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**DRAFT**

**Standard Operating Procedures**

**Intelligence**

**The Lebanese Customs Administration**

**General Directorate of Customs**

**INTELLIGENCE - STANDARD OPERATING PROCEDURES**

1. These Standard Operating Procedures replace all existing procedures relating to Intelligence.
2. The standardisation of General Directorate of Customs procedures is necessary for the following reasons:

* To reduce the financial impact of fraud in terms of evaded duties and taxes of national significance;
* To increase conformity and consistency with international norms and standards;
* To enhance transparency;
* To improve the operating and deployment framework of the Customs Brigade based on risk management principles;
* To increase levels of compliance, revenue security and facilitation relating to the control of cross border trade;
* To improve the interaction and operational co-ordination between customs and other law enforcement agencies.

1. Indeed, the principle for the need to achieve modern and standardised procedures is enshrined at the very beginning of the Lebanon Customs Act 2001, as follows:

|  |  |
| --- | --- |
| **Lebanon Customs Act 2001** | |
| **Article** | **Provision** |
| 4 | **1.** Customs and parties concerned shall implement all customs procedures subject to the principles of streamlining, publicity, transparency and common interest.  **2.** Pursuant to the provisions of paragraph (1) above, the customs administration shall adopt modern means and advanced and developed regulations for the organization of the customs business especially as concerns the following (there are 13 modern procedures listed).  **3.** Customs procedures laid down in this chapter should be implemented in the light of the principle of trade facilitation without violating efficient customs control, and upon guidance by new procedures of risks management and evaluation. |

1. A Standard Operating Procedure (SOP) is a document which describes regularly recurring Customs Officer work processes. The purpose of a SOP is to carry out the operations correctly and always in the same manner. When Customs Officers follow the SOP for a particular job, they produce a product that is consistent and predictable. An SOP is a compulsory instruction.
2. These Standard Operating Procedures contain instructions on the following operations:

* Definition of Intelligence
* The Intelligence cycle
* Intelligence structure
* Intelligence at the local level
* Intelligence at the central level
* Intelligence types
* Sources of information
* Evaluation of information
* Analysis of information
* Dissemination of Intelligence
* Measurement of results

1. **LEGISLATIVE PROVISIONS**

To a great extent, Intelligence and Risk Management are inter-related: one is dependent upon the other, and they both play an equal part in Customs law enforcement. Risk assessment and analysis involves the use of known Intelligence; while the development of Intelligence takes account of various risk areas and factors. **Quite frequently, a known and identified Risk will provide the starting-point for the development of an Intelligence Dossier (see paragraph 10.2 for definition of Intelligence Dossier).** Together with Article 4 above, Articles 138 and 140 of the Customs Act 2001 set out the principle for the need to achieve modern and standardised procedures, including Risk Management and, by its inter-relationship, Intelligence:

|  |  |
| --- | --- |
| **Lebanon Customs Act 2001** | |
| **Article** | **Provision** |
| 138 | 1- After registration of the declarations, Customs may, if it deems appropriate, inspect declared goods.  2- The inspection of goods shall be restricted to competent customs employees within customs houses and locations associated with them and at customs points of entry and exit.  3- The Customs department shall have the right to inspect all the parcels listed in the same declaration; the inspection though may be partial or total, according to the department's estimation or the Customs administration's instructions. The declarer shall have the right to reject the results of partial inspection and require a full inspection.  4- When formulating the instructions referred to in the previous Article, due account shall be taken of the importance of facilitating trade without prejudice to effective control. Modern estimation and risk administration methods should be adopted to this effect in order to determine the declarations to be verified, the merchandise to be inspected and necessary limits for verification and inspection.  5- Should the Customs department have doubt that a specific type of goods is hazardous to health it may conduct, in addition to customs inspection, sanitary inspection or analysis of goods. |
| 140 | 1- The inspection shall be carried out in the presence of the presenter of the declaration or his legal mandatory who shall be responsible for each loss occurring in the course of inspection.  2- The department shall have the right to unpack and inspect goods in the absence of the owner or his representative in case the first fails, despite his notification, to attend the inspection in time.  3- When the Customs department is in doubt about the existence of prohibited goods, it shall have the right to inspect the goods before notifying the owner or his representative. A special committee designated by the Customs administration shall carry out the inspection and maintain a record of the circumstances and the results of such inspection. |

There are also Decrees, as follows:

|  |  |
| --- | --- |
| **Decrees** | |
| **Number** | **Provision** |
| 1802, Article 1 | Defines the Customs Brigade as a public armed force within the Lebanese Customs. It falls under the Minister of Finance and its powers are stipulated as follows:   * Monitoring land, aerial and maritime borders as well as all those areas falling under the supervision of the Lebanese Customs so as to implement all the customs regulations and provisions concerning the importation and exportation of goods. * Investigating and verifying smuggling operations according to the provisions stipulated by the Customs Act and other regulations as well as setting up checkpoints and inspecting suspicious individuals. * Assisting the Administrative Customs employees.   Assisting all the public armed forces and administrations according to the provisions established by the laws in force. |
| Article 92 | *There is no English translation available.*  However, the Article essentially instructs Customs Officers to respect professional confidentiality, and to protect the names of Informants unless the Director General specifically allows identities to be revealed in light of the results of a Customs investigation, or if the Informant gives his permission for his identity to be revealed. |

1. **DEFINITION OF INTELLIGENCE**

In the Customs environment, Intelligence is a value-added product. It enhances the value of all the information collected and processed by Customs Officers, and is immediately significant, or potentially significant, to the Administration’s decision-making process.

Customs Administrations are Intelligence driven organisations, and the purpose of these Standard Operating Procedures is to provide the basis for the Lebanese Customs Administration to become an Intelligence-led organisation.

Customs Administrations depend on information to achieve three principal roles:

* Protection of revenue;
* Protection of society against prohibited and restricted goods;

While at the same time

* Facilitating the flow of legitimate goods and passengers.

As evidenced above, when discussing Intelligence, the term “Information” is inescapably linked, and that is because Information relating to a possible Customs offence becomes Intelligence once it has been developed, analysed, and evaluated into an Intelligence Dossier (see paragraph 10.2 for definition of Intelligence Dossier). The difference between Intelligence and Information is that Intelligence is ACTIVE: it is all about finding out information, determining what it means, and then using it to take action. On the other hand, Information is PASSIVE: it is knowledge communicated about a particular fact or circumstance.

1. **THE INTELLIGENCE CYCLE**

The Intelligence cycle is a sequence of logically related and interdependent activities. It is called a ‘cycle’ because each Intelligence assessment will raise new questions and issues which can themselves be addressed by further assessments. So, the final step in the sequence will often trigger the process again. The cycle may be represented by the following diagram:

###### Review

Collation

Collection

Report

Dissemination

###### Planning

Analysis

Evaluation

* 1. **Planning**

Intelligence Officers need to know what the Administration’s intelligence needs are, so that they can clarify the intelligence task. They will need to know:

* The key issues involved in the intelligence assessment
* What kind of information will be relevant to addressing those issues
* Where relevant information can be obtained
  1. **Collection**

The collection process involves the systematic gathering of all relevant sources, including from other security agencies (see paragraph 13 below). During thecollection process, it is important that Intelligence Officers consider all relevant information, including that which may initially appear implausible or contradictory to conventional wisdom. A planned approach to collection is vital. Information collection should be orderly and systematic, and Intelligence Officers must ensure that the conclusions are soundly based.

* 1. **Evaluation**

Intelligence Officers normally receive large amounts of information from many sources and in many forms. That information, however, may or may not be of value.

Evaluation (see paragraph 14 below) is the appraisal of an item of information in terms of accuracy, reliability and relevance. In the normal course of the intelligence cycle, a piece of information may be evaluated a number of times during its processing, no matter what its source. Both the reliability of the source and the accuracy of the information are evaluated. Information may be contradictory, exaggerated or provided by people intending to deceive. Without proper evaluation, such information will distort the true meaning of the final intelligence output.

* 1. **Collation**

Collation involves the sorting of information in a way which facilitates the next phrase of the cycle – ‘analysis’. The underlying principle in collation is putting similar things together. Effective collation helps identify relationships between persons and / or companies, determine significant events and patterns of activity, and uncover information gaps, which leads to the collection of additional relevant information. **Effective collation is an essential element of sound analysis.**

* 1. **Analysis**

The analysis phase (see paragraph 15 below) is the key to converting data into insight and understanding – taking a mass of information and producing intelligence from it. The key feature of the process is to draw logical conclusions and predictions from all the information gathered.

* 1. **Reporting**

Intelligence reports can take a wide range of forms, ranging from reports made in writing to those presented orally. What is appropriate will depend on the needs of the Administration, the complexity and detail of the issues being considered, and the amount of time available.

* 1. **Dissemination**

In order for Intelligence to be effective, it must be timely and allow for proactive decision making. Intelligence outputs must therefore be disseminated promptly to all relevant stakeholders. A key issue with regard to dissemination is the “need to know” principle, and the balance between legal requirements versus the needs of the work area.

* 1. **Review**

Reviews could include the impact that the Intelligence had on the assessment of changes required to Administration priorities, or legislation.

* 1. **INTELLIGENCE STRUCTURE**
  2. **Becoming an Intelligence-led organisation**

Operating in an organisational structure set by the Director General, Intelligence Specialists have been appointed at both the local (for example, Division) level, and at the centre. Each performs a separate, but interlinked, function and each is necessary to ensure that Intelligence is processed and actioned effectively. They will be equipped with the necessary job descriptions, training, equipment, infrastructure, secure communications system across the entire Administration, as well as access to relevant databases.

* 1. **Reason for Intelligence Specialists**

Intelligence is received from multiple sources: for example, from Customs Officers; from Informants, from other security agencies; from foreign sources; from media, social media, internet reports, etc.

While the Intelligence Department is often a separate function from Enforcement, its role is to support – through a secure communications system across the entire Administration - the Enforcement units wherever they are working: whether at a Border Crossing Point, or one of the Inland Control Districts, or one of the Ports, or at the International Airport, or at a Customs checkpoint.

Intelligence Officers mostly handle information gathered from persons acting in an official capacity, and have responsibility for the Customs Administration’s Intelligence database. This approach encourages the culture of everyone in the Administration seeing themselves as part of the Intelligence process; using Intelligence when making plans or decisions; and performing work guided by managers who use Intelligence.

There are many sources of Intelligence available and it is important that Customs Administrations are in a position to gather, analyse and do something with it, in the most effective manner.

Individual Customs Officers gather information in the locations where they work, but they are not aware of its Operational or Strategic value. It is imperative that they have a clear understanding of the process (and have access to that process) that will allow them to forward the information to the proper entities.

* 1. **Role of Intelligence Officers in respect of Informants**

The role of Intelligence Officers is to gather information which, once it has been evaluated and analysed, may result in the generation of a piece of Intelligence.

In the course of their work, they will undoubtedly receive requests from persons who wish to be Confidential Informants (that is, they want to receive a share of the penalty that is imposed, as a financial reward). They may also come into contact with other types of Informant (public-spirited citizens or confidential sources) who also want a reward. They must refer anyone who wishes to receive a reward to the Central Operational Control Room. **There are separate Standard Operating Procedures containing instructions on human sources of information (Informants).** Only Handlers (see below) can deal with a registered informant.

1. **Role of Intelligence Officers in respect of Covert Human Intelligence Sources**

All Informants who want financial rewards must be registered as Informants on the Administration’s Intelligence database by the Central Operational Control Room.Once the person is registered as an Informant, he can only be controlled by Customs Officers who are Handlers (specially trained Customs Officers who are responsible for the cultivation, development and control of Confidential Informants). The Director General assigns Handlers, who must be specially-trained Customs Officer from the Intelligence Department or Investigation Department.

If the Informant requests to continue the co-operation with the Customs Administration, then a decision must be made whether or not to register that person as a Covert Human Intelligence Source. That decision is made by the Director General. **There are separate Standard Operating Procedures containing instructions on Covert Human Intelligence Sources.**

1. **INTELLIGENCE AT THE LOCAL LEVEL**
   1. **Principal functions of local Intelligence Officers**

Every Customs Officer, whether working at a Border Crossing Point, or one of the Inland Control Districts, or one of the Ports, or at the International Airport, or at a Customs checkpoint, must see himself as part of the Intelligence process, working with Intelligence Officers to ensure that the revenue is protected, society is protected from prohibited and restricted goods, and that legitimate goods and passengers are facilitated.

Customs Officers undertake a wide range of duties and have many responsibilities. Most cannot dedicate their time exclusively to gathering, analysing and disseminating Intelligence, and that is precisely why Intelligence Officers exist at both the local and central levels.

If a Customs Officer obtains information in the course of his duties, he must inform his local Intelligence Officer, whose responsibility it is to develop that information. The local Intelligence Officers performs two principal functions:

* The acquisition of information through developing contacts at the local level, and information from sources other than contacts, for example documents, data, passports, etc. It is important that locally-obtained information is then passed to central Intelligence Officers so that it can be put together with Intelligence obtained from other sources;
* Contribute to the development of Strategic and Operational Intelligence, and to the identification of specific companies and individuals (Tactical Intelligence) who present a significant risk so that they may be targeted (see paragraph 12 for types of Intelligence).
  1. **Example of local Intelligence Officer role**

It is important to note that Article 92 of Decree 1802 ensures the confidentiality of the exchange of information between relevant Customs Officers in pursuing a particular case, as in the example below:

1. A Customs Officer at a Border Crossing Point obtains information about a person, or consignment of goods, and informs his local Intelligence Officer. He does this by completing an Information Reporting Form (see Appendix 1). As noted above, information only becomes Intelligence once it has been developed, analysed, and evaluated. The paragraphs below describe the next phases developing, analysing and evaluating the information. Of course, if the person or consignment arrives before the process has been completed, the local Customs Officer should intercept the person or consignment and conduct a search.
2. This information is **developed** by the local Intelligence Officer, who adds his local knowledge, as appropriate, to the Information Reporting Form, which he then sends to the central Intelligence Department.
3. The Intelligence Department records the Information Reporting Form on the Intelligence Database**,** and **further develops** the information received into an Intelligence Dossier.
4. An Intelligence Dossier is a set of records containing information about a person, importer, exporter, etc. It includes an **analysis** of the research and information gathered by the Intelligence analysts from various sources (see paragraph 15 for definition of Intelligence analysis). The sources might, for example, include:

* Import declarations;
* Intelligence and Investigation databases;
* Other government agencies e.g. Tax Authority, Security Agencies, etc; on the basis of reciprocal MOUs
* Overseas sources.

1. The Intelligence is **evaluated** by the Senior intelligence Officer or the Head of the Intelligence Department, who reviews the Intelligence Dossier and decides on the course of action, for example:

* Either: Dissemination by issuing an Intelligence Alert (see paragraph 16 for definition); or setting through NAJM a National Risk profile (templates in which groups of risk indicators are brought together to assist in national target selection);
* Or: No further action.

1. **INTELLIGENCE AT THE CENTRAL LEVEL**

At the centre, the duties of Intelligence Officers will include the following:

* Produce and develop Strategic Intelligence (see paragraph 12.1 for definition);
* Work with local Risk Managers in their development of Station Risk Registers**. There are separate Standard Operating Procedures containing instructions on** **Risk** (Risk Management, Risk Assessment, Risk Profiles);
* Work with the Risk Management Department in their development of national risk profiles and risk indicators (using risk profiles and risk indicators that have been produced by all of the local Risk Managers);
* Collate Intelligence from national sources (for example, investigations are an important source of intelligence), and local sources; and identify national or international trends;
* Fulfil an international liaison role:
* Act as the main point of contact for regional co-operation through the World Customs Organization’s Regional Intelligence Liaison Office;
* Exchange Intelligence at national, regional and international levels through the World Customs Organization’s Customs Enforcement Network and its communication platform (CENcomm);
* Disseminate Intelligence to Customs operational units and Investigation Officers;
* Act as a liaison point between, and interface with, local Intelligence Officers to ensure that work is not duplicated or overlooked.

1. **INTELLIGENCE TYPES**

Intelligence serves different needs at different levels within Customs. Intelligence provides the executive and operational areas with processed information in the form of Strategic, Operational and Tactical assessments of latest developments, trends and issues likely to influence the achievement of Customs goals. Those Intelligence assessments can be separated into three groups, described below.

* 1. **Strategic Intelligence**

This is the result of an in-depth analysis and assessment of all Intelligence received, and which facilitates long-term planning and identifies potential risks. At the executive level, the identification of trends will influence decisions on issues such as national resource allocation, legislative change, and broad policy formulation.

* 1. **Tactical Intelligence**

This is specific and actionable Intelligence about the activities and intentions of importers, individuals, freight forwarders, etc. who have been identified at the operational level. Tactical Intelligence will directly contribute to the successful conclusion of operations. Examples of Tactical Intelligence might include assessing information about a threat at the border by a particular individual importing firearms; or assessing the threat of a particular importer concealing prohibited drugs in consignments of goods.

* 1. **Operational Intelligence**

This is Intelligence obtained both at the local and central levels to identify companies, individuals, trends etc. that are significant risks.

Operational Intelligence must be passed upwards through the Administration, not only disseminated down to operational units. This is because Operational Intelligence can assist Strategic Intelligence analysts who are working on broader issues effecting the entire Administration.

At the operational level, managers need Intelligence about new or changing trends in compliance, to support their decisions about how to target their resources in the most efficient and effective way, in order to achieve their operational objectives.

* 1. **SOURCES OF INFORMATION**

As noted at paragraph 8.2 above, Intelligence Officers must systematically gather information from all relevant sources. They must consider all relevant information, including that which may initially appear implausible or contradictory to conventional wisdom.

* 1. **Informants**

See paragraphs 9.3 and 9.4 above.

* 1. **Search reports**

Search Reports (see Appendix 2) are extremely important sources of information. **Separate Standard Operating Procedures have been produced for all types of search activity**. Details of searches (both positive and negative) are submitted to the Central Operational Control Room which disseminates them to the Head of the Risk Management Department, so that the results can be assessed as part of the Risk Profiling process.

* 1. **Vehicle pursuit reports**

The results of vehicle pursuits are advised to the Central Operational Control Room in Vehicle Pursuit Reports (see Appendix 3).

1. **Various Databases**

* Intelligence Database – record of all information relevant to the Intelligence Department.
* Investigation Database – record of all information relevant to the Investigation Department. This might include details of previous frauds involving businesses and their staff, for example:
* False invoices from previous importations;
* Other information concerning fraud; and
* Details of persons connected with companies which may not be genuine (so-called "shell companies” that exist only on paper and have no office and no employees, but may have a bank account and may be used for tax evasion, tax avoidance, and money laundering).
* Central Risk Management database
* NAJM
* World Customs Organization’s Customs Enforcement Network
* Other Security Agencies
  1. **Trade flows**

Such information should be collected from numerous sources, including:

* National statistics on external trade;
* International trade statistics;
* Comparison of export details from source country with details entered on import declaration;
* Deviations from normal trade routes or patterns;
* Comparison of values of goods under similar tariff headings.
  1. **Background information on suspicious importers**

Such information should be collected from sources such as:

* Business listings (for example, a web site with a list of data which records all businesses arranged by business type, area, etc);
* Telephone directories;
* Libraries;
* Official government and commercial records;
* Internal Security Force records;
* Post office records;
* Industry sources;
* Newspapers/TV/other public media, social media.

1. **Characteristics and environment of commercial operations**

Such information should be collected from the following sources:

* Comparative studies of fraud methods between neighbouring countries;
* Regular exchanges of information with other World Customs Organization Members concerning commercial fraud, e.g. misdescription, false valuation, false country of origin;
* Consultation with the Secretariat of the World Customs Organization.
  1. **Regulations applicable to a particular product**

Such information should be collected by regular monitoring of changes in the laws which affect trade, e.g.:

* Changes in anti-dumping duties;
* Changes in quotas;
* Changes in agricultural levies;
* Changes in technical standards.
  1. **EVALUATION OF INFORMATION**

As noted at paragraph 8.3 above, evaluation is the appraisal of an item of information in terms of accuracy, reliability and relevance. Both the reliability of the source and the accuracy of the information are evaluated. Information may be contradictory, exaggerated or provided by people intending to deceive.

* 1. **Questions to consider**

The Intelligence Officer must validate the informa­tion obtained by answering the following questions:

* How reliable is the source of information?
* Is the information correct, in his opinion?
* What is the quality of the information, i.e. is the content reliable?
* How can the information be checked by reference to other sources of information? Can he access relevant databases and communicate securely with all Customs stations across Lebanon?
* Which location is affected by the alleged violation?
* Is another security agency affected by the information?
* Does the information refer to significant fraud, or to minor violations?
* Is the fraud a single case, or is it possibly part of a larger operation?
* Is the information specific, i.e. does it refer to particular goods, importers, single or multiple consignments?
* Does the information require immediate action? If the answer at this stage is "yes", the information becomes Tactical Intelligence (see paragraph 12.2.)
  1. **Grading of information**

Information must be evaluated by deciding the level of risk of the Intelligence, so that it can be prioritised for action. Evaluation is the appraisal of an item of information in terms of accuracy, reliability and relevance.

The Intelligence Officer must initially evaluate every piece of information, no matter what its source. Information may be contradictory, exaggerated or provided by people intending to deceive. Without proper evaluation, such information will distort the true meaning of the final Intelligence product.

The Intelligence Officer must grade the information, in order to assist the reader to understand the limitations or qualifications of the information in the report. He should use Source Codes (A, B, C, X); and Information Codes (1, 2, 3, 4). This is the same methodology used by the Chief Customs Officer in the Central Operational Control Room when he receives information from Informants. The grading is as follows:

* A – Source is always reliable
* B – Source is usually reliable
* C – Source is usually unreliable
* X – Source is unknown, untried
* 1 – Information is true. Unreservedly
* 2 – Information has originated from someone known to the source, but not to the Customs Officer
* 3 – Information is Hearsay (rumour), but it is corroborated by other Intelligence
* 4 – Information is Hearsay (rumour), and is not corroborated by other Intelligence
  1. **ANALYSIS OF INFORMATION**

As noted at paragraph 8.5 above, the analysis phase is the key to converting data into insight and understanding. It is the process of taking a mass of information and producing intelligence from it. The key feature of the process is to draw logical conclusions and predictions from all the information gathered. The Systems Analyst and the Intelligence Analyst are at the heart of this process.

* 1. **The Systems Analyst / Technician**
* Maintains and monitors the Intelligence computer equipment and programs

* Interrogates, for instance, the contents of seized mobile phones and computers, as part of an investigation

* Prepares technical reports, to meet the needs of the Head of the Intelligence and Investigation Departments
  1. **Role of Intelligence analyst**

Intelligence analysts convert information obtained from the various databases at paragraph 13.4 above to provide policy and decision makers with the Intelligence they need to meet their objectives and goals.

They break down material into its constituent parts, isolate essential features, and integrate these into a product suitable for senior managers. They get the best quality Intelligence to managers when it is needed, so that the best possible, informed decisions can be made. **The Intelligence has to be accurate, reliable and timely. Intelligence is not only about what has happened, and what is happening, but it is also about what will happen in the near and distant future. It anticipates events, as well as explaining them.**

Information is then analysed by drawing logical conclusions from all the information gathered. These analytical activities include:

* The collation of similar, or connected, information and putting it into a structure;
* The assessment of the credibility and relevance of the collated information, and filtering out non-credible and irrelevant information;
* The identification of the most important information;

* The ability to grasp the meaning, implications or significance of information;
* The communication of that meaning, implication or significance.
  1. **Skills and qualities of Intelligence analysts**

Intelligence Officers ask Customs Officers in the field (who are vital partners in the analysis process) to identify gaps in the Administration’s knowledge and to come up with solutions for filling the gaps. Knowing what Customs doesn’t know is just as important as knowing what Customs does know. Knowledge of what is important and significant is the essential element, and the qualities typically associated with Intelligence analysts are:

* A self-motivated interest in research and analysis, and an engagement with the analytical process. Research requires energy and initiative - it is not a passive activity;
* Computer skills, for managing information contained in various databases, and for conducting electronic analysis;
* Communication skills - knowing how to communicate conclusions and results in both written and oral formats;
* Subject knowledge - knowledge of the facts (facts are what managers need in the first instance) and how to derive their inter-relationships and connections.

1. **DISSEMINATION OF INTELLIGENCE**

In order for Intelligence to be effective, it must be timely and allow for proactive decision-making.

All Intelligence products must therefore be disseminated promptly by the Head of the Intelligence Department to relevant stakeholders. Dissemination will be to relevant operational managers, on a “need to know” basis, in accordance with principles laid down by the Director General. Intelligence may be disseminated in several ways, for example immediately by telephone, email or fax; by Enforcement Bulletins; or by Intelligence Alerts which contain an early warning of new or emerging threats.

Intelligence must be stored in such a way that it is easily retrievable at a later stage. The information must be kept securely and only be available to authorised persons.

1. **MEASUREMENT OF RESULTS**

The Head of the Intelligence Department must monitor the effectiveness of the Intelligence that is provided, by considering:

* Immediate results, e.g. increase in revenue collection, number of offences detected, increased quantity of goods seized;
* Improvement of the quality of controls;
* Identification of effective new controls.

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**Appendix 1**

**Information Reporting Form**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Date / Time** | |  | | | **Location** |  | **Local reference number:** | | |  | |
|  | |  | | | | | **Ref. No. in central administration:** | | |  | |
| **Official who makes the report** | |  | | | | | **Traffic on entrance** | | | | |
|  | |  | | | | | **Traffic on exit** | | | | |
| **Details of the suspect/s: physical aspects** | | | | | | | | | | | |
| Date of birth |  | | | Date of birth |  | Date of birth | |  | Date of birth | |  |
| Surname |  | | | Surname |  | Surname | |  | Surname | |  |
| Name |  | | | Name |  | Name | |  | Name | |  |
| Address |  | | | Address |  | Address | |  | Address | |  |
| Post code/town |  | | | Post code/town |  | Post code/town | |  | Post code/town | |  |
| Country |  | | | Country |  | Country | |  | Country | |  |
| Gender | **М**  **F** | | | Gender | **М  F** | Gender | | **М  F** | Gender | | **М  F** |
| Nationality |  | | | Nationality |  | Nationality | |  | Nationality | |  |
| Passport No |  | | | Passport No |  | Passport No | |  | Passport No | |  |
| **Details of the suspect/s: legal entity** | | | | | | | | | | | |
| Name of the company |  | | | | | Name of the company | |  | | | |
| Tax No |  | | | | | Tax No | |  | | | |
| Reg. No. |  | | | | | Reg. No. | |  | | | |
| Address |  | | | | | Address | |  | | | |
| **Type of transport:** **(if there is a \* next to the chosen vehicle, complete the final column on the right to specify the ownership):** | | | | | | | | | | | |
| **Car\*** | | | **Trailer\*** | |  | | | **Container\*** | **Owned** | | |
| **Van\*** | | | **Bus\*** | |  | | | **On foot** | **Rented** | | |
| **Truck\*** | | | **Train** | |  | | | **Other** | **Other** | | |
| **Registration Number** | | | | | **Make / Model** | | | | **Nationality** | | |
|  | | | | |  | | | |  | | |
| **Route (From /To):** | | | | | | | | | | | |
|  | | | | | | | | | | | |
| **Notes (Text):** | | | | | | | | | | | |
| *Kzmc.nnzvnznkn* | | | | | | | | | | | |

**Copy for:**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Intelligence Department** | **Central Operational Control Room** | **Information Technology Department** | **Internal Investigation** | **Revenue Department** |
| **Risk Department** | **Investigation Department** | **Customs Office Manager** | **All staff in Customs Offices** | **International Services** |
| **Mobile Teams** | **Audit Department** | **Border Control Teams** | **ISF** | **Deputy Director** |

**Prepared by: Sector Director: Deputy Director:**

**Appendix 2**

**EXAMPLE OF SEARCH REPORT**

Page 1 of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

DATE\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ UNIQUE EXAMINATION NUMBER\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

TYPE OF SEARCH (VEHICLE, VESSEL, CARGO, AIRCRAFT ETC.):\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

TIME SEARCH ACTIVITY BEGAN:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ENDED:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

ENTRY NUMBER\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ENTRY TYPE:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

TARIFF CODE\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

REASONS FOR THE INITIAL SELECTION \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

PLACE OF SEARCH\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

INBOUND / OUTBOUND\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

PLACE OF SEARCH \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

CONVEYANCE:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_YEAR\_\_\_\_\_\_\_\_\_\_MAKE \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

REGISTRATION DATA\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

INVENTORY\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_SEIZED \_\_\_\_\_\_\_\_RELEASED\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

INVENTORY LIST\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

DESCRIPTION OF SEIZED GOODS:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_QUANTITY:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

MARKS AND NUMBERS OF THE GOODS: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

COUNTRY OF ORIGIN:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_COUNTRY OF EXPORT:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

COUNTRY OF DESTINATION:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

DECLARED VALUE:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_DOMESTIC VALUE :\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

ENFORCEMENT AID(S) USED:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

APPRAISING OFFICER: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

PENALTY / FINE:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

FORFEITURE:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**SYNOPSIS OF SEARCH ACTIVITY**

For example: How the search was carried out; description of any discrepancies that were discovered, and any detections.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

SEARCHING OFFICER:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ID No.\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

PARTICIPATING IN SEARCH:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_OTHER AGENCY:\_\_\_\_\_\_\_

AUTHORISING OFFICER:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_DATE:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Appendix 3**

**VEHICLE PURSUIT REPORT**

This form is to be used to report any pursuit by a customs officer of a fleeing suspect in a motor vehicle as outlined in Standard Operating Procedures.

**INITIATING OFFICER**

Pursuit Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Time: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ AM PM

Officer initiating pursuit: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Duty the Customs Officer who initiated the pursuit was assigned to (e.g. patrol, checkpoint, control point): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Were offensive tactics used (roadblocks, deliberate vehicle contact, YES NO

boxing in, or heading off a moving vehicle)?

Explain:

UNIQUE REF # allocated by Central Operational Control Room:

Case # (if arrest made):

**INCIDENT**

Reason for initiating pursuit:

Explain:

Prior to initiating pursuit, did offender present a clear and immediate serious threat to

the safety of the public or Officer(s), or did offender commit customs offence: YES NO

Explain:

If pursuit continued, did Officers continually question whether the seriousness of the

offence(s) reasonably warranted continuation of the pursuit? YES NO

Explain:

Number of Customs vehicles involved in pursuit? vehicles

Number of Suspects apprehended: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Suspects

**SUPERVISOR AUTHORISATION**

Was Supervisor notified and understood justification for pursuit? YES NO

Did Supervisor terminate or authorise continuation of pursuit? Terminate Continuation

If terminated, did all Officers terminate pursuit according to orders and SOP? YES NO

Explain:

**CONSEQUENCES**

Was Customs Officer’s firearm discharged? YES NO

If YES, number of bullets fired: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Bullets

Number of Customs vehicles damaged/wrecked as a result of pursuit: \_\_ Vehicles

Number of other vehicle’s damaged/wrecked as a result of pursuit: Vehicle(s)

Did offender wreck his vehicle during pursuit? YES NO

List other property damaged as a result of pursuit:

Number of Officers injured in pursuit or during apprehension: Officer(s)

Number of citizens injured as a result of pursuit: Citizen(s)

Number of offender(s) injured in pursuit or during apprehension: \_ Offender(s)

**DOCUMENTATION**

Video Tape and log included in evidence envelope? YES NO

Report(s) included in evidence envelope? YES NO

Accident report(s) included, if applicable? YES NO

Injury report(s) included, if applicable? YES NO

**SUPERVISORY REVIEW**

Supervisor’s assessment (was pursuit justified, e.g., authorised & within SOP?) YES NO

Supervisor’s signature: Date:

**ADMINISTRATIVE REVIEW**

Central Operational Control Room assessment (was pursuit justified e.g. authorised & within SOP?) YES NO

Central Operational Control Room signature: Date:

**SENIOR MANAGER REVIEW / ACTION**

Senior Manager Review/Action: □ Pursuit authorised & in compliance with SOP

□ Pursuit not in compliance with SOP

□ Pursuit not in compliance with Nationally recognised standards

□ SOP revisions required

□ Disciplinary action recommended

Director General Signature: Date: