
Intelligence Analysis and Organised Crime

by NCIS expert

On behalf of The Council of Europe and The European
Commission

November 8th, 2004

This presentation

- What is 'strategic intelligence analysis'?
- Why do I need it?
- How do I do it?

Strategic Intelligence Analysis

“A strategy is a plan of how to reach a goal.”

The Goal?

To manage the threat posed by organised crime to your country.

The Plan?

Allocate resources to tackle the aspects of organised crime which are *most* harmful to the nation.

It follows that each nation must have a different plan – one specific to their own needs.

Why a 'threat assessment'?

A threat assessment is only a part of the plan.

When a country allocates resources to tackle organised crime it needs:

- **Knowledge of the environment it is working in.**
- **Knowledge about potential obstacles to success.**
- **Knowledge about the enemy it is fighting.**
- **Knowledge of how these things might change in the future.**

Knowledge?

Another way of referring to this knowledge is as intelligence.

What flavour?

Strategic?

Tactical?

Operational?

Just intelligence!

Intelligence indicates that on the 9th November at 6am Tim Raiswell will smuggle 17 rocket-propelled grenades, concealed inside a shipment of antique furniture into the UK via Dover.

Analysis means...

...asking 'why?'

...to take something apart...

...and in doing so, give it new meaning.

...seeing into the future.

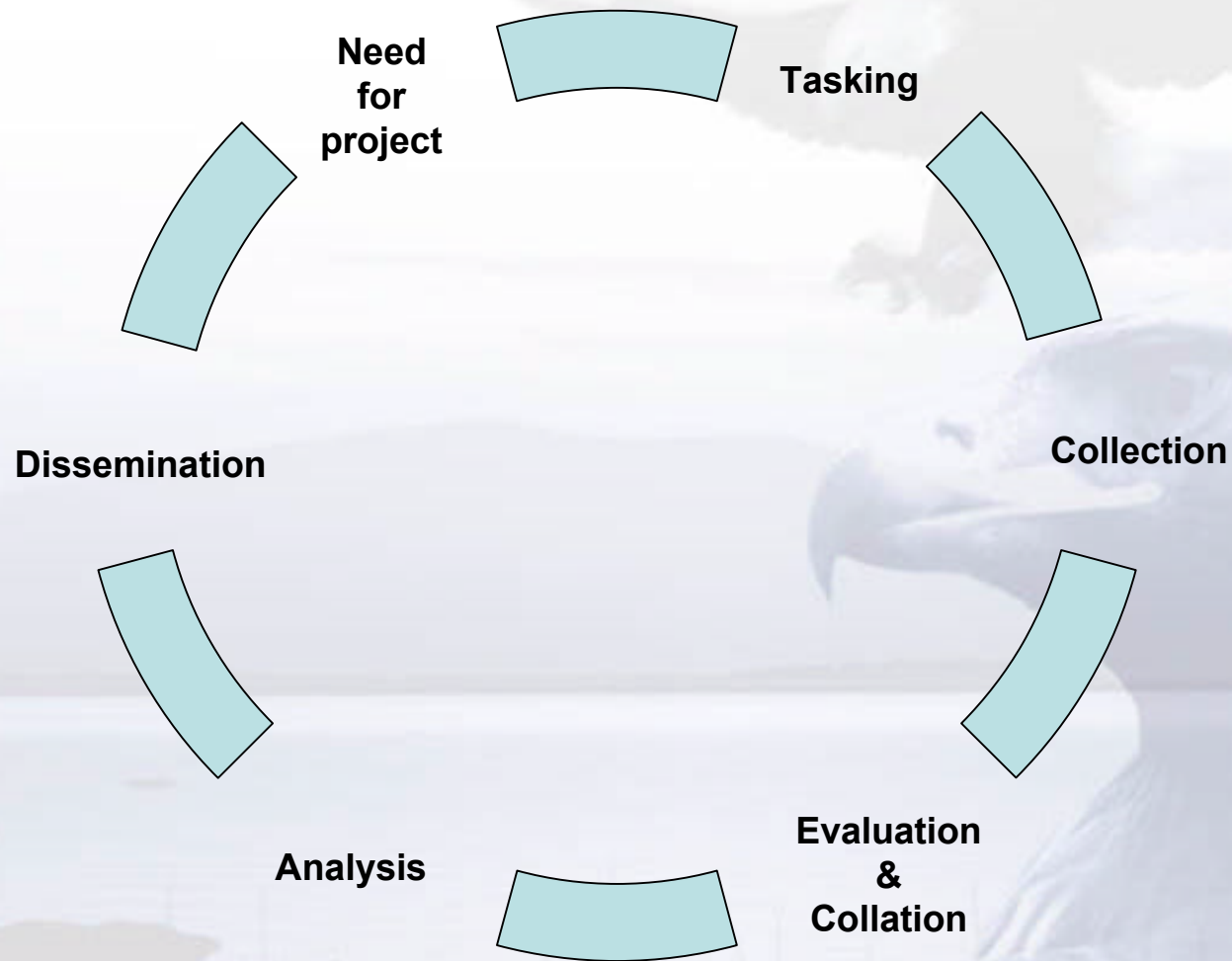
Why do I need it?

- **Because no one has infinite resources;**
- **Because organised criminals are not bound by legislation: they are flexible, and so must we be;**
- **Because you need to know whether your actions are effective.**

How to write a th

- You need an analyst.
- If possible, a researcher or researchers can be very useful.
- This team should be the national Single Point of Contact (SPOC) for intelligence collection.

The Intelligence Cycle



Tasking

- **It is vital to the success of the project that the analyst has a precise understanding of what is required of him/her.**
- **A Terms of Reference (ToR) should be agreed between the analyst and the client.**

The ToR will help the client to define the task; and will ensure that the analyst understands all elements of the task. A deadline may also be agreed.

Scope, Purpose & Methodology

Scope: *what you will examine in the analysis and the definitions of those things examined, e.g. human trafficking.*

Purpose: *why you are performing the analysis and for whom you are producing the findings, e.g. The Ministry of the Interior has requested the report in order to decide on how best to allocate Border Guard officers.*

Methodology: *Who has contributed? How did you perform the analysis? You may also wish to include some of the perceived limitations of your analysis, i.e. short time period for completion, insufficient intelligence, etc.*

Collection

It is important to consider intelligence from a wide range of open and closed sources.

From the tasking you need to derive a set of detailed questions under the subject areas you are analysing.

These questions will form the basis of your collection plan.

A questionnaire...

...is a very useful way of collecting intelligence and...

...keeping track of exactly what you know and what you are yet to know.

Finally on collection...

- **Use your imagination!**
- **Keep an accurate record of where you obtained your intelligence.**

Evaluation & Collation

All of the intelligence is sitting in front of you and you have filled in your questionnaire. But there are questions that remain unanswered:

- Is this because someone has neglected to answer on time?
- Is this because you are unhappy with some of the intelligence (conflicting views)?
- Is this because there are intelligence gaps where there is a general lack of knowledge in the subject area?

Analysis

Problem – cause – hypothesis – forecast

Leading to recommendations.

Problem

Tim Raiswell, the firearms trafficker, is now moving RPGs across three border checkpoints on the shared Moldovan-Romanian border.

Description

- The criminal group run by Tim Raiswell has an arrangement with a member of Moldovan law enforcement.
- This individual performs shift work on the shared Moldovan-Romanian border, beginning at 1am in the morning.
- This individual works across three border checkpoints and lets Tim Raiswell and members of other co-operating criminal groups smuggling RPGs through the checkpoint without interference.

How does that affect my country's interests?

Other intelligence

Intelligence indicates that on the 9th November at 6am Tim Raiswell will smuggle 17 rocket-propelled grenades, concealed inside a shipment of antique furniture into the UK via Dover.

Causes

- **Criminal intent:** make money, lifestyle, reputation.
- **Criminal capability:** corrupt official, weapon purchase, transport company, European criminal network etc.
- **Environmental factors:** availability of weapons, corruption problems, political stasis.
- **Market factors:** UK buyers, unavailability of weapon in Western Europe.

Hypoth

Strategic Hypothesis

A number of organised criminal groups based in and around Moldova and Romania facilitate the smuggling of firearms throughout the region using the corruption of one or more border officials. In one instance, a group involved in this activity is routing the weapons onward to the UK.

While there is a lack of recent intelligence on the phenomenon, it is likely that the rocket-propelled grenades are sourced from a former-Soviet Union arms cache in the Transdnistria region of Moldova. Moldovan authorities are currently decommissioning old Soviet armaments, aiming to complete the program by June 2006.

Proof?

1. Test your h

2. Keep a record of your sources.

Forecasting

...Moldovan authorities are currently decommissioning old Soviet armaments, aiming to complete the program by June 2006.

Forecast

It is possible that the criminal group trafficking RPGs to the UK will find it increasingly difficult over the next two years to source the weapons from Moldova. Because this activity is the group's only apparent source of income, it is likely that they will try and find another source for illicit firearms. It is recommended that this situation is watched closely over the next 18 months.

Recommendations

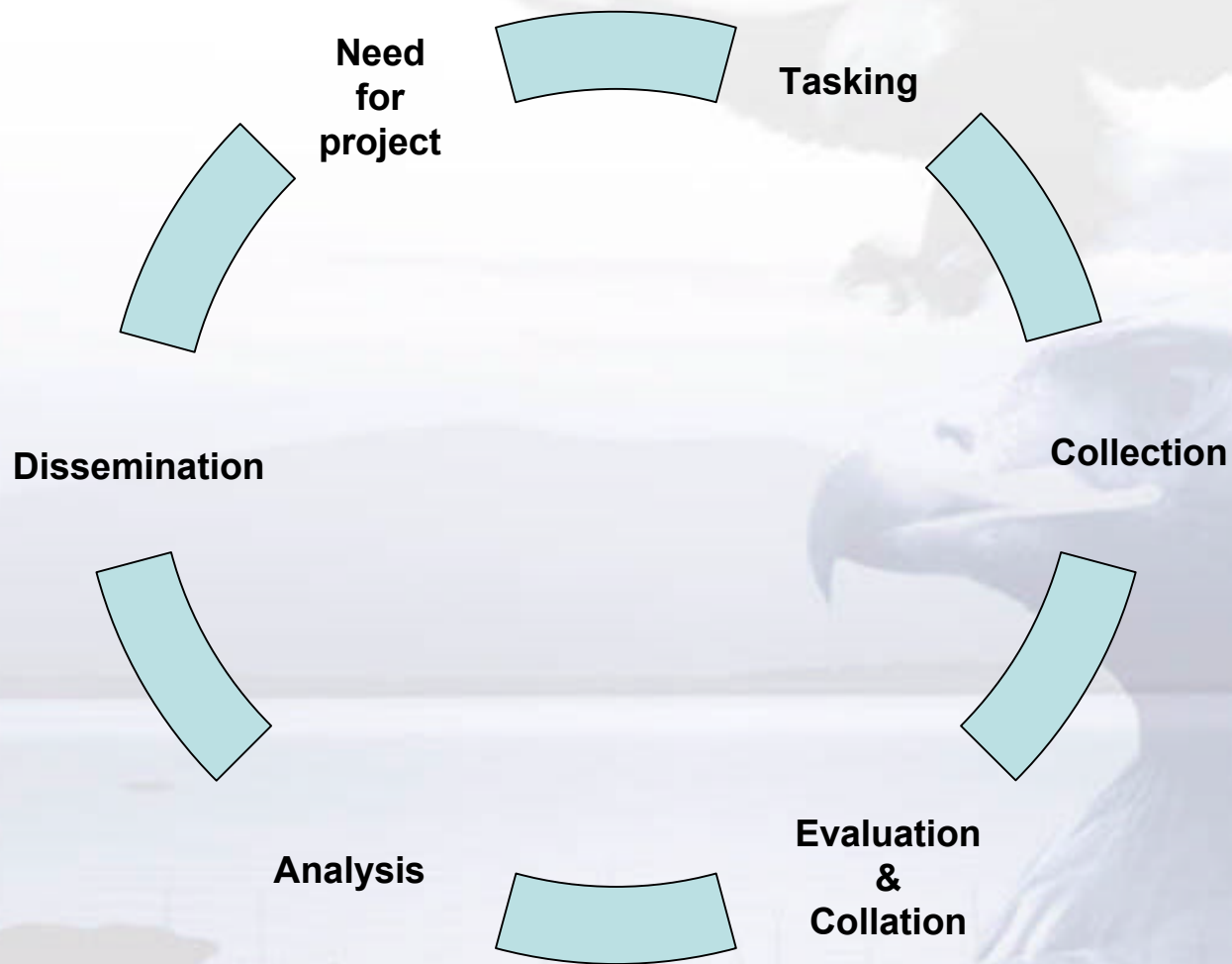
Make some!

Even if you are not asked to!

Dissemination

- **Get some feedback.**
- **Get it proof-read.**
- **Submit to your customer.**
- **Find as wide a readership as possible.**

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- **Scope and Purpose**
- **Executive Summary**
- **How Serious and Organised Criminals Operate**
 - Profit, risk calculation and opportunity.
 - Criminal organisations.
 - Supporting activities.
- **Threat Areas**
 - Market.
 - Breakdown of activity.
 - Other pertinent information.

Any questions?
