

## 71st INTERPOL General Assembly

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Presentation

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### Law Enforcement in the Third Millennium

#### Introduction

Good morning, ladies and gentlemen.

It is a great pleasure to be here with you in Cameroon at this 71st General Assembly Session of INTERPOL. I regret that I was not able to join you last year in Budapest.

I am immensely proud of what INTERPOL has accomplished since then, including the planned roll-out of an upgraded communications system and enhancing support to member states.

I was also reminded of the invaluable role of INTERPOL in response to the tragic events of September 11th. The round-the-clock command centre is a perfect example of how very much we need a cohesive world-wide law enforcement organization, in times of peace and in times of crisis. The world recently joined together in a collective remembrance of that horrific day - what the media has referred to as a turning point...the day "the world changed forever".

Although many in this room were not directly implicated in the events of September 11, they have acted as a catalyst for the police community world-wide. Together, we face a unique environment characterized by the forces of terrorism, globalization, technologicalization.

I have come to believe that we are ready to work together - that in face, we now know we have no choice but to do so. The question for many of us is how.

I am inspired by the fact that much of our success to date, has come about as a result of better integration between our partners in security, intelligence and law enforcement communities around the world.

There is no doubt we have come a long way...but we still have a long road to travel.

While I have been reflecting on our accomplishments and taking pride in our willingness and ability to work together, I have also been devoting a great deal of thought to the challenges that lie ahead.

Truth be told, we have not attained yet the sustained level of integration that is necessary for the international law enforcement community, to deal with the realities of policing in the 3rd Millennium.

I would like to talk to you about my vision of integration, and what I perceive to be our roadblocks in getting there.

I would also like to offer my opinion on how we can collectively address these challenges, because I believe INTERPOL is one of the key facilitators to making this vision a reality.

I hope some of these ideas will spark some interesting debate as you head into your panel discussions today and for the remainder of the assembly.

### **The Need For Integration Has Never Been Greater**

As I mentioned before, September 11th provides a defining example of the new world environment.

More than any event before or since, it proved that a collaborative approach is the only way to detect, deter and destabilize global criminal entities.

Even before September 11th, the international law enforcement community was being driven towards more and better collaboration by globalization and the new face of transnational crime.

We continue to face threats we are all too familiar with, like organized crime and drug trafficking.

We are also entering a new frontier in law enforcement that is cause for each and every one of us to rethink how we do our jobs on a local, national and international level.

Increasingly situations that happen in one part of the world are having far-reaching ramifications in other areas.

Besides the obvious threat of terrorist activity, we are dealing with pressures resulting from changing demographics, an unsettled global economy, and conflicts in the world political arena.

These pressures affect all of us in some way, shape or form.

As we all know, the small-time drug dealer you just arrested in your community could have links to a terrorist group half-way around the world.

In our sector, globalization means that more and more, the problems in one country could have roots or resolution in another.

It reinforces the need for all of us to work together locally, nationally and internationally to properly address common issues with a unified approach.

### **The Fundamentals of Integrated Policing**

This integrated approach is something I have been advocating some time now.

I have a vision of sustained integration in the security, intelligence and law enforcement communities...

...where intelligence flows freely at all levels, within and between our organizations...

...where our systems are interoperable, enabling real-time communications across organizations, across borders, and across continents...

...where our service delivery is seamless, and we have eliminated duplication, fragmentation and turf wars...

...where we take advantage of economies of scale that maximize the utility of our individual and collective resources...

...and where our strategic priorities are shared, our resources are devoted towards achieving common goals, and our actions are based on the highest standards of transparency and accountability.

In the past years, we have seen some excellent ad-hoc, tactical examples of integrated policing at its finest, where organizations from different countries, with different mandates and different ways of doing business have worked together towards a common goal.

For example, I was very proud at how we saw integrated policing in action at the G8, held in Canada this June.

We brought policing, military operations, communications and community relations efforts together in Canada and across borders to host the one of the most successful summits in terms of policing and security.

However we cannot be content with stand-alone, ad-hoc initiatives as proof that we can work together.

We cannot allow pride in these very real achievement lead to complacency.

If I can use an analogy, I think we have established some good roots for integrated policing.

We should not be content until the vision and principles of integrated policing grow and spread throughout each and every security, law enforcement and intelligence agency in the world.

I would like to see its tendrils reaching far beyond our traditional partners to include organizations like this one, as well as non-governmental organizations and the academic community, to name but a few.

Not only is this necessary for the future of law enforcement organizations - the citizens of the world expect and deserve nothing but the best from us, to ensure they are safe in their homes and their communities.

## **The Challenges to Achieving True Integration**

As I said earlier, I believe that we are ready as a community of law enforcement organizations, to work together.

I believe the leap of faith has been made - a commitment to working across jurisdictions towards shared goals.

But as always, as we say in English, the devil is in the details.

It is rarely a disagreement with the big idea , the over-arching objective, that foils success.

Rather, it is in the implementation, the figuring out how we are going to act, in practical day to day reality, that threatens our capacity to achieve real change.

It can be too easy to think we have done enough by agreeing to the concept at hand, listening to the speech, feeling inspired.

How can we move closer to real change?

I think the first thing we have to do is look squarely at the barriers to change, in order to consider how to move past them.

From my perspective, I see five key challenges to true integration.

I hope that by offering these up for your consideration, we can use this forum to work together towards some concrete solutions.

The first challenge is that **we don't have an overarching framework to focus our efforts**. (What is framework? Not clear - a set of principles? Accord? INTERPOL?)

We need a clearly identified path that will take us from ad-hoc integration to sustained collaboration among all our organizations.

As a result, we have not seen the same degree of integration at the highest levels of our respective organizations as we have at the tactical levels, where reliance on our partners could truly be a matter of life or death.

My questions to you are then:

How do we develop this framework? What form should it take?

How can we get from where we are today, where we ask "why collaborate?", to a place where we instead ask "who do we need to work with?"

A second challenge is the **lack of interoperability** among our organizations.

If we were entirely integrated, intelligence would flow freely among domestic and international partners...as well as to our front-line officers who are responsible for the day-to-day safety and security of our citizens.

Front-line officers are one of our most valuable resources in gathering intelligence about what is going on in our communities that might affect national or global security.

They are a vital link in our collective efforts to combat threats against citizens and communities.

This leads me to ask:

How do we encourage the free flow of intelligence between us?

How do we ensure effective analysis to create intelligence, and the proper processes to disseminate it?

And how do we do this without compromising national security, or the rights of our citizens?

I am excited about the efforts INTERPOL is undertaking in this regard.

I am particularly inspired by the initiative to develop a modern communications system for our 179 member states, which is being tested at this Assembly.

This is an excellent example of how we can and should pool our collective ideas and resources to tackle the challenge of interoperability, and work towards better integration.

We can't consider the question of interoperability without dealing with a third challenge: that **our human, technological, and infrastructure-related resources do not match our current and future needs.**

Last June at the inaugural conference of the Canadian Centre of Intelligence and Security Studies, John Gannon, an American expert in security and intelligence issues, identified a need for increased investment in a number of key areas: technology, recruiting and developing the right skills set, and maximizing outside knowledge and expertise.

I strongly agree with Mr. Gannon's analysis, but would add that we also need to be more strategic in the way we use the resources we have.

So I put the following questions to you for consideration:

How do we ensure that we are getting maximum the use of our resources?

What can we do to minimize overlap and duplication?

How do we increase our ability to leverage the knowledge and expertise sitting in this room? In our respective forces? With the partners we work with in the non-governmental community?

A fourth challenge is the **culture of our law enforcement and intelligence institutions.**

This is an international audience.

We each face our own unique domestic issues.

Each and every one of us is built to deal with a different type of threat.

It follows, then, that we tend to be fragmented in our views.

However, the changing nature of crime and terrorism which I spoke of earlier is demanding that we approach things with greater coverage, as well as speed and flexibility.

Police culture is unique. I have come to believe that we face a fascination conundrum related to this unique culture: by our very existence we are wedded to the concept of compliance.

We are mandated to enforce societal compliance with the law.

We are structured internally to foster compliance - our organizations are hierarchical, and orderly.

Yet, to really succeed, we need to bring vision, passion and energy into our sector - qualities that challenge the very essence of compliance.

I think culture takes a long time to transform.

What can we do to kick-start the process, and overcome the cultural barriers in the shorter term?

What aspects of our culture and institutions can be leveraged to achieve the short and longer term changes we are seeking?

The final challenge that I will raise involves **the public**.

A pre-eminent Canadian expert in security and intelligence issues, Martin Rudner, says that building **public confidence and understanding** about security and intelligence matters in this new environment is a prerequisite for our success.

A recent report from the Centre for Strategic and International Studies in the US said the same thing, recommending enhanced public education to inform citizens about the threats to their security and what they, as individuals, can do to enhance their safety.

I absolutely concur.

In our culture that is traditionally secretive, public involvement is a major challenge for all of us.

It is necessary in this new global environment.

How do we keep citizens informed without compromising national security, or the rights of our citizens?

Are attitudes about the secrecy of intelligence outdated?

How do we decide who needs to know what and when?

I have put before you what I think are five major challenges: developing a framework, enhancing our interoperability, increasing our investment in key resources, transforming our culture, and engaging our citizens.

As we think through the questions I have just posed, and the many others that will emerge, I think we will be able to move closer to operationalizing our shared goals.

## **Where Do We Go From Here?**

What are the next steps?

Well, here in Cameroon, we have the top law enforcement officials from the 179 member states who comprise INTERPOL in one place for four days of meetings, panel discussions and plenary sessions.

Taking advantage of opportunities like this one to talk about the challenges to integrated policing is an important first step to figuring out how we can achieve our vision, and thereby ensure the collective safety and well-being of our citizens.

This forum has the potential to be the facilitator that can make integrated policing a reality.

If I can use another analogy, I think we are all singing from the same songbook. We just need to be more in harmony. I see INTERPOL as the conductor who can bring our many voices together.

That is why it is so important that we continue to ensure INTERPOL has a solid resource base. It is the only worldwide police organization. As such, it is the only established forum for us to celebrate our achievements and address our common challenges...like integrated policing.

## **Conclusion**

I am honoured to have had this opportunity to speak with you, my colleagues and partners, from around the world, from within law enforcement.

One of my personal goals since becoming Commissioner of the RCMP has been to take the time and effort to learn more about how things are done in other jurisdictions, to share our experience and to help grow a new vision for policing in Canada and elsewhere.

I thank you for allowing me to share some of that vision here today. Every time I give a speech, I learn something new.

The discipline of putting my thoughts in order and thinking through new ideas inspires me and makes me both proud and humble.

I am humbled by the knowledge of how much work I have to do, we have to do, to bring these new ways into reality.

I am proud, proud to serve my country. Proud of the men and the women of the RCMP, of the more than 400 police forces in Canada, our unique partnerships with the provincial police forces, the US and international law enforcement agencies. I am proud to be part of something bigger than any of us.

I want to challenge each and every one of you to pursue the "big picture", whatever that may be in your country, in your law enforcement community.

When we step outside our day to day lives, spend time together, learning and growing, each of us is enriched and strengthened.

In the end, we will find ourselves, as individuals and leaders, better able to make that extra contribution, to make the difference that we have dedicated our lives to.

Thank you.