requests for information and to respond to request for information exchange using pre-defined communication channels and points of contact established for the exercise. In addition to activities as defined in the MSEL, Economies had the choice to conduct additional optional domestic play and unscripted exchanges among willing Economies. The activities and the daily coordination calls were monitored and moderated by a Facilitation Team. The Facilitation team also acted as a 24/7 help desk.

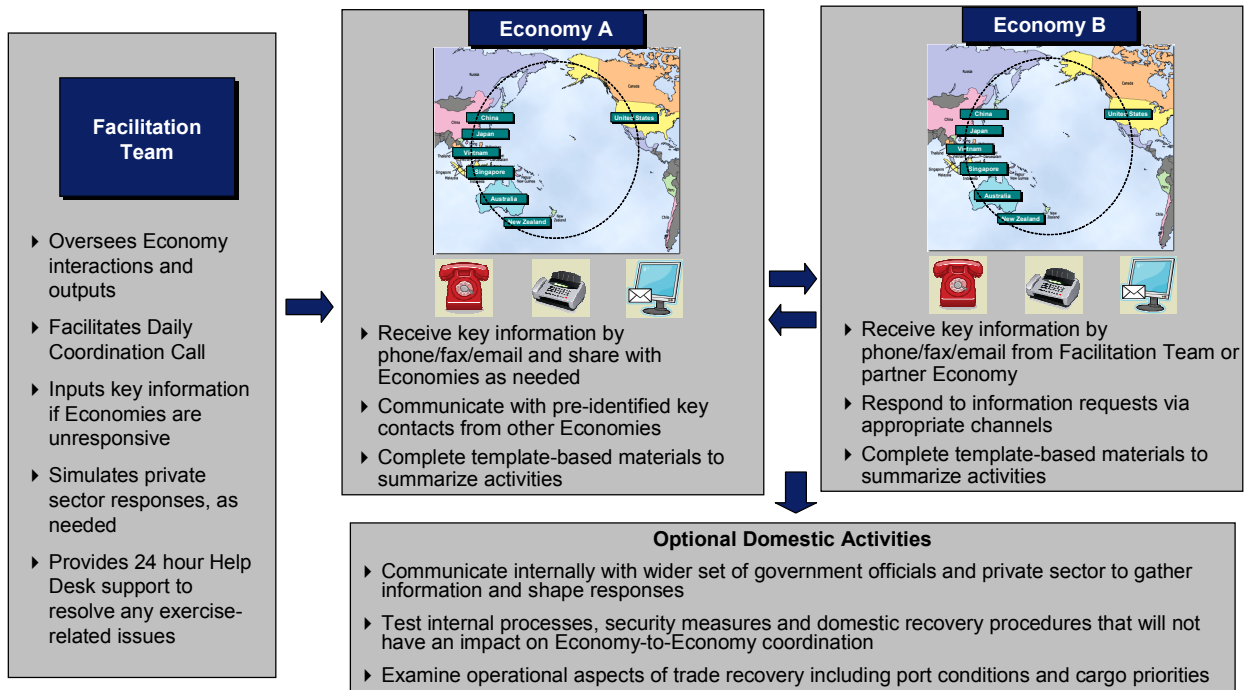


Figure 3. PEx Design and Structure

The two phases of the PEx, distributed and centralized, followed a rigid time plan and master schedule. The following table describes the conduct of the PEx in detail:

Pilot Exercise Master Schedule

The following schedule outlined the timing for exercise play across the five days of the distributed phase of the Pilot Exercise. A more detailed description of the exercise flow is contained in the subsequent sections.

Time (GMT)	Description
Exercise Initiation (20 April 2009)	
0000hrs	Economies receive initial Event information via email
0000-0100	Economies review materials and organize TCTs
0100-0130	Exercise Initiation Call and Activation Summary
0130	E+1 initiated with E+1 information package email
0130-0230	Economies coordinate to complete E+1 tasks
0230 (20 April)- 0000 (21 April)	Optional Economy play
Conclude E+1/Initiate E+2 (21 April 2009)	
0000-0100	Economies coordinate as needed to finalize E+1 tasks <i>(Submit E+1 SitRep to Facilitation Team at 0030)</i>
0100-0130	E+1 Coordination Call
0130	E+2 initiated with E+2 information package email
0130-0230	Economies coordinate to complete E+2 tasks
0230 (21 April)- 0000 (22 April)	Optional Economy play
Conclude E+2/Initiate E+3 (22 April 2009)	
0000-0100	Economies coordinate to finalize E+2 tasks <i>(Submit E+2 SitRep to Facilitation Team at 0030)</i>
0100-0130	E+2 Coordination Call
0130	E+3 initiated with E+3 information package email
0130-0230	Economies coordinate to complete E+3 tasks
0230 (22 April)- 0000 (23 April)	Optional Economy play
Conclude E+3/Initiate E+4 (23 April 2009)	
0000-0100	Economies coordinate to finalize E+3 tasks <i>(Submit E+3 SitRep to Facilitation Team at 0030)</i>
0100	Economies submit E+3 SitReps to Facilitation Team
0100-0130	E+3 Coordination Call
0130	E+4 initiated with E+4 information package email
0130-0230	Economies coordinate to complete E+4 tasks
0230 (23 April)- 0000 (24 April)	Optional Economy play
Conclude E+4/Initiate E+5/Finalize E+5 (24 April 2009) <i>(condensed schedule to accommodate time zones)</i>	
0000-0100	Economies coordinate to finalize E+4 tasks <i>(Submit E+4 SitRep to Facilitation Team at 0030)</i>
0100-0130	E+4 Coordination Call
0130	E+5 initiated with information package email
0130-0230	Economies coordinate to complete E+5 tasks
Phase 1 of Exercise Concludes—E+5 Coordination Call to be conducted in Singapore during Phase 2 of the Pilot Exercise	

**Pilot
Exercise
Initiation**

The Pilot Exercise commenced at 0000 GMT on 20 April 2009 (19 April for US). At this time, Economy Key Contacts had received an initial information package via email. This package contained an Event summary and daily exercise materials. These documents could also be referenced in the relevant sections of the Handbook, if an Economy chose to review in advance. Upon receipts, Economies were allotted one hour to organize their teams and to review initial materials.

Economies also received an email invitation to participate in a 30-minute TRP Initiation Call commencing at 0100 GMT. This email contained the call-in instructions.

The TRP Initiation Call differed in format from the subsequent TRP Coordination Calls on E+1 to E+5. It began with an Economy roll call, an initial assumptions briefing and then moved to Event Economy updates. The agenda below details the Initiation Call schedule:

- ▶ Economy Roll Call (in alphabetical order): Each Economy introduced their Economy team (TCT) including name and affiliation, ministry or agency
- ▶ Start-state Assumptions: A Facilitation Team member reiterated the outcomes from the TRP Activation Call (conducted at TPE-PG4)
- ▶ Event Economy Briefing: Event Economy reported immediate operational conditions to initiate E+1
- ▶ Final Comments: Economies were asked if there were additional comments or question; E+1 exercise play began

At 0130 GMT, upon completion of the TRP Initiation Call, Economy key contacts received the information package for E+1 via email. This package contained information about the Event, Vessel Snapshots (pictorial representations of vessel positions in relation to participating Economies) and relevant data about inbound and/or outbound cargo, based on Economy-specific import and export filing requirements. Additionally, each Economy had a PEx Handbook with a Daily Pilot Exercise Materials section as a resource. From 0130-0230 GMT, Economies coordinated via email, phone or fax before optional play began. Bilateral conference call capabilities were also available upon request.

**Pilot
Exercise
Daily Play**

After the PEx initiation, Economies adhered to a fixed Coordination Window. Following the schedule detailed on the Pilot Exercise Master Schedule, Economies finalized E+1 play from 0000-0100 (GMT on 21 April 2009).

To accommodate the significant time zone differences among the seven participating Economies, a 2.5 hour daily Coordination Window was established. During the Coordination Window, Economies agreed to be available for, and responsive to, Economy interaction and communication. The Coordination Window occurred each day from 0000 GMT to 0230 GMT and was separated into three segments:

- ▶ After receipt of new information, Economies were available to coordinate as needed (one hour)
- ▶ Following 21.5 hours of optional, around-the-clock play, Economies could interact to resolve lingering issues and finalize activities for the day (one hour)
- ▶ To culminate the exercise day, Economies joined a Coordination Call where they shared information from daily Situational Report developed for the PEx and according to each day's call agenda. At the conclusion of the call, Economies received a new information package and commenced the next exercise day.

The diagram below illustrates the daily conduct of the Pilot Exercise with the Coordination Window as the centerpiece:

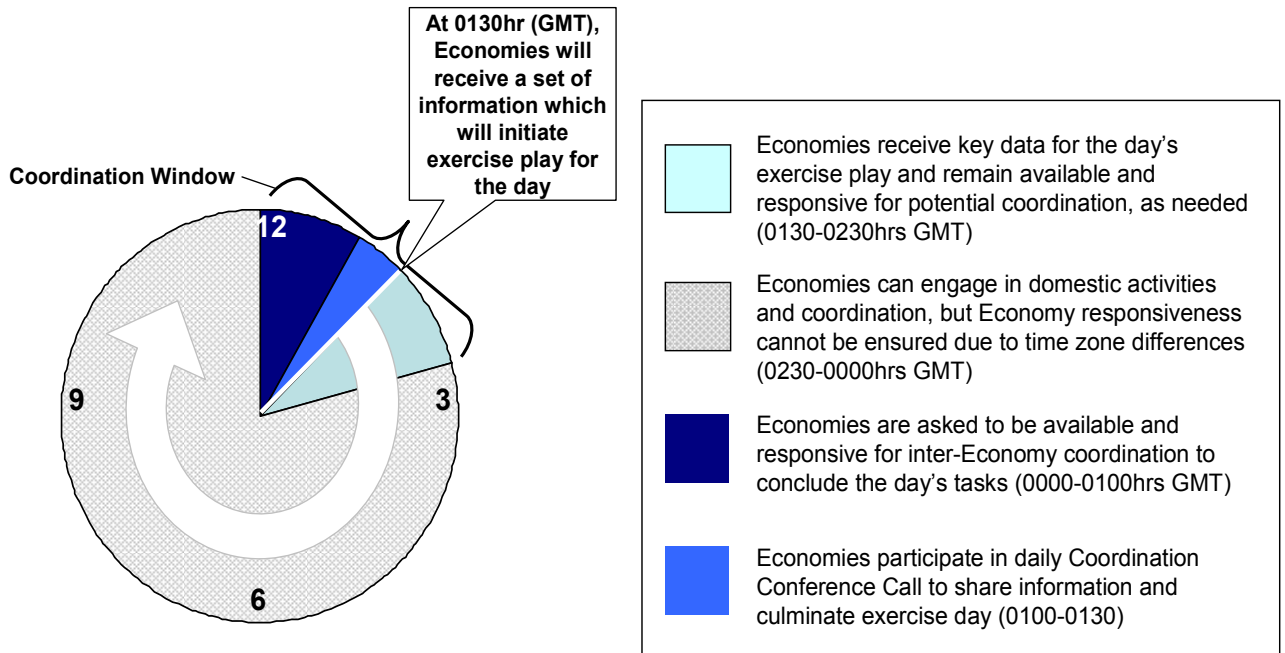


Figure 4. PEx Daily Conduct

Daily Coordination Call

A daily Coordination Call lasting approximately 30 minutes occurred each day of the Pilot Exercise from 0100-0130 (GMT). The call was intended to promote information sharing and cohesiveness among the participating Economies. The call began by resolving any administrative items and then adhered to a pre-established Situation Report agenda.

Economies were requested to prepare and coordinate for international conference call arrangements amongst their participants/agencies.

Coordination Calls

Administrative Issues--0100-0105 hrs (GMT)

Situation Report (SitRep) Briefing--0105-0130 hrs (GMT)

The SitRep Briefing was based entirely on questions from the PEx Daily Situation Reports that Economies were asked to complete each day before the Coordination Call (daily Situation Report templates were contained in each Economy's PEx Handbook). These documents presented the Daily Coordination Call Agenda and questions that assisted Economies in participating effectively in the call. The Daily Situation Report Briefings were split into two segments: Operational Updates and Cargo Facilitation.

The Operational Updates segment followed the below items for each day:

1. Status of Ports and Waterways
2. Resource Challenges & Requests for Assistance
3. Cargo Priorities

The Cargo Facilitation session featured a different focus for each day based on important MSEL activities and policy implications:

E+1: Coordination of Security Measures

1. Types of security measures

2. Measures to clear backlog
3. Other items

E+2: Sharing of Information

1. Information requests to facilitate en-route cargo
2. Reasonable requests and policy consideration
3. Unanticipated information requests/exchanges

E+3: External Communications

1. Private sector consultation
2. Type and frequency of information to be communicated
3. Communications channels

E+4: AEO Status and Shipment Updates

1. Review of AEO certificates
2. AEO status updates
3. AEO shipment notification

E+5: Requests for Outbound Inspection

1. Requests for outbound inspection
2. Difficulties in responding to requests
3. Diversions from the MSEL

Economy Daily Situation Reports were circulated to the entire exercise community after the call was completed.

:

Appendix 3 – Exercise Assumptions

The following exercise assumptions were used for the purpose of the TPE:

- ▶ A common starting point for Economies’ domestic recovery capabilities, policies and infrastructure have been established (see Appendix 4)
- ▶ Time zone and date differences between Asia and the US have been harmonized by framing all activity within a common system beginning with E0 (day of event) and running through E+5 (5 days after event)
- ▶ All stated travel times are based on a direct route. No other ports-of-call between destinations are indicated or taken into account
- ▶ All cargo refers to 40-foot Full Container Loads (FCL). Containers are either full of AEO cargo or non-AEO cargo; there is no mixed AEO and non-AEO cargo in the same container. Although not fully representative of actual trade conditions, homogenous, full container load cargoes were chosen for the vessels depicted in the scenarios in order to focus participants on some of the most fundamental considerations associated with effecting trade recovery under adverse conditions;
- ▶ Only a selected handful of containers to be loaded/unloaded for each vessel (and not the full complement) would be played to keep the exercise simple and manageable
- ▶ AEO cargo is cargo that has only been handled by AEO entities anywhere along the supply chain; non-AEO cargo is cargo that has been handled by at least one non-AEO entity
- ▶ With the exception of the Port of Los Angeles/Long Beach, capacity at participating Economy ports is not impacted by the event. Potential labour and infrastructure issues (e.g., strikes, equipment downtime, breakdowns) are not factored into port operations or cargo movements
- ▶ Alternate ports in the United States, Mexico, and Canada were available for redirected vessels originally destined for the Port of Los Angeles/Long Beach
- ▶ Although certain private sector actions and transmissions are represented in the scenarios, exercise decision-making and communications occurs on an Economy-to-Economy basis except where Economies specifically address Public-to-Private Sector communications in their exercise play
- ▶ Cargo filing requirements are transmitted according to established Economy-specific filing timelines and are filed by the relevant commercial or public sector entity at the earliest possible opportunity
- ▶ All Economies have implemented advance export declarations to enable risk assessment of outbound cargoes

Appendix 4 – Exercise Baseline Conditions

The following baseline conditions in the participating Economies were assumed to exist in the days preceding the explosion at the Port of Los Angeles/Long Beach in the United States of America:

I. Baseline for Overall Domestic Trade Recovery Capabilities

TRP Coordination Team

- ▶ The roles and responsibilities of a TRP Coordination Team (TCT) are assigned to one or more public sector entity, i.e., as the respective Economies see appropriate, and could include, but not be limited to border control, Customs, trade, security, foreign affairs, etc.
- ▶ TCT members have clearly defined roles and responsibilities
- ▶ TCT includes representation from relevant agencies involved in responding to and recovering from a terrorist event; where the TCT does not have the necessary authority to make decisions related to the event in the following areas: a) examination, release, detention, and seizure; b) inspection of originating, transiting, and/or exiting cargo; c) advance information on goods and conveyances and d) determination of national priorities; the TCT should be able to coordinate with the relevant agencies as necessary to secure decisions.
- ▶ TCT members and all other relevant stakeholders are aware of, trained on, and have in-depth understanding of TRP guidelines, risk management and domestic trade recovery processes and procedures
- ▶ TCT has access to trade-related data and information (e.g. manifests, declarations) and/or will coordinate with those Economy agencies that do
- ▶ A clearly defined structure to facilitate rapid decision-making exists

Policies, Plans and Procedures

- ▶ Domestic trade recovery processes and procedures are developed and documented
- ▶ Domestic disaster recovery, emergency response, continuity of operations and similar plans and procedures exist
- ▶ Economies' Customs, Government agencies and port facilities have security management plans or programmes in place and are able to identify, analyse and address security gaps and vulnerabilities
- ▶ Trade consultative mechanisms exist
- ▶ Economies have a central AEO repository (AEO database), and subject to domestic restrictions and procedures, may share some of its contents with Ex-MRA partners for the purposes of mutual recognition of AEO status

Infrastructure and Equipment

- ▶ Special installations for hazardous goods exist
- ▶ Mobile non-intrusive inspection (NII) equipment exists at all participating Economy ports; fixed installations are only available in a few ports. The assumed maximum scanning capacity at each participating port is 100 TEUs/day.

- ▶ Mobile radiation detection equipment exists at all participating Economy ports; fixed installation are only available in a few ports. The assumed maximum capacity at each participating port is 100 TEUs/day
- ▶ NII and radiation detection equipment can be used for both inbound and outbound cargo
- ▶ Personnel are trained on using this equipment
- ▶ Facilities exist to carry out examination and inspection
- ▶ Examination and inspection facilities allow for the segregation of high risk cargo from low risk cargo
- ▶ Critical IT systems have built-in redundancy
- ▶ Communication capabilities with domestic government agencies and the domestic trade community exist (Economy-to-Economy communications will be provided for in the exercise)

Risk Management

- ▶ Economies' Customs administrations or other public sector agencies with responsibility for the control of cross-border cargo movements utilize a risk management approach for selectivity and targeting
- ▶ Customs administrations have an intelligence database which is integrated into the risk assessment process
- ▶ Risk assessment (selectivity and targeting) is automated in all Economies
- ▶ The risk assessment systems allow for modification and configuration of risk parameters such as risk profiles and risk levels
- ▶ Risk assessment processes are applied for both inbound and outbound cargo

II. Baseline for International Cooperation (TRP and Ex-MRA)

- ▶ TRP membership and the related Ex-MRAs are limited to the seven participating Economies (Australia, China, Japan, New Zealand, Singapore, United States of America and Viet Nam)
- ▶ The Ex-MRAs in place among partner Economies have been implemented in advance of the event
- ▶ Data to support risk assessment is exchanged within the bounds of the Ex-MRA and its related Ex-TOR and subject to individual Economy laws and policies

III. Baseline for Security Conditions

- ▶ Customs administrations conform to the WCO SAFE Framework of Standards
- ▶ Domestic AEO programmes, based on the SAFE Framework of Standards, are in place in all participating Economies.
- ▶ AEOs are regularly re-validated for their compliance and adherence to security standards
- ▶ Port facilities in participating Economies have implemented the International Ship and Port Facility Security Code (ISPS)
- ▶ All ports have implemented the IMO ISPS Code and are operating at Security Level 1
- ▶ There has been no intelligence to indicate an imminent threat.

Appendix 5 – Supply Chain Scenario Details

The following three scenarios were designed and used to guide participation in the TPE:

SCENARIO 1

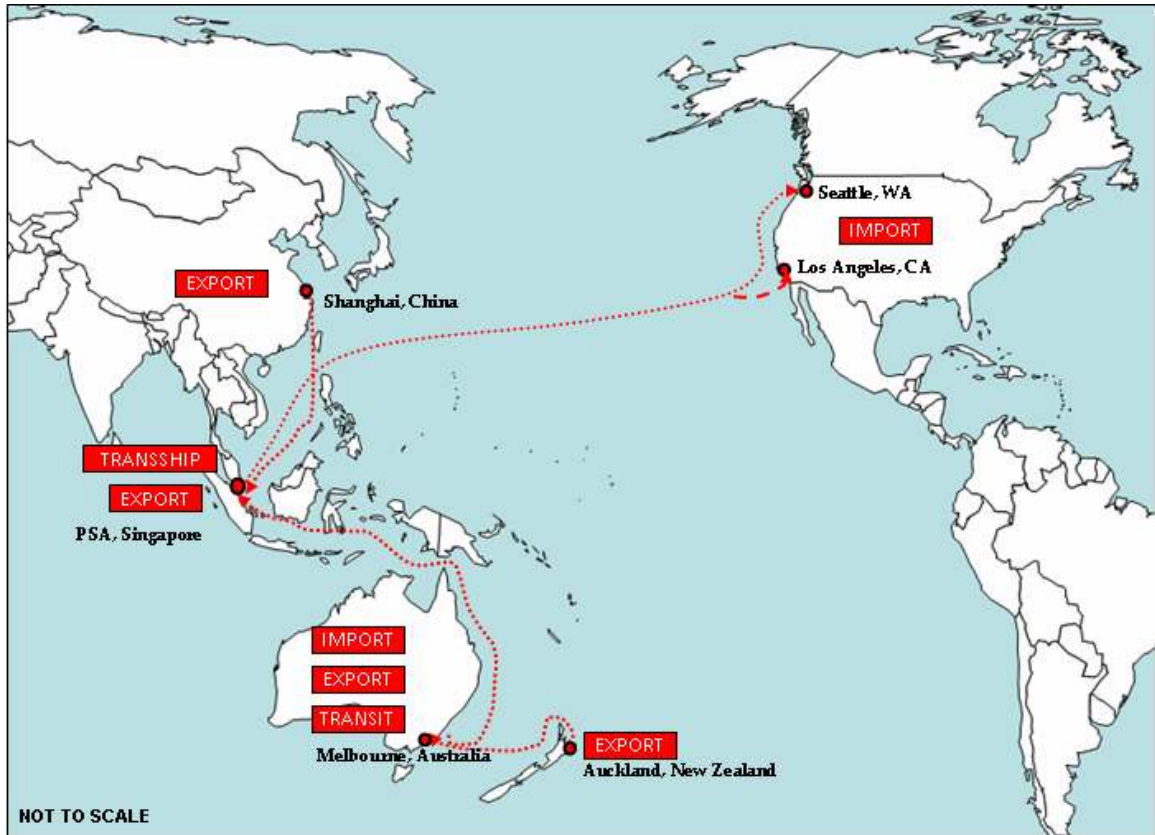


Figure 5. Supply Chain Scenario 1 Map

This scenario represented a supply chain that included New Zealand exporters shipping AEO and non-AEO containers of meat products to Australia and to the United States, transiting through Australia. It also included Australia shipping AEO and non-AEO containers of wine, Singapore shipping AEO and non-AEO containers of pharmaceuticals, and China shipping AEO and non-AEO containers of electronics to the United States. The containers from New Zealand, Australia, and China were transhipped in Singapore on the same vessel as the Singapore exports. Transit time for this supply chain was 4 days between New Zealand and Australia, 9 days between Australia and Singapore, 8 days between Shanghai and Singapore, and 18 days between Singapore and the United States

SCENARIO 2

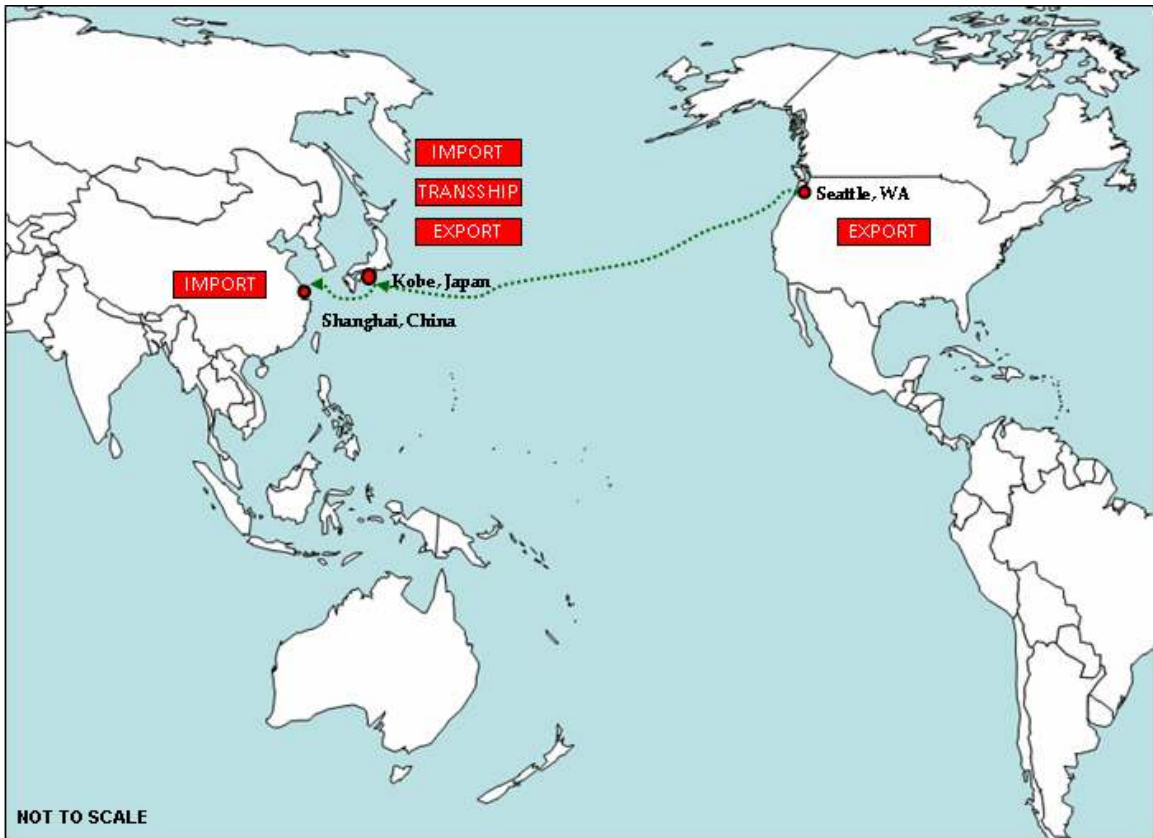


Figure 6. Supply Chain Scenario 2 Map

This scenario represented a supply chain that began with the United States exporting AEO and non-AEO containers of medical goods from the Port of Seattle with vessels stopping in Kobe, Japan to unload and tranship containers. The tranship containers were loaded on other vessels along with AEO and non-AEO containers from a Japanese exporter that departed for Shanghai, China. For this scenario, the transit times used between ports were 14 days between Seattle and Kobe and 4 days between Kobe and Shanghai.

SCENARIO 3

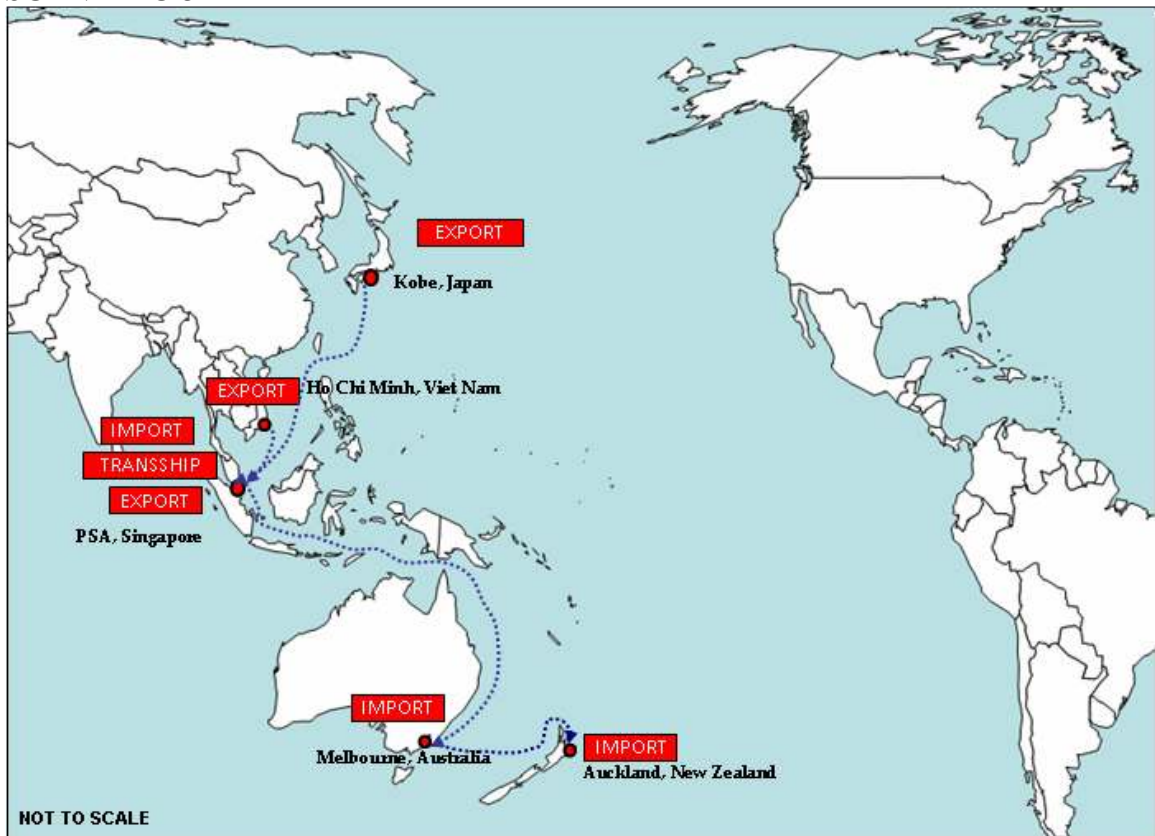


Figure 7. Supply Chain Scenario 3 Map

This scenario described different supply chains that began in Viet Nam, Japan and SG and represented both AEO and non-AEO exports.

One supply chain followed a trade route from Viet Nam to Singapore to New Zealand. In this supply chain, AEO and non-AEO containers of furniture were shipped from Ho Chi Minh to Singapore, where several of the containers were unloaded for import. The rest of the containers were transhipped onto another vessel and subsequently departed for Melbourne, Australia where they remained on the vessel and be imported by Auckland, New Zealand.

One supply chain followed a trade route from Japan to Singapore to Australia and to New Zealand. In this supply chain, AEO and non-AEO containers of electronic parts were shipped from Kobe, Japan to Singapore where several of the containers were unloaded for import. The rest of the containers were transhipped on the same vessel as the containers from Viet

Nam and departed for Melbourne, Australia and Auckland, New Zealand. The containers for New Zealand transited through Australia and were discharged in Auckland.

The last supply chain had a Singapore exporter shipping AEO and non-AEO containers of beverages to Melbourne, Australia. The containers were loaded on the same vessel that transhipped the containers from Viet Nam and Japan.

For this scenario, the transit times used between ports were: 2 days between Ho Chi Minh and Singapore; 4 days between Kobe and Singapore; 14 days between Singapore and Melbourne; 6 days between Melbourne and Auckland.

ANNEX C

TRP ACTIVATION AND COMMUNICATIONS

TRP Activation and Communications

The APEC TRP requires an inter-agency protocol for implementation, activation, conduct and termination of the TRP. This includes the identification of Economy Points Of Contact (POC), the maintenance of contact details and agreement on coordination issues, such as the mode of communications and information exchange. Participating Economies agreed that this was a useful TRP Pilot Exercise outcome, with the following observations and lessons learnt:

- a. Economy-to-Economy Communications Mechanisms. In the course of the TPE, it came apparent that the current APEC TRP Guidelines did not fully address these operational issues and would have to be complemented by an Economy-to-Economy mechanism that would govern the implementation, activation, conduct and termination of the TRP, the identification of Points of Contact and agreement on coordination issues. The TPE provided some useful insights into this requirement, whilst acknowledging that relevant communications details would need to be established and operationalised among the individual APEC Economies. It was further acknowledged that communication mechanisms should be established pre-event as part of Economy-to-Economy instruments to govern the exchange of information, which was identified as a critical component of the TRP. These communication mechanisms would continue to be the main mode of information exchange once the TRP is activated. The TRP activation process for the TPE, which included the gathering of exercise points of contact and working out the mechanics of organising, hosting and coordinating the trade recovery conference calls, while sufficient for the exercise, was recognized to be only a starting point that would need to be enhanced to support actual trade recovery requirements.
- b. Public-to-Private Sector Communication Mechanisms. While the exercise did not focus on private sector participation, the private sector was recognised as crucial for the success of trade recovery in the real-world. For the TPE, private sector involvement was largely simulated however, a number of Economies engaged their shipping lines and port operators as part of optional domestic play in the TPE to get inputs and identify issues for discussion and resolution. However, given the inherent and crucial involvement of the private sector as a key partner in trade recovery, it would be useful for a Public-to-Private Sector communications mechanism to be established to ensure understanding and facilitate industry supply chain planning, provide situational awareness, address constraints and allocation of resources and coordinate mitigation strategies.
- c. TRP Coordination Team (TCT) Conference Calls. Economies found TCT calls most useful and a great help in facilitating trade as they provided an effective and efficient forum for raising situational awareness, exchanging event-related information, coordinating Economy actions at both national and

international levels and regularly reviewing the need for continuing post-event security measures. TCT calls also helped to enhance the understanding of each Economy's current port conditions. Such situational awareness helped shape the focus for trade recovery and enabled more informed decisions on security measures. The TCT calls also facilitated Economies to become familiar with Economy-specific cargo prioritization and recognised that sharing of such information was helpful in efforts to better manage the tactical situation at ports and supply chain nodes to minimise the economic impact of trade disruption in the initial period after an incident.

ANNEX D

Exercise-Mutual Recognition Arrangement and Exercise-Terms of Reference Concepts

Exercise-Mutual Recognition Arrangements and Exercise-Terms of Reference Concepts

For the purposes of facilitating play during the TRP Pilot Exercise (TPE), an Exercise Mutual Recognition Arrangement (Ex-MRA), and an Exercise Terms of Reference (Ex-TOR) for Trade Recovery were developed. These were kept simple and generic, were developed only for the TRP Pilot Exercise and do not constitute any form of obligation, precedence, or basis for future discussions post-exercise, and are therefore not included in this report. However, this Annex provides the general concepts upon which the ex-MRA and ex-TOR were based.

Mutual recognition is a broad concept whereby an action or decision taken (e.g. load or no-load) or an AEO authorisation in a recognised AEO programme that has been granted by one Customs administration is recognised and accepted by another Customs administration. The adherence to the Global AEO Standard as defined in the WCO SAFE Framework of Standards, the standardised approach to Authorized Economic Operator (AEO) authorisation and the application of standard control and risk assessment techniques, provide a solid platform for development of international systems of mutual recognition of AEO status, controls and risk assessment. The participants discussed implementation of mutual recognition arrangements on a sub-regional or regional basis but agreed, for the purposes of the exercise, to have bilateral MRAs.

The Ex-MRA and Ex-TOR were used to establish rules of engagement and a common understanding on mutual recognition and risk assessment for the purpose of conducting the TRP pilot exercise only and assist in simulating a future environment whereby all participants had implemented robust AEO programmes, developed trust relationships over time, and entered into bilateral MRAs with all other participating Economies.

The basic principles of the APEC Trade Recovery Programme, as outlined in the TRP Guidelines, are trust, transparency and open communications. A key element in adhering to these principles is the concept of shared responsibility among all participating Economies for risk management with public and private entities. As put forth in the WCO SAFE Framework of Standards, shared responsibility for risk management with private entities can best be implemented through Customs-Business partnerships (such as Authorised Economic Operator (AEO) programmes), while shared responsibility among public entities and among participating Economies can be achieved through applying and recognizing common risk management and control standards.

The following components of the ex-MRA and ex-TOR were developed for the TRP pilot exercise:

- **Compatibility** - This addressed the need for the partner Economy's supply chain security programmes and security standards to be consistent with the

WCO SAFE FoS and compatible with the APEC TRP. It sets the basis for Economies to recognize the standard and the integrity of mutual recognition.

- **Mutual Recognition of AEO** – This addressed the recognition of the status of respective AEO members and the treatment of these members in a comparable manner to that of their own. This allowed Economies to validate or revoke AEO status as well as the established benefits from AEO programs.
- **Mutual Recognition of Security Controls** – Partner Economies agreed to take into account the results of security controls performed at export. This potentially permitted some reduction of duplicate security control measures.
- **Mutual Recognition of Risk Management** – Following from the recognition of AEO status, AEO-certified shipments would generally receive lower risk recognition when compared to similar non-AEO shipments.
- **Information Exchange** – This provided for the sharing and exchanging of information on AEO status, shipments, security controls and risk assessment results to facilitate risk management and clearance of low risk shipments, subject to each Economy's domestic laws and regulations.
- **Trade Recovery Process** – This provided the mechanism to activate, conduct, apply and terminate the trade recovery process. It also provided the mechanism for communication and consultation on security measures to allow focus on higher risk shipments while facilitating lower risk shipments.

ANNEX E

GLOSSARY AND ACRONYMS

Glossary

Authorized Economic Operator (AEO)

A party involved in the international movement of goods in whatever function that has been approved by or on behalf of a national Customs administration as complying with WCO or equivalent supply chain security standards. Authorized Economic Operators include inter alia manufacturers, importers, exporters, brokers, carriers, consolidators, intermediaries, ports, airports, terminal operators, integrated operators, warehouses, distributors.¹

Event Scenario

A brief description of the trade disruption event created for the purposes of the TPE.

Hotwash

Plenary discussion where participants exchange observations, findings, and insights from preceding discussions.

ISPS (International Ship and Port Facility Security) Code

Part of the IMO SOLAS Convention containing a comprehensive set of measures to enhance the security of ships and port facilities developed to provide a standardized, consistent framework for evaluating risk.

Mutual Recognition

Mutual recognition is a broad concept whereby an action or decision taken or an authorisation that has been properly granted by one Customs administration is recognised and accepted by another Customs administration.²

Exercise Mutual Recognition Arrangement (Ex-MRA) And Exercise Terms of Reference (Ex-TOR)

Documents used to establish rules of engagement and a common understanding on mutual recognition and risk assessment for the purpose of conducting the TRP Pilot Exercise.

Master Scenario Event List (MSEL)

Exercise schedule in tabular format that outlines the sequence of exercise events, exchanges and decision points.

Non-intrusive Imaging (NII)

Non-intrusive methods of obtaining an x-ray image of the goods within containers for the purpose of inspecting and identifying the goods.

Pilot Exercise

A scenario-based exercise consisting of a geographically-distributed phase and a centralized

¹ As defined in the WCO SAFE Framework of Standards

² As defined in the WCO SAFE Framework of Standards

phase, simulating the first five days following TRP activation and accelerating to a post-TRP situation, respectively.

Plenary

Group discussion that involves all participants.

Scanning

Utilizing nonintrusive imaging equipment, radiation detection equipment, or both, to capture data, including images of a container.

Screening

Visual or automated review of information about goods, including manifest or entry documentation accompanying a shipment being exported from or imported into an Economy, to determine the presence of miss-declared, restricted, or prohibited items and assess the level of threat posed by such cargo. Can also be referred to as risk assessment or selectivity.

Situation Report

Regular reports by Economies to communicate operational conditions of the status of their ports and trade recovery efforts

Supply Chain Scenario

Storyline describing the movement of cargo among participating Economies along a specific route, created for the purposes of the TPE and used to guide exercise play as a baseline for participants to address procedures and expectations for a given set of events.

Table Top Exercise

Face-to-face facilitated discussion framed by a scenario or a set of proposed circumstances (see Supply Chain Scenario).

Transshipment Port

An intermediate destination in the shipment of cargo.

Acronyms

AEO	Authorized Economic Operator
APEC	Asia-Pacific Economic Cooperation
CMAA	Customs Mutual Administrative Agreement
E+	Number of Days after Event
E0	Day of Event
Ex-MRA	Exercise Mutual Recognition Arrangement
Ex-TOR	Exercise Terms of Reference for Trade Recovery
FCL	Full Container Load
IMO	International Maritime Organization
ISPS	International Ship and Port Facility Security
IT	Information Technology
MRA	Mutual Recognition Arrangement
MSEL	Master Scenario Event List
NII	Non Intrusive Imaging
PEx	Pilot Exercise
TCT	TRP Coordination Team
TEU	Twenty-foot Equivalent Unit

PG	TRP Pilot Exercise Planning Group
POC	Point of Contact
SAFE FoS	WCO SAFE Framework of Standards to secure and facilitate trade in a global environment
SitRep	Situation Report
SOLAS	Safety of Life at Sea
TCT	TRP Coordination Team
TPE	APEC TRP Pilot Exercise
TRP	Trade Recovery Program
TTX	Table Top Exercise
WCO	World Customs Organization

ANNEX F

List of Participants in the APEC TRP Pilot Exercise

List of Participants for APEC Trade Recovery Programme Pilot Exercise and Planning Group Meetings

	<u>Name</u>	<u>Economy</u>	<u>Agency</u>	<u>Designation</u>
1.	Chris O'Keeffe	Australia	Australian Customs Service	Director, Supply Chain Security
2.	Jessica Fraser	Australia	Australian Customs Service	Manager, Supply Chain Security
3.	Michelle Alnis	Australia	Australian Customs Service	Manager, Targeting
4.	Leanne Kennedy	Australia	Department of Infrastructure	Office of Transport Security
5.	Paul Basky	Australia	Department of Infrastructure	Office of Transport Security
6.	Song Xin Yang	China	General Administration of China Customs	Customs Supervisor
7.	Shao Wei Jian	China	General Administration of China Customs	Program Manager
8.	Xu Lu	China	General Administration of China Customs	Program Manager
9.	Wang Hong Wei	China	Ministry of Transport	Deputy Director, Department of International Cooperation
10.	Yan Fei	China	Ministry of Transport	Division of Port Administration, Department of Water Transport
11.	Ning Bo	China	China Maritime Safety Administration	Section Chief
12.	Zhang Ya Qiang	China	Ministry of Foreign Affairs	Second Secretary
13.	Naoki Ida	Japan	Ministry of Finance	Deputy Director, Office of Regional Customs Cooperation Customs and Tariff Bureau
14.	Toshihiko Yamate	Japan	Ministry of Finance	Officer, Office of Regional Customs Cooperation, Customs and Tariff Bureau
15.	Ryota Nakajima	Japan	Ministry of Finance	Section Chief, Office of Regional Customs Cooperation, Customs and Tariff Bureau
16.	Kenichi Tagami	Japan	Ministry of Finance	Section Chief, Office of Regional Customs Cooperation, Customs and Tariff Bureau
17.	Sadaharu Hori	Japan	Ministry for Land, Infrastructure and Transport	Chief Official for International Affairs, Logistics Policy Office

	<u>Name</u>	<u>Economy</u>	<u>Agency</u>	<u>Designation</u>
18.	Maurice O'Brien	New Zealand	New Zealand Customs Service	Manager Client Services
19.	Robert Kinbie	New Zealand	New Zealand Customs Service	Operations Manager
20.	Peter Lewis	New Zealand	New Zealand Customs Service	Operations Manager, Targeting
21.	John Wech	New Zealand	New Zealand Customs Service	Customs Manager, International Programmes, International Relations
22.	Mark O'Toole	New Zealand	New Zealand Customs Service	Customs Liaison Officer, Bangkok
23.	Lim Boon Wee	Singapore	Ministry of Transport	Deputy Secretary (Land and Corporate Services) / (Co-Chairman)
24.	Fong Yong Kian	Singapore	Singapore Customs	Director-General / (Co-Chairman)
25.	Mary Seet-Cheng	Singapore	Ministry of Foreign Affairs	Ambassador/Consultant
26.	Tay Chng Yeow	Singapore	Singapore Customs	Deputy Director-General
27.	Lee Tiow Yong	Singapore	Singapore Customs	Assistant Director-General, Policy and Planning
28.	Teh Thiam Siong	Singapore	Singapore Customs	Head of Supply Chain Security Branch / Secretariat
29.	Lim Sok Peng	Singapore	Singapore Customs	Deputy Head of Supply Chain Security Branch / Secretariat
30.	Kris Mok	Singapore	Singapore Customs	Trade Officer, Supply Chain Security Branch / Secretariat
31.	Bernard Lim	Singapore	Ministry of Transport	Director for International Relations & Security / Secretariat
32.	Gregory Goh	Singapore	Ministry of Transport	Senior Assistant Director for Security Policy / Secretariat
33.	Evonne Yiu	Singapore	Ministry of Transport	Assistant Director for International Relations / Secretariat
34.	Leong Mun Cheong	Singapore	Ministry of Home Affairs	2 Assistant Director, Homefront Security Division
35.	Danny Ng	Singapore	Immigration and Checkpoints Authority	Deputy Commander, Ports Command
36.	Evangeline Cheong	Singapore	Maritime Port Authority	Assistant Director (Maritime Security), Policy Division / Secretariat
37.	Sean K. Moon	USA	Department of Homeland Security	Senior Policy Advisor, Office of Transportation, Cargo and Infrastructure Policy, DHS & Commander, US Coast Guard
38.	Jeffrey Colin Nii	USA	US Department of Homeland Security	Customs and Borders Protection (CBP) Attache, US Embassy in Singapore
39.	Louritha Green	USA	US Customs & Border Protection	Acting Chief (International Trade Liaison-Office of

	<u>Name</u>	<u>Economy</u>	<u>Agency</u>	<u>Designation</u>
				International Affairs)
40.	Robert Moore	USA	US Customs & Border Protection	Business Resumption, Office of Intelligence & Operations Coordination
41.	Ted J. Kim	USA	US Embassy in Singapore	International Port Security Liaison Officer, US Coast Guard Activities Far East/Singapore Detachment
42.	See Toh Yew Wai	USA	US Department of Homeland Security	Customs and Border Protection (CBP) Attache, US Embassy in Singapore
43.	Quach Dang Hoa	Vietnam	General Department of Viet Nam Customs	Head of Risk Management Division under Investigation and Anti Smuggling Department
44.	Dao Duc Hai	Vietnam	General Department of Viet Nam Customs	Deputy Director, International Cooperation Department
45.	Pham Hanh Linh	Vietnam	General Department of Viet Nam Customs	Expert of Investigation & Anti Smuggling Department
46.	Nguyen Thi Nha Trang	Vietnam	General Department of Viet Nam Customs	Expert of International Cooperation
47.	Luyen Minh Hong	Vietnam	Ministry of Foreign Affairs	Official, Department of Multilateral Economic Cooperation
48.	Ho Kim Lan	Vietnam	Saigon Port	Manager, International Relations Department
49.	Phan Xuan Son	Vietnam	Vinalines Shipping Company	Manager, Safety and Quality Management Department
50.	Vu Lien Huong	Vietnam	Ministry of Industry and Trade	Official, Multilateral Trade Policy
51.	Nguyen Thi Duy Ly	Vietnam	Ministry of Industry and Trade	Official, Multilateral Trade Policy
52.	Tran Thi Thuyet Mai Anh	Vietnam	Ministry of Transport	Deputy Director for International Cooperation Department Viet Nam Marine Administration
53.	Ta Hong Linh	Vietnam	Ministry of Defence	Vice Director of Management Trade for Army
54.	Nguyen Thi Thuc	Vietnam	Ministry of Public Security	

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