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Secret Document

Terrorist Groups' Operations and Plans of the United States to Defeat Them

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Section one: The organization of terrorist groups
1- Types of terrorist groups:

There are three types of terrorist groups in the world today:

A- Terrorist groups that are not supported by any country.
B- Terrorist groups that are supported by a country.
C- Terrorist groups that are formed by a country.

First: Terrorist groups that are not supported by any country
* They are small special groups, such as the anti-abortion groups that bomb clinics practicing abortion and assassinate abortion doctors, or the environmental protection groups that blow up utility or telephone poles set up on lands that these groups believe were sensitive to nature.
* The capabilities of these groups are usually limited, and they do not have the structure that would allow them to preserve their existence for a long period of time. Also, they don't have the communications nor do they enjoy the support available to groups B and C.
* Members of these groups are usually arrested because they don't have the skills or the training available to international terrorists.
* The small group that has acquired for itself a well-known reputation through its operations might have the chance to communicate with groups B and C. As a result of this communication, the level of this group will improve and rise to a higher level.

Second: Terrorist groups that are supported by a country
This group receives training, weapons, equipment, and administrative support from the country.
*These groups might receive training in a third-world country, away from the country supporting them, the same way the Communist bloc countries used to support Middle Eastern groups by training them in Lebanon and South Yemen.
* Sources from the American Ministry of foreign affairs say that these groups (B) are currently responsible for 70% of the international terrorist operations.
*The support received from the supporting country helps these groups in traveling all over the world, obtaining advanced equipment and weapons and coordinating with other terrorist groups.
* Terrorist groups pay the cost of the weapons, explosives, and equipment, as well as the cost of training.
* The supporting country encourages terrorist groups to use methods of extortion, drug smuggling, bank robberies, kidnapping for ransom, and any other method that helps in obtaining

money.
* The supporting country sends weapons and equipment by any means available, including its national airlines, merchant ships, or the illegal use of diplomatic pouches.

Third: Terrorist groups that are formed by a country
* The country organizes and supplies these groups. In 1984, Iran prepared special forces of 2,500 individuals in order to use them in terrorist operations and export the Iranian revolution to the Gulf countries and the countries of North Africa. Elements of this force consist of single, young, military-experienced men who are willing to conduct suicide operations.

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2- The formation of the terrorist group
Leadership
Active cadre
Active support elements (within the organization)
External support elements (sympathizers and nonmembers)
Illustration number 1: Organization of the terrorist group.

- The leadership is a group of professionals, smart with strong personality. These professionals usually come from wealthy families, and some of them have good professions, such as doctors, lawyers, and writers. The leadership does not participate directly in the execution of tactical operations, but remains at a distance. Therefore, the active cadre will carry out the operations. They undertake the mission of gathering information and laying and assembling bombs. They are also responsible for the attacks and assassinations. These cadres are specialists in their fields.
- There is active support from members of the organization who gather money, prepare publications, rent houses and cars, and provide administrative support and other assistance. This group also includes lawyers who act in defense of the group, members in court, doctors who provide medical treatment to the organization members in secrecy, and also the individuals who provide houses to hide members while they are fleeing.
- External support elements (they are sympathizers and not members of the organization). These elements do not openly get involved in any operation. However, they might give money or lend their houses or cars to those who provide active support, or gather information [for them].

3- The structure of terrorist groups
1- A small terrorist group of 40-50 individuals:

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Illustration number 2 (A/B): structure of the terrorist group
We see the following in illustration number 2:

- Every cell within the terrorist group has a specific and special mission. The leadership cell consists of the leadership that operates exactly like the administration of a company or factory that supervises the work of the others.
- There are also a number of intelligence cells working at the same time in the field. The

leadership issues its orders to the cells to collect information on a specified target, such as an embassy, military installations, or a factory. This information will be sent to the leadership.
- The supply department fulfils the needs of the organization elements (renting houses, cars, purchases, etc).
- Despite the fact that large terrorist groups have a large number of information and support cells, for security reasons they employ limited tactical cells in the field. In some cases, one element or one cell will act as a tactical cell, like the Abu-Nidal Group that placed Marwan Youssef Al-Banna in London as an information cell operating on his own. Then he was ordered to work as an execution cell to kill the Israeli ambassador in London.
- Elements of tactical cells are the elements actually carrying out action, such as planting bombs, assassinations, or kidnappings, etc...).

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Section two

The phases of executing the terrorist operation

1- The phases of executing the terrorist operation.

Planning of terrorist operations is done with precision and training, and is executed with military accuracy. The following illustration explains the phases of executing the terrorist operation.

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Illustration number 3: The execution of a terrorist operation in 4-5 phases.
A- The pre-execution phase:

- One information cell will gather the requested information in the pre-execution phase. This information is then sent to the leadership in order to plan for the operation. The execution unit might have a rehearsal for the operation, and at the same time, the information cell puts the target under monitoring.

B- The primary phase:

When the leadership finishes the process of choosing a target and drawing the plan, the execution cell starts working and the primary phase begins.
- Elements of the execution cell travel to the target area through a number of different directions and then gather only at the last moment. The weapons and equipment will be handed over to them once they arrive in the target area. They never carry the weapons and equipment with them while moving [to the target area], in order to avoid early detection of the operation.
- Deception tactics shall be laid out for the purpose of concealing the target to be attacked. An explosion might be set off in a place to draw out the security forces to that location. At the same time, the primary target is abducted far from the location of the explosion. Or, the police are told

that there is a bomb in one location when in fact there is a real bomb in another location. This method can also be used to ambush the security personnel while they are en route.

C- The negotiation phase:

If this is an abduction operation, phase 3 will be the negotiation phase. During this phase, the group's leadership announces their demands.

D- The implementation phase

This is the actual execution phase. During this phase, the implementation elements either succeed in fleeing after the implementation, or they are killed or captured.

E- The post execution phase

During this phase, reports on lessons learned are written.

2. Contemporary factors that make terrorism a unique phenomenon

1- The country supporting the terrorist group is available.
2- The strong influence of the media.
3- Advanced and modern means of communications.
4- Modern means of transportation (domestic-international).
5- Cooperation between various terrorist groups.
6- Suicide operations.
7- The desire to die for some terrorist groups.
8- Lethal weapons (nuclear, biological, gasses).
9- Countries that finance terrorist groups in order to carry out operations on behalf of these countries.

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3- Tactics of terrorist groups
A- Bombings
Bombings are the primary tool in the hands of terrorists. More than half of terrorist operations take place through bombings, where the main bomb is detonated, and then the secondary bomb is detonated by remote control or a timing device after the security forces arrive.
B- Fires
Approximately 14% of terrorist operations are done by means of fire.
C- Assassinations
Political and diplomatic figures are at the forefront of assassination targets, followed by policemen and the armed forces.
D- Armed attacks
Raids and ambushes
E-The abduction of hostages [hijacking]
At the present time, most hostage abduction operations are done by means of moving

transportation. This method makes it difficult for anti-terrorism forces to conduct hostage rescue operations, unlike at stable places. Also, during negotiations with the authorities, hijackers never speak directly with the authorities, but use the captain of the plane to deliver their demands. Negotiations are performed through the captain only, which makes the negotiation process difficult, easier for the terrorists, and more difficult for the negotiator.

F- Abduction

This is one of the most important operations for terrorists, unless they have land under their control, as was the case in Beirut, because it requires a large number of people to guard and protect that land.

G- Sabotage

This is one of the effective tactics used to strike at the economic infrastructure of a country. The easiest sabotage targets are telephone and electric pole installations.

H- Threat

A threat requires a lot of work for the government to check into, such as warning about a bomb somewhere.

I- Using chemical and biological weapons

The manufacturing method of these weapons is well known. In 1986, a scientist from Holland announced that any person who had an idea about chemistry and 240 dollars can produce the poisonous mustard gas. This quantity is sufficient to terrorize an entire city. Also, if anthrax is placed in the air condition of a building, it would be sufficient to kill all of the building's residents.

J- Nuclear terrorism

It is a matter of time for terrorists to obtain nuclear weapons in the future.

4- Terrorists' choice of targets

Terrorists choose their targets according to the following and in the following order:

1- Importance and sensitivity of the target. What would the effects of the attack be on the entire society?

2- The capability of entering and accessing the target. Would the implementation cell be able to reach the target?

3- The restoration of the target. What is the time needed to restore the target and resume working again?

4- Is this an easy or difficult target? How difficult is it to reach the target and destroy it?

5- Impacting the terrorist group. What is the reaction of the government and people as a result of this operation?

6. The expected degree of danger on the tactical group. Would the implementation cell be able to flee?

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Section three: How the concerned parties analyze current terrorist tendencies

1- How the concerned parties analyze current terrorist tendencies

- Monitoring terrorist tendencies is the mission of intelligence. The concerned party gathers and analyzes the information available on terrorist groups. Analysis begins with the following:

A- This analysis begins by defining the geographic borders of the region where the interests and targets specific to that country are, because even with modern means of transportation available, terrorist groups work in specific geographic regions and on certain targets. For example, in Europe the Red Army [Faction] operates in West Germany, the Russian Brigade group operates in Italy, and the Direct Action operates in France.

In the United States, The New World Liberation Front only operates on the American West coast. The United Freedom Front operates on the North-East coast, and the Puerto Rican separatist groups operate in New York, Chicago, and Puerto Rico.

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Also, domestic and international groups launch attacks on certain targets. For example, Armenian groups operate in the Middle East, Europe, and North America. However, most of the Armenian groups' targets are in Turkey. Palestinian groups operate in the Middle East against Israeli targets and targets of Western countries that support Israel.
B- The second step is to identify the information to be collected, protect the source of this information and the people responsible for this information (those dealing with the information), and then the information will be entered into the computer. Therefore, any terrorist incident that happens in the defined geographic region will be recorded in the computer as follows:

Date of the operation
Type of operation (explosion, assassination, etc...).
Location of the operation
The group that claimed responsibility

The following information will be also added:

Types of target - Number of people killed — Number of terrorists apprehended — Nationality of the target and losses in dollars — Number of terrorists injured - Number of people injured - Number of terrorists killed.

C- Make files for the terrorist groups with all the information on them. The analyst needs to think exactly like a terrorist. First, in order to think like a terrorist, the analyst needs to know how a terrorist gathers information.

2- How terrorists gather information
There are five primary ways:

1- Open source information.
2- Gathering information by means of people.
3- Gathering information by means of eavesdropping.
4- Putting the target under observation.
5- Photography.

1- Open source information:
Jean Marc Rouillan, Commander of the French Direct Action Organization, says that most of the required information for choosing targets is available in the press, weekly magazines, television, and radio. For example, companies that manufacture weapons for the government, or visits of officials will be known before they happen, because it is all published in the media.
2- Gathering information by means of people
This information is available by means of information cells and sympathetic support elements.
3- Gathering information by means of eavesdropping
Eavesdropping on telephones and on wireless radios (the researcher).

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4- Putting the target under observation
This is the second preferred method for terrorists to gather information. Observation is done on a number of targets, and small terrorist groups will create files for them. One cell gathers the information and also conducts the implementation. As for large terrorist groups, the information cell gathers the information, which the leadership uses for planning and then assigns the implementation to the implementation cell. For example, the hijacking operation of the Italian ship *Achille Lauro* used one terrorist on two occasions to research the trip on that ship and then the leadership was able to plan based on that information. Next, the implementation cell conducted the operation (where this cell arrived in Italy from Tunisia and got on board the trip).

5- Photography:
Photography is used in a broad scope by terrorists for two reasons. First, if the same cell that gathers information is also going to do the implementation, then it will gather information on a number of targets and then it will choose the target from among those identified. When the time comes to choose a target, they will depend on the pictures.
The second reason is that pictures are extremely important because the implementation of the operation in large terrorist groups is done by means of three separate cells. In the hijacking operation of the Italian ship, the information cell was made up of one person, and then the leadership cell chose this target from among a number of other targets. After that, the implementation cell conducted the operation. Pictures help the leadership in the target selection process and also help the implementation cell to prepare for the implementation.

3- How terrorist groups choose their targets after gathering information:

Choosing takes place by means of the following six points in the following order:

1- Importance and sensitivity of the target.
2- The capability of entering or reaching the target.
3- The ability to restore the target and make it work again after being struck.
4- The target's points of vulnerability.
5- The impact of operation on the terrorist group.
6- The danger expected on the implementation cell.

1- Importance and sensitivity of the target.

A target is considered important if it has an effect on society. For example, attacking power plants or telephone stations will have a great effect on people, because they will feel the impact.
2- The capability of entering or reaching the target.
Is the execution cell able to reach the target undetected?
3- The ability to restore the target.
The terrorists take into consideration the amount of time it will take to repair the target and return it to working order, thus they must cause a destruction that will take a long time to be repaired.
4- The target's points of vulnerability.
The Abu Nidal group realized the vulnerability of the Rome and Venice airports; therefore, they chose this bold operation for the purpose of obtaining the greatest reputation (media response).
5- The degree of effect the operation will have on the terrorist group.
What are the possibilities of the execution cell successfully fleeing after executing the operation? This is considered unimportant because some terrorist groups are prepared to die.

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4- Indications of terrorist operations' occurrence.
The following indications will be entered in the computer, and if there is an indication [of the following] in the defined geographic region, it will be marked in the computer.

A. General indications:

1- Political indications (the presence of an undesirable, corrupt, and dictatorial government).
2- Social indications (There is no middle class, there is only an upper and lower class. There is continuous subjugation and discrimination against some ethnic groups).
3- Economic indications (Extreme poverty + high unemployment).
4- Ideological indications (There are groups violently opposing the policies of the current government).
5- Geopolitical indications (There is a large sector of foreigners in the country, or there are border problems with a neighboring country).
6- Religious indications (There is opposition to Marxism and religious extremist tendencies).
7- Foreign influence and foreign funding supporting opposition groups - Foreign occupation.
8- The current struggle (The presence of guerrilla warfare inside the country).
9- Opposition to the presence of international forces in the country.

B- Domestic indications:

1- General resentment for social, political, or ethnic reasons, due to specific accusations addressed to the government.
2- The formation of radical groups (revolutionists [working] for secret branches of the opposition groups).
3- Blaming the government and the United States for the problems from which the country is suffering.
4- The appearance of new speakers (orators), talking about the plight of people and the arrival of organized people from outside of the city.

5- Meetings and demonstrations that have fiery speeches, enraging people and provoking them to violence.
6- The appearance of anti-government pamphlets that provoke people to revolution.
7- The participation of radical individuals in the demonstrations.
8- Civil disobedience.
9- A rise in the recruiting cases of political activist elements by means of revolutionary groups.
10- A rise in the political activities at the universities.
11- Accusations against the general establishments (electric, communications, public figures).
12- Tension rises between the refugees, minorities, or foreign groups.
13- Reporting stolen weapons, ammunition, and explosives, and attacks on places selling weapons and ammunition, or places selling sports equipment.
14- Violence against properties (theft, fire, and destruction, especially during demonstrations).
15- Political violence against people (assassinations, abductions, beatings).
16- A rise in requests to buy weapons and ammunition, especially automatic guns.
17- The discovery of weapons, ammunition, and explosives hiding places.
18- Direct attacks on the police, security forces, the army.

C- Specific indications of threat:

1- Weather conditions in favor of terrorist operations.
2- The target has an expensive symbol.
3- The target has a tactical attraction.
4- The target is very sensitive (nuclear reactor).

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5- The target does not have the ability to repulse the attack.
6- The target does not have an anti-terrorism plan.
7- Security forces are not adequate.
8- The target does not have adequate means of communication to contact the police or the security forces.
9- The target is in a highly populated area.
10- The target is in a place that is easy to penetrate or escape from.
11- The attack on the target will have a big media reaction.
12- The attack happened in the past on a similar target in a different location.
13- There are a lot of terrorist activities in a number of different regions in the world.
14- Terrorist groups are present in the region of the target.
15- Terrorist groups have attacked this target in the past.

5- Defining target's points of vulnerability

When choosing a target, the leaders of terrorist groups review the following questions with a yes or no answer. If there are a lot of yes answers, there is a good chance then for such a target to be chosen for an attack.

A- Will destroying this target or rendering it useless have a big effect on the surrounding society

or even the local government? Also, choosing the "yes" answer if there is a historical or national landmark.
B- Is this target easy to get to, or is it accessible through the adjacent buildings?
C- If an attack is carried out on this target, will it take a long time to repair it?
D- Will it be easy to destroy this target because of its points of vulnerability?
E- Will the attack on this target cause the people to complain about the terrorists and their cause?
F- If this target is chosen will there be a good opportunity for the implementation group to escape?

During your analysis, if you answered six questions by "yes," and at the same time there are terrorist activities in your region, then your target is at risk of being attacked.
So, what are you going to do to reduce the points of vulnerability?

We will discuss the first question from the previous ones. Will attacking this target have a big effect on the surrounding society and the local government?

You will never be able to change this fact; therefore, the only thing you can do is put together an anti-terrorist security plan, depriving terrorists from gathering information.
Security is very important for the operation in order to deal with danger, in addition to the security of individuals, communications, control of the documents, and control over entering and exiting operations.

If the target was easy to get to or to penetrate, you need to put procedures in place that will reduce this.

6- How does the United States determine the points of vulnerability of the targets?
Each of the following points has a degree from zero to one hundred, and the higher the degree the more the target is vulnerable and exposed to danger. This program was put into effect in the seventies in order to determine the degree of vulnerability of fixed targets.
A- Characteristics of the target and its degree of sensitivity.
B- The training condition of individuals for fighting terrorism.
C- The degree to which means of communication are available.

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D- The distance and the time from the closest security forces unit.
E- The distance and the time from the closest residential areas.
F- The place (the geographic location).
G- How close is it to the international borders?
H- The ability to reach the target.
I- Population density of the target.
J- The land.

7. How military units assess the points of vulnerability of the targets

This program was put in place after the bombing of the infantry [marine] squadron command in

Beirut. This program focuses on the points of vulnerability of small military units sent to foreign countries. The program is composed of 3 parts:

A. The general assessment:

1- The degree of sensitivity of the mission of the unit.
2- The key elements (persons).
3- Analyzing the current danger.
4- The world's perception of this mission.
5- The state of training of the unit.
6- The scope of the security force.

B. Assessment of the region:

1- The region where the forces are present.
2- The level of available intelligence information and security advice.
3- Other American military support.

C. Specific local assessments:
1- The level of available external support from the countries' security forces.
2- The place.
3- The ability to reach the place.
4- The capability of individuals to enter cars.
5- Communications.
6- Rules for using gunfire.

Methods of assessing other dangers, such as creating scenarios for the types of dangers to which targets can be exposed.

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Section four

Security of operations
The worst danger comes from the terrorist who gathers information and plans in order to execute an operation against you.

A- Indications of operations' security:

1- The first step in security of operations is to specify the information that must be safeguarded and protected.
2- Step two is identifying the methods that will be used by terrorists to gather information.
3- Step three is identifying the ways that the terrorists are able to use in order to prevent step two from happening.

These steps are executed by a group of specialists, per the following:

First: During the first meeting, these specialists will make a list of indicators of the security of operations. The following are examples of these indicators:

1- Names of the employees in the target.
2- Identifying the vendors conducting business with the target.
3- A sketch of the target.
4- Security procedures.
5- Names of important people.
6- The work method in the target.
7- Places to park cars.
8- Travel plans for important people.
9- Living places.
10- Information on the family members.
11- Communication procedures.
12- Means of communication with the security forces.

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13- Emergency plans.
14- Procedures to control the adopted ways to enter the target.
15- Procedures used to secure important information.
16- Procedure to control electricity - water - telephones.
17- Future plans.

Second: The second meeting will concentrate on creating a list of procedures used by terrorists in gathering information. From the point of view of the operations' security, the procedures are as follows:

A- Gathering information by means of the human element is the number two procedure after gathering information from media sources (direct or open gathering). Gathering information through humans is an ancient method that takes place through the elements that are sympathetic to or supportive of the terrorist groups, the employees who quit their jobs, buying the information, and using the secret methods of gathering by employing one of the elements to work at the target. A good example here is what happened when Hezbollah kidnapped the CIA station chief, William Buckley, in Beirut. Elements of Hezbollah were working in an office inside the American embassy in Beirut.
B- Methods of photography for the purpose of using the pictures in the planning process. Terrorist groups might obtain satellite photos from the country that supports them and also from companies that sell satellite photos. Therefore, you need to have in your program procedures to limit photography.
C- Eavesdropping on telephones, hacking computer nets, and eavesdropping on wireless radios related to security forces.

Third: A list of counter procedures will be made in the third and final meeting.

B- The information required for planning attacks that terrorist groups depend on follows:

1- Gathering all available open information on the target (media).
2- Monitoring the target for a number of days.
3- Photography (the target, the individuals, methods of work in the target)

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Section Five:

Security of Individuals
1- Personnel Security Planning

Personnel security begins with reviewing the assessments of danger. Therefore, you will be using the assessment of possible danger to determine the types of targets that were attacked and the tactics that were used during those attacks. Then you determine the targets that may be attacked within the area of operation in the same manner. For example, if you were a military unit stationed in a state where terrorists were used to firing on American soldiers wearing military uniforms, you would need to communicate this information to all of the members so that they would not wear uniforms while they were in the cities. If a side of your operation were in a factory, and if you were in an area where terrorists are used to attack important officials, you must therefore take this into consideration.

The first step: By making a list of members who are at the greatest risk of danger, you will be making list A of people who are at the greatest risk, and list B of people at the lowest level of risk. At the same time, you should not neglect other officials. You must inform each person in this part of the operation of the information gathering methods used by the terrorists. Therefore, everything that is written in the press about this part of the operation must be monitored, because as we mentioned, terrorists obtain most of their information from media sources. For example, if there was an innocent article about one of the important elements with a picture of it, it is imperative that we read this article with the mind of a terrorist, and think, "How will I choose it as a target and what are my steps?"

After you determine the probabilities of danger within your part of the operation, create methods of counterattack as follows:

The following step is the method of the visual inspection and the method for testing the security of operations.

The visual inspection is completed for the areas where important mission personnel live and the areas of their operation. This will help you in determining the methods that will be taken to improve the security and control over entering and reinforcing these areas.

Inspecting the security of operations will help you in determining the information that the terrorists need to plan an operation against important members of the mission. Therefore, you will be able to draw a counter attack plan to deprive the terrorists of this information. Also,

testing the security of operations will reveal the expected traditional methods that terrorists might discover; therefore, it will help in changing these methods before they are discovered by the information cell of the terrorist group. For example, there was a test of security for the operations of the American Secretary of State. This test showed that the Secretary's car driver was keeping a small, battery operated television in the trunk of the car. When the Secretary leaves the car, the driver would take the television out of the trunk and watch it. When the Secretary is about to return, the driver is notified by radio. The driver puts the television back in the trunk and drives the car inside the building to pick up the Secretary. If there were a terrorist information cell, they would be able to use this timing as a time to start an attack.

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2- Caution and Instruction 54

Jeffrey Jackson was the British Ambassador who was taken hostage by a powerful terrorist group (Tupamaros) in Uruguay during the seventies for 8 months in a room that was 6 by 2 feet. After he was released, he said that he should have known that there were plans being made against him, because he noticed that the information cell of this group was watching him, but he did not tell anyone. The other kidnapping victims also said that they noticed something being planned against them before they were kidnapped.

In reality, what happened was something simple. When you carry out your daily routine, your mind will unconsciously draw a number of mental maps. For example, think of the way you drive your car when you go to work. In fact, you do not think at all about this trip, but you are thinking of other things, and suddenly you are already at your work place. But what happens if you witness something strange happening, such as that a group of people are photographing your house or your place of work or a strange car is close to your house. Consequently, when you witness these things, it will be a glitch in your mental map and you will say that there is something happening. People who are in the greatest risk must think in this manner, and they must report it.

For example: The daughter of one of the NATO generals, whom a leftist European group had planned to kill, answered three telephone calls that morning that were all about whether her father was in the house or not. In the first two calls, a woman called and asked if her father was in the house, and the daughter replied that he was not, but she told the caller when he would return to the house. In the third call, the woman asked the daughter if her father was in the house, and when she answered "yes," the woman hung up the phone. After a short while there was a knock at the door of the General's house, and when the daughter opened the door, the woman told the daughter that she wanted to speak to the General. The General went to the door, [and when the woman moved out of the way,] a man who was hiding behind the tree unloaded his weapon into the body of the General.

3- How Terrorists Do Surveillance Operations
There are 3 main methods:

A- Surveillance on foot

B- Surveillance by car
C- Fixed surveillance

A- Surveillance on foot: Two or more members of the terrorist information cell will participate in this surveillance operation. These members are experienced and they will change their clothes during the surveillance operation. Therefore, it is the duty of security members or threatened people to observe and describe the terrorists and their method of movement. They must also specify the type of their shoes, because terrorists do not usually change their shoes when they change their clothes. Therefore, the following must be done when dealing with this type of surveillance:

Avoid doing the following: Constantly or swiftly looking behind you; taking the elevator, getting off of it, and then riding it again and leaving it; entering from the door of the building and immediately exiting from the other door. Do the following: observe the characteristics of the monitors, looking behind you when there is good reason for that; don't sit by the window in a restaurant or cafeteria or any place like that; and call the police if you feel you are in danger.

B- Surveillance by cars: Many people from the terrorist information cell as well as many vehicles participate in this type of surveillance. Also, the interior lights of the terrorist station wagon vehicle are off, so that when the doors are open at night it won't be discovered.

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- If you park your car and get out of it, one of the terrorists will follow you on foot and the other stays in the car close to yours. The objective of surveillance is to know your daily routine, and subsequently this surveillance will continue for a number of days. Therefore, if an attack happens it will happen in the area where surveillance was done, such as the route where you used to drive your car daily from work to home.

Avoid doing the following: Do not leave evasively if you have not had sufficient training / do not play cat and mouse with the terrorist's car.

Do the following: Notice any suspicious car in front of you or behind you, because you might be really falling into a trap; try to get a complete description of the surveillance car and write it down; try to get the license number, but you must realize that these numbers can be changed easily. Try to get a description of the people in the car, if you can, but don't put yourself in a dangerous situation.

C- Stationary Surveillance: This is done from a stationary place, and for a long period of time. The terrorist information cell will conduct this surveillance from the front of your house. Consequently, it is imperative that you pay attention to the vendors when you leave and return (they will also be taking pictures during surveillance from inside the car). Usually, this surveillance is done from a stationary car.

Avoid doing the following: Approaching the surveillance site; acting with suspicion; looking at the surveillance people.

Do the following: Take pictures of the surveillance crew if you are able to do so secretly. Write down descriptions of the people doing surveillance. Observe whether they are taking pictures or writing down notes. Look for any other surveillance location in the area, as they might be using many positions and report this to the police or security personnel. You need to know that the terrorist information cell is a professional school. You must not let them realize that they have been discovered, because their only response is to kill the person who discovered them. Just go to a safe area and contact the police or security personnel that are under your authority.

4- Training on Emergency Situations:

Your training must be focused on how to prevent terrorist operations. This training should include how to act during an armed attack, explosions, kidnappings, or hostages, and also training on dealing with explosive letters.

If it happens that you are one of the victims of the armed attack, the only thing you can do is to lie flat on the ground behind a cover and wait for security forces to arrive. The dead are the people who move during the armed attack. The member who was injured, but was able to move, has to exit the area because secondary bombs might be already planted. Look to see if there is any box or something rolled up as it could be a secondary bomb. Stay away from this roll.

A person who was kidnapped must do the following in order to remain strong:

1- He must remain calm and control himself, as the kidnappers will do the same.
2- He must be civilized with the terrorists, as it is not preferable to argue with them.
3- He must build a good, human relationship with the terrorists, and, consequently, talk with them about family matters or other neutral issues.
4- Talk with a normal and natural tone of voice.
5 - Do not refuse any service from the terrorists (food, drink, smoke).
6 - Workout (TC: literally "practice sports") whenever possible and maintain personal hygiene.
7- Try to keep busy so that you will stay mentally sound by means of organizing your time.

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8- Keep in mind that negotiations or rescue are on their way, but don't expect a quick release.
9- Always be on the outlook for any chance to escape or to be released by a military operation. If a military operation takes place, the best thing to do is to lay flat on the ground and wait until you are found by the rescue team. Any sudden move of yours during the rescue operation may result in your death.
10- Do not hesitate to answer neutral questions. Avoid arguing about religion or politics.
11- Obey all the orders of the terrorists.

Explosive Letters or packages:

There are a number of indications for explosive letters or packages:

The weight: Is not equally or appropriately distributed in the letter and the letter seems to be heavier than normal.

The thickness: The medium-sized envelopes have the same thickness as a small book, while the large ones are about 2.5 centimeters thicker.

The address: There is no address for the sender. The address is not written exactly right (it has bad handwriting or is not printed well).

The strength: More than normal, especially in the middle.

The stamps: More than the necessary fee to guarantee its delivery.

The postmark: They have foreign postmarking from a strange city or unfamiliar place.
The writing: They have foreign writing. The writing has errors.

The envelope: It has a smell… glue... oil stain... it has a movement like a spring... with wires or sheets connected to it... plaster stains.

If you receive a suspicious letter or packages, you must put it aside, the area must be evacuated, and security contacted. Most of the packages nowadays are advanced and contain safeguards against pressure or other handling that may cause the bomb to detonate. [TC: The literal translation of this line is: "Most of the packages nowadays are advanced with keys to fight pressure and other explosive elements."]

5 — Personal Protection

The mission of the bodyguard:

1- Preventing intentional assassination operations.
2- Preventing accidents not intended against the person.
3- Preventing embarrassing situations for the person (such as spitting on him or tripping him when getting out of the car).

6- Security procedures during travel

The State Department in the United States has set up a number of offices to help American citizens and businessmen who are overseas. These offices provide information about different countries, and help citizens with the problems they encounter abroad.

These are the offices:

1- Division for Overseas Security Support [TC: Bureau of Diplomatic Security]: This office provides instant guidance to security companies, senior officials, businessmen, and any traveler who wants the same guidance. It also provides limited information on different regions in the world.

2- Citizens' Emergency Center: This center works 24 hours a day and provides information on travel advice, visas, and other travel requirements or disturbances in foreign countries, as well as information about hotels and any recommendation about current reservations in big cities around the world.

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3- Division of Threat Analysis: It provides analyses of threats that senior officials, businessmen and American citizens face around the world.
4- The Overseas Advisory Council: This council is an intermediary between the US State Department and American businessmen in the United States. For additional information contact this address: The US State Department, Bureau of Public Affairs, U.S. Department of State, Washington, DC 20520

Before you travel to any country you must answer the following questions:

1- What is the social climate in the foreign country regarding your gender, religion, or race?
2- Did your workplace encounter any threat by means of correspondence or telephone calls from this country?
3- Are there any crime problems in that country? If so, who are the victims?
4- Is there any type of violence against the presence of your company or its interests?
5- Was any other division of your company a victim of violence?
6- Are there any groups in this country who oppose the policy of your company or its affairs?
7- Did any hostilities emerge against your company in the press of this country?
8- Is there any person in your company who has contacted opposition elements?

If you answered "yes" to any of these questions, you must take the necessary security measures during this trip (such as staying in big hotels, maintaining a low profile, always making contact with the US Embassy or US Consulate).

When you arrive in the area, make sure that you know how to contact the police, the American embassy, and hotel security.

There must be a person in the United States to contact you, to know your travel itinerary, and to expect you to contact him at a certain time during your trip. There needs to be a specific code which has been previously agreed upon that you can mention to him in case you have problems. For example, you can ask him, how is the dog in the house doing? In reality you do not have a dog, which will let the other person know that you have been taken hostage or that there are some problems that you cannot discuss. Before you leave the house you must make copies of your passport, driver's license, and other identification cards and keep them in a separate envelope to be used in case these documents are lost.

The chances for that person to be a target for terrorists will be slim during his travel, because terrorists need surveillance for planning the steps before they carry out the operation. But you might be the target as terrorists look for American citizens. The US State Department has published an article under the title, "A Safe Trip Abroad," with an important travel advisory as

follows:

1- Its is better for you to take a direct flight and avoid stopping in airports known for danger.
2- Use caution when speaking with strangers and you must know what you are talking about.
3- Limit the time you spend in public areas or non-secure places in the airports. After you check your luggage with the airline company move quickly to the secured area, and when you arrive to the other airport you must leave it as soon as possible.
4- Avoid wearing clothes or behaving in a manner that will make you appear like an American.

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5- Be careful of the briefcases [bags] or parcels left alone and immediately report them to the police - Do not touch these things under any circumstance.
6- Keep away from places that are considered targets for terrorists, such as places of American gatherings.

If you are traveling to a place that has disturbances or is unsecure, the American State Department will provide you with the following additional advice:

1- Discuss with your family the cases of emergency before you leave America.
2- Upon arrival to the region, register yourself with the American Embassy.
3- Be courteous when dealing with others. However, you must be cautious and not talk about your business or your personal issues.
4- Do not leave any personal papers in the hotel room.
5- Be on guard of those following you.
6- You need to have with you a paper with the phone number of the police, the hotel, and medical emergency help on it.
7- Always choose taxis randomly, and do not get in a car that does not say taxi on it.
8- It is preferable to travel with others, if possible.
9- Verify the identity of visitors before opening the door. Do not meet strangers in isolated places.
10- Refuse the delivery of any unexpected parcels.
11- Develop an action plan if a bomb explodes near the place you are at, or you hear shots fired.
12- Make sure your car is in good condition, because you may be forced to drive quickly and evasively.
13- Close the windows in crowded areas, because it is possible to throw a bomb through the window.
14- If it happens that you are in a situation and someone opens fire, lie prostrate on the ground and do not move until the danger is gone.

When traveling to regions that have armed struggles, take the following into consideration: During the joint-coordination between the U.S. armed forces and the U.S. marines, the Marines Command Center was blown up in Beirut.

1- Before arriving in the region: Before you move, you must identify the types of danger you might be exposed to on your way.

2- During movement: The phase of movement is the dangerous phase. If you are moving in a small unit, then you need information sources for all of the main points on the roadway. Other points of vulnerability on the road for the moving unit are:

- The path that the unit takes to the point of departure (port, airport).
- The same port or airport.
- The means of transportation used.
- The port or airport of arrival.
- The path from the port or airport to the intended destination.

3- During the operation: When you arrive to the intended destination, you need to reexamine the dangers.

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Section six: How to respond when a terrorist attack occurs.

Security forces take into consideration that the terrorist attack can be deceptive in order to hide the primary attack. Therefore, the security forces have to secure their area of responsibility, and do not go to the area of incident unless they receive orders to go there.

For example: Terrorists in Rome threw a bomb over the wall of the British embassy, and the bomb landed in the fountain. When all of the police hurried to the area of the embassy, one of the terrorists shot a number of missiles from a hotel opposite the American embassy, and this terrorist was able to get away because all of the police were busy with the British embassy.

1- Phases of response: There are 3 phases.
A- The first phase is for the purpose of containing the situation.
B- The second phase is to enable the investigators to do their job.
C- The third phase lasts until the incident is resolved.

A- The first phase: Containing the situation because you never know right away if this incident was a terrorist incident. The bomb could have been planted by a lunatic or a person who wanted revenge. After the explosion, one of the terrorist groups claim responsibility, and the judicial responsibility will be turned from the police to the intelligence, as a result.
B- The second phase: When the investigative authorities are able to assume their duties, the necessary information about the incident will be gathered.
C- The third phase: This phase lasts until the incident is resolved.

2- How to respond when a bomb threat is received:

First, you must take into consideration how you received the threat. Usually it is done by means of a telephone call to one of the employees. Therefore, these employees need to know what questions they need to ask, and what things they need to listen for. The person that received the threat needs to specify the following:

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Was the speaker male or female, his/her approximate age, nationality?

After receiving this alarm, bomb squad crews are sent in.

3- What to do when an explosion occurs:

- Secure the area and stop access to it.
- Evacuate the area and treat the wounded.
- Immediate search for other secondary bombs.
- Do not destroy the evidence.
- Evacuate the wounded to a safe area, while leaving the dead ones exactly at their location.

Secondary bombs are detonated with timing devices or a remote control when the security forces arrive. Since the remote control is operated from a short distance and by a person who is near the area, the security forces must survey the vicinity to determine who the strangers in the area are. The security forces should be cautious because the terrorists are better armed and there could be a protection crew near them. Therefore, the security forces should not try to apprehend the terrorists until the police arrive. But, they could take their pictures.

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Section Seven: Protecting people, residential areas, and offices.

1- Protecting important individuals (VIPs)

These instructions are for members of the US government and are issued by the US Government Accounting Office:

A- Minimize one's appearance in public places: One must limit this as much as possible, and it must be made difficult to obtain photos of these important individuals; likewise, one must protect other information, such as information about one's family, the clubs they frequent, or the location of their homes and travel plans.
B- Routine: One must avoid the regular routine that can be easy to ascertain, such as the route and time of travel to and from one's work. One must also travel via congested roads.
C- Uncovering surveillance: If one believes he is under surveillance, he must report it.
D- Travel: One must inform his family and close colleagues of his destination and the anticipated time of arrival.
E- Cipher System (Code): There must be a simple code in order to inform one's family or colleagues that there is something wrong.

2- Protecting Residential Areas:

A- Safety of the Family: There must be a feeling of safety among family members so that they are forewarned of anything suspicious. They should not open the door, except after verifying the

identity of the visitor.
B- Measures to be followed at home:

1- A Peephole in the door for looking, in order to identify the visitor.
2- A lock for the inside door.
3- Windows (dangerous areas): Use the kind of glass that does not break.
4- Lights: There should be an outside light to illuminate the area directly adjacent to the house. Use the light with a timing device to insure that the light turns on and off automatically, even when there is no one at home.
5- Alarm: Alarm systems against break-in attempts; however, one must use the alarm systems that go with the locks and the lights of the house.
6- Safe room: A safe room is designated specifically for the dangerous areas. This is an inside room, with a sturdy door and lock, and provides a means of communication.
C- Unlisted telephone number in the telephone directory, and if that is not feasible, then one must leave out his address, as the telephone number will be sufficient.
D- Emergency plans: Every member of the family should know the emergency phone numbers (police, fire department, hospital), and should put in to practice a house evacuation plan.

3. Protection of the Office

A- Accessibility: It should be difficult for common people to gain access to the offices of officials, and no office should be located on the ground floor. All the windows that face the common area must be reinforced with bullet-proof material, and there should be a guard or a secretary who screens and keeps track of all visitors entering the office. Likewise, all doors should be locked on the inside.

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B- Alarm systems: The area that gives visitors access to the official's bureau must be provided with an alarm system that can be operated in secret. This system will alarm the guards of their whereabouts.
C- Bathrooms: Should always be locked.
D- Electrical and telephone room: Should be locked and the keys left with security guards.
E- Keys to the official's office: Should be kept with the security guards.
F- Personal Identification: A photo ID with the signature of that person must be issued in order to recognize him when entering.
G- Protection against Fire: There should be an alarm system for fire detection and fire extinguishers.
H- Safe room: Is an internal compartment with a strong door and locks, first aid, and means of communication.
I- Emergency support: Should be located in a place other than the safe room.
J- Mail: in the mail room and is inspected by the security forces.
K- Parking lot: Nothing should be written down in the official's parking lot. No number or code should be placed or written in the parking lot.

Section Eight: Safety during Travel

1- General Warnings:
- One should be aware of the potential dangers in the country one is visiting.
- Information about the trip should be known only by the family members and very close colleagues.
- Stay only in hotels recommended by the American Embassy.

2- Upon Arrival:

- Make sure not to appear in public places, and avoid writing the name of your workplace in the hotel's guest registry.
- Remember to lock the door in your hotel room.
- You must not leave any clues about your identity in the room.
- Leave expensive items in the hotel room.
- Avoid carrying large amounts of money.
- Be on your guard from those seeking your friendship.
- Avoid places of disturbance/demonstrations/crowds/traffic accidents.
- Avoid any job that identifies you as an American.
- Avoid routine in your appointments.

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3- Travel by car:

- The car must be in good safety condition, if possible. It should be the kind of car that allows you to open the hood from the inside, and likewise, the kind that allows you to open the fuel cap from the inside.
- The fuel tank must be at least half-full at all times.
- You must be alert of being monitored.
- You must shut all doors and windows, and if a window is open while driving, make sure that the opening is no more than five centimeters.
- You should drive on expressways.
- Use the middle lane while driving so that you are not forced onto the sidewalk.
- Make a detour around suspicious inspection points on the road, or go back.
- Do not pick up any strangers from the street.
- Always use a mirror to be aware of the cars behind you.
- Use your horn in an emergency if you are being chased, and drive the car to a secure area (police, hospital, fire department).
- Lock the car while it is parked.
- Remove the car key from the key chain if you plan on leaving the car with the concierge or the parking attendant.
- Do not leave the car on the street at night.
- Always be careful of any wires or suspicious packages.
- Avoid the routine in your trips.
- Do not use a taxi during your tourist trips - use the bus instead.

4- Travel by plane:

- Whenever possible try to use American airlines.
- When leaving the United States, do not make reservations over the phone, but rather go to the airport or the airline office to purchase the tickets.
- Go to the airport early to reduce the length of your exposure time while standing in a long line, which would be the case if you did not go the airport early.
- When you are finished with the protocol, go to a secure place as quickly as possible.

5- Ways of conduct while being a hostage: Obey terrorists' orders.
- Be polite and pleasant to the terrorists and other hostages.
- Do not discuss or argue about political matters with the terrorists or other hostages.
- Converse in a normal tone of voice.
- Whenever possible, do not stand near windows or doors.
- Do not hesitate to answer the questions of terrorists.
- Let the terrorists know about your state of health if you need special medication.
- Do not discuss retaliation measures that your family, friends, or your workplace might take.
- Remain calm

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Section Nine: How does the United States respond to terrorism?
- The responsibility of handling terrorism inside the United States rests with the FBI (Federal Bureau of Investigation), and outside the country it is the responsibility of the CIA, and together these two organizations possess experts to gather information on terrorism.

US official policy with regard to terrorism is contained in the report titled, "Public Report of the Vice President's Task Force on Combating Terrorism" (An anti-terrorism report by the American Vice President)

This report contains the following:

- The United States opposes domestic and international terrorism. It is ready to respond by cooperating with other nations against terrorist operations.
- The United States government considers the terrorism carried out by an individual or a group as a big threat to American national security. Likewise, America will counter terrorism with all legal means available.
- Nations that support or carry out terrorism will not avoid punishment. If there is evidence proving that a nation conducts terrorism against the United States, the latter will employ all means to guarantee the protection of its citizens, assets and interests.
- The US government will not give concessions to any terrorists' demands, pay any ransom, release any prisoners, change any of its policies, or approve of any action that could further encourage terrorists' operations. At the same time, the United States will employ all means available to free any American hostage.

Levels of anti-terrorism operations:

The following table explains the steps taken by the US government to counter terrorism:

There are three different levels of counter-terrorism:

The First Level: Political and Diplomatic.
- Negotiations.
- Changes in diplomatic relations - severing relations.
- Boycott and economic sanctions.
- Military choices.

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The Second Level: Strategy of action
*Analysis of the danger
*Collection of intelligence information
*Inspection of vulnerable points in the American targets

- Protection and well-being
- Security of the operation
- Individual security

The Third Level: Tactical retaliation
- Anti-terrorism operations, special operations.
- Military operations; traditional operations.
- Tactical operations.
- Negotiation operations for the release of the hostages.
- Retaliatory strikes.

Explanation of the previous table: The First Level

This level consists of two independent ways of dealing with the terrorism problem. The political way simply discusses the problems inside the country and the means used by the government to respond to the problem of domestic and international terrorism. It also includes measures that go from ordinary to very harsh. Take for example when Great Britain announced that it would arrest any citizen carrying a weapon, as this would be considered a heinous crime, or when the government responds to terrorist operations by searching each and every house, or when the Latin American government formed execution squads to kill those cooperating with guerrillas.

The moderate measures include inviting opposition groups to participate in elections.

The diplomatic way ranges from diplomatic agreements to military strikes, and even declaration of war. In fact, it is worth mentioning that the reason for the outbreak of World War I was the assassination operation that was carried out by the Arabs against the Arch Duke Franz Ferdinand of Austria.

There are a number of international agreements to help control terrorism. For example, numerous nations have agreed to extradite hijackers to the nations whose planes were hijacked. Nevertheless, in reality, Iran did not comply with this agreement when it refused to extradite the hijackers of a Kuwaiti plane. Likewise, the Western nations did not extradite the hijackers of the communist bloc countries' planes, and the United States did not extradite the hijackers of a Cuban plane.

There are agreements between the western nations for the exchange of intelligence information and for participating in the investigations.

Likewise, [there is an agreement] to cut off all diplomatic relations with the nations supporting terrorism.

The most severe form of diplomatic measures is the military operation.

The First Level has a limited impact in the prevention of terrorism.

The Second Level: Strategy

Most of the anti-terrorism experts try to work on the problem of terrorism on the second level, by using strategic measures to combat terrorism.

These measures start out by analyzing the danger (gathering information about the terrorist groups that operate in your area and vulnerable points in the American targets).

After identifying the danger and vulnerable points, a plan to prevent terrorism can be outlined.

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The third level: Tactical response

Most of the tactical responses consist of the following anti-terrorism measures:

1- Special Operations: These measures are taken to respond to the terrorism incident (they consist of teams that break-in and release the hostages; teams that negotiate for the release of the hostages; and tactical teams that are responsible for the retaliatory operations, which take place after the terrorist operations). Similarly, they include the investigations [interrogations] that take place following the incident.

2- Military operations (air strikes against the hijackers' bases).