

Page 1**Chapter Two: Ways of Dealing with the Enemy****1- Extraction**

Extraction: The art of extracting information from the subject [herein will represent the person who is being interrogated] during a conversation without having the subject realize the importance of his information or the true purpose of the collection of information.

1- Characteristics of Extraction:

- The subject has no knowledge [realization] of the reasons behind collecting information.
- The subject has no control over the goal or circumstances of the operation.
- Information resulting from the extraction is minute and scattered.

2- Characteristics of Questioning:

- The subject is initially not cooperating.
- The relationship between the two parties of the conversation is mutually hostile.
- The subject understands the questions.
- The interrogator has the subject under his control, and the subject is commonly charged with violations of the law.

Methods of Extraction:

1. Finding a suitable way to start up a conversation with the target.
2. During the conversation, important points relevant to the goal are revealed.
3. Paying attention to keep the conversation on track.
4. Interrogator must listen carefully, and participate in the conversation.
5. The subject must take control of the conversation to accomplish the following:
 - a. Assess the subject carefully (talker, quite, smart or humble...).
 - b. Hide the interrogator's interest [in the conversation].
 - c. Carefully arrange the conversation so that the goals are not revealed to the subject.
 - d. Allows the interrogator to collect the information.
6. Direction of the conversation must be towards the goals of the interrogator.
7. This direction must be logical and not surprising.
8. The interrogator's comments must be logical, normal, and indirect.
9. Refrain from condescending behavior towards the subject.
10. Create a smooth interrogation environment ([offer] gifts, money, etc.)
11. Pay close attention to the subject's reactions including anxiety, hesitation, and discomfort.
12. Do not attempt to achieve results quickly.
13. After obtaining all the necessary information, carefully switch to another subject while leaving the door open for another interview in the near future.

Preparing for Extraction

Most often, interrogation and collection of information is done through elicitation in an impromptu manner. Nevertheless, preparation can be done as follows:

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1- Have information about the subject, specifically:

- a. The subject's extent of knowledge in the required information.
- b. Exploitable characteristics of the subject (talkative, loves to brag, loves to volunteer [information])
- c. Know the subject's interests (to find a suitable way [for starting up the conversation])
- d. The friendliest [most proper] approach to talk to the subject.

2 - Provide the interrogator with proper information about the subject (his workplace, additional information)

Common weakness points that can be exploited during extraction are:

- 1- Gossip.
- 2- Bragging.
- 3- A need for commendation and compliment.
- 4- Voluntarily advising others and providing them information.

Extraction Tricks [techniques]:

These tricks are used to provoke and agitate the subject, therefore causing him to divulge information, which are:

- 1- Saying information as facts to obtain denial or assurance.
- 2- Partial disagreement with some facts is necessary in order to secure a continuing conversation.
- 3- Praising the subject as if he is an expert.
- 4- Making small remarks about the subject's field (specialty) so he will continue talking.
- 5- Implying that you know more than you do, therefore the subject will talk without hesitation or worries about leaking information.
- 6- Using analogy - comparison approach between similar predicaments.
- 7- The conversation must start negatively, far from the real purpose.
- 8- Falsely showing that you don't believe a certain fact so the subject will deny or affirm it.
- 9- Create a friendly and comfortable environment.

The Subject's Reactions:

This happens if the subject felt something strange and you can't ask about it, due to weak extraction techniques. This can lead to failure of operations.

- 1- Ending the conversation immediately.

- 2- Confronting the interrogator by telling him this is not his business.
- 3- Raising suspicions about the true purpose of the extraction.
- 4- Reverse extraction by the subject.

Methods of fighting extraction:

- 1- Keep information to yourself.
- 2- Do not quickly show interest in a particular subject (and do not get excited into having a debate).
- 3- Be very careful talking with relatives and friends.
- 4- Be cautious of reactions that may cause leaking of information.
- 5- Keep quiet and use common sense in judging the situation before talking to strangers.
- 6- Know your weak points and get around them.

Summary:

- 1- Keep secrets quietly and follow security procedures.
- 2- Do not raise suspicions, in any circumstances, that you are collecting information.
- 3- Know the enemy's techniques for collecting information.

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2- Search and Arrest

Types of Search:

1- Specific Search:

An operation done by a group or an individual to search a specific location such as a room in a house, a bag inside a room in the house, a car, or a bag that belongs to a traveler or someone's house.

2- Preventative Search:

A reconnaissance operation intended to prevent certain incidents such as searching a certain neighborhood to prevent a protest. Such a search is intended to declare that the authorities are aware of the public's plans.

One of the most common preventative searches is the checkpoints around cities and borders.

[Note to trainees] Knowing the types of search will benefit us with information about the enemy's techniques and intentions. Meanwhile, we can benefit from a specific search in order to gain important information or documents from a member of the enemy's force.

Principles of Search:

- 1- Lay out a comprehensive search plan, including minor and major issues, as well as all details of the operation.
 - a- Designate a search team (skills, numbers, roles.)
 - b- Specify search time - the time the target is most likely to be available in the location.

- c- Reason for the search - to obtain (documents-weapons) while precisely identifying the person or obtaining his picture or someone who knows him really well.
 - d- Where will the search take place - meaning the specific place to be searched.
- 2- Hiding the orders and the time of the search from the subject of the search to keep secrecy and to promote the element of surprise.
 - 3- Isolation: Isolate those who were searched and those who will be searched.
 - 4- Notifying: The house is not to be searched without its owners present to witness the search, sign for it, and have legal liability. This principle does not apply to unofficial [covert] searches.
 - 5- Sequenced and disciplined search: Never stop searching even if the area is too big. However, [If it is too big,] the search is to be done on the most important and sensitive places.

Arresting and Searching Individuals:

Reasons to arrest individuals:

- 1- Evidence against them indicates their involvement in a crime that deserves an arrest. The arrest could be for interrogation, or interrogation and trial, or just to arrest them.
- 2- Raising many suspicions.
- 3- Deserter from the compulsory service (military, intelligence, official).
- 4- If security necessitates the arrest of someone (preventive arrest - collecting information - hostage for exchange or negotiation)

In the event of arresting someone, it must be for one of these reasons:

- 1- Arresting individuals to obtain information that will benefit the organization in the short or the long run.

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- 2- Arresting individuals as hostages to pressure security agencies for negotiations, ransom, or hostage exchange.
- 3- Arresting influential individuals to have a great media effect for the benefit of the organization.
- 4- Arresting influential persons who have the ability to hurt the organization in order to deter the regime.
- 5- Arresting influential persons to obtain information and confessions, and then killing them.
- 6- Arresting important officials for recruiting purposes.

Arrest Stages

First: Getting Close to the Target:

- 1- Take into consideration before approaching the subject that there is a very good chance they may be armed, therefore practice caution and allow 6- meter distance between you and him.
- 2- Individuals approaching the subject must be fully armed and their weapons are in a ready to fire position.

- 3- If the subject is driving a car, he will be asked to step aside and if the subject is walking, he will be asked to stop and ordered to lift both of his arms up high and not move until the team quickly searches him.
- 4- After he stops, he will be asked to turn around to face a wall with both of his hands on the top of his head and both feet spread apart.

Second: Arresting the Subject

- 1- Remove all weapons from the subject.
- 2- Seize any documents he may have.
- 3- During the arrest, violence shall not be used unless it is a reaction to the target's behavior.

Thirdly: Search Phase:

- 1- Wall method (was previously explained in the first procedure).
- 2- It is highly recommended that two people conduct the search while a third one is on guard with a weapon.
- 3- Search must start from the left side, because normally the weapon is located on the right side.

Fourth: Securing Phase:

The subject must be handcuffed or have his hands over his head at all times and then taken to the appropriate location.

Searching Buildings: Offices, housing, government building, shops, and public parks

Search Procedures:

- 1- Secure the building from outside [the parameter] to prevent smuggling any subject, materials, or documents.
- 2- Enter the building.
- 3- Search must be comprehensive and very meticulous for the whole building.
- 4- If there is a person wanted for questioning, he must be searched along with the building, and a team will guard that person so he cannot escape or sabotage documents.
- 5- Detainee must accompany the search team, so he can tell what he knows about the location and the team will be able to notice facial expressions during the search.
- 6- During the search, it is possible to bring witnesses other than people living in that home to attest over the search and to sign a document about what they witnessed.
- 7- The team shall not react or show happiness in the event they find documents or materials, so it will not affect the detainee. They should react normally, as if they already know about all this.

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If [our] buildings are being searched, the following security precautionary measures must be taken:

- 1- Prepare places in the building for smuggling and hiding personnel and important materials.
- 2- Availability of secret entrance and exit routes in the building.
- 3- Secure documents and material inside secret hideouts in or out of the building.
- 4- Important personnel should not remain inside the buildings where important documents and materials are hidden.
- 5- Practice self control in the event of getting arrested, also you must not panic and keep normal eye contact.

Searching Vehicles:

- 1- Normal search: Searching the interior body of the car (engine, trunk and seats...).
- 2- Extensive search: To be done with assistance from specialists and experts to take out certain parts of the engine (motor). This search will be utilized only when there is precise information before finding documents.

Writing Search Report:

- 1- Must mention the time and place of search.
- 2- The agency which ordered the search.
- 3- Describing what was found during the search.
- 4- Any procedures taken after the search.
- 5- Signature of the person who wrote the report.
- 6- Date of the report.
- 7- Signature of the person who was arrested during the search.

[Note to trainees] Important Note about Searching and Arresting:

The above-mentioned instructions for searching and arresting, detail the system used by regimes and countries. As for secret and special organizations, this should be beneficial in special arrest operations and countering the procedures of security agencies in order to be protected from their might.

3- Intelligence Interrogation

It is the ability to extract and collect information from a specific person using a particular plan under circumstances created by the agency requesting such interrogation.

Types of interrogation:

1- Police Interrogation:

Normally the police officers' purpose is to figure out whether someone is innocent or guilty, and psychological pressure will not be used. It looks for the crime and the tools used in it.

2- Intelligence Interrogation:

Involves national security matters and it is subject to previously planned procedures. Normally, it is set for people who are (spies, political agents, prisoners of war, or faction leaders). Interrogators are familiar with the detainee's circumstances and they are highly qualified professionals with strong personalities.

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Principles of Successful Interrogation:

1. Using psychological procedures during the interrogation process and studying the personality of the subject so the interrogator will have better communication and cooperation.
2. Control: Complete control of the scene by the interrogator so the picture will not be turned upside down and the interrogator becomes the person answering questions.

Complete control is obtained by destabilizing the detainee using:

- a. Starvation.
 - b. Agitating the detainee by talking about him.
 - c. Reminding him of details about his dirty past.
 - d. Isolation.
 - e. Beating
 - f. No sleep.
 - g. Illegal drugs.
3. The art of asking questions: the right question in the right time using the right approach.

Characteristics of a good question:

- 1- Simplicity and clarity: simple questions that are easy for the detainee to understand.
- 2- Comprehensive: covers all aspects of the subject.
- 3- Knowing detainee's language: to simplify the questions so he can understand.
- 4- The speed of which the questions are asked and answers obtained, so as to prevent the detainee from arranging questions and answers, or expecting and thinking about them.
- 5- Avoid asking two questions at the same time.
- 6- Avoid asking questions with short answers, such as yes and no questions.
- 7- Avoid elaboration while asking questions because such acts obstruct the interrogator from following the changes in the detainee's facial expression.
- 8- Logical questions: sequenced, ranked, and logical.

Characteristics of the Interrogator:

- 1- Strong personality: Able to weaken and exploit the detainee's personality.
- 2- Experience: An experienced background can add new and useful ideas when dealing with detainees.
- 3- Attention to details: Making it possible to detect lies made by the detainee like the detainee's facial expressions following every question.

- 4- Calmness and sensibility: So the interrogator will not be affected by the detainee's story or incite him to lessen the credibility of the interrogation.
- 5- Psychological knowledge: This will allow the interrogator to study the detainee's personality and determine the most sensible approach to better deal with that particular personality type.
- 6- Considerable general knowledge: This will help show the detainee that the interrogator knows more about his field [life or job] than the detainee himself; therefore, the detainee will not lie and surrender to the interrogator using good preparation for the interrogation.

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Types of personality:

1- Rational personality

Characteristics: Very calm, thinks rationally and logically, and does not react nervously.

How to deal with such a personality: get close and be polite, ask logical questions, and do not try to fool him. The interrogator needs to be knowledgeable and experienced—physical abuse, humiliation, and deceitfulness will not work.

2- Emotional personality

Characteristics: Very weak, easily influenced, low self-esteem, and easy to agitate.

How to deal with such personality: through emotional pressure by mentioning family, wife, and kids, and by sleep deprivation, psychological torture, and isolation from the rest of the people.

3- Active personality (social)

Characteristics: Great relationship with others, very confident, loves to gossip, and underestimates problems.

How to deal with such personality: [give him a] fair opportunity to talk, isolation has a great impact, no physical abuse, and get close to him in a polite way.

4- Introvert personality

Characteristics: Very weak, limited relationship with others, very selfish, and not talkative.

How to deal with such a personality: get close to the subject in a vicious way, physical abuse, no sleep, starvation, short questions, study the reasons for [his] being anti social, and pressure him by using any problem he's having.

Interrogation Preparations

1- Good plan: A plan must be made according to the type of personality and the most appropriate approach for [that personality].

2- Interrogation room: There are certain conditions that the room must comply with before it can be used for interrogation:

- a. The room must be totally empty except for a desk, interrogator's chair, and a detainee's chair.
- b. The detainee's chair must be very uncomfortable to reduce his attention.
- c. The room must be void of windows, pictures, fans or decorative designs to create a very depressed mood for the detainee.

- d. If there were any windows, they must be covered with thick dark curtains so the detainee cannot see them.
- e. If there are video or audio recording devices in the room, it must be hidden from the detainee so it won't scare him off
- f. Isolate the room from outside and inside noises completely.
- g. No presence of another person inside the room to detract the subject's attention.

3- Preparing the interrogator: There are many things that interrogator can do to ensure a successful interrogation process:

- a. Complete familiarity with detainee's case.
- b. Prior checking of the interrogation place.
- c. Knowing the detainee's personality and his life story to help put together a suitable plan.
- d. Previous preparation for questions and the proper approach prior to asking them.
- e. Good planning of the process.

4- Preparing the detainee for interrogation:

- a. Arrest, capture, manual search, home search, and isolation from the rest of the detainees if others are involved in the same case.
- b. Make use of what the detainee had with him during the arrest as a tool to control him.
- c. Isolation from the rest of the people.

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- d. Pretending that others have confessed about the detainee so he will do the same, and then use his confession against the others as well. Thus, everyone will be confessing.
- e. No talking allowed: no meetings or conversations with the guards allowed.
- f. Place of stay must be very uncomfortable so he cannot think wisely or prepare answers for the interrogation.

Interrogation Stages:

First: Initial Meeting Stage

- 1- Study the subject well to understand his personality.
- 2- Asking the detainee questions with already known answers, for the following reason:
 - a. Detects whether he is lying or telling the truth and allows you to determine the proper approach to deal with him.
 - b. Detects any mistakes, and fully understand the personality.
- 3- Do not heavily discuss the topic of the interrogation.

Questions that can be asked by the interrogator during the initial meeting are:

(Age, name, address, relatives, occupation, responsibilities, coworkers, financial status, family status, previous places of arrest, jail time, how many times arrested, friends, etc.).

[Note to trainees] To make it more complicated for the interrogator, these questions must be answered very clearly and honestly in the event you are being interrogated.

Second: Breaking [the detainee's] Resistance Stage

Three methods to break the detainee's resistance:

1- Attempt to break resistance:

- a- Get into the topic of interrogation.
- b- Pressure the detainee by using the proper approach for his personality.
- c- Use a lot of psychology during this stage.
- d- Isolation and making the detainee feel like there is vital evidence against him or his loved ones (family or wife).
- e- Threaten him with confiscating or blowing [up] or losing his belongings and properties.
- f- Interrogate him immediately after the arrest because it's a moment of irrationality.
- g- Utilize contradiction methods where two interrogators contradict each other, one being violent and the other treating him well, so he will respond better to the second and give up as much information possible.

2- Utilizing some technical procedures to break their resistance:

- a- Being very close (making the detainee feel like there is no tension and there's nothing more than a misunderstanding), thus creating a relationship to obtain information.
- b- Pretending the information he has is worth nothing and that authorities already know this information.
- c- Contradiction: an approach utilizing more than one interrogator (mentioned earlier).
- d- Silent approach: asking a question then staying quiet while observing his facial expressions... this works well with a rational personality.
- e- Exchanging charges: pretending that every suspect has confessed about the others causing them to defend themselves and exchange charges. Then, real confessions will surface.
- f- Ask controlling questions: to pressure the detainee and break him down
- g- Previously prepared questions: questions on a piece of paper given to the detainee to answer them after a break session at the place of arrest.
- i- Redundant approach: repetition of the same question from time to time to detect the detainee's truthfulness.

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3- Utilizing scientific methods to break resistance.

- a- The use of drugs (pills – injections)
- b- Polygraph device: a device to measure blood pressure and heart beat during the interrogation process. If there's an increase or anomaly in the heart beat then the person is lying.

[Note to trainees] It is possible for a calm and stable person to practice these things and easily deceive this device.

- c- Brainwashing: isolate the detainee in a secluded location, away from everything, for a long period of time with just food and water and seeing nothing but the interrogator. Therefore,

slowly and gradually, everything will be erased from the detainee's memory with nothing left except for what is being repeated.

d- Hypnotism: will only work with weak personalities.

Reasons for resisting interrogation

Many people resist interrogation due to the following reasons:

- 1- Fear of the organization: fear of possible retaliation in the event of confession.
- 2- Fear for the organization: the detainee has complete faith and love towards the organization, making him fear its destruction with his confessions, but being fearful of God first.
- 3- Buying time: the detainee knows that someone from his organization will come to let him out or to help him escape.
- 4- Resist because of the interrogator's reactions: because of anger caused by the interrogator.
- 5- Arrogant: refuse to give information in any way.
- 6- The result of previous security and intelligence training: the detainee will defend himself properly to break resistance because he knows the art of interrogation.
- 7- Losing control: when the detainee becomes the interrogator and the interrogator becomes the detainee.
- 8- Fear of punishment: judicial ruling as a result of a confession.

Ways to resist interrogation:

- 1- Upon arrest you must get rid of all evidence and documents so there will be no substantiated evidence for the charges.
- 2- Making the interrogation closed (locked) by offering the interrogator simple documents (ID) and no more than that.
- 3- Use caution and study any form before filling it out.
- 4- Never try to confront the interrogator [argue].
- 5- Do not respond to any threats by the interrogator (beating, anger, humiliation).
- 6- Be extremely cautious of the guards and other detainees.
- 7- Do not immediately answer questions, instead think first then answer. To prevent the interrogator from getting angry, talk about other things "I already said" or "I need some water" or pretending you did not understand the question. All this gives you plenty of time to think well about each question before answering.
- 8- To resist being brainwashed, you must use your time wisely by invoking the name of God, reciting the Quran, praying, and not repeating what is being said to you.

Third: Writing Reports and Filling Forms

Prepare a report, which is a summary for the whole interrogation process, plus adding special points [notes] about the detainee (jailed, planted as an agent, double agent, etc). This report will be forwarded to the higher command within the agency to be used properly.

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[Note to the trainees] Examples of interrogation from religion:

- 1- During Hijrah [the migration of Mohammed from Mecca to Medina], the Quraysh tribe was furious upon confirming information that the Prophet (God's peace and prayer be upon him) has successfully escaped the assassination attempt to kill him at nighttime. The first thing they did was to arrest Ali [the cousin of Mohammed] (God's blessing be upon him) and torture him to confess about the location of the Prophet (God's peace and prayer be upon him). Ali was dragged to the Kaaba and jailed for an hour, where they hoped they could get him to confess.
- 2- Ali Bin Abi Talib, Alzubair, and Sa'ad Bin Abi Wakass, along with friends, went to the oasis of Badr and saw two men of the Quraysh army drinking water. They immediately captured them and took them to the Prophet (God's peace and prayer be upon him). After interrogating them, Muslims realized that the enemy was charging ahead with an army of 900 to 1000 soldiers.
- 3- During the Banu Nadir battle [a battle between Muslims and Jews], a man from the Jews came in and said, "I saw quiver around this site of ruins." Prophet Mohammed (God's peace and pray be upon him) asked about the treasures that Banu Nadir had hid around the ruins and the Jewish man denied knowing anything about it. His denial made Mohammed (God's peace and pray be upon him) ask Al-Zubair to torture the man until he said something. Al-Zubair beat him almost to death and then Mohammed (God's peace and prayer be upon him) sent him to Mohammed Bin Muslama who killed him.

Chapter Three: Creating Agents [informants]

1- Recruiting Agents

Recruiting: [Recruiting is] one of the methods of gathering information, and is considered part of the offensive security and penetration.

Agents: A person recruited by a specialized officer who takes full control of the recruit to perform improper duties with full realization of these duties

The dangers of recruiting agents: Expulsion, penetration, blowing of secret cover, reporting, ending of diplomatic mission, and knowing the intentions of the intelligence apparatus.

Procedure of recruiting agents:

1- Needs and Explorations: The organized search for individuals, and once a person with information is found he has been discovered [for recruitment].

Methods of Exploration:

- a- Limited exploration: the goal is to collect information from a specific environment such as (Ministry of Foreign Affairs). Exploration will be conducted for workers in this particular field, and then recruiting starts.
- b- General search (exploration) for agents: searching for individuals, and then recruiting them based on the request of the agency and their tasks.

A file should be created regarding the subject's initial information to determine his eligibility for working in the organization (name, place, date of birth, occupation, address, qualifications, type of work for the agency, reasons to hire him, financial status, family status, friends and acquaintances, hobbies, religion, political leanings, behavior...).

2- Investigating: Other information must be added to the previously mentioned file such as (his physical appearance, his family and his history, his attitude and his characteristics, his education and credentials, daily activities, inclinations, criminal record, financial status...).

This can be done through the following sources:

- 1- Public sources: Magazines, newspapers, radio, TV, memoirs.
- 2- Secret sources: Agents and the agency's sources.
- 3- Semi-public sources: Police records, army records, census files.

3- Evaluation: Evaluate the collected information with analysis to determine the subject's motives and credentials to determine his abilities and eligibility for recruitment. Along with the evaluation, there should be a growing relationship with the subject while the analysis is being done.

Principles for Evaluating:

- 1- Educational qualifications of the candidate: to determine how beneficial they are.
 - 2- Personality type: strong, courageous, and dependable.
 - 3- Ability to be controlled: can they be controlled and ordered or not?
 - 4- Security: can they control themselves and keep secrets or not?
 - 5- Capability for intelligence work: love and desire for work.
 - 6- Eligibility for recruiting: meaning working for the organization.
 - 7- Other agencies' interest in the same recruit: so he can be recruited without danger.
 - 8- Present and future benefits.
 - 9- His motives to be recruited.
- 4- Motives: One of the most important points in evaluation is studying the subject's motives (his ambitions, desire, problems, family problems, financial status, and weak and strength points)
- 1- Ideological motives: must understand the recruit's stance on different issues such as economical, religious, political and moral perspectives because an ideological person can be easily changed.
 - 2- Monetary motives: must understand his financial status (debts, [financial] commitments, problems) because this is considered the strongest way to control the agent.
 - 3- Emotional motives: such as love, hatred, and retaliation motives. Those motives are very unstable and can easily be changed; loving women, loving adventure, personal reasons against the regime, patriotism.
 - 4- Coercion: threat of things previously held against him (receipts, drafts)
 - 5- Different motives: when the subject has more than one motive to play with.

5- Selection: Comparison is to be done between candidates, considering (personal histories, the agency's benefit, danger of hiring them, the cost of hiring each one of them.)

The matter is then presented to the agency and a recommendation is made.

To make a better and successful selection process, the following questions must be answered:

Question 1: What are the candidate's duties and his expected performance?

Question 2: Is he trustworthy in terms of security?

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Question 3: will he accept [our] offer [recruitment]? And what are his motives?

Question 4: what is the price (expense)?

6 - Improving the relationship [between the recruit and the recruiter] "testing":

By influencing the candidate in order to create a state for him that leads to a successful recruiting offer, and to reduce any potential damage if the recruiting attempt fails.

By improving the relationship [between the recruit and the recruiter] through (becoming friends with the agent - gifts - resolving personal problems).

7- Testing the candidate by tasking him with simple missions.

8- Recruiting: This is the most difficult stage because it might blow the cover of the recruiting officer, or the candidate may reject the offer and refuse to meet the officer again, or he may be report the officer and his attempts [to the authorities].

Recruiting methods:

1- Developing good relations with the candidate: The person who discovered the candidate and evaluated him should cultivate the relationship and be in charge of the recruiting since he knows the most about the recruit.

2- Mutual Approach: This method consists of one officer, who makes the evaluation and develops the rapport, while the other recruits because of security reasons.

3- Direct recruiting (the cold approach): Direct approach without any introductions or preparation.

9- Controlling and deepening the motives [of the potential recruit].

Recommended candidates for recruiting:

1- Immigrants.

2- Impoverished people.

3- Smugglers.

4- Gamblers.

5- Brokers.

6- Political refugees.

7- Customs, border, and airport employees.

- 8- Parking lot and train employees.
- 9- Coffee shop, restaurant, and hotel workers.

Planning to make an offer to the potential recruit:

- 1- Select an appropriate time and place for the offer.
- 2- Do not go beyond the designated boundaries (guidelines set by the command; wages, incentives, benefits)
- 3- The recruiting approach is different from one individual to another and will be determined by the evaluation and developing relations.
- 4- Preparing for acceptance.
- 5- Preparing for refusal (what to do if the recruit reports you to the authorities).

Training Recruits:

- 1- Must be trained on the secrecy of the job and how to transmit information.
- 2- Hiding.
- 3- Interrogation and countering interrogations.
- 4- How to get close to people.
- 5- Must be trained for the same specific mission originally recruited for, not the whole intelligence field.

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Dealing with the recruit:

- 1- Promoting the recruit.
- 2- Making him feel completely protected.
- 3- Treating him like a friend.
- 4- Taking care of his family and constantly asking about them.

Managing agents: This is the art of controlling, preparing, and guiding recruits, and punishing them when necessary.

Characteristics of the person in charge of operations:

- 1- Strong personality and controlled temper
- 2- Knowledge in psychology.
- 3- Must have experience in the security field.
- 4- Must pay attention to the agent's problems.
- 5- Must be very generous in thanking and commending the agent.
- 6- Must have the ability for friendly interrogation.
- 7- Create a very strong relationship with the agent.
- 8- Must observe the agent's motives at all times.

Relations between the officer and the agent

A better relation with the agent means better control over him, while bad relations will be dangerous for the intelligence officer.

- 1- Mutual secrets: both know each other's secrets; therefore the relationship must be developed and improved.
- 2- Control: it's imperative for the officer in charge to have some control so orders will be followed.
- 3- Strengthening the relationship: the officer in charge of the mission must search for things to improve the relationship between him and the agent (visits, caring, solving personal problems, and understanding them)
- 4- Clarity: to clarify mysterious situations.
- 5- Transforming the relationship from public to secret upon accepting recruitment.
- 6- Transferring the agent's loyalty to the organization: transferring the agent's loyalty from the officer to the organization, to prevent the agent from getting too close to the officer.

Responsibilities of the officer in charge towards the agent:

- 1- Securing the agent: forcing him to adhere with all security procedures and attention to details.
- 2- Morale: keeping the motive for work (gifts, compliments, commending)
- 3- Convincing the agent: when there is special missions issued for the agent (legal or illegal)
- 4- Contacting the agent: (precise time, meeting locations, signals) must practice high degree of security and teach him how to decipher [messages].
- 5- Corrective punishment: when the agent starts to get lazy or careless. Such as:
 - a. Deprivation of bonuses or delaying them.
 - b. Threat to dispose of him.
 - c. Any other punishments.

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Extracting information from the agent: Not everyone has the ability to write reports; therefore, the officer must have the ability to extract information from the agent using the following:

- 1- Must remind him of old information and security procedures while being resilient and cautious.
- 2- Avoid asking questions with yes or no answers.
- 3- Ask one question at a time and organize your questions.
- 4- Make sure he talks freely, but keep controlling the conversation.
- 5- Must show appreciation and thank him for his effort.
- 6- Must cover the important points if the meeting time is limited.
- 7- Must end the meeting in a friendly manner and pay attention to the agent's personal problems.
- 8- Designate time and place of the next interview.

When to follow up with the agent:

- 1- When there are delays in executing a mission.
- 2- When a new member joins the network.
- 3- When the agent's services are no longer needed [agent is fired], a test should be prepared

for his network.

- 4- When there is strange behavior from the agent.
- 5- When there are reports of unusual activity.

Testing the agent: This is to determine their qualifications, credentials, security obligations, and motives, in addition to finding out whether he is a double agent or not.

- 1- Task the agent with a mission and observe whether he can accomplish it or not to test his qualifications.
- 2- Observe his daily routine and activity and his psychological situation to determine his motives.
- 3- Tasking him with multiple missions in a short period of time, with some missions including the conflict with the rival organization to figure out whether he is a double agent or not.
- 4- Tasking him with multiple missions in places of doubt while monitoring him.
- 5- Send a message or make a phone call.
- 6- Testing him with drugs to know the effects.
- 7- Giving him a money pouch more than once.
- 8- Ask for information already on file.
- 9- Ask for information about closest relatives.
- 10- Giving him the opportunity to mess around with work documents.

Problems with operations:

- 1- Struggles within one's personality.
- 2- Irrational thinking by the person in charge.
- 3- Agent's ideology.
- 4- Family issues.

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- 5- Emotional or sexual problems.
- 6- Problems causing a loss in motivation.
- 7- Benefitting from training for his personal interest.
- 8- Reverse control.
- 9- Uncontrolled behavior [nervousness].
- 10- Illegal utilization of resources.
- 11- Espionage.
- 12- Weakness in security.

Ending an agent's services: The organization must think about the way to end the services of an agent before he is hired or recruited. In the event of sensing danger from an agent, his services must end immediately.

Ending an agent's services becomes more difficult in the following circumstances:

- 1- The amount of information he has about the agency and the mission. Therefore, we must utilize an important intelligence concept (information is given on a need to know basis).
- 2- The agent is able to use such information against the organization. Therefore, we must know

- in advance his motives, whether they are financial, or he's working for others or not, etc.
- 3- Moral duties towards the agent cause psychological impact, meaning the agent is having a nervous breakdown due to a strong relationship with the agency and incentives.

Reasons to end agent's services:

- 1- Mistakes that may put his personal security or the mission in danger.
- 2- No benefit from continuing his work due to special circumstances making him useless.
- 3- Accomplishment of the mission that he was initially recruited for.
- 4- An accident that prevents him from work.
- 5- His personal behavior poses a threat to the organization.
- 6- If he decides to resign.
- 7- Death.

The proper approach to ending an agent's service:

- 1- Gradually tasking him with less important missions while measuring his reaction and offering him less money (complaints, discontent, threats, satisfaction).
- 2- Creating a motive for him to resign his work in the intelligence community towards a better, more stable life.
- 3- If possible, find a proper job for him.

Methods for ending [an agent's] services:

- 1- Physical [killing].
- 2- Ending his job and cutting all connection with the agency.
- 3- Transferring him to a different city inside the same country.
- 4- Transferring him to a different country.
- 5- Temporary house arrest until the mission ends.

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Chapter Four: Operations Security [OPSEC]

This is a series of precautionary measures taken to secure the success of the intelligence process and control personal behavior to avoid any failure or mistakes.

Planning Stages

A- Basic Information are obtained as follows:

- 1- Clearly identify the target (goal, destruction, theft, propaganda).
- 2- Confirming the readily available information (location of the target, its guards, level of secrecy, level of security).
- 3- Specifying the requested secret information (secret documents, must be securely transported).
- 4- Precautionary measures (alternative plan, the perspective of security personnel, investigating individuals).

B- The [main] plan and alternate plan:

- 1- Primary plan: comprehensive for all the details of the plan and it is the main plan.
- 2- Alternate plan: used in case the main plan fails.
- 3- Emergency plan: used in case both plans fail and includes:
 - a- Specify every one's job in detail.
 - b- Immediate halt of the main and alternative plans.
 - c- Evacuate all safe houses used in the main and alternative plans.

Create a security plan for every member in case they get arrested.

C- Accurate execution of the plan:

- 1- Always comply with rules.
- 2- Never mix tasks and roles.
- 3- Execute according to the plan's time, place, and steps.
- 4- Report any mistakes or incidents that may impede the mission such as (security surveillance of individuals, mistakes, obstacles, no presence of leading individuals to perform the mission)
- 5- Never uncover the method of execution before the mission. However, this is subject to expectations; balance security with keeping the members informed and providing practical training on the plan.
- 6- Practice security procedures on personnel, documents, and equipment.

Characteristics of special operations:

- 1- Boosts the morale of the group.
- 2- Decreases the morale of the regime.
- 3- Promotes the group's credibility among the public.
- 4- Repels the regime and stops them.
- 5- Promotes the meaning of Jihad and dying for the sake of God.
- 6- Causes casualties in the regime.
- 7- Influences the nation's economy.
- 8- Attracts skilled personnel from the military and the public.
- 9- Gains combat expertise for the group in executing these missions.
- 10- Prepares the group for the intense confrontation [combat].
- 11- Gains the emotional support of the people.
- 12- Pushes the regime to change its policies and to negotiate.
- 13- Shows the power of the group.
- 14- Shakes the confidence of the members of the regime and terrorizes them to disobey their leaders.

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Defects [disadvantages] of special operations:

- 1- Losing cadres and leaders if their cover is blown.
- 2- Multiple human and financial casualties.
- 3- Decreases the morale of the group when it fails.
- 4- Gives an opportunity for the regime's propaganda and media attacks.
- 5- Raises the regime's morale [and moves the regime] towards intensive confrontation.
- 6- Arresting individuals may reveal the organization's short and long term plans and approaches.
- 7- Weakens the trust between the people and the organization if it fails.
- 8- Failures dissuade dignitaries and people with the potential from joining the organization out of fear from arrest.
- 9- Special operations are very expensive.

Planning for intelligence operations

Planning: This is the full study [analysis] of any goal and the best approach to accomplish this goal

During planning, the following must be considered:

- 1- Logical: meaning study all alternatives well and balancing between them to make the best selection.
- 2- Have a main (precise) goal and other secondary goals.

Planning stages for intelligence operations

First: Specifying the goal:

- 1- Specifying the general goal by the command.
- 2- Available data about the main and secondary goals: initial information.
- 3- Presence of additional data: place and time where the mission is to be executed.
- 4- Drafting the command's goal into a clear and simple order.
- 5- Orders must be given verbally.
- 6- The order must be previously written to prevent arbitration.
- 7- Giving the opportunity for the receivers to ask questions about the operation.

Second: Preliminary evaluation of the situation:

- 1- Evaluating the present information that was provided by the command and specifying what's missing.
- 2- Specifying the time of the mission.
- 3- Preparing for the situation:
 - a- Preparing our situation: (combatants, available skills, weapons, transportation)
 - b- Determining enemy situation: (information, guards, troops, reactions, communication)
 - c- How to destroy the enemy (innovation, surprises, enemy weakness)
- 4- Preparing mathematical estimates for the tools [to carry out] of the mission [logistics]: (numbers, vehicles, amount of money, weapons)

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Thirdly: Analysis and studies stage:

- 1- Abandon all previous principles (there's nothing constant ... everything can change).
- 2- Study old experiences to learn from mistakes.
- 3- Precisely specify the goal (main point – point of attack point).
- 4- Specify the main and secondary goals.
- 5- Determine the most difficult position and prepare for it (unfriendly environment).
- 6- Consider the enemy is very smart and can move freely.
- 7- Study the abilities and capabilities of the enemy.
- 8- Study the enemy's psychological factors to consider the possibility of a psychological war.
- 9- Use imagination to predict the enemy's intentions and reactions in every part of the plan.
- 10- Study the battle field for better control of mistakes and covers.
- 11- Determine the shape of the operation and divide it into stages (preparations, execution, retreating, completion).
- 12- Connection between planning stages and the operation (sequence, organizing, coordination).
- 13- Detailed roles so each person knows his role precisely.
- 14- The plan for any operation starts from the beginning to the end, not vice versa.
- 15- Administer the operation by specifying the structure of organization and each individual's responsibilities.
- 16- The plan must be flexible and have a number of alternative plans to guarantee success.
- 17- Determine possible mistakes and casualties in each part of the mission.
- 18- Anticipate failure in each and every part of the mission.
- 19- Clearly specify all possible options, alternatives, and execution style.
- 20- Leave room for the element of surprise and prepare for it if it benefits the plan or avoid it if it goes against the plan.

Fourthly: Final scene expectations:

- 1- Review conditions for the success of the plan before making a decision.
- 2- Transform these conditions into mathematical figures for analysis.
- 3- If the ratio is at least 75%, an executing decision must be issued.

Factors for a plan's success

First: Caution (securing the plan and covering it completely):

- 1- Keep it on a "need to know" basis.
- 2- Do not announce the executors.
- 3- Comply with security procedures.
- 4- Do not connect the executors to each other.
- 5- Review the security cover for the whole plan.
- 6- Accuracy in estimating the enemy's behavior.
- 7- Good planning for retreat.

8- Provide an execution team and a protection team.

Second: Surprise [shock effect]: This is the sudden onset of the operation's date and time, without giving the enemy the time or chance to repel the strike.

The Surprise will be accomplished by:

1- Speed: (precise time calculation - misleading the enemy - utilizing opportunities).

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2- Blinding: (sending false information to the enemy - use of unexpected tools).

3- Innovative tactics.

Third: Economical [reduced] use of force: reducing casualties:

1- Not concentrating forces more than necessary, because it also requires extra effort to hide and secure and creates a heavier burden in case of danger.

2- Directing all forces available to obtain the final result.

Fourth: Confirming the assembly of all tools and personnel at the designated time and location. Good preparations and comprehensive planning should be the reason for assembly.

Fifth: Appropriate the tools to accomplish the goal.

All the tools used to accomplish the mission must be enough to destroy and finish the goal (operating, good condition, ready to use, cars, weapons)

Six: Commencing: The plan must be offensive without hesitation, and should not be defensive. 75% of the plan's options must be studied. If we increase the percentage, it will be a sign of weakness because we are trying to increase the safety percentage. 25% of the plan should be left to chance. If we were to increase the percentage we would be taking a major risk because we would be letting coincidence take over the real plan.

Security plan

Definition: This is a series of fully comprehensive and compatible procedures specially made for an action to blind the enemy, shock them, and reduce casualties if the mission is uncovered.

Importance

It is done after God's blessing first. A tighter and secure plan increases the chances of success and decreases the rate of casualties. A loss in the security plan reduces the success rate and increases chances of failure.

Characteristics of a good security plan:

Multiple reasons for the success of security plan must be available, which are:

a. Realistic: The plan must be realistic and not imaginary, so that the enemy finds it credible

before and after action.

- b. Consistent, integrated, accurate, and detailed: Thus, there will be no gaps and gives the enemy the impression of sequenced events.
- c. Simple: Meaning it is possible to be understood by all group members and is easy to perform.
- d. Innovative.
- e. Flexible.
- f. Confidential.

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How to apply the security plan

A security plan must be considered for every important action that may be discovered by the enemy and severely impact the operation. For example, any individual who is sent on a special mission must have a prepared security plan that enables him to do his mission in a well secured manner and provide clear and precise answers to any questions raised by the enemy in the event of discovery [getting caught]. Similarly, any group sent on a mission must have a security plan before commencing action, and all its members must adhere to the plan in order to perform precisely. Every member must know and memorize their roles while the command confirms their understanding and comprehension of the execution (practical experiments close to the plan).

We will discuss some examples of security plans:

- 1- Security plan for one-man operations.
- 2- Security plan to conduct a meeting.
- 3- Security plan for group operations.

First: An example of security plan for one-man operation: (training in Afghanistan).

Before traveling: The brother [Al-Qaeda agent] may be interrogated at the airport; therefore he must be taught how to answer some of the common questions such as:

- a- What are the reasons for your travel?
- b- How did you obtain money for the trip?
- c- Travel period?
- d- Who will meet you in the country you are headed to?
- e- What are you going to do over there?

All questioning possibilities must be taught

During travel (In the transit country): The brother [agent] must be taught how to answer the following questions:

- a- Why are you going to Pakistan?
- b- Are you a member to any religious groups?
- c- How did you obtain money for your travel?
- d- Who prepared your Pakistani visa?
- e- What are you going to do in Pakistan?

f- Where will you reside in Pakistan?

Final destination (Pakistan): The brother [agent] must be taught how to answer the following questions:

- a- Why did you come to Pakistan?
- b- How long will you stay in Pakistan?
- c- Where are you staying in Pakistan and with whom?

Returning transit country:

- a- What did you do in Pakistan?
- b- Are you a Mujahid?
- c- Are you a member of the Egyptian religious militia?

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- d- Why did you come from Pakistan through our country specifically?
- e- Who will you stay with in this country?
- f- How long will you stay here?

Returning to the home country:

- a- What did you do in the transit country?
- b- Names, phone numbers, and addresses of people you stayed with during your visit?
- c- Who did you meet from the organization? And for how long?

If they discover your trip to Pakistan:

- a- What did you do in Pakistan or Afghanistan?
- b- In which training camp were you trained?
- c- Who trained you? What kind of weapons were you trained on?
- d- Who ordered you to go to Afghanistan?
- e- Who will you contact in Egypt?
- f- What are the tasks and orders that you're planning to carry out in Egypt?
- g- Who trained with you in Afghanistan?
- h- How many Egyptians were in the training camp? And in Afghanistan?
- i- What are their names?
- j- Who is there from the [Egyptian Islamic] group? Where do they live? Their occupations?
- k- What are the things the leaders talk about the most?

Second: An example of a group security plan (important meeting)

There are two kinds of meetings:

- 1- Meeting between leaders over public projects. This can be conducted in many locations (apartment – mosque).

- 2- Meeting between leaders over secret projects. This requires a major effort from everyone to remain secure. We will talk about securing this type of meeting to keep it, God willing, away from the enemy's eyes.

The security plan for such meeting consists of multiple stages:

- 1- Before the meeting.
- 2- Place of the meeting.
- 3- During the meeting.
- 4- End of the meeting.
- 5- In the event of a raid or an arrest of one of the members.

First: before the meeting:

Meeting (for secret projects) is divided into:

- Meeting in a closed space: This involves more than three people discussing a plan or to preparing for a mission.
- Meeting in a mobile space (rendezvous): This involves a few people, not to exceed three reporting a particular order.

Security procedures to be taken before meeting in a closed space:

- 1- Secure a suitable plan for the members if they get arrested, consisting of the following:
 - a. Who owns the apartment?
 - b. What was said in the meeting?
 - c. Who was with you?
 - d. What was agreed on?

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- 2- Arrange the meeting time so as not to raise suspicion of the members' movement.
- 3- Not too much time passes between arranging the meeting time and the meeting itself.
- 4- Secure the place of the meeting and all roads leading to it using the following method:
 - a. Confirm the security of the location by phone.
 - b. Place guards to watch the location before and during the meeting.
 - c. Put one of the members close to the nearest enemy checkpoint (police station - security office) to call in case they see any notable movement.
 - d. Place an armed guard to repel any attack and to give some time for escape.
- 5- Specify what would happen in case of a police raid.
- 6- For those individuals headed to the meeting, they must consider the following:
 - a- Ensure the enemy is not behind them or near the meeting place.
 - b- Never go to the meeting directly or in groups, but arrive individually in separate intervals.

- c- If the brother [agent] is using public transportation, he must stop either before or after the meeting location. If he owns a car, he must park it away from the meeting and in a safe place that allows moving right away.
 - d- Must dress appropriately for that particular location.
 - e- If individuals are armed, they must make sure their weapons are checked.
 - f- Must ensure an appropriate cover for the brother's personal identification cards.
- Security procedures to be taken before meeting in a mobile space (rendezvous): When a brother [agent] goes to a rendezvous [mobile meeting], he must remind himself the following:
- a- Are you sure that the enemy is not following you to the meeting?
 - b- Who are you meeting?
 - c- Is this rendezvous the first or second? (changing dates)
 - d- Is there anything that looks suspicious?
 - e- Do you know the exact location?
 - f- Is your physical appearance appropriate for the location?
 - g- Does your weapon work?
 - h- What are the alternatives for every action?
 - i- Never directly approach the person until you closely look at his face.
 - j- Last, did you forget anything?

Second: the meeting location

Meeting in a closed space: The location must have the ability to face any kind of emergencies that may arise for people at the meeting.

- 1- The location of the meeting must be between houses, and not at the first one.
- 2- Availability of numerous routes leading to the meeting location. This can be used to get to the location and it makes the process of entering and exiting very easy. It also makes it harder for the enemy to surround the place and eases any escape plan.
- 3- Must not be near any suspicious places (places that work with the local security).
- 4- Preferably, the apartment should be on the first floor with a phone line.

Meeting in a mobile space (rendezvous):

- 1- The place should be an intersection for numerous streets and avenues to make it easy for exit or escape.
- 2- The place should have no individuals who may have connections with the police (coffee shops).
- 3- Less crowded place, because crowded places facilitate the cover of security personnel.
- 4- Must prepare alternative places and alternative times which will complicate the security force's job to monitor changing times and places.

Third: During the meeting

The following should be considered for security during the meeting:

- 1- Use a security plan that involves the following:

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- a. Provide suitable cover for the members (for students: provide books and letters).
- b. Make sure all personal documents are suitable for the cover.
- c. Never leave any written clues of the meeting and if you have to, a special code must be used.
- d. Do not eat food or anything indicating the presence of a lot of people.
- e. Wiring [bombing] the place; and this is according to the importance of the meeting and the presence of material that cannot be carried away during a run away.

Fourth: after the end of the meeting:

- 1- Leaving the location one by one or two by two depending on the number of attendees.
- 2- Never directly go to the main roads and use side roads.
- 3- Never talk or discuss what went on during the meeting.
- 4- Withdraw all checkpoints and guards after they leave the location.
- 5- Do not leave anything indicating that more than one person was at the location.

Fifth: In the event of a police chase or arrest:

1- Prepare a plan to repel the attack:

- a. Who will fire at the enemy?
- b. Who will escape with the most valuable items? Who will burn important documents?

- 2- Never directly go to other locations.
 - 3- Specify the roads that will be used as escape routes.
 - 4- If the place is wired [for bombing], you must ensure that all members are out first.
- If an individual is arrested, the following must be done:

- 1- Follow what was agreed on in the security plan with the brother [agent].
- 2- If the brother [agent] is an important figure (leader, knows locations, weapons), everything necessary must be done before the enemy discovers something about the organization.
- 3- Inform all members who were headed to the meeting.
- 4- Inform all members about the apartment's phone number so it can be used to deceive the enemy.

Example of a security plan for a group mission (assassination attempt of Zaki Bader) [deceased Egyptian minister of Interior and Security Affairs 1986-1990].

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1- Core of the mission: Hiding from the enemy until the mission is initiated can reduce casualties in case the mission is uncovered and delay the group's operation.
Leading the operation: Assigned to a brother [agent] who was a fugitive and did not have a definite residence. He had connections that allowed him to select individuals and resources.

2- Selecting individuals: Selecting good candidates was done from different provinces. Their absence from work and their families did not cause suspicions and once selected, they were asked

to shave their beards.

- a. They were distributed over a few groups of 3:4 individuals in apartments not known to anyone and they were given fake names.
- b. During the selection, it was important that the individuals are not connected to each other and if such connections existed the leader was informed to make precautions in the plan.

3- Operational approach: The approach was chosen to reduce any suspicion relating the [Egyptian Islamic] Group and to reduce human casualties. (Car bomb)

4- Deceiving the enemy's investigation:

- a- The core of the plan was that the person who put the planning and execution of the mission is a brother [agent] who has a reputation when it comes to such matters (organizing – weapons)
 - b- This agent was responsible for recruiting, training, and organizing the individuals away from the Islamic Group.
 - c- Members were taught a story of how they met their leader and until the operation. Every brother [agent] had a suitable story matching his personal reality and his province.
 - d- Supplies and weapons were only the agent's responsibility.
 - e- An apartment was assigned to be mentioned in the investigation if anyone was arrested.
 - f- Every agent was taught his role in case of investigation and what to say if tortured, and full coordination with the other brothers involved.
 - g- It was proposed that the agent who made the fake plan be outside the country when the mission was executed. This agent did not know the details of the operation, nor its members' roles, and although he helped in collecting explosives and weapons, he only knew some participants (the planners and the real perpetrators).
- 1- Agreed on the place and training method.
 - 2- Security procedures and techniques were done according to the previously mentioned capabilities.

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5- Mistakes of the plan after the execution:

- a- The agent who was supposed to be the fake planner and executor of the operation and who the arrested individuals would report did not travel abroad.
- b- Renting some apartments under real names, which caused authorities to know the individuals' affiliation with the [Egyptian Islamic] Group and their country.
- c- Some participants knew the real names of the original planners.
- d- Lack of a good communication plan after the operation. Therefore, some members were discovered by the enemy because they stayed behind with their weapons until they were arrested (lack of communication between the leadership and individuals monitoring the scene).
- e- Lack of proper fake travel documents for the members to move safely after the operation (passports - identification cards)
- f- Important documents were not destroyed after the operation, which led to the arrest of the participants.
- g- Renting more than one apartment in one area through one realtor.

h- Sharing of phone lines between two apartments.

6- Positive outcome of a security plan:

- a. The mere existence of a security plan gave huge confidence to the members.
- b. Due to tightening the security plan, casualties were minimum compared to the expected scale.

The October War of 1973 [Egyptian-Israeli War of 1973] is a good example of a security plan on a strategic level that accomplished a surprise factor.

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