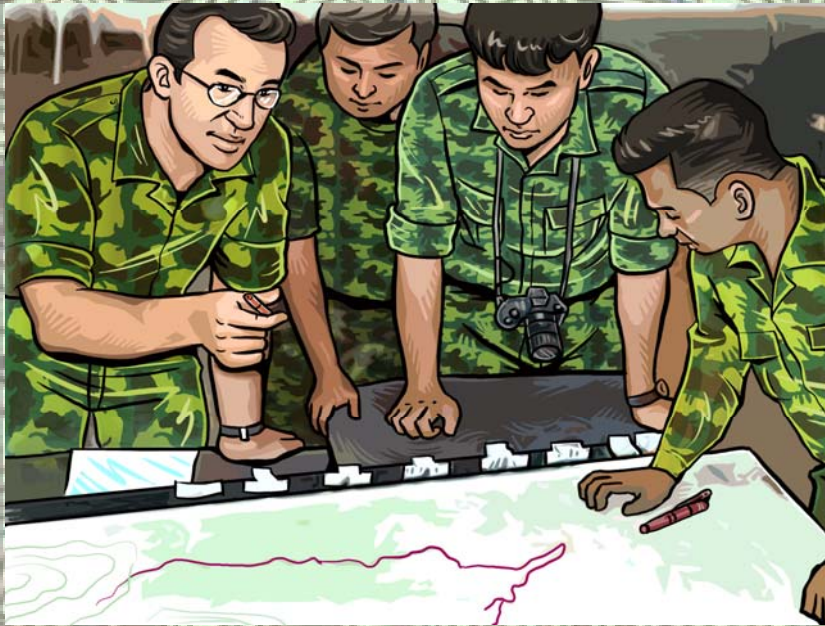# PROTECT MANAGERS

PRotected-area Operational & Tactical Enforcement Conservation Training - Managers

MANUAL

A GUIDELINE FOR PROTECTED AREA PROTECTION AND ENFORCEMENT MANAGERS

PROPOSALS FOR AMENDMENTS OR ADDITIONS TO THE TEXT OF THIS MANUAL SHOULD BE MADE TO:

PROTECTED AREA PROTECTION AND ENFORCEMENT MANUAL

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Glossary of Terms	
TERM	**DESCRIPTION**
Actions on	The actions that an individual or team of rangers will conduct given a particular situation, problem or activity required. Action's on lists are stipulated during formal orders groups
Bound	In navigational terms, a bound is one part of a larger part of the journey. A route can be many legs, which is a section or stage of a journey, a bound is a section or smaller stage of a leg.
End State	The set of required conditions that defines achievement of the commander's/leader's/manager's objectives
Enforcement	Enforcement is to ensure observance of or obedience to a law, regulations, and acts of government.
Intelligence Preparation for the protected Area	This is an intelligence gap analysis for the PA. The Intelligence Preparation for the Protected Area will determine what the protected area already knows and does not know.
Map Overlay (Manual)	Manual overlays are clear pieces of plastic that are detachable from the map that depicts information represented as symbols, letters or numbers.
Non re-offense contract	A non re-offense contract is a contract written in the field by the rangers, often following an official format, and describes the particulars of the crime. It is the lowest level of punishment in which the offender admits guilt and agrees not to recommit this crime again. It is generally thumb-printed or signed by the offender with the enforcement ranger witnessing the contract and kept on-file in the PA headquarters.
Non-organic support	Refers to a unit or section that is not permanently incorporated into a larger section or department. This could be the transport section assigned to the Administration Department of the PA but supports the Enforcement Departments transport requirements.
One visual distance	Visibility - The distance at which one can see. Depending on vegetation, time of day and terrain the distance at which one can see the furthest will be different. At night in the tropical forest the visual distance could be 10 centimeters. During the day in the tropical forest this visibility could be 30 m. Within visibility of the enforcement member.
Organic	Refers to a unit, section or department that is permanently assigned to a larger department. This could be a transport unit incorporated into the Enforcement Department of the PA.
Patrol Orders	"Orders" are conducted in a formal setting and it is where the commander's plan is given to the subordinates. The orders has a particular logical format so that all detail is conveyed and each individual knows his or her part in the conduct of the activity
Picquet or picket	Refers to a person or small group of persons maintaining a watch. This is usually conducted when the majority of the group is static and conducting an activity that takes the focus off looking or listening for poachers, such as sleeping at night, cooking and eating during the day. This may mean a watch for the poachers and suspects, (Law enforcement) or other types of watch i.e. "fire picquet". A **staggered picket** consists of, for example, two rangers where one ranger is relieved at a time. This is so that on any given picket one ranger is fresh, having just started the picket, while the other is ready to be relieved. Although each ranger is required to maintain watch for the full duration of a shift, halfway through each shift a new ranger is put on watch. Staggered pickets are consequently more difficult to plan than standard pickets.
Protected Area	A protected area is a clearly defined geographical space, recognized, dedicated and managed, through legal or other effective means, to achieve the long-term conservation

Glossary of Terms	
TERM	DESCRIPTION
	of nature with associated ecosystem services and cultural values.
Protected Area Intelligence Requirements	The PA Intelligence Requirements (PAIR) are questions that fill answers to the PA manager's knowledge or understanding of the threats, environment or violators.
Protected Area Protection and Enforcement	In the conservation context is the act of protecting from destruction or harm through ensuring observance of or obedience to the law, acts, decrees and decisions of a legally recognized geographical area encompassing nature and the ecosystem services and cultural value.
Protection	Protection is the act of protecting or the state of being protected; preservation from injury or harm.
Replacement reserve	A reserve ranger to call upon to maintain team and section effectiveness.
The Protected Area Protection Plan (PAPP)	The PAPP is a detailed plan that translates the environmental (Natural Resources) strategy into the operational and tactical level utilizing the protected area intelligence and threat assessment to strengthen the protected area.
Threats and needs assessment	A process that determines current and potential dangers and ways to deal with them
Time and space	Considerations for allotting the amount of time a team has to conduct its task. The team must consider how much time they have for preparation and the distance the team must move, and any other tasks required.
Track and Sign	Is the science and art of observing human tracks (Foot prints, hand prints, equipment prints on the ground)and other signs (disturbed water, leaves, brush, other animals), with the goal of gaining understanding of the landscape and the animal or human being tracked.

01 02 03 04 05 06 07 08 09

ABREVIATION	DESCRIPTION
2IC	Second in command
ACB	Association of Southeast Asian Nations Centre for Biodiversity
ASEAN	Association of Southeast Asian Nations
ASEAN-WEN	Association of Southeast Asian Nations Wildlife Enforcement Network
CITES	Convention of International Trade in Endangered Species of Flora and Fauna
cm	Centimeter
CPZ	Community Protection Zone
DTG	Date, Time Group - a method of writing the date and time together. Example 050730h Apr 09. 05 is the 5th 0730 the time, month of April in the year 2009.
ENF	Enforcement
FLIR	Forward Looking Infra-Red – An imaging tool used to look for people in search and rescue and in war using the differential of infra-red heat from a person's body to its cooler surroundings.
FUP	Forming up point
h, hrs	Suffix to a DTG to denote "hour" i.e. 1300h is 1:30 PM
HQ	Headquarters
INT	Intelligence
IPPA	Intelligence Preparation for the Protected Area
km	Kilometer
m	Meter
MPZ	Marine Protection Zone
N, E, W, S	Cardinal points of the compass - North, East, West, South.
N/S	North South – in reference to a road or water course that is running North to South
NVD	Night Vision Device
OP	Observation Post – a static concealed position where the team can conduct surveillance of a certain point or area.
PA	Protected Area
PA	Protected Area – Including wildlife sanctuaries, national and state parks, forest administration areas and Marine parks.
PAIR	Protected Area Intelligence Requirements
PAPE	Protected Area Protection and Enforcement

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ABREVIATION	DESCRIPTION
PAPP	Protected Area Protection Plan
PIOD	Patrol Incident Occurrence Data form - A record of what happens during the patrol period.
PZ	Protection Zone
R1, R2, R3	Team member positions and title - Ranger one, Ranger two, Ranger three
RoE	Rules of Engagement - the policy incorporating international and national laws authorizing the weapon use of lethal force by law enforcement personnel to protect themselves and others in the course of their duty.
RV	Rendezvous – Meeting point
S1, S2	Team member positions and title – Scout one and Scout two
SC	Section Commander
SDT	Special Duties Team
SMEAC	Situation, Mission, Execution, Administration, Command and Communications – The format sequence of giving orders.
SOP	Standard Operating Procedure – Basic drills and procedures that all members have been taught and are well versed in.
SPZ	Strict Protection Zone
TL	Team Leader
TPT	Transport
ToE	Triangle of Error – Where three compass bearing lines applied to the map do not exactly intersect, due to the compounded error of compass and human inaccuracies when applied to the map revealing a triangle, which will give you an approximate location.
UTM	Universal Trans Mercator – a navigation reference system to communicate an exact location from the equator and prime meridian.
VCP	Vehicle Check Point

Preface

The global multi-billion-dollar illegal wildlife trade threatens Asia's ecosystems and robs people of the benefits they provide. It also undermines law enforcement, strengthens criminal syndicates, and raises people's risk of exposure to diseases transmitted from animals to humans. The job of protecting wildlife and wild habitats has become more important and more dangerous.

This training manual has been designed as a general English language standard for the ASEAN Centre for Biodiversity (ACB) and the Association of Southeast Asian Nations Wildlife Enforcement Network (ASEAN-WEN). The material in this manual has been designed to conform to the ASEAN Centre for Biodiversity's Competency Standards for Protected Area Jobs.

This manual has been peer-reviewed by several qualified agencies, participants and local training staff. Where possible the manual has to be revised and translated to specifically include each country's wildlife, forestry or protected area departments organizational structure, management, administrative and implementation procedures.

This training manual is one in a series in development. "The Protection and Enforcement Managers Manual" primarily deals with operational level planning and management issues for enforcement departments to safely conduct enforcement operations in the tropical forest environment of Southeast Asia. This manual does not promote excessive use of force at any stage. All tactics are designed to safely secure suspects with the minimal risk of injury to any party, while maintaining suspects' dignity and human rights.

Operational planning and tactics in this manual are designed for managers to utilize in all levels of violations, from minor everyday types to major crimes. It also describes operational level tactics to be used by armed government officers. At all stages in implementing the operations described within this manual it must be reiterated the objective is to ensure none of the parties are hurt or injured. If injury or life threatening situations may occur, the managers should, where possible, withdraw and re-evaluate the situation.

Enforcement authorities, laws, and jurisdiction vary from country to country. In some countries, rangers or forest guards are mandated to carry firearms, whereas in others they do not. Safety must be the priority for enforcement authorities and the training described here encourages safe interventions.

The operational tactics described in this manual must be instructed by competent and qualified instructor and should be implemented through the ASEAN Centre for Biodiversity's recognized training program known as the PRotected-area Operational and Tactical Enforcement Conservation Training (PROTECT).

We recommend that if any firearms training is conducted, especially in relation to tactics outlined in this manual, these must be in conjunction and approval of relevant local law enforcement agencies.

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01

CHAPTER 1 PROTECTED AREA PROTECTION AND ENFORCEMENT

Aim

101. This chapter serves as a brief introduction into protected area protection and enforcement (PAPE). The goal of the chapter is to provide a clear definition of PAPE and the requirements for clear guidelines for protection and enforcement. The chapter comprehensively outlines what defines a protected area and what a protected area needs from management in order to be effective. This includes management structure of a protected area and how objectives, roles and responsibilities from each level are disseminated from the national (strategic) level to on the ground (tactical) level in the field. The process of establishing and operating a protected area is summarized which includes various sections of management, government agencies, clear definitions of authority, local communities and the incorporation of intelligence led patrolling. This chapter will cover in depth the following major topics:
    a. Meaning and definition of Protected Area (PA) protection and enforcement;
    b. The enforcement and protection in relation to the PA;
    c. Organization and management of the PA;
    d. The laws and enforcement authority for the protection of the PA;
    e. Understanding the violator;
    f. Structure, roles and responsibilities of protection and enforcement; and
    g. Considerations for staff conditions and development of protection and enforcement.

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Section 1-1 Introduction

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Meaning of Protected Area Protection and Enforcement

102. **The Term.** 'Protected Area Protection and Enforcement' (PAPE) when used in this manual originates from the ASEAN Centre for Biodiversity's publication "Competence Standards For Protected Area Jobs" and will be used throughout this manual as the standardized term to describe this function. Further definitions include:

    a. **Protected Area (PA).** A protected area is a clearly defined geographical space, which is recognized, dedicated and managed (through legal or other effective means) to achieve the long-term conservation of nature with associated ecosystem services and cultural values.
    b. **Protection.** Protection is the act of protecting or the state of being protected; preservation from injury or harm.
    c. **Enforcement.** Enforcement is to ensure compliance, observance or obedience to a law, regulations, and acts of government.

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103. **Definition.** 'Protected Area Protection and Enforcement' in the conservation context means the act of protection from destruction or harm through ensuring observance of or obedience to laws, acts, decrees and decisions relating to a legally recognized geographical area encompassing nature and the ecosystem services or cultural value.

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Definitions of the terms ''Strategic'', ''Operational'' and ''Tactical'' Levels

104. **The Levels.** Protection and enforcement of a PA according to the above definition encompasses a wide range of activities. These activities are divided into three clear management levels within the government. The strategic, operational and tactical levels of activity which are defined in the following manner:

a. **Strategic Level.** The strategic level involves decisions made by the head of state and the cabinet for the protection of natural resources. At this level the laws, statutes and acts are made into law, budgets are allocated and resources are designated to implement the law. This is where the 'end result' for the protection is decided. The strategic level will encompass many areas of national policy. Examples of a nation's strategic policy decisions would include engaging in diplomacy and negotiating agreements and treaties with other countries. The Convention of Biological Diversity (CBD), Convention on International Trade in Endangered Species of fauna and flora (CITES), Association of Southeast Asian Nations Wildlife Enforcement Network (ASEAN-WEN) all provide examples of a nation's strategy policy being implemented through agreements with other nations. At the strategic level, the geographical area encompassing the nature, ecosystem services and culture value will be clearly defined and determined (protected area boundaries designated and published), the laws approved, and management decided upon. For the protected area context we have two strategic levels. Those levels are:

i. **National:** The national strategic plan involves all aspects of achieving strategic goals for the nation. This involves the allocation and distribution of resources to all ministries.

ii. **Environmental:** The environmental strategic plan is directed at achieving the 'end result' for the protection of the nation's environment and associated ecosystems services. At the environmental level the ministries in charge of the natural resources are responsible for assisting in the development of and for the implementation of the strategic plan for the protection of natural resources.

b. **Operational Level.** PA strategic objectives are achieved by the conduct of protection and enforcement operations. The organization and sequencing of protection and enforcement operations are implemented at this level. In the protected area context this in normally conducted at the protected area management level, which has oversight and interest with the planning and conduct of operations in and around the protected areas. It is also at this level that the protected area strategy is implemented through the process of assigning missions, tasks and resources to tactical operations. This level provides a link between national PA strategic objectives and specific protection and enforcement activities. A PA Director and Enforcement manager will determine patrol schedules, intelligence gathering priorities, patrol resources and budgets, and specific missions / supporting tasks.

c. **Tactical Level.** The protected area's operational objectives can be achieved when patrols, investigations, amnesty initiatives and community awareness and outreach are all properly planned and effectively implemented at the tactical level. Responsibilities and functions at the tactical level include the planning and conduct of patrols, investigations and arrests at the field level, and pro-active and reactive efforts to accomplish operational objectives. At the tactical level, the team leader will develop his team patrol plan and implement the patrol or task.

105. **Ends, Ways and Means.** The relationship between the levels of protection and enforcement activities can be described in terms of ends, ways and means:
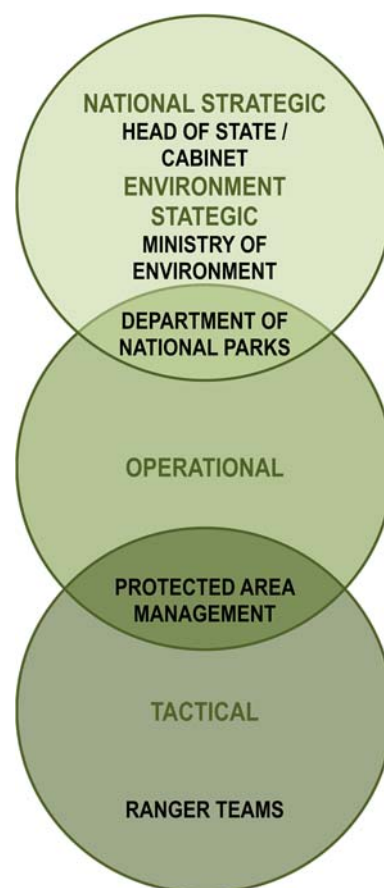
a. **Ends.** National strategic objectives are the ends in pursuit of which protection and enforcement resources are applied.

b. **Ways.** The operational level of protection and enforcement provides the ways and means by which protection and enforcement resources can be applied to achieve the national strategic objectives.

c. **Means.** Protection and enforcement activities at the tactical level are the means of applying ranger forces and capabilities in pursuit of the strategic objectives.

Section 1-2 The Protected Area (PA)

106.   A protected area has been clearly defined as a geographical space, which has been recognized, dedicated and managed, through legal or other lawful means, to achieve the long-term conservation of nature with associated ecosystem services and cultural values. Accordingly, the PA management authority needs to ensure the following:

a. That the PA be mapped and marked as an area clearly defined by geographical space;

b. That a clear designation of the following be identified:

    i. Nature-related conservation

    ii. ecosystem services

    iii. Inherent cultural value

c. That a clear designation and authority of the management to maintain, preserve and protect the protected area be developed;

d. That a clear designation of the laws and enforcement authority for the protection of the protected area be developed;

e. That a clear and achievable long-term strategic objective for the conservation of the protected area be developed; and

f. That a clear understanding of the threats to the protected area be developed.

Clearly Defined Protected Area

107.   **Clearly Defined Geographical Space.** The defined geographical space in the protected area context is the clearly designated boundary of the protected area. A clearly demarcated geographic space is essential for the enforcement of laws within the protected area and for the conservation of nature within the area. Boundaries must be clearly and accurately marked on recognized map systems and gazetted so that all personnel are aware of the location of these boundaries. Where possible, boundaries should be accurately marked in some unmistakable fashion. Therefore, to have a clearly defined geographic space for the protected area, the following should be considered:

a. **Area mapping.** The PA boundary needs to be clearly marked on a recognized current government map. Boundary points should be marked with a minimum of a "twelve-figure grid reference" if using the Universal Transverse Mercator (UTM) coordinates system which provides a variation of plus or minus one meter.

b. **Authorization.** The map then needs to be approved and formalized by the cabinet and then signed in turn, if possible, by heads of districts and communes or their equivalent. All appropriate ministries and departments with oversight on land use should also sign off on the boundaries. A potential list of civil and government organizations which might need to approve boundaries include but are not limited to:

    i. Cabinet or equivalent;

ii.   Ministry/Department of Environment or Forestry (Ministry responsible for the protected area);

iii.   Ministry/Department of Land Planning and Use or its equivalent;

iv.   Possibly Ministry/Department of Industry and Mines or its equivalent, especially if mineral or other extractive resources are located in or adjacent to the protected area;

v.   Possibly Ministry/Department of Defense and or interior or its equivalent, especially if the protected area is on or adjacent to a national border or military or paramilitary camp and or training ground;

vi.   Possibly the Ministry/Department of Energy or its equivalent, especially if there is potential or current energy producing schemes such as dams in or adjacent to the protected area;

vii.   Local governors from provincial to district level;

viii.   Local community leaders from commune to village level which are adjacent to or living in the protected area.

c.   **Gazetted.** This involves publishing and publically posting notices that the PA has been mapped and approved by all appropriate government activities as a protected area. This should take place in such a way that the information is easily accessible to all concerned in a format that is easily understood. Announcements of boundary changes should be sent to all relevant government departments. Any changes to the protected area boundary should be updated on maps and the revised documentation sent to all concerned, with a notice stating that previous documentation has been superseded. Notices should be placed in villages and communes that surround or are adjacent to the protected area to ensure that the local population clearly understands where the PA boundaries lie.

d.   **Boundary Demarcation.** It is important that boundary markers are placed around the border of the protected area to clearly delineate the boundary. The placement of these markers should be performed in a participatory manner in conjunction with all stakeholders from the local community, as well as representatives from relevant provincial authorities. Where possible, the Installation of boundary markers can be conducted with the use of paid labour from the local villages; this direct engagement of the community will have the duel effect of raising awareness and bring financial benefit to villagers which will help cultivate a sense of respect for the park. The distance between permanent boundary markers is dependent on a number of issues. These can include, but are not limited to:

i.   Budget;

ii.   Terrain;

iii.   Vegetation;

iv.   Obstacles;

v.   Human population density; and

vi.   Line of sight between each marker.

e.   Intermediate boundary signage can also be placed. The problem with signage is that it can easily be moved or destroyed; regular inspections should be conducted in order to ensure that posted signage remains in the correct locations, and have not be destroyed or vandalized. At locations where it is

known that domestic livestock graze, it is also advisable to put up fences to keep these animals outside of the protected area and awareness activities should be conducted with the owners or responsible parties. Fences can also be established over known Human-Wildlife conflict areas to keep wildlife out of farmland. Boundary markers should have the following characteristics:

    i.   **Construction.** The boundary marker should be constructed so it is very difficult to vandalize, move or destroy. Where practical, boundary markers should be made in-situ from concrete with internal steel reinforcement and be securely anchored or buried in the ground;

    ii.   **Description.** The purpose of the boundary marker should be imprinted or indelibly stamped into the marker; example "Green Mountain National Park Boundary"; and

    iii.   **Location.** The fourteen-figure UTM grid reference (equal to one meter accuracy) should be clearly imprinted on the boundary marker. This will help clarify the exact location to ensure the marker is not moved to another location.

108.   **Clear Designation of the Protected Area.** The protected area must have a clear designation specific to its purpose. The protected area's designation results from specific legislation, some examples being; national park, wildlife sanctuary, protected forest, multiple use area, etc. Guidelines for applying protected area management categories can be referenced on the IUCN website. The designation also needs to be representative of the protected area nature conservation, ecosystems services and cultural value. This will assist the enforcement and protection manager to determine operational priorities and also develop public awareness of why the park was designated as a protected area in the first place.
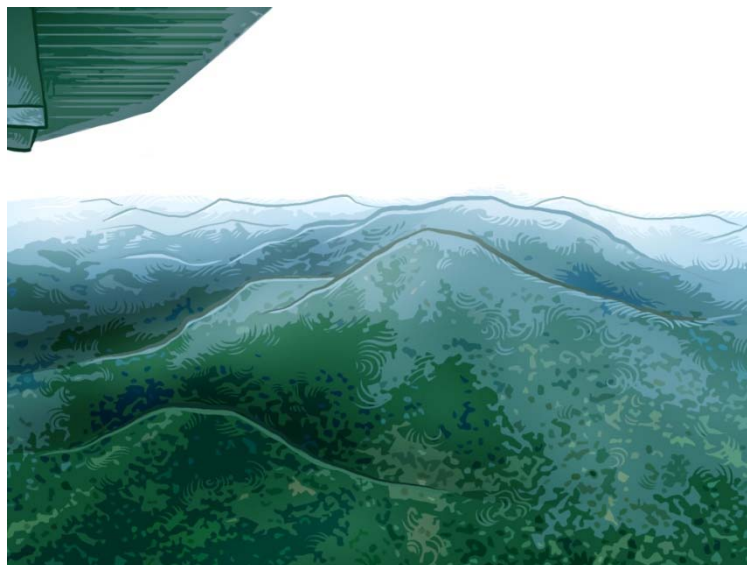
Organization and Management of the Protected Area

Generic organizational structure for protected areas in SE Asia

This chart is reproduced from the ASEAN Centre for Biodiversity's ASEAN Guidelines on Competence Standards for Protected Area Jobs

This chart is a compilation of the organizational charts from Protected Area Authorities in SE Asia. It is not a definitive recommended staffing structure, but all jobs exist in at least one country in the region. Use of this standard should be based on the actual staffing structure of the relevant organizations.
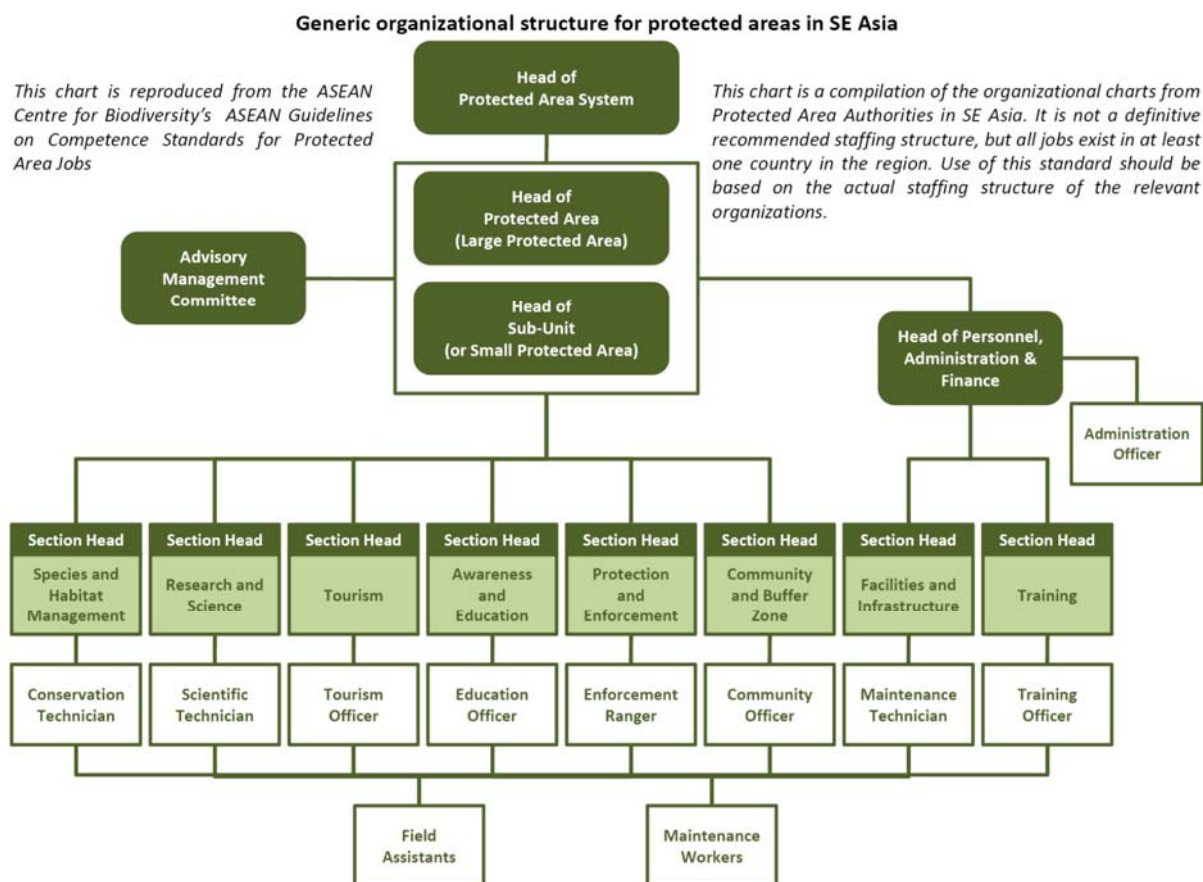
109.   **Clear Management of the Protected Area.** Protected area management requires a well-defined, efficient management structure with the authority to operate in a focused, timely manner .A generic organizational structure for protected areas in Southeast Asia was developed by the ASEAN Centre for Biodiversity (see chart below). This is only one example but all jobs and job titles illustrated do exist in at least one country and will be used here for purposes of illustration.

110.   **Merging Job Functions.** The priority should be to appoint staff in only one role, but often human resources or budget preclude this. In these cases, the PA Director can appoint personnel with oversight responsiblilty for more than one job function. In some circumstances an officer may have oversight responsibility for several job functions.

   Examples of compatable roles: Species and Habitat Management would most likely be combined with Reaserch and Science Management. Community and Buffer Zone Management may have oversight responsibility for Awareness and Education in the communities. Tourism may also have oversight with Awarenss and Education within the Protected Area.

111.   **Head of Protected Area System.** The head of a protected area system will have oversight for a number of individual protected areas, sometimes clustered, which make up a complex or a system. The head or director is responsible for ensuring the environmental strategic plan is implemented in accordance down to the operational level, at each of the protected areas under his or her control.

112.   **Head of Protected Area.**The head, director or superintendent of a protected area is responsible for ensuring the environmental strategic plan is implemented down to the operational and tactical level. This senior official would be responsible for all activities in his or her protected area. These shouldinclude operational and tactical plans and the implementation of these to the different sections at the tactical level.

113. **Advisory Management Committee.** Advisory Management Committees are any form of recognized and approved body of officials (civil society, government and or military) that meet regularly to advise the protected area on management issues and review actions to date. Other committees or sub-committees can also be established to advise and or assist the protected area on such issues as enforcement, community and buffer zone management, tourism, species and habitat, and so on. Depending on the scope of the committee's mandate it may have the power to issue directives to agencies managing both inside and immediately outside the protected area (or areas). The level of the committees authority is dependent on many factors and can be most effective if a wide group of agencies and government and civil society sectorsare included.

Example: A forest protection committee is established. Members of the committee include local police, military, local district governors and respected local community members. The committee may advise the protected area on law enforcement issues and be method of liaison with local authorities; it may also have the power to issue directives to local law enforcement agencies outside the protected area to ensure their collaboration in law enforcement operations.

114. **Personnel, Administration and Finance Section.** The personnel in the section include administration, financial and human resource officers. This section may also be responsible for facility and infrastructure administration and possibly a training section. Their main duties include staffing, finances and administration. They can also managePAinfrastructure such as roads, buildings and facilities as well as equipment assets. This covers administration of stores, funds and equipment issued to PA staff, payroll, bookkeeping, procurements, purchase process and procedures, financial management and resource planning, and contractual issues.

115. **Species and Habitat Section.** Personnel in this section are responsible for the practical and technical aspects of conservation management for plants, animals, ecosystems, habitat and landscapes included in the PA. They are also specifically responsible for the specialized skill concerning management of animal species (wildlife management). Often this section may be merged with the following related science section.

116. **Research and Science Section.** Personnel in this section are responsible for the surveying, evaluating, assessing and monitoring the natural resources (biological, physical and in some cases cultural) of a protected area.

117. **Tourism Section.** The personnel in the section are tourism officers and would be responsible for the provisions and management of recreation opportunities and infrastructure for the protected area. They would conduct basic guiding and visitor care and have the requisite knowledge to inform and educate visitors and guests of the nature conservation and ecosystems services of the protected area. They would plan and manage specific recreational activities and address their impact to ensure minimal impact on the PA and its natural resources.

118. **Awareness and Education Section.** The personnel in this section are education officers and are responsible for the communication of information about the protected area to a wide range of audiences, ranging from visitors to communities as well as the media. They would be planning and designing interpretation, education and awareness materials. They have specialized skills to deal with the media and public relations. On the operational level they would be planning and evaluating awareness and public communication programs in line with the PA strategic plan.

119. **Protection and Enforcement Section.** The personnel in this section or department are the enforcement rangers. Their main task is to conduct proactive enforcement activities which leadto the arrest and detention of suspects as well as the collection of evidence. This section needs to develop relationships with the police, judiciary local communities and possibly military forces for the implementation of effective enforcement

activities. In PAs with personnel constraints they may be called on to perform a variety of tasks, to include functioning astourism guides,facility and infrastructure construction, maintenance to species and habitat surveys, and assessmentsas well as community liaison.

120. **Community and Buffer Zone Section.** The personnel in this section maybe community officers or rangers. Their role is to interact anddevelop trustand understanding withlocal communities within , adjacent to,or even at a distance fromthe park.They gather informationthrough participatory processes about the members and needs of these communities, so that actions at a grassroots level may be taken to help protect the park. These activities may include economic enterprises such as farming, sustainable collection of non-timber forest products (NTFPs) and tourism-related activities such as guiding in an attemptto reduce crime and ensure equitable sharing of resources. This will foster trust and support for the park and its staff. Personnel from this sectioncanfacilitate and assist in conflict resolution, disputes with PA management and land tenure issues between the communities and the protected area.

121. **Facilities and Infrastructure Section.** The personnel in this section would be responsible for management of the infrastructure such as buildings and roads and to monitor the landscape of the protected area. This encompasses construction, repair and routine site maintenance of buildings, roads, bridges, etc. They would also be responsible for the maintenance of vehicles, cars, motorbikes, and boats. In some cases, they may be involved in controlling invasive species in conjunction with the Species and Habitat Section.

122. **Training Section.** Some larger protected areas may have specific training sections, but all protected area work should include formal and informal staff professional development.The personnel in this section are responsible for training and the development of specific skills for PA staff particular roles. This may involve development of in-house training materials and courses,or selecting and recommending personnel for training and staff development at another location.

123. **Enforcement Section as the center piece of the structure.** In theory, all roles in the PAorganizational structure support the enforcement staff, so they can achieve protection of the protected area in accordance with the strategic national and environmental objectives.

    As examples; species and habitat management conservation technicians determine the location of key species. From this information, the PA protection and enforcement manager can design operational plans to protect these species. In turn, the research and scientific technicians can study wildlife behavior and make recommendations to the enforcement department in order to develop long-term plans to protect the species. Protecting the habitat of the species is essential; if there is no enforcement, the conservation and scientific technician would be documenting the demise of the species and a strategic objective of the protected area would consequently fail.

The Laws and Enforcement Authority for the Protection of the Protected Area

124. **Authority.** In order to effectively protect the protected area, relevant laws must be enacted. Management of protected areas should be authorizedby the ministry of justice or equivalent ministry(via their own ministry or department) to enforce these laws. If the PA management is not endorsed to enforce the law, then another agency with the appropriate power should be assigned to work with the PA. The PA management must then be given oversight authority to direct this agency, as required, when operating within the protected area.

125. **Laws to Achieve the Objective.** Once the PA management establishes strategic plan protection priorities, the most appropriate laws in support of gaining these objectives may be identified. Since most protected areas are able to implement the forestry, environment and/or protected areas laws, the PAmanagement needs to determine specifically which statutes, articles or laws are most appropriate (Other laws, such as the criminal code for theft,illegal possession of weapons or the land law in encroachment, may be more effectively applied to criminal proceedings and prosecution). The management

must determine which laws they are authorized to use, and whichlaw enforcement agenciesshould be partnerned with when encountering crimes outside the scope of PA management authority.

126. **Jurisdiction.** The protected area management needs to also establish what is their scope of jurisdiction.Questions to determine this should include; Are protected area officers only allowed to enforce the law in the boundary of the protected area? Can the protected area officers enforce the law outside of the protected area? If the protected area officers operate outside the protected area, are they required to gain the assistance of another agency? These will prevent officials operating outside their mandate (and consequentially illegally) and help determine the most appropriate partner agencies

127. **Powers of Arrest and Detention.** The protected area management then needs to determine if their enforcement officers are mandated with the power of arrest (police powers) or just the lesser power of detention (only allowed to detain to hand over to a police authority). With each power the management must also verifyhow long the suspect or violator can be detained until formal charges have to be issued as this varies from country to country.

An example: If enforcement rangers are only allowed to detain for twenty four hours and the patrol is three days away from the headquarters or police station - then it will be illegal for the enforcement rangers to detain the violator for the duration of the journey back. Therefore, the enforcement rangers would have to release the violator and report to the headquarters in an attempt to gain an arrest warrant later, release on a non-re-offence contract, or follow the violator and detain them when they are closer to an area where it would take less than a day to get to the headquarters or police station.

Some further questions that need clarificationmay also include the following; are the enforcement rangers empowered to arrest someone on mere suspicion of committing a crime?, or do they actually have to catch the violator red-handed in the act of violating the law?

128. **Use of Force and Firearms.** PA Management also needs to know if enforcement officials may legally carry firearms – if so, then a clear set of rules (e.g. Rules of Engagement) governing the use of force and firearms must be issued to and fully understood by each member carrying a weapon. Regular training should be provided in use of force and firearms before any officer begins enforcement work. This training should be conducted in conjunction with training from a legal advisor, so the armed officers fully understand the legal implications of using a weapon. If a written use of force, firearms policy or guidelines has not been issued to the PA officials by a duly- authorized authority, then it must become a priority of the protected area management to rectify this. This can be achieved by requesting the relevant national authority issue clear guidelines. Policies on the use of force and firearms are usually issued by the ministry of justice, or equivalent, or the ministry of interior or equivalent. Examples of use of force and firearms can be found in FREELAND's enforcement ranger manual for counter-poaching operations.

Long-term Strategic Objective for the Conservation of the Protected Area

129. A clear and concise long-term strategic action plan and objectives are required before the protection and enforcement department are able to develop operational and tactical plans to meet their objectives. A Strategic objective should statewhat specifically requires protection, why it must be protected and a clear 'end state'. The strategic plan also requires budgets and resources to be able to implement the objective and a strategic management system. The strategic plan should be detailed, but not so prescriptive as tounduly restrict the PA management in matters of leeway in adapting to local conditions. The strategic objectives also need to include accountability of the PA management; if gross misconduct, or mismanagement on the part of the protected area management is suspected, investigated and proven there can be recourse.

130. Strategic plans ideally should be of a ten-year period and revised or reviewed every two years to ensure they are updated in accordance to changes in threats, government policy, social and economic situations.

Clear Understanding of Threats to the Protected Area

131.   To determine the most appropriate way to protect a protected area'sflora, faunaand other natural resources, a Threats and Needs Assessmentmust be conducted. Too many protected areas fail to conduct even the most rudimentary form of an assessment.   As a result, the site fails to curtailordisrupt illegal activities because enforcement operations are disorganized and unfocused (effective enforcement operations must be intelligence-driven). Even where assessments have been completed, assessments should be revised when threats to the protected area change as a result of significant events, such as turnover in management, natural disasters, change in government law or policy, change in the social economic situation, infrastructure development, migration, civil unrestor war.

132.   The conduct of threats and needs assessments are covered in later chapters of this manual. A threat and needs assessment includes the following aspects:

   a.   **General;** History of the PA, Purpose or objective, Laws and Legislation, Location, Management Authority;

   b.   **Protected Area Environment;** Geography, Terrain, Climate and Weather, Flora, Fauna;

   c.   **Infrastructure of the Protected Area;** Roads, Buildings, Communications, Medical, Airfield, Landing Zones;

   d.   **Socio-demographics and Economics;** Villages, size, population and population trends, education, growth, economy, market, incomes andhow are these derived, education, health, industry, Infrastructure, roads, bridges, health centers, schools, industry; and

   e.   **Threat Assessment;** This is described in detail in later chapters but should cover the following points:

      i.   Important natural resources to protect: Important wildlife and plant species existing within the core and perimeter areas of the PA and in adjacent outlying areas;

      ii.   Threats of Natural disasters: forest fire, flooding, volcanic activity, etc...

      iii.   Man-made Threats:poaching, wildlife trade, illegal logging, encroachment, unauthorized roads, sources of pollution, unlawful collection of wood or plants, illegal narcotics being grown, mining or other unlawful extraction of mineral resources, criminal or insurgent groups.inappropriate infrastructure development projects;

      iv.   Current enforcement infrastructure and capability: The law enforcement structure within the PA organization, officer ranking structure, salaries and benefits, training, supplies, equipment and how enforcement operations are currently conducted.

      v.   Weaknesses and gaps in current enforcement capability which may include weak legislation, poor salaries and benefits, lack of training, supplies and equipment, inadequate planning, etc.

      vi.   Recommendations for strengthening enforcement: Recommendations may include amending legislation and/or developing new regulations, adjusting salaries and benefits upward, gaining political support for the PA, and providing equipment, supplies and training; and

      vii.   Strategy for protection of the PA: This is the most important part of the assessment, as it describes a detailed strategy over a period of 3-5 years to strengthen the PA's protection program, and predicated on fewer than two options. The first option assumes funding at a level where optimal results can be obtained. The second option assumes funding at a lesser level where only adequate results can be obtained. A detailed budget must accompany the strategy for each option.

Section 1-3 Understanding the Violator

133.   To conduct effective enforcement operations, the criminalshould be thoroughly understood. Ideally,oneneeds to know the criminal elements' capabilities and limitationsas well as ones'own.. Armed with this degree of knowledge,onewill be able to more effectively combat the criminal.

134.   Accordingly, we need to completely research every aspect of the poacher and their operations,which will help to make a clear picture so we may anticipate their actions and stay a step ahead. A profile of each type of poacher and criminal element

operating in or around the Protected Area, or involved in extraction and exploitation of natural resources, should be made.

Encountering the Violator

135. **The violator.** Any person encountered in the forest away from approved recreational areas is to immediately be treated as a suspected violator. The response should be prepared as a standard operating procedure (SOP) in the PAprotection plan and should includewho, what, where and how. It is advisable to classify all suspects as potentially hostile and each situation as potentially lethal.

136. **Takedown.** When encountering suspects in remote locations who are obviously engaged in illegal activities, immediately conduct a takedown. Do not give suspects the time to develop a plan to fight or flee. Once the suspects are secured they are searched and their items seized, a determination may be made as to whether they are hostile or non-hostile. Any suspect armed with or suspected to be armed with firearms is to be immediately treated as hostile.

137. **Non-takedowns.** Not all situations will warrant a takedown. The trained ranger will be able to differentiate with each situation. The same basic principles of security, approach, not converging and securing the suspect are to be adopted. In such a case, "securing" may simply mean gaining physical control over the suspect, without necessarily handcuffing.

Types of Violators

138. **Subsistence.** A subsistence poacher is someone who is poaching for survival; they have no other means of providing support for themselves or their families. For example, such a person may poach bush meat to sell in the local markets to buy cheaper food for their family. Or they may cut trees to build a dwelling or cut poles to provide a small income.

139. Many subsistence timber poachers are employed by professionals or local professionals to act as porters to carry out poached logs.
    a. Subsistence poachers will normally operate within one or two days' walk from their local village; they may operate as a family group, or with close friends and neighbors that are in the same predicament. They will normally not have any sophisticated equipment or field kit.
    b. In most instances, when given an alternative to poaching , subsistence poachers will take up the alternative. Poachers should be treated with dignity by the rangers, as later on, a poacher may be needed as an ally. By employing hearts and minds and community outreach programs, a poacher may be converted into a confidential informer with information on the local poaching community. When caught conducting illegal activities, thesepoachers should be interviewed and their personal history and the details as to why they are poaching should be recorded. These details should then be included in standard reports and a copy also given to the community outreach section. It's essential to maintain a database to determine which villages are priorities for awareness and if possible, alternative revenue generating projects in order to steer them away from poaching. Realistically, unless poachers have other methodsto produce revenue, they will continue to re-offend. Also, at the site of the violationthey should be educated on why their actions are illegal and destructive to the environment.

140. **Local professional.** This type of poacher lives among the locals and generally makes a very profitable income from poaching. Some of these poachers will make more money that the average ranger. They will have contacts with bulk buyers and the ability to organize gangs of local workers who may only be local subsistence poachers paid minimal wages. The local professional tends to have access to sufficient finances to be able to purchase expensive equipment such as chainsaws and / or weapons, depending on the type of activities being conducted. They are capable of operating within protected area for long periods of time since they can buy and carry bulk food and supplies for extended periods of time.

141. **Professional.** These criminals generally come from other areas of the country and go after high-profit items, such as endangered species, high-grade aloewood or luxury timber species. They sometimes relocate from other areas due to either the lack of resources where they live, or because that area has become too hard to operate in because of increased law enforcement. Some of these professionals will even conduct trans-boundary activities across international borders in search of larger profits.

142. **Crime Head.** These people may be found on a number of different levels but in general, they tend to make a very good living and may even be very rich. One thing all Crime Heads have in common is that they will not enter the PA to conduct their activities, but will pay and equip locals to do the work or bring in professionals. Points to note:

    a. These criminals normally stay out of the reach of PA enforcement and often will tend to have a legal business covering their illegal activities. These people are the real criminals in the destruction of protected areas. They are also exploiting local villagers, by paying them small amounts of money yet they themselves gain large profits and when they have extracted the resources at the expense of the local villagers, they can easily move onto another area; and

    b. As much information as possible needs to be gained on these people, on their operations and their links so that cases can be built up and possibly (with the assistance of police) they can be brought to justice.

Definition of Hostile and Non-hostile Violators

143. **Non-hostile.** A non-hostile violator is a person who gives up immediately without resistance and is compliant to all orders issued by the rangers. They do not show any form of aggression and are mostly timid or resigned to the fact that have been caught. They are still to be treated firmly and professionally, yet the level of firmness may be relaxed slightly. That is, once the situation has been contained and security put in place, the team leader may wish to remove the handcuffs. In fact, if there are no signs of aggresssion or of a specific violation, handcuffs should not be usedin the first place.

144. **Hostile.** A hostile violator is someone that is overtly aggressive and puts up excessive resistance. This may take the form of refusing to comply with the ranger's orders all the way up to discharging a weapon. Being cognizantof potential threats, rangers must be fully conversant with the use of proportional force as a response to the threat. Control over these violators must be firm and professional. Ensure rangers do not assault these violators once they have them secured as this only gives the violators something to focus their anger on. The aim

is to calm the violators down, in order to make them passive and less aggressive so controlling them becomes less difficult.

Section 1-4 Scope and Context of Protection and Enforcement

145.   PA protection and enforcement covers a large scope of law enforcement activities which by their very nature and defintiion, are "policing". Within the Southeast Asian protected area context, protection and enforcement activities cover the following categories:

     a.   intelligence gathering and surveillance;

     b.   field patrolling and counter-poaching;

     c.   investigation;

     d.   species and habitat monitoring;

     e.   community liaison;

     f.   firefighting;

     g.   disaster assistance; and

     h.   search and rescue.

Intelligence Gathering and Surveillance

146.   **Intelligence gathering.** Intelligence gathering refers to gathering, analyzing, collating and reportinginformation so as to develop timely intelligence products that will support enforcement actions for the protection of the protected area. The intelligence function will touch on environment, social economics, and threats. Protection and enforcement operations have to be intelligence-led, otherwise operational planning and tactical implementation by the ranger force will be unsuccessful at best and dangerous at worst. Intelligence is detailed in other chapters of this manual.

147.   **Surveillance.** Surveillance is the act of observing areas to gain information that is feed into the intelligence cycle. Surveillance assets by their nature, should not be seen or compromisedand therefore it is done covertly (otherwise the information gained will most likely be tainted, and not an observance of natural events). Surveillance is detailed in other chapters of this manual. In a number of countries in Southeast Asia, if rangers do not have the power to enforce the law and / or are unarmed, the intelligence gathering and surveillance functions would be their primary activities.They would gain the information, shadow suspects and violators and report to the authorities to enact arrests and takedowns by police or military agencies.
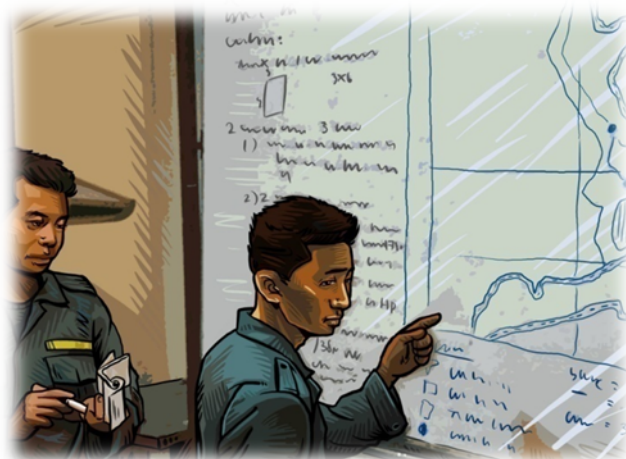
148.   Intelligence and Surveillance activities include the following:

     a.   Intelligence products (this is the end product after all intelligence has been analyzed)

     b.   Intelligence and Counter Intelligence Operations,

     c.   Sources of Information and Informants,

     d.   Surveillance Operations Forest, and

     e.   Surveillance Operations (Rural and Urban).

Field Patrolling and Counter Poaching

149.   Field patrolling and counter poaching are the core skills of an enforcement ranger's job. To enforce the laws of the protected area, the enforcement department utilizing rangers needs to be operating continuously, searching for violations within the protected area each and every day of the year.

150.   The Role of the Enforcement Ranger is to:

"Enforce the laws of the protected area, seek out and arrest violators, and provide a safe and secure environment, regardless of season, weather and terrain."

151. To effectively patrol the vast areas of the protected area each of the teams need to be in the field for a minimum of either ten-day periods or two five-day block periods per month. This can change as required so as not to set any pattern providing that the protected area has ranger teams spread throughout the key areas constantly.

152. The protected area needs to develop operational and tactical patrolling plans that place enforcement rangers in key areas to saturate its entirety over a reasonable time period.

153. The patrol is a means of providing security, while concurrently gaining information on the environment and threats in a specified area. Patrolling requires a well-informed, disciplined, trained and equipped ranger force in order to be effective.

154. The aim of the enforcement patrol is to disrupt poacher activities, denying them free movement and access and providing a mechanism to detect and detain violators in the protected area.

155. Specific patrolling tactics can be found in the FREELAND Foundation's Enforcement Ranger Manual for Counter Poaching Operations.

156. Field Patrolling and Counter Poaching cover the following activities which are described in detail in further chapters of this manual:

   a. Routine Patrols,
   b. Deterrent Patrols,
   c. Search and Capture Patrols,
   d. Clearing or Sweeping Patrols,
   e. Route Clearance Patrols,
   f. Check Points,
   g. Raids and Takedowns,
   h. Ambushing, and
   i. Reconnaissance Patrols.

Investigation

157. **Definition of Investigation.** An investigation, as it applies to law enforcement and criminal matters, simply means to conduct a lawful, organized, detailed, factual, thorough examination and inquiry into an incident in order to learn and document all of the facts surrounding that incident.

158. Protected area investigations should be handled by a dedicated team of specialists who have been selectively trained, and who are competent in investigative techniques and knowledgeable of the law.

159. Investigators should focus inquiries on 'persons of interest' that are involved in organized and or large-scale crime. It would be too time consuming for the investigators to investigate each and every minor violation in the protected area; therefore, investigators need to work closely with the intelligence staff to identify individuals to be targeted for investigations. This would include individuals that, if successfully prosecuted and stopped from operating, would have significant impact in the reduction of illegal activity in the protected area. This is classified as proactive investigation…contributing to stopping an event before it happens. Reactive investigation entails the investigation of individuals already caught in the act of committing a major crime within the PA, such as trophy hunting or running of an illegal sawmill. Investigations in this case could contribute to prosecuting and convicting criminals after the act.

160. Protected area investigations are detailed in a further chapter of this manual, the activities covered by the investigators are:

   a. Six Phases of a Major Investigation;
   b. Interviewing of Suspects and Witness;
   c. Evidence and Evidence Processing;
   d. Crime Scene Processing;

e. Requesting and Enacting Arrest and Search Warrants;
f. Enacting Arrests;
g. Case Reporting;
h. Preparing cases for Prosecution;
i. Surveillance, Rural and Urban, and
j. Liaison with other Law Enforcement Agencies.

Species and Habitat Monitoring and Conservation

161. The enforcement rangers are the 'eyes and ears' of the protected area. They are in the field patrolling and gathering all forms of information on the environment, social economic, and violators which, when collated, assist in creating an accurate intelligence product. In some protected areas, the enforcement ranger will also be required to conduct wildlife and environmental monitoring tasks which may be due in-part, to the limited availability of dedicated conservation technicians and the need to gain information from all available sources.

162. For routine patrols, the enforcement rangers should also be tasked with gaining information on any track and visual contact with wildlife, identifying various tree and plant species as well as the reporting of environmental conditions such as weather, conditions of water courses, terrain and man-made features of a permanent or semi-permanent nature. Activities the enforcement ranger may be involved in could include:

a. Wildlife monitoring and camera trapping;
b. Identification and reporting on wildlife track and sign;
c. Tree and plant species surveys;
d. Geographical surveys;
e. Eradication of invasive species;
f. Release of confiscated native species, and
g. Facilitation and security for species and habitat management expeditions.

Community Liaison

163. Community Liaison is an important issue for successful enforcement. The scope of liaison can be quite broad and may be done in conjunction with other department staff members, local authorities, and/or civil society, such as non-government organizations (NGOs) or it may be conducted internally by the enforcement rangers depending on the type of task.

164. It is very important that the 'hearts and minds' of the local villagers are won over by the protected area staff so this becomes a key objective in the strategic and operational plan for the protection of the PA.

165. Enforcement rangers in community liaison can be expected to conduct all or some of the following tasks:

a. Education and awareness of the laws, rules, regulations and value of the protected area;
b. Establish, assist and participate in local forest protection committees;
c. Establishment, assist and support to Community Rangers;
d. Resolution of conflicts, land tenure disputes and human-animal conflict;
e. Organize and implement amnesties and collection of illegal equipment and materials;
f. Assist in providing personnel to conduct PA boundary marking and checks;
g. Conduct socio-economic surveys of the villages;
h. Assist and provide manpower in alternative livelihood programs; and
i. Facilitate and implement youth camps in the protected area.

Fire fighting

166.   Firefighting is a component of forest protection. Some ASEAN PA's may have a separate firefighting department, and some countries will require the enforcement ranger to carry out firefighting duties or augment other departments in this function. Duties the enforcement rangers may be required to conduct include but are not limited to:

   a.   Fire prevention duties;
   b.   Policing fire policy in the protected area and in adjacent communities;
   c.   Liaison with external agency firefighting departments;
   d.   Construction and maintenance of firebreaks;
   e.   Establishment, support and assistance to forest firefighting community volunteers;
   f.   Conduct of forest firefighting, and
   g.   Implementation of forest fire evacuation plans for protected area staff and communities.

Disaster Assistance

167.   Enforcement rangers may be tasked or called upon to assist before, during or after disaster occurances. Disaster assistance may involve natural or man-made disasters including; volcanic eruptions, cyclones, storms, floods, drought, landslides and mudslides (both natural and man-made caused by illegal logging), earthquakes, tidal surges and tsunamis. Tasks or activities that enforcement rangers may be involved in include but are not restricted to:

   a.   Disaster preparation and planning including sandbagging flood-prone areas, securing items, equipment and infrastructure from damage and loss;
   b.   Implementing Evacuation Plans, including the notification and movement of personnel from danger areas in the PA and surrounding communities; and
   c.   Clearance of obstructions during and after the disaster such as mud, landslides, fallen trees, vegetation and debris from roads, buildings and access points.

Search and Rescue

168.   Enforcement rangers may also have the oversight responsibility for (or augment other teams in) search and rescue operations. Search and Rescue (SAR) is the search for and provision of aid to people who are in distress or imminent danger. For the PA context, this often involves tourists who have become lost while on recreational activities. It is also linked to previously-mentioned disasters. Enforcement rangers will be quite knowledgeable of the protected area geography,and thus will have valuable insight for leading or assistance in search and rescue operations. The main activities that enforcement rangers may be tasked with during a SAR related activity include:

   a.   Developing SAR plans;
   b.   Liaison with other SAR or SAR-capable agencies;
   c.   Maintaining a SAR standby team; and
   d.   Conduct of SAR operations.

Section 1-5 Structure, Roles and Responsibilities of Protection and Enforcement

Protection and Enforcement Manager

169. The protected area protection and enforcement manager is responsible and accountable for the all operations, administration and welfare aspects of the protection and enforcement section or department of the protected area.

170. In accordance with the ASEAN guidelines on "Competence Standards For Protected Area Jobs" developed by the ASEAN Centre for Biodiversity the following are the minimum skills required for the protection and enforcement manager's position:

    a. **General Skills:**
        i. Demonstrate a positive and confident personal attitude to work;
        ii. Maintain good relations with others and work as a team;
        iii. Communicate with colleagues simply and effectively;
        iv. Work in compliance with instructions, briefings, regulations and procedures;
        v. Follow good security, safety and environmental practice in the work place;
        vi. Maintain confidentiality of sensitive information;
        vii. Identify and report dishonest practices;
        viii. Demonstrate cultural and ethnic and gender sensitivity;
        ix. Maintain good standards of personal appearance;
        x. Manage and reduce personal stress; and
        xi. Provide CPR and First Aid using accepted techniques.

    b. **General Financial Skills:**
        i. Prepare budgets and plan and monitor resource use; and
        ii. Manage equipment, supplies and property, oversee payments.

    c. **Human Resource Management Skills:**
        i. Brief, supervise and motivate individuals and teams;
        ii. Monitor and evaluate staff performance and provide feedback;
        iii. Determine causes of poor performance and counsel staff on performance- related issues;
        iv. Initiate formal disciplinary and grievance procedures; and
        v. Resolve workplace conflicts.

    d. **Training Skills:**
        i. Prepare, deliver and assess vocational training;
        ii. Prepare and deliver formal lectures;
        iii. Promote and enable workplace learning; and
        iv. Plan and facilitate training event.

    e. **Project development Skills:**
        i. Develop operational plans;
        ii. Manage team leaders, contractors and collaborators in the implementation of work plans;
        iii. Record and monitor project results; and
        iv. Prepare plans for technical reports.

    f. **Communications Skills:**
        i. Organize and chair formal meetings;
        ii. Give formal technical lectures and presentation;

      iii. Write technical reports/papers;

      iv. Analyze and communicate complex issues; and

      v. Represent the protected area at public events.

g. **Technology and Information Skills:**

      i. Operate and maintain computer for basic functions; and

      ii. Operate audiovisual equipment.

h. **Field Craft Skills:**

      i. Plan and organize logistics for field trips, surveys and patrols;

      ii. Organize and lead search and rescue operations in the field; and

      iii. Operate and use base station radio and communication equipment.

i. **Natural Resource Conservation Skills:**

      i. Recognize common and typical vegetation and habitat types, plants and animal species;

      ii. Accurately record and report wildlife observations; and

      iii. Assist in census, monitoring and other field survey work.

j. **Social-economic Assessment Skills:**

      i. Conduct stakeholder analysis;

      ii. Plan, supervise and facilitate socio-economic and livelihood information gathering activities; and

      iii. Analyze and present survey data.

k. **Sustainable Development Skills:**

      i. Liaise with community groups;

      ii. Arrange local meetings, events and presentations; and

      iii. Provide information guidance and assistance for community based conservation.

l. **Site Management Skills:**

      i. Fight fires;

      ii. Maintain site tidiness and cleanliness; and

      iii. Locate, mark and inspect boundaries in the field.

m. **Enforcement Skills:**

      i. Conduct tactical and operational planning for enforcement operations;

      ii. Lead patrol and enforcement activities in the field;

      iii. Liaise with local communities to resist and prevent illegal activities;

      iv. Follow correct procedures for dealing with violations seized or confiscated evidence;

      v. Coordinate activities with law enforcement and regulating agencies;

      vi. Lead an investigation;

      vii. Develop and manage informant networks;

      viii. Plan patrol and enforcement activities and programs;

      ix. Identify legal requirements and instruments for improving or extending protection and contribute to the development of protected area regulations;

      x. Liaise with other agencies to investigate wildlife trade links and other illegal activities and markets affecting the protected area; and

      xi. Organize amnesties and collection of illegal equipment and materials.

n. **Awareness, Education and Public Awareness Skills:**
  i. Provide basic information to stakeholders and visitors; and
  ii. Provide information for the media.
o. **Protected Area Planning and Policy Skills:**
  i. Understand and interpret relevant legislation; and
  ii. Implement, monitor, review and update PA management plan objectives and actions.

Manpower

171. The PA requires a sufficient number of enforcement officers and support staff. Based on the initial threat assessment, the determination is made as to how many enforcement personnel the protected area requires to be able to enforce the protected area laws. A general formula is for every 1,000 ha one ranger is required. Therefore for a protected area that is 150,000 ha we would need 150 rangers. This of course would be the optimal number, but very few protected areas have the budget to have this many rangers operational.

172. Manpower versus competent enforcement rangers needs to be taken into account. While 150 rangers would be optimal, their salary, training and benefits also need to be taken into account (otherwise they may be underpaid and consequently reluctant to work any harder than they feel representative of their pay). A park director once asked "I have 250 sleeping tigers (tigers referring to his rangers); what will it take me to awaken them?" The answer is simple– a rewarding professional challenge in the job and recompense relative to the effort and work.

Guideline on Ranger Force required for a PA per 1,000 hectares				
	Minimal training and equipment	Basic training and basic equipment	Training and moderate equipment	Advanced training and well equipped
Extreme Threat	1 per 750 ha*	1 per 850 ha*	1 per 1,000 ha*	1 per 1,250 ha*
High Threat	1 per 900 ha	1 per 1,000 ha	1 per 1,250 ha	1 per 1,500 ha
Medium Threat	1 per 1,000 ha	1 per 1,500 ha	1 per 1,500 ha	1 per 2,000 ha
Low Threat	1 per 1,500 ha	1 per 2,000 ha	1 per 2,500 ha	1 per 3,000 ha
*High threat areas require the augmentation from other authorities to assist in operations.				

Clear Organizational Roles and Responsibilities

173.   Establishing an effective enforcement section in a protected area requires control and chain of command, and thereby ensuring that information can be moved effectively up and down the structure. The ranger force should be broken down into effective units and sub-units that can operate independently, as sub-units or as part of a larger unit. The diagram below so an example of a generic organizational structure for a protected area. This would be a structure for a well-resourced and budgeted protected area (the position would be as described in previous sections of this chapter). The main focus for this manual will be the protection and enforcement, as well as intelligence sections.

Example of a generic organizational structure for a protected area in SE Asia
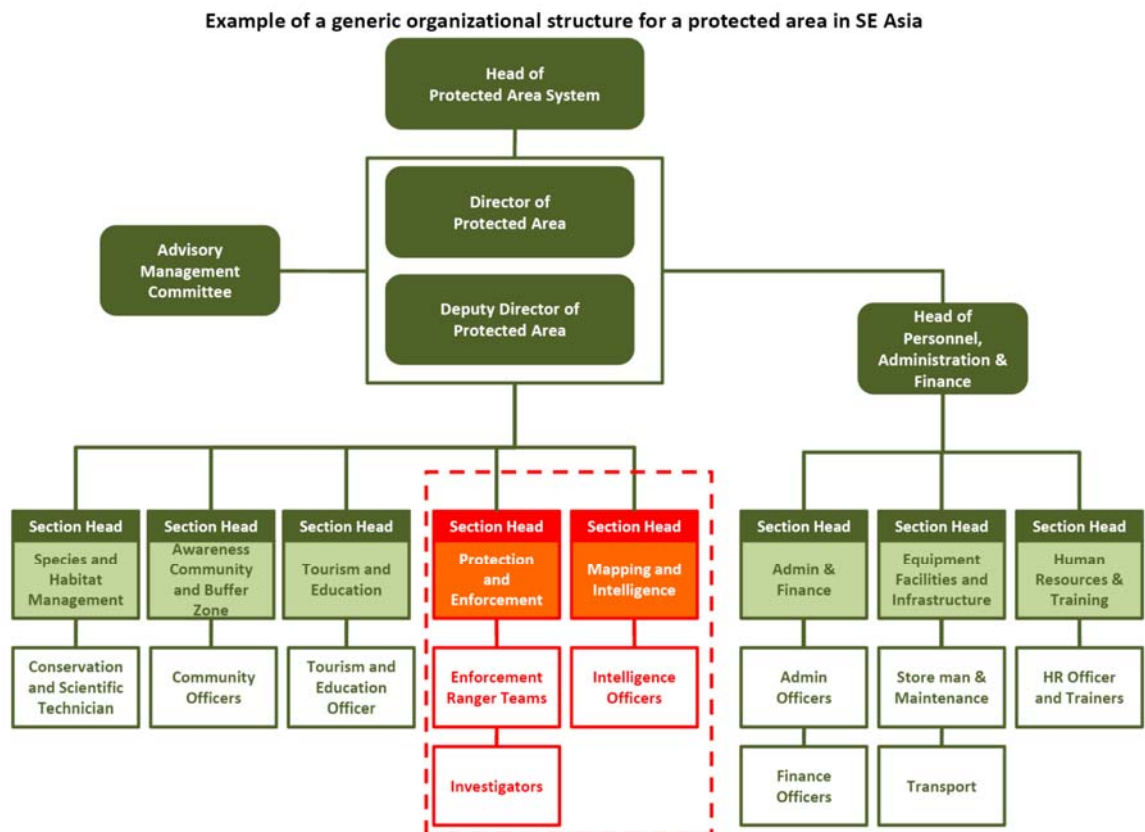
174.   Depending on the size and available manpower for the protected area, protection and enforcement department should take the following aspectsinto consideration:

   a.   **Team size.** Determined by the threat, size of the area to be patrolled, number of personnel, equipment available and whether the rangers are authorized to arrest and/or detain violators or require assistance from local authorities. A general rule should be five (5) members per team;

   b.   **Infrastructure.** If the protected area has substations, then these are to be secured by enforcement personnel. The establishment of permanent structures requires personnel to ensure that stations are constantly staffed. This can be a drain on patrol resources if the number of permanent structures is in excess of the number of available enforcement personnel;

   c.   **Intelligence requirements**. Does the protected area require the intelligence unit to report directly to the protected area director and act as an all-source intelligence unit? Or, for security purposes,does the PA director require the intelligence unit to be assigned under the protection and enforcement department; and

   d.   **Organic, non-organic support.** If the protected area is quite large, then assign equipment to be permanently under the control of protection and enforcement. In this case the support will become 'organic' to the department and the department will be responsible for the correctly issuing, accounting and maintenance of such items. If the PA staffing and equipment is small, then the administration and maintenance of this would report directly to the protected area director and would then be 'non-organic' to the protection and enforcement department.

175.   A generic organizational chart for a protected area protection and enforcement department follows:

Example of a generic organizational structure for a protected area protection and enforcement department in SE Asia
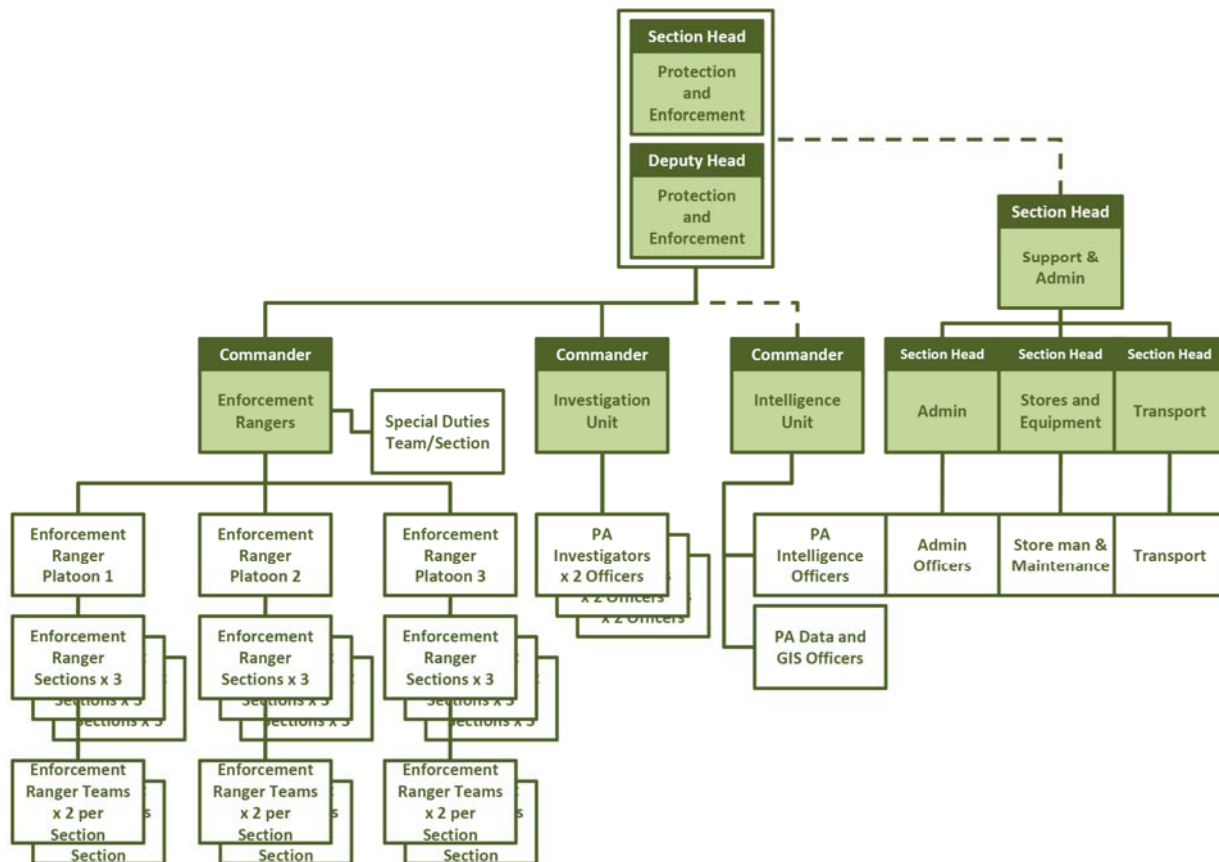
176.   The above example shows a PA protection and enforcement department consisting of:

a. 1 x protected area protection and enforcement commander, 1 x Deputy Commander;

b. 126 x Enforcement Rangers, 1 x Commander, 1 x Deputy Commander, 3 x Platoon Commanders, 3 x Deputy Platoon Commanders, each platoon has 3 x Sections of 12 rangers, each section has two teams of 5 men each, with each section having two reserves and finally a special duties section of 10 x rangers;

c. 6 x PA Criminal Investigators, divide into 3 team of 2 x investigators in each team;

d. Intelligence Unit, 1 x commander, 2 x intelligence officers and 2 x data and GIS officers. If organic to the protection and enforcement department. If non-organic then this section reports to directly to the protected area director. This would be divided into Intelligence Officers who would coordinate the gathering of information and data and GIS officers who would be responsible for inputting the information to produce intelligence products;

e. Support and Administration Unit, if non-organic this department would be directly under the responsibility of the protected area administration and finance department. If organic to the protected area protection and enforcement department this can be broken into the following sub-units:

i.   Head of the Support and administration unit x 1 Officer;

ii. Administration x 2 officers, responsible for the administrative and financial requirements of the protection and enforcement department;

iii. Stores and maintenance x 3 officers, responsible for the storage, maintenance and issuing of equipment; and

iv. Transport x officers per vehicle, responsible for the maintenance and driving of the vehicle fleet or issuance to other department members. (if 5 vehicles then minimum of 5 x officers) This unit may also be responsible for any boats or other such vessels.

f. Approximate Total Personnel:

    i. Protection and enforcement department with organic Intelligence, Support and Administration – 151 personnel;

    ii. Protected and enforcement department with organic Intelligence – 140 personnel; and

    iii. Protection and enforcement department without organic intelligence, support and administration – 136 personnel.

177. A description of the break-up of personnel and their roles is describe in the table below:

Descriptions of Protection and Enforcement Ranger Units and Sub-units		
Name	**Personnel/Teams/Units**	**Description**
Team	Team Leader x 1 Team Second-in-Command x 1 Scout x 1 Rangers x 2 Total Personnel = 5	A team is the smallest self-sustainable unit that can operate independently. Each team should be made up of no less than five rangers. The team leader would report directly to the section commander and in his absence to the platoon commander.
Section	Section Commander x 1 Team Leader x 1 Team 2IC x 2 Scout x 2 Rangers x 4 Reserve Rangers x 2 Total Personnel = 12	A section is made up of two teams that are based at the same location or sub-station. The senior team leader of the two teams is the section commander; at least another two rangers are assigned to the section to act as replacement and sub-station security. The section commander would report directly to the platoon commander and in his absence the head of enforcement rangers or the protection and enforcement department.
Platoon commander/ Area Unit Commander	Platoon Commander x 1 Deputy Platoon Commander (second-in-command) x 1 2 to 4 Sections Total Personnel = 25 to 49	A platoon or area unit is made up of a number of sections, normally 3 sections. The platoon will cover a protection zone or sector. The platoon or area unit commander will be based at the best strategically located sub-station within that sector. The area unit commander would report directly to the head of enforcement rangers and or head of protection and enforcement and in his absence, the deputy head of enforcement.
Enforcement Ranger Unit	Platoons/Area Units Special Duties Team	Located at the protected area headquarters and has command and control over the enforcement ranger patrol teams and the special duties section. Head of Enforcement Rangers would report directly to the Protected and Enforcement Director.
Special Duties Team/Section	As per Team or Section	Highly trained rangers that can be used as a reaction force conduct raids and takedown, conduct reconnaissance and surveillance tasks, and search and rescue tasks. This team or section will report directly to the head of enforcement rangers or may report directly to the protection and enforcement department commander
Protection and Enforcement	Enforcement Ranger Units	Located at the protected area headquarters and has command and control over the entire enforcement and protection apparatus. Head of Protection and Enforcement would report directly to the Protected

Descriptions of Protection and Enforcement Ranger Units and Sub-units		
Name	**Personnel/Teams/Units**	**Description**
Department	Investigation unit Intelligence Unit Support and Administration Unit Special Duties Teams	Area Director.
Investigation Team	Chief Investigator x 1 Investigators x 1 to 5 Total Personnel = 2 to 6	This team would specialize in and be responsible for conducting investigations into major crime within the protected area and be responsible to prepare the case for prosecution.
Note: Exact team member responsibilities are described in detail in later chapters and is included in the FREELAND Enforcement Ranger Manual for Counter Poaching Operations		

Section 1-6 Considerations for Staff Conditions and Development of Protection and Enforcement

Considerations for Enforcement Rangers Salaries and Benefits

178. **Sufficient employee benefits and salaries.** The saying goes "if you pay peanuts you will get monkeys". Regretably, PA rangers are some of the lowest paid enforcement personnel in government, yet the risks are high and their duties are much harder and more dangerous than their urban law enforcement counterparts who may face nothing more daunting that directing traffic.

179. **Job security.** Many rangers throughout Southeast Asia are only classified as temporary employees, and therefore do not have the benefits or job security of other government workers. This problem needs to be redressed, since without job security, benefits and a decent salary, you cannot expect enforcement rangers to carry out their duty as per the job specification with full commitment. In fact, you may find that your rangers will become part of the problem by commiting crimes to subsidize their salary or turning a blind eye to illegal activity in exchange for a pay-off.

180. **Considerations for job benefits.** Salary, benefits and welfare need to reflect the many aspects of the work carried out. Salaries need to be above the basic government minimum pay level and indeed, the salary should be more than enough for the ranger and his family to pay all bills and have food on their plate. Monetary and other incentives should be given to the ranger for time spent in the field away from his or her family. Medical and health needs to be provided when rangers become ill or are injured on duty.If rangers are sick, like the military, they should not loose salary because they cannot patrol. In the event the rangers are killed on duty, the family should receive compensation at an appropriate rate. In brief, the benefits of working as a ranger must be greater than those of the average poacher.

181. **Summary.** A decision needs to be made as to whether or not you want to have ten sleeping rangers, being paid below the minimum wage and part of the problem - or do you want five active, competent and committed rangers being paid a decent wage and other benefits and incentives,who are fighting illegal activity?

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Salaries and Benefits

Item	Factors in determining	Recommendations	Benefit to PA
Salary	Examine salaries of similar jobs such as, Military (Infantry), Police (Forest or Field Force), Minimum government salary, Minimum monthly living costs.	Pay at least 20 percent more than minimum government salary; ensure this is able to cover monthly minimum living costs. Develop a salary level for different position advancement.	More dedicated and professional staff. With salary increase with promotion develops incentive for individual improvement
Field Allowance	Conditions in the field, living and climatic, length of time spent in the field, amount of injuries and illness sustained dangers and stress. Compare to Military benefits.	If conditions are extreme, then possibly after 4 to 5 days of patrol the ranger gets paid an extra 10% to 40% of their daily salary rate for days spent in the field after 4 to 5 days.	This gives more incentive for rangers to conduct longer operations in the field.
Food	Local cost of food brought in bulk, both fresh and storable food items.	PA to pay for field rations	Rangers will not have to hunt wildlife and break the laws they are enforcing. Without a guaranteed supply of field rations the rangers will not patrol.
Incentives	Examine incentives given to other law enforcement agencies, such as bonus for number of fines issued and violators caught.	PA should develop an incentive scheme, for fines collected, items confiscate and performance rewards.	Rangers will pursue violators and will be less likely to take bribes.
Health and Death Policy	Examine other policies given to enforcement agencies.	PA should in joint with other PA's establish a health and death insurance with reputable insurance companies, or through government social security. A minimum of 4 months full salary should be paid to family on death. All medical bills need to be paid by PA.	Ensures rangers are more willing to accept the risks of the job, and thus can approach the tasks with greater confidence.
Leave	Examine other policies given to Police or Military. Look at psychological factors of stress and burning out.	For every 24 hours spent in the field the rangers should receive half a day leave. Therefore 14 days field will give the ranger up to 7 days leave.	This enables the ranger to complete personal administration, rest and recuperate. Thus less likely to be ill for work due to excess stress.

Considerations for Selection and Training of the Enforcement Ranger

182.   Selecting and training the right people for the job is a crucial element in the development of an effective ranger force, a solid foundation needs to be built and this starts at selection and training. The following considerations need to be factored for enforcement personnel selection and training.

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Selection Courses

183.   **Selection.** When new positions become available a selection course designed to examine the qualities you require of a ranger should be conducted. The basic characteristics for each candidate should include:

   a.   Stamina and endurance;

   b.   Good Attitude;

   c.   Ability to learn and assimilate new ideas;

   d.   Able to read and write; and

   e.   Include any other special skill that may be required (i.e., swimming proficiency)

184.   The selection course does not need to include detailed aspects of the ranger's job, as the candidates will be trained on this at a later date after they have been employed.

185.   The duration of each course should be dependent on the standards required by the protected area. The longer the selection, the better you will be able to determine suitability of the candidates.

Training Environment

186.   During the implementation of enforcement training we must ensure a majority of the training course is conducted in field locations. The course should be developed to be realistic, and with as much hands-on practical training as possible.

187.   Training is not only the transferring of skills and knowledge: it is also about developing the rangers attitude.

Training Content and Courses

Basic enforcement training should cover the following subjects:

Module	Objectives
Role & Function of an Enforcement Ranger	Clearly understand the roles and responsibilities of the job.
Field Craft/ Living in the Field	Clearly know the skills required in living and operating in the field environment
Navigation	Know how to use a map, compass, and be able to navigate between any given points.
Patrolling	Know how to patrol safely and confidentially in a forest or marine environment.
Weapon Handling	Demonstrate clearly how to safely handle, clean and store a weapon.
Ranger Tactics	Know the various enforcement tactics required to conduct raids, enact arrests and takedowns.
The Law and Powers of a Ranger	Clearly understand the laws associated with the enforcement activities, legal and illegal activities in the Protected area.
First Aid	Be able to confidential apply first aid and attempt to sustain a casualty during evacuation to a higher medical facility. Also understand preventative medicine.
Investigating Wilderness Crime	Know the procedures in conducting an investigation into crimes within the Protected Area.
Self-Defense & Minimum Force	Demonstrate the ability to conduct unarmed self-defense techniques against violators. Know what the use of minimal force is.
Physical Fitness	Demonstrate the required fitness to be able to conduct the task of an enforcement ranger.
Marine life and/or Wildlife Recognition and Identification	Be able to identify the species that are targeted in illegal activities in the Protected Area.
Reports	Be able to clearly and concisely fill in the required reports.
Public Relations	Know how to deal with the public in relations to enforcement activities.
Specialist Field Equipment	Be able to operate the required equipment utilized in the job of an enforcement ranger.

188.   Other training that may need to be developed by the protected area could include:

Other Trainings that maybe developed by the PA – this may require outside assistance	
Course	**Explanation**
Leadership	To develop the leadership and command ability for team leaders, and enforcement management personnel.
Communications	Designed to instruct personnel in the correct use, maintenance, and protocol and procedures for use of radio communications devices.
Search and Rescue	To train personnel in how to correctly conduct search and rescue of people lost and or injured in the protected area.
Patrol Medic	To train members in the team on trauma first aid.
Investigation	To train personnel to become specialist in investigation and intelligence gathering techniques.
Rappelling/Mountaineering	Train personnel in rock climbing and abseiling techniques.
Instructors	To train personnel in the correct method of instructional techniques, so they may conduct skill transfer.
Watercraft handlers	Train personnel in how to correctly operate and maintain specific watercraft used by the Protected Area.
Maritime Patrolling	Correct procedures to use in patrolling the seas of a marine protected area.

Other Reasons to Initiate Training

189.   Apart from conducting basic initial employment training and promotional leadership training, training may need to be initiated for the following reasons:
   a.   A change or restructuring in government law, law enforcement agencies or policies which impacts on the protected area;
   b.   A revised project and threat assessment, or a new project commencement, which impacts on protection requirements;
   c.   The introduction of a new capability, or piece of equipment, the emergence of new technology, or more efficient procedures;
   d.   A preliminary analysis of a deficit performance situation;
   e.   The rangers advising the park director of a problem;
   f.   A post-activity report; and
   g.   An accident reported.

On-The-Job Training

190.   Block periods for training may not always be available. Therefore, on-the-job training (OJT) will have to be conducted and this would normally occur at team or section level where the team leader trains new member in his team on the basic knowledge and procedures which are required for field patrolling.

191.   Prior to going on any patrol the new member should be proficient with all team enforcement procedures, drills and specific "actions-on".

Concurrent Training

192.   Each month the Head of Enforcement should schedule team and section training, even if it is only for one day. This training might include the team and section revising tactical drills, practicing patrol procedures, first aid and navigation. This training must be relevant, exciting and varied in order to keep the rangers interested.

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CHAPTER 2 COMMAND, LEADERSHIP AND MANAGEMENT

Aim

201.   This chapter is intended to help the reader understand the nature of leadership in the command role and the basic management issues for protection and enforcement. Although it is highlighted that an effective manager must strive to have the best qualities of all three, leadership in particular is emphasized in its importance. Leadership can help not only influence personnel, but promote loyalty and the best performance. This chapter will cover in depth the following major topics:

      a.   Meaning of command, leadership and management;

      b.   Human behaviour;

      c.   Morale and esprit de corps;

      d.   Leadership;

      e.   Effective communication;

      f.   Management of personnel;

      g.   Management of finances;

      h.   Management of equipment;

      i.   Guidelines on rules, regulations and orders; and

      j.   Disciplinary procedures.

Section 2-1 Introduction

Meaning of Command, Leadership and Management

202.   **Command.** Command is the lawful authority, which an individual in an organization exerts over subordinates by virtue of his rank and position. The execution of command is supported by the existence of a disciplinary system.

203.   **Leadership.** Leadership is the art of consistently influencing and directing people in tasks in such ways as to obtain their willing obedience, confidence, respect, and loyal cooperation in the manner desired by the leader.

204.   **Management.** Management consists of those continuing actions of planning, organizing, directing, coordinating, controlling and evaluating the use of scarce or limited resources such as personnel, money, materials and facilities to accomplish objectives and tasks.

General

205.   Leadership is a complex subject; the application of leadership is a common and natural occurrence throughout all societies, and could be simply defined as one person influencing the behavior of others for a purpose. Whether the person is a managing director of a large corporation, a small retail store owner, a captain of a football team, or an officer leading a team of rangers, the common thread is that all are people who know how to apply the art of leadership to achieve some task or objective.

206.   As organizations become more complex and the impact of science and technology becomes more pronounced, we find that communications systems allow people to interface less directly than before. We must not lose sight of the fact that people will remain thinking, feeling and responsive beings. An effective and efficient leader will be able to understand human behaviour and the motivational needs of colleagues.

Section 2-2 Human Behavior

Introduction

207.	The art of influencing people is the very essence of leadership. Before we can hope to influence people effectively, we must have some idea of what influences their behaviour. Groups consist of a number of individuals who communicate with each other and have some influence on each other. Leaders therefore must have some knowledge of the behavior patterns of individuals, and also have knowledge of group interactions.

The Individual

208.	All people are different, but despite these individual differences there are a number of basic factors common to all. Some of these are present at birth and are called hereditary factors. These include a person's basic physical structure, capacity to learn and some basic features of emotional make-up. During life an individual's characteristics and personality do develop and change differently depending on the environment, situations, and experiences.

Needs

209.	Behaviour may be described as a person's continuing attempt to satisfy needs that can be broadly classified into:
	(1)	Basic needs (such as the need for food, drink, sleep and protection from danger); and
	(2)	Social needs (such as desire for approval, self-respect and recognition).

210.	It is generally accepted that because basic needs are more urgent and pressing, it is not until these needs are more or less satisfied, that social needs become important. This is shown in the diagram that illustrates the priority of needs. The leader should recognize and understand these priorities. For instance if the leader is trying to make sure his staff are satisfied in their need for recognition, the leader should first check that the more basic needs of food and shelter are satisfied first.

211.	While behaviour can be explained in terms of people's attempt to satisfy needs, it can perhaps be more easily understood and even predicted, if the broad, psychological factors of capacity, personality, relationship to other people and motivation are taken into account.
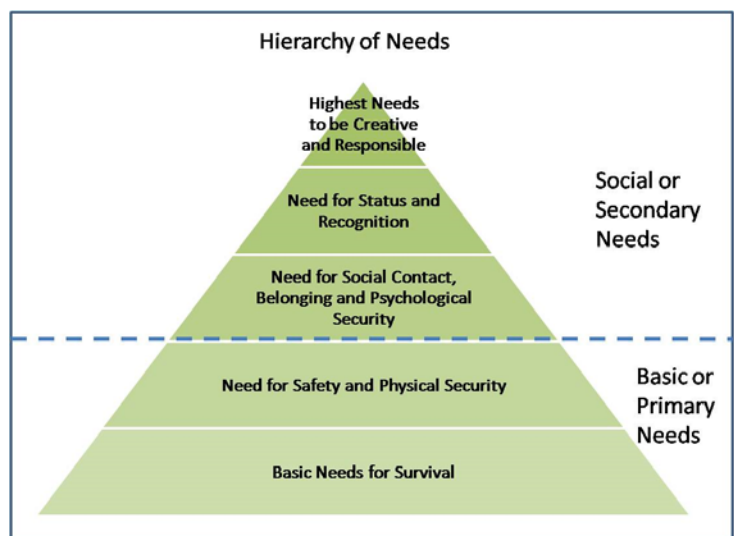
Capacity

212.	A person's mental capacity will determine to just what level that person can perform. In general terms mental capacity or capacity to learn can be said to consist of:
	a.	intelligence;
	b.	aptitudes; and
	c.	reaction time (quickness of comprehension)

213.	Intelligence defines mental boundaries regarding	performance where reasoning or 'brain power' is required. Intelligence however, does not work unilaterally, and a person with relatively limited intelligence can perform reasonably well in many circumstances

where special aptitudes and skills the person may possess are used in conjunction with the person's intelligence.

Aptitudes

214.   The second component of mental capacity is aptitude, or potential skill in a particular field to grasp the concepts and theories of the subject (mechanics, mathematics, tracking in the field, etc.). For example, the particular ability of a ranger to understand the workings of a gas or diesel engine is probably an indication of that person's mechanical aptitude.

Speed of Reaction

215.   Speed of reaction, also called quickness of apprehension, is another component of mental capacity. This is the speed with which a person grasps new knowledge and is able to act on it. A ranger may be more valuable in a particular job because of the speed with which that person is able to evaluate a situation or information and react decisively.

216.   A ranger's capacity depends on a number of factors that work in parallel. The person's intelligence, aptitudes and speed of reaction should be considered together when trying to determine the persons overall capacity.

Personality

217.   Personality is a complex subject, which cannot be covered in detail in this chapter. Two predominant features of personality that are relatively easy to observe and assist a leader in individual understanding are:

    a.   Introvert and extrovert; and

    b.   Stability.

218.   Introvert and Extrovert. The term introvert and extrovert cover a variety of personality types and are worth understanding. An introverted person is quiet and reserved and is often content to be alone. An extroverted person is outgoing, talkative and enjoys human company. Most people can best be described as being somewhere between the extremes of extroverted and introverted personalities.

219.   Stability. The stable person is most able to cope with frustration, and still perform efficiently. The unstable person is one who, when frustrated is unable to perform efficiently and usually shows signs of a changed emotional state. Some of the more common signs are:

    a.   weeping or crying;

    b.   repeated loss of temper;

    c.   drop in appetite or ability to sleep;

    d.   depression;

    e.   unpredictable behaviour such as leaving the task or workplace unannounced or authorized; and

    f.   other unusual or unexplained behaviours.

220.   A highly unstable type is likely to be regarded as unreliable and a poor ranger. But In most cases, Introversion–Extroversion and Stability combine to form different personality types with varying capabilities. A stable and reasonably extroverted individual is usually an asset in any group. , whereas an unstable type, whether that person be introverted or extroverted is likely to be regarded as unreliable and a poor ranger in most cases.
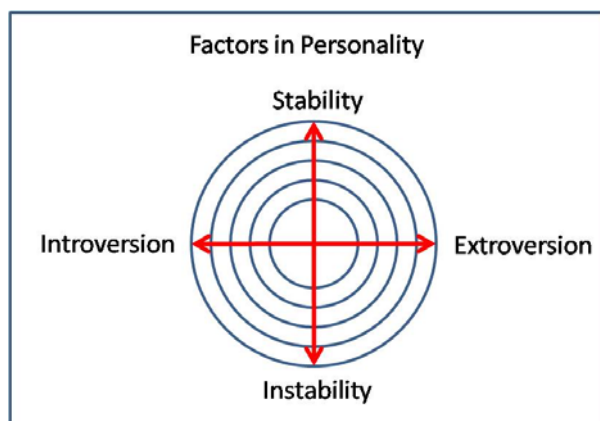
Factors in Personality

Social Interactions

221. For a person to be part of a group, he/she must interact with other members of that group, and they in turn must interact with him/her. These interactions set the stage for all social interactions in the group.

222. To understand social interaction one can categories people in the group, based on the pattern of their interaction with others, as – (1) Dominant or Submissive and (2) Friendly or Hostile.

223. Dominance versus Submissiveness. Dominance is a measure of how much any one member tries to openly influence others in the group. A dominant group member will boss his/her way around and soon have more submissive members doing what he/she wants. Alternately, submissiveness is the measure of how much one accepts being dominated by others in the group.

224. Friendliness versus Hostility. Behaviour that shows if a team member is friendly or hostile is mostly easy to gauge. A friendly personality will engage others in a non-threatening manner. On the other hand, a hostile member is likely to be aggressive and unfriendly to not only other members of the group but also the leader.

225. If the above two social interaction factors are combined, the leader is able to categorize members of his group and is better able to predict their behaviour as individuals and as a group reacting together. A dominant – friendly type is likely to be accepted as an informal leader of a group, and is worth paying special attention to.

Factors in Social Interaction
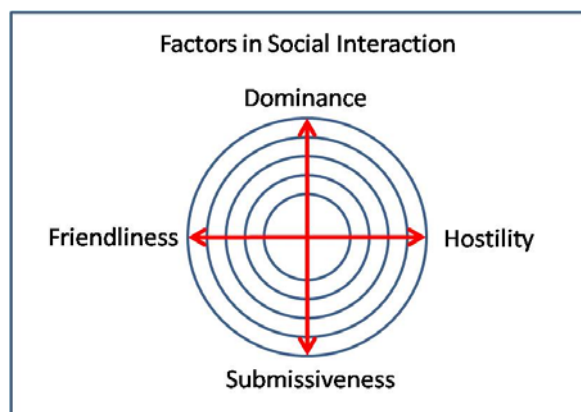
Motivation

226. The fourth broad psychological factor in any attempt to explain behaviour is motivation. Motivation refers to those factors that stimulate desire and energy in people to be continually interested in and committed to a job or role and to exert persistent effort in attaining a personal or group goal.

227. While motivation is mostly related to the satisfaction of individual needs, it can also apply to group needs. If the needs of the group as a whole can be identified, it is easier for the leader to motivate that group to achieve its goal.

The Group

228. For a group goal to be achieved, the leader must interact effectively with the group, and members of the group must interact effectively among themselves.

Characteristics of a Group

229. A group is composed of individuals each of whom brings his/her own distinct abilities, attitudes, needs and personality to the group. However, a group can be more than just a sum of individual components of its members

230. As a group develops and becomes more efficient in the performance of its tasks, group standards become levels by which the individual in the group can measure his or her own performance. Standards accepted by the group to achieve a common group aim provide a basis for common understanding.

231.   As each member learns from the abilities and personalities of the others in the group, personal relations and loyalties develop; trust and mutual dependence grow and the group increasingly becomes a cohesive unit.

232.   Members of a group tend to identify themselves closely with their group's achievements, and group solidarity and morale tend to improve steadily as their success as a group increases. This process is a major element in the development of the abstract known as 'esprit de corps'.

Motivation

233.   By recognizing individual and group needs, a leader can best decide how to motivate his personnel, as individuals or as a group. For instance, if an individual has a need for recognition and advancement in the group, he/she could be given a task with responsibility, which, once successfully completed, will give that individual the recognition and chance of advancement toward which they aspire. Similarly, if a group, through lack of achievement, has a need for recognition and self-esteem, introducing an element of inter-group competition into the task could help motivate the group.

Positive and Negative Motivation

234.   The existence of some factors, such as good working conditions (positive motivation) or poor working conditions (negative motivation), may not have much direct effect in improving motivation. However, if that positive factor for example is taken away, the climate or environment may become strongly de-motivating or negative.

Reward and Punishment

235.   Similarly, when considering reward and punishment as a means of motivation, remember that reward or incentives can be a strong motivation factor, whereas punishment does not always motivate the person to perform more effectively. The person may be more inclined to perform at a level just good enough to avoid punishment instead of aiming for a level good enough to attract reward.

Frustration

236.   When individuals or groups are motivated to achieve a task and they fail, frustration tends to develop. Frustration in a group can lead to a breakdown in group relations. Members become irritable and argue amongst themselves, group identification suffers and motivation is lost.

237.   If the group is frustrated, future tasks will be difficult to achieve. The leader must recognize that in such situations new individual and group needs are created. With some thought, it is possible to re-motivate before the group relations deteriorate.

238.   If frustration persists, an outlet should be considered by the leader so that his group can 'let off steam' in a harmless way. Sports or other competitive physical activity is an ideal way of reducing frustration.

239.   Frustration can also arise through criticism that is careless and destructive. In handling any group of people, a leader must respect their individuality and their needs for recognition and self-respect. Criticism should be fair and constructive. Both individuals and the group alike should be praised when deserved, and treated with sincerity and courtesy. This will result in individuals being satisfied and the group being more desirous of staying together.

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Section 2-3 Morale and Esprit De Corps

Morale

240. Morale is the positive attitude and confidence in the mind of an individual and is closely related to the satisfying of a person's basic needs. If the training, administration and enforcement operations of a unit are conducted so as to assist in satisfying these needs, a favourable attitude will develop.

241. Any consideration of morale must take into account the needs of the group and differing individual needs, both of which are influenced by external factors that are constantly changing with situations.

242. High morale is a positive state of mind that gives a person a feeling of confidence and well-being, which enables that person to face hardship with courage, endurance and determination. Some basic requirements for maintaining high moral in a protection and enforcement organization are:

   a. Effective Leadership. It is essential that a ranger should have confidence in his leaders. Good leadership may be the single most important factor in the attainment and maintenance of high morale. By failing to set a good example and not practicing what is taught, a leader can destroy morale.

   b. Unity of Purpose. People must feel that they are members of a team working towards team objectives. Leaders at all levels must endeavour to install this unity of purpose to their staff.

   c. Discipline. Good discipline and high morale are inseparable – without one you cannot have the other.

   d. A Sense of Belonging and Self-Respect. Individual self-respect is necessary before high morale can be generated. There is a normal human need to belong and contribute to a group, and the leader should encourage and use this need. By ensuring that a) a ranger's training and ability are equal to the tasks assigned , b)the individual is suitably encouraged, c) praise is given when deserved and d) that criticism is constructive, the leader can lay the foundations upon which a person can build deserved self-respect.

   e. Comradeship. This is an intangible emotion, but nevertheless very real. The leader can do much to encourage a sense of loyalty, belonging, "brotherhood" and humour in the group. This gives a reserve of strength to the group in difficult times.

   f. Mutual Confidence. In any team, it is important that the individual members have confidence in each other's ability. In PA protection and enforcement, where a person's life may depend on the actions of his comrades, such confidence is essential. It must exist at all levels and between all ranks.

   g. Dependants' Well-Being. Personal and domestic problems, particularly when people are separated from their families, can grow to disproportionate size and ruin morale and efficiency. The leader must be aware of the ways his personnel can be assisted, and he must act promptly and with sincerity.

   h. Spiritual Beliefs. The leader is under an obligation to his subordinates to make every reasonable effort to see that their spiritual needs are met. He must ensure that his personnel are able to practice their particular beliefs and are not subject to prejudice or mockery.

   i. Comfort and Welfare. "Creature comforts" are always welcomed by field personnel subjected to adverse, dangerous conditions and even the slightest improvement or amenity in living or working conditions will be appreciated. This could be as simple as an extra cup of hot tea daily per ranger or as luxurious as a hot shower once a week. People will work long hours under bad conditions without their morale being adversely affected, provided that they know why the hardship is necessary and they are satisfied that their leaders have a sincere interest in their welfare.

Esprit De Corps

243.   Esprit de corps is best described as a sense of pride in belonging to a unit. It is built on the foundation of morale and discipline and is more than just group solidarity. It also includes a strong identification with the formal organization – the pride, loyalty and enthusiasm that members show for their unit.

244.   To build identification with the formal organization, the leader can contribute in the following ways:

    a.   The formal organization must become an important group in the ranger's life. If this is to occur, it is important that the ranger receives his orders and performs his duties within the framework of that organization. By ensuring that, wherever possible, unit integrity is maintained in all possible activities and within all possible tasks, the leader will assist in building this identification.

    b.   The rangers must be provided with concrete and worthwhile goals. This is mainly a matter of communications; the leader's role is to ensure that the mission and goals are understood and that the individual feels these are important, not only to the organization, but also to his immediate group. The individual must also know where his role fits into the overall effort.

    c.   Symbols are an important means of getting individuals to identify with the formal organization. The most important symbol of the formal organization is the leader himself. If he /she is a person who is respected by the rangers, who is concerned about their welfare and who brings them success and recognition, then team members will be able to identify with him/her and the formal organization that they lead. Other symbols, such as unit insignia (a distinguishing sign or emblem), a mascot and mottoes also help the members feel they are accepted in the organization. The result is esprit de corps.

245.   Other factors which assist in the development of esprit de corps include:

    a.   Traditions;

    b.   Unique experience common to the group; and

    c.   Competitive events and initiatives.

246.   The following factors can hamper or even destroy the esprit de corps:

    a.   Lack of confidence in the leadership;

    b.   Presence of people and groups in conflict;

    c.   Presence of unwilling members who hamper unit performance;

    d.   Rapid turnover of personnel, especially leaders; and

    e.   Lack or neglect of proper recognition for unit achievement.

Section 2-4 Leadership

247.   The most essential element of a successful enforcement program is competent and confident leadership. Leadership provides:

    a.   Purpose;

    b.   Direction; and

    c.   Motivation.

248.   While more specific leadership requirements may differ with situations, all leaders must be persons of character who must know and understand their subordinates and the tools they have to operate.

249.   A good leader will:

    a.   **Take charge** of his unit by issuing appropriate orders, establishing priorities and maintaining teamwork and security.

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b. **Motivate the staff** by setting the example and always maintaining a positive 'can-do' attitude.

c. **Demonstrate initiative** by taking positive actions in the absence of commands and by making sound and timely decisions.

d. **Effectively communicate** by giving specific instructions to accomplish the task, keeping the unit informed, and by involving key leaders in the decision making process.

e. **Supervise by inspecting** to ensure tasks are accomplished to standard, making appropriate corrections, and holding immediate subordinates responsible for assigned tasks.

250. As a leader there are certain things that you must be, know, and do:

a. BE:

    i. Technically and operationally proficient: can accomplish all tasks to standard that are required to accomplish the operational mission.

    ii. Possess professional character traits: Courage, commitment, honesty, competence and integrity.

b. KNOW:

    i. Four major factors of leadership and how they affect each other: (1) The Led, (2) The Leader, (3) The Situation and (4) Communications.

    ii. Strengths and weaknesses of your character, knowledge and skills. Continually develop your strengths and work on overcoming your weaknesses.

    iii. The staff under your command and look out for their well-being: Know and care for the people under your command, train them for the rigors of the work, take care of their physical and safety needs, discipline them and reward them.

c. DO:

    i. **Seek responsibility and take responsibility for your actions:** Leaders must exercise initiative; be resourceful; and take advantage of situations when in difficult situations so as to come out on top. Accept criticism and take corrective actions for mistakes.

    ii. **Make sound and timely decisions:** Rapidly assess situations and make sound decisions. Gather essential information; announce decisions in time for your personnel to be able to react; and consider short/long term effects of your decision.

    iii. **Set the example:** Lead by example. Be a role model for your staff. Set high (but attainable) standards; be willing to do what you require your personnel to do and share dangers and hardship with your staff.

    iv. **Keep your subordinates informed:** Keeping your subordinates informed helps them to make decisions and execute plans within your intent, encourages initiative, improves teamwork, and enhances morale.

    v. **Develop a sense of responsibility in your subordinates:** Teach, challenge, and develop your subordinates. Delegation of responsibilities indicates you trust your subordinates and will make them want even more responsibility.

vi. **Ensure the task is understood, supervised and accomplished:** Subordinates need to know what you expect from them, what you want done, what the standard is, and when you want it.

vii. **Build the team:** Train and cross-train your staffs until they are confident in the team's technical and operational abilities. Develop a team spirit that motivates them to go willingly and confidently on operations.

viii. **Employ your unit in accordance with its capabilities:** Know the capabilities and limitations of your unit.

Section 2-5 Effective Communication

Introduction

251. The enforcement ranger deals regularly with team members, with the public and with suspects. His ability to communicate effectively with others will often determine the degree of support for conservation in communities in and around

252. Protected areas. Effective communication can also result in receiving information which is critical to law enforcement operations.

Communications process

253. Communication requires two parties - a sender and receivers of information. Each person often has a different understanding of the meaning of what was said because of individual differences in the following areas:

a. Age and sex;
b. Values;
c. Culture;
d. Knowledge/Experiences;
e. Occupation;
f. Interests; and
g. Attitude.

254. The enforcement ranger who is an effective communicator has developed skills to obtain accurate information through "feedback" from the receiver. The sender's message comes to the receiver, who transforms the message into meaning. When transmitting information, you should be patient and make certain that the receiver has an opportunity to provide "feedback" in the form of confirmation, questions or his interpretation of what was said. "Feedback" provides the opportunity for the sender and the receiver to determine whether the message had the same meaning to all parties.

Self-concept

255. The most important factor affecting a person's ability to communicate is how he views himself (self-concept). Persons with strong self-concept are likely to be effective communicators because they feel good about themselves. They are likely to listen to the opinions of others with open minds and are comfortable expressing their feelings even when they are different from the feelings of others.

256. Persons with weak self-concept are just the opposite, a timid personality with feelings of insecurity. They often lack self-confidence and may have difficulty in listening, disclosing things about themselves or their situation or expressing themselves clearly.

257.   One possible solution toward developing a positive personal view of yourself is by developing relationships that will increase feelings of confidence and acceptance. Others will not be comfortable talking with you if you do not feel comfortable about yourself.

Communication Techniques and barriers to effective communication

258.   Body language. A person with crossed arms or legs may indicate his mind is closed to you or that he is resisting you. Or such positions may simply be for comfort only, so be careful. Also, do not forget to look at your own body position and make certain that it does not convey a "closed" attitude.

259.   Authority. As a law enforcement officer, you may be less likely to effectively communicate with others if you are:

a.   Sitting behind a desk;

b.   Exposing a weapon or resting your hand on a weapon;

c.   Clenching your fists;

d.   Looking down on someone (as when standing and the person being interviewed is seated); and

e.   Even wearing your uniform can sometimes be a barrier to effective communication.

260.   Distance. The amount of space between people may be a barrier to communication. A person may become defensive or angry if you come too close and enter his "personal space". However, being too far apart may be a barrier as well.

d.   Develop skills in judging proper distance when communicating, as the distance may change under different circumstances. It is sometimes helpful to move in close enough to touch and calm a person. You may also want to move in close when you wish to increase the anxiety of someone you believe is lying to you; and

e.   Always consider the effect that touching may have on someone. Touching is the most dangerous non-verbal communication for officers to use. Entering someone's personal space to touch them may have a calming effect or it may cause increased anxiety and hostility toward you.

261.   Nervousness. A person may be nervous about talking to you simply because you are a law enforcement officer, or he may be hiding something from you. If the person you are talking to appears nervous, try to find out why and either calm or confront him.

262.   Distrust. An atmosphere of trust is absolutely essential for effective communication. Distrust is based on fear of injury, rejection, punishment, loss of dignity, etc. Talking about your own personal experiences can often help increase trust in you by others.

263.   Alienation. The feeling of not belonging or not being accepted can be a significant barrier to communication. This can be caused by differences in values, beliefs, behaviour, and culture. To communicate effectively, you need to be able to understand and accept these differences, even if you do not approve of them.

264.   Even if you have very little in common with someone, you can still close the communication gap by relating to the person's feelings…this is called "empathy". For instance, although you personally may never have needed to poach or illegally cut timber to survive, you may be able to sympathize somewhat with a person who has. Show the person through sincere communication that you care about what he is saying.

265.   Negative behaviour. Avoid the following negative behaviour when talking to others:

a.   Making premature comments or judging too quickly;

b.   Interrupting and talking too much;

c.   Repeatedly telling others what to do;

d.   Talking down to people;

e.   Using sarcasm;

f.   Placing blame;

g.   Arguing;

h.   Being arrogant; and

i.   Showing prejudice or not respecting different cultures.

Active Listening

266.   Active listening requires attentive listening and feedback, resulting in clearer, more effective communication. Use the following techniques:

      a.   Share the responsibility of communication with the speaker;

      b.   Stop talking – you cannot listen effectively when talking;

      c.   Get rid of distractions – put down papers and forward your calls. Turn off your cell phone;

      d.   Give your complete attention to the speaker - do not let your eyes wander;

      e.   Concentrate on what the speaker is saying - focus your attention on his words, ideas and feelings;

      f.   Be neutral and unemotional - do not judge what is being said. Nod to let the speaker know that you are listening and understanding what he is saying;

      g.   Ask questions if you do not understand; and

      h.   Summarize the main points made by the speaker.

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Expressing Yourself Clearly

267.   You must have a clear idea of the message you want to get across to the listener. Use the following techniques:

f.   Organize your thoughts before your words;

g.   Keep your message as simple as possible;

h.   Avoid or define technical terms;

i.   Repeat and emphasize key concepts; and

j.   Ask the listener if he understands what you have said.

Managing Your Anger

268.   Anger is a normal emotion that takes place when you perceive a threat or when you are frustrated by events. Anger is often associated with feelings of preservation and protection and through mental and physiological changes in the body and mind, can help to restore situational stability and a sense of balance.

269.   Unmanaged anger is unprofessional and dangerous to the officer and to others. The officer who learns to manage his own anger and that of others will have an advantage in restoring calm with the least amount of confusion and use of force. Use the following techniques when you are angry:

a.   Recognize the symptoms and take responsibility for and "manage" your anger…do not let it escalate out of control;

b.   Ask whether it is at an appropriate level for the situation. You often have a choice whether to be angry; and

c.   Share your feelings with a friend. This will help to release stored anger and prevent explosive behaviour and illness.

Managing Anger in Another Person

270.   Recognize anger and the warnings that lead to anger. To ignore it or make it seem unimportant will only heighten the anger.

271.   Allow him to express his anger verbally. This is like opening a release valve. It is healthy and you can obtain important information, including the reason(s) why he is angry. Summarize these reasons verbally and ask the person if you are correct.

272.   If you are accused of something, be aware of your own defensiveness – stay calm because everyone becomes defensive at times. Try not to let it interfere with the communication process.

273.   Use the least amount of assertion or force necessary to resolve problem situations. Learning to manage anger in yourself and in others will assist you in determining the appropriate response to a particular situation. Preventing dangerous hostile situations is much preferred to having to resort to the use of physical force which should only be a last ditch measure.

Some communication indicators

274.   Anxiety may cause a change in voice tone or pitch. Normally the pitch will be higher as anxiety increases. Anxiety may also cause an increase in the use of sub-vocal sounds (such as "um", "er" or "uh"). Anxiety may cause a significant change in eye movement or pupil size.

275.   The rate of speech may change and the response time in answering questions may increase if a lie is not well rehearsed. The person you are talking to may be trying to remember exactly what he needs to say. Listen to him, take notes, and ask him to repeat the information later. For more information, refer to the Chapter on Interviewing Techniques.

Section 2-6 Management of Personnel

Staff Evaluations

276.   Staff evaluations are designed for leaders to assess their staff members. Evaluations are a means to determine:

    a.   Individual team members faults;

    b.   Good performance areas;

    c.   Team member understanding of how and at what level they fit into the team;

    d.   Where team members can improve their performance;

    e.   **Monthly Evaluations.** Monthly evaluations should be conducted and completed at all command levels in the enforcement structure. This is to ensure that personnel at each level understand their performance and its effect (both negative and positive) on the team and ultimately the enforcement operations. For example, by team leaders every month on each member in their team;

    f.   By platoon or area unit commanders on team leaders; and

    g.   By head of enforcement on platoon or unit commanders.

277.   The monthly evaluation should be a standardized short "word picture" on the performance of each individual team member over the month. The word picture must consider the following points:

    a.   Attitude;

    b.   Performance;

    c.   Team work;

    d.   Discipline;

    e.   Appearance; and

    f.   Leadership.

278.   So long as these are honest and accurate, they may then be used as a standard of measure and a tool to improve performance.

279.   Upon completing the evaluation, leaders should counsel team members individually:

    a.   Sit them down in a relaxing location away from distractions and other people; use the principles of effective communication; and

    b.   First ask the individual how he considered he performed during the month and if he had any of the following:

        i.   Personal problems;

        ii.   Problems with other staff;

        iii.   Problems with work;

        iv.   What are his/her strong points; and

        v.   What are his/her weak points, and suggestions for improvement.

    c.   Then inform the individual on the results of your evaluation;

    d.   Then tell him or her how he can improve performance and evaluation results;

    e.   Leave the individual with words of encouragement and tell him where he performs well;

    f.   After you have counselled him/her and allowed him/her to see the monthly evaluation form he/she needs to sign the document;

    g.   If he/she does not agree with the document he/she should still sign the form and may attach a letter to it stating why he/she does not agree with certain points; and

    h.   Once this is completed the evaluation is entered into the ranger's personnel files.

280.   An example of the Monthly evaluation form is detailed below. Each form has six boxes, therefore one form per team member, and six months' worth of evaluations.

MONTHLY EVALUATION FORM

NAME	Jom Chumly	TEAM:		T-06		DEPT:		Enforcement		YEAR	2010		
Month	Jan	Attitude		Performance		Team Work		Discipline		Appearance		Leadership	Comments	Sign
Field	14	Good		Good		Good		Good		Good		Good	Needs constant Supervision	
Leave	04	Average	X	Average	X	Average		Average		Average	X	Average X	Needs to improve team work and discipline. When he puts his mind to the task does well	*JC*
Sick	01	Poor		Poor		Poor	X	Poor	X	Poor		Poor		
Month	Feb	Attitude		Performance		Team Work		Discipline		Appearance		Leadership	Comments	
Field	15	Good		Good		Good		Good		Good		Good	His performance this month has improved.	*JC*
Leave	07	Average	X	Average	X	Average	X	Average	X	Average	X	Average X	He is proving to be a very good tracker	
Sick	03	Poor		Poor		Poor		Poor		Poor		Poor		
Month	Mar	Attitude		Performance		Team Work		Discipline		Appearance		Leadership	Comments	
Field		Good		Good		Good		Good		Good		Good		
Leave		Average		Average		Average		Average		Average		Average		
Sick		Poor		Poor		Poor		Poor		Poor		Poor		
Month	Apr	Attitude		Performance		Team Work		Discipline		Appearance		Leadership	Comments	
Field		Good		Good		Good		Good		Good		Good		

Roll Books

281.   Roll books are a means of accounting for the whereabouts of personnel. In many instances the enforcement rangers will be assigned to team and these teams will be based quite some distance from the headquarters. Therefore roll books should be maintained at all times and sent monthly to the protected area headquarters so accountability on personnel can be verified and field records maintained. The following are some general rules for team roll books:

        a.   They should be completed daily by the team leader or in his absence the next in command.

        b.   Teams on patrol will fill in the roll book on return from the field.

        c.   At the end of every month the roll books are turned in to headquarters so that the data may be entered into the computer database. The person entering the data should then sign and date the roll book.

        d.   Roll books are to be filled in with black or blue pens, except for marking people absent or on extra duties; this is to be done in red pen.

        e.   It is an offense to deliberately enter incorrect data into or change the roll book for any reason.

        f.   The roll book is to be completed during morning parade, unless alternative timing for that day has been given to the team to start work.

        g.   After completing roll book entries, the person entering data should initial the bottom of the form (see below).

ROLL BOOK

Team: T06   Section: S03   Platoon: 1PL   Department: PROTECTION AND ENFORCEMENT

Month: **MARCH**   Year: **2010**

Rank	Name (Last)	Name (First)	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
TL	SMITH	JOHN	D	D	F	F	F	F	F	F	D	L	L	D	D																			
2IC	CHUM	PIRYUN	D	D	F	F	F	F	F	F	D	D	L	L	D																			
RGR	ROY	RONI	D	D	F	F	F	F	S	S	S	L	D	L																				
RGR	SY	SOMSAK	D	D	F	F	F	F	F	F	D	X	X	D	D																			
RGR	CHUMLY	JOM	D	D	F	F	F	F	F	L	L	← TRANSFERRED TO TEAM 05 →																						
RGR	POTTER	HARRY										D	D	D																					

D	On Duty
F	Field Duty
L	Leave
A	Absent without Authorization

X	Extra duty (Punishment)
T	Training
S	Sick
O	Other – note what other is

Checked by Administration
Name: _____
Date: _____
Signature: _____

Personnel Files

282. Personnel files need to be constantly maintained to ensure that the protection and enforcement department operates smoothly. Here are some basic rules for maintaining personnel files:

    a. Administration Department is responsible for ensuring personnel files are constantly updated;

    b. Personnel files are maintained under conditions of strict confidentiality;

    c. Each time a personnel file is taken out of the office it is to be signed for by the duly authorized personnel;

    d. The only person authorized to take a file out of the administration office is the Director of the protected area;

    e. It is an offense to misplace or lose personnel files;

    f. Individuals may look into their own personnel file within the administration office at request to the administration officer, but they are not to look at other personnel files other than their own; and

    g. Team leaders and commanders on all levels may look at personnel files of the personnel under their control/command. Again, they need to notify the administration office prior to such a time.

Personnel Resources

283. The protection and enforcement department must ensure that all rangers and staff are clear on unit policies and procedures:

    a. Working Hours:

        i. Office hours – scheduled are to be posted for work hour periods; and

        ii. Regular non-field duty is should be determined by a roster schedule.

    b. Enforcement rangers will conduct patrols at least 10 days per month;

    c. Leave:

        i. Enforcement rangers are entitled to ½ a day off for every day spent in the field. (Therefore, 15 days of patrolling = 7 days of leave.);

        ii. This however, is subject to the discretion of the PA Director who may enforce the policy that Operational requirements supersede leave entitlements; and

        iii. Leave must be used and it is not accumulative.

    d. Annual Leave:

        i. Each enforcement ranger should be entitled to a minimum of ten (10) days annual paid leave days per year after one (1) year full time service. This leave must be staggered so that not all personnel take it at once. Only one-fifth of the total force may be on annual leave at any one time;

        ii. The dates of this leave are to be approved by the head of department one month prior to the scheduled leave date; and

        iii. Operational requirements may preclude or cancel this leave in which case the individual should reschedule the leave.

    e. Sick Leave:

        i. Only personnel with a certified doctor's "sick leave certificate "may take sick leave.

    f. Transferring:

        i. All personnel have the right to request a transfer to another location within the organization. Initial approval for such requests will be by the protected area director.

g.   Employment Contracts:
  i.   All personnel employed on the consultant basis must sign an employment contract before receiving any benefit or being classed as an employee of the protected area.

h.   Termination/End of employment contract:
  i.   All employees who are terminated or end their service contract must return all items belonging to the protected area and must clear all outstanding debts. Thereafter, they are to secure a clearance letter from the director/manager prior to entitlement and receipt of any outstanding money owed to them for services rendered.

i.   Failure to hand in equipment will be dealt with under the law.

Section 2-7 Management of Finances

Budgeting

284.   Forecast budgets must be made yearly for the expected operating cost for the protection and enforcement department. These should consider costs for:
  a.   Salaries, benefits, bonuses for all staff members;
  b.   Equipment, repair, maintenance and replacement equipment;
  c.   Rations, food supply and resupply;
  d.   Vehicles, transport, maintenance, fuel and replacement items;
  e.   Intelligence operations, to include informants, rewards, map printing and documentations, and surveillance equipment and tools;
  f.   Patrol operations;
  g.   Infrastructure, development, construction, maintenance, including utilities and for items such as border markers and radio communications systems;
  h.   Administration items such as printer ink, paper, software, etc;
  i.   Development of protection committee systems and community ranger programs;
  j.   Holding confiscated items, release and / or transport of confiscated items and detainees;
  k.   Processes involved in liaison with other agencies, judicial procedures, and expenses for assistance in patrolling and investigations;
  l.   Training, retraining, seminars, meeting and concurrent training and recruitment programs;
  m.   Special circumstances and contingencies;
  n.   Conducting assessments and surveys, and
  o.   Law enforcement education and awareness programs including amnesties.

285.   Funds for operational expenses must fit within the yearly budget. Managers and supervisors are responsible for not exceeding budgets.

286.   Special expenses need to be pre-approved by the director via the protection and enforcement manager.

287.   Operating budget is controlled by the protection and enforcement manager, and verified by the administration and finance section:
  a.   Expense forms must be filled out and sent to administration and finance;
  b.   Expense sheet receipt numbers should match actual receipts;
  c.   Receipts must be attached/pasted to A4 paper prior to submission;
  d.   All receipts must have signature of vendor or service provider; and
  e.   Billing to other organizations must be agreed upon by administration and finance section.

288.   Standard Costs are those costs that should already be approved, and thus should not require special approval, these could include but not be limited to:
  a.   Station utilities;
  b.   Fuel;
  c.   Water;
  d.   Patrol rations;
  e.   Small station repairs;
  f.   Soap/mosquito coils; and
  g.   Emergency medical evacuation costs.

h. Note: This is not an all-inclusive list and managers at all levels must be familiar with Operating Budgets required for their level of expense.

Salary, Remuneration, and Deductions – Cash Payment of Salary

289. As a priority policy, employee salaries must be paid on-time and in-full.

290. If payment is in cash, it should be paid on the last day of the work month. This is because the distance to each sub-station and banking holidays may restrict actual time of payment, and bills in most cases are required to be paid sometimes within the first five days of the new month.

291. Authorized deductions may be taken from the salary and the pay slip will clearly identify the reason for the deduction:

a. Equipment lost and damaged – if the employee was found to be at fault for losing or damaging equipment belonging to the protected area, deductions from salary may be made. These may be made in one deduction or over a period of payments. This will be noted in the Loss and Damage Form;

b. Fines – Maybe deducted from the Salary supplement if the employee was found guilty of an internal offense which appears on a charge sheet. (Reference the Disciplinary Procedures section of this chapter.); and

c. Leave without Pay – If the employee had been on leave without pay, the time not employed will be deducted from the monthly salary.

292. The PA is to attempt to maintain a regular payment time and will notify staff one week in advance if payment for some reason is delayed and to what date.

293. PA Staff will be paid at their substation location or as stipulated by the director. All payments are to be made at government building locations.

294. All payees are to sign for their salary in witness of administration and finance staff as well as their superior.

295. For PA staff that are in the field during payment time, the following applies:

a. Their salary will be held in the headquarters safe until such time that they return from the field to receive their salary supplement; or

b. They can give written authorization for a family member to collect their salary. The family member is to be a wife, parent or sibling above the age of 18 and having an identification card. The letter of authorization should include the following details of the relative receiving the salary supplement on behalf of the staff member:

i. Full name;

ii. Date of Birth;

iii. Relationship to the staff member;

iv. Identification Card Number;

v. Signature of the staff member;

vi. Signature of the person to receive the salary; and

vii. Signature of the Team Leader.

296. There will always be no less than 2 staff issuing salaries to rangers, namely the protection and enforcement director or his/her duly authorized representative and the financial officer or his/her duly authorized representative. The following procedure is recommended:

a. One pay officer will be responsible for gaining the signature on the payroll sheet; that officer will then hand the envelope containing salary money to the ranger;

b. The ranger is then to state "pay received" after signing the form;

c. The ranger is to then count the money in front of the second issuing officer and state "pay correct" or words to that effect;

d.   At NO TIME is more than one payee to approach the pay location. Payees move forward only when the first pay officer has read the rangers name; and

e.   All personnel are to stay ten meters from the paying officers if not being paid.

Section 2-8 Management of Equipment

Roles and Responsibilities of Equipment Management

297.   Introduction: Fraud, wastage and inadequate care and maintenance of equipment will have a large effect on the ability of the protection and enforcement department to carry out its duties all equipment and stock must therefore be managed effectively to allow the department to carry out its mission. The usage and issue of all physical resources should be strictly controlled to ensure that all items and budgets are controlled and managed.

298.   The Director: The director is ultimately responsible for ensuring that all resources are managed and accounted-for in a thorough and accurate manner. He is to direct and oversee the stocktaking of all resources using the timetable contained in these procedures. He is to receive a monthly report on equipment management from the support and administrative section head.

299.   Support and Administration Department: The section head of support and administration is responsible for:

a.   Compiling all resource accounting documents;

b.   Managing the records for all equipment and usage of consumable items (expense stores);

c.   Maintaining current records for each month and archive previous month documents for auditing purposes;

d.   Reporting directly to the director or head of enforcement regarding all matters of resources; and

e.   Preparing a report on equipment management at the director's or head of enforcement's monthly meeting. This is to include:

   i.   Master ledger showing all items on hand or otherwise;

   ii.   Monthly report on consumable items (expense stores); and

   iii.   Submission of Lost/Damage forms to director for authorization.

2100.   Department Heads: Each Department Head is responsible for the day-to-day management of the resources in his/her department. They are accountable to the protected area director for the proper use, care and accounting of all such resources.

2101.   Platoon, Section and Team Leaders: These are responsible for the proper use and management of resources within their team and section. Any equipment management problem is to be reported to their department head.

2102.   Rangers: Each individual is responsible for the proper use and care of all issued unit and personal equipment. Failure to properly control and care for any equipment may result in the ranger being liable to replace or repair the item at own expense.

Stores Issue Sheet and Procedures

2103.   Stores must not be issued without the issuer having the receiver sign a stores issue form to acknowledge his receipt of the item.

2104.   The administration and finance department is responsible for maintaining the Master Ledger. This is the original stores issue sheet containing every item not deemed a consumable item which has been issued to the protected area.

2105.   The head of administration and finance department is responsible for maintaining the personal issue records. He/she is to keep them accurate and amended as required. The personal records are not to be given out to individual rangers.

2106.   Each ranger should have a personal issue record kept with his file. Any items that are issued to him/her for long duration receipt are to be kept on this record.

2107.   If teams/sections are to sign for items that are for long duration use, the team/section 2IC is to sign for the items. He/she is responsible for ensuring that the items are accounted for monthly. Any loss or damage is to be brought to the attention of the head of administration and finance as soon as possible.

2108.   The procedure for the issuing of items on personal issue is:

   a.   The issuer puts his name and any serial numbers of items in the 'issued by' column;

   b.   The Head of Administration or his delegate enters the name of the item in the appropriate column of the ranger's issue record;

   c.   He then enters the value of that item in the value column;

   d.   He enters the quantity of that item that the ranger is to receive and rules off; and

   e.   The ranger signs for the item which is then under the ranger's control.

2109.   For the return of items the procedure is similar:

   a.   Items he has received back. The ranger gives the Head of Administration or his delegate the item he wants to return;

   b.   The Administrator enters in black pen below the original number, the number of. If he does not receive an item back, he marks it in red pen and circles it for later reference. He signs to acknowledge receipt or non-receipt of the items; and

   c.   The Administrator will require a loss or damage report from the ranger for any missing item that cannot be produced when required.

2110.   Short term loans. The issuing of equipment for short-term use should be entered in a separate book called the Day Book. The book is the responsibility of Administration. Items signed for in the Day Book are to be returned within 7 days. The Day Book is to be kept in a secure location.

2111.   Example of Short-term loan and Expense stores issue books format is detailed below. First column has issued to and date, including any serial number including the name of the person receiving the item.

ITEM PRICE$US	30.50								4.50	3.50	6.00			
ISSUED BY & DATE	KIT BAG GRENN	T-SHIRT	HAMMOCK & MOSQ NET	SLEEPING BAG	LEECH SOCKS	MACHETE	NYLON PARACORD	FORK & SPOON SET	FLASHHLIGHT	HANDCUFFS W/ 2 KEYS/PCH	JACKET COLD WEATHER	MAP CASE		SIGNATURES RANGER STOREPERSON ON RETURN OF ITEMS
Chum Vichea 07 Mar 2004	1									1				Eng Dara
	1								0					Chum Vichea 08 Mar 2004

Expense Stores Accounting

2112.   Expense Stores. Expense stores are defined as those stores that are consumed during the day to day operating of the Protected area e.g. Batteries, office supplies, medical supplies, phone cards etc. These   are to be controlled by entering their issue in a separate folder.

2113.   Issuing Procedure. The issuing of all expense stores is to be confirmed by the signature of the recipient who will justify the use of the stores to Administration. The intended use must be entered on the issue sheet with the person's name. The issued stores generally will not be returned. However, if all the items are not consumed, the

remainder must be returned to administration for future issue. Any surplus that is returned is entered in the expense stores sheet below the amount issued originally. The issue sheet and the actual issuing are to be controlled by the head of administration or his delegate. He/she is to carry out the following additional tasks:

    a. The use of expense stores is to be tallied monthly and the itemized report is to be presented at the director's monthly meeting by the head of administration; and

    b. Monthly reports and the issue sheets for that month are to be stapled together and held in archives for auditing purposes. The monthly report is an issue sheet showing the totals of all items used. The sheets used to get the totals are to be attached to the monthly report.

2114. Fraudulent use of expense stores. The pilfering and waste of expense stores can get out of hand if not closely watched. The administration department is to ensure that the issue of expense stores is closely regulated and any surge in use is investigated at the earliest opportunity. Any abnormal usages are to be reported to the director. Remember, all items are on a budget- if misused there may be no more available for the rest of the period.

ITEM PRICE$US	3.50	0.95	1.30	0.70	0.85	0.45	2.50	2.85	10.00	SIGNATURES RANGER STOREPERSON ON RETURN OF ITEMS
ISSUED TO & DATE	ELECTRICAL TAPE	BATTERY AA	BANDAGE	NOTEBOOK SMALL	MARKER PEN	PENCIL	COPY PAPER 1 PKT	PARACETAMOL 500MG	PHONE CARD 10.00	
07 Mar 2004 to BIG SUM TM 2 going on patrol 08/03	5						3			Big chum
										Chum Vichea 08 Mar 2004
08 Mar 2004 OUM PAT TM 1	4	45	12	8	3	5	1	3		Old pov
Team training	1	3								Chum Vichea 10 Mar 2004

Equipment Loss and Damage Procedures

2115. The loss or damage of equipment requires the completion of the lost or damaged form, an example of which is shown below.

2116. The loss or damage form should be completed within two days of a loss occurring.

2117. The person reporting the loss or damage is to pass the form to administration staff, who will appoint a team leader, (the investigating officer) who will, at a minimum, investigate the loss or damage. It is not to be the team leader of the person reporting the loss or damage.

2118. The investigating officer is to complete his investigation within seven days and make his recommendation before passing it to the director. The director can agree or disagree with the recommendation and may order a new investigation.

2119. The loss or damage of equipment through negligence is considered reasonable grounds for the replacement or repair cost to be borne by the user.

2120. Lost or damage forms are to be attached to the monthly stock take to explain the deficiency.

LOSS OR DAMAGE FORM			Date: 25 Apr 2010	
NAME (Last):	Chumly	NAME (First):	Jom	
Protected Area:	Kulim National Park	Substation/Unit:	T06, S03 1 PL	

Item/s lost or damaged and date of incident Lost ☒ Damaged ☐

Date:	Item:		Date:	Item:
23/04	Extrax GPS 3000 S/N 00123			
23/04	GPS Poach			

Brief Description of Loss or Damage: (Complete on back of page if required)

While conducting a takedown on the poachers camp at GR 789 921 on the night of the 23rd of April 2010 I had to pursue two (2) violators through the thick vegetation. While pursuing the violators my GPS poach was ripped off my patrol vest. After securing the Suspects we conducted a quick search of the area but were unable to find the item.

Signature:	J Chumly		Date:	25 Apr 2010
I accept responsibility for loss/damage:				☐
I do not accept responsibility for loss/damage:				☒

Investigating Officer Report:

Name of Investigating Officer	Team Leader John Smith	Date:	25 Apr 2010

After interviewing all team members involved in the takedown at GR 789 921 on the night of the 23rd of April 2010. The overall statements conform to Ranger Jom Chumly that the GPS poach and GPS were lost as stated above. The Team Leader of Team 06 Also conducted an equipment check of all staff members as soon as they returned to The substation with the suspects to ensure that the item had not been picked up by one of the other team member. Attached are the 4 statements by each of the team members.

Recommendation: Ranger to pay expense ☐   PA to pay expense ☒

Director's Recommendation:
The protected area will pay for the lost item. Since the location is too far and exact location of its loss is unsure then no search is required.

Signature:	Hani Manni		Date:	27 Apr 2010

Stocktaking Procedures

2121. Equipment ownership. All equipment and resources are the property of the protected area and are not to become or be considered the personal property of any one person.

2122. Stocktaking (Inventory) procedures. The following procedures are a guideline to account for all equipment held by the protected area:

a. **Master Ledger.** The protected area director holds the master ledger. The master ledger is to have a paper stock-take carried out once per month by the head of administration. The result is to be tabled by the head of administration at the director's monthly meeting. The format for the monthly ledger is as shown in this section. The stock-take requires the following:

i. Ensuring that all items contained on the Master Ledger are entered by name on the Master Ledger stock-take sheet in column 1;

ii. The Master Ledger Total from the previous monthly stock-take is placed in column 2;

iii. Confirmation that there are no items that require addition or deletion from the Master Ledger. This can be confirmed by the head of administration, who is the only person authorized to alter the master ledger. He is to attach a memo to the stock-take to explain all deletions and additions. These are placed in columns 3 and 4 respectively;

iv. The total amount of every item on the master ledger is placed in column 5;

v. Physically count, with a check person, all items not on issue. Place this on hand stock in column 6;

vi. Count all items on issue by:

1. Checking the amounts of all items issued to each ranger in their personal issue books; and

2. Checking the short-term loan book, the day book, for temporary loans:

    a. The daybook uses the same personal issue sheet but is a separate folder. Any items on the daybook are to be returned within 7 days. The Head of Administration is to review the day book for overdue issues every week; and

3. Enter the total in column 7.

    vii. An item sent out for repair is entered in the Day Book and noted 'on repair' and is to include the repairer's name. The total items 'on repair' are entered in column 8;

    viii. The total inventory accounted for is entered in column 9 and is the sum of columns 6, 7 and 8;

    ix. The total in column 9 should equal the total in column 5;

    x. Deficiencies and surplus inventory are placed in columns 10 and 11. Any figure appearing in these two columns will require investigation and possibly a complete stock-take; and

    xi. Any discrepancy in the stock inventory is to be brought to the director's attention. The director will ensure an investigation is carried out to find the cause.

(3) Stock inventories are to be conducted on at least two ranger teams every eight weeks by team leaders. Team members are to produce all items that are listed on their personal record sheet. Failure to produce any item is to be dealt with by the completion of a 'loss or damage form'.

MASTER LEDGER OF EQUIPMENT – TO BE COMPLETED MONTHLY   Page __ of __

Month:	Date:	Counted by: (Name & Signature)	Checked by: (Name & Signature)	Director Acknowledged:	Ledger number:

Item (1)	Previous Month Total (2)	Addition (3)	Deletion (4)	Total Stock (5)	On Hand (6)	On Issue (7)	Repair (8)	Total On Hand/On Issue/Repair (9)	Deficient (10)	Surplus (11)

Section 2-9 Guidelines on Rules, Regulations and Orders

2123. Introduction. Rules, regulations, orders and procedures are an important tool for managing the protection and enforcement department. Without guidelines the enforcement structure will not be able to function correctly, and discipline cannot be maintained. The following are not a complete set of guidelines, but are intended to provide examples to enhance understanding. A complete set of guidelines, specific to the protected area and in accordance with statutes and regulations, should be developed in full within the protected area.

General Orders

2124.   General Orders. General orders are those which apply to all situations. General orders are any of a numbered series of orders issued by competent authority, including general directives and announcements. The following are subject guidelines for general orders:

    a.   All staff members are to act in a professional manner at all times while on duty. Any member acting in such a way that would be unbecoming of an enforcement ranger or likely to bring the organization into disrepute should be charged under the internal offense procedure;

    b.   All staff members are to be at work at the designated time, unless told otherwise. Members who are late for work will be charged under the offense procedure. Members who are habitually late for work may be dismissed;

    c.   All staff members are to be in full and correct uniform throughout their duties, unless told otherwise. Failure to comply may result in the member being charged under the offense procedure;

    d.   All staff members are entitled to 1 hour for lunch, unless on operations, or specific tasks preclude this. Members taking more than 1 hour for lunch may be charged under the offense procedures;

    e.   Any staff member, who disobeys an order, refuses to work, or to perform a designated task will be charged under the offense procedure;

    f.   Any staff member who is insubordinate to a supervisor, Chiefs, Commanders and Team Leaders will be charged under the internal offense procedure;

    g.   Any staff member who uses any form of coercion, intimidation, threats or blackmail towards the organization and staff to obtain pecuniary advantage, or any advantage will be charged under the internal offense procedure or prosecuted under Law;

    h.   Any staff member, who physically assaults, threatens to assault or causes mental or physical harm to another member of the organization will be charged under the offense procedure or prosecuted under Law;

    i.   Any staff member who takes a bribe, whether in monetary form, a gift, promise or favour will be charged under the internal offense procedure or prosecuted under the Law;

    j.   Any staff member, who is intoxicated while on duty, consumes alcohol while on duty or consumes alcohol four hours prior to starting duty will be charged under the internal offense procedure;

    k.   Any staff member who consumes, smokes, injects and/or eats, and distributes any form of illegal narcotics or drugs, whether on duty or not will be charged under the internal offense procedure and or prosecuted under Law;

    l.   Any staff member who is caught gambling on duty will be charged under the internal offense procedure;

    m.   Any staff member, who deliberately misleads, falsifies or "doctors" expenses, or receipts, will be charged under the offense procedure and or prosecuted under Law;

    n.   Any staff member who wishes to be excused, or requires a leave of absence for a certain period of time, must receive approval from the supervisory level (i.e. Head of Department, Director of Protected Area, whichever applies). Failure to do this before leaving will result in the member being charged under the internal offense procedures;

    o.   Any staff member who is absent without leave will be charged under the internal offense procedure;

    p.   Any staff member who is sick, injured and unable to attend work must produce a medical certificate issued by the approved medical facilities. The staff member or a family member must inform the director and/or the head of department and/or team leader, whichever applies, prior to the designated start time of work. Members who fail to inform the respective senior personnel will be deemed absent without leave and may be charged under the internal offense procedure;

    q.   Any staff member who deliberately gives false or misleading information and/or advice to their supervisors and other organizational staff will be charged under the internal offense procedure;

    r.   No staff member is to provide any form of information, advice or suggestions about the organization's operations and procedures to any second party, or directly to a criminal element, that may be construed as assisting that criminal or second party. Failure to comply will result in the member being charged under the internal offense procedure or prosecuted under Law;

s. Any staff member who releases any confidential organizational materials and/or policies to unauthorized person will be charged under the internal offenses procedure;

t. All staff members are to provide all information about suspected criminals / criminal activity to their supervisors at the earliest possible opportunity. The supervisors are to inform their respective organizations directors. Failure to provide this information will result in the member being charged under the internal offense procedure or prosecuted under Law;

u. Any staff member who withholds information regarding criminal activity or criminal suspects, or who aids or abets such activities or persons, will be charged under the internal offense procedure or prosecuted under Law;

v. Any staff member who uses any form of official government or organizational equipment and/or machinery for private use without prior approval from proper authorities will be charged under the internal offense procedure;

w. Only authorized staff members are to use designated equipment or machinery and then only within the approved times. Failure to abide by this will result in those responsible being charged under the internal offense procedure;

x. No staff member is to have in his/her possession any organization equipment or machinery that has not been signed and issued for. Failure to comply will result in the member being charged under the internal offense procedure or prosecuted under Law;

y. Any staff member, who wilfully or intentionally destroys, attempts to destroy, hides or keeps any organization equipment, documentation or machinery will be charged under the internal offense procedure or prosecuted under Law;

z. All staff members are accountable for any organizational equipment, documentation, information and machinery in their possession. Items that are misplaced, left behind, lost, stolen, damaged or broken through negligence or as a result of improper safeguards, will result in the member making recompense from their salary, and / or being charged under the internal offense procedure / prosecution under law;

aa. Any staff member caught stealing organizational equipment / goods or the personal belongings of other individuals will be charged under the internal offense procedure or prosecuted under Law;

bb. Any staff member who fails to notify the organization of a prior conviction of a crime by the courts of will be dismissed;

cc. Any staff member who misrepresents facts in an application of employment submitted to the organization, or fails to disclose a conflict of interest between work for the organization and other outside activities, will be dismissed; and

dd. All staff and other relevant personnel are to fully understand these general orders. Misinterpretation will not be accepted as a legitimate excuse. A copy of this document is to be displayed in each office or station so all members can see and reference it at all times.

Station or Post Orders

2125. These are general policies and procedures in order format used for specific station or posts throughout the protected area. Examples of station or post orders are as follows:

a. All team members are to read and acknowledge the station orders upon assuming duty. This is to be logged in the logbook; and

b. All members on duty are to wear their uniform according to the designated SOPs.

Daily Routine

2126. Daily routine comes under station or post orders and are the rules governing the day to day schedule. The following is a guideline:

a. Daily routine is to be adhered to by all team and station members that are not on patrol or leave; and

b. Daily routine schedule is to be completed by team and section commanders and be approved weekly by the head of department. The following is a guideline to be used:

Time	Activity	Dress	Action/Remarks
0700 – 0715 hrs	Roll Call	PT or Duty Uniform	Team leaders are to conduct morning parade and roll call and mark the roll book accordingly. They are then to brief all team members on the day's events.
0715 – 0745 hrs	Physical Training	PT	Physical training to be conducted; this may be a sporting event such as soccer or volley ball
0745 – 0820 hrs	Clean Sub-station	PT or Duty Uniform	Sub-station and area to be cleaned as per these SOPs
0820 – 0840 hrs	Shower and Change		Team members may shower if required and dress in the required uniform for the day's tasks.
0840 –1200 hrs	Morning Tasks	Duty Uniform	Conduct morning tasks, this may be operational, administrative, refresher training or equipment repair and cleaning
1200 –1330 hrs	Lunch		
1330 – 1545 hrs	Afternoon Tasks	Duty Uniform	Conduct morning tasks, this may be operational, administrative, refresher training or equipment repair and cleaning
1545 – 1600 hrs	Dismissal Parade	Duty Uniform	Team leaders brief team members on the next days' tasks and requirements

Routine Station Cleaning Duties

2127.   The station must be kept clean and maintained which will be the responsibility of the section commander or in his absence, the station second-in-command.

Daily routine

a.   The station is to be swept clean.
b.   All rubbish is to be picked up from in and around the station location; this includes cigarette butts, paper, plastic and all other such items.
c.   Toilets to be cleaned
d.   Kitchen area and cooking equipment to be cleaned immediately after use
e.   Sleeping areas to be cleaned and all sleeping items need to be folded and stored correctly.
f.   Rubbish bins to be emptied in the correct location, burnable items to be burned, and non-burnable items collected and stored for weekly transport to recognized landfill/dump.

Weekly Routine

a.   Monday – All windows to be cleaned
b.   Tuesday – Gardens to be cleaned and trimmed
c.   Wednesday – Maintenance on damaged building and station items
d.   Thursday – Clean station stores and equipment
e.   Friday – Clean team equipment and stores
f.   Saturday – Non-burnable items to be transported to waste dump.

Station watch duty

2128. The station watch duty also falls under station or post duties and is responsible for maintaining security on the station or post. Guidelines are as follows:

    a. The station is to be manned 24 hours per day. A minimum of two armed personnel will be scheduled on duty and are to be alert at all times; and

    b. The section or team leader is to write a weekly schedule for station watch duty and is to notify all members of their duty time.

Station Watch Duty Logbook

2129. The station watch duty log is an official log book which records the activities occurring during the duration of a watch. Information is logged by the commander or senior person on that duty. A guideline is as follows:

    a. A duty logbook is to be maintained at all times and all significant events are to be documented in this logbook; and

    b. The format to use is as follows.

Date: 24/02/04   Sub-station Duty Logbook

S/N	DTG	Incident/Occurrence	Remarks/Action	Initials
01	240700	Team Leader Aum Phat and Ranger Chiv Krem mount duty	Read rules and regulations	AP
02	240730	Cleaned Sub-station	Found one broken chair	AP
03	240815	Team 02 Departed by vehicle for patrol		AP
04	240935	Head of Enforcement came for inspection	Head of Enforcement came to inspect the cleanliness of the substation	AP

Station Radio

2130. The Station radio is an important piece of equipment and should be manned twenty-four hours per day. The following is a guideline:

    a. Designated personnel on station watch must man the radio and maintain the radio logbook; 24 hours a day;

    b. A minimum of 3-radio "check ins" will to be conducted per day for any patrols in the field; and

    c. Radio "check ins" should be conducted in the morning when the patrol breaks camp, during midday when the patrol stops for lunch and in the evening when the patrol stops for camp.

Station Radio Logbook

2131. While manning the radio, it is of the utmost importance to maintain a log book. This is necessary so all communications are recorded and no information is missed. The log book can also be used for information for intelligence and planning of operations. A guidelines is as follows:

    a. A radio logbook is to be maintained with each substation base radio. The radio logbook is designed to log in all radio contact and messages;

    b. Telephone calls are also to be logged in the radio logbook; and

    c. The format used is as below:

Date: 24/02/04   Base Radio Call sign: S1

S/N	DTG	From	To	Message	Action/Comments	Initials
01	240815	T1	S1	Radio Check	Loud and Clear	CK
02	240932	T1	S1	At insertion point		CK
03	240947	T1	S1	Heard Chainsaw will proceed to search location	Chainsaw heard around GR 456 789	AP
04	241200	S1	T1	Radio Check	Nothing heard	CK
05	241230	S1	T1	Radio Check	Weak but readable	AP
06	241235	T1	S1	At location 47P 12345 UTM 23457		AP
07	241325	Samlaut Phone	HQ Phone	Head of Enforcement called Protected area Director	Call duration 2 min 32 Sec.	AP

Telephones

2132.   Telephones are an important communications tool and the cost can represent a considerable amount of the protected area budget. Guidelines are as follows:

   a.   The telephone must not be used without permission of the station commander, except in emergencies;

   b.   All incoming and outgoing telephone calls must be logged into the Station Radio Log Book; and

   c.   Callers must enter the time of call, identity of caller, who the call is for, telephone number, and reason for the call.

Access to the Station

2133.   Stations are in fact, official government offices and thus should be treated as such. Guidelines for their use are as follows:

2134.   The station is a place of work and is not to be used by any unauthorized personnel. This is to be strictly enforced by the head of the station, section commanders and team leaders.

   a.   Only authorized personnel are to enter the buildings and compound of the station and only staff members are to use the facilities;

   b.   Signs stating "restricted access, authorized personnel only" are to be clearly displayed around the compound and on doorways into buildings; and

   c.   Family and friends may only visit for special or emergency reasons and are not to otherwise use the facilities.

Holding Detainees

2135.   Detention of violators or suspects must be done in accordance with the law. The following is a guideline for security of both the rangers and suspect:

   a.   Detainees may be held for questioning or for further transportation to the courts;

   b.   Detainees are to be held in accordance with the law; and

   c.   Detainees are to be held in the detention room at all times and are to be kept under constant visual supervision of a duty ranger.

Pets and animals

2136.   There is no legitimate reason for personal pets to be kept at the station as they do not contribute to the work at hand and may be an invasive species which could cause harm to the protected area. The following are some guidelines:

   a.   No pets, of any kind, are to be kept by the substation;

   b.   For security purposes, and at the discretion of the protected area director, one guard dog may be allowed with written permission from the Director of the Protected Area. The guard dog must be fed as required for the type of dog and the work routine and must always have access to drinking water. The dog must be maintained within the compound and must not be allowed to stray. The dog's waste must be cleaned up; and

   c.   Care and handling of confiscated animals must be coordinated with the species and habitat management section for release or transport to another facility, as soon as possible.

Weapons

2137.   Security and safety when dealing with weapons are of the utmost concern to both life and property within the station. Below are some guidelines:

   a.   Weapons in the compound are to be maintained in an unloaded condition (defined as: chamber clear, no magazine in the weapon, weapon on safe and stored in a secure manner);

   b.   A weapon clearing point is to be located at the gate of the compound and any person entering must clear their weapon first;

   c.   Rifles are to be securely chained to the weapon rack inside the substation storeroom. The weapon is to be secured in the unloaded condition;

   d.   Pistols are to be secured in the pistol trunk within the storeroom. Pistols are to be secured in the unloaded condition;

   e.   Ammunition is to be secured in the ammunition trunk within the storeroom;

   f.   Weapons are to be issued by duty rangers and signed for by the person receiving the weapon and ammunition. On returning the weapons they are to be inspected by the team leader for cleanliness and signed back into the storeroom; and

   g.   Example of a weapon issue form.

S/N	Weapon Type	Weapon #	Mag	Ammo	Sign Out Name	Date	Sign	Sign In Name	Date	Sign	Comments
01	AK-47	230987	2	60	Chum Phearun	240820		Aum Phat	260920		Ammo 55
02	CKC	37253	-	10	Srey Ra	240830		Aum Phat	260915		Weapon sight Damaged

Station Stores

2138.   The guidelines for stores are as follows:

   a.   Station stores are to be checked (stock-take) on the last Friday of each month; this is to be scheduled by the department head. These stores are to be checked for cleanliness and serviceability;

   b.   Team stores – the head of enforcement is to schedule in at least one spot check for each team every month on the cleanliness and serviceability of team stores;

c. Any stores that are lost or damaged are to be reported immediately to the head of the department, and a lost and damage form to be completed;

d. Stores are to be securely locked in the storeroom and are to only be issued with the correct documents; and

e. The person in charge of the substation is ultimately accountable for the stores. Anything missing, lost or stolen will be investigated and if caused by negligence on the part of the station commander he / she will be responsible for recouping the loss through payment or other means.

Confiscated Items

2139. Confiscated items are to be treated as per any other piece of evidence (see below). A guideline is as follows:

a. Ensure confiscated items are secured in the evidence room and a chain of custody form is filled out;

b. Any confiscated items that cannot fit into the evidence room are to be secured the best possible way and should be placed in a location that will allow the duty rangers to maintain visual accountability;

c. The confiscated equipment should be hidden from view of non-staff members and the public if possible. This may entail placing a tarpaulin over the said items;

d. The items are to be stored in a way that no undue damage from climatic conditions or other personnel can be inflicted;

e. It is the duty of the ranger to protect confiscated item from damage, misuse or theft;

f. Confiscated items cannot be used for operation of rangers duties unless in written authorization from the Director; and

g. Confiscated item are NOT to be used for personal benefit.

Evidence and Evidence Room

2140. The guideline rules for evidence and evidence rooms are as follows:

a. Evidence, as per confiscated items, is to be securely locked in the evidence room;

b. Evidence is to be clearly labelled;

c. Chain of custody form is to be filled out;

d. Evidence cannot be used for any ranger operation and is the property of the court until the court disposes of the evidence pursuant to statutes and regulations;

e. Evidence cannot be used for personal benefit; and

f. Evidence is to be protected by all duty staff; failure to protect evidence from damage, misuse, and theft will result in personnel responsible being charged under the internal offenses procedure and or prosecuted by Law.

Team Equipment

2141. Guidelines for the use of team equipment are:

a. Team equipment is to be secured in the team trunk in the storeroom. The trunk is to be locked and the team's number is to be clearly labelled on the trunk;

b. The team leader is responsible and accountable for his team equipment;

c. Team equipment is to be kept clean and serviceable at all time. Any damage or loss of equipment is to be reported immediately to the Head of Enforcement;

d. Weekly checks on team equipment need to be conducted by the team leader; and

e. Daily checks in the field are to be conducted by the Team second-in-command.

Vehicles

2142. Guidelines for the use and operating procedures for government vehicles are:
   a. Vehicles are to be used for work only. They are NOT to be used for personal transportation or business;
   b. Vehicles are to be secured in the correct facility location at the sub-station or headquarters;
   c. Vehicles are not to be secured at private residences without prior approval from the director;
   d. Vehicles are not to be used to transport non-staff members, unless transporting detainees or prisoners or transporting contract staff;
   e. A vehicle logbook is to be maintained at all times;
   f. Vehicle officers will be appointed and they will be responsible and accountable for the said vehicles;
   g. Vehicles are to be serviced as per the set down schedule; and
   h. No usage of alcohol or medications which impair judgment is allowed for personnel operating vehicles.

Section 2-10 Disciplinary Procedures

2143. Discipline is a key factor in operating an effective unit. Without self-discipline and organizational discipline, anarchy prevails, tasks are not completed and the program fails. If personnel fail to abide by the rules and regulations of both the organization and the national law, disciplinary procedures must be considered.

2144. It is the duty of all staff at all levels to implement discipline:
   a. Team leaders and team second-in-command are to enforce discipline within their team;
   b. Section commanders are to enforce discipline within their section;
   c. Platoon or area commanders are to enforce discipline within their platoons;
   d. Heads of department are to enforce discipline within their respective departments; and
   e. The protected area director is to enforce discipline within the organization as a whole.

2145. The organization has three distinct levels of disciplinary procedures, the first of which is the Minor disciplinary infraction. A minor infraction is defined as an act that does not have severe consequences on the performance and safety of the operations. In such cases, the team leader may give out extra duties to the specific individual(s) involved.
   a. Extra duties may consist of the following:
      i. Working as sub-station duty ranger, beyond such times as are normally scheduled for the ranger;
      ii. Performing clean-up duty such as cleaning equipment or area beautification, beyond normally scheduled work times;
      iii. The usual punishment for the staff member will be one extra duty given for each infraction but the number of extra duties may vary as a function of the severity of the infraction;
      iv. The team leader is to give the team member(s) options as to remedial action; for example, "I will give you extra duties for (explain the fault of the person)", or, "if you do not agree with this I will charge you under the organizations offense procedure for" (explain the charge as per offenses procedure);
      v. Tell the team member what extra duties he will receive, then counsel the team member(s) how to rectify his/her behaviour and fault;
      vi. The extra duties are to be marked into the roll book; and

vii. If the team member does not agree to the extra duties, inform him/her that they will be charged under the internal offenses procedure.

2146. The second level of disciplinary procedure is the Breech of the rules and regulations. If a team member has clearly broken one of the standing rules and regulations of the organization, then he/she should be charged under the internal offenses procedure. If your organization does not have any formal internal offenses procedure the following is a guideline. These procedures have been designed to ensure that the charged receives a fair hearing. The procedure to be used is as follows:

a. When the superior learns of the breech of rules and regulations by the team member, he is to determine what charge or charges correspond to the offense conducted;

b. The superior then checks to ensure he/she has the proof to proceed with the charge;

c. On determining the charge and upon obtaining adequate proof, the superior notifies the team member that he/she will be charged under the offenses procedure and tells him/her with what charge;

d. The superior then fills out the charge sheet with all evidence required and gives this to the head of his department (See Annex A to this section);

e. The head of the department then appoints a defending officer; the defending officer should be of the same rank or position as the prosecuting officer;

f. The head of department then determines the best time to hear the charge and notifies the prosecuting and defending officer of these timings. One day per week is to be set aside for the head of department to hear charges. This should be done on Friday afternoons from 1330 hours onwards;

g. The defending officer, with the defendant, then fills out the defence form;

h. On hearing the charge. The Head of Department will review all documents before the charge is heard. When all documentation has been reviewed and determined to be correct, he will commence with proceedings:

    i. The defending officer will be seated to the right front and facing the head of department;

    ii. The prosecuting officer will be seated to the left front and facing the head of department;

    iii. The defendant will be escorted in by two staff members, one to the front and one to the rear and will stand in the center and face the head of department;

    iv. The head of department will then ask for the prosecuting office to identify the defendant and read the charge;

    v. He will then ask the defendant how he pleads, guilty or not guilty to the charge;

    vi. Proof and witnesses are then to be presented by the prosecuting officer. The defending officer will be given a chance to question the witnesses if he wishes;

    vii. The defending officer may then call in witnesses and give other document related to the defence of the defendant. The prosecuting officer may then question any defence witnesses;

    viii. The defendant may then give a statement and is then to be escorted out of the room;

    ix. The head of department will then determine if the defendant is guilty or not guilty and determine a punishment according to the detailed punishment table, if the defendant is guilty;

    x. The head of department will then call in the defendant and read his verdict and punishment, after which time the defendant will be escorted back out; and

    xi. If the defendant does not agree with the verdict he/she may ask the defending officer to appeal it to the director of the protected area.

i. After the head of department has signed the documents on giving a verdict, these documents are then to be given to the protected area director who then endorses them; and

j. Administrative details are to be sent to administration and finance so that any fines or loss of pay or suspension may be enacted.

Example: Determining a charge under the offenses procedure. *Ranger Nop Sombat was told by his team leader to be at the teams Sub-station at 0700 hrs on Monday the 5th of June. He failed to arrive at the sub-station until 1300 hrs on the 5th of June, he did not notify anyone that he would be late and on arrival he said that he was late because he had to wait to say goodbye to his girlfriend. The individual's tardiness (being late for work) held up his team and prevented them from departing on patrol at the prescribed time.*

Therefore, the team leader looks at the offenses procedure and locates the correct charge, which would be, Section 2 – Failure to be at appointed duty location, (c) Absent from duty without proper notification or authorization

2147.   The third and last level of disciplinary procedure is a breach of the National Law. Any staff member who conducts any manner of unlawful activity or violates the national laws will be immediately suspended from duty without pay. The violator will then be prosecuted under the national laws or handed directly to the competent authority.

LIST OF ANNEXES

ANNEX A TO CHAPTER 2 INTERNAL OFFENSES PROCEDURE

ANNEX A TO CHAPTER 2 INTERNAL OFFENSES PROCEDURE

INTERNAL OFFENSES PROCEDURE

Section 1 – Failure to comply with Orders & Negligence of Duty

(a)   Disobeying a lawful command

In that the employee was given a direct lawful order by his/her known superior officer and failed to carry out those orders:

        i.   Written order
        ii.   Verbal order

Proof;

1) Proof of lawful order given

2) Proof of it being a direct order

3) Proof of the employee knowing his/her direct superior gave the order

4) Proof that the employee did not carry out the order

Punishment
Level 1

(b)   Failure to comply with a specific post order

In that the employee failed to comply with his specific post or standing order and thus failed to conduct his duty correctly

Proof
1) Proof of his specific post orders

2) Proof he knew of his specific post orders

3) Proof he did not carry out his specific post order(s)

Punishment
Level 1

(c)   Total disregard of orders

In that the employee failed to comply with his/her duty and these SOP's in that it caused or could have caused:

        i.   Death or permanent injury
        ii.   Loss or damage to property
        iii.   Tension or disturbance to the organization or other innocent parties
        iv.   A breech in the organizations discipline

Proof
1) Proof of the employee failing to comply with his/her duty

2) Proof of item (I), (II), (III), or (IV)

3) Proof the employee new of his/her duty

Punishment
Section 1 – (c) (I) & (II) – Level 3

Section 1 – (c) (III) & (IV) – Level 2

(d)   Sleeping on duty

In that the employee was sleeping or gave the appearance of sleeping whilst on duty that required the employee to be awake and alert.

    i.   Laying in a bed, cot, hammock, or couch, or any other form of bed fully in uniform or not.

    ii.   Laying on the floor or bench or any other position that is not considered a bed.

    iii.   Slouched in a chair or any other form of sitting device or sitting position.

Proof

1) Proof the employee was on assigned duty that required him/her to be fully alert

2) Proof the employee was caught in point (I), (II) or (III)

Punishment
Level 1

(e)   Failure to comply with correct uniform and equipment standard

In that the employee was not wearing his correct uniform as per these SOPs and / or the employee had removed items of clothing without prior approval and that was not becoming of the situation

    i.   The employee had removed items of clothing without authorization whilst on duty;

    ii.   The employees uniform had not been maintained according to the dress regulations as per these SOP's

    iii.   The employee's appearance had not been maintained as per these SOP's

Proof
1) Proof of the employee not wearing his correct uniform or the uniform not being maintained.

2) Proof that the employee was fully aware of the proper dress requirements

Punishment
Level 1

(f)   Under the influence of alcohol or an illegal substance whilst on duty

In that the employee was drunk, intoxicated or under the influence of an illegal or controlled substance whilst on duty or on mounting duty, or the employee was consuming alcoholic beverages, substances, drugs or narcotics whilst on duty.

(I)   Consuming alcoholic beverages or substances whilst on duty
(II)   Drunk whilst on duty
(III)   Consuming illegal drugs whilst on duty
(IV)   Consuming illegal drugs prior to mounting duty

Proof
1) Proof the employee consumed alcoholic beverages whilst on duty **or** the employee mounting duty under the influence of alcohol and / or controlled or illegal substances.

2) Proof the employee was on duty.

Punishment
Section 1 – (f) (I) & (II) – Level 1

Section 2 – (f) (III) & (IV) – Level 4

Section 2 – Failure to be at appointed duty location

(a)   Abandoning post before being properly relieved

In that the employee left his assigned post before being properly relieved or without authorization from his superior.

      i.   The employee left his post without being properly relieved; and

      ii.   The employee left his post without proper authorization

Proof
1) Proof that the employee was on duty at that specific post; and
2) Proof the employee left his assigned duty post without being properly relieved or without proper authorization.

Punishment
Level 2

(b)   Absent from duty without proper notification or authorization

In that the employee failed to arrive at his duty location without prior notification or authorization from his superiors.

      i.   The employee failed to notify his/her superiors that they would not be at their duty location; and

      ii.   The employee had not received authorization to be absent from his/her duty location.

Proof
1) Proof the employee was assigned for duty at that particular location;
2) Proof the employee failed to notify his/her superior of their failure to be able to arrive for duty; and
3) Proof the employee had no authorization or approval to be absent.

Punishment
Level 2

Section 3 – Conduct unbecoming of an employee of the organization

(a)   Attempting to or defrauding the organization

In that staff member gained money or other items of value, leave, favours/ gratuities from the organization or attempted to engage gained money or other items of value, leave, favours gratuities from the organization through misleading statements, forged documents, theft, or any other such means.

Proof
1) Proof the employee attempted to or defrauded the organization; and
2) Proof the employee knew of his/her actions

Punishment
Level 3

(b)   Attempting to cause discredit to the organization

In that the employee discredited or attempted to discredit the organization in such a way as to bring discredit upon the organization or reputation.

Proof
1) Proof the employee disseminated or attempted to disseminate discrediting information of the organization; and
2) Proof the employee knew the information was discrediting the organization.

Punishment
Level 3

(c)   Attempting to or causing disruption to the organization

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In that the employee caused disruption or attempted to disrupt the organizations activities, such as strike-related activities, or activities which restricted or stopped the duty of employees or machinery.

Proof
1) Proof of the disruption or attempted disruption; and
2) Proof the employee knew of his/her action

Punishment
Level 3

(d)	Issuing of death threats or intimidation to others

In that the employee threatened the life of another person or intimidated another person through threats of violence to that individual or friends or family of that individual.

       i.   Written or verbal threats of death; and

       ii.   Written or verbal threats of violence.

Proof
1) Proof of the written or verbal threat; and
2) Proof of the employee knowing his actions.

Punishment
Level 4

d.	Misconduct through lying or by disseminating false or misleading information

In that the employee disseminated false or misleading information or statements:

       i.   Issued false or misleading statements to his/her superiors;

       ii.   Issued false or misleading information to his/her subordinates;

       iii.   Issued false or misleading information to the public; and

       iv.   Issued false or misleading information to the government.

Proof
1) Proof of the false or misleading statement or information; and
2) Proof that the employee knew the information was false or misleading.

Punishment Table

Detailed Punishment	
Level	**Punishment**
Level 1	
1) First Offense	Warning Letter or; Up to 2 days loss of pay or; Suspension without pay up to 2 weeks
2) Second Offense	Up to 4 days loss of pay or; Probation for 3 months or; Suspension without pay for up to 1 month
3) Third Offense	Up to 2 months suspension without pay or; Termination
Level 2	
1) First Offense	Up to 4 days loss of pay or; Probation for 3 months or; Suspension without pay for up to 1 month
2) Second Offense	Up to 2 months suspension without pay or; Termination
3) Third Offense	Termination
Level 3	
1) First Offense	Up to 2 months suspension or; Termination
2) Second Offense	Termination
Level 4	
1) First Offense	Termination

CHARGE SHEET				
1. Name			2. ID No.	
3. Position		4. Location		
5. is charged with				
6. Under the organizations offense act		**Protected Area Internal Offenses Procedure**		
7. Section				
8. Sub-section				
9. in that on the (date)			10. Time	
11. Location				
12. Description of events				

Proof	
1	
2	
3	
4	
5	

Witness & other supporting documents

	Charge recommended	Prosecuting Officer	Defending Officer
Rank/Name			
No			
	Charge heard by	Other	Other
Rank/Name			
No			

Date charge heard		Time	
Verdict			
Punishment			

Seen and approved by:	
Comments:	

DEFENSE SHEET			
1. Name		2. ID No.	
3. Position		4. Location	
5. Date of joining		6. Pleads (Guilty/Not Guilty	
7. to the charged of			
8. Under the organizations offense procedure		Protected Area Internal offenses Procedure	
9. Section			
10. Sub-section			
11. Personal Statement/Plea of mitigation			
12. Witness & other supporting documents			

13. Financial Statement			
(1) Salary	$	(2) Salary Supplement	$
(3) Bonus	$	(4) Other	$
(5) Total monthly in (1)+(2)+(3)+(4)		$	
(6) Food		(7) Housing	
(8) Loan		(9) Other	
(10) Monthly Living expense (6)+(7)+(8)+(9)		$	
Net monthly income (5) – (10)		$	

Defendant			
Name		Rank	
Signature		Date	

Defending Officer			
Name		Rank	
Signature		Date	

Charge Heard by			
Name		Rank	
Signature		Date	
Verdict			
Punishment			
Seen and approved by:			
Comments:			

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CHAPTER 3 INTELLIGENCE

Aim

301.   The aim of this chapter is to inform the reader of the nature and scope of information and intelligence for analysis in order to support planning of protected area enforcement operations. Within the context of protected area enforcement, intelligence is defined "the product of knowledge and understanding of the terrain, features (manmade and natural), weather, resources (including wildlife, plants, and other important resources of the PA), social-economics in and around the protected area, activities, capabilities and intention of violators and an actual or potential threat to the protected area." This chapter focuses on the theory of intelligence. It is emphasized that although law enforcement may be confined to protected area boundaries, the threats posed to protected areas are influence by local, national, regional and international levels. Intelligence has the potential to equip enforcement managers with sufficient warning of threats, capabilities of violators, an understanding of their environment and resources as well as understanding vulnerabilities and risk. The reader will learn about good intelligence practice within the enforcement department, specifically on the roles of the intelligence staff, counter intelligence, the relationship between intelligence and surveillance and the relationship between the intelligence section/staff and other PA and external agencies. This chapter will cover in depth the following topics:

    a.   Intelligence Theory;
    b.   Roles and Responsibilities in Intelligence;
    c.   The Relationship between Intelligence, other PA Departments and External Agencies; and
    d.   The intelligence Cycle.

Section 3-1 Intelligence Theory

Meaning of Intelligence

302.   Intelligence is the collection, analysis and timely dissemination of information which can help unit leaders make sound decisions in order to manage resources for mission accomplishment. Intelligence in the PA enforcement context is the product of knowledge and understanding of the terrain, features (man-made and natural), weather, resources (including wildlife, plants, and other important resources of the PA), social-economics in and around the PA, activities, capabilities and intention of violators and any actual or potential threat.

303.   Law enforcement jurisdiction for a PA may stop at a designated boundary, but intelligence has no distinct boundary. Intelligence derives from various sources and levels from local to international:

    a.   Local level. Example: A season of local drought may cause a potential threat in the increase of poaching by subsistence farmers.

    b.   National level. Example: A re-designation of a land planning zone near the PA may cause a migration to that the area and an increase in the threat of encroachment.

    c.   Regional level. Example: A moratorium on logging in a neighboring country may cause an increase in illegal logging within your PA.

    d.   International Level. Example: An increase in the demand by international exotic pet owners or collectors of a certain species that exists within your PA may create an increase in poaching.

304.   Intelligence seeks to support the planning and conduct of enforcement operations. The intelligence provides enforcement managers and team leaders with knowledge and understanding of the threat and environment. Intelligence is fundamental to the planning and the conduct of enforcement operations throughout the PA, helping managers to gain control of the threat and mastery of the environment.

305.   The best intelligence is "predictive" in nature and seeks to provide the enforcement manager:

a. sufficient warning of illegal activity;

b. an understanding of the capabilities and possible intent of the violators;

c. a knowledge and understanding of the environment;

d. a knowledge and understanding of the resources to be protected; and

e. Specific insight into the enforcement ranger's vulnerabilities and potential risk associated with the tasks of enforcement.

306. During enforcement operations, intelligence informs the enforcement manager of threat changes and the situational awareness, thus enabling a decision to be made to adapt and adopt operational plans or other courses of action.

Intelligence and Information

307. There is an essential distinction between information and intelligence.

a. **Information**. Information is the unevaluated, unprocessed data of every description that may be used in the production of intelligence.

b. **Patrol Information**. Patrol information is data gathered by enforcement rangers on patrol. It may be used immediately in enforcement operations while on patrol but should always be turned over to the higher headquarters as quickly as possible for collation with other information they will have from other sources.

c. **Intelligence**. Intelligence is the product resulting from the collation and processing of information concerning the threats to the PA such as potential or actual criminal intentions. It is the result of a process involving the evaluation, analysis, integration and interpretation of differently sourced pieces of information. This process usually involves utilizing existing information and intelligence in order to clarify a situation and produce meaningful conclusions, assessments and predictions.

d. There are two types of intelligence:

i. **Basic Intelligence**. Basic intelligence is intelligence on any subject, which may be used as reference material for planning and as a basis for processing subsequent information of intelligence.

ii. **Current intelligence**. Current intelligence is intelligence that is "perishable". The information provided must be acted upon quickly or the opportunity will be lost. This intelligence reflects the current situation at strategic, operational or tactical level.

Counter-Intelligence

308. The scope of intelligence also encompasses the counter-intelligence (CI) function. Counter-intelligence is that aspect of intelligence devoted to destroying or at least minimizing the effectiveness of the violators' intelligence activities, in order to protect information, individuals, resources, infrastructure, equipment, records and material from theft, espionage and sabotage by violators. Counter-intelligence seeks to prevent the violator's knowledge of the enforcement operations and the resultant undermining of the operations of the ranger force.

309. PA enforcement personnel should not underestimate the willingness and the capability of criminal elements to conduct intelligence operations of their own. Violators and criminal elements are always

seeking information on enforcement activity, where and how they conduct operations, resource locations (such as where certain species are) and the best way of extracting those resources.

Principles of Intelligence

310.   The enforcement organization, activities and production of intelligence are optimized by several guiding principles. Fundamental to these principles understands the violator. This includes knowledge of the violator's:

      a.   Goals;

      b.   Objectives;

      c.   Strategy;

      d.   Intentions;

      e.   Capabilities;

      f.   methods of operation;

      g.   strengths;

      h.   vulnerabilities; and

      i.   Sense of value and loss.

311.   Enforcement managers and intelligence staff must understand the violator's:

      a.   Character;

      b.   Culture;

      c.   Customs; and

      d.   Social-economic status.

312.   Enforcement managers must continually refine their ability to think like the violator in order to advise and make informed judgments as to the violator's likely perceptions, reactions and responses to the ranger force.

313.   **Basic Principles of Intelligence**. The basic principles of intelligence are:

      a.   **Responsibility – the Director/Enforcement Manager's Role**. Direction of the intelligence effort and determination of priorities is a command/senior PA management responsibility.

      b.   **Centralized Control**. Intelligence must be centrally controlled and coordinated for the following reasons;

            i.   to avoid duplication of effort and gaps in collection;

            ii.   provide mutual support;

            iii.   ensure security of source;

            iv.   ensure efficient and effective use of limited resources in accordance with the mangers priorities; and

            v.   facilitate the effective provision of technical direction to the PA staff.

      c.   **Identifying Essential Elements of Information (EEI)**. Intelligence collection and usage must be predicated on the requirements of PA directors, enforcement managers, team leaders and the chain of command as put forth in EEI.

      d.   **Planning**. Enforcement managers are to conduct thorough planning, and exploit information sources and ranger teams to seek out and gain information for intelligence purposes. The enforcement managers must know the capability and limitations of the information sources.

      e.   **All Sources Integrated Approach**. The most useful and complete assessments usually emerge by combining data from multiple sources. An all-source approach develops complementary data, where information from one source confirms and augments information provided by another. Data from multiple sources such as wildlife and habitat monitoring, social economic or outreach departments must be integrated with the local enforcement department's data. Where possible, this data should be integrated into a national level database where all interested agencies may benefit from joint intelligence operations.

f. **Continuous Update and Review**. Intelligence products, including factual data, conclusions and forecasts, are continually renewed, reviewed, and, where necessary, revised, taking into account all new information and comparing it with what is already known.

g. **Timelines**. Information or intelligence must be available to operators in a timely manner to gain maximum benefit from its use.

h. **Objectivity**. Any temptation to distort information to fit previous assessments or pre-conceived ideas must be resisted. The temptation to tell commanders what they want to hear must also be avoided. Intelligence must convey the uncertainties that are inevitable in assessments and not imply a false degree of confidence or success.

i. **Accessibility.** Information and intelligence must be readily accessible for those end users who have a need to know. Remember, the best intelligence is useless if it is not available on a timely basis. Information and intelligence must be stored in a manner that makes it readily accessible for designated users.

j. **Source and Informant Protection.** In collecting information, sources (informants) must not be employed on tasks where they may be compromised (discovered as an informant) if the value of information is disproportionate with the risk involved. Human intelligence sources are fragile and operate at great risk so operators should make every effort to protect them and the subsequent loss of information collection ability.

k. **Balance.** The structure and activities of intelligence personnel must be balanced:

    i.   An appropriate balance must be struck between the requirements to protect sources of information while at the same time ensuring the widest possible dissemination of intelligence to those with a 'need to know'.

    ii. A balance must be struck between collection and production activities and between the effort devoted to various types of intelligence, such as basic intelligence (including database maintenance), current intelligence and assessments.

    iii. A balance must be struck and clear distinction made between accurate information and judgment (assessment) in intelligence reporting.

    iv. Intelligence production must strike a balance between the competing demands of customers who will range from national-level department through to PA level decision makers and the operational and tactical level patrol teams.

l. **User Awareness and Confidence**. PA intelligence staff need a mechanism through which they may liaise closely with customers in order to ensure that user requirements are clearly understood, and are met in a timely and preferred manner. Key elements are:

    i.   Ensuring a high degree of confidence that requirements are being met in a timely fashion - not only in terms of the finished product provided to the user for planning, but also in terms of collection requirements being satisfied and intelligence databases being maintained to support intelligence capability; and

    ii. Ensuring there is a general awareness in the consumer community of the intelligence process and its capabilities and limitations.

Characteristics of Effective Intelligence

314.   Effective intelligence is intelligence that meets the needs of the consumer community starting with the requestors who identified the **E**ssential **E**lement of **I**ntelligence (EEI). In order to achieve this, intelligence products must have the following characteristics:

a. **Relevance.** Intelligence must support the requestor's mission, and concept of operations.

b. **Usability.** Intelligence products must appear in a format that can be easily used and understood, and they must highlight the significance of the information or intelligence they contain.

c. **Timeliness.** Intelligence products must be available in sufficient time to enable decisions to be made.

d. **Accuracy.** Intelligence must be factually correct and indicate the degree of confidence in intelligence assessment and judgment.

e. **Objectivity.** Intelligence must be unbiased, undistorted, and free from personal influence or constraints. Intelligence methodology and products must not be directed or manipulated to conform

to a desired result, preconception of a situation or violator, predetermined objective or organizations position on a subject.

    f.   **Availability.** Intelligence must be readily available to those who have a legitimate need to know.

    g.   **Completeness.** Intelligence should be as complete as possible, using all available information to answer requirements and provide a full understanding of the situation.

    h.   **Clarity.** Intelligence should be clearly presented to avoid the chance of misinterpretation by the user.

The Intelligence Cycle

315.   The Intelligence Cycle is a planned, methodical and logical process through which information is collected, converted to intelligence and disseminated to users. This is a continuous process and is applied to all levels (strategic, operational and tactical). The intelligence cycle involves four primary phases of activity:

    a.   Direction/tasking;

    b.   Collection;

    c.   Processing; and

    d.   Dissemination.

Section 3-2 Roles and Responsibilities in Intelligence

Intelligence Practice

316.   The three key aspects or components of intelligence activity are as follows:

   a.   **Intelligence Management Functions**. Intelligence management functions are the input to decision-making process, intelligence planning, liaison, management of intelligence assets and operations. The PA director and or the enforcement manager normally control this function.

   b.   **The Production Function**. The production can also be referred to as the "intelligence unit function" and involves the output of intelligence products. The enforcement manager and the intelligence staff (database entry or analysis team) normally control this function. This function can be merged with Intelligence management functions where PAs are smaller or understaffed.

   c.   **The Conduct of Intelligence Operations**. This encompasses those operations conducted by personnel in the field collecting information and / or conducting counter-intelligence tasks. This may be ranger teams, informants, wildlife & habitat technicians and outreach team members.

Roles of the Intelligence Staff

317.   The PA Director needs to designate selected and qualified personnel as "Intelligence Staff"' or "Information Officers". These officers may be assigned within the enforcement department or, in a large PA, may have a separate organization that reports directly to the PA director. In the context of this manual, they are referred to as "intelligence staff". The enforcement manager can be assigned to manage the intelligence staff.

318.   The role of the intelligence staff is to:

   a.   Respond to customer requests for information by providing intelligence support to the protected area manager and enforcement manager; and

   b.   Provide intelligence for use by the PA Director/Manager, enforcement manager, team leaders, and other departments as required per 'need to know' basis.

319.   **Responsibilities**. Intelligence staff are responsible for the following tasks:

   a.   Management and coordination of the intelligence function;

   b.   Provision of relevant, useable, timely and accurate intelligence through:

      i.   maintenance of basic and current intelligence records;

      ii.   preparation of intelligence and counter-intelligence inputs to the threat assessments;

      iii. preparation and management of information collection plans;

      iv.   processing of collected information, patrol information and intelligence; and

      v.   dissemination of information, patrol information and intelligence;

   c.   Control of and guidance for attached intelligence or information management personnel from other agencies or departments;

   d.   Provisions of policy advice and training on all aspects of intelligence and counter-intelligence;

   e.   Provision of intelligence support to information operations planning including:

      i.   Enforcement patrols;

      ii.   Outreach activities;

      iii. Wildlife monitoring;

      iv.   Information security;

      v.   Radio security;

      vi.   Deception plans;

      vii.   Operational security; and

      viii.   Advice and warning on security threats to material and personnel.

   f.   Conduct liaison with governmental wildlife conservation elements and with other law enforcement and civil service intelligence agencies; and

   g.   Provide advice on, and management of, arrangements for preliminary interview of detained violators, confiscated documents and other material.

Counter-Intelligence Practice

320.   The counter-intelligence function is conducted on two levels: management and operational:

   a.   **Counter-Intelligence Management**. At the management level, counter-intelligence managers will most likely be the enforcement manager or a designated enforcement officer who reports to the enforcement manager. The Counter-intelligence manager or officers' role involves giving policy advice on protective security, operational security, deception, information security and technical control of counter-intelligence operations. This position equates to a security officer, or risk management officer.

   b.   **Counter-Intelligence Operators**. At the operator level, which may be designated to specialist ranger teams or individuals in the enforcement department, the responsibilities would include:

      i.   implementing collection and deception plans;

      ii.   disseminating misinformation to violators;

      iii.   enforcing information security; and

      iv.   Counter- poaching activities within the PA.

The Relationship between Intelligence and Surveillance

321.   **Surveillance.** Surveillance in the protected area context is the systematic observation of land, air and sea areas, places, persons or things by visual, electronic, photographic or other means. Surveillance is an integral part of collecting information that can be processed into intelligence to support the conduct of operations. Surveillance may also prompt reconnaissance, target acquisition (such as an illegal camp or facility) raids, takedowns and other tactical operations. There are two main types of surveillance:

   a.   **Wide Area Surveillance.** This is the systematic observation of large areas in order to detect threat presence and violator activities. In the PA this is best undertaken by aerial surveillance or from satellite imagery.

   b.   **Focal Area Surveillance**. This is the systematic observation of smaller areas of significance in order to detect threat presence and illegal activity. Surveillance personnel may consist of ranger teams, volunteer village community rangers, or other specialized personnel and units.

Section 3-3 The Relationship between Intelligence, other PA Departments and External Agencies

322.   It is very important for the PA intelligence function to develop and maintain relationships on a number of levels with other departments and personnel both within and outside of the PA. This is to ensure access and interoperability with a wide variety of sources and relevant stakeholders who have a 'need to know'.

The Relationship between Intelligence and PA Species, Habitat and Scientific Department Staff

323.   Species, Habitat and Scientific Department staff are responsible for the conservation management of plants, animals, ecosystems, habitats and landscapes. They are responsible for surveying, evaluating, assessing and monitoring the natural resources (biological and physical) of a PA. The information obtained by this department could prove invaluable and must be integrated into the intelligence function. The intelligence staff should direct information-gathering requests to this department and then receive and integrate whatever intelligence may be returned afterwards.

324.   As a service to members of this department, the counter-intelligence function advises on physical or information security and safety risks in the conduct of their tasks.

The Relationship between Intelligence and PA Community and Buffer Zone Department/Staff

325.   Community and Buffer Zone Department staff is responsible for gathering information about the social, cultural, livelihood and economics of communities that interact with the PA. As such, they are a reliable source of information on the situation in the local communities. The intelligence staff will direct information gathering activities for this department for specific collection requirements social economic information required by the intelligence function. In turn, the intelligence staff will receive and integrate the information obtained by this department into the intelligence product. Approved essential information requirements submitted by the Community and Buffer Zone Department staff should be tasked and reported back in accordance with need-to-know procedures. Such requirements might include for example, what villages are poachers coming from which will help the department in determination of what villages may need alternative livelihood programs to stop poachers entering PAs.

326.   The counter-intelligence function advises this department on any physical or information security and safety risks personnel may face in the conduct of their tasks. Counter-intelligence will ensure that sources of information from the village are kept confidential, as well as closely monitoring information provided by this department so sources are not divulged.

The Relationship between Intelligence and PA Awareness and Education Department/Staff

327.   The PA Awareness and Education Department staff are responsible for communicating information about the PA and its conservation and value to a wide range of audiences, from visitors to communities and the media. The intelligence staff could receive information from this department concerning overall awareness of the PA and its laws as understood by the local populace. Intelligence can disseminate information pertaining to PA awareness and education to villages requiring greater education in the laws and restrictions in the PA, as well as important issues for the media. Intelligence can also use this department and staff for the planning of psychological operations and in the distribution of propaganda material.

328.   The counter-intelligence function advises the PA Awareness and Education Department on information security, and what to present to the media. The counter-intelligence staff can use this department or staff in disseminating misinformation. This can be risky and should be clearly reviewed by proper authorities prior to conducting such activities.

The Relationship between Intelligence and PA Tourism Department/Staff

329.   The PA Recreation and Tourism Department staff is responsible for the management of recreational activities, and for providing basic tour guide and visitor care for tourists in and around the PA. The intelligence staff is required to receive information on tourist recreation locations and trails, as well as any accidents or incidents involving tourists. This may help rangers differentiate between tourist and possible violators.

330.   Intelligence can be disseminated to the PA Recreation and Tourist staff, including any requirements to notify tourists of potential dangers or no-go areas.

331.   An example of Counter-intelligence function would be to inform the PA Recreation and Tourist staff on security and safety issues for tourists.

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The Relationship between Intelligence and Law Enforcement, Police Departments

332.   Police and external law enforcement agencies are responsible for suppressing criminal activity, both within and outside of the PA. The intelligence staff can liaise closely with police agencies to receive information on criminal activity around the PAs that can then be integrated into intelligence products. The Intelligence staff can request certain information on potential suspects, vehicles or equipment that poses a threat to the PA.   The Intelligence staff can also advise police agencies on the initial requirements for interview and detention of violators for PA intelligence requirements. Ideally, the Police may be able to attach intelligence staff with surveillance and reconnaissance assets to the Enforcement Department.

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333.   Intelligence managers should expect to be tasked to disseminate intelligence products to police agencies regardless of boundaries or jurisdictions. This will become case information involving criminal code or law enforcement activities involving police agencies.

334.   The counter-intelligence function will involve conveying information and providing advice to police agencies on potential physical and information security issues.

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The Relationship between Intelligence and the Military

335.   Military forces are responsible for national security issues and if so directed by competent authority, may provide 'aid to the civil power' such as personnel and equipment resource augmentation. If the PA is on an international border area, liaison with the military will usually be close. The military can provide detailed information on a number of subjects that can be integrated into the overall intelligence product. The military may also be able to assist with both wide- area and focal point surveillance, utilizing military aircraft and satellite imagery as well as border protection assets. The Military may be able to attach intelligence staff with surveillance and reconnaissance assets to the enforcement department.

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336.   The intelligence staff will disseminate intelligence products to the military as appropriate for assistance in identifying and apprehending violators in and around the PA.

The Relationship between Intelligence and the Other Government Departments

337.   The PA Enforcement Departments' Intelligence staff should identify other key stakeholders for information and intelligence. These departments may include but not be limited to:

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a.   Departments of industry;
b.   Mining;
c.   Health;
d.   Agriculture;
e.   Land planning; and
f.   Any other department that may have an impact or knowledge that is relevant to the PA should be approached and a relationship developed.

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The Relationship between Intelligence and Civil Society and Non-Government Organizations

338.   Non-Government Organizations (NGO) have a key role to play in the intelligence function for PAs. Conservation NGOs can provide information on wildlife and species habitat. Many NGOs conduct alternative revenue programs, and should be engaged constructively to provide information on villages and social economics.

339.   NGO's may receive specific funding to help set up training with information databases that if shared, can be utilized by intelligence staff.

340.   Intelligence staff can, in turn, disseminate selected intelligence to NGOs to assist them with selecting communities for alternative revenue projects.

341.   Counter-intelligence functions can provide insight and advice on security and safety to NGO staff.

The Relationship between Intelligence and Commercial Enterprise and Industry

342.   Commercial enterprise and industry may be working in and around the PA conducting activities such as mining, oil and gas operation, large scale agricultural development and tourism-related activities such as resorts, hotels and wildlife tours.

343.   These commercial entities can provide a great amount of intelligence on illegal activities in the PA. Some companies may also provide information on illegal activities being conducted by competitors.

Section 3-4 Direction Phase

344.   The direction phase of intelligence operations is depicted in the figure below:

Figure 2-2 Direction, Intelligence Cycle
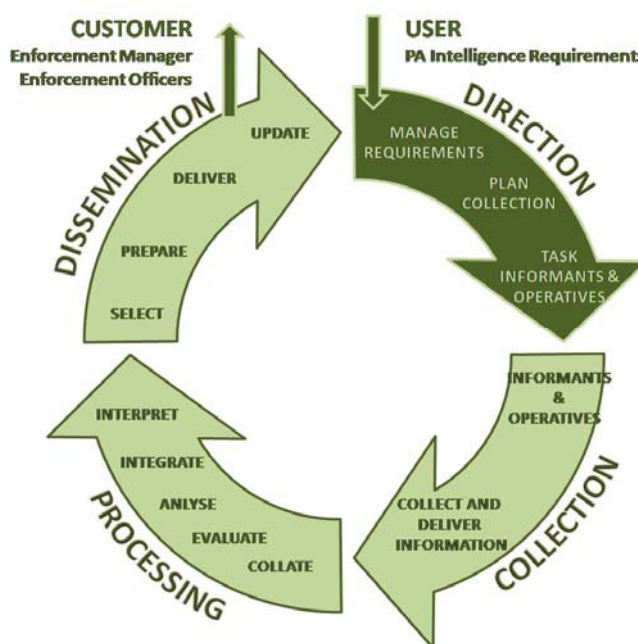
Protected Area Intelligence Requirements

345.   **Protected Area Intelligence Requirements.** These requirements are essential elements of information known by the term "PA Intelligence Requirements, or PAIR. PAIR **helps to provide answers to the PA manager's** knowledge or understanding of the threats, environment or violators. PA Intelligence Requirements may come from two sources:

    a.   Arise directly when the manager poses questions that require responses from the intelligence staff; or

    b.   Maybe identified as part of the Intelligence Assessments or Threat Assessment.

Management Requirements

346.   Management Requirements. Once the Intelligence Requirements are determined and prioritized by the PA managers, the intelligence staff decides how the manager's intelligence requirements are to be met by determining what information is required and how resources will be tasked. PAIR is simply the essential elements if information needed to produce the answers to the questions posed by the manager. The manager may require an answer to one question, or a complete intelligence assessment on the entire PA.

347.   Initially in the direction stage (in response to the manager's initial requirements) the intelligence staff may provide an intelligence estimate. This is produced from existing information and intelligence, and will help guide the manager in determining his intelligence requirement.

348.   After reviewing the initial intelligence estimate, the manager must determine what his intelligence requirement is, and clearly and concisely provide the intelligence staff with the following:

    a.   The intelligence requirement; that is the question that the manager requires answered;

        Example: How many saw mills are in Palin Village and which saw mills do not have a license to operate?

    b.   Required time to complete;

        Example: 7 days from now

    c.   Required reporting date;

        Example: 13:00 hrs 20 May 2015 in my office

    d.   Resources available; and

        Example: Utilize 2 members of the Investigation team and their vehicle.

    e.   Authority to complete the task. *Example:*

        Here is a mission order signed by the PA Director and if required we will provide a written request to the Ministry of Industry for sawmill registration records of companies operating in the village.

349.   For the PAIR, the intelligence staff will plan how to collect the information and intelligence within the stipulated guidelines. The intelligence staff can categorize the intelligence requirement into two areas:

    a.   Routine Intelligence Query; and

    b.   PA Intelligence Assessment.

Plan Collection Activities

350.   **Collection.** Is defined as gathering information by the intelligence staff, and the delivery of information for the use in the production of intelligence. These gathering activities may include researching documentation, searching through photos, overflying terrain or asking questions of community members. Collection activities should always derive from PA information requirements so the collection effort is focused. Collection is a continuous process, and is controlled and coordinated by the intelligence staff.

351.   **Multiple Sources.** Foremost to developing effective intelligence is the principle of using multiple sources to corroborate information. Duplicate or different sources capable of providing information for the PA requirements can compensate for the loss or failure of one collection, or confirm other sources of

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information.

Example: In a district adjacent to the PA, Intelligence staff separately task two informants who are unknown to each other to locate a house in a village that is being used to store poached wildlife. After tasking, one of the informants has to leave the district to go to the city in search of work. The other informant is able to locate and report to the intelligence staff on the house.

Different types of collection sources may be needed so information from one source type can be tested or confirmed by another.

Example: Intelligence staff task a new untested informant, who lives in a village next to the PA, to report on a suspected group of poachers. The previously unused informant is tasked to find out when and where a specific group enters the PA?' The informant reports back to the intelligence staff that eight poachers left the village at 05:30 hrs, and enter the PA via the creek north of the village. A ranger team assigned by the intelligence staff to conducted surveillance of this area confirms this information. Therefore, the intelligence staff has tested the informant and the ranger team has confirmed the reliability of the information.

352. **Timeliness.** Effective intelligence requires timely requirements identification, collection, analysis and reporting. In the information collection planning process, consider the time "window" in which informants, ranger teams and other sources have to collect information. Their ability to report it, the time required for processing, and the time required by a manager to make and execute a decision based on this information or intelligence are also major considerations.

Example: It cannot be expected that an informant living in a remote area outside of telephone communication can report immediately once he sees illegally-cut logs leaving the PA. It is more practical to task this informant to gather detailed information for the focusing of law enforcement activities of the logging operation details. Time is taken into consideration for the informant to gain the information, and then travel to a location to convey it to the intelligence staff.

353. **Indicators& Warnings (I&W).** Depending on the nature of the PA intelligence requirements, the resulting information requirements may be expressed as indicators and warning signs. "I&W" are defined as items of information that reflects the intention or capability of a violator or potential violator...something like a small, red warning flag that pops up to warn analysts. They may also be used as clues that act as a guide to what is happening or better yet, what will happen. I&W properly utilized will forewarn analysts and operators before events occur. There are two broad, inter-linked types of I&W relevant to the PA:

   a. **Poaching I&W.** Poaching indicators are those that reveal the type of operation that the violator is preparing to conduct- tip offs for the "who, when, why, how, where and how many" questions operators need. Each type of poaching operation will require specific and characteristic preparations or events. Those preparations and events that can be identified in advance of the poaching operation or action will constitute indicators.

   Example: Three villagers go into the market and buy 20 meters of thick wire cable, four cartons of cigarettes, five kilograms of rice, canned food, a tarpaulin, three hammocks, and two machetes. This would likely indicate that the three villagers would be going into the forest for at approximately a week or more to trap wildlife using snares.

   b. **Identification I&W.** Identification indicators are those which enable the identification and role of a poacher, poaching group or criminal organization to be determined from its organization, tactics or equipment. An example is signature equipment that only one poaching group uses.

   Example: Chainsaws are signature equipment for illegal loggers.

Collection Planning

354. **The Collection Plan.** Having identified the PAIR and having checked existing intelligence and information to see what is already available, the intelligence staff begins to plan further information collection to fill any remaining

knowledge or information gaps. The Collection Plan is simply a roadmap for people doing the collection to follow to tell them how, where and when to complete the tasks involved. It's a system of methodically gathering information to satisfy the PAIR.

Example: From the intelligence requirement issued by the enforcement manager (i.e. 'where will the poachers extract the illegally cut logs'), an <u>indicator</u> would be the direction of movement of <u>logging trucks</u> or trucks capable of carrying large uncut logs. So, the tasking order could be directed at truck movements and finding where logging trucks are at a certain place over a certain time.

355.   Collection Planning considers the capability, limitations and availability of informants, ranger teams, and other sources that can satisfy the information gap. This will include consideration of which information sources are under the direct control of the PA (such as ranger teams), and which are not under the direct control of the PA (such as local police, or other agencies). The collection plan may be developed using a collection worksheet to help structure the formulation of the specific orders and requests for information. A collection plan should:

    a.   show the PA Information Requirement;

    b.   include all available informants, information sources and agencies;

    c.   specify the form of reports and the time by which they are required; and

    d.   indicate which information has or has not been collected so that all available sources may be re-tasked to meet the new or as-yet unsatisfied information requirements.

356.   **Collection Planning Considerations**. When planning information collection, sufficient time must be allowed for briefing informants, information sources, ranger teams and other departments or agencies on the task of collecting the information. It takes time to brief collectors, deploy them for the necessary time and recover them with the information. All of this means keeping an eye on source protection, risk exposure for the collectors and the deadline from consumers. Collection planning must also take into account a broad range of factors such as the source of information's capabilities/limitations and availability. These factors are detailed in the following section on the collection phase of the intelligence cycle. Information sources must be re-tasked in the light of changing information requirements that might stem from:

    a.   a changing enforcement operational situation;

    b.   information and intelligence flowing from the original tasking; or

    c.   information or intelligence from one source or agency that might prompt collection efforts by others.

357.   **Effective Collection Planning.** Effective collection planning is directly related to the implementation of the intelligence principles of centralized control, systematic exploitation, responsiveness, and source protection. Other planning considerations are:

    a.   **Economy of Effort.** The centralized control of collection, driven by the PA intelligence requirement, ensures that each collection activity can answer the maximum number of information requirements without duplication, aside from the requirements for multiple tasking.

    b.   **Control of Source Workload.** While the most appropriate source should be tasked, effective collection management takes into account source workload and possible performance degradation due to over-tasking.

    c.   **Source Evaluation and Development.** The capabilities of all sources vary according to the task they are assigned and the situation in which they operate. The intelligence staff continuously evaluates the success of each source, noting circumstances under which it is most productive and generates the highest quality information. Sources can then be tasked to best effect and, where possible, given additional training and equipment to develop their capabilities.

Tasking Sources, Informants, Operatives and Agencies

358.   **Specific Orders and Requests.** The Intelligence Section staff or the Enforcement Manager approves the collection plan which tasks appropriate informants, operatives, departments and agencies to collect the necessary

information. The PAIR that must be passed to other agencies outside of the PA organization must be included in the specific orders and request plan.

359. **Difference between Source and an Agency.** The difference between a source and agency is simple. If an asset or information collector is not capable of processing information into intelligence, it is a source. If the asset is capable of processing information into intelligence, it is an agency.

360. **Types of Sources and Agencies.** There are two types of sources and agencies:

    a. **Controlled.** The intelligence staff, for collection purposes, can task controlled sources and agencies. Examples include ranger teams and informants issued a contract (payment of services) living in the villages around the PA registered by the intelligence staff.

    b. **Uncontrolled.** Uncontrolled sources and agencies provide information but cannot be tasked by intelligence staff. One example is local villagers whom may just provide a tip off but have no direct contractual relationship to the PA.

361. **Tasks.** Sources and agencies are tasked in accordance with the command status and chain-of-command. Their commander, manager or supervisor, who is in command or in direct support of enforcement activities, will normally task operatives, informants and rangers. Exceptions may include:

    a. When commanders directly assign operatives, informants, rangers and other staff to the Intelligence section for the specific operation; and

    b. The attachment of liaison officers from other organizations to the intelligence staff.

362. **Civilian Sources.** These are non-military, non-police, non-government nationals who may be local villagers enlisted as information sources by PA personnel. Civilians who have been registered as informants can provide valuable specific information to the PA. Civilian sources are valuable resources and special arrangements have to be made to allow requests and reports to be passed to and from them.

Section 3-5 Collection Phase

363. The collection phase of intelligence operations is depicted in the figure below:

Figure 2-3 Collection Phase
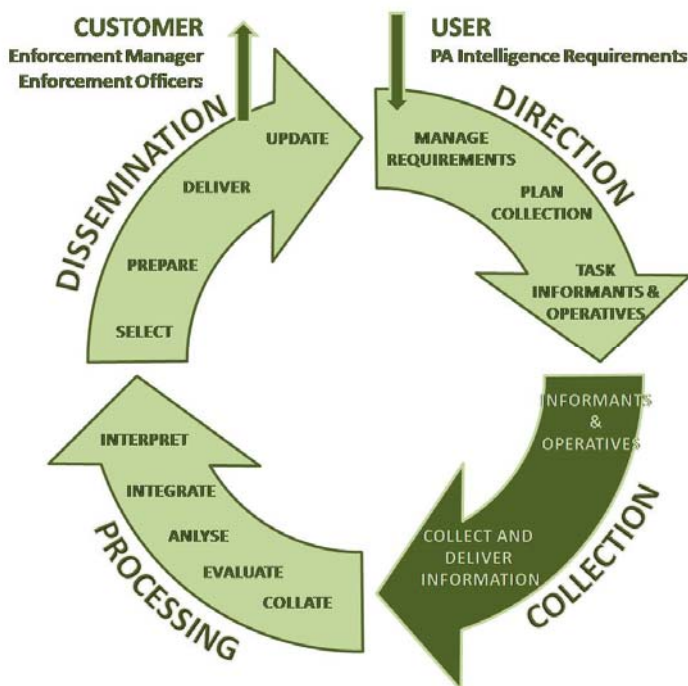
Collection

364.   The collection phase of the intelligence cycle is an active phase following the collection planning phase. It involves the actual, physical collection and reporting of patrol information and intelligence by the source, informants, rangers and or agencies. Collection management is conducted throughout this phase to ensure that, so long as the mission or situation remains fluid, tasking is adjusted and modified so that information requirements are met.

365.   Collection Manager. The Enforcement Manager or head of the Intelligence staff is the "Collection Manager" and is responsible for this phase of the intelligence cycle, including:

    a.   coordination and control of collection tasks and requests;

    b.   monitoring and evaluation of reporting to ensure the timely satisfaction of the protected area intelligence requirements; and

    c.   updating collection planning and tasking in response to new, changing or unsatisfied PA intelligence requirements.

Collection Management

366.   The Intelligence staff monitors the collection efforts to ensure the appropriate information is being collected, and to ensure the allocation of assets remains correct. The Intelligence staff evaluates the performance of sources and agencies to assess reliability, and notes circumstances under which the collection is most productive as an aid to future tasking, identifying collection capability gaps and the development needs of sources.

367.   **Effective Collection Management.** Effective collection management requires:

    a.   a comprehensive understanding of the characteristics, capabilities, and limitations of the sources and agencies;

    b.   the thorough documentation of all tasks and sources and agencies in a single system;

    c.   the acceptance that emerging, changing or unsatisfied tasks will modify initial tasking; and

    d.   continuous monitoring of the time elements of each task.

368.   **Legality.** The collection manager is responsible for ensuring that all activities involved in the collection of information and intelligence is conducted in accordance with the national laws. This is to ensure that information and intelligence gathered can be used in a court of law, and that no staff member has violated these laws in the process of gathering the information and intelligence.

    Example: The Collection Manager or Intelligence staff cannot ask informants to break into a house to search for evidence; this is an illegal act and will result in legal repercussions against the PA and the Intelligence staff.

369.   **Sources, Informants and Operatives.** During this phase the informants, rangers, and or agencies will be actively in the field in accordance with their tasking orders, collecting the required information and / or intelligence.

370.   **Collect and Deliver information.** The informants, rangers, and or agencies will then complete their required reporting, and deliver this to the intelligence staff within their required reporting period. They may be re-tasked to gather additional information.

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Section 3-6 Processing Phase

371.   The processing phase of intelligence operations is depicted in the figure below:
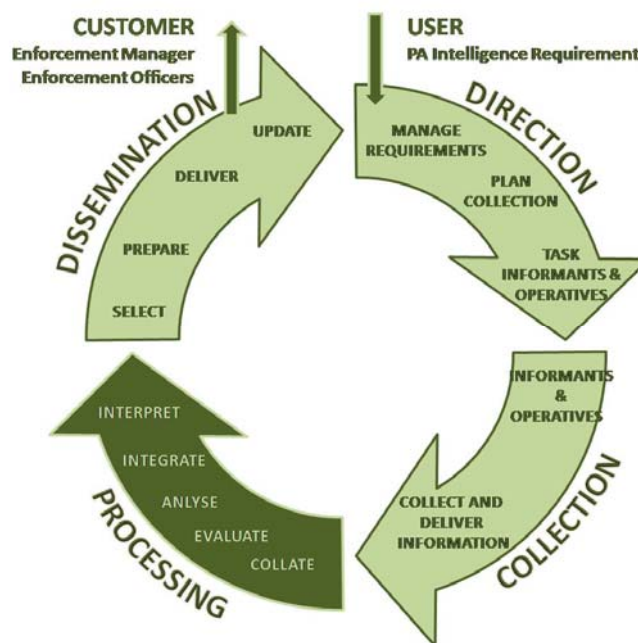
The Processing Phase of the Intelligence Cycle

372.   Processing is the production of intelligence through the collation, evaluation, analysis, integration and interpretation of information and other intelligence. While the phases of processing step may be concurrent, any one piece of information or patrol information is processed through the following phases:

   a.   **Collation.** Collation involves the logging and recording of incoming information. It includes maps and chart marking, electronic or manual filing, and cross-referencing.

   b.   **Evaluation.** Evaluation is the appraisal of an item of information in terms of its credibility and the reliability of the reporting source or agency. Evaluation is done progressively through the processing phase as new information is compared to processed information to determine similarities or differences.

   c.   **Analysis.** Analysis is the separation of information into its components.

   d.   **Integration**. Integration is the grouping of related elements of analysed information with the aim of establishing patterns and relationships.

   e.   **Interpretation.** Interpretation is the phase in which the meaning or implication of information is determined. This interpretation is done in relation to current knowledge.

373.   The processing system may be as simple as a well-marked map with overlays based on estimates, the collection plan and geographical characteristics, supported by log sheets in a binder. Alternatively, it may consist of a complex computer system and a digital imagery catalogue. Whatever system is used and available, it should ensure that a logical flow of activity takes place in the intelligence office and that all steps in the processing are completed.

374.   **Minimum Requirements**. The minimum requirements for a processing system are:

   a.   a system for recording the receipt of information;

   b.   a method which uniquely tags each piece of information for accounting, retrieval and integration purposes;

   c.   a system for the visual display of spatially-related information including:

      i.   locations;

      ii.   protected area map symbols; and

      iii.   a legend.

  d.   a system for recording and display of non-spatially related information including:

      i.   organization chart;

      ii.   equipment;

      iii. biographical data; and

      iv. Linkages between people, organizations and events.

  e.   a system for the storage of structured textual information;

  f.   a system for the storage of unstructured textual information; and

  g.   a system which allows the cross-referencing of information to information or intelligence in any format.

Collation

375.   Collation involves the following activities:

  a.   logging and recording;

      i.   acknowledgement of receipt (if required);

      ii.   manipulation into a suitable form (if required);

      iii. tagging; and

      iv. recording into the Intelligence Log;

  b.   dissemination of time critical information;

  c.   display (if required); and

  d.   filing (electronically and hard copy).

Logging and Recording

376.   Information may require manipulation into a suitable form to allow the processing step to proceed efficiently. Examples of this process include data entry of voice messages, the electronic scanning of documents, and the conversion of database formats.

377.   Intelligence Log. Regardless of its form, the tool used for logging is the 'Intelligence Log". This log provides a permanent, chronological (by time of receipt) record of all incoming information and outgoing reporting. In terms of content, the log may record the entire contents of incoming or outgoing information, a summary, or merely contain a cross reference to a filing location. The minimum contents of Intelligence Logs are:

  a.   a unique serial number or tag;

  b.   the date time the report was received;

  c.   the date time of the occurrence of the incident;

  d.   the originator;

  e.   action taken by the intelligence staff; and

  f.   remarks, including any comments or assessments.

378.   The order of receipt of information will often be different from the order of its occurrence. As information is logged and recorded in order or receipt, the collation system should include a capability to re-sequence information into the order of occurrence. This enables time related patterns to be detected, integrated and interpreted.

Dissemination of Time Critical Information

379.   The collation process must identify and disseminate information and patrol information that is of immediate and obvious significance. This dissemination takes precedence over administrative aspects of the collation sub-phase. After initial dissemination, time critical information should be processed normally.

Example: *Intelligence staff receive information from an informant about a logging truck loading illegally cut logs in the PA, and that the truck is presently in-location. The intelligence staff disseminates this information immediately to the Enforcement Manager to facilitate deployment of an enforcement team to the location before the truck leaves the PA. The intelligence staff will then continue to process the information as per the Intelligence Cycle.*

Visual Displays

380.   A number of displays may be used in the collation phase of the processing step. These include:

   a. **The Master intelligence Map.** Collation of information onto the Master intelligence Map is the fundamental system for the display of the threat situation. Other pictorial displays (using overlays or a series of separately marked maps) may be derived from patterns of indications depicted on the master Intelligence Map.

   b. **Environmental Displays.** Information on the environment, including such items as:

      i.   terrain;
      ii.   infrastructure;
      iii. demographics;
      iv.   areas of fauna species;
      v.   areas of flora species; and
      vi.   other key resources;

   c. **Geographic information Systems.** Geographic Information Systems (GIS) provide an expedient tool for the processing, analysis, and display of terrain data and environmental display. GIS have the capacity to fuse information from various sources, including imagery, and existing mapping databases. GIS products include three-dimensional, line of sight and mobility displays.

381.   **Effective Display.** Effective display requires the following:

   a. **Use Protected Area Map Symbols.** PA map symbols and the use of colour must conform to a standardized doctrine. It may be necessary for the PA to develop standardized map symbols if they do not already exist. In this case, they should be noted down in a procedure guideline of map marking. Whenever new symbols are developed due to new situations, these are placed in the procedure to ensure all who are required to view the maps understand the symbolism.

   b. **Comprehensive Depiction.** The display should be understandable with minimal additional reference. However, it should allow reference to be made to the underlying information if that is desired. Information of unknown or doubtful accuracy must be annotated as such.

   c. **Minimal use of Graphics.** An effective display must avoid overuse of graphics or symbols to avoid confusion and must only depict relevant detail. Multiple map overlays will assist in this regard.

382.   **Filing.** A filing system is the means for information and intelligence storage and retrieval. There are two types of intelligence filing systems:

   a. **Manual.** As information is received, it is collated and stored in these files. Multiple copies of the documents may have to be made to ensure that each file provides a comprehensive collection of the documents relevant to any subject. In tactical situations, the filing system may consist of clipboards for the filing of reports according to their origin or broad subject.

   b. **Automated.** Automated filing requires that reports be in computer readable form. Each document can be placed in a suitable 'file' or tagged and stored in one database.

Evaluation

383.   The aim of evaluation is to determine the likelihood that a piece of information is correct. By assessing the credibility of the information and the reliability of the reporting source or agency. Intelligence staff can determine how much significance to give the information during the integration and interpretation process.

384.   Evaluation is conducted using the Admiralty Grading System. This system is an alphanumeric indication of the degree of confidence that may be placed in an item of information. This system is general adopted by most intelligence and policing agencies worldwide. The system indicates the degree of reliability of the sources and agencies, expressed as a letter ranging from A to F, and the degree of credibility of the information, expressed as a number ranging from 1 to 6. The combination of a letter and number is the evaluation grading for each item of information. The Admiralty Grading System is explained in the table below.

Table 3-1

Admiralty grading System			
Reliability of Source		Credibility of Information	
A	Completely Reliable	1.00	Confirmed by other Source
B	Usually Reliable	2.00	Probably True
C	Fairly Reliable	3.00	Possible True
D	Not Usually Reliable	4.00	Doubtful
E	Unreliable	5.00	Improbable
F	Reliability Cannot be Judged	6.00	Truth Cannot be Judged

385.   When information is reported, evaluation grading should be included where possible. Evaluation grading may be done by only one analyst or by multiple analysts who reach a consensus.

386.   Evaluation usually occurs concurrently with the collation activities. Intelligence staff should ensure that the information is evaluated before it is recorded, and particularly before the information is used to amend or update a database. An initial evaluation of time-critical information can be made as it is received, however, the manager must be informed of its incomplete evaluation and any resulting risks. As soon as possible after initial evaluation, formal evaluation should occur.

Analysis

387.   Analysis is the detailed examination of information and its separation into component facts or inferences. Analysis involves the recognition and extraction of facts from often complex reports. Even a simple report will usually contain information indicating time of report, time of incident, location, nature of activity, and extent of activity. Each fact needs to be isolated so that it can be integrated and interpreted.

388.   The analysis process includes the standardization of data. For example, sources may report locations as longitude and latitude; this may have to be standardized into a UTM grid reference system.

Integration

389.   Integration involves the consolidation of component parts or information, isolated during the analysis step, with other information and previously produced intelligence. This process of grouping like facts is much like assembling pieces of a puzzle and it reveals patterns and relationships that are the basis for a subsequent interpretation. Integration may be a quick mental process involving the addition of one piece of new information to an existing intelligence picture, or it may be a lengthy process of merging a large amount of data. The most reliable intelligence is developed through the integration (in this context often referred to as fusion) of information from different sources and agencies.

390.   In general, any integration method that presents data visually will aid in the recognizing meaningful patterns and relationships. Integration tools often have interpretation applications and may include:
   a.   marked maps and overlays;
   b.   link diagrams;
   c.   association matrix;
   d.   flow chart;
   e.   graphs;
   f.   electronic database; and
   g.   timelines.

Interpretation

391.   The last phase of the processing step, interpretation, is the most important. Automated processing systems (computer software) can conduct a significant amount of collation, analysis and integration; however, interpretation requires the 'input of the human mind'. Interpretation is essentially a mental discipline and should be based on known information and intelligence, experience, good judgment and logic. From a PA perspective, interpretation requires a thorough knowledge and understanding of the threat. Interpretation can be simplified into three parts:

    a.   **Identification.** This is the who, what, when, where, why and how many" aspect.

    b.   **Activity.** What has happened, is happening or more important, what will happen?

    c.   **Significance.** What does it mean and if it's a future event, what will occur next and when?

392.   In practice, interpretation is drawing conclusions from evidence, reasoning, and making of assessments from reported information. These conclusions and assessments can be wrong or can be misled by deception. In situations where no interpretation is possible, further collection should be conducted.

393.   **Degree of Confidence.** Assessments are not rated using the Admiralty Grading System. Instead, they are qualified by the term such as 'probable', 'likely', 'possible' or 'unlikely'. In all cases, the manager needs to be made aware of uncertainty and, where appropriate, of alternative interpretations.
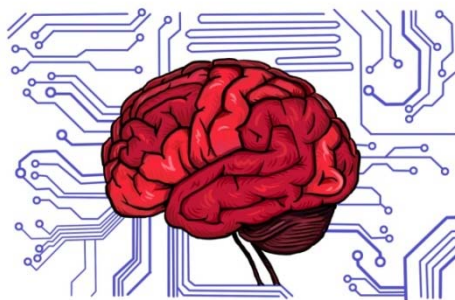
Logic

394.   Logic is the method by which a deduction can be drawn from a collection of information turned into intelligence and accepted as accurate. From an intelligence perspective, it is the method by which intelligence conclusions and assessments are made from information, and the way in which an analyst will arrive at answers to PA intelligence requirements.

395.   **Inductive Logic.** Inductive logic is the process where an assessment is made that goes beyond the supporting facts. As such, inductive logic is inherently predictive, involves a degree of risk, and should be the primary focus of the interpretation process. If supporting facts are accurate and the analyst is skilled in inductive logic, then the result will likely be more precise and correct than not. The opposite will be true where the analyst is not skilled in inductive logic or the inputs assessed are of dubious reliability. In all cases, the manager must be aware of the risk associated with the assessment and, where appropriate, the utility of multiple analysts to reach a common conclusion. An example of inductive reasoning is below.

Example of Inductive Logic	
Palin Village is in the Buffer Zone of the PA.	Fact
There is no harvest forest or legal timber supply in the district of Palin Village.	Fact
There are seven known chainsaws in Palin Village.	Fact
There are four wood furniture factories in Palin Village.	Fact
Some villagers in Palin Village are illegally logging in the PA to supply the furniture factories in Palin Village with wood.	Assessment

396.   **Deductive logic.** Deductive logic is the process where an assessment is made that does not go beyond the supporting facts. If the supporting facts are true, then the conclusion is true and the conclusion must also be true. If deductive logic is used to draw a conclusion, then that conclusion is rarely predictive in nature. Deductive logic is therefore not predictive, and its main use in the interpretation process is to provide conclusions for use as facts in making of inductive assessments. An example of deductive logic is in the table below.

Example of Deductive Logic	
The PALA cigarette brand that was found at the deserted poaching camp is only produced in the neighbouring country and is not for sale in our country.	Fact
The documents found in the deserted poaching camp were written in the script and language from our neighbouring country that no other citizen of our country uses.	Fact
Foreigners from our neighbouring country asked villagers in Palin village about what type of wildlife is in the area 5 days ago.	Fact
Foreigners, from our neighbouring country, set up the deserted poacher's camp in the PA	Conclusion

Testing of Competing Hypotheses

397.   It is impossible for more than one assessment to be reached when the known facts inputted for analysis are absolutely true and correct. All potential assessments are known as hypotheses and require further information in order to confirm or refute them. Ideally, the testing of hypotheses is conducted using a formal process that includes the collection of additional information. However, all potential hypotheses will be graded on their likelihood based on analysts' experience and situational knowledge. The advantage of the formal testing process is that it considers a wide range of information to increase the probabilities, collects additional information to support that the final assessment will be true, and provides an audit trail to show what was considered and how a decision was reached.

398.   **Objectivity.** The most important consideration for the interpretation of information is the intelligence principles of objectivity. Analysts should beware of:

    a.   **Cultural Bias.** This bias is the inability to perceive the situation as the threat perceives it.

    b.   **Organizational Bias.** This bias involves the tendency to present interpretations deemed most acceptable to their superior or manager.

    c.   **Personal Bias.** This bias involves the tendency for the analyst to apply interpretational methods that were successful in the past without considering their appropriateness for the current situation.

    d.   **Cognitive Bias.** Cognitive bias relates to the process of acquiring knowledge through the use of reasoning and includes:

        i.   a preference for information reported in vivid and concise terms regardless of accuracy and reliability,

        ii.   deferral of interpretation due to a perceived lack of information, and

        iii.   a preference for information which supports a previous assessment and the disregard of ambiguous or conflicting information.

399.   **Accountability.** The interpretation process should record the way the analyst (intelligence staff) reaches a conclusion or assessment, making it possible to reconstruct these processes. This assists in maintaining continuity during operations, and in the justification of any conclusions or assessments which may be questioned later.

3100.   **Resources.** The resources available will affect the quality of conclusions and assessments. Resources that contribute to efficient and effective interpretation include:

    a.   sufficient number of trained and experienced staff;

    b.   time available;

    c.   sufficient relevant information;

    d.   a collection system which provides ready access to information;

    e.   tools to assist in interpretation; and

    f.   appropriate work space and equipment.

3101.   **The Need for Re-interpretation.** A possible danger in developing highly refined and detailed threat and intelligence assessment is that the complexity of the document may hide facts that some of the information has not been confirmed and therefore, prediction may be incorrect. It is extremely difficult for the mind to accept information which conflicts with an accepted assessment or decision that has already been made. Intelligence staff must be willing to accept this bias and to re-interpret conclusions and assessments when conflicting

information is reported. If re-interpretation reveals that the original assessment was totally or partial wrong, then intelligence staff needs to immediately notify the manager, especially if a decision has been made based on that incorrect conclusion or assessment:

Example: the species and habitat staff of the PA have in the past reported that there are no tigers in the PA and none have been recorded since 1985; this was documented in the threat assessment, and the conclusion was that counter-poaching efforts did not have to be concerned with tiger-poaching as this was 'unlikely' and efforts should concentrate in another area of the PA. Recent information received from the community and buffer zone staff reported that a villager claimed one of his goats was attacked and killed by a tiger; this was dismissed by the species and habitat staff as 'most likely another species of big cat such as a leopard' . A report by the police in a major city who confiscated a tiger carcass claimed the suspect informed them it had come from the PA. A recent report from a reliable informant states that there is a professional tiger poacher operating in the PA; therefore the conclusion of the threat assessment is wrong, and the new assessment should state it is 'possible' that tiger-poaching is occurring in the PA.

Section 3-7 Dissemination Phase

3102.   The dissemination phase of intelligence operations is depicted in the figure below:
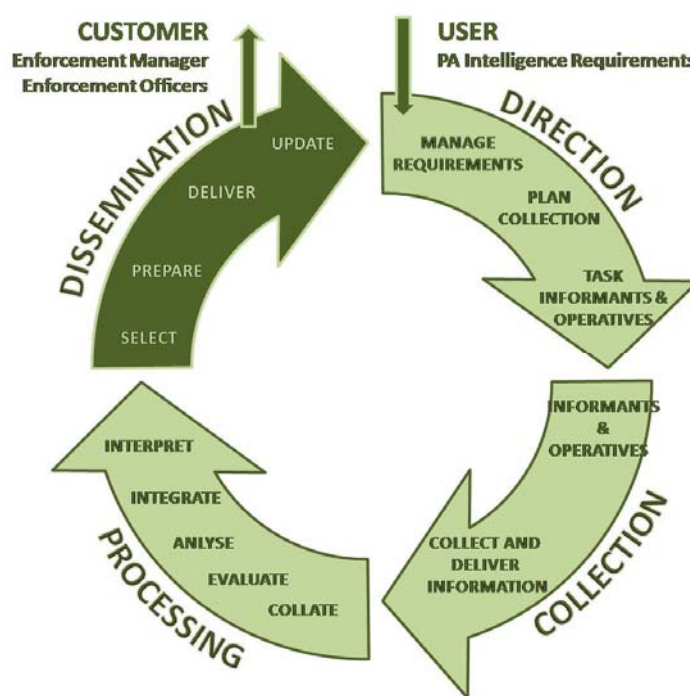
The Dissemination Phase of the Intelligence Cycle

3103.   Dissemination is the timely conveyance of information or intelligence, in an appropriate form and by any suitable means, to the end users (i.e., those 'who are require do use it').

Select

3104.   Selection of relevant information and intelligence requires thorough knowledge of the PA intelligence requirement, the PAIR (EEI) to be collected, the operational plan and the situation. The following facts should be considered when selecting information and intelligence for dissemination:

    a.   Does it answer the PAIRs;

    b.   Is it an indicator of unusual or unexpected violator's activities, including location, size and actions;

    c.   Does it indicator useful information on criminal deception activities; and

    d.   Is it an indication or warning of an information security breech.

Prepare

3105.   Choice of Suitable Media. The choice of the most suitable means for dissemination will depend on;
   a.   the type of intelligence being disseminated;
   b.   time constraints;
   c.   the available means of communications; and
   d.   recipient requirements.

3106.   Method of Dissemination. The means to disseminate the information or intelligence may be:
   a.   verbal;
   b.   written;
   c.   graphic;
   d.   multi-media; or
   e.   a combination of all the above.

3107.   A clear differentiation must be made between facts and interpretations:
   a.   Written reporting should differentiate interpretation by the use of the format *'comment…comment ends'*;
   b.   Verbal reporting should differentiate interpretation by using the phrase such as *'We assess that…'*;
   c.   Graphic reporting should differentiate interpretation by use of map symbols and a legend; and
   d.   Multimedia reporting should differentiate interpretation by the use of an appropriate combination of written, verbal and graphic techniques.

Deliver

3108.   The intelligence principle of timeliness not only includes the time required for processing and dissemination, it includes consideration of the time necessary to make and implement the operational decision based on the received information or intelligence.

3109.   Dissemination of information and intelligence should be by secure means, and consistent with security level and need-to-know basis.

Intelligence Products

3110.   **Intelligence Products.** Intelligence products are all forms of output of the intelligence cycle. They encompass intelligence reports and assessments, oral briefings and development and maintenance of intelligence databases.

Verbal Briefings

3111.   Verbal briefings permit the discussion and clarification of information, intelligence and assessments. They are quick, and when appropriate supported by briefing aids, are easy to assimilate. Verbal briefings should:
   a.   follow the appropriate format;
   b.   be focused on the requirements of the customer(s);
   c.   clearly differentiate between fact and assessment; and
   d.   cover only the period since the last briefing to the same customer(s).

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3112.	Types of briefings. The type of brief given will depend on the customers' requirement. The table below shows various types of briefs:

Types of Intelligence Briefings		
Type of brief	Description	Example of use
Information Brief	Information briefs are designed to provide information and basic intelligence and are often referred to as 'background briefs.	Intelligence staff briefs a visiting official to the PA from the ministry on the threats to the PA.
Decision Brief	Decision briefs are used in a situation that requires a 'command decision'.	Intelligence staff requires the use of PA staff to assist them in collection of information and require the approval of the PA director.
Mission or Task Brief.	Are briefs used to verbally task sources and agencies for the collection of information or intelligence.	The intelligence staff gives a task briefing to their informant to collect certain information.
Staff Brief	Staff briefs are scheduled periodically to inform the directors and managers and for the exchange of information between staff to ensure a coordinated effort.	Intelligence staff meet with the heads of the other departments or teams of the PA to exchange (give and receive) information and intelligence on activities over the last week.
Intelligence Update Briefing	These briefings are scheduled / regular briefings usually held at least once a day to update the director and or enforcement manager and staff on the situation and future intentions.	Intelligence Staff provide updated information on events and predictive threats and environment assessments to managers and enforcement personnel.
Orders	Intelligence staff may be required to provide briefings on the intelligence aspect of the director's or manager's verbal orders	The enforcement manager is issuing his monthly patrol orders to team leader. Intelligence staff gives the team leaders an update on the threat and environment assessment of the PA.

Written Orders and Reports

3113.	Many of the formats for written orders and reports will be stated in the PA Standard Operating Procedures. The following elements are the minimum requirements for written intelligence reports and orders:

    a.	A statement of the PAIR (EEI) generating the report;

    b.	An analysis of the PA environment;

    c.	If required, an assessment of demographic, and social economics;

    d.	Any threat assessments;

    e.	The narrative intelligence report; and

    f.	A closing intelligence summary.

3114.	**Special Reports / supplementary Intelligence Reports.** Special or supplementary reports are produced, as required, and are designed to provide detailed review and analysis. They are produced in response to particular requests or tasks or as information become available.

CHAPTER 4 INTELLIGENCE OPERATIONS

Aim

401.   This chapter provides an overview in determining gaps in intelligence through the development of intelligence preparation for the protected area. The reader will learn the process of identifying gaps in intelligence and how they can gain the required information. This chapter will cover in depth the following topics:

    a.   Intelligence preparation for the PA;

    b.   Maps, overlays and map marking;

    c.   Determining gaps in intelligence and tasking;

    d.   The PA assessment; and

    e.   Informants.

402.   The PA Enforcement Managers needs to know how to implement the intelligence theory describe in the previous chapter so that intelligence gaps can be determined and task issued for the actually gathering of information

403.   By the end of this chapter the PA Enforcement Manager should have the basic knowledge to assist them with implementing information and intelligence gathering through plotting of information on maps to assist in determining gaps, tasking personnel for information and intelligence gathering, conducting PA threat assessments and handling informants.

Section 4-1 Introduction

404.   The following are considerations in implementing intelligence operations in the PA context:

    a.   Conduct an Intelligence Preparation for the PA;

    b.   Develop and utilize sources of information and informants;

    c.   Conduct assessments;

        i.   Environment, Species and Habitat;

        ii.   Demographic, Social Economic; and

        iii.   Threat

Section 4-2 Intelligence Preparation for the Protected Area (IPPA)

405.   To determine what intelligence is required, the PA Enforcement Manager needs to conduct an Intelligence Preparation of the Protected Area (IPPA). First, the Enforcement Management and the Intelligence staff will determine what they know and do not know which is in fact, the development of PA Intelligence Requirement (PAIR). This will produce an intelligence gap analysis which then gives direction to planning the intelligence cycle.

406.   The Intelligence Preparation for the Protected Area will determine:

    a.   Present information and intelligence of the PA;

    b.   Determination of the gaps in information and intelligence;

    c.   Determine the planning for collation of information and intelligence; and

    d.   Plan the tasking of collection of the required information and intelligence.

Section 4-3 Maps, Overlays and Map Marking

407.   Map overlays are used to present the information and intelligence of the PA. Overlays are a layer, either produced as plastic sheets over the map or as electronic overlays used in GIS. The overlays will consist of:

    a.   Base Map;

    b.   Environmental Species and Habitat overlay;

    c.   Patrolling Overlay; and

    d.   Violator Threat Overlay.

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Computer Generated Overlays

408.   **GIS or Equivalent.** GIS stands for geographic information system which manages geographic data for analysts and operators. In the modern era, many PAs have access to computers and are able to conduct the overlay process by inputting data into the computer to produce electronic map overlays for visual display. Some obstacles to this technology are lack of trained staff to input the data, lack of computers to designate a computer solely for map marking and data input and viruses. It is advisable to always backup computer-generated overlays and to standardize the symbols used.

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Map Overlay

409.   **Base Map.** The first requirement is to have a base map which represents the PA and its environs. It is advisable to use a Map that expresses the Universal Transverse Mercator (UTM) coordinate system. All relevant map details should be on the map including any permanent structures. The map can be marked with the protected boundary in a dashed red line, and any new infrastructure such as bridges, buildings, dams and roads or trails should be drawn in on the map. Intelligence detail should not be placed on the Base Map.

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410.   Large clear plastic sheets should be used to overlay the topographical map and if erasable markers are used, data can be changed as situations unfold.   Such overlays display information represented as symbols, letters or numbers (see Annex A to Chapter 4 Map Symbols). The overlays give the user a visual representation of current, basic and assumed situation to assist users to conduct planning. Map overlays should have the following information:

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a.   **Overlay Title.** The title of the overlay map, for example, "Environmental Overlay".

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b.   **Anchor Points**. At least three anchor points or reference points so that the overlay can align correctly to the map. There should be a minimum of three northing and easting points in the north, south and east, marked with the grid line reference numbers.

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c.   **Location**. The location of the overlay such as "Green National Park (GNP)" or for a management sector of the PA.

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d.   **Last Updated**. A date when the map was updated.

e.   **Period**. What period the overlay covers. Start date to completion date.

f.   The overlays must be kept tidy and clean and not overwhelmed with detailed information so as not to cause confusion. It is advisable to replace the overlay every 6 – 12 months; the old overlay can still be used for historical information and stored appropriately.

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Environment, Species and Habitat Overlay
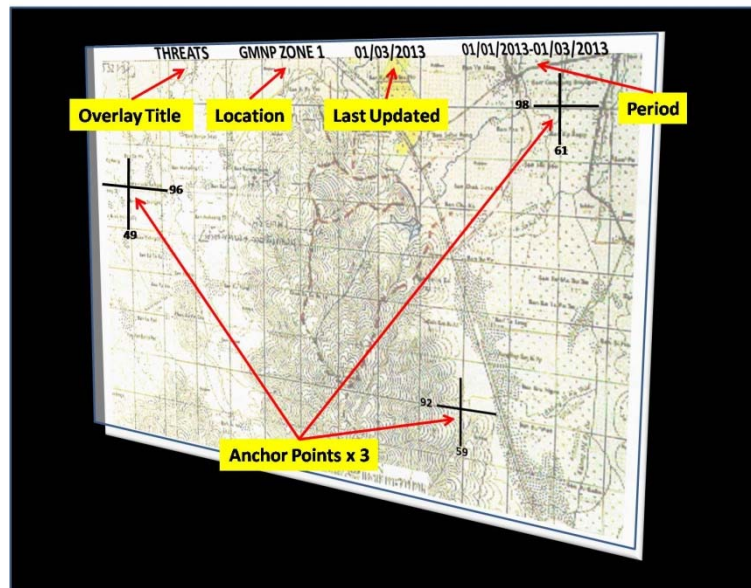
411.   The environment overlay will include all information in relation to the environmental conditions in and surrounding the PA. This would include but not be limited to:

    a.   Flood areas;

    b.   Changes in any physical features in and around the PA for certain periods of the year;

    c.   Degradation of forest locations;

    d.   Key flora species locations; and

    e.   Key fauna species locations.

Demographic, Social and Economic Overlay

412.   This overlay will include all details relevant to the population and activities of the population inside and or surrounding the PA that have an impact to the PA. This would include but not be limited to:

    a.   Villages, population and their threat status;

    b.   Areas of agriculture;

    c.   Locations of livestock;

    d.   Resorts and tourism industry;

    e.   Commercial forest plantations and leases;

    f.   Natural resource extraction;

    g.   Manufactories, including;

        i.   Furniture factories;

        ii.   Saw mills;

        iii.   Manufacturing that requires extraction of natural resources; and

        iv.   Manufacturing that creates pollutants affecting the PA.

Patrol Overlay

413.   These include all the patrol paths (routes) of patrols over a certain period. If a park is using a GIS system with the paths already collated in the program, then this overlay does not need to be drawn on the map overlay. A printed smaller version can be placed next to the Master Intelligence map.
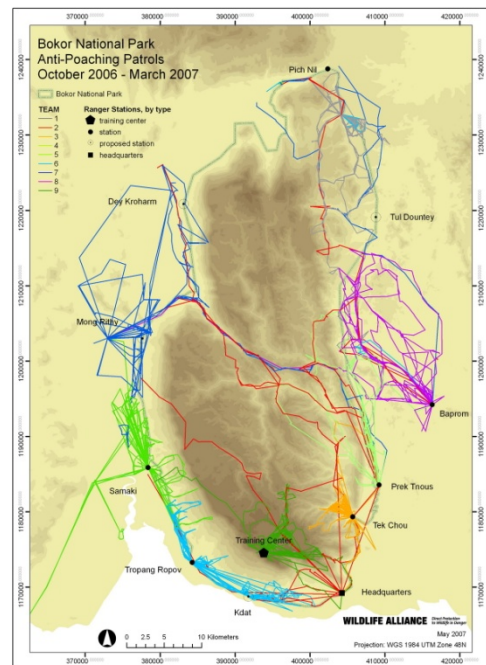
Threat Overlay

414. This overlay includes all threats to the PA and can include perceived or assumed threats. When using marker pens for these symbols, red is used for known threats and orange for potential threats. Threats include, but are not limited to the following:

    a. Poaching;

    b. Wildlife trade;

    c. Illegal logging;

    d. Encroachment;

    e. Unauthorized roads;

    f. Sources of pollution;

    g. Unlawful collection of wood or plants;

    h. Illegal narcotics being grown;

    i. Mining or other unlawful extraction of mineral resources; and

    j. Criminal or insurgent groups.
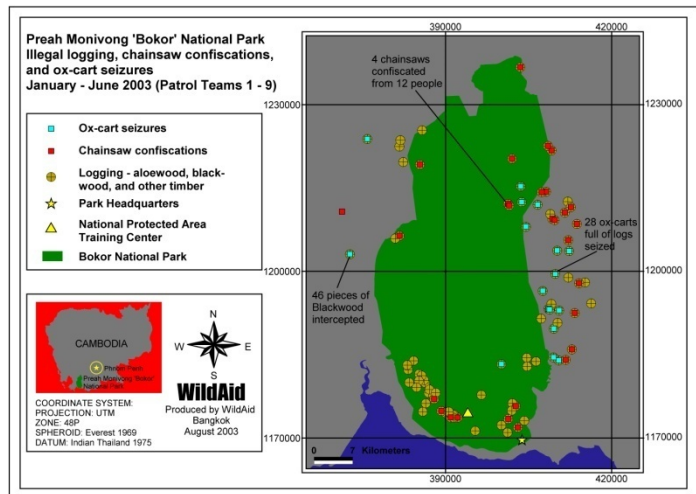
Section 4-4 Determining Gaps in Intelligence and Tasking

415. Once the overlays are completed using all current information, a determination is made on where the gaps of information and intelligence are.

416. The visual representation of information will assist the Protection and Enforcement Manager to determine what areas may have a gap in information and intelligence in order for them to commence the delegation of tasks to collect the data.

417. The Protection and Enforcement Manager will advise decision makers regarding tasks for collection. In general, a manager or director will delegate the task of collecting information to the correct and competent departments, examples being:

    a. Environment, species and habitat information collection will be tasked to the Species and Habitat Department with some geographical tasks being assigned to the ranger teams;

    b. Demographics and socio-economic information collection will be tasked to the Buffer and Community Zone Department to collect; and

    c. Threat information will be tasked to the enforcement rangers, investigators and intelligence staff to collect.

418. If other departments are understaffed or have other higher priorities, then the Enforcement Manager will need to task enforcement personnel to conduct the collection activities.

419. The information request would appear as a PAIR. A suggested form format is at Annex B to Chapter 4. The following is a suggested list of headings that should be included in the form:

    a. **Security Classification**. The confidentiality of the information required and the contents of the Request for Intelligence/Information (RFI). The Security Classification should be placed at the top and bottom of each page, in the header and footer for electronic documents. The classifications are:

        i. SECRET. Meaning only the sender, receiver and personnel tasked should know the contents. Information is sensitive and if released to public domain may have an adverse effect on strategic, or tactical policies, regulations, plans or operations. Secret Information, if made

> public, may cause the intimidation, injury or death of enforcement personnel, informants and other park personnel.
>
> ii. RESTRICTED (Internal PA). Need to know basis only internally within the PA only. Not for publication in the media or public domain.
>
> iii. RESTRICTED (GOVERNMENT).Need to know basis only internally within the government only. Not for publication in the media or public domain.
>
> iv. OPEN. The information is public open source or can be disseminated to the media or public domain.

b. Information Priority:

   i. **Immediate Action**. Information of the utmost importance and acted upon immediately on receipt of the document.

   ii. **Urgent**. Important information that has a high priority and must be acted on within the hour on receiving the information.

   iii. **Routine**. Information can be collected and handed in within the time stipulated.

c. **Date of Request:** The date the RFI was sent.

d. **Date Information Required by:** The final date the information is required to be returned by the receiver and received by the sender by close of business.

e. **To:** Name, Rank.

f. **To:** Section/Unit/Department/Organization (receiver).

g. **User Organization:** The organization/group that will use the information to turn into an intelligence product.

h. **Subject:** What the subject of the message is, example 'Social Economic Information'

i. **Task Type:** What type of task is expected to gain the information, if multiple tasks are required, check each task.

j. **Task Description:** A quick summary of the type of task expected of the receiver.

k. **Purpose of the Requirement:** For what purpose the information will be used; for example, Threat Assessment for PA protection planning.

l. **List of Required Information/Intelligence:** List the exact information and details required. This would need to include details such as area or for social economic surveys would include names of villages, districts etc.

m. **Possible Sources:** List the possible sources where the receiver can find the information.

n. **Contact Person details:** The contact details of the person who will be collecting the information/intelligence.

Section 4-5 The Protected Area Assessment

420. The PA assessment will include all information pertinent to the PA that covers general information, environment, social-economics' and threats. Annex C to Chapter 4 is a recommended check list for PA assessments.

General Information

421. **The PA History:** The date, timeline, how and why the PA was created.

422. **Relevant Laws and legislation of the PA:** A summary of legislation that applies to the PA, penalties associated with violations, and the authority of officers to enforce such legislation.

423. **Infrastructure of the PA:** These can include; roads, buildings, communications, medical facilities, airfields and landing zones.

424. PA organizational structure, staffing and budget.

425. PA revenue producing schemes, including tourism, carbon credit schemes, hydroelectric.

426. **Deduction:** Any deductions on general information.

Protected Area Environment

427. The PA environment includes:

   a. Geography;

   b. Terrain;

   c. Climate and Weather;

   d. Flora; and

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      e.   Fauna.

428.   **Deductions:** Any deductions on environment

Protected Area Demographics, Social and Economics

429.   Social Economic Assessments need to be prepared by the buffer and community zone department, and need to include:

    a.   Villages, size, population, growth;

    b.   Villagers average income, and income derived from;

    c.   Local economy and market;

    d.   Industry;

    e.   Education; and

    f.   Health.

430.   **Deductions:** Any deductions on social economics.

Threat Assessment

431.   **Determining Threats to the PA Natural Resources.** When addressing threats during the assessment, the following are examples of questions that should be answered during the Assessment. (Note: There is no simple formula for analysing levels of threats to PA's, but comparing information before and after a protection plan is implemented can help measure trends). For each illegal activity or suspect involved in the illegal activity, the enforcement manger needs to have a reporting guideline. Annex D to this Chapter gives a guideline of information that needs to be documented, along with maps and sketches that should be produced by the person (whether a ranger or informant) tasked with finding out the required information.

432.   **Poaching.** Information on poaching can be determined by interviewing members of communities adjacent to the PA, PA staff members and non-governmental organizations. The following questions require to be answered to gather information:

    a.   What are the species and numbers being poached?

    b.   Where and when is the poaching occurring?

    c.   What tools do poachers use to capture various species?

    d.   How long do poachers stay in the forest, and in what numbers?

    e.   How is wildlife collected and transported out of the PA?

    f.   Who are the poachers and who buys the wildlife from the poachers,

    g.   How much money, do poachers and intermediaries receive for each species? and

    h.   What is the final price (street value) paid at end markets

433.   **Wildlife trade:** A great deal of information on both legal and illegal international trade in wildlife information can often be determined by contacting governmental and non-governmental environmental organizations. Visiting markets and restaurants and determining availability, openness, and price can determine the local trade. The following questions require to be answered in order to gather information on wildlife:

    a.   What species are being entered into local and international trade?

    b.   What companies are involved in local and international trade and who are the people?

    c.   What parts and products of species are being traded? and

    d.   Where does the processing of wildlife products occur locally?

    e.   What are the main importing countries? and

    f.   What are the prices for wildlife parts and products?

434.   **Illegal logging:** Information on illegal logging can often be determined by contacting local communities, governmental and non-governmental environmental organizations and logging companies. The following questions require to be answered in order to gather information on illegal logging:

  a.   What species are being harvested?
  b.   What quantities are being extracted?
  c.   What are the different methods of extraction?
  d.   How many sawmills or suspected sawmills are operating in the area?
  e.   What is the cost per cubic meter of timber, raw and sawn?
  f.   What Furniture factories are operating in the area?
  g.   What are the procedures are used in the illegal logging operations, from harvest to processing?
  h.   How much does each person in the different parts of the extraction and selling process get paid? and
  i.   What people or organizations are involved in illegal logging operations and what kind of illegal political and judicial protection do they have?

435.   **Encroachment:** Detailed information on encroachment can be obtained from PA staff, the communities and non-government organizations. This is necessary to prevent encroachment as well as to be able to determine how to relocate persons encroaching. Questions regarding encroachment activities:

  a.   Who is encroaching and why?
  b.   What is their legal status?
  c.   How strong are their political ties?
  d.   Why are they encroaching? and
  e.   Where can they be relocated?

436.   **Other significant threats:** Even if some threats may not appear to be significant, other illegal activities often run concurrently. For instance, people who enter an area for illegal timber extraction often illegally hunt while in the area. Such threats may include:

  a.   Cutting of forest to make unauthorized roads;
  b.   Sources of pollution;
  c.   Unlawful collection of wood or plants used for perfumes (Aloewood, sandalwood), medicines, cosmetics or display (orchids);
  d.   Illegal narcotics being grown;
  e.   Mining or other unlawful extraction of rock, gem or mineral resources; and
  f.   Criminal groups or insurgents operating in the PA.

437.   **Deductions.** Any deductions made by the assessment on threats

Section 4-6 Informants

Introduction

438.   **Definition:** Informants are persons who provide information about criminal activity or suspected activity on a basis agreed to by the requestor and the informant.

439.   Informants are very important to the enforcement officer. They save many hours of planning, interviewing, surveillance, and research developing an investigation. Combining a good informant with a properly conducted investigation will likely result in a successful prosecution.

440.   However, informants may also cause serious problems and concerns. The officer must be aware of their background, reliability, any past or current involvement in criminal activity and the risk to the informant and family.

Developing Informants

441.   An informant will rarely come to an enforcement officer voluntarily. They must be identified and cultivated so as to create confidence, trust and a valuable resource.

442.   Before providing information, an informant must develop trust for you on a personal basis. Similarly, personal meetings are necessary to determine whether an informant is a credible source of information.

443.   Developing positive relationships with people in the community is your first step to developing informants. Try to visit shops, markets, restaurants, businesses, or other sites where people might have information on poaching or other illegal activity.

444.   Listen to others and sympathize with their problems and issues in the community.

445.   Your reputation in the community is very important. If you are respected in the community, your chances of developing informants over time are much greater than if you are unknown or have a poor reputation.

Informant Motivations

446.   Once an informant has been identified, it is very important for you to understand the informant's motivation in providing information on illegal activity. The following are the most common motivations:

447.   **Leniency in prosecution or a lighter sentence**. Informants may be involved in some unrelated criminal activity not associated with natural resource violations. They will offer to provide information in exchange for dismissal of charges or a lighter sentence for offenses such as illegal drugs or theft. You should never promise these things, unless you are certain they will occur. Instead, advise the informant that if he helps you, you will make the court aware of his cooperation in your investigation. (Note: Informants sometimes create information or evidence to their advantage. Try to make certain their information is accurate through corroboration from other sources).

448. **Financial reward.** Once an informant has been paid for information, his demands for money will often increase. Dealing with the reward motive is therefore difficult. Be aware that the informant may exaggerate or even fabricate information in order to receive payment. Oftentimes, the best policy is not to pay the informant unless the information he provides leads to a conviction.

449. **Eliminating Competition.** There may be two wildlife traders or poachers in competition with each other; one may decide to inform on the other to eliminate competition.

450. **Desire for revenge.** An informant may wishes to seek revenge by having his enemy arrested and prosecuted. In these cases, you must guard against the informant exaggerating or fabricating information.

451. **Fear of a violator.** The informant may approach you in the hope that his information will lead to prosecution, conviction, and incarceration of a violator who may be a threat to him. In this case, be wary as the informant may fabricate or exaggerate information to his advantage.

452. **Fear of investigation.** A suspect may feel his illegal activity will be discovered and comes forward to provide information, hoping that his cooperation will divert attention from him. Make certain that the informant understands that he will not be immune from prosecution concerning any illegal activity on his part that may come to light.

453. **Genuine Concern for Wildlife Conservation.** On rare occasions, informants may do so out of real concern for what is happening to wildlife. Such cases are ideal for PA operators.

Evaluating Information

454. The officer should ask the following questions when evaluating information as "worthy of belief", or credible:

455. Is the information from a credible source? Determine whether the informant has provided credible information in the past and the informant's motivation in providing information. Keep records on past performance of each informant you develop.

456. Is the information logical, consistent, and probable? If the information appears to be exaggerated or if important facts are lacking, proceed with care.

457. Has the information been confirmed by an independent source(s)? This is an excellent way to confirm if information you receive from an informant is reliable; however, such sources are often not available.

458. What is motivating the informant to provide information? The informant may have one or more motivations for providing you information. For instance, he may have hostile feelings toward the violator or even toward the officer. In the latter case, the PA officer may be at risk.

459. Under what conditions did the informant obtain the information? He may have received the information directly, or it may have been passed down through others. Information received second-hand is likely not to be very accurate, even if the informant reports it correctly.

460. Does the informant have long-term or temporary access to this type of information? If the informant has long-term access and you need additional details, you may wish to direct him to obtain more information before deciding a course of action. Be aware that the informant may not be telling you everything he knows, as he is hoping to be paid more over a long period.

461. Is the informant sincere? Many informants only want money or to gain other benefit for their information; however, they can still be sincere about their willingness to cooperate.

462.   Does the informant have sufficient experience to report this type of information? For instance, if he is reporting on poaching activities, verify that he is familiar with poaching methods. Otherwise, the informant may only be trying to impress you.

463.   Is the informant withholding information? Many informants may think that they will benefit by giving out pieces of information at a time, instead of telling everything they know.

464.   Does the informant appear to have sound intelligence and good judgment? Informants who lack intelligence and good judgment will easily confuse facts and not be able to accurately report their finding to you accurately.

Documentation and Control

465.   **Maintaining records.** The enforcement officer should maintain detailed records of all meetings, conversations, and correspondence with the informant. This is important not only to the officer and the investigation, but also to any subsequent legal action. Informants are not always trustworthy, and may accuse you of unfair or even illegal activity. Written records are your best defence.

466.   Records or files should also reflect the reliability of the informant, and any other information you believe is important. Keep in mind that these records will be essential to other officers using the same informant in the future.

Control

467.   Control of the informant should begin at the initial contact and continue when needed. Establish rules at the very beginning of your relationship with the informant. The following are examples of activities that need to be either prohibited or controlled:

   a.   Excessive drinking of alcohol - possibly acceptable, depending on the nature of the informant's role in the investigation. However, caution should be taken.

   b.   Drug abuse – prohibited.

   c.   The informant carrying firearms or other weapons – prohibited, unless necessary for the investigation and only with approval by competent authority.

   d.   Participation in illegal activities – prohibited, unless necessary for the investigation and only with approval by competent authority.

   e.   Method and timeliness of communication. The informant must know how often and in what way he is to contact you. Advise him that any important new information must be passed to you as soon as possible.

468.   The enforcement officer is to make clear exactly what type of information is required and what the informant should do to obtain it. He should also monitor the informant's activities to ensure they are well documented.

469.   For example, the following is a systematic scenario of a visit by an informant to a trader's business, to purchase an illegal tiger skin for evidence.

   a.   The enforcement officer tells the informant the time he is to enter the business, why he wants the skin, how much he is authorized to pay, and any other related information that can be obtained.

   b.   If possible, set the meeting during daylight and

outdoors to allow surveillance.

c. Start surveillance of the area where the purchase is to occur at least one hour before contact.
d. Advise surveillance officers of the informant's appearance.
e. Make certain the informant is not carrying any money or weapons.
f. Give the informant marked currency.
g. Immediately after the transaction, take a written statement from the informant and secure evidence from him.
h. Thoroughly debrief the informant and all officers who assisted.

Officer-Informant Relationship

470. The officer should do the following to handle an informant in a professional manner:

471. Maintain a friendly, but business-like relationship with the informant. Show appreciation for the information furnished. However, your relationship should never turn into a personal friendship. At the very least, you risk being embarrassed in court. Avoid arguments and personal conflicts whenever possible.

472. Evaluate all information received from the informant. The informant should know that you are doing this, and he will be more cautious not to exaggerate or make up information.

473. Be honest with the informant and treat him fairly, regardless of his character. Although an informant may lie to you, never do the same to him. Promise only what you can produce. Maintain an honest and professional image at all times. Never make an informant feel inferior.

474. Try to meet the informant in person as often as possible. Personal meetings help solidify your professional relationship with the informant, and help you know if he is withholding information. The lack of regular communication between you and the informant will create significant problems in an investigation. Without control and communication on your part, the informant will take independent actions, and will often make mistakes damaging to the investigation.

475. Maintain control of informant expenses. If it is necessary to give funds to the informant, track all expenses carefully. Do not give payments to the informant unless the information he provides proves to be important and/or leads to a conviction. If it is necessary for the informant to purchase evidence, give the money to the informant just before the purchase.

476. Be as responsible for the physical protection of the informant as reasonably possible. This does not mean you have to make certain the informant is safe 24 hours a day. However, when the informant is acting at your direction, ensure that he is not taking undue risks.

477. Protect the identity of the informant; this is essential for the continuation of information and the informant's well-being. If illegal wildlife criminals are able to identify an informant, they may try to intimidate, harm or eliminate him to protect their business and informant, they may money income. Do not share information about informants unless operation. Do not talk to others about an informant except on a limited "need to know" basis.

478. Assist the informant to be an effective witness in court. Usually informants will be reluctant to testify in court but they may be required to do so. Do not tell an informant that he will never have to testify. You and the prosecutor will need to help him prepare his testimony. Never expect an informant to be effective in court without adequate preparation.

LIST OF ANNEXES

ANNEX A TO CHAPTER 4 MAP SYMBOLS

ANNEX B TO CHAPTER 4 REQUEST FOR INTELLIGENCE/INFORMATION FORM

ANNEX C TO CHAPTER 4 CHECK LIST FOR PA ASSESSMENT

ANNEX D TO CHAPTER 4 CHECKLIST AND REPORT FORMAT FOR INTELLIGENCE GATHERING
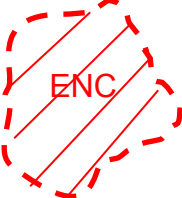
ANNEX A TO CHAPTER 4 MAP SYMBOLS

Map Symbols

The following symbols are only a guideline and if the Government has recognized map symbols these should be used. This is not a comprehensive list and other symbols can be developed by the PA and already recognized map symbols should be used (These are found in the map legend).

Poaching/Violators/Violations	
Symbol	Description
	Poacher(s) caught
	Armed poachers caught
	Poaching camp
	Snares or traps
	Explosive or weapon snares or traps
L	Illegal Logger
S	Illegal Sawmill
F	Illegal Furniture Factory
M	Illegal Wildlife Market
	Drugs, Narcotics couriers
	Drug or narcotic, growing or manufacturing plant
ENC	Encroachment

Poaching/Violators/Violations Symbol	Description
	Pollutants
LOG	Areas of Illegal Logging
	Criminal Groups or insurgents
, or	Insertion Point for Poachers. This is the known point where poachers are entering the protected area. If it is suspected then it is outlined red with white. Or a question mark is placed next to the point.
	Poaching Movement Routes
	Extraction Point. This is the know point where poachers are leaving the protected area. The same as Insertion Point for suspected.
?	Suspected Illegal Activity. If it is assumed or suspected that poaching is occurring in an area but no real details or facts are known then this symbol is placed at this location.
Poachers caught In camp. Number of poachers → 3 ⊕ 3 ← Number of poachers caught. B. ↑ Main item being poached	This symbol represents 3 armed bear poachers caught in a 3 person camp. Any of the above symbols can be combined to produce the symbol that represents what had occurred.
5 ⊖ 4 P	This symbol represents 4 unarmed poachers out of a 5 person group caught. The group was poaching pangolins.
Number of Snares ↓ ○ 37	This symbol represents the number of shares recovered from a particular location. The number 37 represents the exact number of snares at the location.

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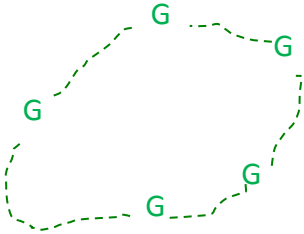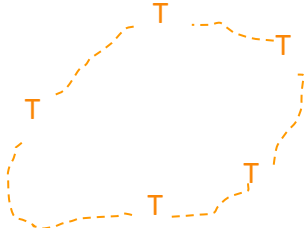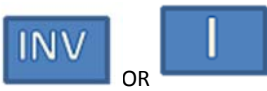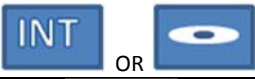
Social Economics

Symbol	Description
	Represents a village with a high level of poachers or reliance on poaching
	Represents a village with low to medium level of poaching or reliance on poaching
	Represents a village that has no poaching or reliance on poaching
	Represents a village with no data on the reliance of poaching
	Represents an area were village livestock are encroaching on the protected area. Other symbols such as farming, factories etc. can be represented as per the actual map symbols found in the legend.
Number of people living in the village → 253 ← Number of suspect poachers / 160 ← Number of families living off poaching / Number of families living in the village → 55 30	This symbol represents a village of 253 people from 55 families that have approximately 160 people poaching and 30 families reliant on poaching and thus a high level poachers or people reliant on poaching.

Environment

Symbol	Description
E●	Represents camera trap photo of a certain species. In this case an "E" represents an elephant.
T, B, G, P	Represents different animal species. T = Tiger, B = Bear, G = Gaur, P = Pangolin.
	Represents the known area of a certain species. In this case the G represents Gaur.
	Represents suspected areas of a certain species. In this case the T represents Tiger.

Ranger Forces and other Agencies Symbol	Description
	Team of 2 to 5 rangers. 1 dot represents a team
	Section of 2 teams. 2 dots represent a section.
	Platoon consisting of2 to 4 sections, usually 3 sections. 3 dots represents a platoon
HQ OR	Headquarters element
	Team vehicle mounted
	Team operating on a boat
ENF OR 🐾	Enforcement Ranger Unit
INV OR I	Investigation Unit
INT OR ⬬	Intelligence Unit
⚡	Specialized Enforcement Unit. Lightning bolt or the unit abbreviation
CIV	Civil Affairs or Community or Outreach Unit
🏍	Motorbike Unit
🚗	4 wheel drive transport unit
🚚	Heavy transport or truck unit
Ranger Team Team 7 → 07 🐾 04 ← 4 Section	Combining symbols – Ranger Team 7 of 4 Section
ENF 7-4	Or another method. Ranger Team 7 of 4 Section
ENF 2-1	Represents Ranger Team 2 of 1 Section on a vehicle mounted patrol.

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ANNEX B TO CHAPTER 4 REQUEST FOR INTELLIGENCE/INFORMATION FORM

Request for Intelligence/Information Form

Request for Intelligence/Information Form (RFI)		
Security Classification ☐ Secret ☐ Restricted (Internal PA) ☐ Restricted (Government) ☐ Open		
☐ Immediate Action ☐ Urgent ☐ Routine | RFI Number/Reference		
Date of Request:	Date Information Required by (no later than):	
To: Name		Rank
Section/Unit/Department/Organization		
User Organization		
Subject		
Task Type ☐ Collection of Information ☐ Request for Imagery/Maps ☐ Survey/Assessment ☐ Surveillance ☐ Other		
Describe Task		
Purpose of Requirement		
List of Required Information/Intelligence		
Possible Sources		
Contact Person		Number
Address		E-mail

ANNEX C TO CHAPTER 4 CHECK LIST FOR PA ASSESSMENT

Check List for Protected Area Assessment

Protected Area Assessment Checklist

General Information

1. The PA History.
    a. The date, timeline; and
    b. How and why the PA was created.
2. Relevant Laws and legislation of the PA.
    a. A summary of legislation that applies to the PA, penalties associated with violations, and the authority of officers to enforce such legislation.
3. Infra-structure of the PA,
    a. Roads;
    b. Buildings;
    c. Communications;
    d. Medical;
    e. Airfield; and
    f. Landing zones.
4. PA Organization
    a. Organizational structure;
    b. Staffing;
    c. Equipment; and
    d. Budget.
5. PA Income
    a. Revenue producing schemes;
    b. Tourism;
    c. Carbon credit schemes;
    d. Hydroelectric; and
    e. Other.
6. Deduction. Any deductions on general information.

Protected Area Environment

1. The PA environment includes:
    a. Geography;
    b. Terrain;
    c. Climate and Weather;
    d. Flora; and
    e. Fauna.
2. Deductions. Deductions on environment

Protected Area Demographics, Social and Economics

1. Social Economic Assessments need to be prepared by the buffer and community zone department and need to include:
    a. Villages, size, population, growth;
    b. Villagers average income, and income derived from;
    c. Local economy and market;
    d. Industry;
    e. Education; and
    f. Health.
2. Deductions on social economics.

Threat Assessment

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1. Poaching.
    a. What are the species and numbers being poached;
    b. Where is the poaching occurring;
    c. What tools does the poacher use to capture the various species;
    d. How long does the poacher stay in the forest, and in what numbers;
    e. How is the wildlife collected and transported out of the PA, and who buys it from the poachers;
    f. How much is the poacher, middlemen paid for each species; and
    g. What is the price (street value) paid at end markets.
2. Wildlife trade.
    a. What species are being entered into local and international trade;
    b. What companies are involved in local and international trade;
    c. What parts and products of species are being traded;
    d. Where does processing of wildlife products occur locally;
    e. What are the main importing countries; and
    f. What are the prices for wildlife parts and products.
3. Illegal logging.
    a. What species are being harvested;
    b. What quantities are being extracted;
    c. What are the different methods of extraction;
    d. How many sawmills or suspected sawmills are operating in the area;
    e. What is the cost per cubic meter of timber, raw and sawn;
    f. What Furniture factories are operating in the area;
    g. What are the procedures are used in the illegal logging operations, from harvest to processing;
    h. How much does each person in the different parts of the extraction and selling process get paid; and
    i. What people or organizations is the logging operations linked to, and what kind of protection do they have.
4. Encroachment.
    a. Who is encroaching and why;
    b. What is their legal status;
    c. How strong are their political ties;
    d. Why are they encroaching; and
    e. Where can they be relocated?
5. Unauthorized roads;
6. Sources of pollution;
7. Unlawful collection of wood or plants used for perfumes (Aloewood), medicines, cosmetics or display (orchids);
8. Illegal narcotics being grown;
9. Mining or other unlawful extraction of mineral resources;
10. Criminal groups and or insurgents operating in the PA;
11. Other significant threats; and
12. Deductions. Any deductions made by the assessment on threats.

ANNEX D TO CHAPTER 4 CHECKLIST AND REPORT FORMAT FOR INTELLIGENCE GATHERING

Check List for Intelligence Gathering of Wildlife Trader

Intelligence gathering checklist

Following information required as detailed as possible:

General Situation

Types of trade occurring – Live trading in meat and animal parts. Major locations occurring estimated volume of trade per week, trade to where from which areas (trade routes) type and class of people involved, trading to whom.

Detailed Per trader

1. **The trader –**
   a. Full name;
   b. Alias;
   c. Citizenship;
   d. Race;
   e. Age;
   f. Sex;
   g. Marital status;
   h. Government affiliations;
   i. Military and Police affiliations;
   j. Business affiliations;
   k. How long has the trader been involved in wildlife trafficking; and
   l. Other business conducted by the trader.

2. **Location –**
   a. Exact location (GPS);
   b. Address (if available);
   c. Telephone number;
   d. Sketch of house/business location;
   e. Sketch map of general area;
   f. Routes in and out of location, best means of transport (vehicle or foot), condition of roads and paths, best direction to enter area and location, best direction to depart location and area; and
   g. Surrounding terrain of location, urban, residential, farm, village and industrial.

3. **Wildlife –**
   a. Type of wildlife being traded;
   b. List of animals;
   c. Alive/dead, animal parts;
   d. Quantity of animals;
   e. Trades to whom and where;
   f. Receives goods from whom and where;
   g. Condition of animals; and
   h. Purchasing and sale prices of animals.

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4. **Equipment and Processes –**

    a. Vehicle

        i. Number of vehicles;

        ii. Type of vehicles;

        iii. Vehicle license numbers;

        iv. Colour; and

        v. Make, Model and year

    b. Other transport methods

        i. Ox cart, foot etc.

    c. Methods of transporting and receiving

        i. How does the trader receive his goods and at what time; and

        ii. How does the trader transport his goods to market or to third party, what time and which days?

5. **Reaction of trader –**

    a. General attitude of the trader – hostile/co-operative/unsure;

    b. Aware of the wildlife laws? Y/N;

    c. Expected reaction if raided – submit, defensive, hostile, possibility of armed resistance; and

    d. Protection – does the trader have bodyguards, armed, etc.

6. **Local Authorities –**

    a. Level of co-operation expected;

    b. Police – Supports the wildlife traffickers, hostile, non-cooperative, cooperative, full support:

        i. Police unit name;

        ii. Location;

        iii. Number of officers;

        iv. Commanders name/rank; and

        v. Contact details.

    c. Military – Supports the wildlife traffickers, hostile, non-cooperative, cooperative, full support:

        i. Military unit name;

        ii. Location;

        iii. Number of soldiers;

        iv. Commanders name/rank; and

        v. Contact details.

    d. Provincial/district authorities – Supports the wildlife traffickers, hostile, non-cooperative, cooperative, full support:

        i. Government department name;

        ii. Location;

        iii. Number of personnel;

        iv. Directors name/rank; and

        v. Contact details.

7. Other pertinent points and remarks.

Map Sketch detail for Informants and source of information
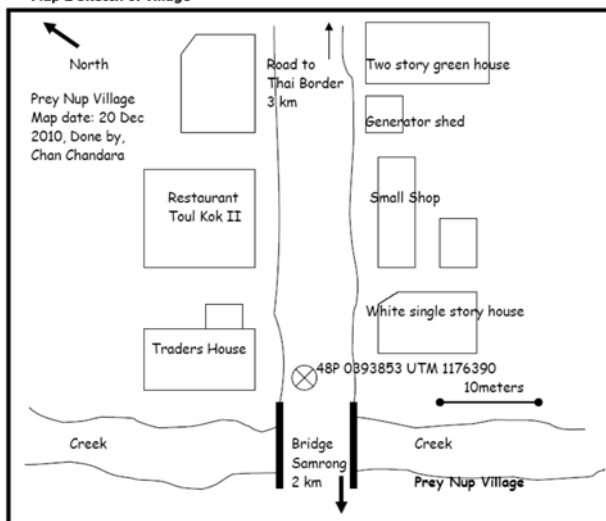
Examples of Sketch diagram and maps

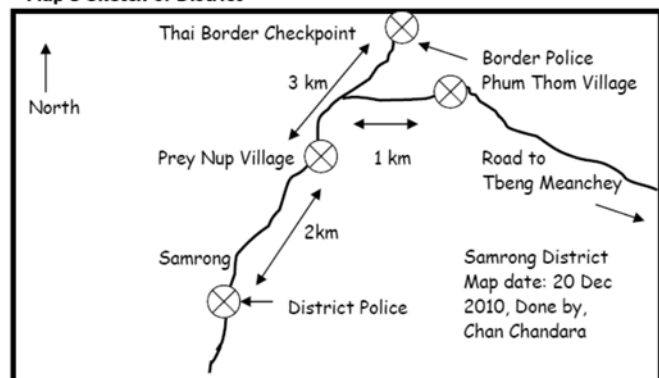Following information required as detailed as possible:

Map 1 Sketch of Traders House
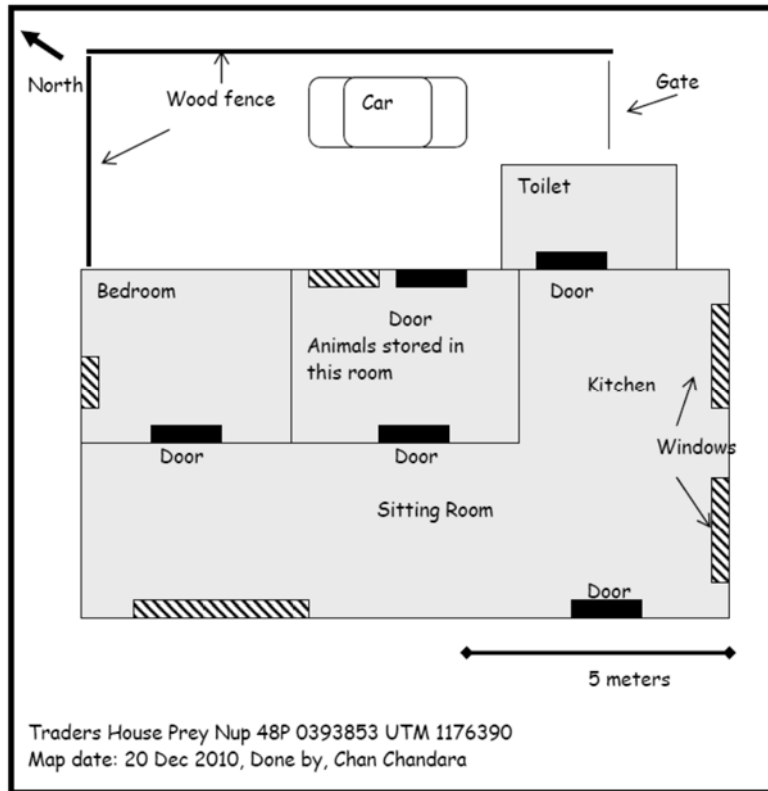
Map 2 Sketch of village

Map 3 Sketch of District

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CHAPTER 5 PROTECTED AREA PROTECTION PLANNING

Aim

501.   This chapter described aspects of planning for protected area operations. These include determining the PA protection requirements, zones, strengthening the enforcement structure and capability to counter illegal activity. This chapter will cover in depth the following topics:

   a.   PA protection plan;
   b.   Identification of protection need areas;
   c.   Strengthening the PA enforcement structure;
   d.   Training, supplies and equipment; and
   e.   PA protection systems.

Section 5-1 Introduction

502.   The environmental strategic objective for the PA has been issued from the national level; these include the authorization, management guidelines, legislation to be enacted, and resources and budgets to be allocated. It is now up to the PA director to translate the strategic objectives and the ministerial and / or department superior's 'intent' into operational plans for the protection of the PA.

503.   As described in the previous chapter, the director has conducted the assessments and from this information is to design a protection and enforcement plan for the PA.

Appreciation Process

504.   **General.** Planners at all levels must conduct an appreciation analysis to come up with the most suitable and effective plans. By using this process, planners are exploring all the options and not just going on personal feelings and experience.

505.   **The Appreciation Format.** The Appreciation should include these elements:

   a.   **Aim.**   Understand what you are trying to achieve by carrying out certain tasks.
   b.   **Factors.**   Consider all the factors and how they affect your plan:
      i.   The criminal element or threat;
      ii.   Own forces; and
      iii. Locations - topography.
   c.   **Time and space.** How time and geographic factors will affect your plan.
   d.   **Assessment of tasks.** Consider all tasks that have to be completed to achieve your aim.
   e.   **Budget and resources.** Plan within your resource capabilities.
   f.   **Courses open to the criminal element.** Consider the most likely and the most dangerous courses of action / countermeasures that the criminal element may utilize.
   g.   **Courses of action development.** Identify courses of action to achieve your aim:
      i.   What are the strengths and weaknesses of each;
      ii.   Consider the consequences of all strengths and weaknesses, and the potential effect they could have on your patrol; and
      iii. Select the best option.
   h.   **Plan.** Develop the plan from the best selected option/course of action.

Section 5-2 Protected Area Protection Plan (PAPP)

506.   **The PA Protection Plan (PAPP).** The PAPP is a detailed plan that translates the environment strategy into operational and tactical reality by utilizing the PA intelligence and threat assessment (over a period of three to five years) to strengthen the PA. Fewer than three options should be devised. The first option assumes funding at a level where optimal results can be obtained. The second option assumes funding at a lesser level where only adequate results can be obtained. The third option if developed can be that plan that is in between both the above options. A detailed budget must accompany the PAPP for each option.

Protected Area Protection Plan (PAPP) Outline

507.   As noted above the PAPP is designed to strengthen protection of a PA over a period of three to five years under optimal and minimal funding options. The following areas should be covered under each option, along with a detailed budget:

    a.   Identification of Protection Needs:

        i.   Identify priority areas and resources that need protection;

        ii.   Identify secondary areas and resources that need protection; and

        iii.   Identify tertiary areas and resources that need protection.

    b.   Strengthening the PA's enforcement structure by providing:

        i.   Sufficient number and type of enforcement officers and support staff;

        ii.   Clear roles and responsibilities for each employee;

        iii.   Program oversight; and

        iv.   Sufficient employee benefits and salaries.

    c.   Strengthening the PA's enforcement capacity through the provision of:

        i.   Training;

        ii.   Supplies; and

        iii.   Equipment

    d.   Strengthening the system of protection within the PA through:

        i.   Establishment of protection zones;

        ii.   Development of infrastructure;

        iii.   Developing protection and enforcement campaigns;

        iv.   Operational planning;

        v.   Properly executed patrols;

        vi.   Intelligence operations both within and outside the PA to determine sources behind illegal activity;

        vii.   Investigations within and outside of the PA;

        viii.   Monitoring the environment (including flora and fauna);

        ix.   Outreach and awareness to gain local community support for protection of the PA; and

        x.   Monitoring the use of resources within the PA by local communities.

    e.   Addressing legislative weaknesses through:

        i.   Development of PA regulations; and

        ii.   Coordination with legislatures.

508.   The next sections will discuss these areas in detail, as well as their implementation.

Section 5-3 Identification of Protection Need Areas

509.   Identification of Resources to be Protected (Protection Needs). The director needs to determine and prioritize the natural resources to be protected. The director will need to reference the following to ensure that a sound assessment or conclusion results :

    a.   Environmental Strategic Plan, to determine the species lists (flora and fauna);

    b.   Environmental assessment;

    c.   Social economic assessment;

    d.   Threat assessment, which should include basic and current intelligence;

    e.   Study the map and overlays of the above information to get a visual on the terrain, environment and threats;

    f.   Satellite photos, or GIS mapping of the protected area (accumulation of as many years as the director may have access to);

    g.   Consult with the heads of each department; and

    h.   Conduct the appreciation process.

510.   On a planning overlay for the map of the protected area, the process can be completed as follows:

Species and Resources Protection Needs

511.   **Priority Protection.**   Determine what flora and fauna species are endangered and which are rare and if immediate action is not taken, may become extinct in the protected area:

    a.   Make a list of priorities of species; and

    b.   Mark on the map areas the species have been identified (confirmed); and

    c.   If know circle their range, if not known circle assumed range.

512.   **Secondary Protection.** Next, determine what species are in decline, or their aggregate numbers are considerably less than normal for the species. These species may also be the prey species and so decline of these numbers could also affect priority species:

    a.   Make a list of priorities of species; and

    b.   Mark on the map areas they have been identified (confirmed); and

    c.   If know circle their range, if not known circle assumed range.

513.   **Tertiary Protection.** Determine tertiary species (flora and fauna areas and resources) to be protected. Finally, consider which species are not threatened, and which in some circumstances may be more abundant than usual in relation to the decline of the above species. In some circumstances the marking of these species does not have to be done on the map, as they may cover the entire protected area.

Forest Protection Needs

514.   **Forest Priority Protection.** Determine the following: what forest is pristine and has not been disturbed; what minimal activities have occurred or are occurring in the area, and given the enforcement resources at hand, can it be secured and protected. Considerations should be:

    a.   The terrain and location from potential threats;

    b.   The number of enforcement personnel to be able to protect the resources; and

    c.   Current and assumed / perceived future threats.

515.   Once these considerations are made, circle the areas which are priority forest for protection.

516.   **Forest Secondary Protection.** Once the priority areas have been identified, the determination on secondary areas is next. Secondary forest areas are those that have significant disturbance or threats, are fragmented from other forest locations, and due to the threat and distraction may stretch resources for primary protection requirements. Most of these secondary forest areas will be buffer areas for the pristine forest locations. These areas could also be corridors between pristine forested areas.

517.   **Forest Tertiary Protection.** These areas have been extremely affected to the point that they may have been denuded from deforestation and / or encroachment. Attempting to protect these areas would most likely be ineffective and strain resources; additionally, it would (on the directors estimates) most likely require long-term planning that involves many stakeholders. To conduct initial protection efforts in a tertiary area could drain the resources of the enforcement apparatus, thus leaving priority areas open for destruction.

Combined Protection Needs

518.   **Combining Species with Forest Protection Needs.** To determine the priority, secondary and tertiary protection needs, the director must combine all the above into one protection need. This will involve the careful analysis of all the above factors to produce areas on the map that are combined as follows:

    a.   Combine priority species areas with priority forest areas, then factor in the importance of each / availability of resources and redraw the priority area;

    b.   Combine secondary species areas with secondary forest areas, analyse importance to primary area and resources available, and then redraw the secondary areas boundaries; and

    c.   Areas not included in the above two become tertiary protection areas.

Section 5-4 Strengthening the Protected Area Enforcement Structure

519.   This part of the PAPP will be conducted concurrently with the other components and should be updated as modifications occur in other phases.

Enforcement Staff

520.   After determining the protection needs, the current protection and enforcement apparatus is analysed to determine if manpower and other resources are adequate. Sufficient amount and type of enforcement officers with support staff are required to implement the protection plan. During this section of the PAPP we can determine the following:

    a.   Minimum and maximum personnel required;

    b.   Restructuring the enforcement and protection department into effective units that can carry out tasks for the protection needs. This may include;

        i.   Decreasing or increasing the number of personnel in each team, section and platoon to effectively carry out the tasks;

        ii.   Planning for the redeployment of enforcement rangers to different sectors or protection need areas; and

        iii.   Designing specialist teams to suit mission requirements.

521.   Refer to chapter 1 of this manual for guidelines on structures and required personnel.

Determine Roles and Responsibilities

522.   Specify roles and responsibilities for each employee as the PAPP is developed. Skill specifications need to be designed for each position or task. An example appears in Annex A to this chapter.

Program Oversight

523. Identifying a competent chain of command is essential for PAPP implementation, with audit oversight by an appropriately experienced officer who can offer timely advice to rectify emerging problems.

524. Protection and enforcement operations should also have a semi or fully independent authority to validate activities and advise the PA management if the PAPP is working or not.

Benefits and Salary

525. Sufficient employee benefits and salaries must be determined and budgeted. These are described in detail in Chapter 1 of this manual. Considerations need to include:
    a. Appropriate salary;
    b. Bonus;
    c. Field allowance;
    d. Danger allowance;
    e. Skill allowance;
    f. Health and death benefits; and
    g. Job security;

Section 5-5 Training, Supplies and Equipment

526. Selecting and training the right people for the job is a crucial element in the development of an effective ranger force. A solid foundation needs to be built and this begins with selection and training. Another integral part of the process is equipment and insuring that the staff trains with the equipment they will actually use. Along with training and equipment, the other interlocking issue is ensuring that the staff have sufficient, timely supplies, resupplies and replacement parts. For example, it is no use providing the enforcement rangers with high-tech global positioning systems (GPS) if they have not been trained how to use them or if they cannot maintain them. All these considerations must be taken into account and budgeted for when developing the PAPP.

Training

527. Training is not only the transferring of skills and knowledge it is also about changing the ranger's attitude and mental outlook.

528. During the implementation of enforcement training, a majority of the training should be conducted in field locations. The training should be as realistic as possible and with as much hands-on practical training as possible.

Training contents and Courses

Basic enforcement training should cover the following subjects:	
Module	**Objectives**
Role & Function of an Enforcement Ranger	Clearly understand the roles and responsibilities of the job.
Field Craft/ Living in the Field	Clearly know the skills required in living and operating in the field environment
Navigation	Know how to use a map, compass, and be able to navigate between any given points.
Patrolling	Know how to patrol safely and confidentially in a forest or marine environment.
Weapon Handling	Demonstrate clearly how to safely handle, clean and store a weapon.

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Basic enforcement training should cover the following subjects:	
Module	**Objectives**
Ranger Tactics	Know the various enforcement tactics required to conduct raids, enact arrests and perform takedowns.
The Law and Powers of a Ranger	Clearly understand the laws associated with the enforcement activities, legal and illegal activities in the Protected area.
First Aid	Be able to confidently apply first aid and sustain a casualty during evacuation to a higher medical facility. Also understand preventative medicine.
Investigating Wilderness Crime	Know the procedures in conducting an investigation into crimes within the Protected Area.
Self-Defence & Minimum Force	Demonstrate the ability to conduct unarmed self-defence techniques against violators. Know what the use of minimal force is.
Physical Fitness	Demonstrate the required fitness to be able to conduct the task of an enforcement ranger.
Marine life and/or Wildlife Recognition and Identification	Be able to identify the species that are targeted in illegal activities in the Protected Area.
Reports	Be able to clearly and concisely fill in the required reports.
Public Relations	Know how to deal with the public in relations to enforcement activities.
Specialist Field Equipment	Be able to operate the required equipment utilized in the job of an enforcement ranger.

529.   Other training that may be beneficial::

PAPP Additional Training Options	
Course	**Explanation**
Leadership	To develop the leadership and command ability for team leaders, and enforcement management personnel.
Communications	Designed to instruct personnel in the correct use, maintenance, protocol and procedures for use of radio communications devices.
Search and Rescue	To train personnel in how to correctly conduct search and rescue of people lost and / or injured in the protected area.
Patrol Medic	To train team members in trauma first aid.
Investigation	To train personnel to become specialists in investigation and intelligence- gathering techniques.
Rappelling/Mountaineering	Train personnel in rock climbing and abseiling techniques.
Instructors	To train personnel in the correct method of instructional techniques, so they may conduct skill transfer.
Watercraft handlers	Train personnel in how to correctly operate and maintain specific watercraft used within the Protected Area.
Maritime Patrolling	Correct procedures to use in patrolling the seas of a marine protected area.

Additional Reasons to Initiate Training   5-7

530.   Apart from conducting basic initial employment and professional developement leadership training, a higher level of training may be beneficial for the following reasons:

   a.   A change or restructuring in government law, law enforcement agencies or policies which impacts the PA ;

   b.   A revised project and threat assessment, or a new project commencement, which impacts protection requirements;

   c.   The introduction of a new capability, or piece of equipment, the emergence of new technology, or more efficient procedures;

   d.   A preliminary analysis of a substandard performance situation;

   e.   Ranger advice to the PA director of a problem;

   f.   A post-activity report; and

   g.   Any reported accidents.

On-The-Job Training

531.   Block periods for training may not always be available so on-the-job training will have to be conducted. This would normally occur at team or section level, where the team leader trains new team members in the basic knowledge and procedures required for field patrolling.

532.   Prior to going on any patrol, the new member should be proficient with all team enforcement procedures, drills and actions-on.

Concurrent Training

533.   The Head of Enforcement should schedule team and section training on a monthly basis, even if it is only for one day. This training might include team and section tactical drills, patrol procedures, first aid and navigation. This training must be interesting, relevant and varied in order to keep the rangers interested.

Supply and Supply System

534.   To maintain protection and enforcement operations, supplies and a supply/resupply system must be developed. This will ensure that patrols are able to operate effectively and efficiently in the field. Any and all equipment purchases, whether a photocopier or a vehicle, must include the cost of spares and replenishment items such as printer ink, radio batteries, fuel and maintenance. A general list of supplies required for enforcement operations are as follows:

   a.   Office materials;

   b.   Fuel;

   c.   Batteries;

   d.   Rations (Food for patrolling operations);

   e.   Ammunition; and

   f.   Medical.

535.   To manage all of this, a store with trained store-men needs to be established in the Protection and Enforcement department. Correct procedures should be maintained for the control of both expendables (expense stores) and controlled stores (see Chapter 2 Command, Leadership, Management). The store should maintain at least twenty percent on stock of expendable equipment to replace anything lost or damaged in the field. Expense stores should be maintained and restocked as needed for at least a two-month period. Perishable items such as rations may have to be purchased just prior to patrols or operations so cash should be readily available for this.

Equipment

536.   The first determination is for critical equipment requirements. This includes equipment that the rangers must have to complete the basic required tasks. Next, examine other equipment requirements by determining:

    a.   How often the equipment will be used?

    b.   Who needs to use it?

    c.   How many pieces are required?

    d.   What is the equipment's impact on the success of operations?

    e.   Is it high or low maintenance? and

    f.   Is it within the budget?

537.   Annex A to this Chapter has a list of tables for recommended equipment for enforcement operations.

Critical Equipment

538.   **Critical equipment**. This is vital equipment that enables rangers to carry out the minimal tasks required. Without these items, rangers would be unable to enter the field for any length of time. Rangers would be limited to carrying out operations within walking distance of the headquarters, resulting in only a 6 to 10km radius from the headquarters being protected. Critical equipment includes:

    a.   Field equipment, such as backpacks, sleeping shelters and hammocks;

    b.   Personal equipment, such as uniforms and foot wear;

    c.   Team equipment, such as compass, maps and cooking utensils;

    d.   Weapons and ammunition;

    e.   Food; and

    f.   Radios.

Support Equipment

539.   Support equipment allows for team movement, enhanced patrolling ability, re-supply and evacuation. It also helps locate rangers permanently in different locations of the PA which enables enforcement operations to be more flexible and timely in execution . Support equipment includes:

    a.   Vehicles;

    b.   Motorbikes;

    c.   Boats; and

    d.   Sub stations.

Specialist Equipment

540.   This is equipment that enhances effective enforcement operations, yet not essential to conduct operations. This includes:

    a.   Navigation aids, such as global positioning system (GPS);

    b.   Cameras;

    c.   Binoculars;

    d.   Night vision equipment;

    e.   Camera traps; and

    f.   Bullet proof vests.

Section 5-6 PA Protection Systems

541.   Strengthening the system of protection within the PA through:

    a.   PA Protection Zoning;

    b.   Protection Infrastructure including:

        i.   Sub-stations;

        ii.   Communications; and

        iii.   Checkpoints.

    c.   Forest protection committees;

    d.   Outreach, awareness and civil society;

    e.   Operational planning (discussed in later chapters);

    f.   Properly executed patrols (discussed in later chapters);

    g.   Intelligence operations within and outside the PA to determine sources behind illegal activity(discussed in earlier chapters);

    h.   Investigations within and outside of the PA (discussed in later chapters); and

    i.   Monitoring the environment, including flora and fauna (discussed in later chapters).

Protection Zones

542.   The concept of protection zoning does not supersede any management zones for the protected area. Instead, it adds a layer of clear and concise protection and enforcement requirements.

543.   Protection zoning will be used to clearly manage enforcement requirement for the protection needs developed previously in the PAPP. In developing protection zoning, clarification and coordinationwill be required with the other department heads and possibly with the communities and other government agencies. PA community and buffer zone personnelcan then liaise and work with grass roots NGOs to verify that the local population realizes that there are new zones in effect and the consequences that will occur for violations.

544.   The following are simple examples of potential PA protection zones. Exact requirements would have to be designed and developed according to national legislation and PA regulations.

Marine Protection Zone – MPZ (Example)

545.   **Definition.**This river, mangrove and inner coastal protection sector would extend to the maximum seawards limit of the PAboundary, and include all mangrove and brackish water tidal creeks as well as the land immediately adjacent to these sites.

546.   **Purpose:**

    a.   To provide spawning sites for marine fish, habitat for crustaceans, benefit local small-scale fishermen; and

    b.   To provide a healthy mangrove forest along the coast toshield the PA from storm surges.

547.   **Allowable activities:**

    a.   Small-scale fishing and other activities presently allowed in National PA rules; and

    b.   Approved eco-tourism activities.

548.   **Activities not allowed:**

    a.   Clearing or cutting mangroves;

    b.   Large-scale fishing;

    c.   Illegal fishing techniques such as:

        i.   Explosives;

        ii.   Chemical / Poison;

        iii.   Biological;

        iv.   Electric Stun;

        v.   Trawl Net;

        vi.   Pair Traw; andl

        vii.   Drives (using sound).

    d.   No commercial timber extraction;

    e.   No charcoal extraction or production;

    f.   No poaching activitiew; and

    g.   No activity already prohibited under protected area regulations.

549.   **Task of Enforcement Rangers:**

    a.   To ensure zone maintains ecological integrity by preventing illegal activities.

550.   **Operations:**

    a.   A team of enforcement rangers will patrol zone in conjunction with other agencies when possible.

Community Protection Zone – CPZ (Example)

551.   **Definition.** This zone would be used where communities are an integral part of protection activities. The zone would most likely cover an area in the communtiy buffer zone, or enclaves within the PA. In many instances,CPZs will have to be set up in areas where the community is slated to be relocated to another area. This would be a step needed to ensure villagers are stakeholders instead of being part of the problem.

552.   **Purpose.**The purpose of a CPZ is to stop further degradation of the sector of the PA. Villagers living in this area will be informed that it is a PA and if anyland-title papers presently in their possession are illegal and whether there will be a phased relocation of all persons occupying the PA. They should also be canvassed for voluntary relocation and offered incentives to encourage this.

553.   **Allowable activities:**

    a.   Villagers would be allowed access to land presently converted to farmland;

    b.   Villagers allowed access to remove agricultural produce; and

    c.   Approved eco-tourism activities.

554.   **Activities not allowed:**

    a.   Additional construction of permanent dwellings;

    b.   Further expansion of land already cleared;

    c.   Construction of new or permanent roads;

    d.   In-migration of new settlers;

    e.   Encroachment;

    f.   Poaching;

    g.   Logging;

    h.   Mining;

    i.   Use of motorized tractors, agricultural or land clearing equipment;

    j.   Sawmills or furniture factories; and

    k.   Activity already prohibited under protected area regulations.

555.   **Task of Enforcement Rangers:**

    a.   To monitor and stop prohibited activities in this sector.

556.   **Operations:**

    a.   No additional people would be allowed to settle or clear this area;

    b.   Rangers conduct participatory mapping and community contracts (but monitored to ensure the land they are squatting on is not cleared any further);

    c.   No activities considered detrimental to the PA environment would be allowed. This calls for the immediate removal of timber processing factories inside the PA as well as prohibitingcommercial businesses using chemicals to operate inside the PA;

    d.   Visible billboards explaining CPZ to be erected at suitable road locations and at key access locations. Smaller robust metal signs to be placed on trees on all routes into forest;

    e.   Various interventions to be implemented in this CPZ. These would include awareness activities to ensure the local people understand that they do not own the land in alegal manner;

    f.   Some sectors of the community could be included in enforcement actions if they are friendly towards the PA. This could include further outreach work designed to positively engage the community by helping or rewarding them in some way;

g. Community rangers may be another method to consider for conducting patrols in this zone. Certain members of the community could be employed part-time, to help monitor and protect the sector of the CPA they reside in. Community patrolling monitored by GPS downloads could also lead to payment for services;

h. Rewards given for action or information that helps the protection effort; and

i. Preparation of "no hunting or encroachment" contracts signed with all local community members residing in the zone, as a pre-requisite for being allowed to reside in the zone.

Protection Zone – PZ (Example)

557. **Definition.** This zone would normally be the area determined as a secondary protection area, and in most cases would be a buffer to the Strict Protection Zone, or SPZ (see below).

558. **Purpose:**

a. To allow the local community access to healthy forest for the purpose of sustainable use of forest resources such as NTFPs, and to foster and improve relations; and

b. To increase protection in remote areas and provide a buffer area to the SPZ.

559. **Allowable activities:**

a. Sustainable non-commercial collection of NTFPs;

b. Some access allowed to local community members who travel into area on foot; and

c. Approved eco-tourism activities.

560. **Activities not allowed:**

a. No construction of new or permanent roads;

b. No encroachment;

c. No Poaching;

d. No Logging;

e. No mining; and

f. No activity already prohibited under protected area rules.

561. **Task of Enforcement Rangers:**

a. To monitor using rotational patrols and stop prohibited activities in this sector

562. **Operations:**

a. Members of the community encountered in this zone would be educated about rules and asked to explain to other community members that only legal or approved activities would be tolerated in this area;

b. Armed people would be apprehended and prosecuted; and

c. Signs would be placed along the zone edge with clear explanation of regulations.

Strict Protection Zone – SPZ (Example)

563. **Definition**. This zone is the last line of defense for the remaining forests, and constitutes the most important site to protect. The SPZ provides a core area of conservation, and would most likely encompass the priority protection needs.

564. **Purpose.**. To provide an undisturbed habitat for wildlife and free of people collecting forest resources, access for public should only be granted with a valid permit issued by the protected area head. This could provide habitat for the remaining endangered species.

565. **Allowable activities:**
    a.   Wildlife research (with a permit); and
    b.   Ranger patrols.

566. **Activities not allowed:**
    a.   No thru passage to other sectors by public;
    b.   No access by community members at all;
    c.   No encroachment;
    d.   No Poaching;
    e.   No Logging;
    f.   No mining; and
    g.   No activity already prohibited under National Protected area rules.

567. **Task of Enforcement Rangers:**
    a.   Any trespassers would be arrested immediately;
    b.   All violations dealt with strictly and in accordance with the limit of the law; and
    c.   Monitor constantly using rotational patrols staying in the forest.

568. **Operations:**
    a.   Members of the public encountered in this zone would be warned, their personal details taken and a file photograph of offender taken on first occasion. This data would be stored in a PA database for reference. Persons apprehended on consecutive occasions would be subject to prosecution.

Protection Infrastructure

569. Protectection Infrastructure includes all fixed assets that are required to enhance protection and enforcement operations such as:
    a.   Sub-stations;
    b.   Accomodation;
    c.   Checkpoint;.
    d.   Evidence storage areas; and
    e.   Communications systems.

Sub-stations

570. Sub-stations are office and accommodation areas within different sectors of the protected area. They are used as a base for teams, sections, platoons or area units from which to operate and to provide a permanent presence for the enforcement staff in a specified area.

571. Sub-stations should be designed for the amount of personnel required to operate out of. Sub-station should also provide a secure location and if required, need to be fenced.

572. Enforcement ranger teams can either be permanently based at these stations or rotate through them for certain periods of time.

573. The Sub-station can either have a permanent station manager or the team, section or platoon commander as permanent commander.

574. The advantage of permanent staff is that they can get to know the local communities, the local area and local environment conditions which will help in the conduct of patrolling and enforcement operations.

575. The disadvantage is that staff permanently based at the sub-station may be reluctant to enforce the laws against villagers in the local area due to possible friendships made or the potential of repercussions to the enforcement rangers and their families.

576. When establishing substations, manpower of the PA versus the number of desired sub-stations should be well considered since the enforcement manager does not want to tie down patrol rangers to the security of sub-stations.

577. If there are too many sub-stations, the PA director may want to consider closing some down. This may also be the case if threats in an area trend upward and the risk level become unreasonable.

578. Sub-stations should be strategically placed around key areas of the PA, facilitating security in the area and the ability for enforcement rangers to deploy effectively on patrol.

Accommodation

579. Accommodation should be provided to enforcement rangers, and where possible, to family members. This will assist the protected area in providing job security to the ranger and his family.

580. If rangers reside in local villages, there is more chance that they will not enact arrests against fellow community members due to friendships or concern with repercussion against themselves or family members. There is also a greater chance that some rangers may collude with poachers and that local poachers will know the whereabouts of the ranger.

581. The cost of making secure accommodations for the rangers and their families will be returned many times over through successful operations and loyalty to the PA.

Checkpoints

582. Permanent checkpoints should be established at major entry and exit points to the PA. Checkpoints should, where practical, be established in proximity to substations.

583. Checkpoints provide a permanent localized deterrent.

Confiscated Items and Evidence Storage Compound

584. Evidence and confiscated items, where possible and practical, should not be stored at local sub-stations but rather at a centralized storage compound that is secure and has permanent security.

585. The reason is that in many instances across Southeast Asia, large gangs of poachers and local villagers are reliant upon the income derived from the items confiscated by enforcement rangers. They often have mafia connections and may be powerful enough to storm the sub-stations to reclaim the confiscated items.

Communications Systems

586. Suitable radio and telephone communications systems should be supplied to the enforcement ranger force. Communications systems provide:
    a. Safety and security; and
    b. A rapid means of transferring information and intelligence.

587. The protection and enforcement manager should strive to have the entire PA covered by a VHF radio network. This might entail require a radio repeater system or even the establishment of a HF radio system.

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Forest Protection Committees

588. Forest protection committees are established to allow stakeholders the means to exchange information and assist in controlling activities outside of the PA.

589. The objectives for forest protection committees are:

a. To create opportunities at the provincial and district levels for government agencies and other stakeholders to exchange information about environmental crimes affecting the PA;

b. To create a mechanism whereby provinces and districts may issue directives to local law enforcement agencies for enforcement actions to strengthen protection of the PA;

c. To ensure that enforcement actions in provinces and districts are based on national policy and direction from the ministry in charge of the PA;

d. To enable enforcement bodies at provincial and district levels to receive financial support to carry out enforcement operations that are based on committee directives of the highest priority, as determined by the ministry in charge of the PA;

e. To assist in the formation and operations of community forest protection rangers; and

f. To facilitate a forum and negotiation process for any disputes between the communities and the PA.

590. A simple structure for a Forest Protection Committee appears below
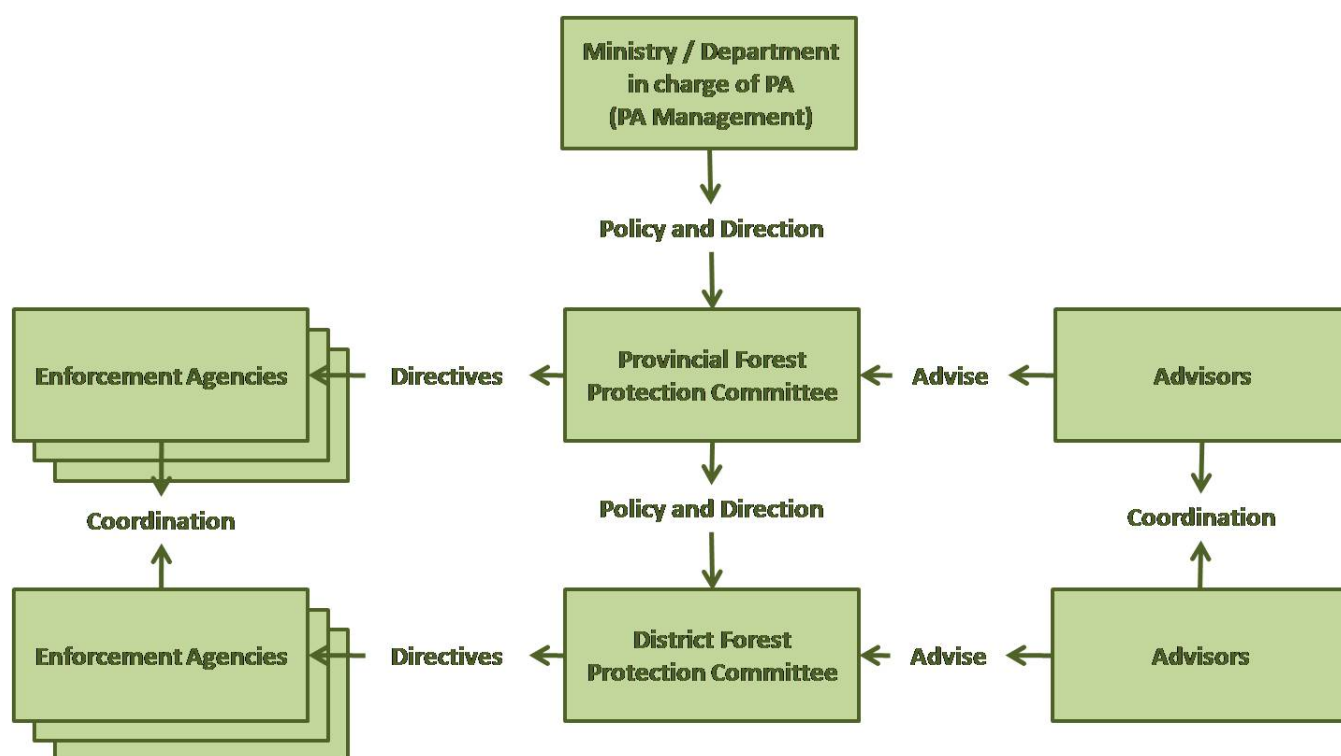
Community Forest Protection Rangers

591.   Community forest protection rangers can be formed under a number of circumstances:

    a.   When an agreement is made with a buffer zone community so that they are able to exploit NTFP. In return, they would provide a certain number of community forest rangers to conduct local patrols and security, relaying information back to the PA or conducting the patrols with permanent PA enforcement rangers;

    b.   The PA has a budget to employ part-time community rangers to assist in PA patrols in the local area; and

    c.   The PA establishes a 'community watch' system where villagers for benefits from the PA report any illegal activity.

592.   In all cases, training needs to be conducted with the community forest rangers to the appropriate level. At minimum, this should include an overview of the laws, reporting procedures and patrolling procedures if required.

LIST OF ANNEXES

ANNEX A TO CHAPTER 5 RECOMMENDED EQUIPMENT FOR ENFORCEMENT OPERATIONS

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ANNEX A TO CHAPTER 5 RECOMMENDED EQUIPMENT FOR ENFORCEMENT OPERATIONS

Recommended Individual Patrol Equipment		
Item	**Description**	**Quantity**
Black tape	Tape for strengthening pack straps and other purposes.	1
Boot Polish	Required boot cleaning and waterproofing equipment.	1
Boots, field	Ankle high field hiking boots	1
Clothing, Hat	Bush hat camouflaged pattern	1
Clothing, leech socks	Green or black in colour	1
Clothing, Scarf cloth	Green, camouflage scarf	1
Clothing, Uniform Field	Field Patrol Uniform, Long sleeve shirt and trousers, camouflage or green	2
Cord (20 meters)	To be used for a number of ancillary purposes such as perimeter cord in a patrol base. A separate cord should be used to erect individual shelters	1
Metal Cups	Kidney shaped metal cups that fit around the water bottle	2
Flashlight or head-torch	Should have red filter for night-time operations.	1
Garbage Bags,	For the storage of all non-biodegradable rubbish as well as the waterproofing of all field equipment stored in the pack.	2
Gloves	Fingerless leather gloves, to protect the hands from cuts and infection.	1
Hammock (with mosquito net)	Enables the ranger to sleep above the ground reducing the chance of insect bites and other ground hazards.	1
Handcuffs/Plastic Zip Tie	For use in controlling suspects.	Qty
Individual meal	Sufficient food to meet the officer's requirements.	QTY
Insect repellent	Small bottle of strong repellent to deter mosquitoes.	1
Jacket, Field	Should fit the climate and season.	1
Knife or Leatherman tool	For a variety of uses.	1
Knife, fork, spoon	Preferably made of hard plastic so as not to make noise. A small can opener should also be included.	1
Lighter or waterproof matches	For starting small cooking fires and or signal fires. Include a small piece of rubber or other material for fuel.	1
Notebook and pencil	For taking notes, observations and orders	1
Pack, field (large)	Should be green, black, or camouflage, and sufficiently large to carry required equipment	1
Powder, Foot & Prickly Heat	Powder (non-perfumed) used liberally on the feet to reduce foot rot and on the	1

Recommended Individual Patrol Equipment		
Item	**Description**	**Quantity**
	body to reduce the chance of prickly heat.	
Pressure bandage	For broken bones, snake bites	1
Raincoat/Poncho	For use in wet weather. Green, Black or camouflage	1
Shelter Individual	Plastic or nylon waterproof tarp, that, when erected shelters the officer's entire hammock and/or body. Should be black, green or camouflage	1
Sleeping bag	Insulation should suit the climate. Should be green, black or camouflage	1
Socks	Spare socks should be changed regularly and other socks should be washed	4
Sterile dressing	To be used on traumatic wounds to stem the flow of blood.	1
Toiletries	Soap, toothbrush, toothpaste, comb.	QTY
Trunk, Individual	Lockable portable personal metal trunk to store all person items securely	1
Water bottles	A minimum of 4 liters should be carried with full field equipment. 2 should be attached to the pack and 2 attached to the vest	4
Weapon cleaning kit	To include one small bottle of rifle oil, pull through, cotton swabs, and rag.	1
Weapon Non-lethal Pepper Spray	Pepper Spray to be used to subdue aggressive violators or wild animals	1
Webbing or patrol vest	Webbed belt, with ammunition pouches x 2, and a small patrol vest or day pack with ability to attach/store 2 x water bottles, and include pockets to store required equipment.	1
Wristwatch	Covered by material to stop any shine. Alarms and chimes are to be turned off.	1

Recommended Team Patrol Equipment		
Item	**Description**	**Quantity**
Ammunition, weapon	At least 60 rounds of ammunition issued to each ranger	60 x team members
Binoculars	For surveillance or other observation.	2
Bush Saw	For cutting dead wood for firewood.	1
Camera, Digital	With spare batteries and diskettes for the entire length of the patrol. The camera needs to be stored in a waterproof container.	2
Compass (mils or degrees)	For patrol navigation. One to be carried by the Patrol Commander, the other by the Patrol second-in-command.	2
Entrenching Tool	For burying human waste and biodegradable food waste.	1

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Recommended Team Patrol Equipment		
Item	**Description**	**Quantity**
Global Positioning System (GPS)	For pinpointing locations with enough spare batteries for use during the entire patrol.	2
Machete	For clearing thick vegetation hampering the patrol.	2
Map covers	Plastic waterproofing for the maps.	2
Maps	(minimum scale 1/50,000) – For patrol navigation. Should cover the entire area of the patrol route. One set to be carried by the Patrol Commander, the other by the Patrol second-in-command.	2 Sets
Medical Kit, Patrol	To include all required medicines, bandages, and preventative medicines the patrol requires.	1
Pace-counter	For use in the estimation of distance patrolled for Navigation, based on average of both units.	2
Patrol Cooking Utensils	The required cooking utensils to be use by the patrol, pots, pans and cleaning items and fuel stove, small	1 Set
Patrol report/documents	Reports and documents required for the length of the patrol.	QTY
Radio	A standard issue patrol radio with antenna for communications. Sufficient spare batteries for use during the entire operation are required.	2
Rations/Food	If the team is not carrying individual rations, then sufficient communal food should be carried to last the entire patrol without spoilage.	QTY
Sewing kit small	For small repairs on torn or damaged clothing.	2
Weapons and Ammunition	Weapons for use in self defence	1 per team member

Recommended Team Weapons		
Item	**Description**	**Quantity Per Member**
Assault Rifle / Shotgun / Pistol	Depending on budgets and requirements, weapons should be carried on enforcement operations. The preferred weapon in tropical forest locations is the shotgun. The rationale behind this is that it takes minimum training to use a shot gun, it is quite accurate over short distances for defence purposes, and ammunition can include less-than-lethal shot. Minimum number of weapons a small team should carry is two. A mixture of weapons may be carried.	1
Capsicum or pepper spray	Less-than-lethal means should always be used first. Pepper spray is the first option against any violent criminal. Pepper spray can also be used in defence against animal attacks.	1

Recommended Vehicles and Transport		
Item	**Description**	**Quantity**
Pick-up 4WD	Four Wheel Drive Pick-up – include spares, tool kit and maintenance costs	1 per section
Truck 4WD	Four wheel drive truck capable of carrying 30 rangers with field equipment – include spares, tool kit and maintenance costs	1 per platoon
Motorcycles	Off road motorcycles – include spares, tool kit and maintenance costs	2 per platoon
Patrol Boat - Inflatable	Boat for coastal patrolling – include spares, tool kit and maintenance costs. Boat should be able to fit a minimum of 7 Rangers fully equipped	As required
Motorbike Helmets	Helmets for Motorbikes	2 per motorbike
Pads Safety	Elbow and knee pads for motorbike riding	2 sets per motorbike
Life Jackets	Life Jackets for water ops	1 per each person in the boat

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CHAPTER 6 PROTECTED AREA PATROLLING OPERATIONS

Aim

601.   The purpose of this chapter is to describe how to plan and implement PA patrolling operations. The reader learns about the different types of patrols and how to plan patrols utilizing enforcement rangers. It is emphasized that patrolling requires a well-trained, well-equipped and disciplined force. Violations occur commonly in many protected areas. A patrol can be used to disrupt violators' activities, deny freedom of movement and deter access in order to reduce unsustainable and illegal use of the natural resources. This chapter will cover in depth the following topics:

    a.   Patrol zones;

    b.   Patrol types;

    c.   Aides to patrolling;

    d.   Patrol search techniques;

    e.   Patrol tactics;

    f.   Patrol operations planning; and

    g.   Campaigns.

Section 6-1 Introduction

602.   A patrol is a physical activity involving traversing an area or route in order to observe activities or situations to gain information and/or provide protection. Patrolling requires high levels of endurance, physical and mental toughness, self-discipline, and teams which are both well-trained and equipped. Patrolling operations are the basic activities and duties that enforcement rangers will conduct.

603.   The aim of these patrols is to deny freedom of movement, deter access and detect the activities of violators in order to reduce unsustainable and illegal use of natural resources. Some patrols may have specific tasks to apprehend violators. Effective counter nature crime patrols are achieved through using a combination of different types of patrols. Patrolling should be conducted on an irregular schedule, using deception plans for insertion and extraction of the patrol to deceive criminals of the true nature of enforcement activities and team locations.

604.   To enforce the laws of the PAs, enforcement rangers need to be physically present in the forest searching for criminals.

605.   To effectively patrol the vast areas of the PA, teams need to be in the field on an average of ten to fifteen days per month. These can be conducted over several different patrols per month.

606.   This document will describe the basic types of patrolling methods used by enforcement ranger teams to confidently and safely patrol and enforce the laws within the PA.

Section 6-2 Patrol Zones

607.   Patrolling plans must deploy teams throughout the PA to provide a layered enforcement obstacle that effectively provides the three principles of protection which are to **deny, deter and detect** violators early, before they can conduct their illegal activity. In the PA context patrol zones are designated as:

    a.   Perimeter Patrol; and

    b.   Core Patrol.

Perimeter

608.   **A perimeter patrol** is the first layer of this strategy and is used to deny or deter violators before they have a chance to enter deeper into the PA. Known points of entry and exit are covered and identified with static and/or mobile checkpoints, information-gathering tactics and ambushing, all of which helps to cover the small track systems that enter the PA. This forces the violator to try to use alternative routes that will eventually make it more difficult and costly to continue conducting their activities.

609.   To increase effectiveness, sub-stations should be established at major entry and exit points in order to conduct regular surveillance of these areas. Checkpoints, both permanent and temporary, must be established regularly to check people for contraband when entering and leaving the PA. Suspicious activities and people require recording and reporting to the headquarters and other substations.

Core

610.   **Core patrolling** is conducted in the Species Protection Zones, where human interaction is restricted to enforcement and research activities. The aim is to deny, deter and detect access of violators desiring to conduct illegal activity in areas of high concentrations of particular species. Violators may enter a PA undetected and set up camps deep inside, where they may stay for many days, weeks and even months at a time. The core patrol focuses on finding violators and destroying illegal camps and equipment. As a deterrent, the park management may post warning signs, making violators aware the area is being patrolled.

Section 6-3 Patrol Types

611.   To protect natural resources and provide a safe and secure environment, the enforcement ranger will be required to conduct a number of different and varied types of patrols. These patrols can be categorized into three main areas, those being:
   a.   Enforcement Patrols;
   b.   Wildlife Monitoring Patrols; and
   c.   Search and Rescue Patrols.

612.   Annex A to this chapter has a table that summarizes the following patrol types.

Routine Patrol

613.   A Routine patrol is the standard patrol conducted by rangers. In a majority of cases it will be the team leader who determines the route and the objectives. These patrols are very flexible, and in most cases, use the various components of the other patrols mentioned below. An important point to remember with these patrols is to always vary the insertion and extraction points. These patrols may cover the same area monthly, but should not cover the exact same route in the patrols entirety. Annex J to Chapter 7 describes the procedures for these patrols and their relationship to wildlife monitoring patrols.

Reconnaissance Patrols

614.   Reconnaissance patrols are aimed at gaining information. They are to be conducted underly and they are not to be compromised by any other person or violators. The main consideration is to avoid detection.

615.   The reconnaissance team should be small in number (i.e., two to five rangers), thus enabling the patrol to conceal its presence and move quickly. The reconnaissance patrol will normally precede a larger patrol which has the capability to conduct takedown and arrest tasks.

616.   A reconnaissance patrol might be initiated from any location, whether from the sub-station, headquarters or from a patrolling team in the field. To reduce the
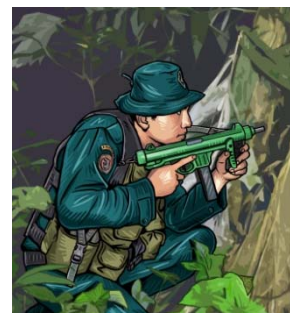
enforcement personnel's chance of detection, the Team Leader may require a smaller group to move forward, locate a certain objective, and gain information to assist in making a plan before committing the team to any action against that specified target.

617. It is better for team leaders and higher commanders to allow time for thorough reconnaissance and surveillance in order for a detailed plan to be developed and implemented. This will reduce the likelihood of serious injury or death to enforcement rangers and others.

618. Prior to departure, teams and sections conducting reconnaissance are to be notified regarding whether they are allowed to conduct any opportunity arrests or takedowns to gain other information from suspects, or if they are to avoid contact in order not to compromise their presence in a specific area and scare away the potential target. Usually, reconnaissance or surveillance activities are to be conducted for the following:

    a. Intelligence requests and requirements;

    b. A deliberate raid; and

    c. A deliberate ambush.

619. Further details can be found in Part 9 Intelligence Gathering Patrols, Enforcement Ranger Manual for Counter Poaching Operations.

Deterrent

620. These patrols are to discourage possible violator activities in PAs. They are conducted <u>overtly</u> along the park perimeter and they are a show of presence. The team or section can visit fringe villages to speak to locals, conduct environmental awareness and inform the local villagers of PA laws and the reasoning behind having such areas. The team or section can also conduct tactical patrols of the roads, tracks and river systems or open areas to deny and deter use of these avenues of movement.

621. When rangers enter villages, they must not show an aggressive stance. Teams must be polite, respectful and speak first to the village chief. Village visits should first be coordinated with the head of any community development programs where possible and practical.

622. It is advisable in the majority of circumstances that if a patrol enters a village, two rangers should stay on the outskirts with the weapons while the rest enter unarmed. If in a vehicle, weapons should be concealed prior to entering the village.

623. These patrols can also be used as deception patrols. By having overt patrols in one area, violators may believe that other locations are clear of rangers. If violators then enter another area, they can then be arrested or detained by the team in that area conducting arrest-type patrols.

Search and Capture

624. Search and capture patrols are designed to specifically search locations of possible violator activity, and detain or arrest the violators.

625. Search and capture patrols are more effective if enforcement planners and rangers have accurate knowledge of the violator's habits and locations.

626. These types of patrols may be tasked to specifically target one form of illegal activity or violator, and avoid detection from other.

An example would be if a known professional tiger poacher is said to be in the area. The team might be tasked to search for and capture the specific violator in an area where the tiger has been known to roam. A team is to avoid all other people conducting minor offenses, so as not to give the team's location and intentions away to the tiger poacher.

Clearing Patrols

627.   Clearing patrols consist of combined and coordinated teams that move quickly through an area of intense illegal activity in order to "scare away" violators in that area. The teams may or may not conduct capture, detain or arrest, as the aim is to compel the violators to flee after which the team can destroy the equipment left behind.

628.   Clearing patrols may be given specific orders to destroy or confiscate illegal items captured and immediately release violators. Or the orders may be to escort violators to the park boundaries or detain all or specific violators.
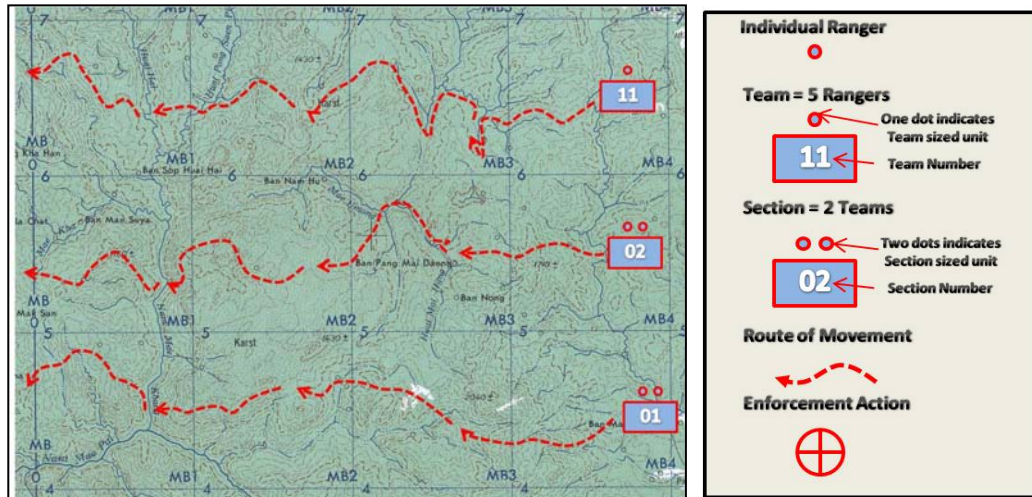
Figure 6-1. Clearing patrol

Clearing patrols can be accomplished using various methods.
One method, as shown in the above diagram, is to have three teams of five rangers. Each team is responsible for a grid square (1km x 1km). Each team moves forward one kilometer, searching for any sign of violators. After the team has reached that point, they wait and coordinate with the other teams by radio. Once all teams are approximately on the same frontage, they move forward another kilometer. For planning, an average of 5 to 6 kilometers advance can be accomplished per day. This will depend on the terrain, vegetation and encounters with violators.

Figure 6-2. Clearing patrol   Figure 6-3. Clearing patrol contacts violators

Another method is to use one section for arresting and detaining duties, while a team made of six or more rangers conducts scouting and reconnaissance to the front and sides of the section. In these diagrams, we have number 2 Section, consisting of team 3 and team 4. Another team, team 5, splits up into three reconnaissance groups of two rangers each. The

reconnaissance groups move ahead and to the flanks of 2 Section, looking for signs and locations of violators. When they find violators, they conduct surveillance for the time it takes number 2 section to move to their location. If the situation warrants enforcement action, the section will conduct a takedown and arrest the violators.

Route Clearance

629.   Denying freedom of movement to violators can be effected by patrolling tracks, roads or waterways in a protected area and searching for (and detaining) any person conducting illegal activity. The patrol may be conducted on foot, motorbike, vehicle or watercraft.

630.   If major routes are routinely patrolled at irregular intervals, violators are forced to use other routes that are more difficult and time consuming for moving contraband. This will reduce the violator's time in the PA, and may discourage them from operating in the area.

631.   These patrols must be at irregular intervals, or violators will determine your routine, and avoid entering or leaving via their normal routes when a patrol is scheduled.

632.   Due to the difficulty of moving in the forest at night, route clearances are effective when conducted in the early evening (between 18:00 hours and 22:00 hours, as well as the early morning from 04:00 hours to 06:00 hours). It is more likely that violators will attempt to move contraband at these times. The violators will also tend to use torches and lights during those hours, which will give away their positions.   For the same reason, rangers are to be disciplined in the way they use lights at night, or they too can be seen and ambushed by the criminals.
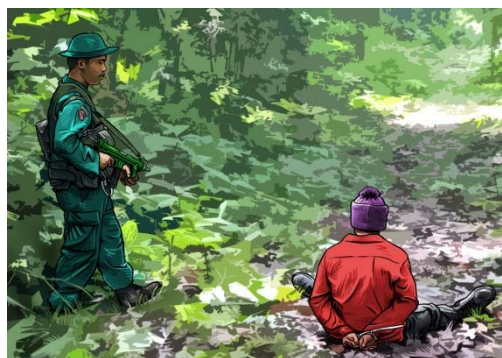
Wildlife Monitoring Patrols

633.   Monitoring the status, distribution, and threats to biological diversity is a critical element of PA management andenforcement rangers may be tasked to conduct these activities as a part of the protection and management system.Annex K to Chapter 7 describes the purpose and goals of wildlife monitoring patrols. This Annex can be used as a checklist when planning for these types of patrols.

634.   Rangers have a complex and difficult job involving enforcement, wildlife monitoring, and outreach activities. In most cases, these roles overlap during any given patrol. It is the job of each ranger—under the direction of the team leader—to continually balance these roles appropriately. In all cases, rangers on patrol will need to ensure that an appropriate level of vigilance and readiness are maintained in order to respond safely and effectively to changing circumstances.

635.   Typical goals of wildlife survey patrol include:
         a.   Walking surveys for wildlife and threats along linear features such as roads, trails, and wildlife trails, stream courses, etc;
         b.   Deploying, repositioning or retrieving camera traps from the field; and
         c.   Investigating a significant wildlife occurrence report.

6-4 Aides to Patrolling

636.   The following activities can enhance patrol effectivemess and may be used in conjunction with the abovelisted patrols:

Ambushing

637.   Ambushing is a concealment technique to conceal rangers who lie in wait on terrain and cover of their own choosing, along known or suspected violator infiltration or resource extraction routes.

638.   The aim is to surprise and capture the violators with illegal items. The team or teams may be given orders to capture any violator entering their ambush, or may be given a specific target, such as a specific person or vehicle.

639.   Ambushing is a planned activity. Therefore, the team leader should conduct a quick but thorough reconnaissance of the potential location, and then make a plan and issue orders to his or her team.

640.   The best locations to site ambushes are at:

    a.   Chokepoints or bottlenecks, that may include:

        i.   River crossings;

        ii.   Fords or bridges;

        iii.   Road cuttings;

        iv.   Steep ridgelines;

        v.   Where vegetation changes from open to close country; and

    b.   Along tracks or known violator routes.

641.   Further details of ambushing can be found in Part 14 (Ambushing and Track Sit, Enforcement Ranger Manual for Counter Poaching Operations).

Checkpoints

642.   Checkpoints are ground locations which may be permanent or temporary. Checkpoints are placed to intercept and inspect people and vehicles entering and more importantly, leaving the PA.

643.   Many PAs have a station at the main entry point which would be a permanent checkpoint. Checkpoints such as these provide a method of positive access control. Conducting regular random searches on personnel and vehicles entering and leaving the PA will deny deter and detect people trying to illegally remove items from the PA. Violators will always avoid these points when they can.

644.   Temporary checkpoints can be established periodically within the PA in order to deny and deter any freedom of movement by violators on these routes within the PA. These temporary checkpoints can be easily established during route clearance patrols.

645.   Checkpoints should be established at track junctions in order to make the best use of limited resources and personnel. Natural chokepoints or bottle necks in the track and road systems of the PA are places where people must concentrate and converge when travelling through the area. Bridges, ridgelines, and crossroads are examples of good natural chokepoints that make good places to establish these temporary checkpoints.

646.   Another good location to establish checkpoints is at the bend of a track or road.   This allows the checkpoint to remain concealed until the last moment as they round the bend and confront the checkpoint. If people try to avoid the checkpoint when they approach, they should be considered suspicious and pursued. The use of natural "slow points" such as a rise or steep dip in the road, or where a vehicle or people have to negotiate obstacles is also good practice in establishing checkpoints.

647.   Further details of checkpoints can be found in Part 15 Vehicle Check Points, Enforcement Ranger Manual for Counter Poaching Operations.

Track Sits

648.   Track sits are a concealed patrol base along tracks and they are similar in some respects to ambushing and checkpoints. The aim is to stop any persons moving along the track and any detainees should be taken to the center of the patrol base for inspection and questioning.

649.   Further details of Track Sits can be found in Part 14 Ambushing and Track Sit, Enforcement Ranger Manual for Counter Poaching Operations.
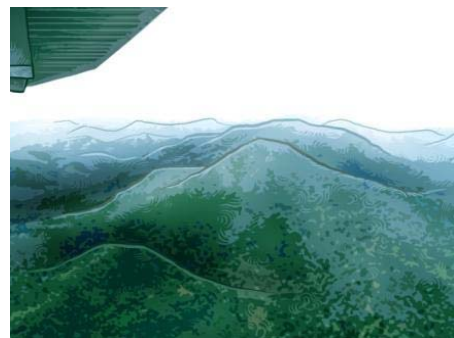
Patrol Bases

650.   A patrol base is a temporary (but secure) camp location used during enforcement patrols when the team stops to eat or sleep. Patrol bases may be established as secure areas for longer periods to allow ranger teams extended patrolling. Rangers need to ensure that they continually maintain team and personal security in a patrol base by staying alert at all times because to do otherwise may prove disastrous.

651.   Further details on Patrol Bases can be found in Part 7 Patrol Base, Enforcement Ranger Manual for counter Poaching Operations.
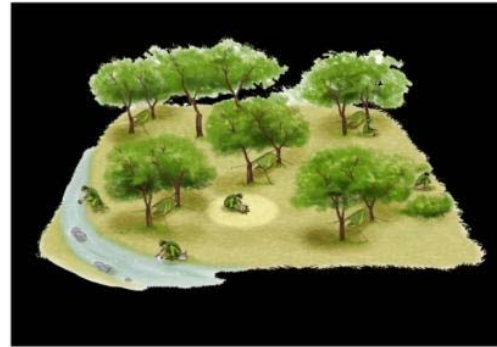
Aerial

652.   If the PA has access to a fixed-wing aircraft or a helicopter, large areas can be searched for signs of violators and encroachment.

653.   Rotary-wing aircraft (helicopters) are especially effective as a means to deploy and extract ranger teams to and from remote inaccessible areas, as well as for casualty evacuation.

654.   There are many ways that an aircraft can be used to search for illegal activity. If weather conditions permit, searches can even be conducted at night. Because aircraft can fly at various altitudes covering a larger area, fires from violator camps may often be identified. If available, Night Vision Devices (NVDs) can be used very effectively to detect campfires.

655.   If the aircraft has Forward Looking Infra-Red Radar (FLIR), the detection of heat sources like fires and personnel under the canopy is made easier.

656.   During daylight hours, plumes of smoke identify activity and recently felled large trees can be identified due to the break in the canopy left by their absence. GPS readings are to be taken, and teams on the ground can be directed to these locations by radio.

657.   Some helicopters can be used to deploy enforcement ranger teams directly to the area of interest and conduct a takedown, or move off to conduct further reconnaissance. This requires the rangers to be specifically trained in airmobile tactics and rappelling and fast roping methods.

658.   Before conducting any aerial patrol, a patrol plan is to be conducted with the pilot. This means determining what the aerial patrol is to accomplish because it takes a considerable amount of money and skilled personnel to conduct these kinds of patrols. The rule is do not waste valuable resources if you do not know what the aerial patrol will achieve.

659.   There are a number of search methods aircraft can use; the two main methods are:

   a.   **Creeping line** – Start in one corner of the PA and fly alternately into and then away from the sun (thus east to west and west to east) covering the entire length and breadth of the PA or the sector you wish to search. This provides complete coverage of the area in a relatively short time.

   b.   **Contour search** – Fly along the various contour lines of rugged terrain. This allows mountains and valleys to be searched quickly with maximum thoroughness. Steep valleys should be searched several times.

Water

660. Maritime operations are detailed in the Maritime Operations Manual. These operations require specific training for enforcement personnel in the principles and tactics regarding the use of watercraft. These patrols are very useful, as rivers are one of the preferred options for the extraction of contraband. For example, large quantities of logs can easily be floated out of a river twenty-four hours a day.

661. PAs with navigable rivers or coastal boundaries require having some small watercraft for patrolling these areas.

662. Watercraft patrols can be used as route clearances of waterways. They can be used to insert ranger patrols and to be a response or reaction force. These patrols can be done day and night although night operations should only be conducted if the boat operator is proficient with the craft and familiar with the river course.

663. The watercraft should stop periodically, and the engine should be turned off so rangers can listen for any signs of violators. The waterborne teams should also stop and search other watercraft within the PA.

Vehicle

664. If terrain permits, vehicle patrols can be an effective means of covering long distances in a relatively short amount of time. The problem with vehicle patrols however, is that even if using 4x4's, they are limited to the roads and tracks on which they can travel and in the wet season, mobility is even more restricted. Vehicle patrols are also noisy and forewarn violators in the area, giving them a chance to disperse.

665. Vehicles are very useful in perimeter patrols, route clearances, team deployments, rapid reaction and response to other teams and in establishing quick checkpoints.

666. When using vehicle patrols, the team must stop periodically and turn the engine off to listen and look. Any activity may be a sign of possible illegal activity and the team should record direction (compass bearing from the team's present marked position) and approximate distance to the location. From this initial information, other teams can be sent on foot to conduct reconnaissance of the sightings.

Motorbike

667. Motorbike patrols are similar to vehicle patrols but are less restricted to locations and seasonal changes. However, noise is a concern when using motorbikes riders may not be able to thoroughly observe and search the ground because of having to concentrate on the terrain to the immediate front. Motorbike patrolling uses the same principles as the vehicle patrol.

668. Smaller step-through motorbikes (scooters) are less capable but still very effective along trails in the forest, especially during the wet season. They can easily be carried by two persons and taken across flooded streams, while larger and heavier motorbikes cannot.

Elephant / Horseback

669.   In other countries, such as India, rangers may use elephants to conduct patrols. These patrols are very slow but quiet and it is surprising how little noise elephants can make. They are very agile with the ability to move over rough and steep terrain. Obviously, elephants require special care and handling from trained personnel.

670.   Elephant patrols are best used when teams have to move deep into the forest for long periods. This is because elephants can carry extra supplies and heavier radio equipment such as batteries and mast antennas.

671.   Horse patrols can be quiet, but they are best used in relatively open country or along trails and tracks, where the horses' speed can be best used. Heavy vegetation is not ideal for horse patrols. While good for pursuing violators, horses require special skills in handling and care.


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6-5 Patrol Search Techniques

672.   When planning patrol routes, the Enforcement Manager, can direct a number of different patrolling techniques. These techniques can also be used for search and rescue operations.

673.   **Creek line search.** This search technique is used to find violators or tracks and evidence of violators along rivers and creek lines. Violators regularly use creeks and rivers to camp near, to collect water, wash, as access routes and to extract illegal items from the PA. The disadvantage of creek line searching is that vegetation may be thick, which slows movement and can be noisy. On the other hand, fast flowing water may cover the noise of the advancing patrol.

Figure 6-4. Creek line search
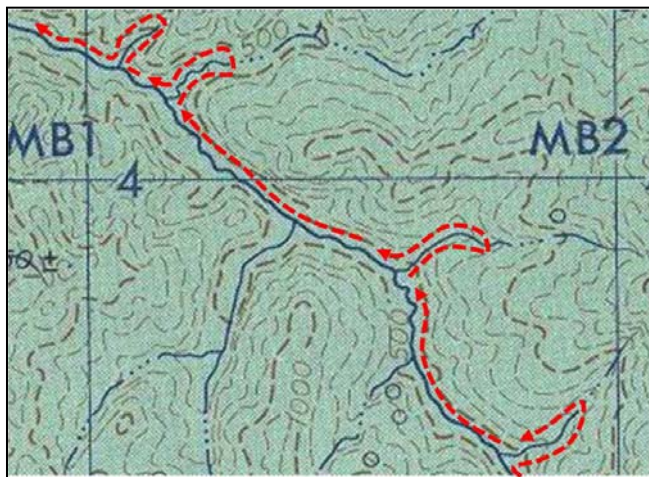
674.   **Fan search.** This search technique is a very thorough area coverage method but it does not take into account the terrain which may be extremely difficult. This compels the team to negotiate difficult country and obstacles without by passing them and for this reason the fan search technique is best used on flat or slightly undulating ground and in forests that are more open.

Figure 4-5. Fan search
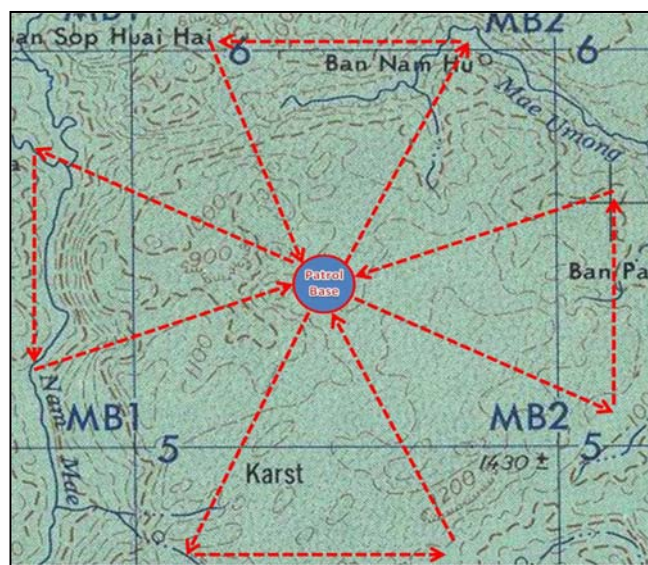
675.   **Contour search.** The search technique follows the natural contours of an area and searches the areas in between the high ground and lower creek lines. Many violators will camp on the high ground but utilize creek lines for water supply. The disadvantage is that the team members will have to traverse often steep slopes which in steep terrain can be difficult.

Figure 6-6. Contour search
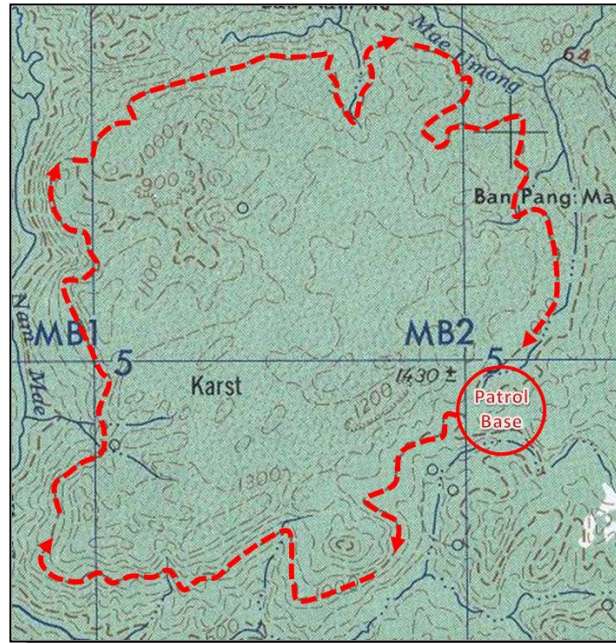
676.   **High ground search.** This technique is very useful for searching ridgelines and higher ground. It gives the team the added advantage of being able to hear noise rising from the lower ground on either side of the ridge or hills. The disadvantage is that the team could become silhouetted on the ridgelines and if the terrain is very steep and mountainous, movement can be very slow and tiring.

Figure 4-7. High ground search
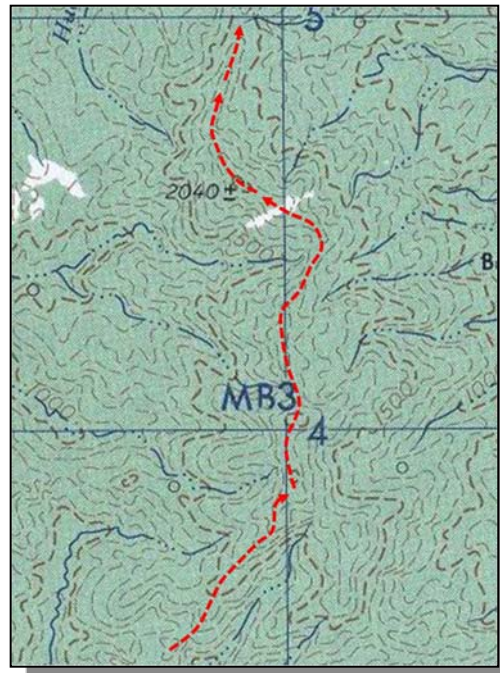
677.   **Grid search.** This search technique is a very thorough method of covering parcels of terrain defined by map grids. The accurate use of bearings and maps is essential which requires team skills. Disadvantages include having to cope with terrain obstacles without circumventing them. The grid search technique is best used on flat or slightly undulating ground and in forests that are more open.

Figure 6-8. Grid search
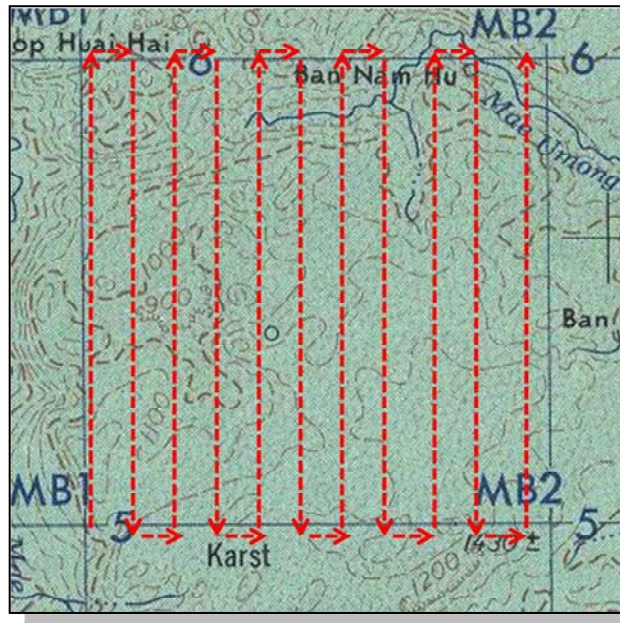
678.   **Baseline search.** This "zigzag" technique is good for searching for snares, signs of illegal activity and violator camps located near roads and tracks. The disadvantage is that it leaves considerable evidence of the ranger team as it crosses roads and tracks repeatedly.

Figure 6-9. Baseline search
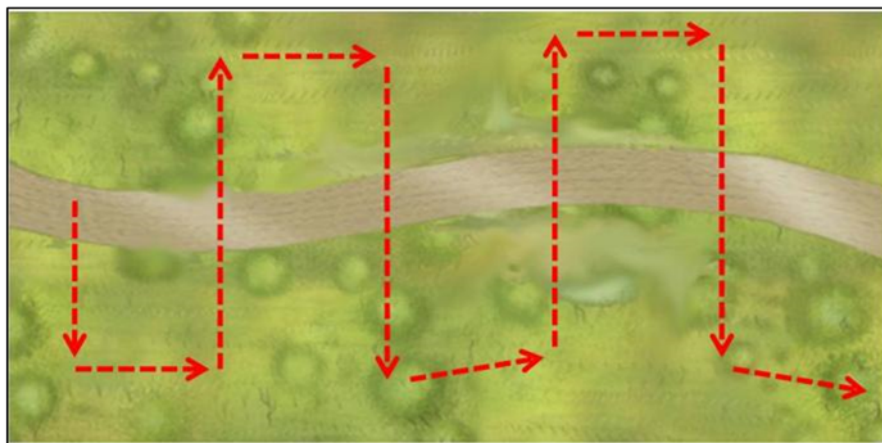
Rates of Patrol Movement

679.   When planning for patrols and patrol routes the enforcement manager, and patrol leaders need to determine their rate of movement over the proposed patrol route. The tables below give a guideline to the movement over various terrain:

RATES OF MOVEMENT DAYLIGHT Option 1				
TERRAIN	**SWAMP**	**FLAT**	**UNDULATING**	**STEEP**
OPEN	1 km per hour	3-4 km per hour	2-3 km per hour	500 – 1 km per hour
CLOSE	500 m per hour	2 – 3 km per hour	1.5 – 2 per hour	250 – 750 m per hour
THICK	250m per hour	500 m per hour	500 m per hour	250 m per hour

- 6 effective hours of patrolling per day
- Environmental conditions not accounted for, extreme heat, rain extreme cold
- Change in situations, depends on patrol type and task, coming across illegal activity and items (snares)
- Night-time movement, double the amount of time required, depending on vegetation and moon phase.

RATES OF MOVEMENT DAY AND NIGHT Option 2		
GROUND CONDITIONS	**RATES OF NON-TACTICAL MOVEMENT**	**RATES OF TACTICAL MOVEMENT**
By day over open undulating ground	5000 m/h	2000 m/h
By day in close flat country,	3000 m/h	1000 m/h
By day in extremely rough country	1500 m/h	500 m/h
By night over open undulating country	3500 m/h	1000 m/h
By night in close flat country	1000 m/h	100 - 500 m/h

6-6 Patrol Tactics

680.   To conduct enforcement operations effectively and safely, tactics and drills are require to be designed, developed and training given to all rangers directly involved in enforcement operations.

681.   Enforcement tactics are based on basic principles and can be conducted in several different ways. Tactics must be developed to counter any known and perceived threat. As situations, violator trends and threat levels change within the protected area; the enforcement tactics are to be revised to counter the threat.

682.   Rangers are to be trained for the best and worst possible scenarios to better prepare them for any event, keeping a balance of proportional use of force, economy of effort and using the minimum amount of force required to resolve each situation.

683.   A major objective in the training of tactics is safety - ***all rangers should return home alive and uninjured from patrols.*** Therefore, emphasis needs to be placed on:

   a.   Team security;
   b.   How to disengage from potentially lethal situations;
   c.   Use of minimal force;
   d.   Gaining tactical advantage through intelligent use of speed and surprise;
   e.   Reactive drills; and
   f.   Searching and securing suspects.

Day Operations versus Night Operations

684.   Tactics may vary from day to night due to restrictions on the ability to conduct certain actions and activities, but the main principles remain the same. Activities do not have to cease because the sun goes down.

685.   **Day Operations.** During the day, patrols are mainly mobile, and all forms of patrols can be conducted. The major obstacle may be the requirement to remain unobserved and avoid other people. Concealment of team activities is more difficult and demanding.

686.   **Night Operations.** Night operations are somewhat different. At night, dense tropical forests restrict patrolling activities and movement. If not trained properly, it can be dangerous to move through the forest at night when it is difficult to see obstacles, steep ravines or cliffs. Moving through a dense forest at night-time can produce unnecessary noise, and violators may detect the team. If it is necessary to move during night-time in the forest,

torches may be used but to minimize detection, the torch lenses should be colored red or blue and kept very low to the ground. Rangers can tape torches to sticks in order to illuminate what is required for safe and deliberate movement

687. **Route Clearance.** The team or section that is conducting route clearance patrols by day can conduct ambushing routes and track sits of large tracks by night (described earlier in this chapter). This is done in order to deny, deter and detect criminal night movement.

688. **Insertion-Extraction.** Darkness can cover the movement of the rangers and is a good time to conduct the insertion or extraction of teams. Darkness can cover movement across open areas and through villages. During these types of movements, torches or lights are not advised as it will be easy to detect the rangers' movement.

689. **Ambushing.** Tactics for night-time should concentrate on ambushing and track sits, as described below, and route clearance of large tracks and roads as previously mentioned.

690. **Moon.** The phases of the moon should be noted, as a well-lit moon may provide considerable illumination for movement in areas that do not have thick tree cover. Teams should plan for ambient light conditions which ensure concealment but that same darkness limits friendly visibility.

Seasonal Considerations

691. The duty of the enforcement rangers is "to patrol regardless of season, weather or terrain." Poor weather does not interrupt illegal activity. In fact, in some areas it will increase such activity if it is known, for example, that the rangers do not operate (or operate well) in foul weather.

692. **Dry Season.** During the dry season, violators can often be found within a few hundred meters of water. Animals, like violators, must have access to water and will be attracted to areas that provide a reliable water source. Violators exploit the animals' need to drink and meet their own requirements by camping in these areas. Knowing where these water sources are during the dry season will make it much easier to locate their camps. Conducting patrols directly to, or along, these watercourses will enable a team or section to find any signs of human activity in the area.

693. **Wet Season.** During the wet season, the PA will have abundant water sources. Violators can now operate in a more widespread area away from those locations they were forced to use during the dry season. The wet season can work in favour of protection and enforcement patrolling, as swollen rivers will have limited crossing points which may be used as areas for temporary checkpoints or night time ambushes.

694. **Crop Harvesting.** Violator incursions into the PA will normally be reduced during planting or harvesting seasons. Farmers will be committed to agricultural tasks and paid employment will be available to the other villagers to assist with the crop. However, the professional violator will continue regardless.

Section 6-7 Patrol Operations Planning

695.   The aim of Enforcement Patrolling Operations is to enforce the laws by the following means:
   a.   Gaining information;
   b.   Seeking out and arresting violators and
   c.   Protecting the PA's natural resources from human interference, destruction or degradation.

696.   To achieve these aims the Enforcement Manager must develop and implement sound enforcement operations with the resources at hand. This requires sound command decisions, ingenuity and initiative from the commander and the personnel.

697.   There are no simple checklists on how to implement enforcement operations in the PA but a general guideline can be as follows.

   a.   Deny access and freedom of movement for the violator;
   b.   Deter the conduct of illegal activity and access to the perimeter and core zones;
   c.   Detect access and egress routes, camp locations and people involved at all levels of illegal activity;
   d.   Destroy poaching material resources;
   e.   Regain control over the area; and
   f.   Maintain control through routine patrols.

Identify Areas of Illegal Activity

698.   From our threat assessment and available basic and current intelligence, we are able to determine where the violators are operating. We now need to categorize the areas:
   a.   **High-poaching activity.** High poaching activity will be in areas where there is significant amount of poaching occurring and poaching gangs have acquired relative control of these areas. In many instances, the violators may not be concerned with repercussions from Enforcement Rangers because enforcement operations have in the past not been successful or too few.
   b.   **Medium-poaching activity**. These are areas where a significant amount of poaching occurs but the numbers or the take may not be much. These could be areas deeper within the forest where only the more dedicated violators enter.
   c.   **Low-poaching activity.** These are areas with considerably less poaching and the destruction of the species or habitat is minimal.
   d.   **Unknown areas of poaching activity**. It is unknown if there is any poaching occurring in this area.

699.   The Enforcement Manager is then to prioritize the areas for enforcement action.
   a.   **Priority Enforcement.** A high-priority area would be one where if action is not taken immediately, there may be irreversible or long-term damage to the species or habitat.
   Example: There is low poaching activity in an area where there are a few tigers remaining. However, in another area near a village, there is high poaching activity for deer in a denuded area. It may become an initial enforcement priority to patrol the low poaching area to clear out the violators to ensure the survival of the tiger. In the meantime, within the high poaching activity area, fewer teams may be sent to conduct harassing or denial of access patrolling.
   b.   **Secondary Enforcement.** Secondary enforcement areas will be those where there is not an immediate threat to the destruction of the species or habitat.
   c.   **Tertiary Enforcement**. These areas are neither of the above and the lowest priority.

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Violator Procedures

6100.   The enforcement manager must then determine violator procedures based on knowledge of previous encounters, known or expected violator actions, behaviour and procedures. This will enable pre-emption of their activities instead of having to react to their actions.

6101.   **Violator Camps.** We can estimate where most of the violators will set up camps which will likely be near creeks or rivers, around water holes, or a water source. Ask the questions "have the violators' tactics changed? Do they now set up camps away from creeks, as they know rangers search creek lines? Do they set up camps spread over a certain distance? Do the violators sleep in one group, or do they sleep in separate camp areas so that it is harder for the rangers to capture them all at once?"

6102.   **Use of tracks and waterways.** Do the violators regularly use the same tracks? Do they enter and leave on the same track, or do they enter on one track and leave on another? Rangers must know information on road, track and water route systems in and around the PA which are the access and egress routes of the violators.

6103.   **Animal behaviour**. Knowing certain animal species' behaviour can help ascertain what the violator will do and where he or she may be. To capture or kill a certain animal species, the violator will know the animal's behaviour and location. Anticipating when violators set up and retrieve their snares, for example, can help rangers capture violators in the act.

6104.   **Certain exploitable plant life**. We may determine where the violator most likely is by knowing where the most sought after plant species are located.
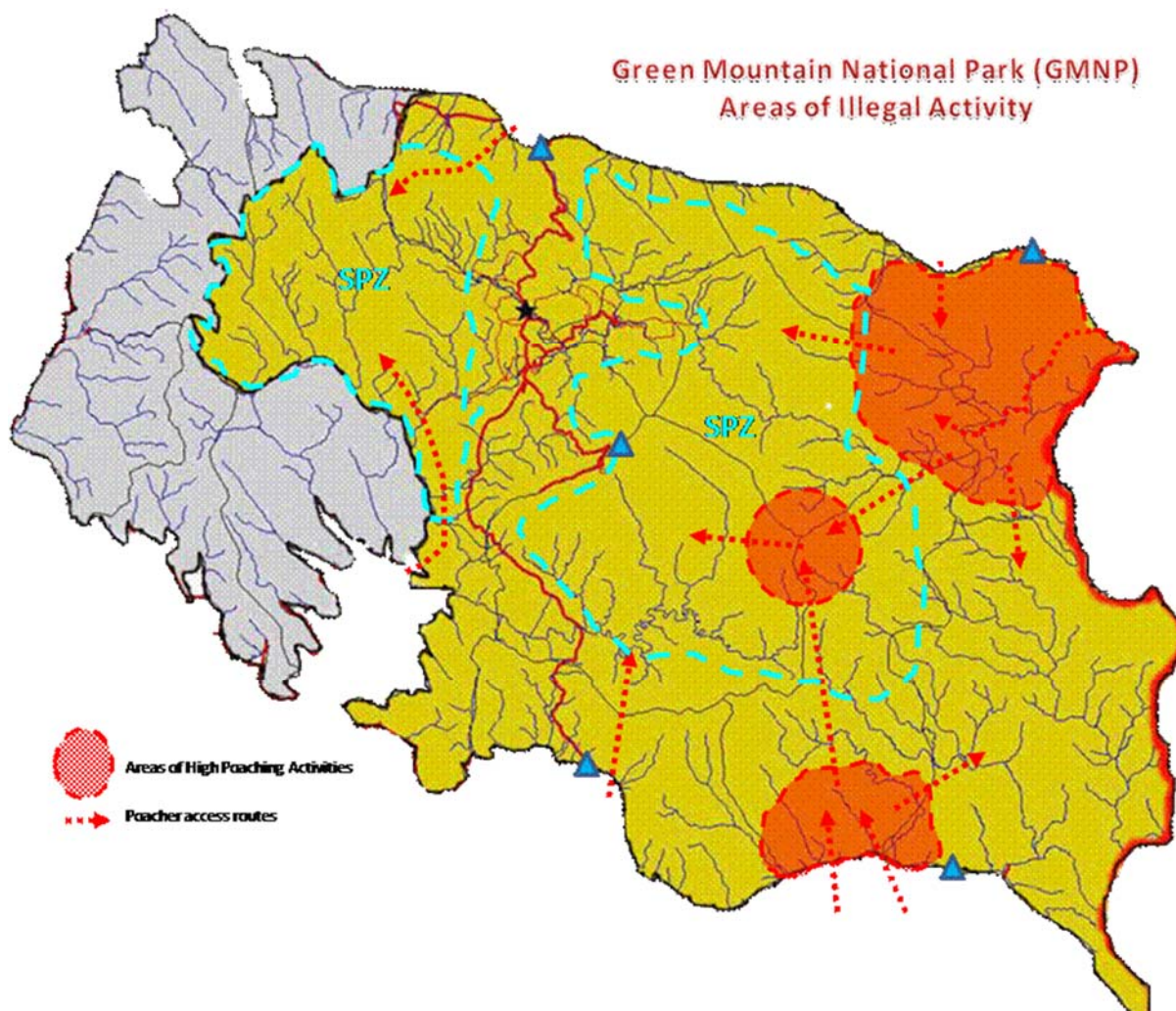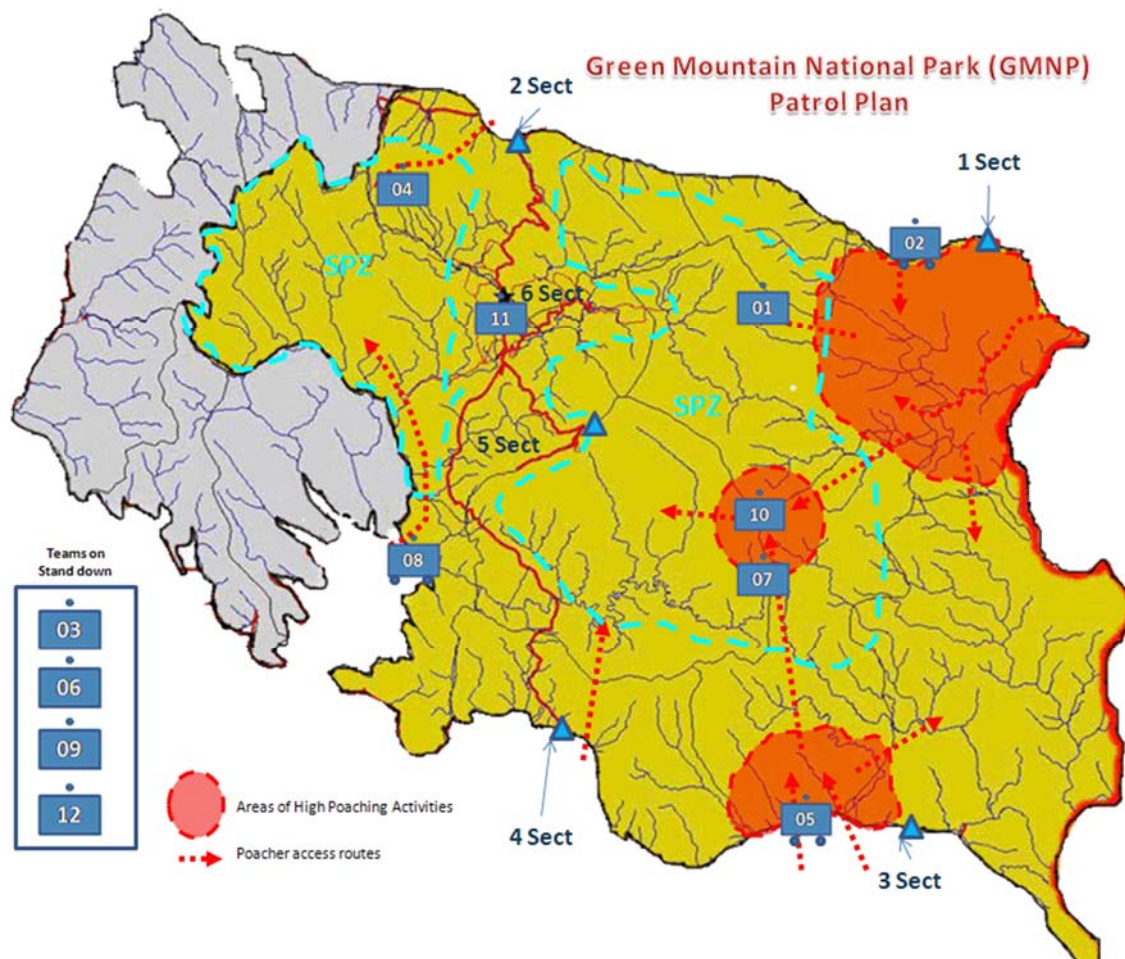
The Patrol Operations Plan

6105.   After determining the available resources, (manpower, vehicles and budgets), and determining the enforcement priorities, the Enforcement Manger can then plan the patrolling operations.

6106.   See example map below:

Green Mountain National Park (GMNP) Patrol Plan

Description:

1.   In this example, the protected area has 12 teams. 4 teams are tasked for field patrol for 5 days, 4 teams are on standby and day patrol duty and 4 teams are on local leave. Over the next 5 days, the Enforcement Manager will issue all the tasks to be conducted. (See Annex A Patrol Types)

2.   **Team 1 & 7.** The Enforcement Manager deploys team 1 and 7 into the Strict Protection Zone (SPZ) to identify any violator access routes and to deny them these routes through route clearance and ambushing tasks. Team 1 in the north and team 7 in the south of the strict protection zone.

3.   **Team 10.**Team 10 is tasked with doing clearance patrol in the high violator activity area of the strict protection zone and can request team 7 for assistance.

4.   **Team 2, 5 and 8.** These teams are tasked with conducting daily routine and vehicle patrols along the perimeter of the protected area in their respective areas. Specifically they are tasked to deny, deter and detect violator movement into known and suspected access and egress routes.

5.   **Team 4.** This team is tasked to Search and Capture violators in the northern area of the western SPZ. Other tasking includes establishing track sits and ambushes on any potential violator access routes by night.

6.   **Team 11.** This team is on standby at the protected area headquarters ready to respond to any request for assistance from the other teams. They are also on standby for any search and rescue operations involving lost or injured people.

Developing Rotation Patrol Plans

6107.   The head of enforcement or platoon commanders should develop rotational patrol plans to ensure that there is a continual patrol presence in the protected area.

6108.   Three platoons would cycle through a rotational plan of operations so as to continually have one platoon in the PA as per the following example:

  a. One platoon deploys to the PA for a ten day patrol. (Note the duration of the patrol can be altered ten days is an example);

  b. The second platoon is conducting response duties and preparations for patrol during the same ten day period; and

  c. The third platoon is on rest for five to ten days at the commander's discretion.

6109.   This could be done in either five or ten day time blocks but if the cycle is one of five days, transport requirements will double. The shorter cycle may be more suitable at different times of the year. Changing the cycle irregularly will also assist in breaking any routine patrolling pattern being set, that may be identified by local violators.

6110.   The ten day rotation would have the platoons' cycle through the three activities in one month, providing thirty-two rangers in the PA patrolling every day of the year. The activities of the rotation cycle are as follows:

  a. Patrolling the PA;

  b. Ready reaction force and patrol preparation; and

  c. Rest.

Example of a Rotation Patrol Schedule
Month 1 – Patrols are schedule for 5 days each deployment

Month 2 – Patrols are scheduled for 6 days each deployment

Key to table
- P Patrolling – conducting field patrolling activities, living in the field
- D Deployment - patrol preparation and deploy to field for patrolling
- M Maintenance - Debrief, reporting and maintenance and equipment cleaning on returning from the field
- SD Stand Down - rest and home leave
- SB Stand By – standby as a reaction force in support of the patrolling units and tasks with local duties

Month 1 – Patrols are schedule for 5 days each deployment of 12 teams

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Patrol Plan Format

6111.   After designing the patrol plan, the Enforcement Manager will write down the tasks in a patrol plan format, so it can be issued to each platoon, section or team. See Annex B to the Chapter for an example of a Patrol Plan Format.

6112.   The level of detail depends on the competency of each small team leader. The Enforcement Manager may have to design each team patrol route if they lack planning and patrolling skills. However, if the teams are competent, the Enforcement Manager may only need to give patrol areas or areas of operation (AO) and the type of mission to be conducted.

6113.   The Protection and Enforcement Plan should detail the following (See Annex B to this document for the Patrol Plan Form):

   a.   **Unit.** What unit the patrol plan is for, the number of the team, section and or platoon.

   b.   **Attachments.** Any personnel that may be assigned to work with the team for the duration of the patrol or operation.

   c.   **Detachments.** Any team, section or platoon members that are to be assigned for duty away for the unit for the period of the patrol or operation.

   d.   **Patrol Duration.** The duration of the patrol in hours and or days.

   e.   **Patrol Dates.** The date, time the patrol is to leave and the date, time the patrol is to return.

   f.   **The Situation.** Which will include:

      i.   **General Outline.** This is a general description of what is occurring or assumed to be occurring in the patrol area the unit is required to patrol.

      ii.   **Weather.** Expected weather during the conduct of the patrol.

      iii.   **Terrain.** A description of the ground as it relates to the patrol route or AO.

      iv.   **Illegal Activities.** This is to include the illegal activities that the unit may be expected to encounter.

      v.   **Expected Criminal Types.** A description of the type of violators the unit may encounter.

      vi.   **Equipment.** A description of the equipment that violators may be carrying, such as chainsaws, buffalo carts, logging trucks etc.

      vii.   **Weapons.** A description of type and amount of weapons that the violators may be carrying in the patrol AO.

      viii.   **Likely Reaction.** What are the violators expected to do if they encounter the unit. Will they run, give up, shoot, etc. This will be gained from previous encounters and intelligence reports and Team/Section debriefs

      ix.   **Supporting Forces.** Any unit that is on standby or in the area that can assist in the mission if required. Include their contact details.

      x.   **Other Agencies/Units.** Any agencies, government officials or units that the unit may encounter or who are operating in the patrol area.

      xi.   **Civilians.** Any non-violators, civilians that the unit may encounter in the patrol area.

   g.   **Mission.** The mission of the unit for the patrol. Example: Team 1 is to conduct a routine patrol in sector one in order to deny access and freedom of movement to persons wanting to conduct illegal activity.

   h.   **Primary Objective.** The primary objective or task of the patrol. Example: to conduct Search and capture patrol of animal poachers and collection of evidence for judiciary process.

   i.   **Secondary Objective.** If another task is required of the team, it is placed in here. An example of this may be "set-up camera traps at GR 324 215 and GR 567 908".

   j.   **Sector.** Give the sector or area of operations for the unit to patrol. This may be given as a grid square of feature or PA management zones.

   k.   **Proposed Route.** If Enforcement Managers requires certain areas patrolled, they may direct the teams or sections to specific points, such as, a six figure Grid Reference or Grid Squares (four figure grid references). The Enforcement Manager can write these for each patrol route. This may involve:

      i.   **From**: Start point given as a UTM

      ii.   **To**: Given as a UTM

      iii.   **Method of Movement:** Either travel by foot, vehicle, motorbike or other means.

        iv.   **Task:** Task at the specific point. Example; deploy on foot patrol, set up camera trap, conduct reconnaissance on logging camp, etc.

l.   **Deception Plan.** If there is any deception plan for the insertion, extraction or during specific periods of the patrol.

   Example: The team will conduct a fake insertion by vehicle at the north of village Palin then meet up with the vehicle at grid 234 789 to continue to grid 240 795 to deploy for patrol.

m.   **Insertion Method.** How the patrol will get to their patrol start point, by vehicle, motorbike, helicopter or by walking and at what date and time.

n.   **Extraction Method.** How the patrol will be picked up or return to their base or sub-station. By vehicle, motorbike, helicopter, or by walking and at what date and time.

o.   **Radio Communications.** The type of radios to be used.

       i.   **Primary Frequency.** The main frequency or channel to send and receive messages.

       ii.   **Alternate Frequencies.** Alternate frequencies allow the team to divert from primary frequencies when communications are weak or unusable on the primary frequency. Switching may also be a result of heavy traffic on the primary frequency or there may be an extreme emergency that requires no interference from other teams or sections on the primary frequency.

p.   **Code Names / Call Signs.** Any special coded names the teams are to use, on what schedule and under what circumstances. Call sign discipline is essential for good radio and physical security

q.   **Telephone Numbers.** The list of telephone numbers that the unit can use.

r.   **Specialist equipment.** Any special equipment that the team is to take on patrol. Example; camera traps x2, Night Vision Devices, etc.

s.   **Medical.** Nearest medical facilities, availability of first aid kits, casualty evacuation plans and contact details to be used in case of a medical emergency.

t.   **Special Orders.** Any special orders or notes that the unit may be given for this patrol only. Example; the team is to destroy any violator equipment encountered during the patrol and release subsistence violators with a "non re-offense" contract. Illegal loggers with chainsaws however, will be detained.

6114.   For the procedures on issuing Patrol Plans, see Chapter 7 Patrol Operations Procedure.

Section 6-8 Campaigns

6115.   The definition of a campaign is a group of varying operations involving many different departments internal and external to the PA to achieve a specific result for a major issue or problem. Most likely, the campaign will include other government agencies, civil society and assistance, guidance, direction and endorsement, from the central government.

6116.   An example of a campaign would be the relocation of villages or removal of encroachers from a PA. In such an example, all the PA departments would be involved and would consist of a number of operations of a considerable time line to successfully reach the result.

6117.   For the campaign, the Enforcement Manager will receive direction from the PA director in the use of the department. It would be up to the Enforcement Manager to implement the director's intent. The Enforcement Manager is responsible to advise the Director on the use of enforcement personnel to ensure that other enforcement tasks in the PA are maintained.

6118.   Campaigns are formulated to achieve specific aims identified in the strategic plan and may focus on a specific area or a specific form of wildlife violator, trafficker or end user that is in line with the strategic aim. Examples of campaign's aim maybe:

a.   Disrupt and reduce illegal logging in the southwest sector of the PA;

b.   Disrupt and dismantle poaching and illegal wildlife trafficking in Palin Village Area; and

c.   Remove and relocate all encroachers in the Northwest Sector of the PA

6119.   A campaign should be given a specific time frame to determine if results are being achieved. If these are not achieved, the campaign should be re-evaluated, revised or even discontinued.

6120.   The Campaign Plan must consider some or all of the following support factors

a.   International standards and norms relating to campaign activities;

b.   Direct Enforcement;

c.   Community education and outreach programs;

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      d.   Public relations;

      e.   Government and community co-operation;

      f.   Budget; and

      g.   Inter-agency co-operation.

6121.   The planning of a campaign must be detailed and should follow the same sequences as the Operational Procedures.

6122.   For a successful campaign, operations must be conducted

LIST OF ANNEXES

ANNEX A TO CHAPTER 6 PATROL TYPES TABLE

A**NNEX B TO CHAPTER 6 PATROL PLAN FORM**

ANNEX A TO CHAPTER 6 PATROL TYPES TABLE

PATROL TYPES		
Patrol Type	**Aim**	**Description**
Routine	Maintain continual control over an area	This is the standard patrol conducted by the rangers; in a majority of cases it will be the team leader who determines the route and the objectives. These patrols are very flexible and will a majority of times use the various components of the other patrols mentioned below. An important point to remember with these patrols is to always vary their insertion and extraction points. These patrols may cover the same area monthly but should not cover the exact same route in the patrols entirety.
Deterrent	Deter illegal activity	Conducted overtly along the park perimeter, a show of presence. The patrol can stop in fringe villages to speak to locals and conduct some environmental awareness, informing the local villages of protected area laws. If the patrol does enter villages it must not show an aggressive stance, they must be polite, respectful and speak first to the village chief. The visiting of villages should first be coordinated with the head of outreach. It is advisable in the majority of circumstances that if these patrols are armed and enter a village that weapons are concealed.
Search & Capture	To seek out and arrest certain criminals and or stop specific criminal activity	Search and capture patrols are designed to specifically search locations of possible poacher activity and capture the poachers. So therefore for search and capture patrols to be effective sound knowledge of the poachers tactics or operating trends and procedures needs to be known. These types of patrols maybe tasked to specifically target one form of illegal activity or poacher and avoid detection from other. An example would be if a known professional tiger poacher is heard of being in the area, the patrol team might be tasked to search for and capture this specific poacher where the tiger has been known to roam. Therefore the team would most likely avoid people conducting minor offenses as they may give the team's location away to the tiger poacher.
Clearing or sweeping	Disrupt and clear out areas of intense illegal activity	Clearing or sweeping patrols are normally combined teams that literally sweep through an area of intense illegal activity to clear out, or sweep away poachers in that area. They may be given specific orders to just destroy or confiscate illegal items captured and immediately release poachers or to escort poachers to the park boundaries, or detain all or specific poachers.
Intelligence Gathering	To gain information and intelligence in a specified area	All forms of patrolling gather information and intelligence. These patrols are specifically aim at gathering information and not enacting an arrest. Many park rangers throughout Southeast Asia are unarmed; therefore these are the only types of patrols they can effectively conduct. The information gained from these patrols may be given to police to enact an arrest.
Route Clearance	Clearance of main arteries	Patrols move along tracks, roads or waterways in the park and search/detain any person suspected of conducting illegal activity. The patrol may be conducted on foot, motorbike, vehicle or even watercraft. These patrols are useful for disrupting poaches activities, because if major routes are routinely patrolled at irregular intervals poachers are thus forced to use other routes that are more difficult to move contraband and take more time, thus lessening their time in the field extracting resources, or having to stretch and expand their manpower to extract resources.

PATROL TYPES		
Patrol Type	**Aim**	**Description**
		These patrols have to be at irregular intervals otherwise poachers will determine your scheduling and just avoid entering or leaving via these routes when a patrol is scheduled.
Checkpoints	Deny free access of movement through main entry and exit points.	Checkpoints are static patrols that may be permanent or semi-permanent in nature. Checkpoints are designed to check people and vehicles entering or leaving the Protected area. Just about all protected areas have a main entry station these being permanent checkpoints. Checkpoints provide a localized deterrent as when regular or irregular spot checks are done on personnel entering and leaving the poacher will avoid these points. Thus a consideration when establishing sub-stations is placing them on main park entry routes, so they can also be utilized as checkpoints. Semi-permanent checkpoints can be established from time to time within the protected area; this then denies and deters the free movement of poachers along routes within the protected area.

AIDS TO PATROLLING		
Type	**Aim**	**Description**
Aerial	Visual search of large areas	If the protected area has access to a suitable aircraft, large areas can be searched for sign of poachers and encroachment.
		There are a number of methods that can be used to search for signs of illegal activity. If weather conditions are favourable, searches can be conducted at night, the aircraft can fly higher thus covering a larger area, fires from poacher camps maybe identified depending on the size beneath the canopy or in open country. Night vision equipment can pick up the light of these campfires. If the aircraft has forward infrared (FIR) then detection of fires under the canopy is made very easy. During daylight hours plumes of smoke can be identified leaving the canopy, recently felled large tree can also be identified due to the break in the canopy. GPS readings are to be taken and teams on the ground can be directed to these locations by radio. If in a helicopter (depending on helicopter size) and if rangers are trained in these operations they can rappel to the ground and conduct an immediate investigation.
		Prior to conducting any aerial patrol, an exact patrol plan needs to be devised together with the aircrew in order to determine the goal/objective of the aerial patrol. Don't waste expensive flying time if you don't know what the aerial patrol will achieve.
Water craft	Maintaining control on the water ways	These patrols are very useful as rivers are one of the preferred options for the extraction of timber, large quantities can easily be floated out of a river twenty-four hour a day. Protected Area's with navigable rivers or coastal boundaries require having at a minimum some small watercraft. Specialized training needs to be conducted for these operations.
		Water patrols can be used as route clearances of waterways; they can be used to insert ranger patrols and to be a response or reaction force. These patrols can be done day and night, only at night if the pilot is proficient with the craft and the river course. The watercraft should stop every so often, turn the engine

AIDS TO PATROLLING		
Type	**Aim**	**Description**
		off and listen and look for signs of poachers. They should stop and search other watercraft within the protected area.
Vehicle	Mobility and clearance along main routes	Vehicle patrols are effective in covering a long distance in a short amount of time. The problem with vehicle patrols is that they are limited to where they can travel, that is on roads and vehicle tracks; the wet season also limits the areas that vehicles can get to. Vehicle patrols are noisy thus forewarn poachers in the area, giving them a change to hide. Vehicles are useful in perimeter patrols, route clearances and establishing quick checkpoints. 4WD vehicles can carry a team in the rear for quick response and reaction in assisting other field patrols. This team can be used to move off into the forest and investigate something suspicious. When using vehicle patrols, remember to stop every so often turn the engine off, listen and look. Chainsaws may be heard or a plume of smoke from a poacher's camp may be seen exiting the canopy and if this occurs, take bearings to the location then send a patrol in.
Motorbike	Mobility and clearance along smaller routes	Motorbike patrols are similar to vehicle patrols but are less restricted to locations and seasonal changes. Again noise is the main concern and these follow the same principles of the vehicle patrol. Smaller CC motorbikes are very effective along trails in the forest especially during the wet season as they can easily be picked up by two men and taken across flooded streams, where larger CC bikes cannot.
Elephant/ Horse	Enhance supply capability of patrol	Elephant patrols are very slow but quiet. It is surprising how little noise these great animals make. They are also very dexterous and can easily move over very rough and steep terrain. Elephant patrols are best used for when teams have to move deep into the forest for a couple of weeks, as the elephants can be used to carry extra supplies and larger communication devices like high frequency radio sets or other base stations with extra batteries and antennas. Horse patrols are also reasonably quiet and they are best used in open country or along trails and tracks. Horse patrols are not well-suited for tropical forest locations or where confrontations with predators are expected. In open country, they are very good at being able to pursue poachers over a distance.

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ANNEX B TO CHAPTER 6 PATROL PLAN FORM

PATROL PLAN FORM

Field	
UNIT	
PATROL DATE	

SITUATION

ATTACHMENTS	
DETACHMENTS	
GENERAL OUTLINE	
WEATHER	
TERRAIN	
ILLEGAL ACTIVITIES	
EXPECTED CRIMINAL TYPES	
DRESS & EQUIP	
WEAPONS	
LIKELY REACTION	
SUPPORTING UNITS	
OTHER AGENCIES	
CIVILIANS	

MISSION

TYPE OF PATROL	TASK
PRIMARY OBJECTIVE	SECONDARY OBJECTIVE

IMPLEMENTATION OF PATROL

SECTOR (AO)		

PROPOSED ROUTE

FROM	TO	TPT MEANS	TASK	NOTES

DECEPTION PLAN	
INSERTION METHOD	DTG
EXTRACTION METHOD	DTG
RADIO COMMS	
RADIO COMMS	PRIMARY FREQ / ALT FREQ
CODE NAMES/CALLSIGNS	
TELEPHONE NUMBERS	
SPECIALIST EQUIPMENT	
MEDICAL	
SPECIAL ORDERS	

CHAPTER 7 PATROL OPERATIONS PROCEDURE

Aim

701. In this chapter the reader learns about the systematic cyclic approach to implementing patrols and issuing orders for counter-poaching operations and the post-patrol requirements. The chapter contains standard operating procedures for all types of patrols in which the reader can adapt to his or her protected area. This chapter will cover in depth the following topics:

    a. Directors orders;

    b. Head of enforcements patrol plans ;

    c. Patrol preparation;

    d. Team patrol orders;

    e. Conduct of the patrol;

    f. Patrol debrief;

    g. Post patrol administration; and

    h. Patrol Report / Reporting.

Section 7-1 Introduction

702. An old saying is that "prior preparation prevents poor performance." A key factor in implementing sound enforcement operations at the tactical level is the design and implementation of patrol plans. One of the greatest downfalls in PA enforcement is the lack of planning and preparation. As another saying goes, "those who fail to plan, plan to fail." The following sequence is a systematic approach to conducting sound enforcement operations (See Annex A: Table of Patrol Operations Procedures).

Section 7-2 Directors Orders

703. The park director is to issue monthly operational orders to the head of enforcement which support the park director's strategic plan on park protection. The park director, when developing his or her monthly orders, should sit down with the head of enforcement and other senior enforcement rangers, as well as the heads of community outreach and possibly wildlife monitoring, to discuss all aspects and gain information relevant to conducting enforcement operations.

704. Depending on the management style of the park director and/or the competency of the staff, the park director may only need to issue general orders to the head of enforcement. Conversely he or she may be required to issue detailed orders and utilize the format for team patrol orders to brief the head of enforcement.

705. The park director's general orders need to cover the following points:

    a. **Events - previous month** – a brief description of major events that happened during the previous month. These are to include enforcement, management, outreach and wildlife monitoring activities. A logical method is to divide the topic into park sectors or zones.

    b. **Events - this month** – include any major or significant outreach or wildlife monitoring activities that may be conducted, and which have an impact on enforcement. Also mention expected or anticipated events.

    c. **Tasks to be carried out** – the enforcement actions to be conducted and any non-enforcement tasks as well. Include any special orders.

    d. **Administration** – any special administrative tasks to be carried out and available park resources at the disposal of enforcement. Include administration of budgets.

    e. **Command and communications** – any special command and communications requirements such as frequencies for radios, use of special codes, mobile telephones, etc.

Section 7-3 Head of Enforcements Patrol Plans

706.　As per chapter 6 of this manual, the head of enforcement is to develop operational and tactical plans for his or her enforcement teams. Such plans will support specific aims or goals of the park directors' plan.

707.　By writing up all of the patrol plans for the teams, the head of enforcement is actually devising an entire operation. As such, he or she needs to consider how each team's tasks are interlinked in order to best achieve the greater objective.

708.　With these considerations in mind, the head of enforcement needs to conduct an evaluation using the following format (See Annex B: Appreciation Process):

　　a.　Aim – What you want to achieve;
　　b.　Factors – Consider how each of the following factors affects what you have to do:
　　　　i.　The criminal element;
　　　　ii.　Own enforcement personnel; and
　　　　iii.　Topography and locations.
　　c.　Time and space;
　　d.　Assessment of tasks;
　　e.　Budget and resources;
　　f.　Courses open to the criminal element – what is the most likely course criminals will choose and what is the most dangerous to you?
　　g.　Courses open to the ranger force – what courses are open to the ranger unit (while also considering all factors and the courses open to the criminal element)? and
　　h.　Plan – formulate a plan or plans from the best selected course or courses of action.

709.　Once the head of enforcement has decided on a plan, he or she is to write the plans up for each patrol team. Orders only need to be issued immediately prior to the patrol.

Preparation Orders

710.　Once plans are completed for each team, the head of enforcement is to issue a preparation order to the specific team leaders. A preparation order allows teams to prepare for operations or patrols in a thorough and timely manner. The preparation order is to be given as follows, taking into account operational security (See Annex C: Preparation Order):
　　a.　Team and type of patrol to be conducted, general outline of the task (secrecy may preclude the early announcement of the precise mission or objective);
　　b.　Length of time of the patrol;
　　c.　Approximate time of departure;
　　d.　Approximate time of arrival back to location;
　　e.　Time and location patrol orders will be issued; and
　　f.　Any specialist equipment or pre-administration required.

711.　Example of a preparation order:
　　a.　Team 2 will be going on a foot patrol, commencing with night operations;
　　b.　The patrol will be for 4 days;
　　c.　Leaving no later than 21:00 hours on the 22nd of March;
　　d.　Returning to this headquarters no earlier than 17:00 hours on the 24th of March;
　　e.　Orders will be given to the team leader at 09:00 hours 22nd March, at substation 1; and
　　f.　Specialist equipment and pre-administration: take night vision binoculars and food prepared by 09:00 hours, 22nd March.

712.　Information security. Giving rangers prior notice of patrol routes and timings or other details regarding a planned operation is up to the discretion of the park director or head of enforcement. In most cases it is vital to preserve operational security by withholding information until just before deployment. Often rangers live in the local villages, and to give more details than actually required may lead to a breach in security through unauthorized or coerced discussion.

713.   Delegating tasks. Upon the issuance of a preparation order, the team leader can prepare the team for patrol. The team leader must delegate tasks clearly to ensure all preparation is completed thoroughly. The team leader is to ensure the completion of both team and personal administration and, if possible, rest the patrol before deployment.

714.   Time and space to issue orders. These preparation orders are to be given to the team leader at the last possible moment, but still allow enough time and space for the team leader to be able to plan his or her patrol orders. Again, the need to maintain operational security is considered so as not to compromise the team or its activities.

Section 7-4 Patrol Preparation

715.   Once a team has received a preparation order for a patrol, the team may then prepare   any administrative and pre-patrol requirements. The procedure is designed so that the team is administratively, physically and mentally prepared for the specific patrol activities. The team leader needs to delegate most of the administrative tasks to the team second-in-command, who subsequently delegates to the team members. This enables the team leader to be available to receive orders from the head of enforcement, and subsequently complete his or her team orders.

716.   Reconnaissance tasks. Part of patrol preparation may involve the team leader, with possibly some of his or her team members, conducting a pre-patrol reconnaissance. This of course depends on the type of task the team has been given by the head of enforcement.

717.   Preliminary moves. Patrol preparation may also need to include any preliminary moves to the headquarters, a sub-station, or another location within the protected area.

718.   Systematic, orderly procedure. A recommended procedure is as follows:
   a.   Issue preparation order – Team leader issues the preparation order to his or her team members;
   b.   Individual equipment – Team second-in-command directs rangers to conduct personal preparation of their equipment. He or she conducts an inspection to ensure the rangers have carried out a thorough preparation;
   c.   Team equipment – Team second-in-command issues team equipment as required and directs rangers to carry out any preparations. Again, he or she inspects the equipment to ensure compliance with his or her directions;
   d.   Specialist equipment – Team second-in-command issues and then later inspects specialist equipment;
   e.   Food and water – Team second-in-command purchases or collects food from the market or from the required location or person and distributes it with cooking items among the team. He or she also ensures all members have the required amount of water;
   f.   Personal administration – The team second-in-command ensures all team members have taken care of their personal administration such as bills paid, family left with money, etc;
   g.   Reconnaissance – If advanced reconnaissance is required, the team leader will designate members for the task. The second-in-command must ensure that additional, unrelated tasks and not given to these people during the patrol preparation;
   h.   Training – Training and rehearsals are conducted. Training may be required for the introduction of new equipment, tactics, or procedures, or when new members or other rangers are attached to a team. If training is not required, as a minimum, the team leader will rehearse the entire team on the tactical drills prior to commencing the patrol;
   i.   Preliminary moves – The team may have to move to another location, such as the park headquarters or a sub-station, prior to receiving orders; and
   j.   Orders – Immediately before patrol operations begin, the team leader will issue detailed orders. (See Section 7-5: Team Patrol Orders

Section 7-5 Team Patrol Orders

719. Team patrol orders are to be detailed to ensure that every member of the team knows their tasks and requirements, as well as to ensure all members know the purpose (mission) and how the patrol will be conducted (execution).

720. Orders are to be given in a safe and secure location in order to maintain operational security. The orders are to be issued at a time just prior to the team deploying on patrol. However, enough time should be allowed to conduct any relevant tasks as dictated in the orders.

721. After issuance, team members are not to be allowed to leave the patrol site. This is to ensure that any patrol information is not conveyed outside the team organization, thereby protecting the team's security.

722. To secure the information, only personnel directly involved in the patrol are to be present when orders are given. If drivers are required to drop teams in certain locations, they are to only be present (or briefed separately) for the part of orders detailing the actions they are required to carry out. Information is to only be given on a need-to-know basis.

723. There are a number of different formats that can be used for giving orders, but all should follow the general format as described below. For reference the following order formats are in Annexes to this chapter:

   a. Patrol Orders - Annex D;

   b. Raid Orders - Annex E;

   c. Quick Raid Orders - Annex F; and

   d. Ambush Orders - Annex G.

724. Patrol orders:

   a. Are to be issued with the aid of models, mud maps, sketches, photos, etc;

   b. Must always be given to the whole team;

   c. Are to be given slowly and queries answered at the end of each phase of the orders; and

   d. Must include a seniority list in case the team leader becomes incapacitated.

725. Patrol orders format. The suggested format for orders is as follows:

   a. Explain aids. Describe maps, models, photographs of locations and suspects;

   b. Situation:

      i. Topography: Describe the expected terrain and vegetation, weather, sunrise and sunset times, the moon's cycle. If operating near the sea or tidal rivers, high/low tide timings;

      ii. Criminal elements: Include the following details:

         1. Identities, if known;

         2. Past and present activities;

         3. Size of groups;

         4. Equipment and dress;

         5. Known or likely locations they are operating in; and

         6. What is their likely reaction when encountered?

      iii. Supporting forces: Include the following details:

         1. Other rangers and law enforcement agencies operating in the area;

         2. Any team or agency that is supporting the operation and means of identification and communication;

         3. Identity, location and method of activating a reaction force;

         4. Time of reaction force to arrive in patrol area; and

         5. Any team member who is detached from the team or not attending the patrol, or any person who may be attached to the patrol.

   c. Mission: Give a clear and concise statement of the mission that is derived from the head of enforcement's objective. The mission is to be repeated twice to ensure all team members clearly understand. Examples are;

      i. "Team 1 is to search for and capture the tiger poacher operating in sector 1," or;

ii. "Team 7 in a joint operations with Team 8 and 9 is to sweep and clear sector 2 park perimeter of poachers," or;

iii. "Team 5 is to ambush the track at grid reference 375 678 and capture Mr Chan Lo, the wildlife smuggler," or; and

iv. "Team 4 is to raid and destroy the sawmill at grid reference 457 567, capturing all violators at the location."

d. Execution: This section describes how the mission is to be carried out by the patrol. It includes:

    i. A general outline including the strength and composition of the patrol;

    ii. Timings (include rehearsal time after orders and when the debrief will occur on return from patrol) and method of movement to different locations. This can include:

        1. Foot;

        2. Vehicle;

        3. Boat; and

        4. Aircraft/fixed wing or helicopter. The use of helicopters is something that should be controlled by the head of enforcement. Annex H describes the procedures in utilizing helicopters for the insertion and extraction of ranger teams.

    iii. Probable routes, navigational details and boundaries;

    iv. Formations to be used;

    v. Deception and cover plans;

    vi. Actions to be taken if the following occur:

        1. Ranger becomes lost or separated from the patrol;

        2. Ranger is injured (Annex I describes a recommended procedure for casualty evacuation);

        3. Encountering different situations, e.g. hostile encounter, handling of violators, encroachment, snares, poachers, wildlife etc; and

        4. Rules of engagement.

e. Administration and logistics: Includes all the required administration and logistics for the patrol. This includes:

    i. Food and water;

    ii. Dress and equipment;

    iii. Weapons and ammunition;

    iv. Medical;

    v. Specialist equipment; and

    vi. Transportation and details on when inspections of the equipment will be conducted.

f. Command and communications: This section covers all points pertinent to communications equipment, including:

    i. Radios and frequencies;

    ii. Antennas;

    iii. Codes and call signs of units and persons involved;

    iv. Telephone numbers;

    v. Radio checks to be carried out prior to commencing the patrol; and

    vi. The patrol team seniority list is also given. This includes who is in charge, second-in-command, and details down to the last person.

g. Synchronization of watches: The Patrol leader ensures that all members have their wristwatches set on exactly the same time; and

h. Summary and questions: The team leader then gives a quick summary of the operation. He or she asks if there are any questions, and then asks questions from the team members to ensure they know what they have to do.

726. Orders and briefings should be reasonably short due to standard operating procedures (SOPs) and prior team member training. The team leader may refer to the SOPs in a manner such as, "If the team comes under hostile fire: as per SOP's," and "rules of engagement: as per SOPs," etc.

727. Annex J gives an outline for SOPs that can be used for routine enforcement patrols. Annex K gives an outline for SOPs for wildlife monitoring patrols.

Section 7-6 Conduct of the Patrol

728.   The actual conduct of a patrol is explained in the following parts of this manual. However, a patrol must be conducted according to orders. Variations from the directed tasks are to be approved through the head of enforcement.

Incidents/Occurrences

729.   These are the events that occur during the patrol that need to be recorded in a note book. First, the team needs to counter or react to the incident. Once the incident or occurrence has been acted upon, neutralized or completed, the team leader needs to record it for later reporting. This is to ensure detail is not forgotten when reporting the occurrences at the end of the patrol. These incidents can be categorized as follows:

730.   Routine occurrence – This information includes regular patrol events such as:

    a.   Locations and times of patrol bases;

    b.   Locations and times of meal breaks; and

    c.   Location and times of radio checks. Information on locations where a team can and cannot communicate using team radios is valuable information for future operations.

731.   Topographical occurrence – This information is to include all points pertinent to the natural environment. If changes are noted during the patrol they are to be recorded on topographical maps back at the headquarters. This information can help in the planning of future patrols in the area by covering the following:

    a.   Watercourses – water levels, water flow, drinkability, crossing points for large bodies of water or rivers;

    b.   Vegetation – record details about vegetation density while conducting the patrol. Vegetation may be thick in certain areas and thus slow the movement of the team. This is to be recorded giving an approximate area and stating the type of vegetation and reason, such as "slowed the patrol movement" (Vegetation may have changed since the maps were made);

    c.   Terrain – landslides, or slippery rocky areas, may affect the patrol and affect poacher operations. These details need to be recorded, and can also go into warnings of future potential landslides that may directly affect the safety of villages and villagers in the area;

    d.   Weather – this is another key point that requires recording, as weather can adversely affect patrols and individual patrol members. The weather will also affect poacher operations, and this information can be used, over time, to determine poacher trends regarding weather conditions; and

    e.   Man-made features – This includes buildings, settlements, wells, roads, tracks and bridges. Conditions of all such features need to be written in the team leader/second in command note books.

732.   Wildlife incident – This information is to include all wildlife track, sign, visual sightings and noises. Record the time, location and number of wildlife encountered. Include any insects of importance.

733.   Enforcement incident – These incidents and occurrences are the most important for the enforcement patrol. The list issued must be detailed and comprehensive. The exact list can be taken from the protected area law of violations and illegal activities. The list needs to cover the following:

    a.   Illegal logging;

    b.   Wildlife poaching;

    c.   Charcoal production;

    d.   Encroachment;

    e.   Other illegal resource extraction;

    f.   Violators;

    g.   Arrests; and

    h.   Confiscations.

734.   Special incident – These are incidents that are not covered by any of the above but which need special notation. The

head of enforcement or park director may even want to include under this section such things as death threats, shooting incidents, etc. to bring special notice to these occurrences.

735. All of these occurrences or incidents make up the bigger picture. If these incidents are not reported, they are not known and valuable pieces of the information jigsaw puzzle will go missing.

736. The Patrol Incident Occurrence Data (PIOD) form as follows is a simple means of documenting patrol activities, as they occur, in one standard format for the entire enforcement force. This can be made up as a notebook that can easily fit into the team leader's pocket. See paragraphs 737-743 for more on this form.

PATROL INCIDENT OCCURRENCE DATA				011
1. Patrol Code	T01-2F		2. DTG	180931 JUN 03
3. Location	48	P	5876103	UTM 7822005
4. Incident/Occurrence		Loggers Captured		

X	1. Logging	X	11. Weapon	
	2. Poaching		12. Confiscation	
	3. Aloewood		13. Dangerous situation	
	4. Charcoal production		14. Illness/Injury	
	5. Encroachment		15. Fire	
	6. Other Illegal activity		16. Wildlife sign/site	
	7. Camp		17. Patrol base/rest	
X	8. Human encounter		18. Topographical/climatic	
	9. Violation		19. Equipment damage/lost	
X	10. Arrest		20. Other (describe)	

Photo #	1-10 (Disk 3)

5. Description/Notes

Patrol heard chainsaw, deployed into position, moved
in, and captured 3 illegal loggers, 2 cutters and one
armed guard with dog cutting blackwood. 2 trees
cut down. Confiscated equipment (see back).
Chainsaw was burnt in location and axes destroyed.
Name of loggers (see back)
Returned to HQ with violators and AK-47
See arrest report (#330)

BACK OF FORM

Violators
Mr. Mot Mann, Age 26, Photo #5
Anul Village, Dung District, North Province
Violation: Logging

Mr. Hum Diddy, Age 25, Photo #6
Anul Village, Dung District, North Province
Violation: Logging

Mr. Fiddy Do, Age 24, Photo #7
Pung Village, Dung District, North Province
Violation: Illegal position of weapon/logging

Equipment Confiscated
1 x chainsaw – destroyed
2 x axes – destroyed
2 x cubic meters of wood – destroyed
1 x AK-47 serial number 120978
23 x bullets, 7.62mm short
1 x machete

Explanation of the Patrol Incident Occurrence Data (PIOD) Form

737.   Patrol code. Simply states the team number, and patrol number for that month and type. The example shown here is T01 – 2F. This represents Team 1 (T01), second patrol for the month (-2), and means that the patrol is on foot (F).

738.   DTG. Refers to the date-time group. This is the 18th day of the month (18), at 9:31 hours (0931) during the month of Jun (JUN). The year is 2003 (03).

739.   Location. Location is given as a UTM.

740.   Incident/occurrence. The main incident that occurs is given here. On this form, there are twenty specific incidents that must be marked accordingly. This information can then be entered into a database. The incidents marked on this PIOD correspond to a logging incident with a human encounter and arrest, involving a weapon.

741.   Photo. If photographs are taken, note here the photograph number from the camera.

742.   Description. The team leader records a written description of what occurred.

743.   If more room is required, write on the back of the page. If carrying around large sheets of paper is cumbersome, the team leader will keep a "patrol diary" to log all events and occurrences (Four columns drawn up in a note book will suffice). The column headings will detail the number of the entry, i.e. serial; the date and time; the grid reference; and the event or occurrence. The Patrol Diary is also used to record navigation and topography details that the team came across during the patrol. An example is shown below:

Serial	Date Time	GRID	Occurrence
1	180800 Oct	456777	Heard two chainsaws. Bearing. 35° dist. 500m.
2	180900	459781	Located saw mill in OP. five pers. cutting trees. Radio information to HQ.
3	181100	459782	Conducting close recon of sawmill. Two trucks enter on N/S rd.
4	181400	460782	Wood stockpile and tents. Eight pers. in total. Two with AK-47, one with RPG.

Section 7-7 Patrol Debrief

744.   After returning to base, the team leader will review the events, incidents and occurrences in consecutive sequence with the team. This is to be conducted as soon as possible on return.

745.   This is very important, as the team leader may have missed some details regarding what occurred during the patrol. In turn, this may create problems if any crucial evidence/points are missed and the case goes to court.

Section 7-8 Post Patrol Administration

746.   After the patrol debrief, the team second-in-command needs to ensure that all equipment taken on the patrol (both individual and team-specific) is accounted for and cleaned. Anything that is damaged is to be replaced or a replacement is to be requested. Any item used from the medical kit is to be replaced. Weapons and ammunition are to be thoroughly cleaned, and extra oil should be placed on the weapons after inspection and prior to storage. Personal equipment, such as uniforms, can be cleaned later at home (but should be attended to at first opportunity).

747.   Administration tasks. The second-in-command will carry out all these administrative tasks by delegating to team members, allowing the team leader to compile his or her report. As soon as all of the equipment is cleaned, repaired or replaced, the team leader is notified so that he or she can inspect all items. On the team leader's approval, all items are to be stored, and are now ready for the next task. This procedure ensures that all teams are ready for any regular or emergent tasking at a moment's notice.

748.   Spot checks. The head of enforcement is to carry out spot inspections of the team equipment to ensure readiness and good working order.

Section 7-9 Patrol Report / Reporting

749.   Even though the team may have returned from the field, the patrol is not finished until all reports are complete. The team leader will submit a report to the head of enforcement which should be simple and concise. If reports are too complex, items can be missed and readers will not take the time. A simple method is as follows:

    a.   Date/time;

    b.   Location;

    c.   Incident/occurrence; and

    d.   Description.

750.   The team leader will brief the head of enforcement on what has occurred during the patrol. This information is then entered into a computer database or filing system.

Section 7-10 Analyse Patrol Data

751.   Patrol data should be analysed at least monthly by the head of enforcement and the park director. If this data is not properly exploited, patrol strategies, plans and outcomes may not be realized to their fullest potential.

752.   Analysis of patrol data also assists future planning and allocation of resources for the PA patrolling plan. By analysing the data and being predictive through intelligence, the data can assist in budget and human resource planning.

Section 7-11 Briefings

Introduction

753.   Daily duties will require that you instruct, inform, explain and on occasions to persuade. You will also be required to conduct briefings. Routine "on duty" speaking seldom requires oratory or eloquence, dramatics, or the "how-

to-win-friends approach". In a briefing however, the target audiences interested only in the factual presentation of pertinent material, logically arranged. To be effective you must be clear, logical, concise and convincing.

754.   Good speaking requires knowledge of speech construction, careful preparation and frequent practice.

755.   Briefings may include the presentation of statistical data, tables, and technical data / geographic references. Supporting your briefing by visual or graphic aids will be both necessary and effective.

756.   When giving a briefing remember ABC:

    a.   Accuracy;

    b.   Brevity; and

    c.   Clarity.

Information Briefing

757.   The information briefing is designed to inform the listener. It deals with the facts and has no conclusion or recommendations. It is used to present high-priority information requiring immediate attention, complex information involving complicated plans, system statistics, or charts and sometimes controversial information requiring elaboration and explanation. Situation briefings that cover the tactical situation over a period of time usually fall into this category. A good format is shown below:

758.   Introduction:

    a.   Greetings. Use courtesy and correct protocols, address the person(s) being briefed, and identify yourself;

    b.   Purpose. Explain the purpose and scope of the briefing; and

    c.   Procedure. Explain any special procedure if demonstration, display, or tour of outlaying facilities is involved.

759.   Body:

    a.   Arrange main ideas in logical sequence;

    b.   Use visual aids correctly;

    c.   Plan for effective transitions; and

    d.   Be prepared to answer questions.

760.   Close:

    a.   Ask for questions;

    b.   Concluding statement; and

    c.   Announce the next briefer, if any.

Decision Briefing

761.   The decision briefing is designed to obtain an answer or a decision. For the protection and enforcement manager, this can normally be conducted verbally with the PA director. However, there may be times when the manager may have to conduct a more formal decision brief to the PA director, or even to higher levels from the department or even ministerial level. The following is a logical sequence:

762.   Introduction:

    a.   Greetings. Use courtesy and correct protocols, address the person(s) being briefed, and identify yourself;

    b.   Purpose. State the purpose of the briefing is to obtain a decision and state the problem.

    c.   Coordination. Indicate what coordination between departments, sections and staff has been accomplished; and

    d.   Classification. What the subject classification is.

763.   Body:

    a.   Assumptions. These must be valid, relevant and necessary;

    b.   Facts bearing on the problem. These must be supportive, relevant, and necessary;

    c.   Discussion. Analyse the available courses of action. Plan for smooth transition;

    d.   Conclusion. Include the degree of acceptance, and the advantages and disadvantages / the order of merit of each course of action; and

    e.   Recommendation(s). State what action(s) are recommended. These must be specific, not solicitation of opinion.

764.   Close:

    a.   Ask for questions; and

    b.   Request a decision.

765.   Follow-up:

    a.   Following the briefing, if the decision maker was not present or there is time required to make a decision then the briefer must be informed of the decision.

Mission, Operations or Order Briefings

766.   The mission, operations or orders briefing will be done as per the patrol procedures.

767.   For orders briefings the main topics will be:

    a.   Directors orders;

    b.   Head of Protection and enforcement operations orders;

    c.   Preparation orders;

    d.   Patrol orders;

    e.   Ambush orders;

    f.   Raid orders; and

    g.   Quick raid orders.

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ANNEX A: TABLE OF PATROL OPERATIONS PROCEDURE

TABLE OF PATROL PROCEDURE

Event	Responsibility	Action
Director's orders	Park director	Park director issues orders in line with the strategic plan to counter threats and illegal activity to the protected area.
Develop tactical patrol plans	Head of enforcement	Conduct appreciation of the situation, take the tasks or objectives of the park director and develop tactical patrol plans for each team.
Preparation order	Head of enforcement	Issues preparation order to each patrol team leader. Team leader then passes this onto his or her patrol team.
Patrol preparation	Team 2IC	Team second-in-command prepares all administrative requirements for the patrol team prior to deployment.
Issue patrol plans	Head of enforcement	Team leaders receive the patrol plans from the head of enforcement
Patrol planning	Team leader	Team leader then plans for his or her patrol and writes up patrol orders from that plan.
Patrol orders	Team leader	Team leader issues patrol orders to his or her team just prior to departure from patrol.
Conduct patrol	Team	The team conducts the patrol as per orders.
Incidents	Team	The team leader writes up any incident or occurrence during the patrol.
Patrol debrief	Team leader	On return from the patrol, the team leader reviews the events of the patrol with all team members to see if any point was missing or something needs to be added.
Post-patrol administration	Team 2IC	Team 2IC ensures all equipment is cleaned, serviceable, recharged and refilled. Team leader inspects equipment before being stored.
Patrol report/reporting	Team leader	Team leader completes his or her report and debriefs the head of enforcement, handing the written report over to be entered into a database.
Analyse patrol data	Park director/head of enforcement	The head of enforcement and the park director need to analyse the data from all patrols so that the next month patrolling schedule can be changed as required. Then the cycle starts over again.

ANNEX B: APPRECIATION PROCESS

Appreciation Process

1.   **General:** Planners at all levels must conduct an appreciation (or evaluation) to come up with the most suitable and effective plans. By using the appreciation process, planners are exploring all the options and not just going on personal feelings and experience.

2.   **The Appreciation Format:** The Appreciation should be conducted as follows:

      a.   **Aim:**   Understand what you are trying to achieve by carrying out certain tasks.

      b.   **Factors:** Consider all the factors and how they affect your plan:

            i.   The criminal element;

            ii.   Own forces; and

            iii.   Locations and topography.

      c.   **Time and space:**   How time will affect your plan.

      d.   **Assessment of tasks:**   Consider all tasks that have to be completed to achieve your aim.

      e.   **Budget and resources:**   Plan within your resource capabilities.

      f.   **Course open to the criminal element:**   Consider the most likely and the most dangerous course of action that the criminal element can take.

      g.   **Courses of action development:**   Come up with a number of courses of action to achieve your aim:

            i.   Go through each course and consider the strengths and weaknesses of each course of action;

            ii.   Consider the consequences of all strengths and weaknesses and the effect they could have on your patrol; and

            iii.   Select the best option.

      h.   **Plan:**   Develop the plan from the best selected option/course of action.

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ANNEX C: PREPARATION ORDER

PREPARATION ORDER

Part 1 – Issue procedure

1.   **General:**   Preparation Orders are to be issued in all cases. This will allow adequate preparation time for all operations. The Preparation Order needs to contain enough information for the Team/Section Leader to adequately plan his patrol.

2.   The Preparation Order is to contain all information required by the Team/Section 2IC to carry out all the administrative and logistical preparation of the patrol.

Part 2 – Preparation Order Format

Preparation Order Format: The Preparation Order should be issued using the following format:

1. **Situation:** A brief description of the situation.
2. **Team/Section and type of patrol:** The Team is designated and the type of patrol given (e.g. Routine, Search & Capture). This gives the Team Leader the information he requires to plan his patrol and follow the Head of Enforcements intent.
3. **General outline of task:** The general outline must contain enough information to ensure that the Team Leader understands his mission. There may be a number of tasks to be completed to satisfy the Head of Enforcement's overall plan. Note that secrecy may preclude the early announcement of the specific objective of the patrol.
4. **Timings:**   Timings should contain the following:

    a.   Length of patrol;

    b.   Time of departure;

    c.   Time of return;

    d.   Time that patrol is to be prepared to move by; and

    e.   Degree of notice to move.

5. **Orders Group:**   The timing and location for Patrol Orders to be issued.
6. **Preliminary moves:**   The details, including timings, of any requirement for a preliminary move.
7. **Administrative Instructions:**   Any pre-deployment administrative instructions, to include any specialist equipment required, vehicle preparation, et al.
8. **Acknowledgement:**   The supervisor may require confirmation that the Team Leader has received the warning order.

ANNEX D: PATROL ORDER

PATROL ORDERS

1. **Situation:**

    a.   Describe models, maps, photos, photos of suspects etc;

    b.   **Topography:**

        i.   Terrain;

        ii.   Boundaries for patrol;

        iii.   Vegetation;

        iv.   Weather;

        v.   Moon phase;

        vi.   Sunrise / sunset timings; and

        vii.   High / low tide.

    c.   **Criminal elements:**

        i.   Expected types of violators – subsistence/local professional/professional crime head;

        ii.   Expected size of group/organization/working for whom;

        iii.   Past and present activities;

        iv.   Equipment and dress;

        v.   Known or likely locations; and

        vi.   Likely reaction when encountered.

    d.   **Other Ranger Team(s)**

        i.   Team(s);

        ii.   Areas of operation; and

        iii.   Means of contact.

    e.   **Supporting Forces:**

        i.   Identity and locations;

        ii.   Means of identification;

        iii.   Means of communication;

        iv.   Reaction time if required; and

        v.   Attached or detached personnel.

2. **Mission:** (Say twice)

    a.   Team / Section XX is to …………………............................in order to………………….

3. **Execution:**

    a.   **General outline:**

        i.   Type of patrol – routine/search and capture/area or route clearance, etc.

        ii.   Patrol strength;

        iii.   Length of patrol;

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    iv.   General routes and tasks; and

    v.   Rules of engagement.

b.   **Phase 1 Insertion:**

    i.   Time of departure from present location;

    ii.   Location of insertion point;

    iii.   Location of alternate insertion point

    iv.   Method of movement;

    v.   Navigation instructions (including check navigator and pacers);

    vi.   Formations to be used;

    vii.   Deception plan;

    viii.   Weapon condition; and

    ix.   Any special instructions (e.g. driver brief);

c.   **Phase 1 - Actions on (as applicable)**

    i.   Vehicle Breakdown on route;

    ii.   Loss of communications;

    iii.   Being seen by people on route;

    iv.   Being seen by people at insertion point;

    v.   Seeing people at insertion point;

    vi.   Hostile encounter at insertion point;

    vii.   Casualty on insertion; and

    viii.   Inserting at incorrect location.

d.   **Phase 2 - The Patrol**

    i.   Navigation instructions to first night location;

    ii.   Formations;

    iii.   Weapon condition; and

    iv.   Any instructions for tasks to be carried out on route.

e.   **Phase 2 – Actions on (as applicable)**;

    i.   Loss of communications;

    ii.   Encountering villagers;

        Collecting NFTP (avoid or question); and

        Non-violators (avoid or question).

    iii.   Encountering violators;

    iv.   Hostile encounter;

    v.   Capturing and processing violators:

        a.   Type of violation - non re-offense - detain and escort to boundary/detain and return to HQ/detain and handover to support team.

    vi.   Encountering various crimes;

        a.   Encroachment;

        b.   Illegal hunting;

        c.   Snares;

        d.   Illegal logging;

        e.   Sawmills;

        f.   Charcoal kilns; and

        g.   Other resource extraction/violation.

    vii.   Casualty/sickness;

    viii.   Lost / separated;

    ix.   Mines/booby traps; and

    x.   Encountering obstacles.

f.   **Phase 3 Extraction**

    i.   Method of extraction;

    ii.   Date and time of extraction;

    iii.   Location of extraction point;

    iv.   Estimated time back at base location;

    v.   Weapon condition; and

    vi.   Any special instructions

g.   **Phase 3 – Actions on (as applicable);**

    i.   Loss of communications;

    ii.   Encountering violators at extraction point;

    iii.   Hostile encounter at extraction point;

    iv.   Casualty at extraction point;

    v.   Encountering people at extraction point; and

    vi.   Vehicle not arriving at extraction point.

h.   **Co-ordination and timings**

    i.   Departure time;

    ii.   Patrol prepared to move by _____ hrs;

    iii.   Rehearsal timings;

    iv.   Final inspection timing;

    v.   Timing for patrol debrief on return; and

    vi.   Any special instructions/timings.

4.   **Administration and logistics:**

a.   Dress and equipment;

b.   Weapons and ammunition;

c.   Food and water;

d.   Medical kit, and who carries it;

d.   Special equipment, and who carries what;

e.   Spare batteries;

f.   Vehicle(s) prepared and refuelled; and

g.   Any further instructions or amplification.

5.   **Command & Communications:**

    a.   Call signs;

    b.   Radio and who is to carry;

    c.   Spare radio and spare batteries;

    d.   Radio check carried out;

    e.   Frequencies and communication checks and schedules;

    f.   Telephone numbers as required;

    g.   Any codes; and

    h.   Seniority list;

6.   **Synchronize watches.**

7.   **Summary:**

    a.   Team Leader gives quick summary of patrol; and

    b.   Questions, to and from Team.

ANNEX E: RAID ORDER

RAID ORDERS

Part 1 – Set up

1.   The ranger force may be separated into the following task groups as required:

   a.   Security group;

   b.   Search group;

   c.   Crime scene processing group;

   d.   Wildlife care group;

   e.   Command group; and

   f.   Other.

Part 2 – Orders format

1.   **Situation:**

   a.   Describe models, maps, photos, photos of suspects etc;

   b.   **Topography:**

      viii.   Terrain;

      ix.   Boundaries for patrol;

      x.   Vegetation;

      xi.   Weather;

      xii.   Moon phase;

      xiii.   Sunrise / sunset timings; and

      xiv.   High / low tide.

   c.   **Criminal elements:**

      i.   Expected types of violators – subsistence/local professional/professional crime head;

      ii.   Expected size of group/organization/working for whom;

      iii.   Past and present activities including expected evidence at scene;

      iv.   Equipment, weapons and dress;

      v.   Known or likely locations; and

      vi.   Likely reaction when encountered.

   d.   **Other Ranger Team(s):**

      i.   Team(s);

      ii.   Operating in what areas; and

      iii.   Means of contact.

   e.   **Supporting Forces:**

      i.   Identity and locations;

      ii.   Means of identification;

iii.   Means of communication;

iv.   Reaction time if required; and

v.   Attached or detached personnel.

2.   **Mission:** (Say twice)

a.   Team / Section XX is to ………………………………………in order to…………………

3.   **Execution:**

a.   **General outline:** (include any preliminary moves).

b.   Phases of raid:

    i.   Phase 1 – Move to Forming up place;

    ii.   Phase 2 – Conduct of the raid;

    iii.   Phase 3 – Crime scene processing; and

    iv.   Phase 4 – Withdrawal from raid scene.

c.   Rules of engagement for all phases.

d.   **Phase 1 Move to Forming Up Place (FUP):**

    i.   Check court orders if required;

    ii.   Groups and task (as required):

        a.   Security group;

        b.   Search group;

        c.   Command group;

        d.   Crime scene processing group;

        e.   Wildlife care group; and

        f.   Others.

    iii.   Location and route to FUP;

    iv.   Order of march and Formation to FUP – vehicle and seating arrangement if required;

    v.   Deception plan;

    vi.   Rendezvous;

    vii.   Boundaries of FUP;

    viii.   Formations in the FUP;

    ix.   Timings:

        a.   Depart to FUP;

        b.   Arrive in FUP;

        c.   Recon if required; and

        d.   Depart FUP to begin raid.

    x.   Weapon condition; and

    xi.   Any special instructions (e.g. driver brief);

e.   **Phase 1 - Actions on (as applicable):**

    i.   Vehicle Breakdown on route;

    ii.   Loss of communications;

    iii.   Being seen by people on route to FUP;

       iv.   Being seen by people at FUP;

       v.   Seeing people at FUP;

       vi.   Hostile encounter; and

       vii.   Casualty during movement to FUP.

f.   **Phase 2 – Conduct of the Raid:**

       i.   Groups and tasks:

            a.   Security group;

            b.   Search group;

            c.   Command group;

            d.   Crime scene processing group;

            e.   Wildlife care group; and

            f.   Others.

       ii.   Exact locations at raid site;

       iii.   Weapon condition on departing FUP;

       iv.   Route from FUP to raid site;

       v.   Order for commencing raid;

       vi.   Order of march and formations on departing FUP;

       vii.   Limit of exploitation;

       viii.   Order to be given when perimeter secured;

       ix.   Order to be given when threats are cleared;

       x.   Deception plan; and

       xi.   Use of specialist equipment;

       xii.   Timings:

            a.   Commence raid, depart FUP;

            b.   Perimeter secured;

            c.   Location cleared of threat; and

            d.   Command group arrives.

g.   **Phase 2 – Actions on (as applicable)**:

       b.   Loss of communications;

       c.   Being discovered;

       d.   Hostile engagement;

       e.   Suspect escapes (follow up?);

       f.   Reaching limit of exploitation;

       g.   Clearing locations of threats, persons;

       h.   Encountering and capturing violators or suspects;

       i.   Casualty (own/suspect); and

       j.   Reorganization (positions at raid location).

h.   **Phase 3 – Crime scene processing:**

       i.   Location of command post;

       ii.   Location of detainee collection point;

        iii.   Location of wildlife collection point; and

        iv.   Location of witness collection point;

        v.   Groups and tasks:

            a.   Security group;

            b.   Search group;

            c.   Command group;

            d.   Crime scene processing group;

            e.   Wildlife care group; and

            f.   Others.

        vi.   Search procedures;

        vii.   Suspect handling instructions;

        viii.   Animal handling instructions;

        ix.   Evidence handling instructions; and

        x.   Weapon condition during phase 3.

    i.   **Phase 3 – Actions on (as applicable):**

        i.   Loss of communications;

        ii.   Suspect escapes (follow up?);

        iii.   Locating evidence; and

        iv.   Persons attempting to enter crime scene.

    j.   **Phase 4 – Withdrawal from Raid Scene:**

        i.   Groups and tasks:

            a.   Security group;

            b.   Search group;

            c.   Command group;

            d.   Wildlife care group; and

            e.   Others.

        ii.   Suspect handling and transport;

        iii.   Animal handling and transport;

        iv.   Evidence handling and transport;

        v.   Order of march;

        vi.   Return to what location; adn

        vii.   Timings.

4.   **Administration and logistics:**

    b.   Dress and equipment;

    c.   Weapons and ammunition;

    d.   Food and water; and

    e.   Specialist equipment required:

        i.   Camera;

        ii.   Video;

        iii.   Other.

f. Expenses;

g. Transport, amount and type of vehicles, service check and refuel timings;

h. Preparation of other equipment;

i. Medical equipment;

j. Animal medical equipment; and

k. Animal food, water, handling equipment, cages, designated vehicle;

5. **Command & Communications:**

i. Radio call signs;

j. Radio frequencies, primary and alternate;

k. Code names;

l. Telephone procedures and numbers required;

m. Communications check timing; adn

n. Seniority list, chain of command;

6. **Synchronize watches.**

7. **Summary and Questions.**

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ANNEX F: QUICK RAID ORDER

QUICK RAID ORDERS

| 1. | **Situation:** |

    a.   Describe models, maps, photos, photos of suspects etc;

    b.   **Topography:**

        i.   Quick summary of local area; adn

        ii.   Description of camp, building, roads, tracks etc.

    c.   **Criminal elements:**

        i.   Numbers and locations;

        ii.   Equipment and dress;

        iii.   Likely reaction when encountered.

    d.   **Other Ranger Team(s):** As required

    e.   **Supporting Forces:** As required

| 2. | **Mission:** (Say twice) |

    a.   Team / Section XX is to ………………............................in order to………………….

| 3. | **Execution:** |

    a.   **General outline:**

        i.   Brief description of the plan and what you want to achieve

    b.   **Phase 1 Move to Forming up Place:**

        i.   Groups and tasks:

            i.   Location, route and order of march;

            ii.   Weapon condition; and

            iii.   Any special tasks.

    c.   **Phase 1 - Actions on (as applicable):**

        i.   Being seen or contacted on route;

        ii.   Cut off group being seen or contacted on route; and

        iii.   Arrival at Forming up place – deployment sequence.

    d.   **Phase 2 – The Advance to Rush line:**

        i.   Groups and tasks:

            a.   Direction of advance;

            b.   Spacing;

            c.   Formations;

            d.   Centre man for advance;

            e.   Signal for beginning rush; and

            f.   Weapon condition.

    e.   **Phase 2 - Actions on (as applicable):**

        i.   Being seen;

        ii.   Hostile encounter; and

        iii.   Casualty.

f.   **Phase 3 – Takedown**:

        i.   Groups and task;

           i.   Main locations to cover;

           ii.   Objectives that must be taken;

           iii.   Speed of advance; and

           iv.   Limit of exploitation.

g.   **Phase 3 Actions on (as applicable):**

        i.   Encountering violator;

        ii.   Capturing violator;

        iii.   Violator escaping;

        iv.   Hostile engagement; and

        v.   Casualty.

h.   **Phase 4 – Reorganization:**

        i.   General position of all personnel on reorganization;

        ii.   Signal for reorganization;

        iii.   Groups and tasks that may be required on reorganization; and

        iv.   Cut off group instructions.

i.   **Co-ordination and timings:**

        i.   Departure time for move to FUP;

        ii.   Departure time for cut-off group;

        iii.   Timing for leaving FUP to advance to rush line;

        iv.   All personnel check equipment for noise; and

        v.   Confirm weapon condition is prepared prior to moving to FUP.

4.   **Administration and logistics:**

l.   Dress for raid; determine whether packs are going to be left at the FUP.

5.   **Command & Communications:**

o.   Radio silence imposed prior to move to FUP

6.   **Summary:**

a.   Team Leader gives quick summary of patrol; and

b.   Questions, to and from Team.

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ANNEX G: AMBUSH ORDER

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AMBUSH ORDERS

</div>

1.   **Situation**

    a.   **Topography:** As per patrol orders as required;

    b.   **Criminal elements:**

        i.   Expected size of group;

        ii.   Past and present activities;

        iii.   Equipment and dress;

        iv.   Known or likely locations;

        v.   Expected direction of travel through ambush site; and

        vi.   Likely reaction when encountered.

    c.   **Supporting Forces:** As per patrol orders as required.

2.   **Mission:** (Say twice)

    a.   Team / Section XX is to ambush………………………….in order   to……………………………………………………

3.   **Execution:**

    a.   **General outline:**

        i.   Patrol strength;

        ii.   General summary of ambush task including rough timings; and

        iii.   Rules of engagement.

    b.   **Phase 1 Move to Rendezvous (RV):** If required

        i.   Locations;

            a.   Present;

            b.   RV; and

            c.   Ambush site.

        ii.   Time of departure from present location;

        iii.   Method of movement;

        iv.   Formations to be used and order of march;

        v.   Navigation instructions including check navigator and pacers;

        vi.   Estimated time of arrival at RV;

        vii.   Deception plan; and

        viii.   Any special instructions.

    c.   **Phase 1 - Actions on (as applicable)**:

        i.   Arrival at RV (positions and sequence for patrol base);

        ii.   Hostile encounter on route; and

        iii.   Hostile encounter at RV.

    d.   **Phase 2 - The Reconnaissance:**

    i.   Nominate personnel for recon group;

    ii.   Time to be spent on recon;

    iii.   Time and direction of return from recon;

    iv.   Final confirmation orders given on return from recon;

    v.   Formation for recon group;

    vi.   Radio watch and schedule as required; and

    vii.   Nominate person in charge when Team Leader on recon.

e.   **Phase 2 – Actions on (as applicable)**:

    i.   Loss of communications;

    ii.   Hostile encounter by recon group;

    iii.   Hostile encounter at RV;

    iv.   Recon group fails to return at nominated time; and

    v.   Lost.

f.   **Phase 3 Occupation:**

    i.   Ambush location;

    ii.   Groups and task (designate personnel and their position on the ground);

        a.   Flank security / early warning;

        b.   Rear security;

        c.   Capture and search group;

        d.   Command group; and

        e.   Cut off group.

    iii.   Route to ambush site;

    iv.   Formation and order of march;

    v.   Sequence of occupation by group;

    vi.   Administration area (if required);

    vii.   Any special instructions;

    viii.   No cooking, eating, smoking, talking, torches, radio silence if required, etc;

    ix.   Positioning of lights, aids etc;

    x.   Camouflage required to be brought in to site?

    xi.   Laying of signal cord if required; and

    xii.   Ambush set signal.

g.   **Phase 3 – Actions on (as applicable):**

    i.   Being seen on occupation;

    ii.   Hostile encounter on occupation;

    iii.   Early warning seeing person approaching ambush site; and

    iv.   Administrative requirements e.g. toilet, eating, drinking.

h.   **Phase 4 Initiating the Ambush:**

    i.   Method used for initiating the ambush;

    ii.   Secondary initiation (back up);

    iii.   Signal to initiate ambush using alternate;

          iv.   Location of search area; and

          v.   Groups and tasks on initiation:

               a.   Capture & Search;

               b.   Flank and rear security;

               c.   Command Group; and

               d.   Cut-off Group.

          vi.   Groups and tasks, ambush secure.

    i.   **Phase 3 – Actions on (as applicable):**

          i.   Larger group then expected;

          ii.   Armed group walking through ambush;

          iii.   Ambush detected by violators;

          iv.   Violators not all caught in ambush area;

          v.   Armed hostile reaction by violators;

          vi.   Unintended target in ambush; and

          vii.   Casualties.

    j.   **Withdrawal:**

          i.   Location of extraction point;

          ii.   Direction of withdrawal, to RV or on track;

          iii.   Order of march for withdrawal;

          iv.   Detainees secured by;

          v.   Evidence secured by; and

          vi.   Responsible person for any ambush equipment.

    k.   **Co-ordination and timings:**

          i.   Departure time;

          ii.   Patrol prepared to move by _____ hrs;

          iii.   Rehearsal timings;

          iv.   Final inspection timing;

          v.   Timing for patrol debrief on return; and

          vi.   Any special instructions/timings.

4.   **Administration and logistics:** As per patrol orders.

5.   **Command & Communications:** As per patrol orders including:

    a.   Early Warning method of alerting the Team of person approaching ambush;

    b.   Signal cord – who is to set;

6.   **Synchronize watches:** As per patrol orders.

7.   **Summary:** As per patrol orders.

ANNEX H: HELICOPTER OPERATIONS PROCEDURES

| PROCEDURES FOR HELICOPTER OPERATIONS |
| --- |

INTRODUCTION

1. The following procedures are for enforcement personnel daytime utilization of helicopters in a safe manner.

2. Helicopters and their crew are expensive and difficult to replace. These procedures are set in place for the safety of all personnel and equipment.

3. Not all helicopters are the same, and the procedures outlined in this document will need to be modified to adapt to different aircraft types and configurations. In all cases, consultation with the pilot and crew will confirm that the drills and procedures in place for this particular type of helicopter apply. The basic safety requirements must be applied no matter what type of helicopter enforcement personnel are working with. Before operations with helicopters, training and rehearsal with the helicopter and its crew must be conducted.

BASIC SAFETY REQUIREMENTS

4. **HATS-** All soft hats must be REMOVED FROM THE HEAD AND SECURED in a pocket so that it does not enter engine intakes or damage the helicopter's rotor blades

5. **RADIOS-** Radios should be TURNED OFF and antennas folded down, so as not to interfere with the helicopter's radio and electronic devices. This also applies to mobile phones if they are carried.

6. **WEAPONS-** All weapons are to be UNLOADED AND CLEARED before getting on board the helicopter. The MAGAZINE is to be secured in a pocket so that it does not fall out inside the helicopter. When sitting inside the helicopter weapons must be held with the barrel pointing down and resting against the floor with the butt uppermost. This is to prevent the barrel from piercing the ceiling of the helicopter in times of turbulence or emergency landings, and as an additional safeguard against negligent discharge into the rotors / engines. Weapons must be held firmly with the hands at all times when inside the helicopter.

7. **SEATBELTS-** Seatbelts must be worn at all times when flying in the helicopter.

8. **APPROACHING THE AIRCRAFT-** Personnel are not allowed to move to the aircraft until given a signal from the crew chief or pilot. The pilot sticking his hand outside his side window with a "thumbs up" usually signifies "safe to approach". If there is no signal, you do not approach the helicopter.

9. **WALK- DO NOT RUN** to a helicopter, as there is the possibility of falling over and injuring yourself. Due to the lack of visibility from rotor wash there is a possibility that you will collide into the front Perspex canopy of the helicopter and damage it.

10. **COCKPIT CONTROLS-** while seated inside the helicopter you are NOT TO TOUCH ANY CONTROLS. For the member that sits in the front seat next to the pilot, he must be aware not to touch any of the foot pedal controls, cyclic controls, switches and buttons in the cockpit area before and during flight. There may be occasion that use of the helicopters intercom communications may be used with the headphones.

11. **DANGER ZONE-** A danger zone exists to the rear of the helicopter; this area includes the tail rotor and on some helicopters high-wattage output electromagnetic radiation hazards for communication (some are as high as 400-watt outputs). There is to be NO APPROACH to the helicopter FROM THE REAR. Only approach the helicopter from the front or side from the 9 through 12 to 3 o'clock. (12 o'clock being the front of the helicopter) See illustration.
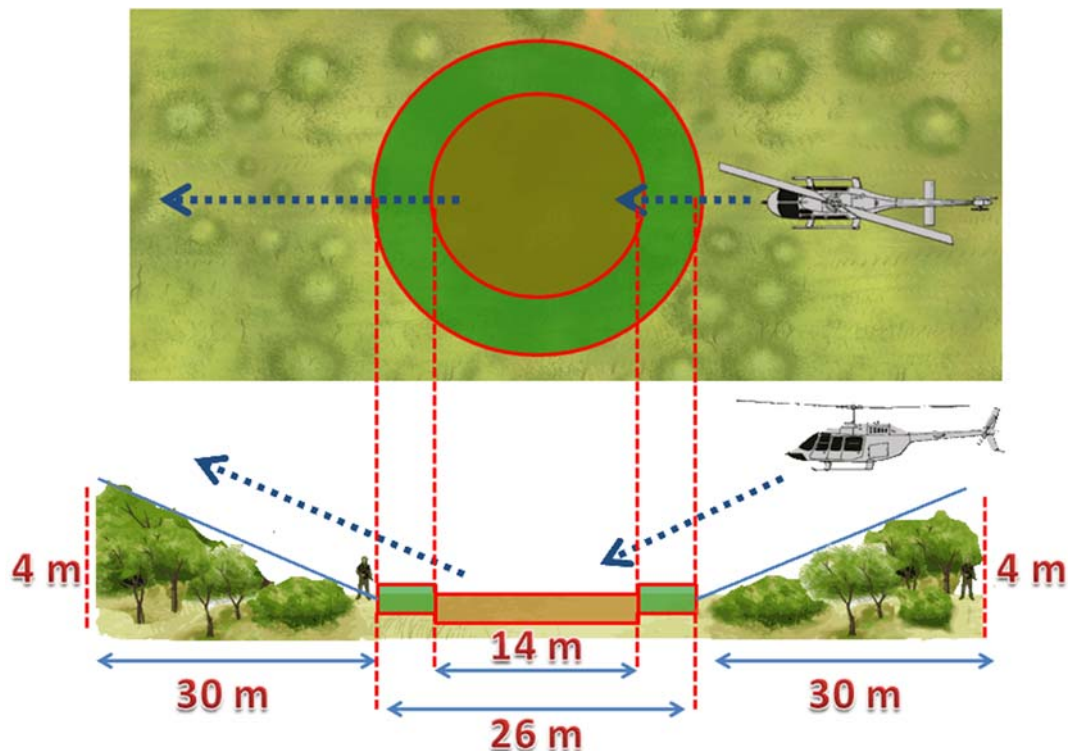
HELICOPTER DANGER ZONE
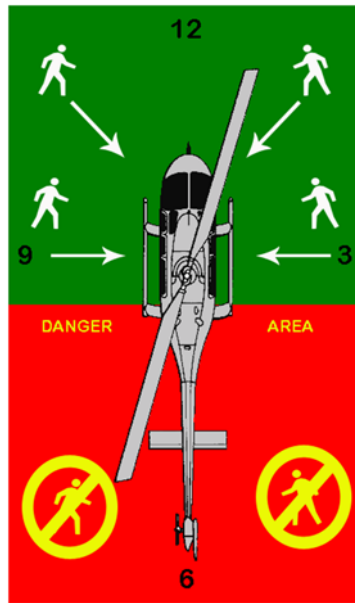
LANDING POINT DIMENSIONS

12.   **The Following dimensions are required for small helicopters such as the Bell Jet Ranger (OH-58 Kiowa): Cleared to 30 cm high, no loose debris 26 meters**


IDENTIFICATION

13.   The helicopter pilot may require identification at the LP. The team should show a marker to identify their position, and the best place to land and approach to their position. If the marker is smoke, ensure that it does not blow across the LP obscuring the pilot's vision.

Marking of Landing Point by Day

14.   Marking of LP during daylight hours is to be carried out with a marker panel or a panel that is easily identifiable from a helicopter. Large sections of red cloth can be joined to mark the team's position and Landing Point. The marker is to be positioned in a clear area. It must be pegged down to the ground with tent pegs or bamboo/wooden spikes in order to prevent it being caught up in the helicopter rotor blades.

"T" marker dimensions 4x4 m
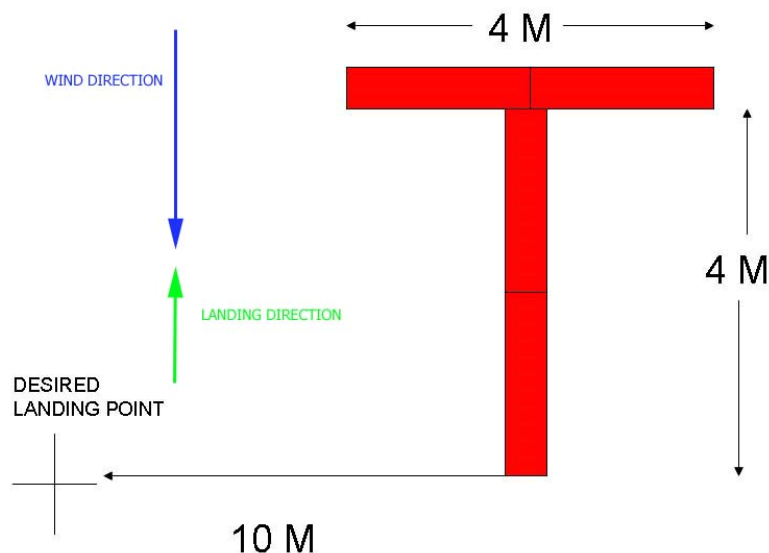

RESPONSIBILITIES AT THE LANDING POINT

15.   At the Landing Point (LP), the following actions must be carried out:

    a.   check that the area conforms as close as possible to the measurements;

    b.   ensure that the helicopter's approach is clear of tall structures and trees;

    c.   ensure that landing approach is into the wind; and

    d.   ensure LP is clear of loose debris, such as small branches and rubbish.

MARKER PLACEMENT

16.   After the desired area has been located and cleared, the Marker is placed and secured to the ground 10 meters from the touchdown point in a direction of two o'clock as the pilot sees the ground (12 O'clock being into wind and straight ahead). See note below.

17.   The team places itself in all round security approximately 30 meters from the landing point and not in the helicopters direction of flight. The most obvious position would be again at the 2 O'clock position and if possible within some form of cover or concealment, but still be able to have visual with the pilot when he lands the helicopter.

18.   NB. This applies if the pilot is seated in the front right seat of the helicopter. If the helicopter is flown from the left hand seat the marker and team should be placed at the 10 o'clock position

TEAM AND MARKER IN PLACE PRIOR TO LANDING

WIND DIRECTION

TEAM POSITION
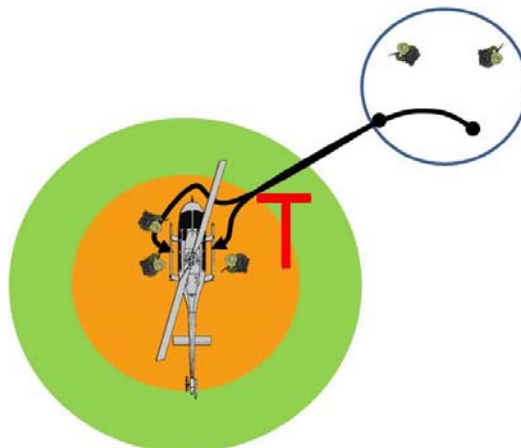
HELICOPTER APPROACH
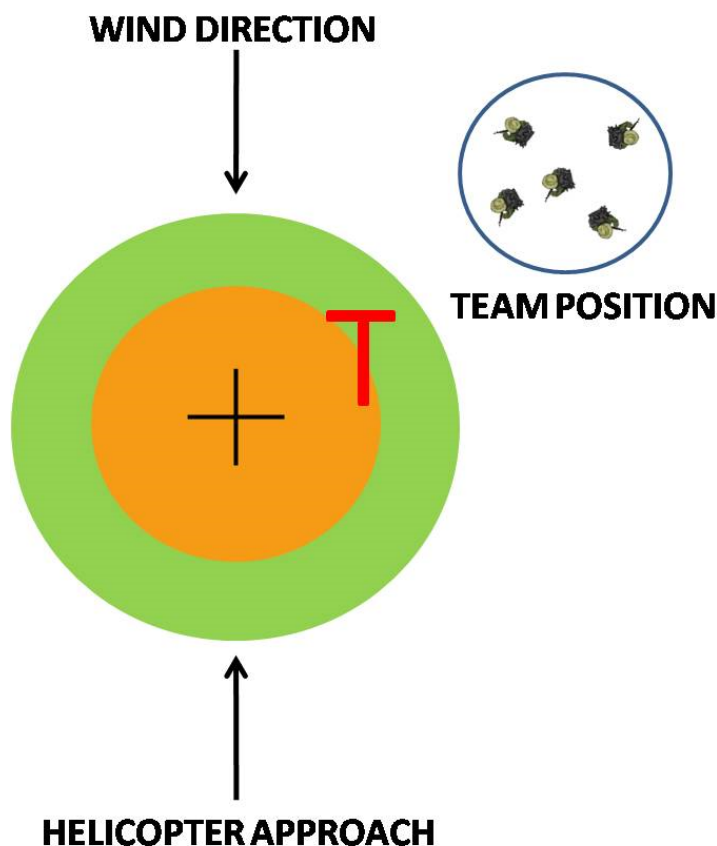
EMPLANING PROCEDURE

19. When emplaning, personnel are to approach from the front as previously mentioned. Entry can be made from the left and right doors if fitted. Personnel are to walk with head stopped and not approach the rear rotor. Carry nothing higher than head-high. Because a helicopter's main rotors can stir up considerable amounts of dust and small particles that may enter the eyes, it is a recommendation (but not a necessity) to use clear goggles to aid visual capacity on approaching the helicopter.

20. Because a majority of helicopters used in the PA area context are small and limited in personnel carrying capacity, most likely only three team members can be inserted into the area of operations at a time. The smaller helicopter must then return to the sub-station or pick up point and return to the field to pick up the remainder of the team. The most logical system is to break the team into two groups for insertion and extraction. Group one will consist of the team commander, the Scout and Ranger 1. They will insert and extract as a group and always first. Group two will be the team second-in-command (2IC) and Ranger 2.

21. If larger-lift helicopters are available that can carry all team members, then only one insertion and extraction will be required.

22. Prior to emplaning, all members will adhere to the basic safety procedures. It is the responsibility of the commanders of each group to ensure their members are also applying these procedures prior to and during emplaning.
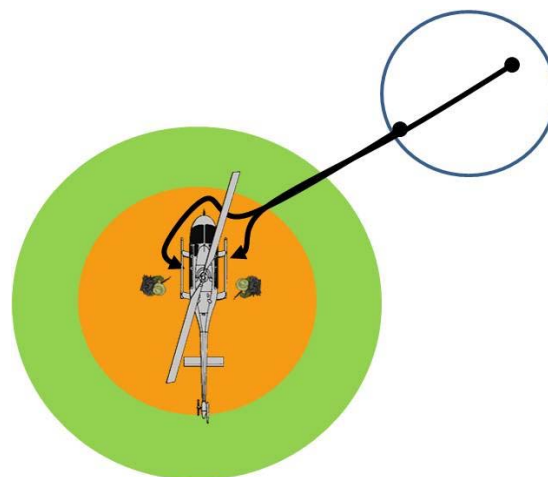
EMPLANING PROCEDURE GROUP 1

23.   As the helicopter is approaching, Group One will conduct the basic safety procedure and wait in line just prior to the helicopter landing. The Group will carry their packs on their front, as the seating does not allow a person to sit with a pack on his back. The commander at the front will give the thumbs up signal out to the side of his body so the pilot can see it. Group two will remain in a security position to the rear and weapons still in the condition stipulated in mission orders.

EMPLANING PROCEDURE GROUP 2

24.   Group Two will carry out the same safety procedures as Group One when the helicopter approaches their position. After the thumbs up from the pilot has been given, they will move towards the helicopter. They are to retrieve the ground marker and secure it so that it does not interfere with the helicopters rotors or engine intakes.

Note: To save time the marker can be retrieved just prior to the helicopter landing.

DEPLANING

25.   When getting off the helicopter in the field the following procedure can be used:

   a.   Wait for the pilot to give the "thumbs up" signal to get off the helicopter;

   b.   UNDO YOUR SEATBELT;

   c.   Open the door (if fitted), get out and close the door making sure that it is secure;

   d.   Drop your pack on the ground, with head down, take three paces, and lie down on the ground. Personnel on the right side will move three paces to the two o'clock position and personnel on the left side will move three paces to the ten o'clock position. As soon as all personnel are laying on the ground the pilot will then take off;

   e.   After the helicopter has left, Group One will move to a covered position and wait for the remaining members of their team, on the helicopters return; and

   f.   Group Two will carry out the same actions on arrival.

CASUALTY EVACUATION (CASEVAC)

26.   Helicopters are a very quick method to transport personnel with immediate life-threatening injuries to a properly equipped medical facility. For a helicopter to land at the site of the injured person, all the procedures previously mentioned in in the Annex are applied. The injured personnel must be moved, by stretcher if necessary, to an area suitable for a helicopter to land. A road junction on top of a ridgeline or an area that conforms to the dimensions previously mentioned still applies in CASEVAC situations. In emergency situations,if the area is not large enough it can be enhanced by clearing foliage to ground level using saws and machetes. Basic safety procedures must be applied to all personnel that approach the helicopter. It may require at least two to four people to help the injured person to the helicopter and apply the seat belt. One other person maybe required to assist the injured person during the flight and hold his weapon for him. Field equipment can be loaded and strapped into a spare seat or left with the team on the ground. If there is more than one injured person, equipment is given the lowest priority and can be left behind, but weapons should accompany the injured personnel and be strapped to the floor.

COMMUNICATIONS PROCEDURE FOR CASEVAC

27.   Suggested Guidelines:

Ser	Casualty Evacuation Format	Example
1.	From Patrol Number	Team 2
2.	To Request Location	PA HQ
3.	Request Casualty Evacuation	Casualty Evacuation
4	Location UTM	48 P 5876103 UTM 7822005
4.1	Give map reference	3882 II
4.2	Present Time and date	0835 hrs 10 July
5.	Priority	Priority 1
5.1	Priority 1 (1 hour) – Life immediately threatened, so rapid evacuation is required (ideally less than one hour)	
5.2	Priority 2 (2 – 6 hours) – Life or Limb is in serious jeopardy, so evacuation to allow early resuscitation is required (between two and six hours)	
5.3	Priority 3 (6 – 24 hours) – Neither life nor limb in serious jeopardy, so evacuate as soon as possible (six to twenty four hours)	
6	Casualty Details Name Illness or injury	You Sokhen Suspected Malaria Unconscious for 20 minutes
7	Treatment given	Panadol x 2 tablets
8	Other information	We are at a good Landing Point. Track T-junction

ANNEX I: CASEVAC PROCEDURES

CASEVAC PROCEDURES

IMMEDIATE ACTIONS

If a patrol member becomes ill or sustains an injury, the patrol should carry out the following actions:

1. Immediately render appropriate 'first aid'.

2. Quickly assess whether the casualty requires further medical treatment. If so then you must decide on:

   a. Using medical treatment available at the substations, PA headquarters or in the District Medical Facilities; or

   b. Evacuation to a provincial hospital.

3. If the casualty requires evacuation to a provincial hospital you should decide which of the following evacuation options is best:

   a. Road transport: with PA vehicle or by flagging down a civilian vehicle (if the casualty can be moved and can wait for medical treatment); or

   b. Helicopter (if available): from any suitable landing site in the field (if the casualty cannot be moved and/or requires the fastest possible means of evacuation).

ORDERS FOR EVACUATING THE CASUALTY

If possible, someone from the patrol should always accompany the casualty during the evacuation.

4. Road transport:

   a. Send a message or messenger, by the best available means, to the nearest substation or PA headquarters. Use the correct format as given below, requesting transport to come and pick up the casualty or to wait for arrival of the casualty. If the PA headquarters cannot be contacted or cannot arrange transport, send a message to the nearest location where alternative transport is available;

   b. Members of the patrol should then carry or escort the casualty to the place where they intend to meet the transport. Try to avoid moving the casualty if it will make his condition worse;

   c. The PA headquarters should then arrange to pick up the casualty and transport to the nearest or provincial hospital; and

   d. The PA headquarters should communicate with the hospital giving information of the situation and illness or injury.

5. Helicopter:

   a. Send a message or messenger, by the best available means, to the PA headquarters. Use the format given below, requesting helicopter transport to come and pick up the casualty at the nearest suitable predetermined site for helicopter evacuation;

   b. Move the casualty to the predetermined site for helicopter evacuation; and

   c. The PA headquarters should communicate with the hospital, providing information of the situation and illness or injury.

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FORMAT OF CASUALTY EVACUATION MESSAGE

Using this format for your request for evacuation will ensure that all the necessary information is sent and received clearly, and tells the PA headquarters if the patrol group is able to make all the necessary evacuation arrangements (or whether the Office needs to make further arrangements):

1. Location: current location of casualty - name of location and GPS reading (for the helicopter pilot latitude/longitude is preferable).

2. Number of casualties: (e.g. "one adult male").

3. Nature of injuries or symptoms: (e.g. "broken leg" or "severe fever and vomiting").

4. Time of injury: when injury occurred or illness was discovered.

5. Action to be taken:

    a. Group is to arrange their own transport of the casualty to the PA Headquarters, or

    b. Request evacuation of the casualty: by vehicle or helicopter, to PA headquarters or to Hospital.

6. Suggested evacuation point and requested time of evacuation from that point: (e.g. "grassy field, location at 106°45'20" E, 11°30'30" S, request evacuation at 1500 hrs " or "crossroads at Palin Village request evacuation at 1400 hrs"); and

7. Additional Information: Any extra information, which you feel would help facilitate the evacuation - but keep it brief!

ANNEX J: PATROL ROUTINE

ROUTINE PATROL PROCEDURES

Part 1 – Priority of task

1. All teams or sections are to ensure that the primary task they received in the preparation order is the focus of their time on patrol.

2. Teams or sections may carry out other actions on patrol as long as they can achieve their primary task. However, teams may be specifically ordered to avoid any situation that could compromise their main effort.

3. Wildlife monitoring and Community Outreach are general tasks of all patrols. All patrols should be prepared to carry out these duties on all patrols unless directed otherwise.

Part 2 – Patrol preparation

1. All patrol preparation is to be based off a Preparation Order from the Enforcement Manager or the PA Management. This is the authority for allocation of resources and the purchase of rations etc.

2. Team 2ICs are to present the Preparation Order, if clarification is required to allow the release of resources by park management.

3. All teams are to be fully briefed on the activity they are about to undertake.

4. A medical kit is to be carried by the team for all activities.

5. A radio check is to be carried out before departing on a patrolling activity, along with insuring that the team possesses spare batteries.

6. The Team Leaders are to make sure they have a workable Casualty Evacuation Plan before departing/deploying on a patrol. He is to ensure that the relevant headquarter personnel are briefed on any part they have in this plan.

7. For Wildlife monitoring or 'Outreach' activities, the Team Leader is to seek guidance from the Head of the relevant department.

Part 3 – GPS Marking of Patrol Route

1. GPS units are to be carried on all patrols. The unit is to be tested before leaving on patrol.

2. Patrols are to mark their positions regularly for the duration of the patrol. The following times and locations are a guide to the minimum requirement:

   a. 0800 (If different from night location);

   b. 1000 Navigation check;

   c. 1200 Lunch stop;

   d. 1400 Navigation check;

   e. 1600 Navigation check; and

   f. 1800 Night location.

3. Any incident or occurrence is to be marked and the details recorded as per the Patrol Incident and Occurrence Data (PIOD). This includes taking a GPS waypoint of the location.

4. All Teams are to have their GPS data downloaded on return from patrol for data collection.

5. As a guide, GPS waypoints should be taken on the following occasions:

   a. Any navigation checks;

   b. Any rest or meal stops;

   c. Night locations;

   d. Any track sit or ambush location; and

   e. Whenever an incident occurs requiring completion of a PIOD.

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  f. Whenever any animal sign is located, mandatory for sign or sighting of the following significant species (Examples):

    i. Tiger;

    ii. Elephant; and

    iii. Gibbon.

  g. Any significant sign of human activity, e.g. Vehicle tracks, large volume of footprints, encroachment, snares, illegal logging.

6. For extended patrols, spare batteries must be carried.

Part 4 – Communications

1. Radios are not to be used for unauthorized conversations.

2. Team Leaders are to ensure that regular Location Reports are conducted on patrol. Headquarters is to confirm and record the location.

3. Locations where communications are have a weak or no signal with headquarters are to be noted for future reference.

4. If Teams want to turn the radio off, they are to get permission from headquarters prior to doing so.

Part 5 - Weapons

1. Weapons are to be handled correctly at all times.

2. Generally, weapons are to be unloaded or at the most, have a magazine fitted when rangers are in or on a vehicle.

3. Weapons are not to be pointed at anyone in jest.

4. Weapons are to be rendered safe to conform its condition, as a minimum, on the following occasions:

  a. When the weapon is issued;

  b. Whenever you are handed a weapon;

  c. Before stripping or cleaning a weapon;

  d. Prior to stepping onto a vehicle or into a building; and

  e. On return from a patrol.

5. Weapons are to cleaned and oiled prior to and after all activities.

6. Team Leaders are to brief all rangers on the Rules of Engagement before any patrol.

Part 6 – On patrol

1. Rangers are to conduct themselves in a professional manner at all times.

2. Rangers are to wear their uniform at all times with sleeves down to reduce risk from malaria.

3. Rubbish is to be carried out with the patrol and disposed of upon return to base.

Part 7 – On return from patrol

1. Weapons are cleared, cleaned, oiled and secured.

2. Any lost or damaged equipment is to be reported using the Loss or Damage form.

3. Team Leaders are to conduct a patrol debrief.

4. GPS are to be downloaded by Administration Personnel for data collection.

5. Any unused stores are to be returned.

6. Team members conduct self-check for medical conditions, injuries, etc and referral for appropriate follow-on treatment if required.

ANNEX K: WILDLIFE MONITORING PATROL PROCEDURE

WILDLIFE MONITORING PATROL PROCEDURE

General Information & Procedures

Part 1 - Introduction

8.   Rangers have a complex and difficult job involving enforcement, wildlife monitoring, and outreach activities. In most cases, these roles overlap during any given patrol. It is the job of each ranger—under the direction of the team leader—to continually balance these roles appropriately. In all cases, rangers on patrol will need to ensure that an appropriate level of vigilance and readiness is maintained to respond safely and effectively to changing circumstances. Monitoring the status, distribution, and threats to biological diversity is a critical element of protected area management. Enforcement rangers may be tasked to conduct these activities as a part of the protection and management system for the protected area.

9.   The following are the standards are guidelines for protected area rangers conducting wildlife survey and monitoring activities within and around the protected area. They are designed to serve as a training tool and ongoing reference for protected area personnel.

10.   Typical goals of wildlife survey patrol include:

a.   Conducting walking surveys for wildlife and threats along linear features such as roads, trails, and wildlife trails, stream courses, etc;

b.   Deploying / retrieving / repositioning of camera traps in the field; and

c.   Investigating a significant wildlife occurrence report.

Part 2 - General

1.   In general, wildlife survey and monitoring activities in the protected area are carried out in the following two formats:

a.   As the primary focus of a given patrol (e.g. patrol orders focus on wildlife survey and monitoring objectives such as setting or collecting camera traps); and

b.   As a component of a patrol with other explicit patrol orders.

2.   Standard operating procedures for both formats are outlined below. The scientific and logistical background for these procedures is detailed separately.

Part 3 – Patrol Structure and Scope

1.   Enforcement Patrols:

a.   **Scope**. The primary goals and tasks of these patrols are enforcement-related. However, in some cases, secondary goals of the patrol may include wildlife survey and monitoring activities. Whenever possible, regular patrols will conduct basic wildlife surveys (see below) along routes travelled so as to maximize the value of time spent in the field.

b.   **Field team structure.** Under the current patrol model, a wildlife specialist ranger will be assigned to most regular patrols and some special enforcement patrols. The wildlife specialist will be responsible for supervising all wildlife monitoring-related activities, and should coordinate closely with the team leader so that the overall patrol goals are met.

2.   Wildlife Survey Patrol:

a.   **Scope**. A Wildlife Survey Patrol is one in which the primary mission is to survey and monitor the status of wildlife. For these surveys, most (if not all) team members will have specific responsibilities in completing the patrol's mission. Additionally, wildlife monitoring patrols will typically bring specialized equipment into the field, and the team will share responsibility for transporting this additional gear.

b.   **Field Team Structure.** For a standard wildlife survey, there are five principle roles in the survey field team and, in most cases; the survey team will consist of five people. These roles are listed below in the order in which they should be arranged while conducting wildlife survey patrols. For the purposes of

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wildlife survey patrols, the wildlife monitoring specialist should assume the role of team leader, and will assign other responsibilities as outlined below.

c.   In some cases, survey goals will allow for (or necessitate) less than five rangers (e.g. for a reconnaissance of a hornbill nesting site). In these cases, the team leader should assess the various activities that will be carried out in the field and assign these appropriately:

i.   **Tracker.** Focuses on following the route of travel(human/wildlife trails, streambed etc) and detecting all wildlife and wildlife sign encountered.

ii.   **Data recorder.** Enters all data into the data sheets. The data recorder has the digital camera and documents the activities. He/she also takes pictures of all signs, tracks, and dung/faeces detected.

iii.   **Team Leader.** Decides the route, duration and direction of travel. He/she selects campsites and decides where the camera traps should be placed and where the transect counts should be conducted. The team leader is also responsible for navigation.

iv.   **Wildlife Technician.** Takes all measurements, collects samples when appropriate and documents all finds and team activities with digital camera.

Part 4 – Wildlife Monitoring Activities – General Considerations

1.   General mapping considerations. To balance data quality and practical considerations, the following will apply to mapping routes and observations in the field:

a.   **Route of travel.** A record of where the survey team has gone is important for several reasons including the calculation of survey effort, evaluation of ecological patterns observed, and planning future surveys. As with any survey, the primary record of the route is on the patrol log that documents the team's location at (4) intervals during the day. During wildlife surveys, it is also expected that the navigator will plot the specific route of the group on a 1:50k map sheet (or copy of such a map) as the team proceeds.

b.   **Observations.** All ecological observations—in particular, occurrences of Group 1 Focal Species—should be recorded on a Wildlife Occurrence Datasheet. The exceptions to this are, Group 2 Focal Species (example, Sambar, Barking Deer, wild pigs and wild cattle). To make surveys more efficient, these species are tallied per survey segment using the Focal Species Group 2 Log datasheet.

c.   **Permissions.** All necessary and appropriate permissions will be secured and written documentation provided to the team leader prior to the patrol.

d.   **Security Assessment.** Security assessment of area of survey.

e.   **Equipment.** All equipment should be checked prior to departing for the patrol.

f.   **Datasheets/maps.** It is the responsibility of the survey team leader to prepare all necessary field forms and maps before a survey patrol. This should be accomplished well ahead of the planned departure time for the survey.

g.   **Food Purchase/Preparation.** As per regular patrols.

h.   **Distribution of equipment and food.** Equipment and food are divided roughly equally among all members of the survey team—regardless of roles for wildlife monitoring activities.

i.   **At the trailhead:**

i.   The team leader provides a brief plan for the day's activities, briefly explains the planned survey route and camera trap locations and reviews survey goals for the day;

ii.   The data recorder (with the help of other team members) fills out all general information on all data sheets. This is a critical step and must not be overlooked; and

iii.   The check navigator then records the UTM position (waypoint) on the GPS ,while the data recorder records it on the Wildlife Log.

j.   **On the trail:**

i.   The standard Patrol Log should be maintained as per standard procedures for any patrol; and

ii.   At frequent points along the survey route, the navigator should map the route travelled in as detailed a resolution as possible on the survey reference map(s).

k. **Evening data review:**

    i. The team leader reviews the day's datasheets and maps sometime in the evening; and

    ii. The team leader calls a brief team meeting to clarify any questions on the day's datasheets and maps and to answer any questions or concerns about survey procedure/protocol.

l. **Morning briefing:**

    i. The team leader calls a morning briefing session to review the day's survey goals and intended route of travel.

Part 5 – Reconnaissance Survey Procedures

1. **Pre-trip.** There are no pre-trip procedures conducted that pertain to Wildlife Survey patrols.

2. Once deployed, the tracker brings any occurrences to the attention of the Team Leader; these could be focal species sign, signs of human impact, and any other significant observations.

3. At each occurrence, the data is recorded on the appropriate field data sheet. Group 1 focal species are recorded on the Wildlife Occurrence Datasheet and Group 2 focal species are recorded on the Focal Species 2 Log. Other wildlife encountered should be noted as time permits, or as requested by the team leader.

4. When any Focal Species Group 1 species are detected, attempts should be made to document the occurrence via one of the following methods:

a. *Plaster cast (preferred)*. If time permits, and especially in the case of the large cats, a plaster cast should be made to document the occurrence and allow for later review;

b. *Specimen collection.* Bones, antlers, and other remains (as well as faeces in some cases) should be collected for the reference collection and to provide evidence of species occurrence; and

c. *Photograph*. A reference object of known length (preferably a clearly labelled ruler) should be included in all photos. In most cases, it is advisable to take at least 2 pictures (one with flash and one without) to ensure a good image. The number of the photo should be recorded on the Focal Species 1 Datasheet along with other details of the occurrence.

5. At each survey checkpoint (starting location, 10 AM location, Lunchtime location, 3 PM location, and daily stopping point (campsite)), the following should be carefully noted on the Focal Species 2 Log:

a. UTM location;

b. Estimated km travelled since last checkpoint;

c. Tallies of group 2 species encountered; and

d. Any important notes (on the back of the sheet).

Part 6 – Camera Trap Survey Procedures

1. Preliminary planning and site selection:

a. Camera traps will be set up within pre-selected 1-km /2 UTM grid square along the survey route. The grid cells will be chosen using Stratified Random Sampling Procedures before the survey.

2. Once a survey team reaches the cell, the team starts looking for the best location to place the camera. These locations usually will be:

a. Along wildlife trails with carnivore sign;

b. Along wildlife trails with a lot of sign for potential prey; and

c. Along trails close to streams.

3. The Team Leader selects the camera trap location and supervises the correct set-up procedure.

4. During camera trap set up, the data recorder fills out the Camera Trap Datasheet.

5. The same data sheet will be used for all camera traps set up during the one survey.

6. Camera Trap retrieval:

a. The camera traps will be retrieved after a minimum of 21 days;

b. During retrieval, the survey team should attempt to follow the same route that was taken during the set-up trip and conduct the same sign survey along this route;

c. When a camera is located, the team leader disables the camera and checks the information needed for the datasheet. The data recorder writes the information into the same datasheet that was used during setup; and

d. Cameras are brought back to the project office and checked for serviceability.

Part 7 - Interviews

1. **Application.** Interview surveys can be either planned or impromptu, but in any event they should follow certain guidelines so that information obtained can be interpreted accurately.

Part 8 – Integrating survey methods

1. Although they are detailed separately below, the above survey methods are usually carried out simultaneously.

Part 9 – Survey trip follow-up activities

1. It is essential to remember that survey/patrol activities do not end at the end of the trail. After each survey patrol, there are several important follow-up activities that will ensure that time in the field was well-spent. Most of these should be accomplished before the team disperses.

2. Raw data sheets should be collected and checked for errors and omissions by the team leader before the team disperses.

3. At the completion of the survey, the navigator should have a clear, hand-plotted route on his 1:50k topographic Map reproduction**.** This is collected by the Team Leader and kept together with the raw data sheets.

4. All group equipment that has been distributed to individual team members should be collected, checked, and returned to the designated store. It is especially important to check delicate equipment such as camera traps that are more susceptible to field conditions.

CHAPTER 8 INVESTIGATIONS

Aim

801.   Effectively protecting, preserving, monitoring and managing a nation's flora and fauna in order to sustain a healthy eco-system is a strategic goal for many forestry and wildlife departments throughout the world. In order to meet or maintain this goal, PA managers should understand how to effectively organize, supervise, monitor and manage investigations at the operational level. This chapter will describe how to plan, organize, monitor and manage investigations of more serious violations of natural resource statutes, orders and regulations occurring in a PA at the operational level. This chapter will cover in depth the following topics:

   a.   Qualifications of an investigator;
   b.   Beginning an investigation;
   c.   Conducting a Major Investigation;
   d.   Informants;
   e.   Case report management; and
   f.   Training.

802.   This chapter should be used as a general guideline when conducting an investigation. This chapter should not be interpreted so as to supersede any country's laws, statutes, regulations, orders or proclamations which deal with criminal or civil investigations. Managers should research and understand their national statutes regarding the conduct of a criminal investigation.

Section 8-1 Introduction

803.   **Investigations.** Each manager of a PA will, at some point in time, be responsible for supervising or perhaps coordinating an investigation in the PA. Every manager should therefore have a basic understanding that an investigation, as it applies to law enforcement and criminal matters, is simply defined as conducting a lawful, organized, detailed, factual and thorough examination and inquiry into an incident in order to learn and document all of the facts surrounding that incident.

Section 8-2 Descriptions and Definitions

804.   **Investigator.** Any person who has the lawful authority to conduct inquiries into violations of criminal or civil law.

805.   **Investigation Unit or Section.** Name for a group of investigators, often specialized, at the PA, department, and bureau or division level.

806.   **Investigation Task Force.** A designated group of law enforcement officers, investigators, inspectors, detectives, intelligence analysts, specialists, and administrative staff organized for the purpose of detecting, investigating, documenting and apprehending individuals or groups who are or have been violating specific crimes.

807.   **Proactive Investigation.** A method of organizing an investigation where information and intelligence are used at the operational and tactical level in order to plan and then implement the investigation to document evidence and/or apprehend the suspect(s)*when they are engaged* in illegal activity.

808.   **Reactive Investigation.** Conducting an investigation *after the crime* has occurred.

809.   **Investigation Manual.** Written documents which establish agency, department, division and/or protected area policy or guidelines and procedures employees, supervisors and managers will use when conducting or supervising a criminal or civil investigation.

810.   **Investigation Report.** An organized and written record which documents the investigation.

811.   **Investigation Case File.** The complete set of all written investigation reports, notes, records of surveillance, witness statements, suspect statements, audio/video transcripts, photographs, evidence lists, evidence chains-of-custody, summaries, as well as any other written record made by officers and investigators during an investigation.

812.   **Crime Scene.** Any location where a crime has been committed OR where there may be evidence a crime has been committed.

813.   **Interview.** A non-accusatory conversation in which one person asks questions and the person being interviewed answers the questions being asked.

814.   **Interrogation.** A law enforcement officer questioning a person who has been detained, arrested, or suspected of a crime.

815.   **Informant.** Any person who provides credible information to a law enforcement officer about criminals or criminal activities, past, present or anticipated.

816.   **Strategic Informant.** An informant whose knowledge about the illegal activities, motivations, personalities and structure of groups is so valuable as to prevent law enforcement from ever jeopardizing the informant's identity.

817.   **Tactical Informant.** An informant whose identity can be revealed during or after the arrest of the suspects.

818.   **Informant Motivation.** The reason an informant provides information to law enforcement authorities.

819.   **Physical Evidence.** Any item which may be used to indicate, prove or disprove an incident

Section 8-3 Qualifications

Selecting an Investigator

820.   **Manager and Investigator.** An investigation, from discovery to the presentation of the facts to the prosecutor, may take a few hours to several months to complete. Investigations of natural resource crimes can be just as complex as investigation of organized criminal groups dealing in high-value or deadly contraband. In many instances, the crimes are almost identical in the "method of operation" and group structure.

821.   For these reasons a PA manager should be familiar with laws, treaties, agreements, organizing a task force, wildlife identification, personal behaviour, interviewing, developing and managing informants, report writing, surveillance, crime scene management, evidence collection, handling, transportation and storage, planning raids and takedowns and testifying in court.

Nature Crime Investigator Major Duties and Responsibilities

822.   Every investigation may different but, at the same time, every investigation will require a manager and the investigator(s) to possess a certain skill set. In order to be operationally efficient and meet the strategic goals of the agency, the PA manager should always strive to employ the best person possible to conduct the investigation or supervise the investigators. A PA manager can use the following guidelines as a template to use when hiring or assigning someone to the position of "Nature Crime Investigator" or assign someone to supervise a Nature Crime Investigator.

A Good Investigator: In addition to the recommended qualifications listed below, a good investigator is someone who gathers documents and evaluates evidence and:
   a.   Is self-disciplined;
   b.   Uses legally approved and ethical methods;
   c.   Is good with people;
   d.   Documents all of the evidence of innocence as well as guilt;
   e.   Can be compassionate and not cynical;
   f.   Remains objective at all times; and
   g.   Leaves nothing to chance during investigation.

823. **Nature Crime Investigator.** Will at times be required to perform the most difficult and complex law enforcement investigation activities involving criminal, civil and wildlife protection through careful planning, directing, and independently conducting investigations.

Primary Job Function

824. A Nature Crime Investigator may expect to conduct the full range of difficult and complex law enforcement activities which involve sensitive, discrete and often dangerous investigations. Job functions of the Nature Crime Investigator during these investigations may include:

   a. Planning, organizing and implementing a major nature crime Investigation;
   b. Preparing organized, thorough, and detailed reports and documentation according to department and court requirements;
   c. Implementation of a major investigation at the operational level;

   d. Responding to the media and preparing a press release during and upon completing an investigation;
   e. Participating in and/or planning and/or organizing a rural and/or an urban surveillance team;
   f. Knowing how to properly and effectively use electronic and visual surveillance equipment;

   g. Developing sources of information for identifying nature criminals and organized criminal groups;
   h. Recognize, cultivate, recruit, direct and handle informants;
   i. Successfully interview suspects and/or witnesses;
   j. Successfully interrogate suspects;
   k. Effective oral and written communication;
   l. Apply officer safety techniques;

   m. Apply safe and effective suspect arrest, searching, and securing techniques;
   n. Organize, direct and conduct all aspects of a basic indoor or outdoor crime scene search;
   o. Correctly process, identify, sort, tag, list and document evidence from a crime scene;
   p. Correctly process electronic evidence from a crime scene;
   q. Organize, direct and conduct a vehicle checkpoint;

   r. Organize, direct and conduct a vehicle search; and
   s. Successfully organize, direct and conduct a raid or takedown.

Working Environment

825. Nature Crime Investigator duties involve working in all types of environments, both indoors and out. The investigator must successfully perform job duties even when there is regular and recurring exposure to moderate risks and discomforts such as adverse weather conditions, high/low temperatures, dusty/noisy environments, and inclement weather.

826. Incumbents must be able to successfully conduct work assignments including surveillance work by using all types of aircraft and boats, all-terrain vehicles, four wheel drive

trucks, motorcycles and automobiles. The incumbent is expected to conduct all work duties in a safe and orderly manner so as not to endanger self or fellow officers, government or private property.

Hazards

827.   Nature Crime Investigator may be confronted by armed, dangerous and/or irate suspects and will utilize approved methods to control suspects. An incumbent is expected to conduct all duties in a safe and orderly manner, and to the extent possible, de-escalate confrontational situations between officers and suspects in accordance with department policies.

Physical Demands, Mental Demands and Special Conditions

828.   **Physical Abilities:** Nature Crime Investigator requires normal hearing abilities, with no substantial hearing loss in ear, and vision / eye-sight correctible to 20/20 for both eyes. As a condition of employment, the Nature Crime Investigator will be required to undergo and successfully pass an entrance medical physical examination.

829.   **Physical Demands:** As a condition of employment, the incumbent is required to undergo and successfully pass annual physical ability tests, participate in physical training, and maintain a physical condition which permits the officer to perform their duties efficiently and safely. Work requires considerable physical exertion including long periods of standing, walking over rough terrain, walking long distances, recurring bending, lifting, reaching or similar activities.

830.   **Physical Skills:** Nature Crime Investigator requires average agility, strength, stamina and dexterity and will be required to successfully pass an annual physical agility and proficiency examination.

831.   **Mental Demands:** Mental demands of a Nature Crime Investigator require the investigator must be able to:

   a.   Analyse, evaluate and interpret separate complex records, such as telephone records, computers databases, electronic media, business documents, receipts, invoices, and then make sound decisions concerning the suspect's methods of operation, identities, profiles, and the amount and location of funds derived from illegal activity;

   b.   Analyse and evaluate mannerisms, speech patterns, verbal content, and body language of suspects and witnesses during an interview and determine the if the information provided is truthful;

   c.   Analyse information from different sources in order to identifying current trends and patterns in national and international wildlife crime; and

   d.   Demonstrate professional and effective verbal communication skills by using these skills to simply and effectively convey information in such a way as to make the information understood.

832.   **Special Conditions:** Nature Crime Investigator must:

   a.   Possess a valid driver's license;

   b.   Be able to operate automobiles, all-terrain vehicles, trucks and boats;

   c.   Be proficient with firearms and pass a semi-annual firearms qualification course; and

   d.   Pass periodic physical examinations.

Section 8-4 Beginning an Investigation

833. **Prior to Beginning an Investigation:** It is very important for the PA manager, investigations supervisor or investigator to examine all of the available information and determine:

    a. Has a crime has been committed?

        i. If a determination is made that no crime has been committed, further inquiries will stop.

    b. Are the crime(s) ongoing?

        i. If the crimes are ongoing, the PA manager could begin to develop an investigations plan for his investigator(s) or partner agencies to proceed with an investigation.

    c. Does my agency and law enforcement staff have the authority to investigate the crime?

        i. If the PA manager determines his agency and investigator(s) does not have the statutory authority to investigate the crime, the PA manager can still provide assistance to the responsible agency with permission or by possibly obtaining a cooperative agreement with the agency responsible(if the cooperative agreement is allowed by law). Listed below are some of the national, regional and international agencies a PA manager should be familiar with (and may cooperate with) during an investigation:

            1. Attorney General;

            2. Economic Crime Police;

            3. Customs Anti-Smuggling Unit;

            4. Border Police;

            5. ASEAN-WEN;

            6. ASEANAPOL;

            7. CITES;

            8. INTERPOL; and

            9. World Customs Organization, Regional Intelligence Liaison Office.

Section 8-5 Conducting a Major Investigation

834. There are normally six phases to a major investigation: Intelligence Gathering, Planning, Investigation, Takedown, Legal and Wrap-up.

835. Each of these phases may require a significant amount of time, planning and coordination. However, the PA manager should understand that the amount of time spent on an investigation is sometimes dictated by suspect(s) actions. Time may not be available to the investigator; however, a good manager will realize that the investigating officers must be flexible in their planning and actions. (See ASEAN-WEN "Nature Crime Investigators Manual-Six Phases of a Major Investigation" Sect. 1-1)

Six Phases of a Major Investigation

836. **Intelligence Gathering Phase.** The most important thing for a PA manager to remember is that during this phase, it is absolutely essential the investigator(s) or team collect and **VERIFY ANY** information the investigator or investigation team receives concerning illegal activity. Failure to verify information can lead to:

    a. Wasting PA and agency resources like

        i. Time;

        ii. Money;

       iii.   Equipment; and

       iv.   Manpower.

837.   Once the information has been verified, the PA manager can then determine whether or not to go on to the next step.

838.   **Planning Phase.** In this step the PA manager will assign the case agent and other officers who will be working on the investigation. The PA manager or supervisor will assign a lead investigator to the investigation. The lead investigator must be responsible for all phases of the investigation and have authority over the officers working on the investigation. Otherwise, the investigation will not be coordinated effectively. One of the most important aspects of the planning phase will be maintaining security. Failure to maintain security during this phase will jeopardize the future of the investigation. Strict security guidelines or policy must be established and adhered to. Only essential LE personnel and staff with a "Need to know" should be briefed on the investigation plans.

839.   **Investigation Phase.** During this phase the officers' conduct a number of different investigation activities and must keep the PA manager informed:

    a.   Conducting surveillance:

       i.   Vehicle;

       ii.   Urban; and

       iii.   Rural.

    b.   Gathering electronic intelligence;

    c.   Interviewing witnesses;

    d.   Seizing evidence; and

    e.   Identifying and locating evidence:

       i.   Thorough crime scene review; and

       ii.   Records including bank and telephone records review.

    f.   Immigration entry/exit documents;

    g.   Examining documents:

       i.   Airway bills;

       ii.   Credit card bills;

       iii.   Shipping manifests; and

       i.   Computer emails.

    h.   Working undercover;

    i.   Making covert purchases of evidence;

    j.   Receiving, logging, storing, securing evidence; and

    k.   **WRITING AND SUBMITTING INVESTIGATION REPORTS.**

840.   **Takedown or Arrest Phase.** Suspects are arrested and interviewed. Evidence is seized and case reports are completed. Information gained from the interviews and examination of the evidence may lead to other suspects, groups or businesses. (See ASEAN-WEN "Nature Crime Investigators Manual-Raid Planning" Sect. 10-1)

    a.   A manager supervising and/or coordinating a raid will understand the most important elements of a successful raid are:

     i.   Surprise;

    ii.   Speed;

    iii.   Simplicity;

    iv.   Safety; and

    v.   Legality.

841.   **Dealing with Media-Takedown or Arrest Phase.** Every manager knows that all of the hard work can be for nothing if the media reports an incomplete or inaccurate story. This can be avoided if the PA manager or investigation supervisor adheres to some very simple rules when dealing with the media.

    a.   Enforcement officials should only speak with media if they are authorized to do so;

    b.   A pre-printed press release should be prepared before talking with the press;

    c.   Care should be taken to avoid criticism of other enforcement agencies and to be mindful of the views of the police minister or commissioner;

    d.   Officials should not publicly criticize the courts or statutes; and

    e.   Officials should not make unfavourable public comments on the work or efficiency of any government department. (See ASEAN-WEN" Nature Crime Investigators Course-Training Management Package-Dealing with the Media". Module INV 1.4).

842.   **Legal Phase.** Investigation supervisors and PA managers should pay close attention to this phase because, after a lengthy investigation, the officers and investigators may be tired and more likely to make mistakes. Make every effort to provide support staff in order to ease the work burden of your officers. The most important aspects of this phase are:

    a.   Review the investigation case reports, evidence lists and case files. The credibility of your officers and your agency is at stake;

    b.   Investigators and officers should prepare for testifying in court; and

    c.   Provided your input to the prosecutor, if lawfully allowed (See ASEAN-WEN" Nature Crime Investigators Manual-Raid Planning" Sect. 10-1).

843.   **Investigation Wrap-Up Phase.** The purpose of this phase is to close the investigation by properly disposing of evidence and reporting the final results of the investigation. Managers should monitor this phase closely and be updated regularly until the investigation is finally closed. The final results of the investigation will reflect on the PA staff and/or manager's operational performance in achieving objectives in accordance with the agency's strategic plan.

Section 8-6 Informants

844.   **The Importance of Using Informants.** One of the most effective investigation methods used by law enforcement officers throughout the world is the use of informants to detect and document criminal activity. This documentation is then used by law enforcement to apprehend those people involved in the illegal activity. Every PA is surrounded by villages, towns and hamlets where local people talk among themselves each day. It is in these small towns and villages where the PA staff and enforcement personnel will develop their informants. These informants can have a very positive effect on a PA's enforcement efforts to protect the PA eco-system. However, every PA manager should know that an officer's career can be destroyed if the informant is not "managed" correctly and the officer does not adhere to some basic guidelines. As a manager of a PA or a supervisor of

investigators or officers, there are some basic rules that must be enforced. (See ASEAN-WEN" Nature Crime Investigators Manual-Informants" Sect. 10-1).

845. **Guidelines for Dealing with Informants.** A supervisor must always ensure the officer:

    a. Determines and documents the informant's motivation;

    b. Evaluates the informant's information and motivation;

    c. *Always, always, always* verifies the informant's information;

    d. Has the informant read and/or sign an informant agreement (CPI ANNEX: 1);

    e. Maintains secure records documenting meetings with and payments to informants, amount paid and people present; and

    f. Always has a witness during meetings if the informant is of the opposite sex.

Section 8-7 Case Report Management

846. **Writing Reports.** Accurately documenting an investigation is an essential part of the job. From reporting a simple routine violation to conducting complex investigations, each officer must be able to simply and accurately document their actions and the actions of others. As a PA manager, there are some simple rules to remember when reading a report or writing a good report. The rules are:

    a. Always identify Who, What, When, Where, How and Why in the report;

    b. "KISS" which stands for "Keep It Simple, Short";

    c. Be succinct;

    d. Use lists whenever possible;

    e. Use standardized forms in order to make sure you don't leave out information; and

    f. "POWER". Plan, Organize, Write, Evaluate, Re-write your report

847. **Reviewing Reports.** Supervisors and managers all become better report writers if they have taken the initiative to read, review, proof or correct the report of someone else. When reviewing another officer's report, always make sure the report answers the questions of Who, What, When, Where, How and Why in the report.

848. **Case Management.** A case management system should in place in order to ensure records of criminal activity are maintained and can be retrieved easily.

849. **Security and Case Management.** A case management file should contain the officer's original notes, photographs, investigation reports and other original documents and forms. The original case file should be individually numbered or otherwise identified and secured where the file can be easily retrieved by the investigating officer. Because the case file may contain original items of evidence, the officer should not take the original case file into the field. The officer can make notes of the file or take photocopies of the file.

850. **Report Forms.** Forms for different reporting purposes can be used to help the officer obtain all of the information. Forms also help ensure the report is consistent, accurate and maintain a standard professional appearance.

851. **The Report of Investigation (ROI).** This is the primary report form used to document and record investigative activity during a particular time period. Additional ROIs should follow in sequence as more information is gathered. (See Annex A to this Chapter Report of Investigation Form).

852. **Record of Information That May Become Testimony.** This form is used to make a separate, detailed record of investigative

activity. It is included as an attachment to the ROI and should be referenced in the Narrative of the ROI. (See Annex B to this Chapter Record of Information that may be Testimony).

853. **Field Information Report.** Mainly used while on patrol or during other law enforcement activities in the field. It has a number of blocks for entering important information to use in an ROI or other report (See Annex C to this Chapter Field Information Report Form).

854. **Seized Evidence.** An individually numbered form used to describe(See Annex D to this Chapter Seized Evidence Form):

    a.   What was seized;

    b.   Who it was seized from;

    c.   When it was seized;

    d.   Where it was seized; and

    e.   Who seized the item(s).

855. **Affidavit.** Form is used for taking a written and sworn statement from a person who swears or states that the information in the affidavit is his true and correct. (See Annex E to this Chapter Affidavit or Statement Form).

856. **Evidence Repository Log.** This form provides a chronological listing of all evidence items entering and leaving an evidence storage facility. (See Annex F to this Chapter Evidence Repository Log Form).

857. **Complaint of Violation.** This form is designed for an officer to take information concerning an alleged violation and to relay the information to others. The completed form is distributed to officers and/or offices described in a "Distribution" block of the form.

858. **Consent to Search.** This form is used to verify that a person has given the officer permission to search a place or thing they own or have custody over. It removes the requirement for a search warrant.

859. **Certificate of Destruction.** This form is prepared when evidence is no longer needed and has been destroyed. The officer completes the form, indicating the manner, date, time and place in which destruction took place.

860. **Chain of Custody Record.** Used to describe all persons who have seized possessed, controlled and protected evidence. It can be useful if there are accusations that the evidence was not maintained in a safe and secure manner, or may have been altered in any way while in the control of the persons described on the form.

861. **Incident Report.** Used to report incidents that should be reported by agency policy, but where an investigation is not needed. For example, it may be used to document search and rescue efforts by a patrol team or the injury of an officer.

862. **Abandonment Form.** Used when the owner of seized evidence agrees to abandon all rights of ownership. It eliminates the need for court action in order for the government to gain clear ownership of the item and prevents the owner from making a later claim to the item.

863. **Inventory Record of Seized Vehicle, Vessel or Aircraft.** Used to document the condition of a seized vehicle, boat, or aircraft. It records information about the vehicle, vessel, or aircraft and its owner, describes its condition and lists the items that were in or on the vehicle.

Section 8-8 Law Enforcement Training

864. **Law Enforcement Training.** Investigating the more serious natural resource crimes should always be a priority for the manager of a PA. But, as we've seen in the previous pages, to effectively conduct investigations or manage investigations requires the officer, supervisor and manager to possess a number of skills as well as being familiar with several areas of the investigation process. Conducting periodic training sessions for the officers or investigators can help learn new skills, review and refresh old skills, and remain motivated while sharing ideas and information with supervisors and managers.

865. **Areas of Training.** In order to benefit the officers, investigators and managers of a protected area, all law enforcement training should be relevant to their jobs as investigators or field enforcement personnel. When trying to improve the capacity of the officers and/or investigators, the PA manager will discover that any training will fall into one of three categories:

    a. General training;
    b. Specialized law enforcement training; and
    c. Other types of training which are relevant to law enforcement.

866. **General Training.** This type of training would be provided to the officer or investigator at the ministry or department level, and would have little or no relevance as to how the officer could improve his or her skills as an enforcement officer or investigator. General subjects covered in this type of training would be:

    a. How to properly complete a timesheet;
    b. Fire drill procedures; and
    c. How to plan for retirement.

867. **Specialized Law Enforcement Training.** This type of training would be unique to the field of law enforcement and/or law enforcement investigations. Course materials would have been developed especially for use by law enforcement offices and investigators. (The "Nature Crime Investigators Manual "is an example of course materials that were developed for use by law enforcement officers and investigators). Examples of some specialized law enforcement training classes would be:

    a. Interviewing and Interrogation;
    b. Field Firearms Forensics;
    c. How to properly collect blood evidence;
    d. Retrieving electronic information from a cell phone;
    e. Tactical uses of a shotgun;
    f. Writing a report of a complex investigation;
    g. Tactical methods of handcuffing a suspect;
    h. Taking low-light surveillance photos;
    i. Proper installation and operation of a concealed video camera in order to gather evidence; and
    j. Organizing and implementing long-term undercover investigations

868. **Professional Training Relevant to Law Enforcement.** In the private sector and business community there are training companies who, for a fee, will train employees and managers of private companies in a number of areas. Some of these training courses can be relevant to officers and managers in law enforcement. Examples of these course would be:

    a. Time Management;
    b. Personal Fitness;
    c. Managing Stress;
    d. Leadership;
    e. Risk Assessment, Management and Mitigation;
    f. Conflict Resolution;
    g. Organizing Meetings; and
    h. Effective Communication.

869. **Finding and Conducting Training.** An experienced PA manager knows that law enforcement officers and investigators will perform better if these investigators are allowed to attend specialized or relevant training programs. The PA manager and supervisor also know that good law enforcement training can be costly, time consuming and difficult to locate or schedule. Protected area managers can still obtain training for their officers, even if there is little or no money set aside in the budget for training. Training can be obtained by:

a. "Loans". A PA officer with specialized skill(s) may be loaned (seconded) to another enforcement agency in order to train officers in the partner agency a certain skill. In exchange, the manager can receive a "Subject Matter Expert" from the partner agency who could then teach a class in a number of subjects for the PA officers and investigators.

b. "Audits". When an outside law enforcement holds a training program, there may be an opportunity to have a PA investigator or officer "audit" the class by sitting in as an observer or offer to participate as an assistant or role player for the instructor. This ability to observe and participate allows the officer gain ideas for training sessions and obtain valuable experience on how to teach.

c. "Field Practice Exercises". PA officers and investigators can conduct Practical Field Exercises or "practices" on the PA or in the local city or town. Specialized investigator and field officer skills such as tracking personnel /sign cutting, crime scene management, evidence collection, testifying in court, field forensics and surveillance can all be arranged as a practical exercise for the PA officers and investigators. Some example of "Field Practice Exercise "could be:

    i. A fake crime is set up and the assigned officers photograph, conduct a crime scene search, do crime scene sketch, label and sort located evidence and then write a report detailing everything the team completed. The PA manager or a supervisor could facilitate and grade the participants in the exercise;

    ii. A "Mock Trial" direct and cross examination. With the assistance of a local prosecutor, officers' conduct a simple interview or participate as the witness to a crime being committed by a role player (usually another officer). The officer will write a report and then be questioned by the prosecutor about what he saw. If provided for, the officer testifying could be graded by the "jury" made up of fellow officers; and

    iii. "Surveillance Practical". Using a role player or another officer, managers can have the officers' conduct a vehicle, foot or rural surveillance practical exercise. The officers assigned to the surveillance are required to complete a surveillance plan, surveillance checklist, conduct a practical surveillance and complete a report of their surveillance at the end of the exercise. The PA manager or supervisor then grades the officer's report and discusses the exercise with the officers.

LIST OF ANNEXES

ANNEX A: REPORT OF INVESTIGATION FORM

ANNEX B: RECORD OF INFORMATION THAT MAY BE TESTIMONY

ANNEX C: FIELD INFORMATION REPORT FORM

ANNEX D: SEIZED EVIDENCE TAG

ANNEX E: AFFIDAVIT OR STATEMENT FORM

ANNEX F: EVIDENCE REPOSITORY LOG FORM

ANNEX A: REPORT OF INVESTIGATION FORM

REPORT OF INVESTIGATION FORM			
TITLE:	DATE OF REPORT:		INVESTIGATION NUMBER:
	INVESTIGATION PERIOD: FROM: TO:		
	REPORTING OFFICE:		OFFICE OF ORIGIN:
TYPE OF INVESTIGATION:	REPORT MADE BY:		APPROVED BY:
REFERENCES:	STATUS OF INVESTIGATION:		INVESTIGATIVE HOURS:
PREDICTIONS AND OR SYNOPSIS:			
NARRATIVE:			
DISTRIBUTION COPIES: cc: cc: cc: cc: cc:	AGENCY NOTES:		

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ANNEX B: RECORD OF INFORMATION THAT MAY BE TESTIMONY

RECORD OF INFORMATION THAT MAY BE TESTIMONY
INVESTIGATION NUMBER:
INTERVEIW OR OBSERVATIONS:
DATE OF INTERVIEW OR OBSERVATIONS:
BY:
AT:
DATE PREPARED:

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ANNEX C: FIELD INFORMATION REPORT FORM

FIELD INFORMATION REPORT FORM				DATE:	
				OFFICER:	

DESCRIPTION OF SUBJECT/SUSPECT

SUBJECT	LAST NAME	FIRST NAME	ADDRESS	CITY	COUNTRY
1					
2					
3					

DESCRIPTION OF SUBJECT/SUSPECT CONTINUED

SUBJECT	DATE OF BIRTH	HEIGHT	WEIGHT	EYES	HAIR	RACE
1						
2						
3						

VIOLATIONS

SUBJECT	LAW VIOLATED	LOCATION	DATE	TIME
1				
2				
3				

VEHICLES, FIREARMS, OR OTHER PROPERTY

SUBJECT	DESCRIPTION	SEIZED?
1		
2		
3		

ANNEX D: SEIZED EVIDENCE TAG

SEIZED EVIDENCE TAG NO:_____

DESCRIPTION OF ITEM(S)			LOCATION		SEIZED FROM
ADDRESS		CITY	COUNTRY	SEIZED BY	

CHAIN OF CUSTODY					
RECEIVED BY	DATE	SIGNATURE	RECEIVED BY	DATE	SIGNATURE
1)			4)		
2)			5)		
3)			6)		

SEIZED EVIDENCE TAG NO:_____

DESCRIPTION OF ITEM(S)			LOCATION		SEIZED FROM
ADDRESS		CITY	COUNTRY	SEIZED BY	

CHAIN OF CUSTODY					
RECEIVED BY	DATE	SIGNATURE	RECEIVED BY	DATE	SIGNATURE
1)			4)		
2)			5)		
3)			6)		

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ANNEX E: AFFIDAVIT OR STATEMENT FORM

AFFIDAVIT OR STATEMENT FORM

AFFIDAVIT

_____

Page ___ of ___ Pages

I, _____, make the following statement freely and voluntarily

to who has identified himself to me as an official of _____.

I have read this statement consisting of ___ page(s), and have initiated all corrections. I fully understand its entire contents and solemnly swear (or affirm) that it is true and correct to the best of my knowledge and belief. No threats or promises have been made to obtain this statement

Subscribed and sworn to (or affirmed)
before me this ___ day of _____, 20___

At_____

_____   _____
(Signature of Officer)   (Signature of affiant)
Name:_____   Address:_____

                                                  _____

ANNEX F: EVIDENCE REPOSITORY LOG FORM

EVIDENCE REPOSITORY LOG FORM

ITEM	DESCRIPTION	TAG NO	DATE IN	NAME	SIGNATURE	DATE OUT	NAME	SIGNATURE
1								
2								
3								
4								
5								
6								
7								
8								
9								
10								

01
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CHAPTER 9 TRAINING

Aim

901.   This chapter describes the systematic approach to designing and implementing training for PA protection and enforcement. . This chapter will cover in depth the following topics:

      a.   Roles and responsibilities for training development;

      b.   The five phases of training;

      c.   Reasons for a Training Requirement;

      d.   Performance and training analysis;

      e.   Selection, basic and refresher training;

      f.   Planning training and training programs; and

      g.   The lesson plan;

Section 9-1 Introduction

902.   A high standard of training is required to ensure that all personnel are properly prepared for their relevant duties. This will result in the efficient day-to-day operation of the PA along with creating a safe and professional environment for personnel to carry out their assigned tasks. Well-trained people are easier to manage, display greater initiative and perform their duties with a higher degree of confidence.

Section 9-2 Roles and Responsibilities

903.   **The Director**. The Director is ultimately responsible for ensuring that any training requirements are identified and outcomes are facilitated in a timely and efficient manner. This responsibility may be delegated to the relevant section head (e.g. Head of Enforcement for enforcement operation training). The Director should be informed on a regular basis of all training requirements and outcomes by the delegated person.

904.   Training is to be included as a separate issue on the agenda of the Director's monthly orders group and included in his monthly written orders to the PA staff. This is to ensure that all training requirements are formally promulgated to the relevant responsible person.

905.   **Head of Protection and Enforcement.** The Head of Protection and Enforcement is to ensure that all rangers are undertaking relevant formal refresher training for at least one day per month in order to ensure that standards are maintained at an acceptable level. If the Head of Enforcement believes that more time is required to solve a performance problem, he / she should include further additional training until the acceptable standard is reached.

906.   The Head of Enforcement is to promulgate the training program in writing. He / she is to brief Section and Team leaders on the program and oversee the training to ensure that firstly, the training is being carried out and secondly, that the training is having the desired outcome.

907.   **Section and Team Leaders.** All section and team leaders have a duty of care to ensure that their subordinates have the best possible training to ensure a safe and efficient workplace. They are to advise the Head of Enforcement on any recognized training deficiencies for inclusion in the training program. Section and Team Leaders may implement concurrent training, depending on time and resources.

908.   Section and Team Leaders are required to maintain the highest standards and for this reason, they will require training at a higher level than the basic ranger. The Head of Enforcement is to ensure that suitable leadership training is included in the training program.

Section 9-3 The Five Phases of Training

909.   **Analyse.** The aim of this phase is to arrive at a solution to a performance problem. A performance analysis is conducted to determine if a training solution is required and if so, a training analysis is then conducted to determine exact requirements.

910.   **Design Phase.** During this phase, learning outcomes will be specified. An evaluation program, assessment plan and a curriculum will be produced in response to the design. The major output of this phase is the production of the training précis.

911.   **Develop Phase.** This phase is concerned with determining the most efficient means of presenting and completing a plan for training management. Learning environments are confirmed and training programs are developed. The major output to this phase is the production of a detailed course syllabus and the Training Management Plan that will be used to conduct the training.

912.   **Conduct Phase.** The conduct phase is concerned with the delivery of the training, which has been developed and designed in the previous three phases. As part of the conduct phase, assessments are completed and the training is evaluated. The ultimate desired goal is having properly trained and competent personnel.

913.   **Validate Phase.** This phase seeks to find the answers to two critical questions:
    a.   Has the performance problem that was initially identified been solved?
    b.   Has the training been transferred to the workplace?

Section 9-4 Reasons for a Training Requirement

914.   The possible reasons for a training requirement being identified may be due to any of the following reasons:
    a.   A change or restructuring in government law enforcement agencies or policies that impact on the PA's aim and goals;
    b.   A revised project assessment or a new project commencement, which impacts on protection requirements;
    c.   The introduction of a new capability, new personnel or equipment, the emergence of new technology, or more efficient procedures;
    d.   A preliminary analysis of a deficit performance situation;
    e.   A request from an organization or other government department; and
    f.   Being advised of a problem from an employee.

915.   Training is to be initiated by following the phases listed in Section 9-3; this will ensure that relevant training is planned, and is confirmed to be the solution to a perceived performance problem by carrying out a performance analysis.

Section 9-5 Performance and Training Analysis

916.   **Performance analysis.** Carry out a performance analysis consisting of:
    a.   **Needs assessment.**
        i.   Compare current standard with required standard;
        ii.   Concentrate on what is critical;
        iii. Output (goal) is the identification of the problem or performance gap; and
        iv.   Output can be presented as a priority list of needs or a simple needs statement.
    b.   **Factor analysis.** Carried out to identify the causes of a performance problem and help select the most effective solution. Some factors may be:
        i.   Poor command directives;
        ii.   Inadequate input from higher headquarters;
        iii. Facilities, supply, finances, or equipment shortfalls; and
        iv.   A lack of human resources.
    c.   The output is a list of factors to be considered for the solution analysis.

d. **Solution analysis.** Conducted to identify possible solutions, which can satisfy the needs revealed in the needs analysis. Outcomes may include both training and non-training solutions:

   i. **Training solutions:** Training solutions are responsive to requirements for individuals to acquire certain skills, knowledge and attitudes to enable them to perform at the required standards. If a training solution is identified, a training analysis is to be carried out.

   ii. **Non-training solutions:** A variety of non-training solutions may be identified, including organizational changes, work practice changes, rewards or incentives, or in establishment and equipment changes. Non-training solutions may be adopted in conjunction with training solutions. The table below gives examples.

Table 1: Examples of Training and Non-training Solutions

LINKING THE SOLUTION TO THE CAUSE		
CAUSE	**TRAINING SOLUTION**	**NON-TRAINING SOLUTION**
Skill / knowledge deficiency	Formal Course	Job / work related aids
Poor incentives	Training for supervisors	Revise policy
Work environment	Manager-level evaluation	Supply improved equipment Review job specifications Improve the selection of personnel for the particular job

917. **Training analysis.** If a training need is identified, a training analysis is carried out to select the most suitable method of instruction and validation. It consists of two major activities:
   a. Detailing the level of competency standard required; and
   b. Identifying and describing the skills. Knowledge and attitude that must be acquired to achieve competency.

Section 9- 6 Selection, Basic & Refresher Training

918. **Selection.** Picking the right people for the job is a crucial element in the development of an effective ranger force. A solid foundation needs to be built, and this starts at selection and training.

919. When positions become available, a selection course is to be held to select those people who have the qualities required of a ranger. These include, but are not limited to, the following:
   a. Stamina and endurance;
   b. A good attitude;
   c. Having the ability to learn and assimilate new ideas;
   d. Be able to read and write; and
   e. Include any other special skill that may be required, e.g. be able to swim.

920. **Training development.** Training and retraining of the enforcement ranger force is something that needs to be constantly revised and implemented. Thought and process needs to be put into designing and implementing all training.

921. Once the required outcomes / objectives are developed, training can be designed to meet those outcomes and produce capable staff.

922. **Training environment.** The majority of training should be conducted in conditions which mirror the work place of the ranger, which is to say in field locations under job conditions. The training should be as realistic as possible, with as much 'hands on' practical training as possible.

923. Training is not only the transferring of skills and knowledge; it is also about changing the rangers' attitudes and outlook on their job and mission.

924.   **Training assessment.** Training of the rangers needs to be assessed, without which it cannot be determined if the training outcomes have been achieved. The following is a table showing assessment with maximum to minimum realism.

Table 2: Various methods for assessing a trainee ranger conducting raids

Maximum Realism
Conducts an exercise raid using live ammunition in the forest as part of a ranger team
Conducts an exercise raid in the open as part of a ranger team
Conducts an exercise without other rangers describing where people would be deployed for a raid
Answers questions after seeing a demonstration of a raid
Written test on how to conduct a raid
Minimum Realism

925.   **Validation of training.** Training is never over. After a course has been completed, a validation on the training that was delivered is required; this normally occurs after a maximum of a few months. The rangers need to be assessed on the job to determine what has and has not been retained by the rangers. From this the trainer needs to determine why things have not been retained and adjust the training accordingly.

926.   **On-the-job training.** Block periods for training may not always be available; therefore on-the-job training will have to be conducted. This would normally occur at the team or section level, with the section / team leader responsible for training the new ranger in the basic-level competencies required of them.

927.   **New Rangers Procedure.** Prior to going on any patrol, the new member is to be conversant with all team / section enforcement procedures, drills and actions-on. The team leader is to schedule a day prior to the patrol deploying on operations to train the new ranger(s) in the team procedures. The team cannot deploy on operations until new team members are proficient in the required procedures, or else the new ranger is to remain at the sub-station while the team deploys on operations until such a time that he is competent in the procedures. The section / team leader is to advise the Head of Enforcement on the suitability/unsuitability of the new member to go on operational duties. The Head of Enforcement will make his decision to allow or disallow the new member based on the section / team leader's recommendation and may recommend further training as required.

928.   **Refresher training.** The Head of Enforcement is to schedule training periods for section / team and individual training at least once a month. The duration of the training is at the discretion of the Head of Enforcement, but should never be less than one day per month. This training should concentrate on revision of previously-learnt skills such as:

      a.   tactical drills and procedures;
      b.   first aid;
      c.   navigation;
      d.   the law and legal procedures;
      e.   equipment operation; and
      f.   administrative procedures.

929.   Refresher training needs to be exciting and varied to keep the rangers interested. This training will be the main tool in the raising and maintenance of the professional standards of the ranger force. Continuous growth and improvement should be the aim of all rangers.

Refresher Training Detailed

930.   This process will be on-going, and will be conducted by the head of enforcement. The scheduling would most likely conform to the following:

   a.   The refresher training will be conducted over 3 to 4 days per month; and

   b.   Conducted by only 2-3 teams at one time, thereby allowing the other teams to be on operational duty. The following is an example of a schedule:

Table 3: Example schedule for refresher training

Prelim		
1600 – 1800	Discussion and planning	Discussion on new tactics employed by poachers and problems associated with tasks.
Day 1		
0800 – 1000	Field craft	Silent field signals Target ID
1000 – 1200	Patrolling	Grouping & Tasks Formations Drills
1200 – 1330	Lunch	
1330 – 1500	Leadership	Roles Counselling
1500 - 1800	Wildlife Recognition	Wildlife sign Wildlife identification
Day 2		
0800 – 1200	Patrol Tactics	Contact Break contact Raids Ambushing
1200 – 1330	Lunch	
1330 – 1500	Poachers (captured)	Search Silence Segregate Safeguard Speed
1500 – 1800	Planning & Reporting	Counter poaching ops Reports formats
Day 3		
0800 -1730	Navigation	Grid references Map to ground Compass Navigation data sheet GPS Navigation exercise

Section 9-7 Planning Training and Training Programs

931.   **Planning for training.** The success of desired outcomes being achieved, and learnt skills ultimately being transferred to the workplace, is dependent on good planning. The trainer needs to go through the steps described in Section 3. Using a systematic approach will ensure that training is relevant and effective.

932.   **Designing and developing the course syllabus.** The development of the course syllabus and the daily program must be directed towards meeting training objectives in the most effective and efficient manner.

933.   Variety. Training can take many forms. Trainers should consider a variety of locations and activities to maintain interest and concentration. This will promote learning and retention of skills by the ranger.

934.   **Modular Training**. Training should be conducted in logical modules for ease of management and learning. This allows for rangers who may not be able to attend all training, but who can completely attend a module. However, the trainer needs to consider other factors in his design and development phases such as:

      a.   Time available;

      b.   Resource limitations;

      c.   Instructor availability;

      d.   Cost;

      e.   Training locations;

      f.   Presentation media;

      g.   Student capability and availability; and

      h.   Health and safety considerations.

The daily program

935.   **Daily Program Layout.** The layout of a training daily program is divided into nine separate columns. An example of a daily program and an explanation of the information contained in the columns are detailed at Annex A to this Chapter.

Training objectives

936.   **Training objectives.** Trainers should take the following into consideration when developing the training objectives that become the instructional objectives:

      a.   **Performance statement** – a clear statement of the performance required of the trainee;

      b.   **Range of variables** – a description of the situation under which the trainee performs the task;

      c.   **Assessment criteria** – a description of the level of competence required of the trainee at the completion of training:

            i.   **Level 1** – Familiarization training designed to provide the trainee with background knowledge only;

            ii.   **Level 2** – The trainee may be employed on the task but only under supervision. Level 2 implies that further training, possibly on-the-job, must be undertaken for the trainee to become fully competent; and

            iii.   **Level 3** – The trainee has achieved competency

      d.   **Teaching points** – those points that the instructor must cover in the lesson, including any associated learning or references that are required.

Instructional objectives

937.   **Instructional objectives:** Example of instructional objectives are detailed below:

Lesson Title: Grid References	
Reference: Navigation Lesson Plans	
Time: 50 minutes	**Number of students:** 50 students
Safety: Not applicable	**Location:** Classroom **Dress:** Uniform only

Equipment required:
1 x Map per student (preferably 1: 50 000)
1 x pencil , eraser, notebook per student
1 x compass per student   Note: Desks required for each student

Teaching points:	
Identify & Describe Northing's & Easting's	- Level 3
Accurately plot 4-Figure Grid Reference	- Level 3
Accurately plot 6-Figure Grid Reference	- Level 3
Describe 8-Figure Grid Reference	- Level 2
Describe 10-Figure Grid Reference	- Level 2

Standard required:
Students must be able at accurately plot 4-Figure Grid Reference
Students must be able to plot 6-Figure Grid references to within < 100metres

Remarks: Trainees must reach the above standard prior to progressing to measuring bearings.

938.   **Confirm the learning environment**. The trainer must decide where and how will be most suitable for delivery of the training. Take into account cost, timings, available resources and technology and what the lesson relates to. Also be sure to consider student comfort, and ensure that there are no distractions for the student.

939.   **Produce learning material.** The trainer must produce a lesson plan that relates directly to the instructional objectives and the learning material to be used. Instructor materials include the following:

    a.   Instructor briefs and lesson plans;

    b.   Assessment timings;

    c.   Reference material as required;

    d.   Recommended equipment;

    e.   Start-up and shut-down procedures;

    f.   Any safety procedures (e.g. Weapon clearance prior to and at the end of all weapon lessons); and

    g.   Any support requirements (e.g. designating and rehearsing of a demonstration team).

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Section 9-8 The Lesson Plan

940. **Production of the lesson Plan.** Once the instructional objectives are known, the instructor can produce his lesson plan. This must contain the detail required to adequately instruct the student to the required standard. The instructor is to ensure that he / she has researched and fully understands all facets of the subject to be taught, and that they have rehearsed the lesson beforehand. An example of a lesson plan is contained at Annex B to this Chapter.

941. **Timing of a lesson.** The lesson in its entirety should not be longer than 45 to 50 minutes. This is due to the student not being able to fully assimilate information and maintain focus for more than 50 minutes after which they should be given a 10 minute rest before the next lesson.

942. **The parts of the lesson plan.** The lesson plan follows a logical sequence to ensure that all components are covered. Adherence to the plan will ensure that a common standard is used for all instruction. The plan is divided into:

    a. **Lesson Aim.** Generally the title of the lesson.

    b. **Preliminaries.** Consist of the following:

        i. **Required teaching aids.** Any aid or object that is mandatory or will assist in the delivery of the training, weapons, maps, power point etc;

        ii. **Method of instruction and class layout.** Theory or practical lesson and the location of the class (e.g. Classroom for legal procedures, field training area for patrol formations).

        iii. **Safety Precautions.** It is mandatory that weapons, magazines and personal equipment are cleared of any ammunition before and at the end of any weapon lesson. If weapons are not required for a lesson they should be secured elsewhere.

        iv. **Revision.** Once all preliminaries are dealt with, the class should be given some quick revision from a previous lesson, preferably with five or so questions dealing with the lead up instruction to the lesson that they are about to receive, or from their previous lesson.

    c. **Introduction.** Consists of the following:

        i. **Subject to be covered.** Given as a statement as follows, "During this lesson you will be taught (give lesson title)".

        ii. **Reason for instruction.** Given as a brief statement outlining why the ranger is being taught the subject and how it relates to either his job, previous or future instruction.

        iii. **Statement of objectives.** The ranger is to be informed of the standard he will be expected to have reached by the end of the lesson. The instructor will find the standards in the instructional objectives.

        iv. **Story of relevance.** The instructor can use this part to give any story or personal experience he has relating to the subject to create interest in the lesson to be given.

    d. **Lesson Body.** The lesson body is the teaching part of the lesson. This is where the instructional objectives are covered as teaching points. The following guidelines will help structure the lesson:

        i. **Confirm learning by stages.** The complexity of the teaching points will determine how many can be covered before the instructor should stop and confirm the learning by both questioning and/or practical demonstration. Students may also have questions after each stage.

        ii. **Questioning technique.** Pose the question to the class as a whole, and then nominate the student you wish to answer the question.

        iii. **Fault correction.** Faults should be corrected at the earliest opportunity. Generally nominate a fault, nominate the student who is making the fault, correct the fault and continue with the class.

        iv. **Safety.** When dealing with safety matters, call 'Stop' to the whole class. Fix the problem by explanation or demonstration then continue with the lesson.

        v. **Practice stages.** If teaching a practical skill, explanations should be kept to the minimum and as much 'hands on' time utilized as possible. Fault correction needs to be constant during the practice stage.

        vi. **Final Questions.** Once all teaching points and practice stages are completed, the students should be given the chance to ask any final questions. Any final problems should be cleared at this stage.

e. **Conclusion.** The conclusion contains the following:

    i. **Test of objectives.** The test must cover the teaching points. The test needs to be prepared by the instructor prior to the lesson. The test can be by questioning, practical demonstration, or a written exam. The results confirm the teaching and whether the students are capable of progressing or will require further training.

    ii. **Statement of achievement.** The instructor should give feedback to the students on their level of achievement. This does not always have to be positive; negative reinforcement is sometimes useful, especially when related to matters of personal and / or team safety. If the students did not perform to the standard required, they should be informed of the fact and given remedial instruction as may be necessary.

    iii. **Next lesson on this subject.** As detailed by the training program.

    iv. **Next lesson on the syllabus.** The students need to be told what the next lesson is, who the instructor is, where it will be located and the time they are required to be there.

    v. **Safety precautions.** Weapons, magazines and personal equipment are once again cleared if applicable.

    vi. **Special instructions.** Any further information required.

LIST OF ANNEXES

ANNEX A: TRAINING SCHEDULE LAYOUT

ANNEX B: LESSON PLAN FORM

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ANNEX A: TRAINING SCHEDULE LAYOUT

Day # _____   Date: _____   Topic: _____

Ser	Time	Subject	Loc/Dress	Instructor Coord Translator	Module	Level	Instructional Objectives	Remarks/Props
1	0500-0600							
2	0600-0700	Breakfast						
3	0700-0800							
4	0800-0900							
5	0900-1000							
6	1000-1100							
7	1100-1200							
8	1200-1300	Lunch						
9	1300-1400							
10	1400-1500							
11	1500-1600							
12	1600-1700							
13	1700-1800	Dinner						
14	1800-1900							
15	1900-2000							

ANNEX B: LESSON PLAN FORM

LESSON PLAN   MODULE ___. _____

LESSON ___. _____

1. Lesson Instructional Objectives

2. Preliminaries
2.1 Required Teaching Aids
2.2 Method of Instruction and Class Layout
2.3 Safety Precautions
* Ask 5 quick questions to the students from the previous lesson

LESSON PLAN   **MODULE ___. _____**

3. Introduction

3.1 Subject
During this lesson you will be taught …

3.2 Reason for Instruction
The reason why you are being taught …

3.3 Statement of Objectives
By the end of this lesson you will be able to …

3.4 Story of Relevance
(Reserved for instructor)

LESSON PLAN   MODULE ___. _____

4. Lesson Body

* (Are there any questions or doubtful points in what you have been taught in this lesson?)

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LESSON PLAN   **MODULE ___. _____**

5. Conclusion

5.1 Test of Objectives
Instructor to ask 5 question, (technique – ask the question, nominate the student)

1.

2.

3.

4.

5.

5.2 Statement of Achievement
During this lesson you have worked satisfactory/well and have achieved the required standard... (Reserved for instructor)

5.3 Next Lesson on this Subject

5.4 Next Lesson on the Syllabus
(Reserved for syllabus)
Time:
Instructor:
Location:

PROTECT MANAGER

(PRotected-area Operational and Tactical Enforcement Conservation Training)