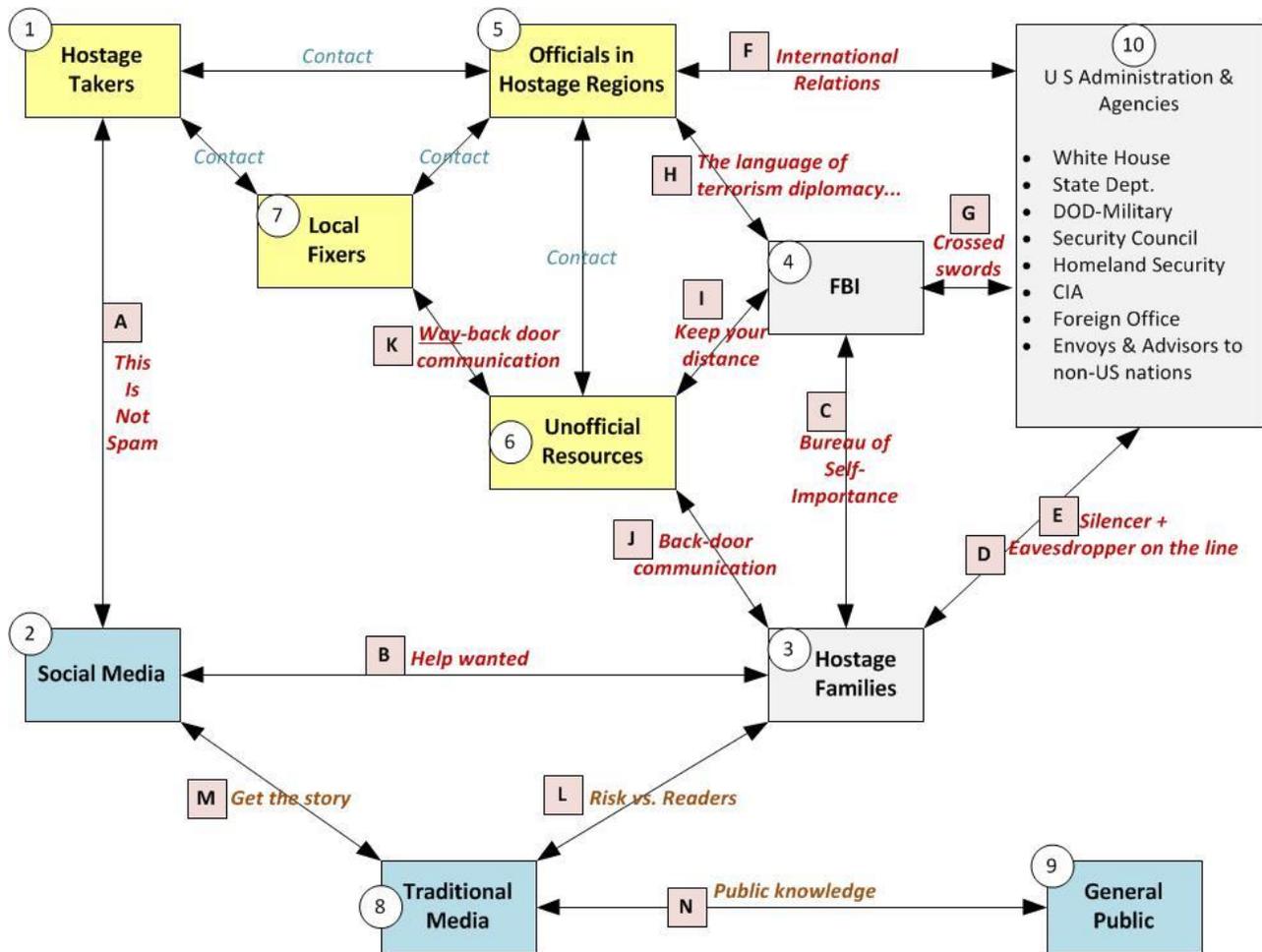


Overseas kidnapping “has to be a multi-agency effort”. *Senior FBI official*

Ten Key Players in the “Five Hostages” story:

1. **Hostage-Takers** in non-US locations
2. **Social Media**, including Facebook, Twitter, and Microsoft services and organizations
3. **Hostage Families** and their advocates
4. **FBI** – The US Federal Bureau of Investigation is authorized to investigate, and has jurisdiction to take charge of, the kidnapping of US citizens. The Bureau is “poorly equipped to handle foreign cases in which the motivation for the abduction is political”, and lacks the State Department’s understanding of cultures and regions around the world.
5. **Officials in Hostage Regions**, e.g., in Turkey, Syria, Qatar, including government officials, diplomats, intelligence service members and other agents, envoys, and operatives.
6. **Unofficial Resources**: Knowledgeable or influential Americans and others who know the people and the way things work in the Hostage-Takers’ home turf. Unofficial Resources include current and former diplomats, officials, and intelligence agents; journalists; aid workers and NGO executives and volunteers; international contractors; freelancers. These people are familiar with the culture and many of the players, even including local or regional “Fixers”.
7. **Local Fixers** – People in the Hostage-Taker’s territory, e.g., Syria, who know the local players, speak their language, and have informal links to Hostage-takers.
8. **Traditional Media**, including television, newspapers, and magazines
9. **General Public**
10. **US Administration and Agencies** other than the FBI
 - a) White House, government administration
 - b) State Department, includes the Office of Overseas Citizens Services
 - c) DoD-Military
 - d) Security Council
 - e) Homeland Security, charged with integrating the intelligence gathered by the CIA, NSA, FBI
 - f) Central Intelligence Agency (CIA), collects intelligence abroad
 - g) Foreign Office
 - h) Envoys and Advisors to/for non-US countries

Drawn from the article "Five Hostages" by Lawrence Wright, published in The New Yorker July 6-13 2015 issue.



Connectivity Map – The Relationships linking various groups:

- A. Hostage-Takers ↔ Social Media:** "This Is Not Spam." Hostage-Takers often use Social Media to deliver threats and ransom demands, videos of hostage executions, and hostages making statements and pleas for action. Hostage-Takers also use Social Media to threaten to kill their hostages if word leaks out about the abduction.
- B. Social Media ↔ Hostage Families:** "Help Wanted." Hostage Families and their friends may use Social Media for research and communication, and may work with Social Media executives to protect hostages, e.g., when Facebook made one hostage's accounts invisible to the public
- C. FBI ↔ Hostage Families:** "Bureau of Self-Importance."
 - Three FBI agents are assigned to each Hostage Family: one a "supervisor", one for "victim assistance", and one for "hostage negotiations"
 - The FBI shuts down the efforts of Hostage Families and their advocates if they appear to conflict or compete with FBI efforts
 - The FBI crafts responses to the emails sent from Hostage-Takers to Hostage Families: family members simply hit 'send' without adding their own thoughts
 - The FBI takes more time than Hostage Families expect to dispatch agents to interview hostages' friends and associates in the US, and took two weeks to dispatch a pair of agents to Turkey where some of the hostages were last seen
 - The FBI does not always communicate promptly when new developments are known, e.g., not calling one family when their son was executed, leaving them to learn of his death through Social Media.

Drawn from the article "Five Hostages" by Lawrence Wright, published in *The New Yorker* July 6-13 2015 issue.

- D. US Envoys ↔ Hostage Families:** *"Eavesdropper on the line."* Hostage Families and their advocates may speak with US Special Envoys and Advisors to non-US countries, e.g., Syria, the FBI monitors these conversations.
- E. US Foreign Office ↔ Hostage Families:** *"The silencer."* The US Foreign Office bars Hostage Families and their advocates from discussing hostage abductions with friends and media.
- F. US State Department ↔ Officials in Hostage Regions:** *"International relations."* Understandings and agreements are developed regarding international relations, including for handling hostage situations.
- G. FBI ↔ US State Department:** *"Crossed swords."* The FBI may see the US State Department as "competition" in the handling of hostage situations and in communication with Hostage Families. As one FBI official said, "Swords get crossed".
- H. FBI ↔ Officials in Hostage Regions:** *"The language of terrorism diplomacy is muffled and ambiguous."* (Lawrence Wright, author of *The New Yorker* article "Five Hostages", July 6-13, 2015).
- I. FBI ↔ Unofficial Resources:** *"Keep your distance."* • The FBI may see Unofficial Resources as competition and shut down their efforts • The FBI may appear inept when developing contacts in non-US locations, and are said to appear out of place, inexperienced, like a "fish out of water" • The FBI may fail to interview Local Fixers in the area who are well known to the Unofficial Resources, who also believe the FBI failed to communicate with hostages who had been released, missing an opportunity to learn more about the actual situation • The Unofficial Resources provide leads on the current status of the hostage situation and believe the FBI does not follow up on those leads.
- J. Hostage Families ↔ Unofficial Resources:** *"Back-door communication."* Hostage Families and their advocates may locate and contact Unofficial Resources (former diplomats or agents or active journalists and freelancers) in countries where hostages are being held in order to arrange meetings, send money, or find other back-door opportunities to communicate with Hostage-Takers.
- K. Unofficial Resources ↔ Local Fixers:** *"Way-back-door communication."* The people with experience in the Hostage-Taker's local area often have effective links to Local Fixers (sometimes called "operatives") who have access to Hostage-Takers and their inner circle. Local Fixers may be able to obtain information on Hostage-Takers' phone numbers and GPS locations of their headquarters, arrange for border-crossings and communications, or conduct private negotiations.
- L. Traditional Media ↔ Hostage Families:** *"Risk vs Readers."* Traditional Media's investigations into friends of hostages may unknowingly compromise the safety or lives of the hostages.
- M. Social Media ↔ Traditional Media:** *"Get the Story."* Traditional media watches and contributes to conversations on Social Media, and vice versa.
- N. Traditional Media ↔ General Public:** *"Public knowledge."* Traditional Media communicates to the General Public via television, newspapers, and magazines.

Within US Administration & Agencies:

- **White House ↔ Security Council:** *"Hostage policies."* Develop and clarify US policy on hostage ransoms; where there is no clarification of the policy, FBI "investigations are essentially paralyzed".
- **White House ↔ DoD-Military:** *"Military intelligence and planning."* International defense coordination, including authorizations (or lack thereof) for drone surveillance and rescue efforts.
- **White House ↔ Envoys:** *"Assignments"*. The White House appoints Special Envoys and Advisors to non-US countries, e.g., Syria.