PROBLEM-ORIENTED POLICING CONFERENCE 2023

INTEGRATING PROBLEM-SOLVING INTO WILDLIFE PROTECTION OPERATIONS

AM LEMIEUX
PROBLEM-ORIENTED WILDLIFE PROTECTION LEAD RANGER
WE KNOW WE NEED PROBLEM SOLVING... BUT HOW DO WE DO IT?
PROBLEM-ORIENTED POLICING CONFERENCE 2023

THE PROBLEMS WITH PROBLEM SOLVING

- Weak Analytic Capacity
- Silent Victims
- Effort Focused Metrics
- Fragmented Jurisdictions & Mandates
THE PROBLEMS WITH PROBLEM SOLVING

- WEAK ANALYTIC CAPACITY
- SILENT VICTIMS
- EFFORT FOCUSED METRICS
- FRAGMENTED JURISDICTIONS & MANDATES
Weaken Analytic Capacity

The SARA Process

Scanning
Identify and prioritize problems. Choose one specific problem.

Analysis
Collect and analyze information to determine what drives and facilitates the problem.

Assessment
Determine the impact of your response and share lessons learned.

Response
Implement response that reduces drivers and facilitators of the problem. Use partnerships to diversify response options.
The evidence base for ‘what works’ in wildlife protection is very poor.
What is the evidence that counter-wildlife crime interventions are effective for conserving African, Asian and Latin American wildlife directly threatened by exploitation? A systematic map protocol

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Special thanks to Trina Rytwinski (Center for Evidence-Based Conservation, Carleton University) and Matt Muir (United States Fish & Wildlife Service) for allowing me to share these preliminary results.
A total of 530 studies from 477 articles were included in the systematic map.
Study designs

12% of evidence base used a true comparator

Time

Before-After-Control-Impact

Before-After
Control-Impact
Interrupted time series
Continuous time series

CWC intervention (e.g. patrols)

Before  After
Study designs

Vast majority included no comparator(s)

CWC intervention (e.g. patrols)

Before-After-Control-Impact
Before-After
Control-Impact
Interrupted time series
Continuous time series
Spatial comparisons
Among group comparisons
Intervention comparisons

After-only
N/A (theoretical)
Unclear design

Number of cases
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Policing Problems

- All Problems
- Alcohol & Drug Problems
- Animal Problems
- Burglary & Theft
- Business-related Problems
- Disorder & Nuisance Problems
- Elderly Problems
- Endangerment
- Frauds
- Gang Problems
- Misuse of Police Resources
- Robbery
- School & College Problems
- Sex-related Problems
- Traffic Problems
- Vehicle-related Problems
- Violence Problems
- Wilderness Problems
- Youth/Juvenile Problems
MONIQUE SOSNOWSKI, KRISTOFFER EVERATT, ROB PICKLES, GARETH WHITTINGTON-JONES, & AM LEMIEUX

Illegal and Unsustainable Hunting of Wildlife for Bushmeat in Sub-Saharan Africa

A PROBLEM SOLVING GUIDE
Wilderness Problems, Guide No. 2

The Poaching Diaries
Crime Scripting for Wilderness Problems
Edited by A.M. Lemieux
Vol. 1
2020
PROBLEM ANALYSIS FOR WILDLIFE PROTECTION IN 55 STEPS

READ MORE
RETHINKING HOW WE TEACH SITUATIONAL CRIME PREVENTION
<table>
<thead>
<tr>
<th>Main Question</th>
<th>Sub-Questions</th>
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| **What makes it easy?**           | • Why is it easy to attack and remove the target?  
• Why is it easy to access places where the target is?  
• Why aren’t people seen or checked after the crime has happened?  
• Why are offenders choosing a specific location?  
• How easy is it to obtain and use the tools needed? |
| **What makes it low-risk?**        | • Are there potential guardians that are not intervening?  
• Do people see what happens but don’t know how to report or respond?  
• Is it easy for offenders to stay anonymous?  
• Are there place managers that look the other way?  
• Are current law enforcement efforts easy to avoid? |
| **What makes it rewarding?**      | • Is it easy to see find targets quickly?  
• Are the targets concentrated in a specific place?  
• Is it hard to identify the wildlife product and prove it is illegal?  
• Is it easy to sell the product quickly?  
• Is it easy to enjoy the benefits quickly and publicly? |
| **What triggers people into the behaviour?** | • Are there specific frustrations or stress that encourage the problem?  
• Is the problem caused by a conflict between wildlife and people?  
• Is there regular exposure to criminal opportunities in people’s daily lives?  
• Is there peer pressure or support for the behaviour?  
• Do people imitate the behaviour of others? |
| **How do people excuse their behaviour?** | • Are the rules well known?  
• Do the rules change from one setting to the next?  
• Are there signs or warnings in the area to alert people about rules?  
• Is it hard to follow the rules?  
• Are offenders intoxicated during the event? Or drug dependent? |
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FRAGMENTED JURISDICTIONS AND MANDATES

WildCRU (link)
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BUILD A PROBLEM SOLVING TEAM

STEP 4

Jerry Ratcliffe’s 3i Model for Intelligence-Led Policing
How does the product get from harvesters to consumers?

Hunter kills rhino and removes horn.

Regional trader collects horn from hunter and exports via air cargo.

Foreign buyer receives rhino horn shipment.

Local network leader arranges weapons and transport.

Shipping company prepares forged paperwork for shipment.

Customs official ensures shipment is not searched upon arrival.

Protected area insider provides information about rhino and patrol movements.

International broker arranges contact between regional trader and international buyer.
Where could you find information about the different individuals involved, where they operate, and their methods?

- Patrol and arrest data.
- Seizure data and police investigations.
- International law enforcement agency.
- Customs investigations and airport security.
- International policing networks.
- Foreign customs agency.
- Police investigations.
- Wardens and lodge owners.
THE PROBLEMS WITH PROBLEM SOLVING

- WEAK ANALYTIC CAPACITY
- SILENT VICTIMS
- EFFORT FOCUSED METRICS
- FRAGMENTED JURISDICTIONS & MANDATES
THE SILENT VICTIM PROBLEM & TRIPLE FORAGING

STEP 18

RANGERS FORAGE FOR HARVESTERS
Rangers look for harvesters and signs of harvesters in the landscape.

WILDLIFE FORAGE FOR FOOD
Wildlife looks for suitable habitat and nutrition in the landscape.
THE SILENT VICTIM PROBLEM & TRIPLE FORAGING

STEP 18

HARVESTERS FORAGE FOR WILDLIFE
Harvesters look for opportunities to take wildlife in the landscape.

TRIPLE FORAGING
The overlap of wildlife, harvesters, and rangers in the landscape.
THE PROBLEMS WITH PROBLEM SOLVING

- Weak analytic capacity
- Silent victims
- Effort focused metrics
- Fragmented jurisdictions & mandates
HOW DO YOU DEFINE MEANINGFUL METRICS?

Use indicator maps

Step 39
Hunters are driven by a need for income to support methamphetamine addiction. Offering substance abuse services and counselling to hunters will reduce their need for drug money. Potential intervention:

- Hunters will have less time to participate in hunting activities during their treatment.
- How will the intervention disrupt hunters?

Established from your analysis:

- Deaths of deer in snares decreases.
- Income needed to buy drugs decreases, resulting in fewer hunting trips.
- Hunters have more livelihood opportunities as they progress through treatment.

BLACK BOX

Behavior changes

?????

Your analysis finds a lever

You pull the lever

The problem goes down
Offering substance abuse services and counselling to hunters will reduce their need for drug money. Hunters are driven by a need for income to support meth addiction.

Potential intervention:

- Hunters will have less time to participate in hunting activities during their treatment.
- Income needed to buy drugs decreases, resulting in fewer hunting trips.
- Hunters have more livelihood opportunities as they progress through treatment.

Established from your analysis:

- Deaths of deer in snares decreases.

Find lever

Pull lever

See Step 39
Hunters are driven by a need for income to support methamphetamine addiction.

Hunters operate throughout the year and their snares are concentrated in one sector of the park.

Offering substance abuse services and counselling to hunters will reduce their need for drug money.

Focused patrolling in sector to increase encounters with hunters and their traps.

BLACK BOX

Behavior changes

Deaths of deer in snares decreases

Indicators

1. Fewer snares & kill sites found by patrol teams
2. Snares discovered are old or abandoned
3. Deer meat becomes less common in local markets
4. Population density increases over time

THESE STAY THE SAME

See Step 39
A WORD OF THANKS
FOOD FOR THOUGHT

• HOW DO YOU CHANGE KEY PERFORMANCE INDICATORS (KPIs) TO PROMOTE PROBLEM-SOLVING?

• HOW DO YOU MEASURE THE SIZE OF YOUR PROBLEM WHEN REPORTING IS LOW?

• HOW DO YOU DEVELOP TRUST ACROSS ORGANIZATIONS TO FACILITATE PROBLEM-SOLVING?

• HOW DO YOU TRAIN A PROBLEM-SOLVING ANALYST?

• ARE THERE EXAMPLES OF INTERNATIONAL PROBLEM-SOLVING TEAMS?

• HOW DO YOU PRIORITIZE RESPONSES BEFORE IMPLEMENTATION?

• HOW DO YOU MOVE FROM PILOTING POP TO FULL-BLOWN UPTAKE?
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