OSCE Annual Police Experts Meeting

Intelligence-Led Policing:
A Model for Strategic Planning, Strengthening Community Policing and Countering Transnational Threats posed by Criminal Activity

ILP model- Montenegro

MONTENEGRO- MINISTRY OF INTERIOR
POLICE DIRECTORATE
CRIMINAL POLICE DEPARTMENT
DEPARTMENT OF CRIMINAL INTELLIGENCE AFFAIRS

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9-10 June 2016
Hofburg/Vienna
2006 – ILP Beginning

- Creation of an intelligence system in accordance with the highest international standards and best practices, as well as the application of modern, proactive police work instead of the traditional reactive method.
- Decisions based on information gathered and analyzed through the analytical process and assessment.
Handbook

• Dec 2009 – sign by Director of Police Directorate

• Activities on drafting the manual was coordinated by the project team consisting of experts and our Swedish police (support of Swedish Nacional Police Board and SIDA). Also full support for creating intelligence products/documents given by the experts in this field from Great Britain (NICO), who agree that "Montenegrin manual contains all the key components that experts would expect to find in a modern, advanced intelligence model."
According to the manual “Handbook ILP Montenegro" approved by the Director of Police, defined that all police officers are part of the police criminal intelligence process, in terms of collecting, evaluating and documenting the various types of information. The collection of information should primarily be targeted and focused on priorities.
THE INTELLIGENCE CYCLE

Planning and Direction

Processing/Collation

Collection

Analysis

Dissemination

Reevaluation

Education / Training

Raising awareness
Basic ILP
Introduction to the process and products
Awareness, Education and Training is the key to change in any organization

Training for analyst:

- ANACAPA - techniques for intelligence analysis – MNE trainer
- I2 Analysis Notebook – MNE trainer
- Spatial analysis – QGIS – AU/ MNE trainer
- Strategic analysis / Threat assessments – AU, EU
- Tactical assessment – UK
- Intelligence reports and briefings – UK i MNE trainer
- OSINT – MNE trainer
- Tools - EXCEL, MS ACCESS, SQL itd. – MNE trainer

- Intelligence support for Investigations
- Threat assessments
- Intelligence reports and briefings
- Criminal financial analysis
- Telephone-CDR analysis
- Association, link, and network analysis
- Crime-pattern analysis
- Criminal case correlation
- Spatial analysis
All police officers and international operational cooperation need to know.

May 2009 – Start to use InfoStream – Database donation of SIDA – Sweden, made in MNE
Intelligence-led policing

Intelligence-led policing is a collaborative philosophy that starts with information, gathered at all levels of the organization that is analyzed to create useful intelligence and an improved understanding of the operational environment. This will assist leadership in making the best possible decisions with respect to crime control strategies, allocation of resources, and tactical operations.
Role of Analysts:

• **Key components** of the ILP process include the creation of tactical, operational, and strategic intelligence products that support immediate needs, promote situational awareness, and provide the foundation for longer-term planning.
The purpose of this document is to provide all law enforcement agencies and state institutions in Montenegro, as well as other agencies involved in fighting the serious and organised crime and its forms, to help a better understanding of the situation in the country and identify the factors that would significantly affect the change of the situation in Montenegro in this area. The prepared analytical reviews, risk assessment, identified trends and the assumed scenarios are aiming to serve the relevant authorities and other stakeholders in identifying common priorities and preparing appropriate responses to anticipated challenges, by using the ILP model.
STRATEGIC DOCUMENTS AND PRIORITIES

2011
OCTA 2011 Organized Crime Threat Assessment

2013
SOCTA 2013 Police officers & data

2015
Mid-Term SOCTA Review 2015
NATIONAL ILP Model & Nat Priorities

2016
NATIONAL Multi-Annual Strategic Plan

2017
SOCTA 2017 inter-agency & academic
Challenges of Intelligence-Led Policing Implementation

• Sequence of implementation (Central, Local, National)
• Human resources
• Institutionalizing the process (Acts, Instructions, Organization ...)
• IT support (Collection/Processing/Collation and Dissemination)
• Awareness, Education and Training (Ongoing process)
Conclusion
In today’s complex environment including constrained budgets, threats from criminals and terrorists, and concerns about privacy and civil liberties, it is important for law enforcement agencies to do more with less.