

Strategic Partnership Agreement between the Australian Federal Police and the Australian Agency for International Development

Introduction

1. The fundamental purpose of Australian aid is to help people overcome poverty. This also serves Australia's national interests by promoting stability and prosperity, both in our region and beyond.
2. The Australian Government recognises that a safe environment is a fundamental prerequisite for development and poverty reduction to occur and that access to justice is vital for promoting human rights.
3. In supporting the development of safer and more stable communities, law and justice initiatives will contribute to Australian Government aid priorities including the five strategic goals of the aid program: saving lives; promoting opportunities for all; sustainable economic development; effective governance; and humanitarian and disaster response.
4. The Australian Government is committed to effective governance through improved security and enhanced justice. This includes a focus on safer and more secure communities, more equitable access to justice, more responsive and accountable justice systems, and more women able to influence decision-making processes around peacebuilding and security.
5. The Australian Government has sought a more intensive and collaborative approach to enhancing security and criminal justice capabilities in developing countries, particularly in the Asia Pacific region.
6. The Australian Agency for International Development (AusAID) and the Australian Federal Police (AFP) (the agencies) are natural partners in this endeavour: sharing a common interest in assisting developing country partners to improve their law enforcement capacity and security; promoting effective coordination between partners' criminal justice agencies; and contributing to improved collaboration between criminal justice agencies across the region.
7. The purpose of this agreement is to recognise shared strategic goals; acknowledge agency strengths; establish partnership principles; and establish cooperation arrangements to enhance the strategic partnership between the agencies. This partnership is designed to advance the Government's aid policy, *An Effective Aid Program for Australia* through the promotion of growth, stability and prosperity in the countries where Australia delivers aid.

Joint Understandings

8. A whole of government approach to development assistance in partner countries is necessary to achieve the Government's objectives. The AFP and AusAID are committed to a whole-of-government approach to development assistance in partner countries to make the most of the expertise contained across the Australian Government related to law and justice and maximise the effectiveness of Australian aid.

9. The AFP recognises that AusAID leads whole-of-government efforts to coordinate ODA budget proposals and reporting and that AusAID is the lead Australian Government agency on development policy, advice and implementation. AusAID also manages a deployable civilian development capability, including through the Australian Civilian Corps, which allows for the rapid deployment of civilian specialists to assist in the recovery and stabilisation of countries experiencing or emerging from natural disasters or conflict. The AFP acknowledges that country and regional strategies provide guidance on policy and development priorities. AusAID will consult the AFP in the development of relevant country and regional development strategies.
10. AusAID recognises the AFP as Australia's international law enforcement and policing representative, and the chief source of advice to the Australian Government on policing issues. AusAID recognises the AFP's broad international remit, which includes the delivery of Official Development Assistance (ODA) programs to developing country police organisations.

Shared Partnership Principles

11. The Strategic Partnership will be governed by the following principles:
 - a) the relationship between the agencies will be one of equal partnership, valuing the contribution each agency can make to achieving common goals and recognising that each agency has different skills, attributes and strengths;
 - b) the partnership will be underpinned by mutual respect, professionalism, honesty, cooperation, the sharing of ideas and early and open, two-way communication at all levels;
 - c) each agency recognises that its roles and functions under this Strategic Partnership are guided by its respective responsibilities within the Australian Government;
 - d) the agencies will liaise closely regarding policy, commitments and programs related to criminal justice and draw on each other's expertise to ensure these activities are managed and coordinated to maximise the positive impact of Australian assistance;
 - e) the agencies will engage each other early and consult regularly on appropriate issues of shared interest when providing advice to Ministers and when dealing with other government agencies, while recognising the responsibility of each partner to provide independent advice. Agencies will also consult in advance on public affairs activities relating to joint activities;
 - f) each agency will consider, in good faith, requests from the other agency for support or cooperation. This may include requests for the use of facilities, logistics support and training. Requests may also be made for the use of staff to support the other agency's programs;
 - g) each agency will be open to engaging on issues of performance, accountability and risk by sharing lessons from the implementation and evaluation of its programs as well as on issues likely to impact on the other agency's policy or delivery of programs;
 - h) both agencies are committed to delivering effective and efficient law and justice development activities; and
 - i) both agencies will work to deliver on the Government's commitment to greater transparency in the Australian aid program, recognising that with good information,

taxpayers and aid recipients can hold governments accountable, maximising the results achieved and reducing the risk of corruption. As part of this, the Australian aid identifier should be used on ODA-funded activities.

Shared Strategic Goals

12. The agencies will work together in accordance with *An Effective Aid Program for Australia* and the five strategic goals of the Australian aid program: saving lives; promoting opportunities for all; sustainable economic development; effective governance; and humanitarian and disaster response. This includes cooperating to:
 - a) implement the Government's commitment to a comprehensive aid policy framework (CAPF), linked to a four-year, whole-of-ODA Budget strategy, including by agreeing at a working level on new policy proposals before they are submitted, to help ensure alignment with the CAPF;
 - b) prepare the annual review to Cabinet on development results achieved and compliance with the CAPF, which will be led by AusAID; and
 - c) adopt uniform standards to planning, delivery, monitoring and reporting of ODA.
13. More specifically, the agencies will work together to improve law and justice outcomes, including but not limited to:
 - a) improving law and justice services and outcomes for marginalised groups;
 - b) strengthening law enforcement capacity in the region and beyond, including through policy advice and priority setting (in conjunction with other agencies) in areas where Australia can make a difference and where our resources can most effectively and efficiently be deployed;
 - c) improving policy development and coordination in the law and justice sector in partner developing countries;
 - d) building capacity in the region to respond effectively to internal and external threats to security and justice;
 - e) building prosecutorial capacity and supporting effective linkages between police and justice sector prosecution institutions in the region;
 - f) strengthening law and justice institutions in the region (including administration, management and operational capacities) and improved inter-agency coordination; and
 - g) cooperating in the formative stages of any planning activity that is likely to involve joint deployments or where close cooperation may be required.

Agency Skills, Attributes and Strengths

14. Each agency brings different skills, attributes and strengths to the Partnership.
 - a) AusAID's strengths lie in its:
 - i. ability to provide development policy advice drawing on a deep knowledge and understanding of developing countries covered by the Australian aid program and the long-term aspects of development;
 - ii. management of Australian development cooperation programs, consistent with the five strategic goals of the aid program;

- iii. knowledge of the social, economic and political context in developing countries, as well as machinery of government, at the national and sub-national level;
 - iv. experience in building capacity of the correctional services and legal and judicial pillars of the justice system; and
 - v. well-established networks and relationships with partner governments and other key partners and extensive overseas infrastructure and delivery systems.
- b) AFP's strengths lie in its:
- i. expertise in law enforcement and police management, which enhances the rule of law in developing nations;
 - ii. broad experience in the delivery of capacity enhancement programs designed to increase effectiveness, legitimacy and accountability across the full spectrum of law enforcement activities;
 - iii. international experience and well-established networks and relationships with other law enforcement agencies;
 - iv. ability to deploy highly skilled policing resources to provide stabilisation and operational support capability in complex environments; and
 - v. extensive experience in dealing with transnational crime issues.
15. In order to achieve the Strategic Partnership outcomes, the AFP looks to AusAID to provide:
- a) expert advice on development policy and aid effectiveness consistent with Australia's aid policy;
 - b) advice and assistance on the governance and management of programs delivered in collaboration to build law enforcement capacity in developing countries in the region;
 - c) advice and assistance to strengthen other pillars of the law and justice system or related institutions, where relevant, to ensure that enhanced law enforcement capacity supports broader development outcomes;
 - d) advice on sustainable capacity-building;
 - e) advice on program design and management, including monitoring and evaluation to measure and continuously improve the results achieved with Australian aid; and
 - f) support in the conduct of research into the effective delivery of support to developing countries.
16. In order to achieve the Strategic Partnership outcomes, AusAID looks to the AFP to provide:
- a) law enforcement expertise, including general duties policing, investigations, police leadership and management, information collection, collation and management systems, forensics, and criminal intelligence;
 - b) expertise in collaborating with foreign police services in capacity building, security and in support of transnational crime investigations;
 - c) expert advice on appropriate reforms, initiatives and capacity building delivery to improve law enforcement both in individual developing countries and regions; and

- d) personnel to undertake operational policing and capacity building programs in selected law enforcement agencies.

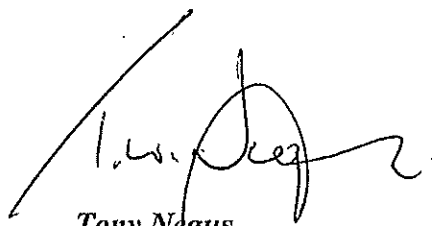
Coordination Arrangements

17. Each agency will assign responsibility for maintaining the Strategic Partnership to an appropriate senior executive officer.
18. AFP and AusAID will meet at least annually at a senior executive level to review the Strategic Partnership and set priorities for cooperation and joint work. Any proposed variations to this agreement should also be raised at this meeting. These formal cooperation arrangements will support enhanced engagement at all levels in areas of shared strategic interest.
19. Senior executive engagement on work priorities will provide opportunities for more strategic and efficient programming approaches. Subsidiary agreements will govern the actual operation of specific assistance programs being delivered by the AFP and AusAID.
20. Dialogue at a senior and operational level will identify opportunities for broader cooperation, including joint analysis in areas of shared interest and deepening staff links through exchanges or collaborative work processes.
21. In addition to annual monitoring, this agreement should be formally reviewed three years from the date of signing.



Peter Baxter
Peter Baxter
Director General
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Date: 14/3/13



Tony Negus
Tony Negus
Commissioner
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Date: 27.3.13