



*The Egmont Group
of Financial Intelligence Units*

Egmont Strategic Analysis Course
Session 4
Strategic analysis products

Participant's Manual

Version 30 October 2012

1. Introduction

This session is intended to provide an overview of the kinds of products that may be produced when doing strategic analysis. The product range can vary greatly, however we will cover three main categories: descriptive analysis, indicators and typologies, and advanced intelligence products.

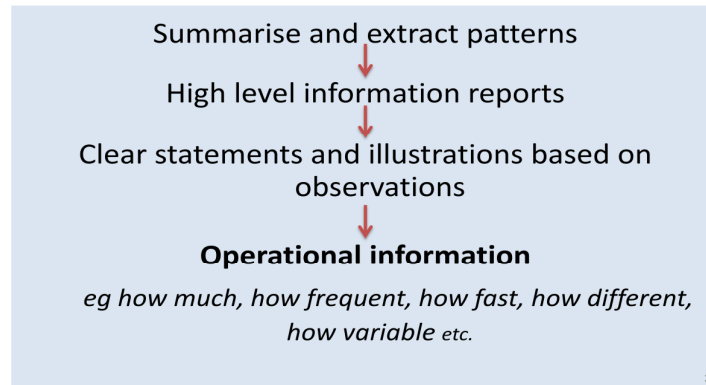
2. Descriptive products

The process of producing strategic descriptive products applies various (usually quantitative) techniques to summarize, extract patterns and otherwise produce high-level information on detailed data, reports, etc. Descriptive products are very high level.

They are not intended to explain or draw conclusions, but to produce clear statements and illustrations of what is being observed, drawing attention to particular aspects (comparisons, changes over time, apparent relationships), where appropriate.

The most frequent focus of descriptive products is on operational information, where questions such as: how many, how frequently, how fast, how much, how different, how variable, and so on are asked.

Answers to those question can be very useful to decision-makers in the FIU and outside it, because the information is helpful in coping with various uncertainties they face.



Examples of descriptive analysis

- Number of incoming reports, by type of reporting entity
- Average and total amounts of funds in reported transactions
- Number of reports used in cases or referred to law enforcement investigators, by type of report
- Changes in the number of reports from a certain geographical area over time

Why develop descriptive products?

Descriptive products can help to anticipate the future based on what we're seeing in our data. They don't tell us about cause and effect, but can give us quite a bit of information on what is likely to happen, on the assumption that the conditions which produced what we've seen previously don't change too much.

They can also help us to identify alternative futures (scenarios), based simply on where our greatest uncertainty exists. These aren't predictive, but can help managers and the organization be prepared for a much wider range of possibilities than can simple projections based on what is known about the past.

3. Types of descriptive products

There are a number of different types of descriptive products including–

- Tables
- Graphs
- Narratives (text)

Sample tables

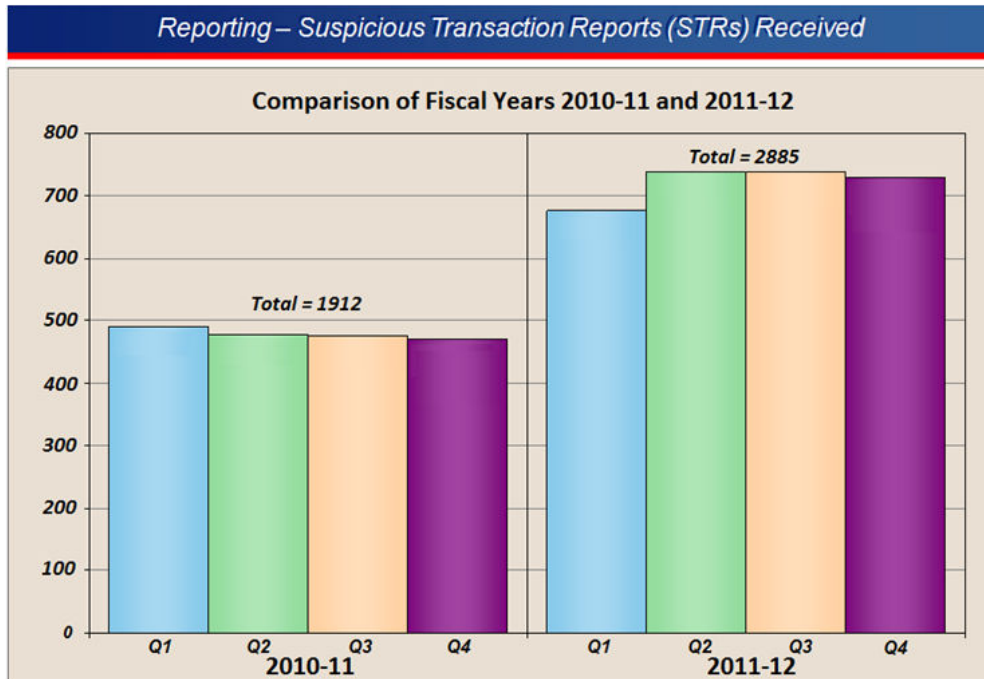
This table shows the numbers of reports over a particular month of a year. It compares them with the previous month and with the same month of the previous year.

Summary Overview - Inputs					
Numbers of Reports Received, by Type					
	Number in Past Month	% Change from Previous Month	% Change from Same Month in Previous Year	YTD Number	% Change from Previous Year
STRs	7,450	↑ 2%	↑ 21%	61,687	↑ 17%
LCTRs	1,503,004	↑ 7%	↑ 58%	17,320,044	↑ 26%
EFTRs	2,530,501	↑ 12%	↓ 02%	21,892,663	↑ 23%
Total Reports	4,040,955	↑ 11%	↑ 30%	39,274,394	↑ 24%

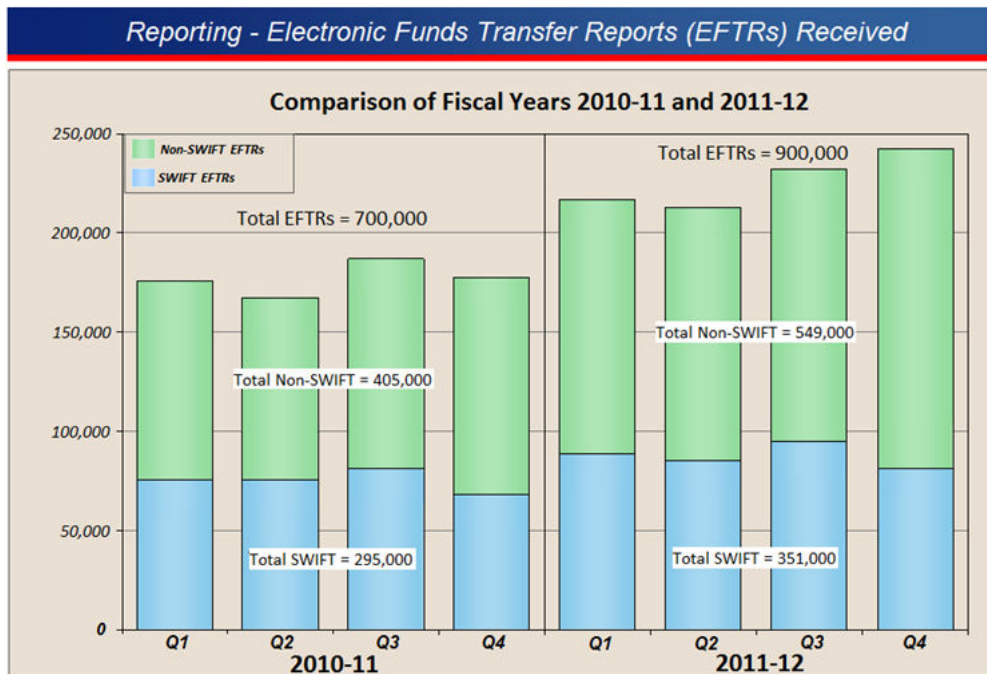
What sorts of things does the table tell the reader?

Sample Graphs

Here, we see a graphical representation of the numbers of STRs received by the FIU, per quarter, over two years, as well as the totals for each year.



Here is a similar figure, showing a different type of report received by an FIU – on international electronic funds transfers (EFTs). The totals for each quarter have two components, reflecting the number of standard SWIFT EFT Reports and the non-SWIFT ones.



Tables and graphs can work together

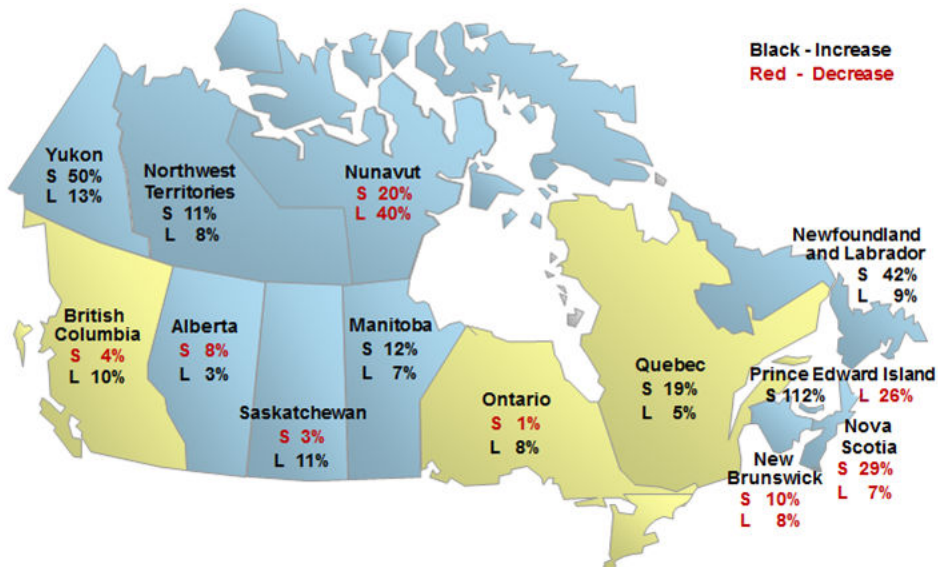
This table shows the geographic breakdown of the numbers of STRs and Large Cash Transaction Reports received by the FIU, by geographic region (in this case, Canadian provinces and territories), for two quarters.

STRs and LCTRs by Geographical Area (Canada)

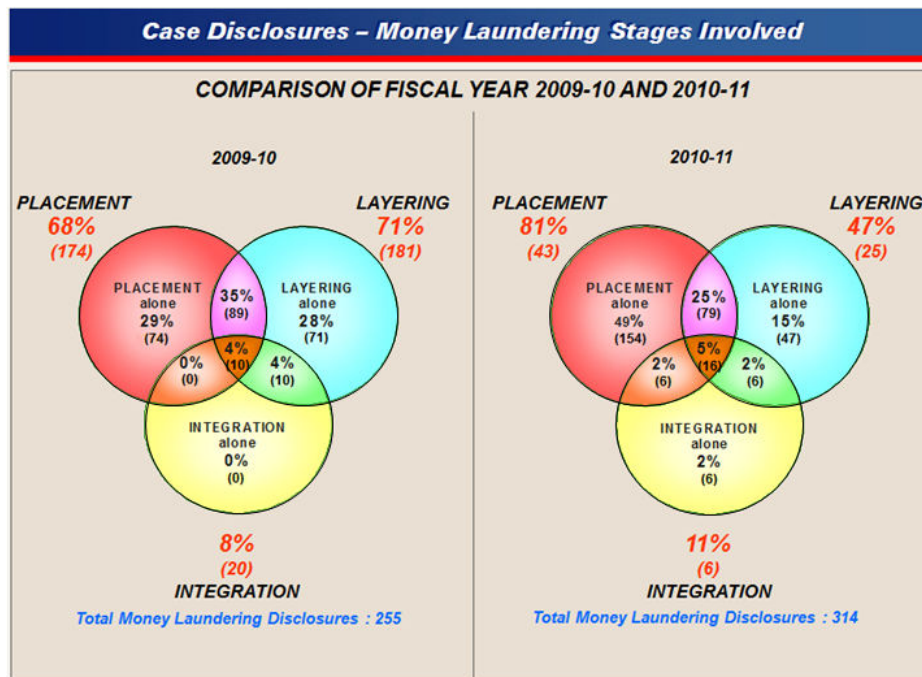
	STRs		LCTRs	
	Q1	Q2	Q1	Q2
<i>British Columbia</i>	1,253	1,468	430,222	443,689
<i>Alberta</i>	782	733	230,002	276,258
<i>Saskatchewan</i>	327	282	98,234	97,568
<i>Manitoba</i>	291	341	72,000	69,531
<i>Ontario</i>	3,618	3,751	809,325	815,364
<i>Quebec</i>	3,792	3,712	768,368	742,689
<i>New Brunswick</i>	84	85	35,654	38,026
<i>Nova Scotia</i>	109	99	41,575	39,568
<i>Prince Edward Island</i>	9	8	2,356	2,654
<i>Newfoundland and Labrador</i>	22	31	10,253	10,064
<i>Nunavut Territory</i>	5	4	765	543
<i>Northwest Territories</i>	8	9	826	895
<i>Yukon Territory</i>	2	3	356	402

Here is similar information, but in a graphic form showing percent changes, rather than the base numbers. The values are given in two colours, depending on whether the change from one quarter to the next was up or down.

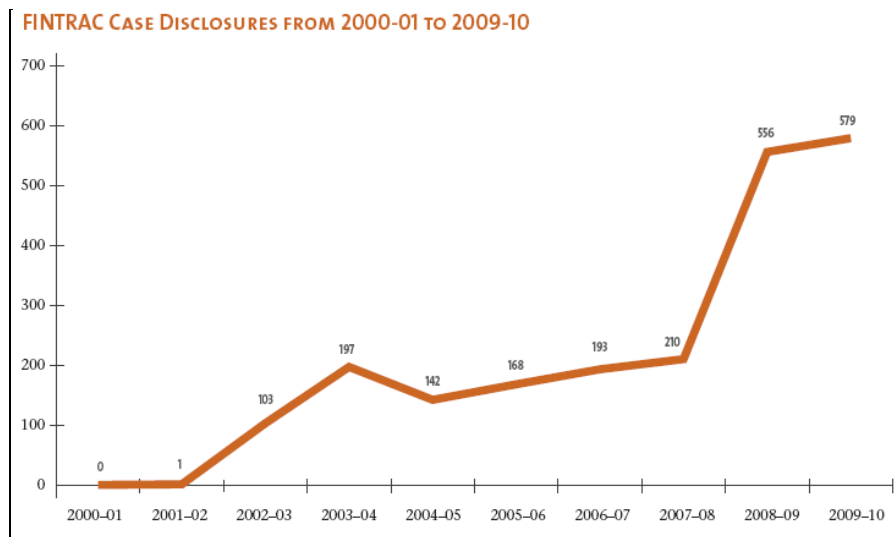
STRs and LCTRs by Geographical Area - Quarterly Changes



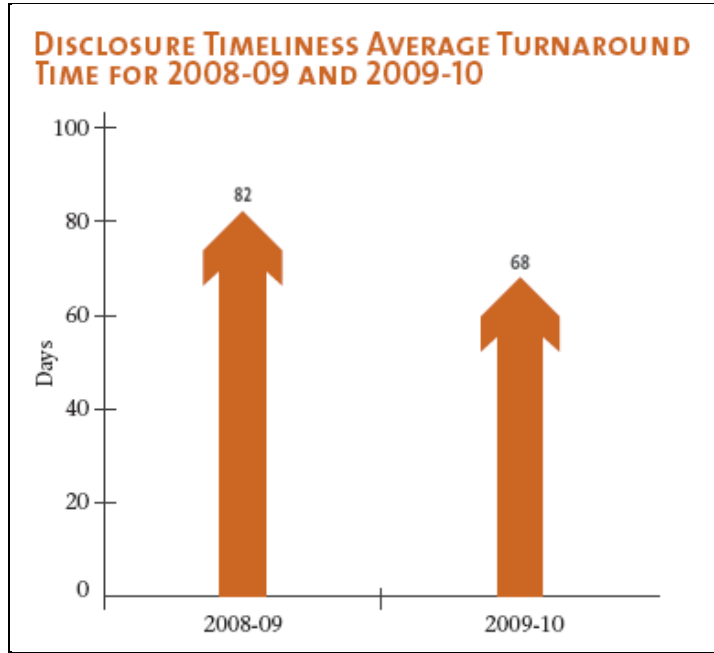
Venn diagrams - Here is a comparison between two years of money laundering case disclosures by the numbers and proportions of them that included aspects of each stage of money laundering.



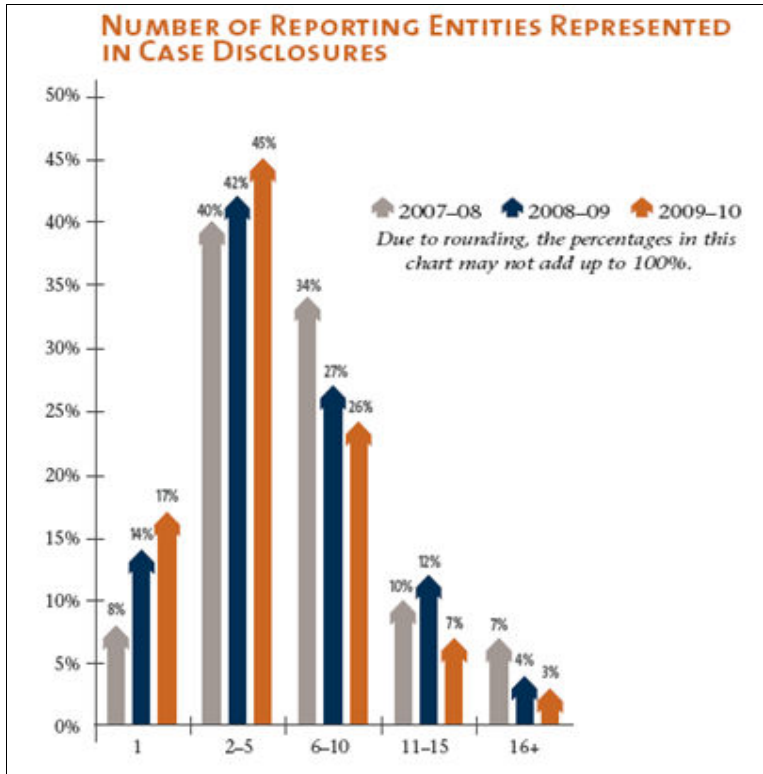
External Reporting – The following are examples of the sorts of graphic representations you might find in and FIU's annual report.



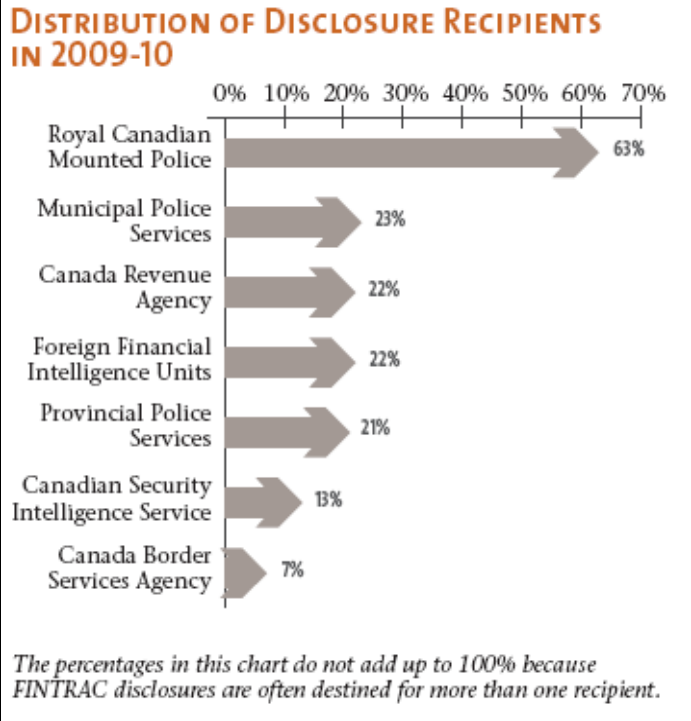
Case disclosures from 2000-2001 to 2009-2010



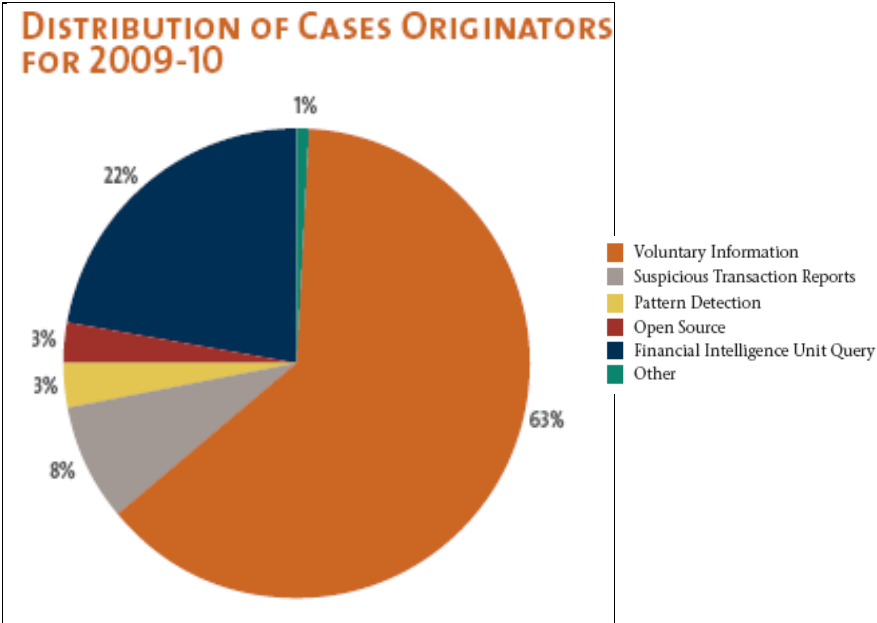
Timeliness of disclosures – average turnaround time



Number of reporting entities represented in case disclosures



Distribution of disclosure recipients in 2009-2010



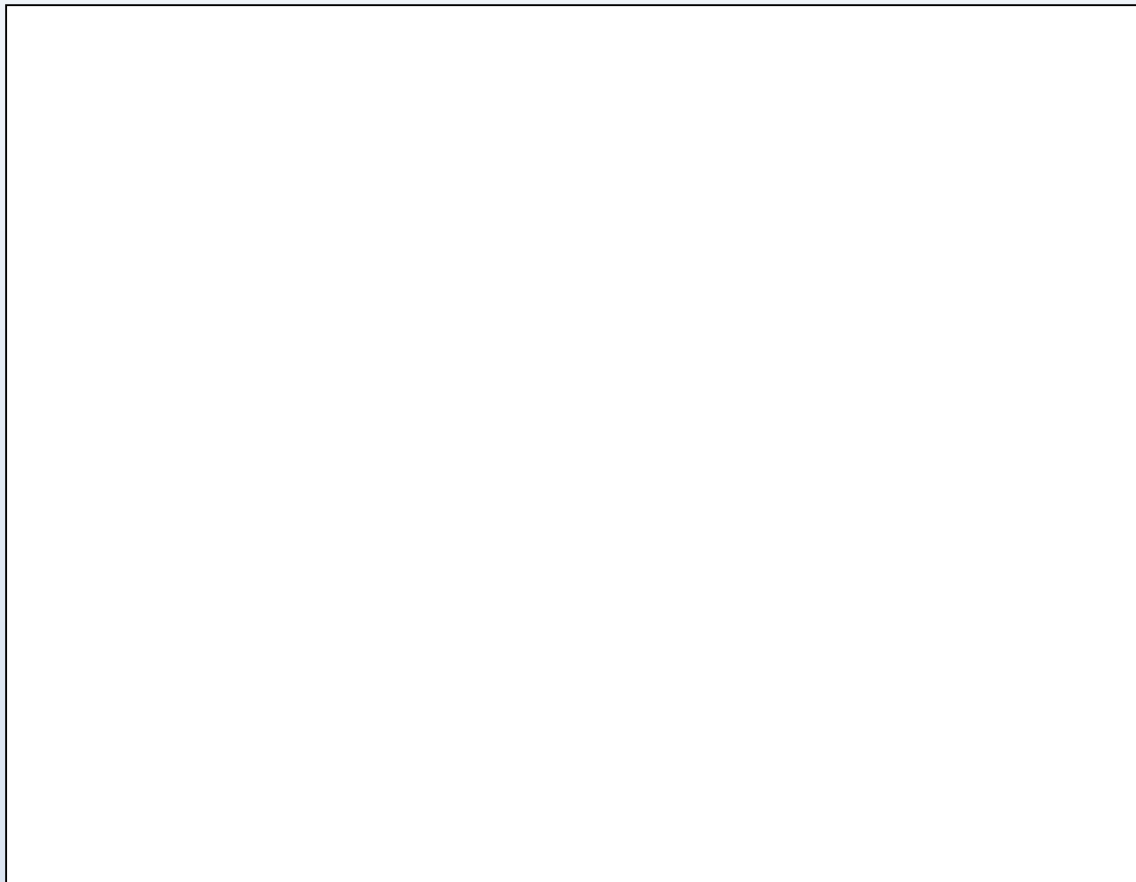
Distribution of cases originators 2009-2010

Y Activity – Graph 4.1

You have been provided with some information on the number of reports received according to the suspect activity types recorded.

In the space provided, reproduce this information as a graph.

Activity type	2010-2011	2011-2012
Country of interest	649	970
Unusual account activity	407	635
Unusually large cash transaction	51	357
Suspicious customer activity	319	306
Structured deposits	188	294



Benefits of descriptive products to the FIU

The FIU can benefit considerably from conducting descriptive products based on the information available to it. For example -

- Planning - capacity requirements, allocation of staff, etc.
- Performance management – helps the FIU to see how it is keeping up with reporting inputs and demand for outputs.
- Helps the FIU to tell its story in, for example, annual reports.

Descriptive products can also help the FIU focus on such things as reporting entity sectors, or geographical areas where reporting trends are not consistent with expectations.

Benefits of descriptive products to others

As well the FIU's descriptive products can benefit others, including reporting entities and AML/CTF partners.

They can show reporting entities useful information related to the quality of their reports, the extent to which their reports are referred to law enforcement agencies or included in larger cases, etc.

Descriptive products can provide AML/CTF partners with background information for the cases they receive from the FIU.

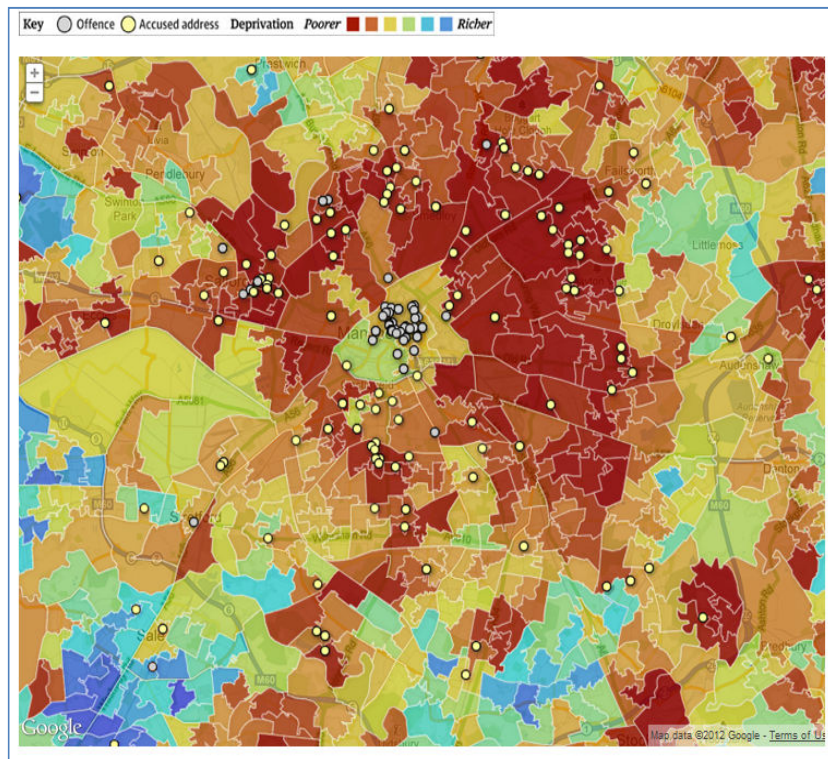
Very effective visualizations

There are many other types of descriptive analysis that can be used including visualizations.

Over the page are a number of examples of where very effective visualizations have been used.

English riots

The map was created by overlaying addresses of suspects involved in the riots / location of the riots with poverty indices (scale from red to blue). It was used as an aid in the analysis of the role of poverty as a factor in the riots that took place in England in 2011.



4. Indicators, typologies and trends

a. Indicator

An indicator is an individual characteristic of an “event” (e.g., financial transaction) that has drawn attention to that event (transaction). Where we see more indicators of an activity there tends to be a greater likelihood or probability of it occurring.

Examples of indicators

- Cash deposits in different branches of the same bank
- Transfers to accounts on which there are no other transactions
- Transfers followed by cash withdrawals
- More concern about speed than cost

Activity 4.2 - Indicators

Below, you see Case 10 from Purpleana
Read through the case and identify as many indicators as you can.

PURPLEANA – CASE 10

While driving his truck across the border of Purpleana in January of 2010, Victor Vincent, who worked for an international transport company, was caught with a huge amount of cash in different currencies stashed in his truck. Under local legislation, Victor should have declared this money to customs before attempting to cross the border. Furthermore, the money was concealed in a package, which had names of a number of persons and companies on it.

As the police were questioning him, they remembered an intelligence report that they had received from a neighbouring country a few days before. Kevin Benedict, who also worked for an international transport company, was caught bringing money into the neighbouring country without declaring it to customs. The police thought that there could be a connection between the two cases and decided to co-operate more closely with the neighbouring country. A further possible link was that one of the names on Victor's package was Rob Vector. Rob was a citizen of the neighbouring country, and he owned an exchange office in that jurisdiction. According to police information, Rob was linked to a terrorist organization and his exchange office was heavily involved in laundering the organizations' dirty money.

The police notified the Purpleanian FIU of the cash detection and the possible link to the neighbouring country. The FIU decided to analyse the names and company details on Victor's package to determine whether they had any known or suspected links to criminality. The FIU determined that Pete, one of the names on the package, was Rob's brother and also had his own exchange office in the neighbouring country. Apart from that, Pete had authorization in two non-residential accounts in Purpleana. Inquiries with the bank employees revealed that the identity of the actual account holders was unknown. Financial analysis identified that Pete was using the non-residential accounts to transfer money to several countries. According to the documentation supplied by Pete to the financial institution, the transferred money was income from an export business. That way Pete concealed the real origin of the monies.

FIU applications of typologies

From a strategic analysis perspective, typologies are combined with qualitative and quantitative information to predict trends and better understand the issues at hand.

This enables the FIU to:

- Provide guidance to reporting entities
- Strengthen analytical work, and
- Enhance intelligence products
-

Typologies are constantly evolving because they reflect the evolution of criminal or suspect activity. As a result, there is great value in using them to train analysts, encouraging them to identify new and potential money laundering patterns.

Further FIU applications

- **Monitor trends and vulnerabilities**

The study of typologies also allows us to **monitor** trends and vulnerabilities in particular areas.

- **Inform legislation**

We can also use the information we gain from typologies to inform legislation.

For example, gaps in legislation that lead to certain vulnerabilities may be identified through knowledge acquired through typologies.

- **Inform policy and decision makers**

Typologies can also be used to assess risk associated with a particular entity. This may be useful if a reporting entity applies for exemption from some of its reporting requirements.

In this situation, typologies can provide information which enables decision-makers, to determine whether or not the entity's request should be approved or denied.

Reporting institution applications

Typologies also have useful applications for reporting entities as well.

Generally, typologies provide reporting entities with comprehensive feedback – a big picture, if you will – of activity they may or may not have observed.

This information can help reporting entities to:

- Monitor accounts and transactions
- Identify high risk customers and products / services
- Improve risk management policies
- Identify suspicious transactions
- Improve the quality of STRs submitted to FIU

It gives them a common language to identify and describe suspicious activity.

Finally, typologies help enhance the relationship between reporting entities and the FIU, which is an essential component of an effective AML/CFT regime.

Law enforcement applications

Another critical user of typologies is the law enforcement community.

Law enforcement use typologies for a range of reasons, including:

- To improve financial investigations and evidence gathering
- Assist ML/TF prosecutions
- Identify additional avenues of investigation
- Ensure a more comprehensive investigation and prosecution outcome

Often, law enforcement agencies have their own sets of typologies or indicators, however the FIU's financial intelligence perspective often has something unique (and complementary) to offer.

International effort

Finally, they play an important role in international AML efforts. You can see on the slide a number of international bodies and the types of work they do and how typologies feed into this.

Two examples of FATF's work include the –

2010 – 'Money laundering using new payment methods, 2011 – Laundering the Proceeds of corruption'.

We rely heavily on typologies to inform ML policy – both for individual jurisdictions as well as internationally.

c. Trends – What are they?

Trends are long term increases or decreases over a given set of data. They help us to predict future events.

For example, these changes may be with regard to crime types, or the ways in which money is moved.

Trends may affect a large geographic area over an extended period of time. Generally a trend occurs when an area, for whatever reason, becomes more or less conducive to a particular crime or group of crimes.

Studying the crime data enables us to determine the who, what, when, where, why and how of criminal activity which can be used to identify future patterns of behaviour.

Types of trends

Trends may vary from one jurisdiction to another while others will be similar across the globe.

Generally there are a number of trends that an analyst will look for, for example –

- **Trends associated with other trends.**
Some trends may be associated with others that occur at the same time and therefore suggest some sort of causative relationship
eg A decline in population concurrent with a decline in crime.
- **Trends associated with crime type**
For example there may be an increase in ID fraud
- **Trends associated with new technologies**
A common global trend is the increased use of new technologies.
The increased accessibility to new financial products such as e-money, stored value cards and new payment methods increases the risk of money laundering.
The internet also facilitates the perpetration of fraud and other criminal activity due to the sense of anonymity.

5. Strategic Intelligence products

Strategic intelligence products are –

- Formal analyses aimed at answering specific questions
- Forward looking and predictive

What do strategic products contain?

- They are centered on financial transaction data, but almost invariably also use related information from other sources.
- They do not always involve large data sets.
- They generally take an “all-source” approach to their collection plans, including using open source and academic research information.
- They usually deal with complex issues.

What should they achieve?

- When completed, they always produce formal assessments such as conclusions, judgements even when those assessments are inconclusive.
- They attempt to provide explanations of what is being observed, answering the “What does it mean?” question.
- Where possible, they also answer the “why?” question. In other words, what are the factors and conditions that caused or supported the observed and reported facts.
- They are often forward forward-looking and predictive (“Where is it going?”), and consider how future changes may impact on the observed facts.

Who is the audience?

- The FIU, itself, especially those within it who are conducting tactical analyses or those performing compliance-monitoring functions
- Other domestic criminal and security intelligence agencies, and investigative agencies
 - Policy decision-makers, including those at the political level
 - Other FIUs and international intelligence partners
 - International organizations such as FATF and the Egmont Group
 - Occasionally, the public

Why do we produce them?

Strategic intelligence products are developed to –

- inform them on the nature, capabilities, and intentions of entities and countries of concern through understanding their financial behaviour
- advise on risks and threats that may undermine the domestic and international financial systems
- to enhance awareness and understanding of ML/TF, therefore improving detection and deterrence

What are the benefits?

What do strategic intelligence assessments do for those who receive them?

- They capitalize on the FIU's information holdings and tactical analyses and thereby produce what some consider to be the greatest intelligence benefits from those sources.
- They provide a previously unavailable financial component of the wider strategic intelligence picture on particular groups, countries, regions of a country, money laundering, terrorist financing or other financial crime, as well as, very often, other associated activities and persons who do them.
- They support stronger public policy decision-making.
- They provide a stronger foundation for prioritization of targeted tactical analysis.
- They support participation in discussions and information/intelligence exchanges with domestic and international partners to further enhance understanding of the financial transaction information.

6. Types of products

Advanced intelligence products come in many forms, including:

- Vulnerability assessments on existing financial sectors and emerging sectors and technologies
- Assessments of the money laundering or terrorist financing intents, capabilities and practices of particular groups
- Assessments of money laundering or terrorist financing issues in relation to particular countries of concern
- Assessments of significant events, for example, the 2008 Mumbai attack, from a financial intelligence perspective
- Assessments of major time-series (trend) and geographic variations in relation to, for example, AML/CTF efforts and events.

Focus of strategic intelligence products

Our strategic intelligence assessments generally focus on ML or TF matters, for obvious reasons, but they can also relate to other subject areas, including –

- specific profit-motivated crimes
- corruption
- Weapons of Mass Destruction proliferation,
- capital flight
- threats to national security, etc.

Strategic intelligence assessments focus on:

- The nature of certain criminal or terrorist groups, etc. such as purpose, organizational objectives, structures)
- Such groups' intentions and capabilities (in threat assessments)
- The vulnerabilities of financial and other relevant systems (e.g., trade)
- Risks (as a function of threats and vulnerabilities)
- How does information on financial transactions contribute to the wider intelligence picture?

Collaboration with others

Of course, it's only part of the picture, a segment of the intelligence "pie." We often must collaborate with other intelligence producers to develop a more complete picture.

Strategic intelligence products are the combination of tactical information into a single strategic package, to see things that are not evident in any one or two of the tactical cases

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Strategic Analysis Course

Session 4

Strategic analysis products

1

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Types of Products

- Descriptive products
- Indicators, typologies and trends
- Intelligence products

2

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Descriptive products

What are they?

Summarise and extract patterns

↓

High level information reports

↓

Clear statements and illustrations based on observations

↓

Operational information

eg how much, how frequent, how fast, how different, how variable etc.

3

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Descriptive products

Examples:

- Number of incoming reports, by type of reporting entity
- Average and total amounts of funds in reported transactions
- Number of reports used in cases or referred to law enforcement investigators, by type of report
- Changes in the number of reports from a certain geographical area over time

4

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Descriptive products

Examples:

- Projections and scenarios
- Number of requests for information from foreign FIUs compared with number of requests to foreign FIUs, both showing number of responses, by type of response
- Number of FIU staff by type (e.g., analyst)

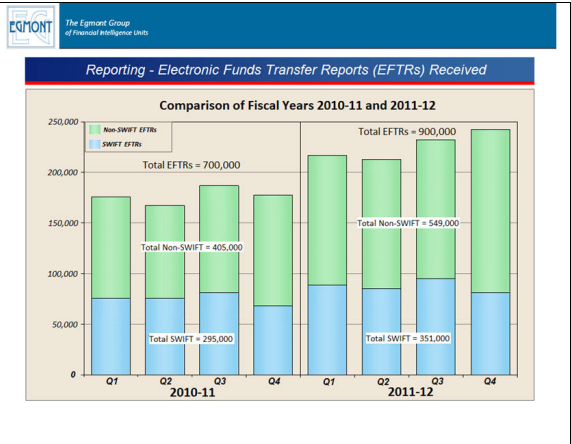
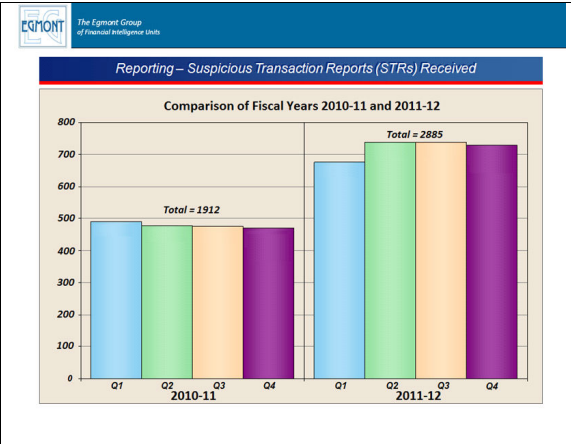
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Summary Overview - Inputs

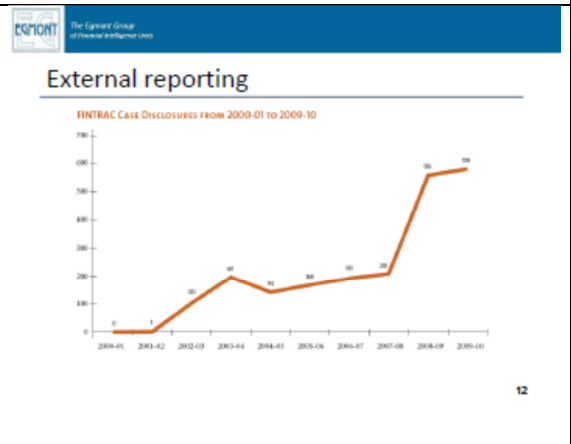
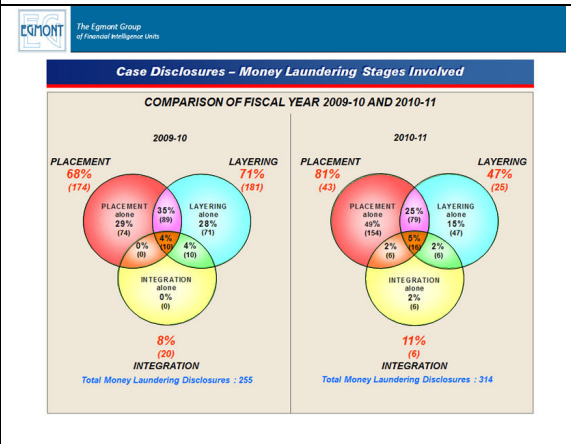
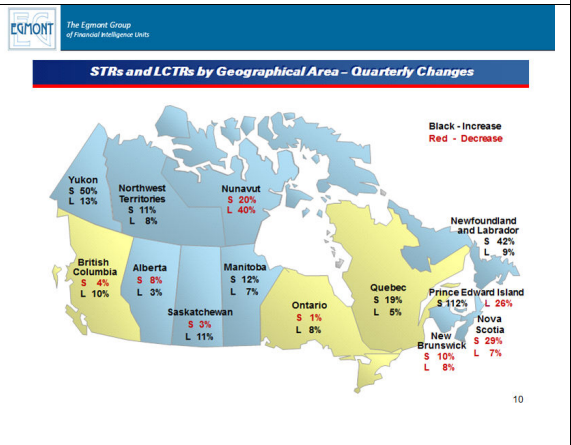
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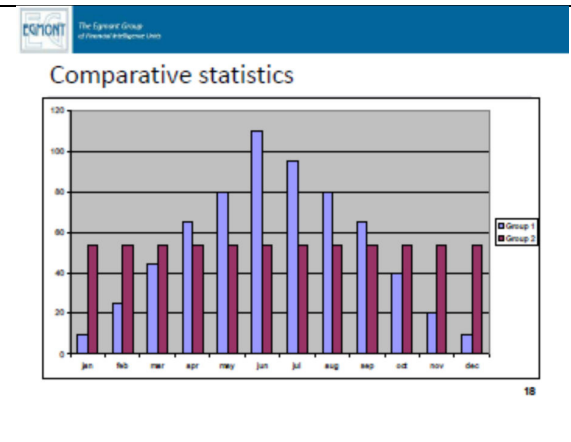
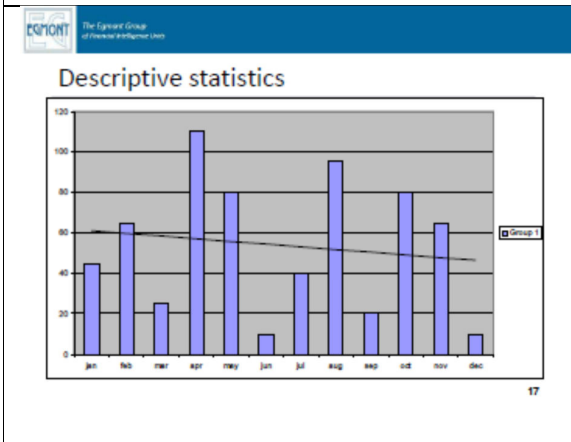
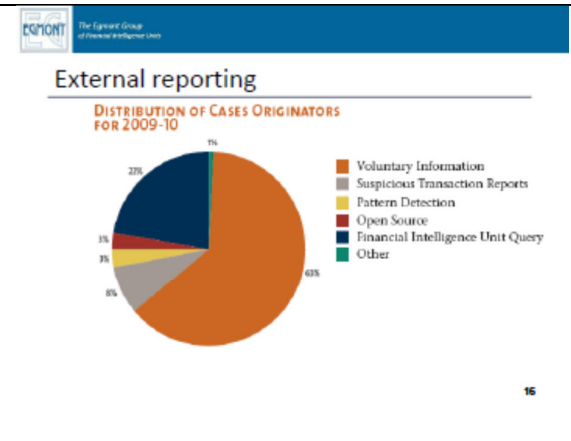
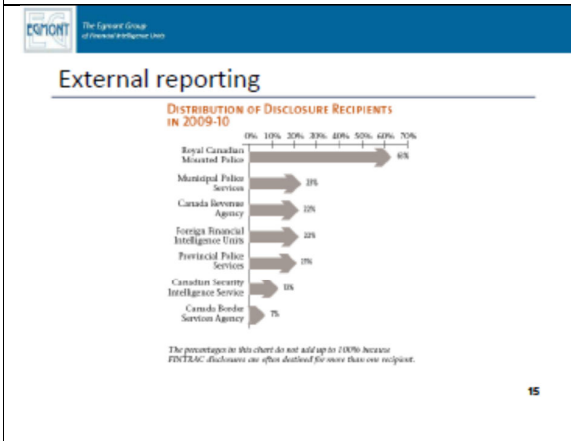
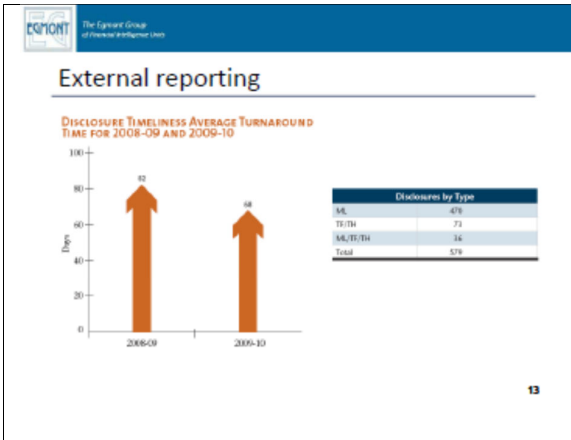
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STRs and LCTRs by Geographical Area (Canada)

Geographical Area	STRs		LCTRs	
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Descriptive products

Not only tables and graphs:

“This year, our compliance group completed a total of 69 examinations, an increase of 52 percent over the previous year, and the largest number conducted in a given year to date. Of these, 32 (47 percent) were onsite examinations, and 36 (53 percent) were desk examinations. In addition, regulators shared the results of 32 assessments that they had conducted.”

19

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Descriptive products

Not only tables and graphs:

“Demand for tactical analysis continued to climb, with a 36 percent increase this year in voluntary information received from police or other agencies. Our case disclosure output increased again this year, with a record 57 disclosures being developed.”

20

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Financial report contents...

Example: a classification of SARs/STRs by key words or by the activities reported in them.

1. 62 Suspicious transactions related to use of Inter Casca System Idiant anonymity
 Table 7: Top 25 most frequently reported reasons for suspicion in a sample of French STRs from Quebec

Rank	Most frequently reported reasons for suspicion in French STRs from Quebec
1	Large cash deposits
2	Even dollar amounts deposited/transferred
3	BBs of small denomination in large amounts
4	Unusual account activity/customer behaviour
5	Suspicious use of ATM
6	Structuring (wires and large cash) below the \$10,000 reporting threshold
7	Customer provides false identification or does not provide any identification
8	Deposits/transfers and immediate withdrawal/depletion of account balance
9	Client exchanges large quantities of small denomination bills for large denominations in the same currency
10	Casino activities/transactions are undertaken by third parties

21

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Activity
4.1 Graph

22

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Category	2005-2006	2003-2004
Suspicious transactions	~1000	~800
Large cash deposits	~1000	~800
Even dollar amounts	~400	~350
Suspicious use of ATM	~300	~250
Structuring	~300	~250

23

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Descriptive products

Benefits to the FIU:

- Planning
- Performance management
- Helps the FIU to tell its story

FIU

24

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Descriptive products

Benefits to others:

- Quality of reports → Reporting entities
- Value to law enforcement
- Background information → AML/CTF partners for cases

28

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Visualisations

Carte Appartie des parties septentrionales de la Province de Québec, dans le territoire de la Nouvelle-France, 1672-1683.

29

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30

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31

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Indicators

What is an indicator?

An indicator is an observable characteristic of an “event” that points to the possibility of specific activities occurring.

29







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Indicators

Examples:

- Cash deposits in different branches of the same bank
- Transfers to accounts on which there are no other transactions
- Transfers followed by cash withdrawals
- More concern about speed than cost

30

<p> The Egmont Group of Financial Intelligence Units</p> <hr/> <p style="text-align: center;">Activity 4.2 Indicators</p> <p style="text-align: right;">31</p>	<p> The Egmont Group of Financial Intelligence Units</p> <p style="text-align: center;">Typologies</p> <hr/> <p style="text-align: center;">What is a typology?</p> <p style="text-align: center;">A typology is the study or systematic classification of types that have several characteristics or traits in common</p> <p style="text-align: right;">32</p>
<p> The Egmont Group of Financial Intelligence Units</p> <p style="text-align: center;">Typologies</p> <hr/> <p>Example.</p> <p>Cheques are used to pay false invoice and fraudulently inflate business expenses for the purpose of evading tax obligations. Cheque deposits are then cashed out and the funds returned to the originator to complete this method of tax evasion</p> <p style="text-align: right;">33</p>	<p> The Egmont Group of Financial Intelligence Units</p> <p style="text-align: center;">Typologies</p> <hr/> <p>Why develop typologies?</p> <ul style="list-style-type: none"> • Support analysis • Provide greater understanding of whole picture • Direct resources • Assist reporting entities in understanding ML/TF activity <p style="text-align: right;">34</p>
<p> The Egmont Group of Financial Intelligence Units</p> <hr/> <p style="text-align: center;">Activity 4.3 Typologies</p> <p style="text-align: right;">35</p>	<p> The Egmont Group of Financial Intelligence Units</p> <p style="text-align: center;">Typologies</p> <hr/> <div style="text-align: center;"> <div style="border: 1px solid black; padding: 5px; display: inline-block;">Qualitative information Quantitative information</div> <p style="margin: 5px 0;">↓</p> <div style="border: 1px solid black; padding: 5px; display: inline-block;">Predict trends</div> <p style="margin: 5px 0;">↓</p> <div style="border: 1px solid black; padding: 5px; display: inline-block;"> <ul style="list-style-type: none"> • Provide guidance to reporting entities • Strengthen analytical work • Enhance intelligence products being disseminated </div> </div> <p style="text-align: right;">36</p>

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Typologies

Further FIU applications

- Monitor ML/TF trends and vulnerabilities
- Recommend legislative changes in response to identified risk
 - Identifies legislative gaps
 - Provides supporting material for legislative change
- Provide advice to policy makers

37

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Typologies

Reporting entity applications

- Monitor accounts and transactions
- Identify high risk customers and products / services
- Improve risk management policies
- Identify suspicious transactions
- Improve quality of STRs submitted to FIU
- Enhance relationships

38

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Typologies

Law enforcement applications

- To improve financial investigations and evidence gathering
- Assist ML/TF prosecutions
- Identify additional avenues of investigation
- Ensure a more comprehensive investigation and prosecution outcome

39

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Typologies

International efforts

<p>Financial Action Task Force (FATF)</p> <ul style="list-style-type: none"> • Annual Typologies Report • FATF project assistance <p>Egmont</p> <ul style="list-style-type: none"> • plenary meetings • research and project assistance 	<p>Regional Working Groups on Money Laundering</p> <ul style="list-style-type: none"> • Annual Typologies Report • Project assistance <p>Other financial intelligence units</p> <ul style="list-style-type: none"> • information sharing • technical assistance & training
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40

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Trends

What is a trend?

41

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Trends

Examples

- Trends associated with other trends
eg Decline in population concurrent with decline in crime
- Trend associated with crime type
eg ID fraud
- Trend associated with emerging technologies
eg E-money / Stored Credit Cards
eg Misuse of new payment methods

42

<p>ES/MONT The Egmont Group of Financial Intelligence Units</p> <h2>Strategic intelligence products</h2> <h3>Strategic intelligence products</h3> <ul style="list-style-type: none"> • What are they and why we do them? • Who do we do them and what are the benefits? • Types of products • Examples <p>43</p>	<p>ES/MONT The Egmont Group of Financial Intelligence Units</p> <h2>Strategic intelligence products</h2> <h3>What are strategic intelligence products?</h3> <ul style="list-style-type: none"> • Formal assessments aimed at answering specific questions • Forward looking and predictive <p>44</p>
<p>ES/MONT The Egmont Group of Financial Intelligence Units</p> <h2>Strategic intelligence products</h2> <h3>What do they contain?</h3> <ul style="list-style-type: none"> • financial transaction data • other relevant information such as open source and academic research <h3>What do they attempt to achieve?</h3> <ul style="list-style-type: none"> • Conclusions and judgements • What is observed – ‘What does it mean?’ • Causative factors – ‘Why is it happening?’ • Predictive – ‘Where is it going?’ <p>45</p>	<p>ES/MONT The Egmont Group of Financial Intelligence Units</p> <h2>Strategic intelligence products</h2> <h3>Who is the audience?</h3> <ul style="list-style-type: none"> • FIU • Other domestic LEAs • Policy decision makers • Other FIUs • International organisations <p>46</p>
<p>ES/MONT The Egmont Group of Financial Intelligence Units</p> <h2>Strategic intelligence products</h2> <h3>Why do we produce them?</h3> <ul style="list-style-type: none"> • Inform • Advise • Educate <h3>What are the benefits?</h3> <p>47</p>	<p>ES/MONT The Egmont Group of Financial Intelligence Units</p> <h2>Strategic intelligence products</h2> <h3>Types of products:</h3> <ul style="list-style-type: none"> • Vulnerability assessments • ML/TF intents, capabilities and practices • ML/TF risk associated with certain countries • Assessments of significant events • Time-series or geographic analysis <p>48</p>

<p>ESMONT The Egmont Group of Financial Intelligence Units</p> <h3>Strategic intelligence products</h3> <p>They focus on:</p> <ul style="list-style-type: none"> • The nature of crimes / groups • Threat assessments of such crimes / groups • The vulnerabilities of financial and other relevant systems (e.g., trade) • Risks (as a function of threats and vulnerabilities) <p>40</p>	<p>ESMONT The Egmont Group of Financial Intelligence Units</p> <h3>Strategic intelligence products</h3> <div style="text-align: center; border: 1px solid black; padding: 10px; background-color: #4a7ebb; color: white; width: fit-content; margin: 0 auto;"> <p>Strategic Analysis Artefact</p> </div>
<p>ESMONT The Egmont Group of Financial Intelligence Units</p> <h3>Strategic intelligence products</h3> <ul style="list-style-type: none"> • Working with relatively small initial internal data/ information sets • Leverage other information to provide a wider context for the internal information <p>Q: From where might such information come?</p> <p>51</p>	<p>ESMONT The Egmont Group of Financial Intelligence Units</p> <h3>Strategic intelligence products</h3> <p>Example 1:</p> <p><i>The FIU receives approximately 150 STRs per year.</i></p> <p><i>25 STRs point to persons and transactions apparently related to a certain outlaw motorcycle gang.</i></p> <p>Q: How might this lead to the development of an advanced intelligence product?</p> <p>52</p>
<p>ESMONT The Egmont Group of Financial Intelligence Units</p> <h3>Strategic intelligence products</h3> <p>Example 2:</p> <p>Background</p> <p>The casino sector wants to update its AML training program, which is over ten years old. The sector wants to know whether the issues addressed in its training program reflect the current situation.</p> <p>Problem to be addressed</p> <p><i>The casino sector is interested in knowing whether there are new money laundering methods and techniques being used in casinos, and how these methods and techniques can be identified.</i></p> <p>53</p>	<p>ESMONT The Egmont Group of Financial Intelligence Units</p> <h3>Strategic intelligence products</h3> <p>Example 2 cont:</p> <p>Questions (to help reporting entities understand their vulnerabilities)</p> <ul style="list-style-type: none"> • Have money laundering methods/techniques using casinos changed over the past 10 years? • If so, what are their characteristics? <p>54</p>

Activity
4.4 Asking the right questions

Questions
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