



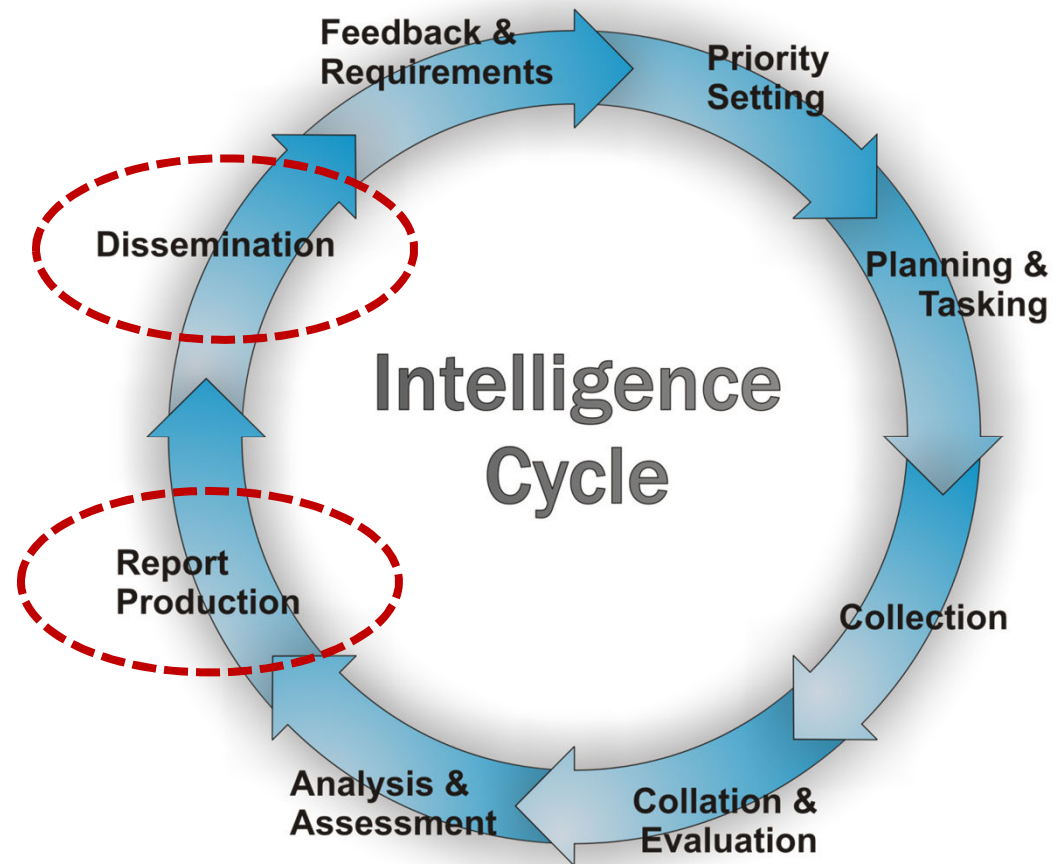
*The Egmont Group
of Financial Intelligence Units*

Strategic Analysis Course

Session 9

Reporting

- Report and present your findings
- Disseminate your findings



Writing, Reporting and Charting

Strategic Analysis gives:

- background to the environment
- supporting information
- the reader the information to understand the possible consequences or implications

Reporting requires the Analyst to:

- articulate the issue and background
- demonstrate the methodology and process they followed
- draw conclusions
- make recommendations, if required



Reporting

When reporting on your analysis, consider the following:

- Who is the audience?
- What type of information is being presented?
- Timing requirements
- The preferred method/style of reporting: written or oral?



General rules when writing an intelligence product

- Use simple, plain language
- Avoid ambiguity and metaphors – don't hint
- Avoid bias and subjectivity
- Differentiate between fact and judgements



General rules when writing an intelligence product

- Use language to qualify statements when you are not 100% sure of their accuracy e.g.

“research indicates that.....

“analysis suggests that.....”

“reported activity is indicative of....”

- If an opinion is requested ensure that you articulate “it is the opinion of the writer that....”
- Do not be afraid to assert your views, even if they contradict your colleagues



General rules when writing an intelligence product

- Consider alternate conclusions, and include when appropriate

e.g. Whilst it does appear that the funds being sent overseas by Mr X is for the purpose of purchasing narcotics for distribution, it is possible the funds are part of the transactions of his legitimate import/export business.
- List both known and unknown facts
- Provide sources and reasons
- Be concise.



General rules when writing an intelligence product

- Use diagrams and charts
- Clearly articulate the urgency
- Recommendations are realistic
- Ensure that essential information is included with your report
- Ensure security classifications are used where appropriate



Typical contents

- Executive Summary / Key points / Assessment
- Introduction / Problem statement
- Background / Context
- The Facts
 - Concise
 - General to specific
 - Visuals
 - Gaps in knowledge
- Conclusion /Assessments

Charting

- Assembles and organises information
- Clarifies dynamic relationships
- Highlights information gaps
- Shows what is known and what is suspected
- Charts are analytical tools
- Charts are reporting aids
 - *‘A chart is a picture and a picture paints a thousand words’*



Charting - Protocols

Every chart should have:

Security classification:

Operation or project name:

Name of the case officer:

Name of person who prepared the chart:

Date chart was prepared:

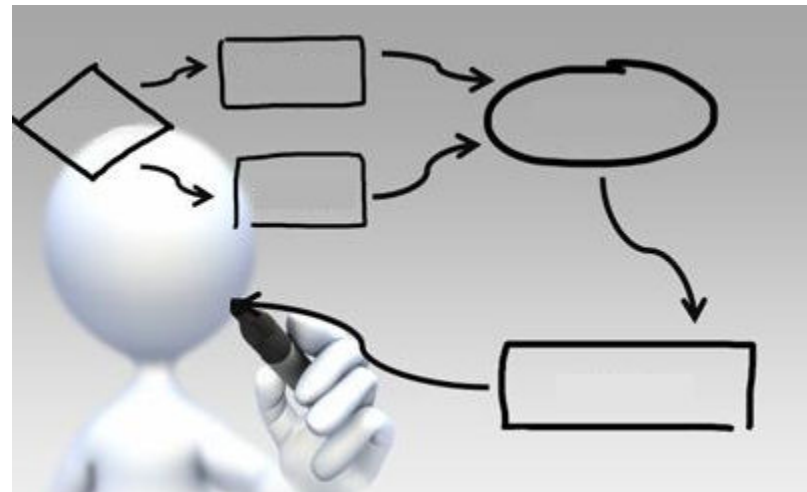


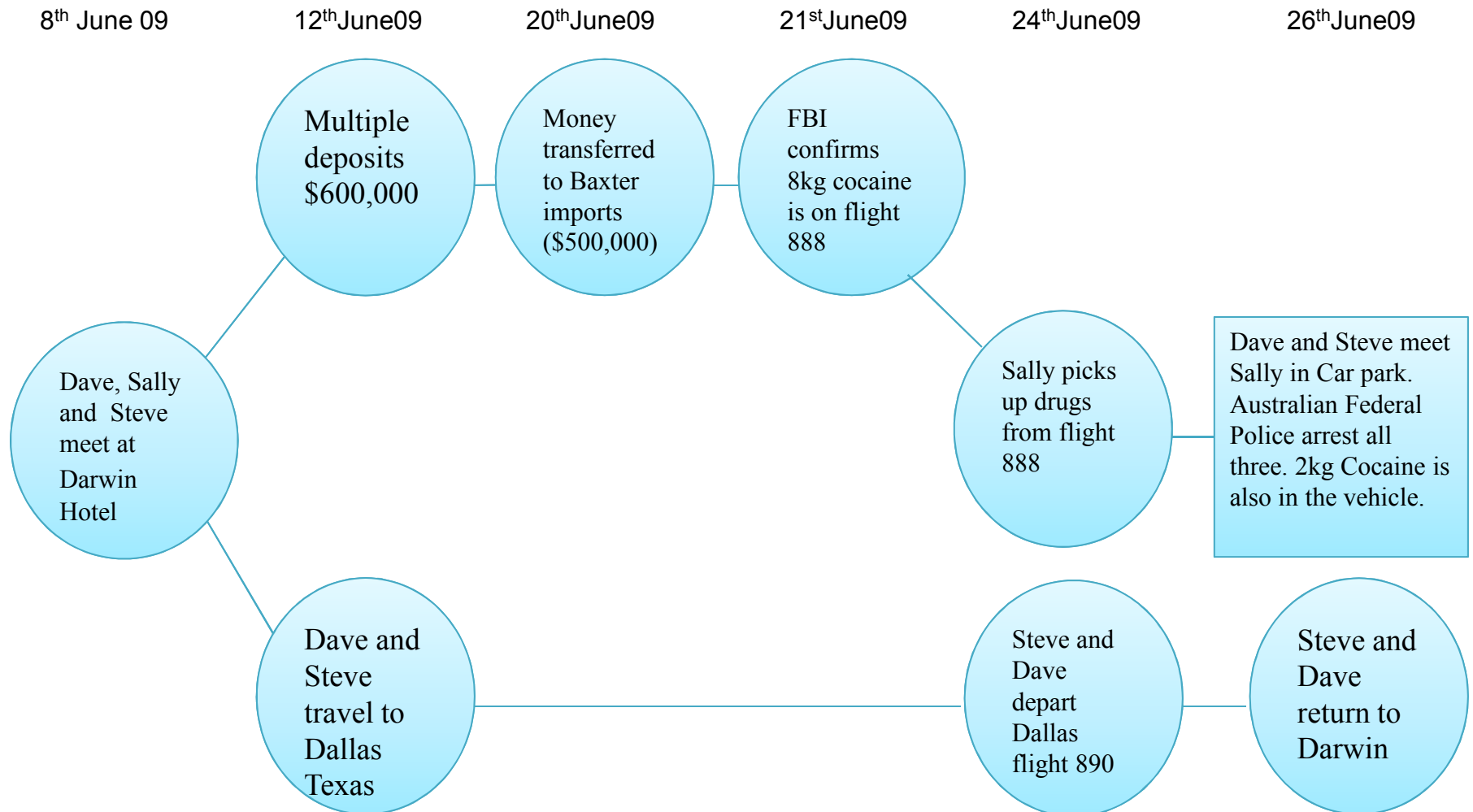
Common Charts

1. Event Flow Chart
2. Commodity Flow Chart
3. Link Chart /Financial transactions
4. Geographic / spatial distribution
5. Time-series analysis

1. Event Flow Chart

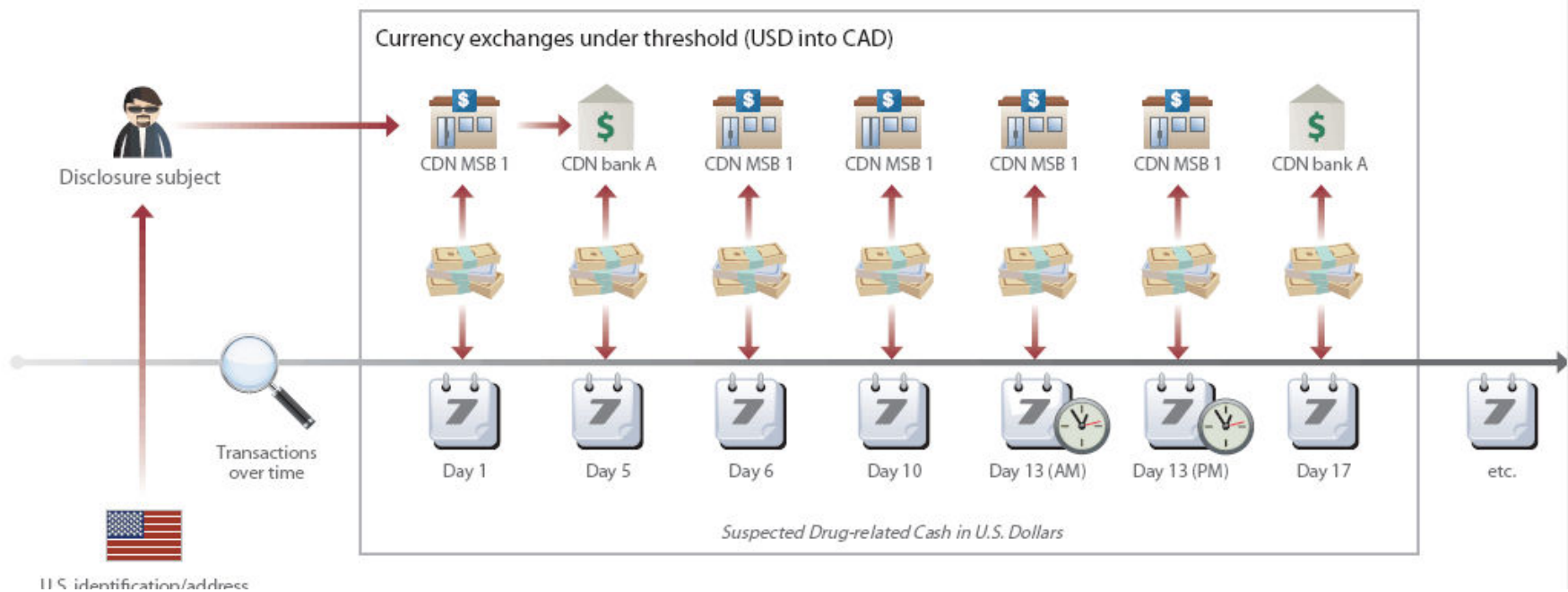
- Shows the sequence of a given set of events in chronological order
- Helps to clarify the timing of, and the relationship between, events
- Particularly useful in complex cases.





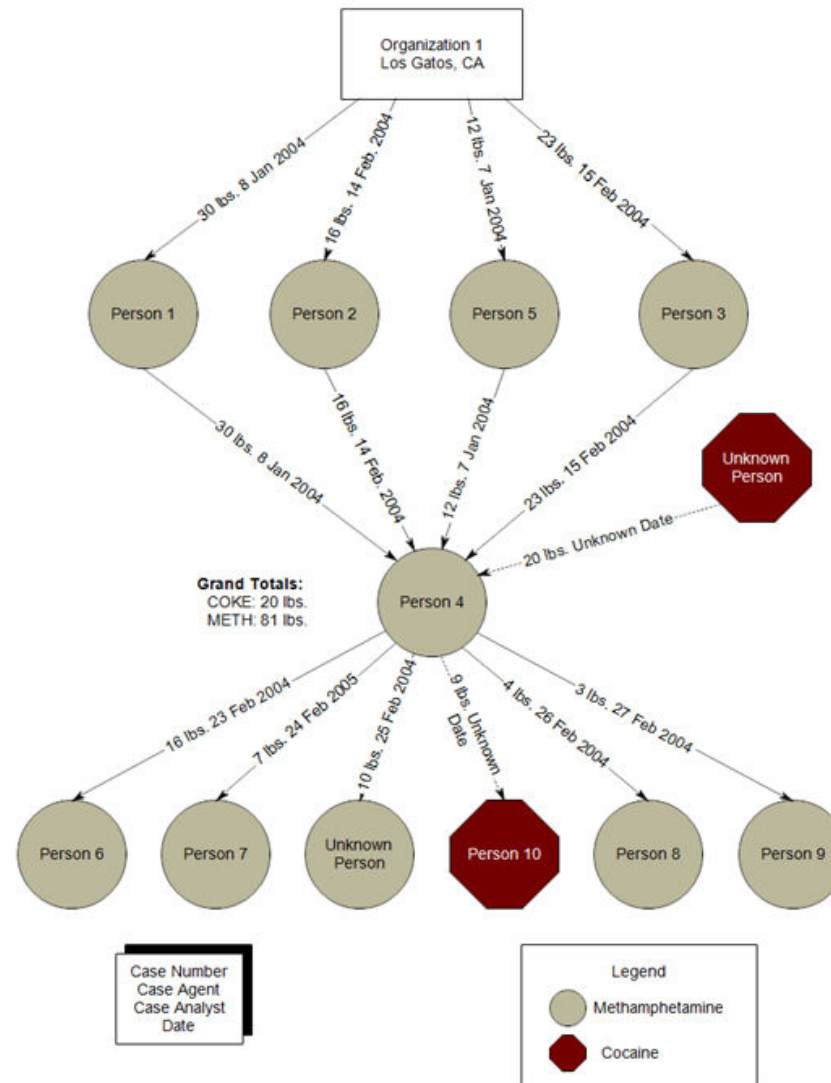
Event flow chart

Sanitized case example: Suspected laundering of drug proceeds

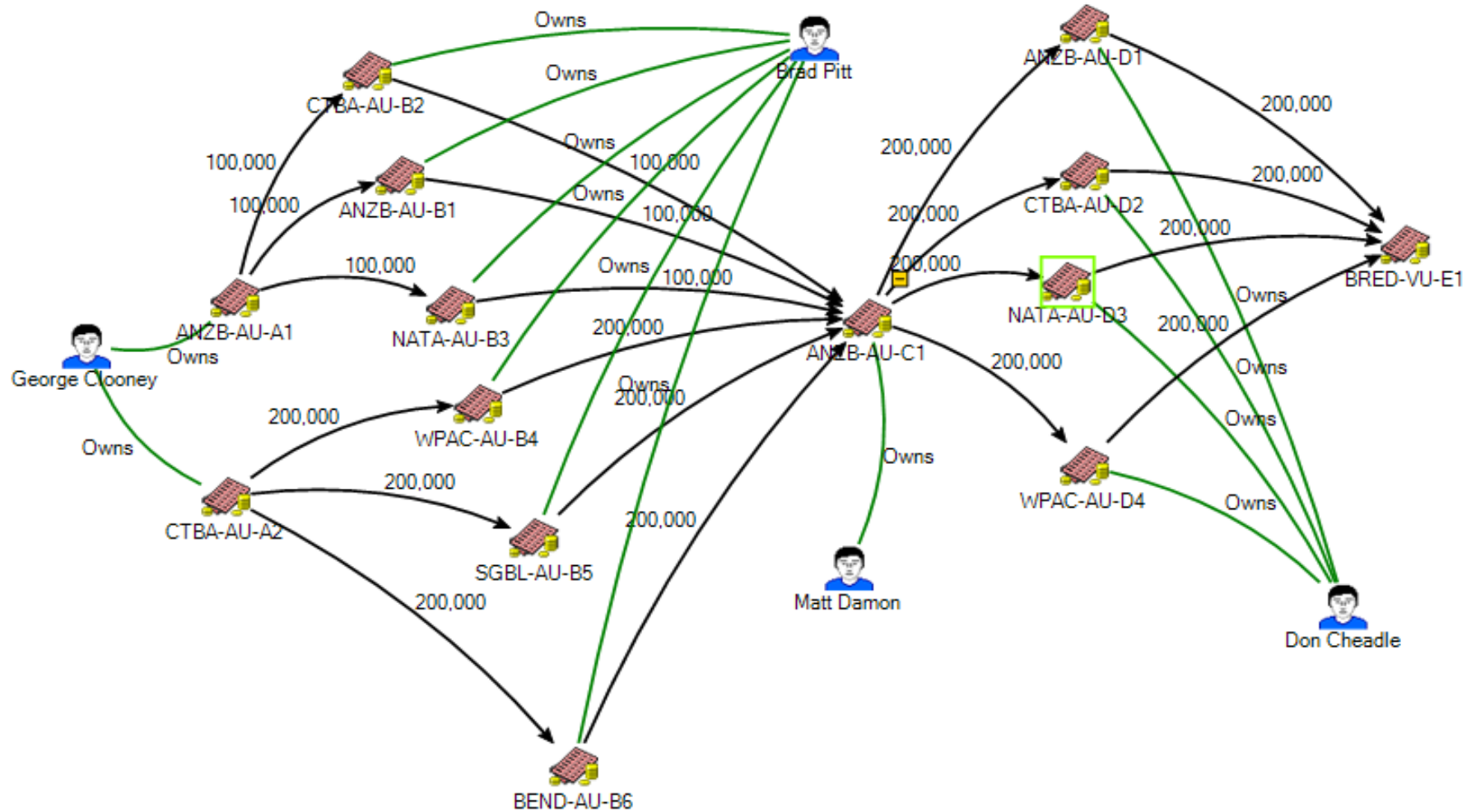




2. Commodity Flow Chart



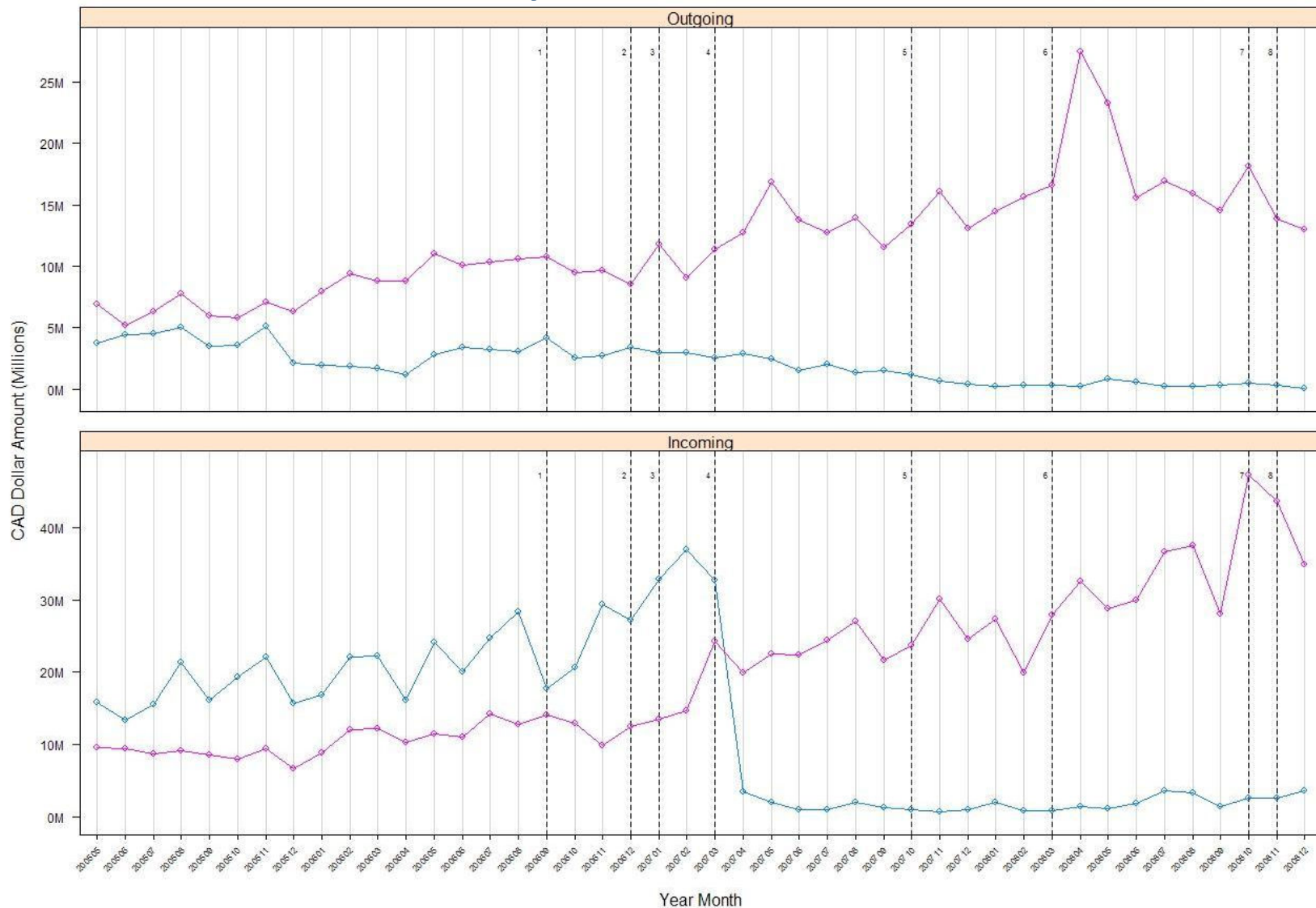
3. Financial Transaction link chart



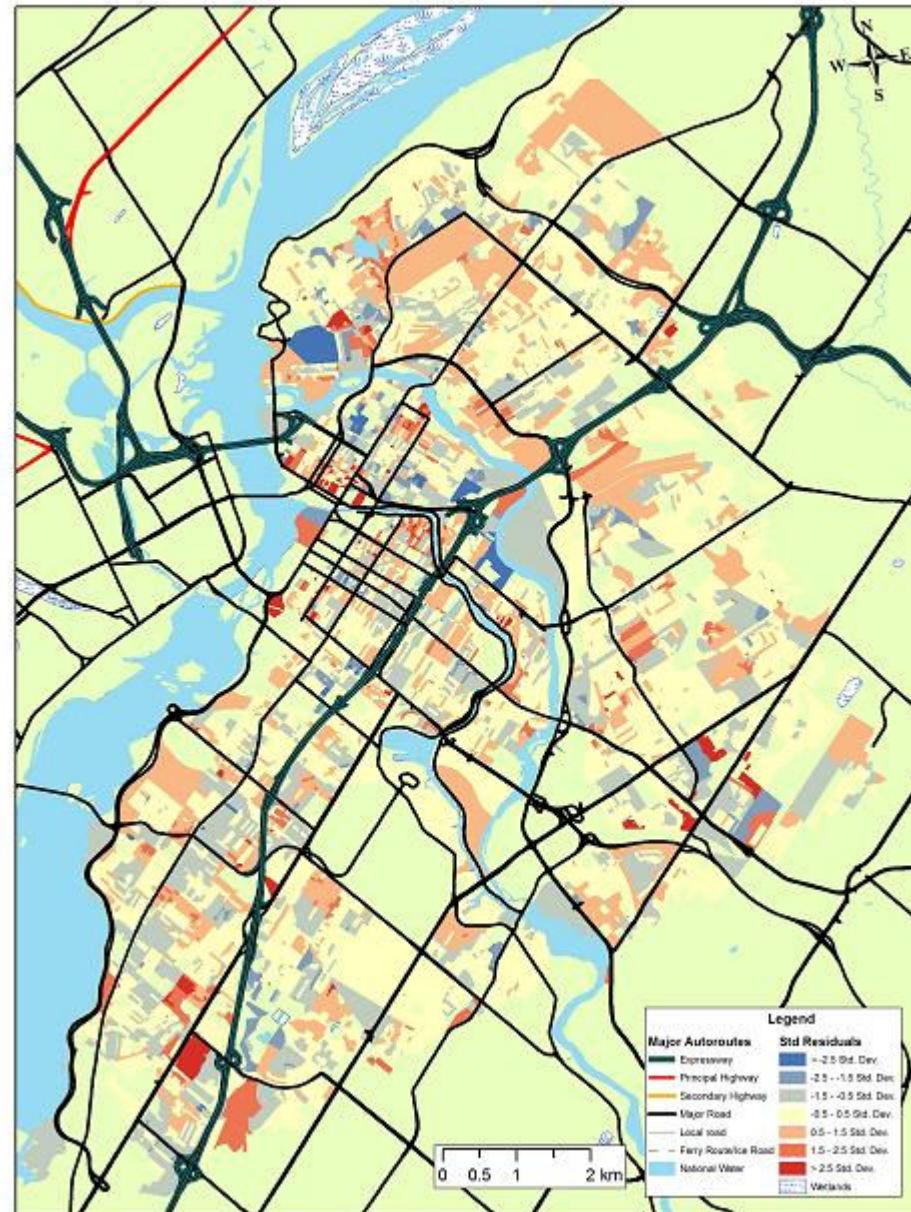


4. Time series analysis

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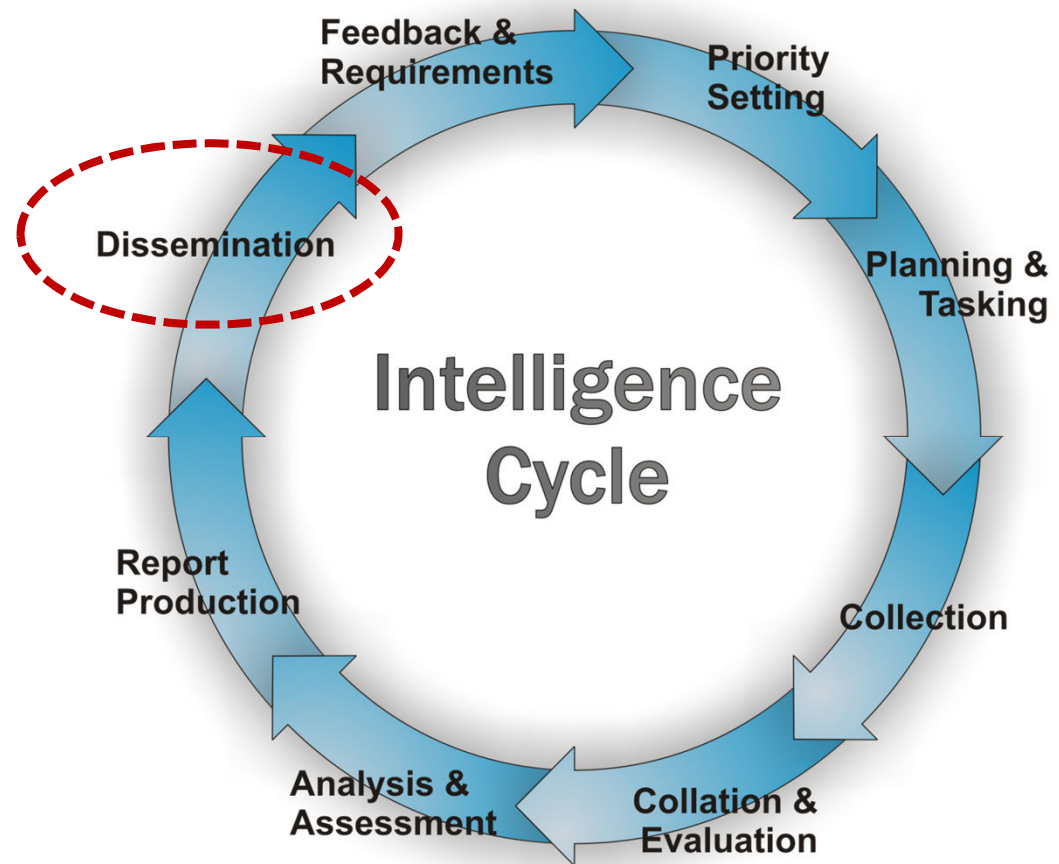


5. Heat map



Dissemination

Report needs to be disseminated to those who need the information in a timely manner



Dissemination – policy and legislation

Have regard to:

- Legislation that governs dissemination of private / personal information
- The FIU's internal policies





Dissemination – security considerations

- Classification
 - Classify appropriately
 - Client's security clearances
- Protective security
 - 'Need to know'
 - Appropriate markings
 - Caveats
 - 'need to know vs. need to share who needs to see it/
who is able to see it?



Stakeholder input and feedback

- Input from:
 - Other databases
 - Non-financial intelligence
 - Joint assessments
 - Conferences
- Feedback
 - From partner agencies feeds into the success of intelligence products



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Questions

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