



Twinning Facility with Poland

Twinning Project PL04/IB/JH/03

Strengthening Inter-agency co-operation in the fight against Organised Crime

**Brian Gardner
Resident Twinning Advisor**

Agencies Involved



- **Police**
- **Border Guard**
- **Customs**
- **State Prosecution Service**
 - **Internal Security Agency**
 - **Government Protection Bureau**

Project Activities



- **64 Training Courses / Workshops**
- **In excess of 1000 Participants**
- **5 Study Visits**
 - **Germany**
 - **Ireland**
 - **United Kingdom**

5 Components



- 1. Economic and Computer Crime**
- 2. Personnel Recruitment**
- 3. Criminal Analysis**
- 4. Liaison Officers**
- 5. International and Organised Crime**

Component 1



Organised Economic Crime & Cybercrime

- **Training 220 persons in counteracting and combating new kinds of economic crime and Cybercrime**
- **Concentrating on Money laundering, Carousel Frauds and the Forensic Examination of Computers**

Component 2



Organised Crime Personnel Recruiting

- **Training 276 persons in field of selection, recruitment and evaluating Polish personnel in the fight against Organised Crime throughout Poland.**
- **Complete Human Resource package produced for Polish law enforcement.**

Component 3



Criminal Analysis

- **175 persons trained in Criminal, and Financial Analysis including the use of analytical tools.**
- **Methods and techniques of Strategic Analysis including the Organisation and Performance of Criminal Intelligence units in other E.U. Countries.**

Component 4



Liaison Officers

- **35 persons trained in the role of Liaison Officer, including their responsibilities, their legal basis and how they can be effective in combating International Organised Crime.**
- **Diplomatic protocol.**

Component 5



Combating International and Organised Crime

- **300 persons trained in operational activities to counteract organised crime and terrorism including:**
- **Hostage Negotiation**
- **Bomb Disposal & Explosive Matters**
- **Management of Crisis at Seaports and Airports**
- **Use of snipers**
- **Commanding Anti-terrorist Operations**

Project Task



- **The task requires supporting interaction between the various agencies in a manner, which reflects the needs and anxieties of each and at the same time satisfying their individual requirements.**

Awareness Factors



- **Aware that there are practical and obvious reasons for each of the agencies having their own particular areas of responsibility.**
- **Aware that it is important that these areas of responsibility are clearly defined and, as far as possible, do not overlap.**
- **Aware that there can be important benefits if the agencies co-operate in the conduct of law enforcement to the maximum extent allowable by domestic law and the need for security.**

Co-operation – Key Links



- **Communication**
- **Prioritisation**
- **Coordination**
- **Trust**
- **Resource Limitations**
- **Legislation**

Communication



- **We all know the theory - Good communication promotes understanding.**
- **We have all encountered the “need to know” approach.**
- **We must also “respect” how we use what is passed to us.**
- **If there is communication then agencies do not need to make assumptions or guess at conclusions.**

Prioritisation



If there is Inter-agency working:

- **It is important to explain why one job is given priority over another.**
- **It is necessary to have a mechanism that is seen to be fair in how it prioritizes and allocates resources.**

Co-ordination



- **Crucial – To avoid a number of agencies fishing in the same pond.**
- **Can avoid several agencies doing surveillance on the same suspect at the same time.**
- **Consider a tasking & coordinating group who can decide which agency is best placed to achieve desired result.**

Trust



- **Security** – The higher the risk the less likely people are to trust.
- **Tribal** – Tend to trust those who have similar common values.
- **Predictability** – “How certain are we of how the other agency will handle what we share?”
- **Integrity** – An agency says one thing and does another “the audio does not match the video” – confusing signals may lead to distrust.

Trust & Communication



- **Because trust is a relational concept, good communication is critical**
- **Open & honest communication tends to support the decision to trust, whereas poor communications create suspicion.**

Resource Limitations



- **Lack of IT or technical compatibility can impact on inter-agency cooperation especially in terms of speed, volume and method sharing.**

Legislation



- **Appropriate laws, both substantive and procedural, are essential to allow exchange between agencies.**
- **A failure to have adequate legislation can have the effect of creating a sanctuary within which reasons and excuses for non exchange can prevail.**

Key Concepts



- **Create a structure agreeable to all.**
- **Aim for culture which is:
“Result Focused” and not
“Agency Focused”.**
- **Draw up Memorandums of
Understanding / Contracts.**

Present Position



- **Project objective is not to CREATE inter-agency co-operation.**
- **Already exists in Poland.**
- **Working together to STRENGTHEN co-operation.**



Thank You