

•2211000

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**NPI3 Enhancing AFP PSST Capability**

General Activities

•2211000

- 1 x Band 6 Project Manager to manage PS Initiatives in Indonesia  
•2211000

**NPI4 Enhanced INP Technical & Surveillance Capability**

General Activities

•2211000

NPI	Deliverable	2009-10	2010-11	2011-12	2012-13	Notes to Deliverables
	Staffing - 10 FTE	1,007,633	1,351,270	1,360,097	1,369,012	Staffing - 10 FTEs: - 2 x Financial Investigations Specialists - 3 x Computer Forensics Specialists - 2 x Surveillance Specialists - 3 x Technical Capability Specialists
	On-costs	192,017	256,238	256,497	256,757	
	Operate Support	53,379	71,172	71,172	71,172	
	Depreciation	473,333	473,333	473,333	473,333	
	Capital Maintenance	85,000	85,000	85,000	85,000	
	Indevation	1,700,000	10,239	22,724	35,200	
	Rent Capital	105,000				
	Fleet					
	Specific Activities					
	HTCO					
	Establish Two Physical Surveillance teams in POLRI HQ	36,806	36,806	36,806	36,806	
	Administered	525,800				
	Provide Technical Surveillance Capability	62,650	62,650	62,650	62,650	
	Operating	895,000				
	Administered					
	Enhance Connectivity between Sub-Provincial Police & POLRI HQ	100,000	100,000	100,000	100,000	
	Administered	203,000				
	Establish People Smuggling Analysis team in POLRI HQ (includes Indevation)	32,000	12,252	12,497	12,747	
	Administered					
	Develop Competency of POLRI through JCLEC	429,000	399,000	399,000	399,000	
	Operating					
	Delivery of 6 Technical Operations Centre in POLRI HQ (includes Indevation)		439,030	156,213	159,337	
	Administered					
	Provide Technical Surveillance Equipment (includes Indevation)		13,500	13,500	13,500	
	Operating		306,300			
	Administered					
	Building POLDA Surveillance Units in Priority Provinces (includes Indevation)			12,500	12,500	
	Operating			260,355		
	Administered					
	Specific Activities					
	in country operations - INP	391,650		277,800		
	Operating					
	Funding of Foreign Linguists in Indonesia for INP	400,000		400,000		
	Operating					
	Provide Funding to INP to Enhance Telecommunications Monitoring Facility	623,500		208,500		
	Operating					

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NPI 5 Enhancing AFP and Regional capability to combat People Smuggling 220240

NPI	Deliverable	2008-10	2010-11	2011-12	2012-13	Notes to Deliverables
	Expand Computer Based Training Facilities in Indonesia	760,000	280,000			

**NPI 6 Advancing Regional Law Enforcement Capability (\$22,548,000 over one year)**

				\$ 221,000(0)	
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**Specific Activities**  
**Marine** Administered 7,144,000 Underpins the rapid acquisition of marine vessels to support Indonesian National Police (INP) operational action against people smuggling.

**Indonesian HTCO - CFT Capability** Administered 4,878,000 Enhance the INP computer forensic and cyber investigative capability to investigate people smuggling.

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**Indonesian Police** 1,250,000  
 operate equipment, surveillance equipment, computers, communications equipment

**NPI 7 Regional Capability to Combat People Smuggling**

				\$ 221,000(0)	
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**Royal Malaysian Police (RMP) and INP assistance to** Administered 600,000 1,400,000  
 continue activities to combat people smuggling

\$ 221,000(0)

s 22(1)(a)(ii)

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s 22(1)(a)(ii)

**NPI 4 Enhanced INP Technical & Surveillance Capability - PS 220230**

General Activities

Staffing - 10 FTE	Operating	1,007,933	1,351,270	1,360,097	1,369,012
On-costs	Operating	192,017	256,238	256,497	256,757



Corporate Support	Operating	53,379	71,172	71,172	71,172
Depreciation	Operating	473,333	473,333	473,333	473,333
Capital Maintenance	Operating	85,000	85,000	85,000	85,000
Indexation	Operating	-	10,239	22,724	35,200
Other Capital	Capital	1,700,000			
Fitout	Capital	105,000			

**Specific Activities**

**HTCO**

Establish Two Physical Surveillance teams in POLRI HQ	Operating	36,806	36,806	36,806	36,806
	Administered	525,800			
Provide Technical Surveillance Capability	Operating	62,650	62,650	62,650	62,650
	Administered	895,000			
Enhance Connectivity between Sub-Provincial Police & POLRI HQ	Operating	100,000	100,000	100,000	100,000
	Administered	203,000			
Establish People Smuggling Analysis team in POLRI HQ (includes Indexation)	Administered	32,000	12,252	12,497	12,747
Develop Competency of POLRI through JCLEC	Operating	429,000	399,000	399,000	399,000
Delivery of a Technical Operations Centre in POLRI HQ (includes Indexation)	Operating				
	Administered		439,030	156,213	159,337
Provide Technical Surveillance Equipment (includes Indexation)	Operating		13,500	13,500	13,500
	Administered		306,300	-	-
Building POLDA Surveillance Units in Priority Provinces (includes Indexation)	Operating			12,500	12,500
	Administered			260,355	-

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s 22(1)(a)(ii)

**NPI 5 Enhancing AFP and Regional capability to combat People Smuggling 220240**

s 22(1)(a)(ii)

**Specific Activities**

In country operations - INP	Operating	391,650	277,800		
Funding of Foreign Linquists in Indonesia for INP	Operating	400,000	400,000		

s 22(1)(a)(ii)

s 22(1)(a)(ii)

Provide Funding to INP to Enhance Telecommunications Monitoring Facility	Operating	623,500	208,500
Expand Computer Based Training Facilities in Indonesia	Operating	780,000	260,000

s 22(1)(a)(ii)

**NPI 6 Advancing Regional Law Enforcement Capability (\$22,547,839 over one year)**

s 22(1)(a)(ii)

Specific Activities

Marine	Administered	7,144,000
Indonesian HTCO + CFT Capability	Administered	4,878,000

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s 22(1)(a)(ii)

<u>Indonesian Police</u> operational equipment, surveillance equipment, computers, communications equipment	Administered	1,250,000
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s 22(1)(a)(ii)

People Smuggling New Policy Initiatives

NPI	Deliverable	Funding	2010-11	2011-12	2012-13	Notes to Deliverables
<b>NPI 4</b>	<b>Enhanced INP Technical &amp; Surveillance Capability</b>					
	<b>Specific Activities</b>					
	<b>HTCO</b>					
	Delivery of a Technical Operations Centre in POLRI HQ (includes Indexation)	Operating	439,030	156,213	159,337	
	Provide Technical Surveillance Equipment (includes Indexation)	Operating Administered	13,500 306,300	13,500	13,500	
	Building POLDA Surveillance Units in Priority Provinces (includes Indexation)	Operating Administered	-	12,500 260,355	12,500	
	<b>TOTAL</b>	<b>Administered</b>	<b>745,330</b>	<b>416,568</b>	<b>159,337</b>	

**NPI 6 Advancing Regional Law Enforcement Capability (\$22,548,000 over one year)**

	<b>Specific Activities</b>					
	<b>Marine</b>					
	Administered		7,144,000			Undertake the rapid acquisition of marine vessels to support Indonesian National Police (INP) operational action against people smuggling.
	Indonesian HTCO + CFT Capability	Administered	4,878,000			Enhance the INP computer forensic and cyber investigative capability to investigate people smuggling.

Indonesian Police operational equipment, surveillance equipment, computers, communications equipment

1,250,000

s 22(1)(a)(ff)

s 22(1)(a)(ff)

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s 22(1)(a)(ii)

s 22(1)(a)(ii)

Royal Malaysian Police and INP assistance to continue activities to combat PS

600,000 600,000

s 22(1)(a)(ii)

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<b>Establish Two Physical Surveillance teams in POLRI HQ</b>	36,806	36,806	36,806	36,806
- Maintenance	525,800			
<b>Provide Technical Surveillance Capability</b>	62,650	62,650	62,650	62,650
- Maintenance	895,000			
<b>Enhance Connectivity between Sub-Provincial Police &amp; POLRI HQ</b>				
- Enhance & Support communications/e-mail between Sub-Provincial Police and	100,000	100,000	100,000	100,000
	203,000			
<b>Establish People Smuggling Analysis team in POLRI HQ</b>				
	32,000	12,000	12,000	12,000
<b>Develop Competency of POLRI through JCLEC</b>	429,000	399,000	399,000	399,000
<b>Delivery of a Technical Operations Centre in POLRI HQ</b>		430,000	150,000	150,000
<b>Provide Technical Surveillance Equipment</b>		13,500	13,500	13,500
- Maintenance of equipment		300,000		
<b>Building POLDA Surveillance Units in Priority Provinces</b>		12,500		12,500
- Maintenance of Equipment		250,000		
<b>Forensic &amp; Data Centres</b>				

§ 22(1)(a)(i)

<b>Establish Two Physical Surveillance teams in POLRI HQ</b>		140,000		
		35,800		
§ 37(2)(b), § 33a(i)		50,000		
		300,000		
<b>Provide Technical Surveillance Capability</b>				
		800,000		
§ 37(2)(b), § 33a(i)		40,000		
		55,000		
		250,000		
<b>Provide Technical Surveillance Equipment</b>				
		100,000		
§ 37(2)(b), § 33a(i)		150,000		
		50,000		
<b>Building POLDA Surveillance Units in Priority Provinces</b>				
§ 37(2)(b), § 33a(i)			250,000	

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Project Name	Project Summary	Project Status	Outcome	Post (Region)	Deliverable	Total Budget	Project Budget
Marine	Undertake the rapid acquisition of marine vessels to support Indonesian National Police (INP) operational action against people smuggling.	s 33(b)(ii)	Approved by NMCO	Jakarta	Marine	\$7,144,000	\$7,144,000
Indonesian HTCO + CFT Capability	Enhance the INP computer forensic and cyber investigative capability to investigate people smuggling.	s 33(b)(ii)	Approved by NMCO	Jakarta	HTCO & CFT	\$4,878,000	\$4,878,000

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s 22(1)(e)(ii)



§ 22f(1)(b)(ii)

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\$46,192

Indonesia

Approved by NMCO

Operational Equipment

To provide the INP with a best practice facial analysis capability - the ability to generate images of suspects from witness descriptions, in particular directed at developing images of transnational crime including people smuggling and terrorism.

To provide the INP with a best practice facial analysis capability - the ability to generate images of suspects from witness descriptions, in particular directed at developing images of transnational crime including people smuggling and terrorism.

\$200,000

Indonesia

Approved

Operational Equipment

This covers PS Investigations Training and direct cost to AFP in support of IOM.

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§ 22f(1)(b)(ii)



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**NPI 4 Enhanced INP Technical & Surveillance Capability - PS 220230**

General Activities

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On-costs	Operating	192,017	256,238	256,497	256,757

Corporate Support	Operating	53,379	71,172	71,172	71,172
Depreciation	Operating	473,333	473,333	473,333	473,333
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Fitout	Capital	105,000			

**Specific Activities**

**HTCO**

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	Administered	525,800			
Provide Technical Surveillance Capability	Operating	62,650	62,650	62,650	62,650
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Establish People Smuggling Analysis team in POLRI HQ (includes Indexation)	Administered	32,000	12,252	12,497	12,747
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	Administered			260,355	-

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**NPI 5 Enhancing AFP and Regional capability to combat People Smuggling 220240**

s 22(1)(a)(ii)

**Specific Activities**

In country operations - INP	Operating	391,650	277,800		
Funding of Foreign Linquists in Indonesia for INP	Operating	400,000	400,000		

s 22(1)(a)(ii)

s 22(1)(a)(ii)

Provide Funding to INP to Enhance Telecommunications Monitoring Facility	Operating	623,500	208,500
Expand Computer Based Training Facilities in Indonesia	Operating	780,000	260,000

s 22(1)(a)(ii)

**NPI 6 Advancing Regional Law Enforcement Capability (\$22,547,839 over one year)**

s 22(1)(a)(ii)

Specific Activities

Marine	Administered	7,144,000
Indonesian HTCO + CFT Capability	Administered	4,878,000

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s 22(1)(a)(ii)

<u>Indonesian Police</u> operational equipment, surveillance equipment, computers, communications equipment	Administered	1,250,000
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s 22(1)(a)(ii)

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# NPI Measure Implementation Plan

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**Developing Australia's Approach to  
People Smuggling**

**PS NPI 1**

Version Control: 2.0  
Date: 06/09/2012

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*The purpose of this document is to provide the guideline for how the NPI Measure will be initiated and delivered utilising PRINCE2 methodology and addresses time, cost, scope, and quality performance targets to be achieved.*

## Scope

Provide construction/renovation of nine (9) x SATGASDAs (Transnational Crime Units (TCU)) for 12 teams (which are currently operating from existing regional facilities).

There will be a total of 12 TCUs; prior to this NPI funding the AFP funded and project managed the construction of three TCU's built in Kupang (Polda NTT, Denpasar (Polda Bali), and Lombok (Polda NTB).

The following locations have been identified for SATGASDAs:

1. Polda Banten (Serang)
2. Polda Lampung (Bandar Lampung)
3. Polda East Java (Surabaya)
4. Polda West Java (Bandung)
5. Polda NAD (Banda Aceh)
6. Polda North Sumatra (Medan)
7. Polda Kepri (Batam)
8. Polda South East Sulawesi (Kendari)
9. Mabes Polri (Jakarta)

In addition under this NPI measure the Jakarta Post will work with the INP to identify skills gaps and delivery targeted transnational crime training programs.

## Deliverables and Benefits

Deliverables	Benefits
Construction/renovation of nine (9) x SATGASDAs TCUs	<p style="text-align: center;">s 47E(d)</p> <ul style="list-style-type: none"> <li>○ To enhance Indonesian law enforcement ability to investigate and disrupt people smuggling activities.</li> </ul>
Delivery of transnational crime training programs to INP	<p style="text-align: center;">s 47E(d)</p> <ul style="list-style-type: none"> <li>○ To enhance Indonesian law enforcement ability to investigate and disrupt people smuggling activities.</li> </ul>



## Constraints

- Timeframe for delivering capability and capacity building activities under this measure in and around operational priorities and investigations.
- Resources in-country to support the delivery of the measure.
- Time zones for communication and information exchange with key stakeholders.

## Assumptions

- The AFP Executive will continue to support programmed implantation phases for this NPI.
- That the RLEA will be in support and continue to work with the AFP to establish and maintain the additional TCUs.
- The outcome of successfully delivering this NPI will be greater success in prevention, detection, investigation and protection of whole-of-government strategy to combat people smuggling.

## Beneficiaries

Beneficiaries of this NPI are described below:

Beneficiary	Benefit	
	Direct	Indirect
Nominated law enforcement partners (domestic & international)	<ul style="list-style-type: none"> <li>○ Increased operational focus</li> <li>○ Enhanced capacity to investigate and disrupt criminal syndicates involved in people smuggling ventures.</li> <li>○ Development of information exchange and joint investigation policies.</li> </ul>	<ul style="list-style-type: none"> <li>○ Strengthened regional law enforcement relationships.</li> <li>○ Increased capacity throughout the region.</li> </ul>
Australian community	<ul style="list-style-type: none"> <li>○ Productive working relationships at IDC level actively implementing all aspects of the whole-of-government strategy to combat people smuggling in Australia.</li> <li>○ Successful investigations leading to prosecution and conviction result in improved community confidence.</li> <li>○ Increased confidence in Australia's border security arrangements.</li> </ul>	<ul style="list-style-type: none"> <li>○ Increased social benefits for the Australian Community for a more secure nation.</li> <li>○ Improved Media to communicate positive messages to the Australian Community leading to better cooperation and communication with all communities impacted by people smuggling.</li> </ul>
Australian Government	<ul style="list-style-type: none"> <li>○ Strengthened law enforcement relationships with International countries.</li> <li>○ Disruption of people smuggling activity</li> <li>○ Reduces offshore processing costs of unauthorised arrivals</li> <li>○ Robust border security to prevent quarantine and security threats from impacting on Australia.</li> </ul>	<ul style="list-style-type: none"> <li>○ Community confidence upheld.</li> <li>○ Improved relationships with foreign governments and stakeholder.</li> <li>○ Demonstrated commitment and success.</li> </ul>
Australian Federal Police	<ul style="list-style-type: none"> <li>○ s 47E(d)</li> <li>○ Development and implementation of specialist investigative capability to investigate people smuggling offences.</li> </ul>	<ul style="list-style-type: none"> <li>○ Strengthened relationships with regional law enforcement agencies.</li> </ul>

## Budget

	2009/10	2010/11	2011/12	2012/13	TOTAL
<b>Budget Allocation</b>	<b>\$1.3M</b>	<b>\$1.0M</b>	<b>\$0.9M</b>	<b>\$0.9M</b>	<b>\$4.1M</b>

<b>By Deliverable:</b>	<b>Budget: (AUD \$)</b>
Construction/renovation of nine (9) SATGASDAs (TCUs)	\$4.1M
<b>TOTAL PROJECT</b>	<b>\$4.1M</b>
<b>SPENT as at 30/6/2012</b>	<b>\$3.2M</b>

## Schedule Management

### Milestones

<b>Deliverable/Key Activity</b>	<b>Completion Date Due</b>
Program Sponsor approves Implementation Plan	July 2009
Annual development and approval of Project PIDs	Yr 1 Projects: August 2009 Yr 2 Projects: June 2010 Yr 3 Projects: June 2011 Yr 4 Projects: June 2012
Highlight Reporting (Ongoing)	Monthly for the life of the NPI Project/s
Procurement/Tendering of Trade Packages for SATGASDAs' Construction	Progressively throughout September 2009 to February 2012
Construction/Refurbishment of SATGASDAs	Progressively from February 2012 onwards
End User Acceptance of SATGASDAs	Progressively from December 2011 onwards
Formal Opening/Gifting Ceremony of SATGASDAs	Progressively from December 2011 onwards
Delivery of Transnational Crime Training Package	In 2009/10 – time to be agreed with INP
Input into future NPP Development	August 2012 to February 2013
Finalise Lessons Learnt Log	April 2013
Project Closure Reporting	June 2013

## Status

Two (2) x staff in Indonesia have conducted extensive training courses in PS and contributed significantly to law enforcement cooperation.

The current statuses of construction/renovation of the nine SATGASDAs are:

- o Polda Banten (Serang) – complete and officially opened
- o Polda Lampung (Bandar Lampung) – complete and officially opened
- o Polda East Java (Surabaya) – complete and officially opened
- o Polda West Java (Bandung) – complete and awaiting official opening
- o Polda NAD (Banda Aceh) – complete and awaiting official opening
- o Polda North Sumatra (Medan) – complete and awaiting official opening
- o Polda Kepri (Batam) – construction completed, final payments to be made before official opening planning can commence
- o Polda South East Sulawesi (Kendari) – complete and awaiting official opening
- o Mabes Polri (Jakarta) – refurbishment complete and awaiting official opening

## Governance

### Roles and Responsibilities

Stakeholder: (Name and Title)	Role:	Responsibility:
Ramzi Jabbour NMCO  s 22(1)(a)(ii)	Program Sponsor (Executive)	<ul style="list-style-type: none"> <li>• Approves the commencement of each project under the approved program in support of corporate and/or operational objectives.</li> <li>• Provides financial delegation over the program and its approved projects.</li> <li>• May be responsible for appointing a project manager if one isn't easily identified.</li> </ul>
s 22(1)(a)(ii) PO NPI Program	NPI Program Manager (Corporate or program management)	<ul style="list-style-type: none"> <li>• Provide information to the project team as defined by the Communication Management Strategy.</li> <li>• Supports the project team in completing reporting, procurement and financial activities linked to project delivery.</li> <li>• Strategic planning and financial analysis.</li> <li>• Risk mitigation.</li> <li>• Corporate reporting and advisory services.</li> </ul>
Indonesia National Police (INP)	Client/End User (Senior User)	<ul style="list-style-type: none"> <li>• Provides minimum user requirements and expectations the project must meet.</li> <li>• Accepts and is responsible for the project once completed.</li> </ul>
Various	Supplier/s (Senior Supplier/s)	<ul style="list-style-type: none"> <li>• Main supplier of goods and/or services.</li> </ul>



Senior Liaison Officers (SLOs)	Project Manager/Project Team Leader (Project Manager)	<ul style="list-style-type: none"> <li>• Management of day-to-day project activities.</li> <li>• Reports to Project Sponsor via the NPI Program Manager.</li> <li>• Manages the expectations of the Client.</li> <li>• Monitors time, cost and quality.</li> <li>• Risk management.</li> <li>• Ensures compliance with Commonwealth Procurement Instructions and FMA Act.</li> </ul>
PS Liaison Officers and Project Officer at Post	Project Support (Project Administration)	<ul style="list-style-type: none"> <li>• Coordinates and manages information including emails and document storage.</li> <li>• Responsible for the administration of financial processes including procurement and invoices.</li> <li>• General administrative support.</li> </ul>

## Communication Strategy

### Formal

Monthly highlight and exception reports undertaken plus a Project closure report (with lessons learnt) at completion of project.

### Informal

Post to undertake regular engagement with the INP. Project sponsor also undertakes visits to Indonesia to meet with delegates within INP.

Post is responsible for maintaining regular informal communications with the construction contractor and sub-contractors and for the timely elevation of issues to the CP Executive.

### Consultation with Key Stakeholders

Extensive consultation with INP and additionally sub-provincial police located at AFP Posts in Colombo and Bali, to support improved communication and international cooperation with source countries in detecting and investigating people smuggling ventures.

Consultation and ongoing communication with the following key stakeholders will occur: Department of Immigration and Citizenship (DIAC), Border Protection Command (BPC), Attorney Generals Departments (AGD), Department of Foreign Affairs and Trade (DFAT) and Commonwealth Department of Public Prosecution (CDPP).

## Quality Assurance

### Change Management

A project falls into 'exception' if the project deviates from the approved PID (doesn't stick to the project plan). If this occurs action needs to be taken to stop the change occurring OR the change needs to be approved.

To have a change approved, instead of resubmitting a revised PID, a 'Change Request Form' is submitted.

Post is required to keep a record of all Change Requests completed during the life of the project. It is recommended that a Change Request Schedule (excel spreadsheet) be maintained.

All approved changes form part of the PID (i.e. the approved project plan).

## Reporting Requirements

### Highlight Reports:

Post is required to provide one Highlight Report per month (due 10th business day each month) to NPI Program Team.

### Exception Reports:

If any element of a project falls into exception, (i.e. delays or expected budget overruns) an Exception Report must be submitted. Exception Reports should be submitted as soon as practical to enable mitigation to occur.

### Financial Reports:

Post is responsible for management of expenditure against each project. Crime Program Finance Team/NPI Program will review SAP expenditure against Highlight Report information.

### Project Closure Reports:

Project closure reports are to be completed at the end of the project. The end of a project may be once all deliverables have been accepted by the End User or after a project has been prematurely terminated.

NPI Program to report up to NPI Delegate on a monthly basis identifying any issues/pressure points following the review of highlight and exception reports.

(Template reports are available from the NPI Program Management Team.)

## Managing Expectations

Early consultation is required with RLEA to scope requirements and limitations to project deliverables.

It is important for exclusions to be identified and communicated.

The Project Team to develop, in consultation with RLEA, acceptance testing criteria. Posts to engage with INP to discuss progress/issues of the construction periodically to ensure the expectations of the RLEA are consistent with the deliverables they will be receiving at the conclusion of the project.

Upon completion and handover of project deliverables the acceptance testing criteria is required to be confirmed as completed and the RLEA 'accepts' the project as successfully completed. A record of this acceptance should be maintained (i.e. handover certificates).

## Lessons Learnt

Any lessons learnt are captured in the Project 'Lessons Learnt' log and are considered in future budget preparation or project planning.

It is the responsibility of the individual Project Team to maintain and report lessons learnt.

## Evaluating Success

Project 'success' is measured by comparing what was planned to be delivered, as per the approved PID and any approved Change Requests, against the actual project outcomes.

Output/Activity	Success Criterion
Implementation Plan	<ul style="list-style-type: none"> <li>o Accurately reflects project activity and outcomes.</li> <li>o Provides the basis for high level project management.</li> </ul>
Project Management	<ul style="list-style-type: none"> <li>o Project delivered on time, on budget, and to the required quality.</li> <li>o All risks identified and treated.</li> <li>o Ongoing consultation with all relevant stakeholders</li> </ul>
In-principle agreement from selected regional law enforcement agencies to proceed	<ul style="list-style-type: none"> <li>o Relevant law enforcement agencies within target countries motivated to proceed.</li> </ul>
Monitoring of emerging risks	<ul style="list-style-type: none"> <li>o No surprises or potential hazards.</li> </ul>
People Smuggling Liaison	<ul style="list-style-type: none"> <li>o Improved comprehensive and coordinated response to people smuggling in the selected regions.</li> <li>o Enhances information sharing.</li> </ul>
Ongoing consultation with all stakeholders	<ul style="list-style-type: none"> <li>o High level of interaction between stakeholders.</li> </ul>
Conduct of training at selected sites	<ul style="list-style-type: none"> <li>o Analysis of conduct / product.</li> </ul>
Disruption of people smuggling activities	<ul style="list-style-type: none"> <li>o Increase in effectiveness of disruption activities.</li> </ul>
Project review	<ul style="list-style-type: none"> <li>o Recommendations adopted.</li> <li>o Outputs monitored efficiently</li> <li>o Performance measures reviewed and refined if necessary.</li> </ul>

## Risk Management Strategy

Project Team is to identify, assess and control uncertainty surrounding the delivery of projects under this NPI Measure.

Risk management is a continual activity which needs to be performed throughout the life of the project. As risks and issues are identified or change they are to be reported in the monthly highlight and exception reports.

The overall risk rating for this NPI, after treatment, is **LOW**.

The below list are the top risks for this NPI measure:



Risks	Mitigation	Rating
<p>Government Priority</p> <p>Border protection and combating people smuggling is a high priority for the Australian Government as identified in the 'Report of the Expert Panel on Asylum Seekers of August 2012'.</p>	<p>The Australian Federal Police (AFP) will use the Government's political priority to continue to target PS as a way to ensure support for future PS initiatives.</p> <p>An effective and holistic approach will be implemented that continues the results achieved under the terminating measures.</p> <p>The proposal will contribute to the whole-of-government approach to national security through the objectives of the 2012 The Year Ahead and the 2008 National Security Statement.</p>	<p>Medium</p>
<p>Financial</p> <p>Exposure is considered low based on the NPI Measure value of \$4.1M</p>	<p>No mitigation taken at this time.</p>	<p>Low</p>
<p>Stakeholders</p> <p>Stakeholders of this measure are supportive and are likely to remain supportive throughout its implementation and delivery.</p> <p>The Indonesia National Police is the main RLEA stakeholder for this NPI Measure.</p>	<p>Early and ongoing consultation between AFP International Posts and RLEAs.</p> <p>No further mitigation is required at this time.</p>	<p>Low</p>
<p>Other jurisdictions/ Agencies/business areas</p> <p>The main other jurisdictions/Government agencies who may be involved in this measures delivery are AGDs, AusAid (ODA-eligible component), WAPOL, Immigration.</p> <p>These other jurisdictions, agencies and business areas are supportive and will work in tandem to achieve the objectives of this measure.</p>	<p>No mitigation taken at this time.</p>	<p>Low</p>



<p>Benefits</p> <p>The cost of this NPI is low (approx. \$4.1M over 4 financial years) however the potential longer term monetary savings, if successful, are predicted to be a return on investment.</p>	<p>No mitigation taken at this time.</p>	<p>Low</p>
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A detailed risk register is to be maintained for all projects under this NPI Measure. The risk register is to be approved by the Delegate/Program Sponsor and is to be reviewed monthly in line with highlight reporting obligations.

Exceptions reporting is to be completed outside of the monthly highlight reporting schedule where time, cost, scope or quality are effected outside of the approved tolerances or where a significant shift in a risk is identified.

## Delegate/Sponsor Approval

In completing the below the NPI Delegate/Sponsor approves **Version 2.0** of the NPI Measure Implantation Plan.

<b>Approved / Not Approved</b>				
<b>Delegate Name</b>	Ramzi Jabbour	<b>Delegate Title</b>	NMCO	
<b>Delegate Signature</b>		<b>AFP No.</b>	5055	<b>Date</b>
<b>Delegate's Comments:</b>				
<p>FREEDOM OF INFORMATION ACT 1982 (COMMONWEALTH) BY THE AUSTRALIAN FEDERAL POLICE</p>				

Pages 30 through 33 redacted for the following reasons:

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