



ØKOKRIM

THE ØKOKRIM- MODEL

A knowledge-based
prevention process



Foreword

Norwegian society is constantly facing new challenges in our efforts to combat crime. At Økokrim, the National Authority for Investigation and Prosecution of Economic and Environmental Crime, we have drilled down into what adopting prevention as our primary strategy entails, developing a methodology in which measures are operationalised to prevent crime. As a national agency with a wide remit, we have been forced to think anew and look beyond the traditional prevention models focused on individuals and local communities to assess structural vulnerabilities at the national level. This requires innovative solutions and new strategies which are not only reactive to crime after the fact, but can proactively prevent crimes from being committed. The Økokrim model breaks new ground by integrating expertise and resources from across government agencies and the private sector, boosting the combined effort.

The model adheres to a structured process from think tank to evaluation and ensures that every measure is subject to careful assessment. The innovative weighting of measures, consisting of measures being evaluated against SMART targets, is particularly useful. This system allows us to objectively rank and prioritise measures on the


basis of their preventive potential. Although the model is applied nationally, it can easily be adjusted to local conditions for application in a wide range of contexts. This makes the model adaptable and very easy to use.

The Økokrim model is the result of commitment and hard work from a number of people dedicated to translating our prevention strategies into tangible risk-reduction measures. We are convinced that the insights and the strategies presented here will be very useful in our combined efforts to make society safer. We would like to extend our thanks to everyone who contributed to this work, and are looking forward to upholding this level of commitment and effort to prevent crime with innovative and effective methods.

Lone Charlotte Pettersen

Head of the Intelligence and Prevention Department





Crime prevention is the primary strategy of the police



Prevention at Økokrim

Crime prevention is the primary strategy of the police. This entails that the police will work in a targeted manner to prevent criminal acts.

At Økokrim, we focus on vulnerabilities exploited to commit financial and environmental crime. The vulnerabilities are uncovered through intelligence (what might happen), investigation (what has happened), and other available information. Combined, this provides the knowledge we need to identify the owners of the problems or vulnerabilities, and which of these problem owners to include in our prevention efforts. Økokrim aims to help problem owners identify and mitigate vulnerabilities as early as possible.

The total defence against financial and environmental crime is an important concept at Økokrim. The total defence concept is a comprehensive and

multi-pronged approach focusing on the cooperation between Økokrim and various disciplines and sectors, such as government agencies, business and industry, and society in general.

The total defence concept recognises the necessity of a comprehensive crime-fighting effort spanning all stages of criminal acts: Prior to the act (prevent), during the act (avert) and in reaction to the act (investigate and prosecute). The total defence concept bolsters society's safety by tackling the factors that facilitate crime.

Considering the above, Økokrim has developed a model that is used to identify, assure the quality of, and evaluate preventive measures in order to ensure that the measures implemented are as effective as possible.

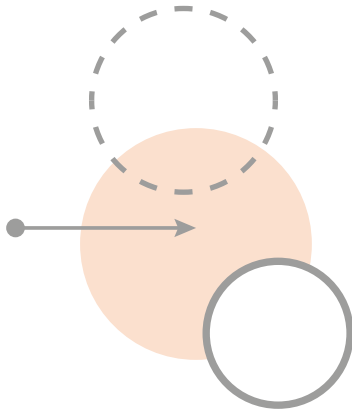


Økokrim's remit and core activities

Økokrim's mission is to prevent, investigate, and prosecute complex and serious cases of economic and environmental crime. This entails keeping up to date on, gathering, and analysing available knowledge of crime trends. Økokrim routinely assesses whether individual crime threats or vulnerabilities can be fought with preventive measures. We also believe it to be important to communicate developments observed, work performed, and activities implemented.

To effectively combat and restrict economic and environmental crime, the best strategy will in many cases be to target the root causes or structures making crime possible and lucrative.

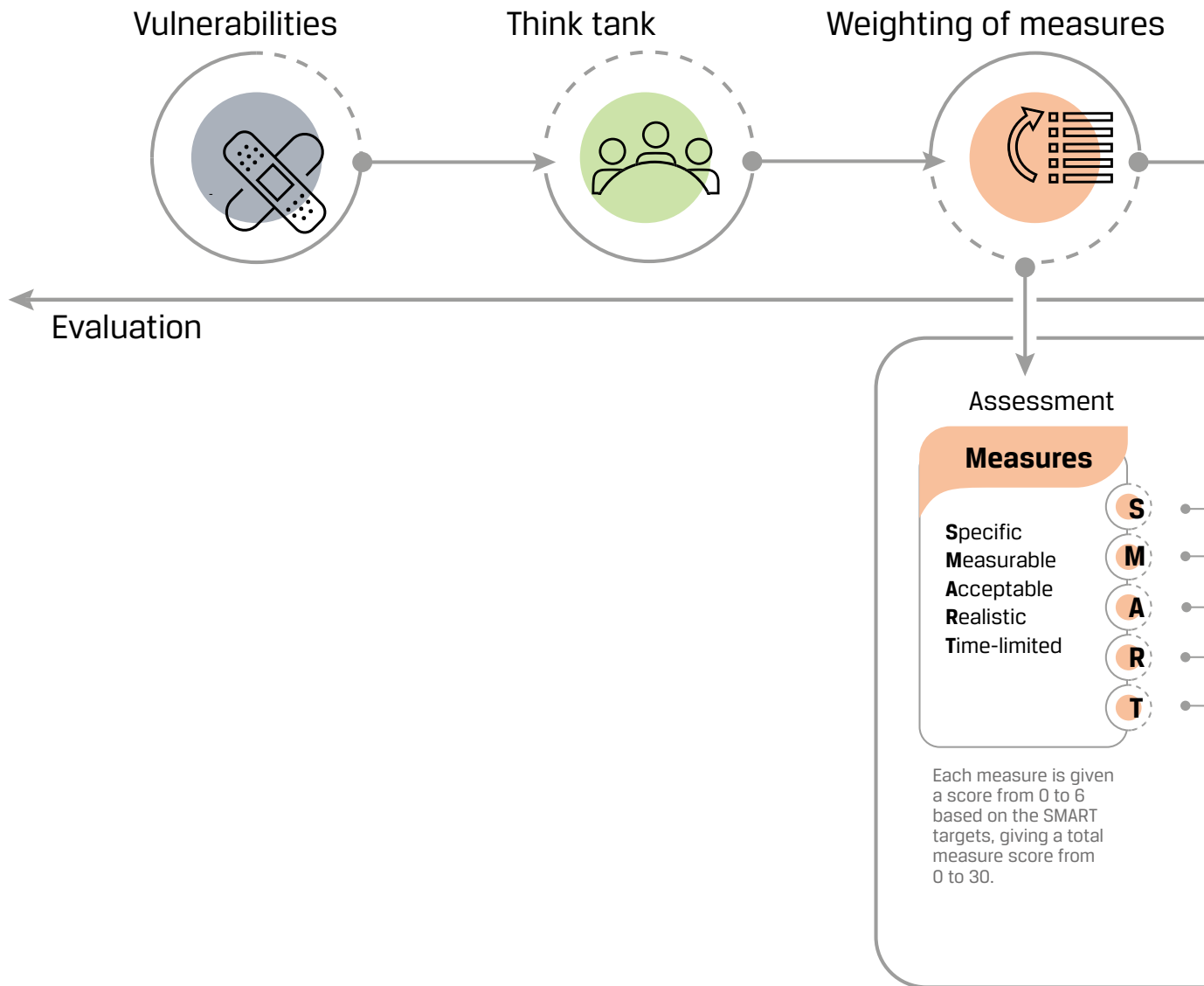


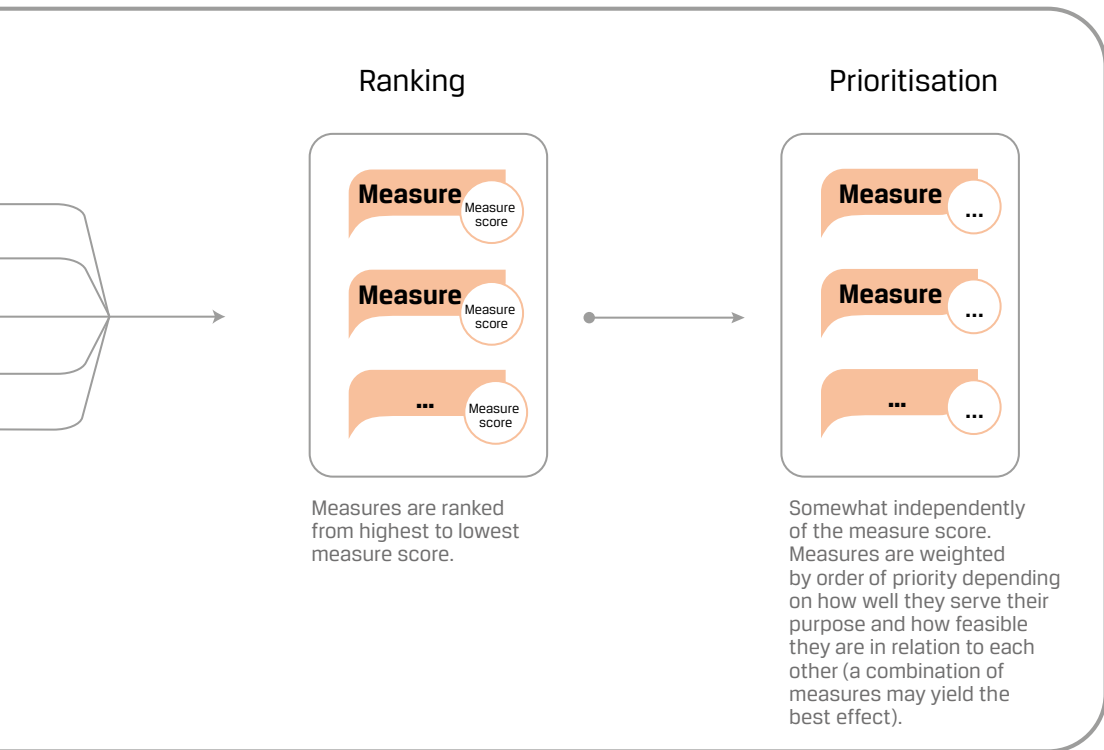
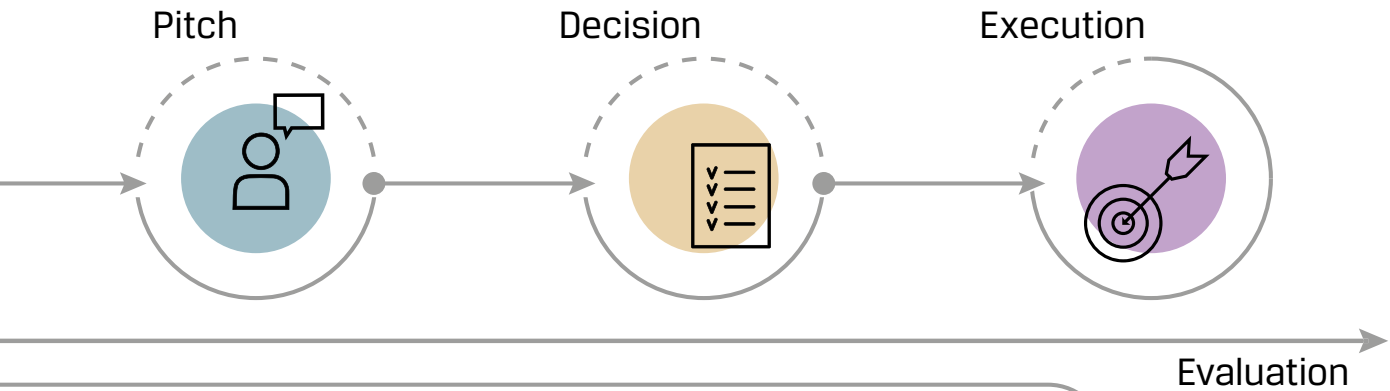


Model operational

The Økokrim model is a knowledge-based prevention process which emphasises and utilises the expertise of the contributing entities. The cross-sector effort is coordinated and information, perspectives and resources shared. In this manner, the combined strength and knowledge can be applied to find the underlying causes of crime and develop robust strategies to mitigate vulnerabilities.

The Økokrim model is based on existing prevention theory and addresses potential risks and causes of crime before the crime is committed. The model is intended to be a proactive tool which translates knowledge of vulnerabilities into targeted prevention measures.





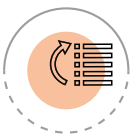
Økokrim's prevention process



Think tank

The think tank is a brainstorming session where Økokrim invites experts and problem owners to discuss issues and vulnerabilities which facilitate crime. The vulnerability or problem may have been identified through intelligence efforts or by a cooperating entity.

The think tank will facilitate an open dialogue and sharing of insights, and participants are encouraged to think freely, unhindered by potential obstacles. Different perspectives and experiences will be discussed, helping to foster a broad understanding of measures which might remove the vulnerability.



Weighting of measures

The measures proposed in the think tank will be weighted against each other. Each proposed measure will be assessed against the SMART targets to determine whether the measure is specific, measurable, acceptable, realistic, and can be limited in time. Økokrim also has a ranking system from 1-6 which is used to assess the measures against the different SMART targets.

Specific: Measures should be precise, clear, and specific.

Measurable: The effect of measures should be measured so that future activities can be adapted and the desired goals more easily achieved.

Acceptable: Measures should be assessed against any ethical or legal issues. Measures and their effect should be assessed against the greater good.

Realistic: Measures should be feasible. The tools, technology, and resources necessary to implement a measure should be available prior to implementation.

Limited in time: The implementation of measures should have an end-date for reasons of resource management.

This systematic approach will ensure that prioritised measures are fit for purpose, feasible, and can be pitched to relevant decision-makers. It will often be clear that various measures are directly interdependent: Even if a measure achieves a low score, it may be productive in combination with other measures.



Pitch

The pitch presents the prioritised measures to decision makers. The pitch includes a detailed review of the identified vulnerability or problem, the measures and why they have been prioritized, and implementation proposals.



Decision

In the decision phase, Økokrim's management will consider the measures and whether they have been sufficiently assessed for resource requirements and their expected effect on crime and society in general. The decision makers will decide which of the proposed measures to implement, resource allocation, and whether any changes should be made to the implementation plan. The management's decision will ensure the necessary support from the organisation, and the resources required for a successful implementation.



Execution

Once a decision has been made, the chosen measures will be executed in line with the final implementation plan, in which resource requirements and responsibilities have been specified. At Økokrim, a preventive measures coordinator will serve as project manager and be responsible for execution and goal attainment.

Communication and coordination between the cooperating actors are key to the successful execution of the measures, and continuous evaluation throughout the execution process will ensure that the project stays on track and that any deviations are immediately addressed.

*The Økokrim model can easily be adjusted
to local conditions for application in a
wide range of contexts.*





Evaluation

Økokrim has initiated a process to develop an evaluation method for preventive measures. The goal is to develop a user-friendly evaluation form, structured along the lines of the SMART targets, to ensure that the weighting and prioritisation of measures are reflected in the evaluation.

The evaluation form is based on available knowledge from before and after the implementation, thereby facilitating an analysis of the situation throughout the prevention process. This requires a conscious approach to evaluation from the very beginning of the process.

The purpose of the evaluation is twofold: It will determine whether the prevention process helped prioritise effective preventive measures, and whether the preventive measures had the desired mitigating effect on the vulnerabilities.

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