

# NPI Measure Implementation Plan

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**Enhancing AFP and Regional  
Capability**  
(COMMONWEALTH)  
BY THE AUSTRALIAN FEDERAL POLICE  
**PS NPI 5**

Version Control: 2.0  
Date: 11/09/2012

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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.*

s 22(1)(a)(ii)

### Deliverables and Benefits

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Deliverables	Benefits
<ul style="list-style-type: none"><li>In-Country Operations - Funding for People Smuggling operations to SATGAS and SATGASDA's</li></ul>	<ul style="list-style-type: none"><li>To provide and support capacity building to combat people smuggling.</li><li>To support the operational needs of the INP SATGAS and SATGASDAs to conduct anti-PS operations and to disrupt, investigate and prosecute organised PS crime.</li></ul>
<ul style="list-style-type: none"><li>PS Taskforce Offices Construction/Refurbishment</li></ul>	
<ul style="list-style-type: none"><li>PS Operational Support</li></ul>	
<ul style="list-style-type: none"><li>Expansion of Computer Based Training in Indonesia</li></ul>	

s 33(a)(iii)

### 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.

s 47E(d)

### 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 develop the working relationships here and in Indonesia.
- 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>\$9.5M</b>	<b>\$6.6M</b>	<b>\$0.00M</b>	<b>\$0.00M</b>	<b>\$16.1M</b>

By Deliverable:	Budget: (AUD \$)
	Depart.
In Country Operations	NA
Regional Taskforce Office Construction/Refurbishments	NA
Operational Support	NA
Expansion of Computer Based Training	NA
<b>TOTAL PROJECT</b>	\$16.1m
<b>SPENT TO DATE</b>	\$16.1m

As per the Internal Audit report into People Smuggling dated Dec 2012 it was noted that Departmental expenditure (for both Employee and Supplier) was not being tracked separately and it was not possible to definitively determine expenditure allocations by NPI funding. The Audit report confirmed NPI budget funds to date had been expended.

## Schedule Management

### Milestones

Deliverable/Key Activity	Completion Date Due
Program Sponsor approves Implementation Plan	July 2009
Annual development and approval of Project PIDs	Yr 1 Projects: August 2009 Yr 2 Projects: June 2010
Highlight Reporting (Ongoing)	Monthly for the life of the NPI Project/s
In Country Operations	Ongoing throughout 2009/10 and 2010/11
Regional Taskforce Office Construction/Refurbishments	2009/10
Operational Support	Ongoing throughout 2009/10 and 2010/11
Expansion of Computer Based Training	Ongoing throughout 2009/10 and 2010/11
End User Acceptance	Ongoing
Input into future NPP Development	August 2012 to February 2013
Finalise Lessons Learnt Log	June 2011

## Status

Complete.

- In-Country Operations: Funding for People Smuggling operations was provided to SATGAS and SATGASDA's via a Funding Arrangement.
- Regional Taskforce Offices Construction/Refurbishment: AUD\$1.2M was provided to CID Directorate 1 through a funding arrangement for the construction and refurbishment of regional PS taskforce offices, including regional CMIS connectivity to HQ.
- Operational Support: AUD\$1.2M was provided to Directorate 1 in support of PS Operations across Indonesia.
- Expansion of Computer Based Training: In Financial Year 2009/2010, two CBTs were built in Indonesia. It was identified through the construction process that to provide the best possible product operationally that funding needed to be increased to construct additional CBT's. Construction of additional CBTs continued into financial year 2010-2011 (and beyond) through a Funding Arrangement of AUD\$1.1million with JCLEC.

## 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)	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>
Regional Law Enforcement Agency (RLEA)	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 were undertaken.

### Informal

Post undertook regular engagement with the RLEA. The Project sponsor also undertook visits to Indonesia to meet with delegates within the RLEA.

Post was 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 the RLEA and additionally sub-provincial police located at AFP Posts in priority regions, 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 was 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

Upon completion and handover of the project deliverables the Acceptance Testing Criteria required the RLEA to 'accept' the project as successfully completed.

## 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.

<b>Output/Activity</b>	<b>Success Criterion</b>
Implementation Plan	<ul style="list-style-type: none"><li>○ Accurately reflects project activity and outcomes.</li><li>○ Provides the basis for high level project management.</li></ul>
Project Management	<ul style="list-style-type: none"><li>○ Project delivered on time, on budget, and to the required</li></ul>



Output/Activity	Success Criterion
	<ul style="list-style-type: none"> <li>quality.</li> <li>○ All risks identified and treated.</li> <li>○ 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>○ Relevant law enforcement agencies within target countries motivated to proceed.</li> </ul>
Monitoring of emerging risks	<ul style="list-style-type: none"> <li>○ No surprises or potential hazards.</li> </ul>
People Smuggling Liaison	<ul style="list-style-type: none"> <li>Improved comprehensive and coordinated response to people smuggling in the selected regions.</li> <li>○ Enhances information sharing.</li> </ul>
Ongoing consultation with all stakeholders	<ul style="list-style-type: none"> <li>○ High level of interaction between stakeholders.</li> </ul>
Conduct of training at selected sites	<ul style="list-style-type: none"> <li>○ Analysis of conduct / product.</li> </ul>
Disruption of people smuggling activities	<ul style="list-style-type: none"> <li>○ Increase in effectiveness of disruption activities.</li> </ul>
Project review	<ul style="list-style-type: none"> <li>○ Recommendations adopted.</li> <li>○ Outputs monitored efficiently</li> <li>○ 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 \$16.1M.</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 Sri Lanka Police Service 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. \$16.1M over 2 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 45 through 49 redacted for the following reasons:

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s 33(a)(iii)

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