



Risk Solutions for a Complex World

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4th International Industrial Security Seminar

Terrorism Trends in Asia

– Kidnap for Ransom in Asia

Steve Vickers, CEO, Steve Vickers & Associates



Outline of Presentation

1. Introduction and Background to Steve Vickers and SVA
2. Context of My Remarks – Speakers Perspective
3. Main Trends in Terrorism in Asia-Pacific Region
4. Malaysia and Indonesia
5. Xinjiang
6. ISIS
7. Piracy
8. Kidnap and Ransom – Trends in Region
9. Commercial Considerations
10. How Companies Can Protect Themselves



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Introduction



About SVA

Steve Vickers & Associates (“SVA”) is a specialist risk consulting company. The company serves corporations, stock exchanges, financial institutions, investment banks, high net-worth individuals and insurance companies around the world.

The company is led by Steve Vickers who has 38 years hands-on experience in kidnap and ransom and other specialist risk areas, as well as business intelligence, due diligence, IPO due diligence.



Our Core Practice Areas

Business Risk & Intelligence

The Business Risk & Intelligence Group (“BRI”) of SVA has unique experience in supporting financial institutions, private equity funds, hedge funds, investment banks and others in conducting IPO Due Diligence, Investigative Due Diligence, Pre-Transactional Investigations, Political Risk Assessments and Employee Integrity and Screening.



Our Core Practice Areas

Corporate & Financial Investigations

The Corporate & Financial Investigative Group (“CFI”) of SVA has deep experience in conducting internal Corporate Investigations, Fraud Investigations, Financial Investigations, Asset Searches and Litigation Support on behalf of corporations, financial institutions, law firms and governments.



Our Core Practice Areas

Security, Special Risk & Response

The Security, Special Risk & Response Group (“SSR”) of SVA has an unparalleled track record in the discreet and effective handling of Corporate Security and Response Services. Our expertise encompasses Kidnap and Ransom Consulting, Response and Recovery services, Crisis Containment, Training/Contingency Planning, and Maritime Special Risk.



Context of My Remarks



Introduction to Speaker – Perspective

- 38 years in field: K&R, Unlawful Detention, MPT, Crisis Containment.
- 18 years in Royal Hong Kong Police.
- Commander of Criminal Intelligence Bureau, Royal Hong Kong Police.
- 18 years Private Sector – working with insurance companies – high net worth families.
- International Risk; “SVA” Steve Vickers & Associates.



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Terrorism





Terrorism

- Terrorism is a concern in the Asia-Pacific region, with traditional venues such as India, Indonesia, Pakistan, and the Philippines at risk of attack.
- Three regions facing a notable risk of terrorism are:
 - China's **Xinjiang Autonomous Region**;
 - **Thailand**, and;
 - **Malaysia and Indonesia.**



The Malay-Speaking World

- Concerns are rising about the impact of Islamic State (“IS”) on extreme Islamists across Asia.
- A flow of extremists to Syria started in late 2012. Estimates from Indonesia rest at about 510, while numbers from Malaysia are perhaps 50. The numbers in Indonesia may be low (cf France – over 1,300).
- Extremist groups in the region are seeking to build links with IS. Abu Bakar Bashir, head of Jemaah Islamiyah, has called for support for IS from prison.

Terrorism in Malaysia



Murad Halimuddin sought to encourage terrorism in Malaysia.



The risk of terrorism is notable:

- On 26 May 2014 a 26-year old Malaysian former factory worker drove an SUV full of explosives into the headquarters of Iraq's special weapons and attack team in al-Anbar province, killing himself and 25 Iraqi soldiers.
- The head of the counter-terrorism division of the Special Branch, warned of "**lone wolf**" attacks in Malaysia in April 2015.



Government Response

The government is responding strongly:

- On 2 December 2014, Special Branch in Malaysia arrested seven Indonesians for terrorist activities related to transit to Syria, showing the government's awareness of Malaysia's appeal as a transit point.
- A court in Malaysia jailed a father and son for fighting with ISIL in Syria on 2 July 2015. Murad Halimuddin and his son Abu Daud pleaded guilty to terrorism-related charges. Daud received a 12 year sentence.
- Police arrested 10 Malaysians for fostering links with IS on 20 August 2015.



Action by Security Services

- The Malaysian government has strengthened legislation so as to improve the powers available to the security services. The passage of a new Prevention of Terrorism Act grants new powers.
- Efforts by the Royal Malaysian Police (“RMP”) to tackle terrorism have proven effective. The Special Branch restructured in 2014 into a Special Branch / Counterterrorism Task Force.
- The RMP has improved interagency cooperation and information sharing, and international cooperation. Barack Obama has praised Malaysia’s political will in tackling terrorism.

Terrorism in Indonesia



An arrest at Jakarta International Airport of a Turkish man suspected of links to ISIS in September 2014.



Indonesia

The threat of terrorism in Indonesia is chronic:

- In September 2014 Indonesian police strengthened security at the Borobodur Buddhist temple, after a threat akin to Bali in 2002.
- In December 2014, Indonesia's counter-terrorism chief warned that the recruitment of IS fighters from Indonesia had tripled. In September 2015 he added that 76 Indonesians had returned from Syria, that 52 had died there, of whom four were suicide bombers.
- Indonesian police arrested six people planning to join IS in December 2014, and three more in March 2015.



Indonesia – some successes

- Detachment 88 and Taskforce Bomb have had training from the Australians and US, but have become the “near target” for terrorists as a result.
- The upshot has been a reduction in terrorist activity in Indonesia, although some displacement to locations such as Sulawesi has occurred.
- The outlook is not bleak, as the numbers are small and Indonesia has a solid record on counter-terrorism efforts. However, a risk exists in terms of Islamic State’s growing links with people trafficking networks.



What to worry about...



General Concerns

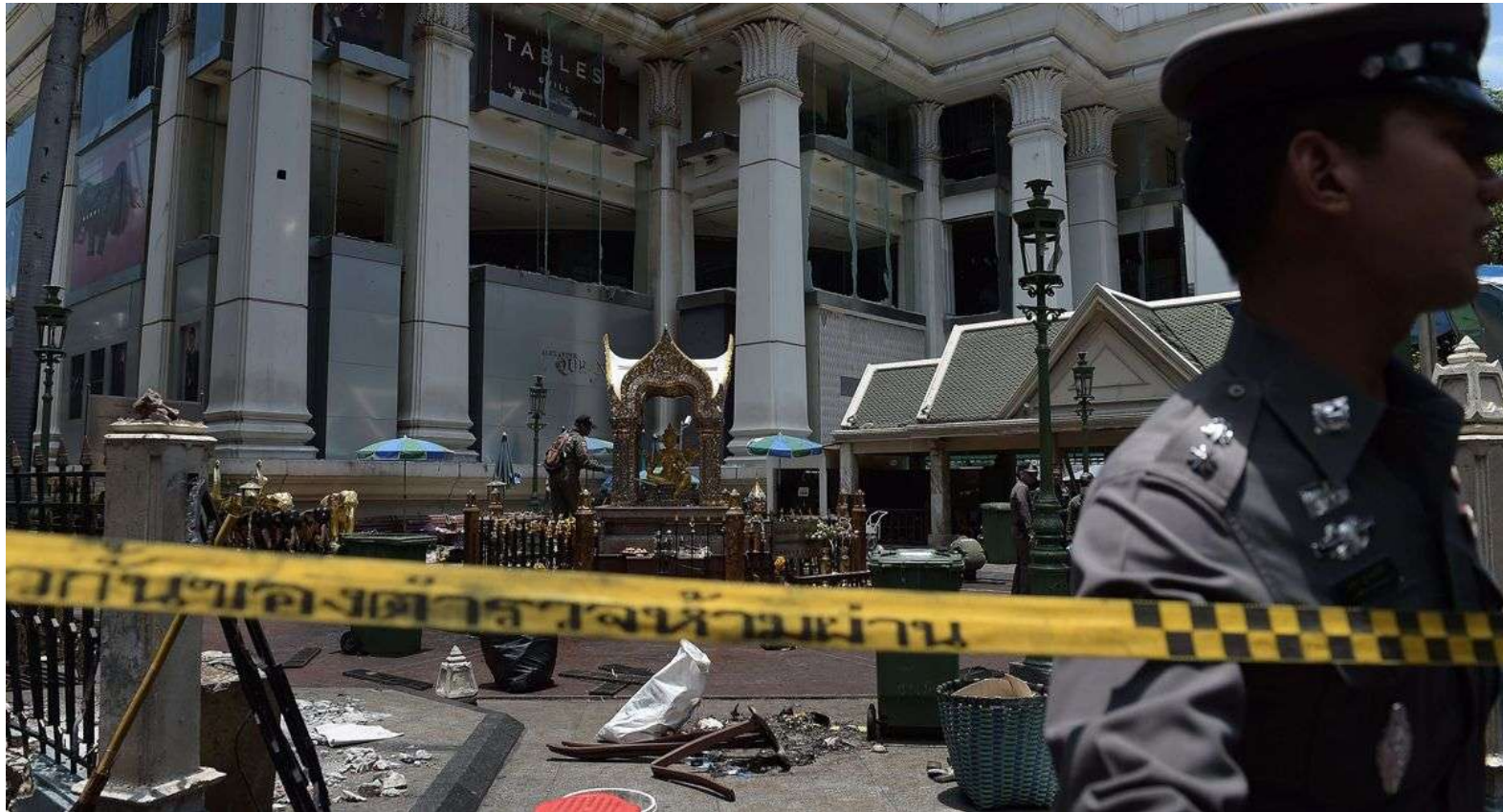
- The **spread of IS ideology** is a concern, as it may strengthen extremist thinking in Malaysia and Indonesia.
- The risk of terrorist actions will increase markedly if the main jihadist groups build up **a pool of trained militants**. These militants could also train others, thereby building up local, self-generating capabilities. The numbers in question need not be large.



Strategic Risks

- The **threat to broader security** is significant. The government in Malaysia is aware of extremists planning to seize businessmen to raise funds; the police arrested 17 people on 5 April 2015 for plotting to kidnap unnamed “high-profile” public figures.

Terrorism in Thailand





Thailand

Thailand has a history of various types of terrorism:

- Small scale bombs linked to the central political dispute, sometimes blamed on the United Front for Democracy against Dictatorship (UDD) or Redshirts.
- Regular targeting of police or other representatives of the state in three disputed southern provinces by the Barisan Revolusi Nasional and other groups.



Thailand – Erawan bombing

A new order of threat?

A bombing of the Erawan Shrine in Bangkok on 17 August 2015 killed at least 19 people and injured over 100. A second attack, perhaps aimed at the Asiatique market, was abandoned.

The Reason Why?



Protests in Istanbul in July sacked the Thai consulate.



Thailand – Erawan bombing

- Uighurs seemingly carried out the attack, operating from two safe houses in Bangkok, perhaps in response to a decision to deport 109 Uighurs back to China in July 2015.
- The bombers may have had support from other groups, perhaps including pan-Turkic nationalists; some commentators have pointed to the “Grey Wolves”, a neo-fascist group linked to the Nationalist Movement Party (“MHP”) in Turkey, although their capacity to carry out a bombing on this scale is not clear.
- Notable was that the bomb was more sophisticated than the gas bottle bombs used in Xinjiang; they used high grade explosive and mobile phone detonators.

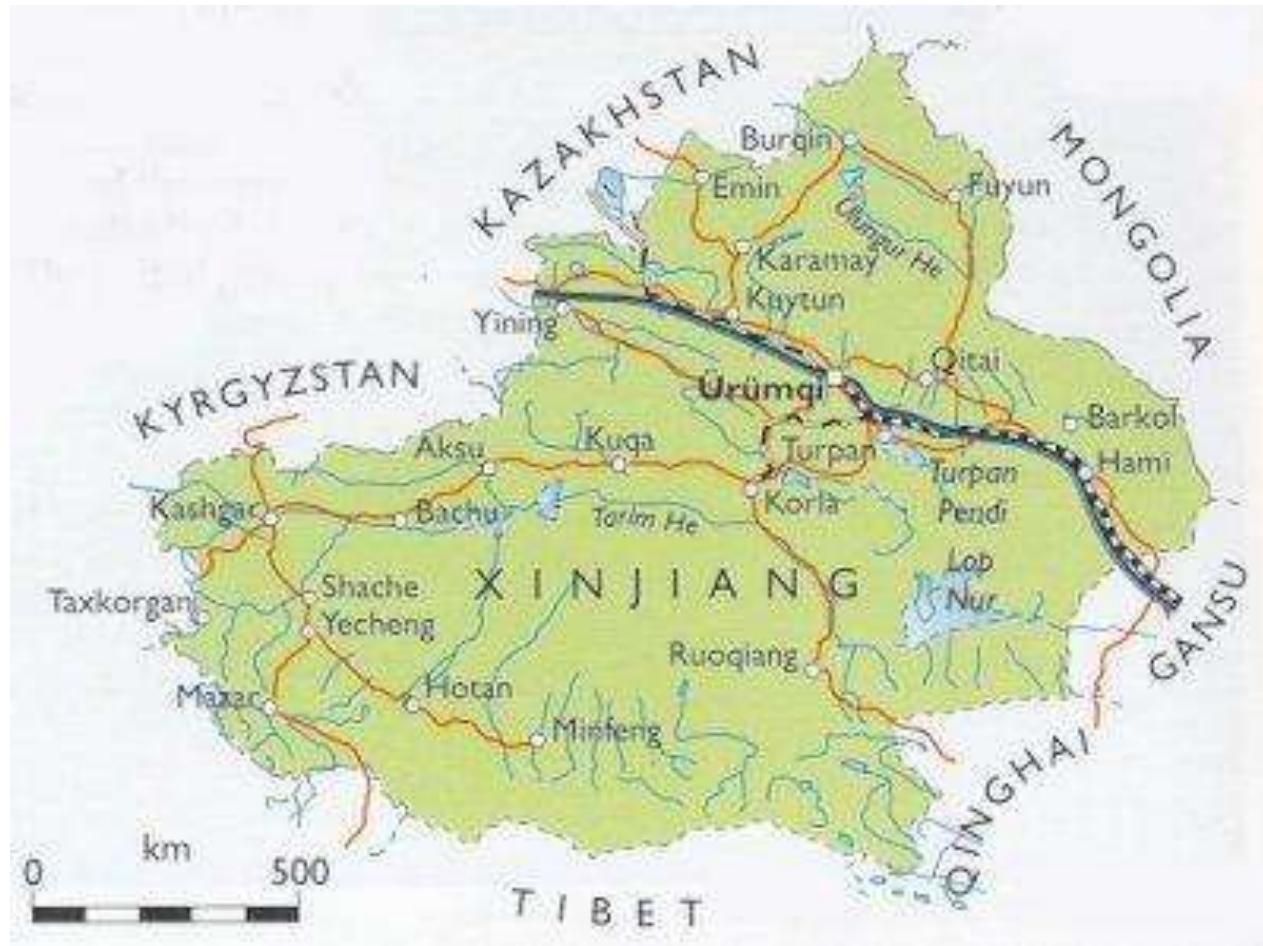


Thailand – Prospective risks

- The Erawan attack suggests that Thailand has now become a **target of Islamist networks**, presenting concerns about its tourist sector.
- The seizure of other bomb materials suggests that the bombers **planned a campaign of attacks**.
- Questions loom over the Thai authorities ability to implement the measure necessary to **ensure levels of safety** that would deter further attacks on the vulnerable tourist industry.

Terrorism in Xinjiang





- **Violence has risen** in Xinjiang in recent years. Instability is partly a product of the **repressive nature** of Chinese government (such as banning celebration of Ramadan in certain cases).





- The nature of the Uighur groups involved is murky. The focus is on East Turkestan Islamic Movement (“ETIM”), which is also known as the Turkestan Islamic Party (“TIP”).
- Organisations seem to be very fluid; their existence is in doubt. They seemingly seek independence for Xinjiang as East Turkestan. They also have a strong Islamist component.



Key Trends

- Growing number of attacks.
 - Commonly involve attacks by crowds on police posts in Xinjiang.
 - Unrest in Shache county in July 2014 left 59 dead.
 - Attack in Kashgar left 18 dead in June 2015.
- Attacks spreading outside Xinjiang
 - Kunming train station on 1 March 2014, killing 28.
 - Guangzhou train station in May 2014, injuring six.



Example of a recent attack

- A knife attack at a coal mine in Aksu Prefecture's Bay County in Xinjiang on 18 September left at least 40 people dead.
- The attack started at 0300 hrs, with an assault on 20 security guards outside the gates, and then an effort to attack the residence of the owner. At least 10 police officers died. The authorities seemingly responded by shooting dead a number of the attackers.
- The Chinese authorities have since carried out a series of raids in the area, aimed at tackling "terrorists".



Key Trends

- Increasing sophistication of attacks.
 - Most attacks with knives, but increasing use of basic (gas bottle) bombs. Few reports of more sophisticated bombs. Unconfirmed reports of suicide bombing in February 2015.
 - Concern about links with groups elsewhere, especially Afghanistan and Pakistan, and Jemaah Islamiyah in Indonesia.
 - People trafficking rings in South East Asia may play key logistical role. Supporters in Turkey may provide some support or training.

What to Watch

- Beijing launched “strike first” campaign against terrorism in mid-2014. This campaign does not seem to have diminished the number of attacks, however.





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Piracy





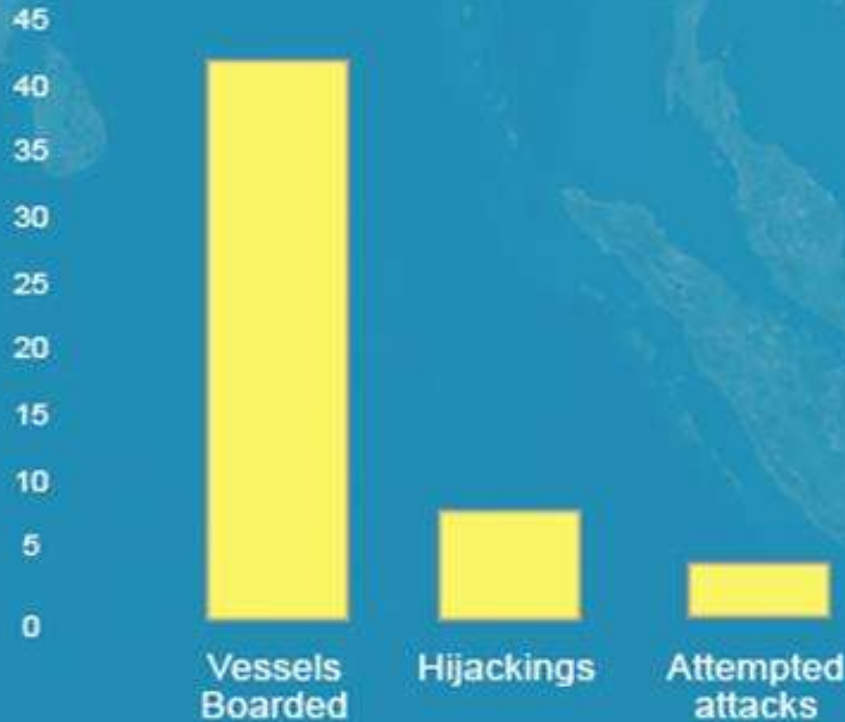
Upsurge in Attacks

- Coordination between littoral states under the 2004 MALSINO agreement had curtailed piracy and armed robbery (“PAR”) in the Malacca Straits.
- However, pirates have increased their activities in the South China Sea. Levels of piracy and robbery on high seas in South East Asia have risen. An attack is now occurring every two weeks on average.
- Attacks rose 22% in the first six months of 2015 on the same period in 2014. Between January and July 2015, 120 reported attacks took place.
- This compares to 42 attacks in South East Asia in 2009 and 34 incidents in the Gulf of Guinea in 2015.

Piracy in South East Asia

Nature of Attacks Against Ships

January - March 2015



Hostages Taken

Jan - March, 2014 - 2015



Source: ICC International Maritime Bureau



Nature of Attacks

- The pirates usually operate from fast skiffs, which can easily overhaul and board slow and heavily laden oil tankers.
- Attacks are usually at night, and communications equipment is destroyed.
- The number of incidences of armed attacks has risen, with three deaths so far (one in December 2014 of a Vietnamese sailor).

Map of pirate attacks in South East Asia January to June 2015



**Source: International Maritime Bureau:
orange means boarded, red means hijacked.**



Nature of Attacks

- Some claims that pirates commonly operate as part of broader criminal syndicates, but levels of competence suggest otherwise – they seem to be opportunists.
- The focus is on seizing ships to plunder cargo. Generally, the pirates do not engage in kidnap and ransom, nor do they target big commercial carriers. However, some signs have emerged of pirates holding ships to ransom, or even stealing ships.



Nature of Piracy

- In June 2015 aircraft from the Royal Malaysian Air Force located a Malaysian oil tanker carrying USD6 million in oil, the MT ORKIM HARMONY, that pirates seized in waters off Johor on 11 June. The aircraft found the tanker in Cambodian waters, which pirates had attempted to disguise by painting out letters of the name.
- The Malaysian Maritime Enforcement Agency foiled an attack on Malaysian flagged M/V PERMATA 1 in Singapore Straits on 1 September 2015. The effort highlighted the success of joint efforts to curtail piracy.



Joint initiatives

- The best means to resolve attacks in the region is a form of co-operation, perhaps through groups such as the Association of South East Asian Nations (“ASEAN”).
- In August 2015, Malaysia and Indonesia established a mechanism for rapid reaction to pirate attacks. The Malaysian Maritime Enforcement Agency (“MMEA”) plans to deploy a special task and rescue team at Johor Bharu.
- The forces may sometimes deploy personnel to vessels passing through areas of concern.



What to do next?

- Littoral states should further expand patrols on the Malacca Straits Patrols formula into the South China Sea.
- Governments should take action to strengthen security in those ports or regions used by pirates.
- Shipping companies should ensure that insurance provisions take account of the risk – but within context. The pirates have yet to target big shippers.



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Kidnap and Ransom



Australian Warren Rodwell held in Mindanao.



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The Real Situation – Asia Pacific



Kidnap and Ransom

The Asia Pacific region accounted for 35% of all global kidnappings in 2014.

Top 20 countries for kidnapping (as of December 2014)

1. Mexico	6. Lebanon	11. Syria	16. Kenya (tied)
2. India	7. Philippines	12. Guatemala	16. Brazil (tied)
3. Nigeria	8. Afghanistan	13. Yemen	18. Nepal
4. Pakistan	9. Colombia	14. Libya	19. Malaysia (tied)
5. Venezuela	10. Iraq	15. Egypt	19. South Africa (tied).



The Real Situation – Asia Pacific

- Asia and the Pacific accounted for the majority of ‘officially’ recorded kidnaps-for-ransom incidents in 2014.
- A large numbers of cases occurred in Pakistan, Afghanistan, India, and Philippines.



Kidnap and Ransom

- Many insurers place emphasis on the South American experience, which **differs** from that in Asia (except Philippines).
- **Definitions of kidnapping can vary**, including kidnapping, unlawful detention, and so on.
- Many kidnappings go **unreported**.



Types of Kidnapping

- **Virtual:** Where false claims about a persons safety are made to elicit payment.
- **Express:** The kidnapping of a person for a short time to force them to take money out of a bank.
- **Traditional:** More complex operations involving the targeting and holding of a victim.



Perpetrators

Perpetrators may include:

- Family members.
- Disgruntled business partners.
- Opportunist criminals.
- Criminal gangs focused on kidnap.
- Elements within insurgent/terrorist organisations.
- Terrorist or insurgent groups with political aims.



Geographical Context of Remarks

Primary focus on:

- PRC / Hong Kong
- Philippines
- Malaysia
- Indonesia
- Southern Thailand
- Singapore
- Taiwan

India and the sub-continent pose different challenges.



The Real Situation – Asia Pacific

- The K&R publicity and sales material used by the larger insurance companies are heavily influenced by the “South American experience” and misunderstand the Asia situation.
- The fact that the number of Insured Kidnappings can be lower than elsewhere does not mean that uninsured or different types of forcible detention is not problematic.
- Definitions of kidnappings can differ. For example, unlawful detention, forceful detention, kidnapping.



The Real Situation – Asia Pacific

Corporations and high net worth families need to be prepared to deal with:

- Professional K&R gangs.
- Opportunists who take hostages on a whim and without a plan.
- “Splinters” groups from terrorist groups – “AS” – and many others.
- Money disputes gone wrong.
- False imprisonment.



The Real Situation – Asia Pacific

- Domestic issues – family disputes.
- Genuine terror incidents with strategic goals or a tactical objective.
- Environmental or animal welfare groups willing to take extreme actions.
- Commercial disputes gone wrong, especially in the PRC.



The Real Situation – Asia Pacific

Recent Case (1) – Malaysia, November 2013

- Unidentified armed men raided three of the five stilt chalets in Pom Pom Island Resort, a 45-minute boat ride from Semporna, Sabah.
- The attack occurred at around 1a.m.
- Taiwanese tourist Hsu Li Min, 57, was shot twice, once in the chest and once in the ribs. He was apparently killed on the spot.
- His wife Chang An Wei was abducted. News reports in Taiwan she was the former schoolmate of Christine Chow Mei-ching, the wife of Taiwan President Ma Ying-jeou.



The Real Situation – Asia Pacific

- However, the Malaysian police stated that Chang An Wei was not the sole target of her abductors although she had links to the country's president, dismissing news reports from Taiwan.
- Chang An Wei and her husband were said to be involved in textile trading in mainland China, and were preparing for retirement.
- Police believe the Abu Sayyaf-linked gunmen took Chang An Wei to one of the Tawi-Tawi chain of islands, a known hideout for kidnap-for-ransom groups.



The Real Situation – Asia Pacific

- Hostages who are brought over from Sabah were usually kept in jungle hideout in islands before they were moved to the Abu Sayyaf stronghold of Jolo island.
- On 20 November, Taiwanese Interior Minister Lee Hong-yuan said that the Taiwanese Government received a call from a person in the Philippines asking for ransom for An Wei Chang.
- Chang An Wei was released in December 2013, reportedly after the payment of an RM800,000 ransom.



The Real Situation – Asia Pacific

Recent Case (2) – Malaysia, November 2013 – Random Targeting

- Five male victims, aged between 16 and 40 years were kidnapped in October and November 2013 in Johor, Terengganu and Rawang in Selangor.
- A man lodged a police report in Rawang on learning that his younger brother had been kidnapped when depositing cash at a bank.
- The complainant received a call from an unknown man who demanded a RM11,000 ransom for the release of his brother.



The Real Situation – Asia Pacific

- A police operation to rescue one kidnapped man led police to the other four victims (apparently unconnected) confined by a gang of kidnappers in an apartment in Bukit Tinggi.
- The apartment was used by one suspect, a “sub-contractor”. The police arrested the mastermind of the gang after rescuing all victims.
- The gang apparently targeted their victims for days before abducting them.
- They made ransom demands of about RM12,000 from each victim.



The Real Situation – Asia Pacific

Recent Case (3) – Hong Kong, October 2013 – “Clowns at work”

- A Hong Kong-based Indian man approached an Indian businessman and offered to sell him a piece of land in Hong Kong for HK\$14 million.
- Mangat was requested to come to Hong Kong to complete the deal. He arrived in Hong Kong with a banker and a lawyer on 25 October 2013.
- The three Indian men were met at Hong Kong International Airport, led to a white van; and then taken to a recycling yard in Sha Tau Kok (New Territories).



The Real Situation – Asia Pacific

- The three Indian men were reportedly guarded by five to six South Asian men armed with a firearm and choppers.
- They were apparently tortured and forced to contact their families to seek HK\$19 million in ransom.
- Their families alerted the Indian authorities, who in turn told the Hong Kong Police.
- The trio were released on 28 October.



Kidnap and Ransom

Recent Case 4: Criminal gang kidnapping April 2015: Hong Kong

- Kidnapping of Bossini heiress Queenie Rosita Law on 25 April 2015 by Chinese criminal gang.
- Gang robbed house and then decamped with HKD2 million in cash and valuables, and the victim.
- The victim was released on the payment of HKD2.8 million ransom in cash.
- Police in Hong Kong and China subsequently arrested nine suspects.



Kidnap and Ransom

Recent Case 5: Gunman kidnap tourists in Mindanao

- Gunmen kidnapped three tourists from the Holiday Oceanview resort on Samal Island near Davao City on 21 September 2015.
- The four individuals, comprising two Canadians, a Norwegian and a Philippine woman, were allegedly targeted.
- A boat of kidnappers arrived at the resort shortly after midnight, and sought out the tourists.
- The last related incident in Samal took place in 2001, when Abu Sayyaf attempted to seize tourists.



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Unlawful Detention in China



Unlawful Detention in China

Chip Starnes- June 2013

- Chip Starnes, co-owner of US company Speciality Medical Supplies, was held 'hostage' for five days in a Beijing factory by dozens of workers
- The labour dispute was about severance pay.
- Workers had blocked all exits and banged on doors and windows
- The Chinese police found no 'threat' to Mr Starne's safety and believed it was a factory dispute rather than a criminal or kidnapping case [China Daily].



Unlawful Detention in China

Chip Starnes- June 2013





Unlawful Detention in China

Zhongji Pile factory - June 2013

- More than 200 workers at the Zhongji Pile factory in Huizhou, Guangdong Province, surrounded the company's office building June 30, leaving five executives were trapped in an office.
- This stemmed from a labour dispute.
- The executives told the officials and journalists that the workers had apparently had ill-treated them, cut the water and electricity, and denied them food.



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Overriding Priority in Each and Every Case



Overriding Priority in Each and Every Case

“Safe and Timely Return of the Victim”

&

Nothing Else Should Get in the Way – Ever!



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Practical Steps



Incident Notification & CMT Establishment

Local Management

Local management is to:

- Confirm an abduction has actually occurred.
- Notify head office or regional management – (depending on structure).
- Establish a small local crisis management team.



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Case Set-up – Response Strategies, Planning & Tactics



Head Office Crisis Management Team

Key Policy Issues

- **Will** agree to communicate with the kidnappers.
- **Will** negotiate a settlement (resist demands and threats).
- **Will** be prepared to pay a ransom (and consider and negotiate any other concession demanded).



Head Office Crisis Management Team

Pros

- This is a tried and tested response for the resolution of K&R incidents.
- The kidnappers will probably not release victims if the company completely refuses to negotiate or refuses to pay a ransom.
- The only other solution is a rescue. This is dangerous in many countries / situations.



Head Office Crisis Management Team

Cons

- Negotiation with kidnappers may be illegal in certain countries.
- Payment of ransom to kidnappers may be illegal in country of kidnap.

Action

- Authorise local CMT to negotiate
- Clarify legal position of negotiation and ransom payment
- Do what needs to be done to save life.



Local Crisis Management Team

Develop and Agree a Negotiations' Plan

- Resist the kidnappers' demands and threats – i.e. robustly negotiate an agreed settlement strategy
- Do NOT succumb to threats and pressure by the kidnappers



Response Strategies, Planning & Tactics

Pros

- The company has a road map to a successful resolution.
- The company is signalling where it intends to finish.
- The company is following a disciplined and robust strategy and plan.
- The company is resisting and reducing the risk of further attacks.
- More likely to achieve a positive outcome.



Response Strategies, Planning & Tactics

Cons

- Corporate politics – matrix manager – C.Y.A. corporate decisions.



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Negotiations



All Communications with the Kidnappers

- Always record.
- Write a transcript of the recording.
- Analyse and use (as appropriate) as basis for planning next scripts.
- Use transcripts as basis for analysing the situation.



Initial Call(s)

- Establish a window of communications and protocols:
 - Daily calls or more often.
 - Within one or two hour window.
 - Get the agreement of kidnappers to this window.
 - Routine leads to resolution.



Initial Call(s)

Pros

- Establishes a degree of control with the kidnappers
- Sets disciplined and business-like tone



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Threats and Pressures



Threats

- Threats are normal.
- Threats often will be made to:
 - Kill the victim.
 - Mutilate the victim – cut off fingers/earlobes.
 - Rape the victim.
 - Starve the victim.



After Threats or Threat Deadlines

- After severe threats have been made, or a deadline has passed, always ask for Proof-of-Life.
- Failure to carry out a threat (post deadline) should **NEVER** be mentioned.



Threats

Pros

- The CMT Communicator is prepared for Threats and Pressures.
- The CMT Communicator acknowledges the kidnappers' power.
- The CMT Communicator diverts/eludes the threat.



Pressures

Cons

- Failure by the CMT to be structured, disciplined, strong and confident in its strategy and plan could lead to loss of control and an uncertain outcome.
- Succumbing to threats and pressures will lengthen the case, and increase the risk of kidnap for other company personnel (company will be seen as an easy target)



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Agreement



Negotiations

- It is usually evident when the kidnappers are close to an agreement, BUT an agreement may also come before generally expected, or even as a complete surprise.
- A sudden agreement by kidnappers when they have been negotiating hard, OR an agreement that comes in well below their previous demand, may signal an impending problem (i.e. they will claim agreement, give instructions for the ransom delivery, take the money, but not release the victim).



Ransom

The ransom sum (or other conditions) must be clear, specific and unambiguous.

The communicator must confirm the:

- Amount of ransom agreed.
- The currency wanted by the kidnappers.
- The denomination of notes or in Asia bank accounts.
- Type of any other ransom agreed; e.g. gold coins, ingots, diamonds etc.
- The earliest time the ransom can be ready for delivery.
- That this is the final payment.
- That the CMT expects that the hostage will be released immediately and wants a confirmation.



Proof of Life

Pros

- The CMT maintains a robust and business-like approach.
- The CMT does not rush the end phase of the negotiations.
- The CMT retains a degree of control over the kidnappers.



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Ransom Payment / Ransom Drop / Drop Team



Drop Team Checklist

- Confirm the identity of the team (minimum of two).
- Ensure they are 'unattractive' targets for new kidnap.
- Confirm their willingness to go.
- Brief them on the potential (but unlikely) dangers they face.
- Provide a written indemnity to them in the event of the loss of the ransom.
- Consider liability for legal or medical expenses due to injury.
- Try to use electronic methods.



Briefing to Drop Team

Handing Over the Ransom – Face to Face

- The kidnappers may be armed and nervous.
- Follow their instructions.
- Remain calm – nervousness is not a bad thing.
- Behave naturally.
- If you are allowed to talk, try to find out how long it will be before the hostage will be released.



Briefing to Drop Team

No Show

- The ransom drop may be a dummy run, checking for surveillance.
- Do not be disturbed at surveillance by 'unsavoury' characters.
- Return to the CMT.



Briefing to Drop Team

Pros

- Drop team is willing, instructed, aware and prepared.
- Drop team members are NOT 'candidates' for abduction.
- Delivery should be effected with a minimum of problem or delay.



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Release and Rehabilitation of the Victim



Release

- After the ransom has been dropped, release usually occurs within 4 – 6 hours.



Return of the Victim

- The victim is likely to make his way to his home.
- Consider where the victim is likely to go, and arrange for a representative of the CMT and the company's family liaison officer to be present.
- If possible, quickly assess the condition of the victim before he meets his family.



Return of the Victim

- Comply with the victim's immediate wishes – probably to see his family.
- Arrange for an immediate medical examination.
- Arrange for later psychological counselling, as necessary, or as requested by the victim (and family members).



Wrap Up

Questions & Answers



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24-Hour Crisis Response Hotline

(852) 9196-2350

www.stevevickersassociates.com