

ANNUAL REPORT 2004-05



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OVERVIEW

CHAPTER 1

EXECUTIVE REVIEW

By Commissioner Mick Keelty



M J Keelty
Commissioner
Australian Federal Police

In many ways, 2004–05 was a watershed year for the Australian Federal Police.

As well as being a strong year operationally, it was a year when we officially celebrated an important milestone in our history – 25 years as Australia’s national and international policing agency. It was a time when the organisation reflected on its past and considered strategic new directions for meeting the national law enforcement and security challenges of the future.

I am pleased to report that the year was characterised by many high points. Our partnerships expanded and deepened; we took on a range of new national security responsibilities and implemented some innovative measures to tackle crime across many fronts. It was a year when we consolidated our efforts internationally and looked to new horizons; when we strengthened our workforce and commitment to traditional operations; and when we applied our skills in new ways to assist neighbouring communities in need. Importantly, it was a year when these investments contributed to strong operational outcomes, enabling us to more than deliver on ambitious business targets.

But sadly, it was a year tempered by some low points, most notably the murder of one of our own, Protective Service Officer Adam Dunning, while on night patrol in the Solomon Islands. Adam was a highly-valued AFP member and his death reminded

us all of the many dangers associated with our contemporary peacekeeping and regional assistance roles; as well as the obstacles to security that still have to be overcome.

In essence, 2004–05 provided ongoing confirmation that our multi-faceted law enforcement approach, based on strong principles of prevention, deterrence, partnerships and innovation, is helping to build a more secure future for all Australians.

NATIONAL SECURITY

In the year under review, the spectre of terrorism continued to dominate the international law enforcement landscape. The bombing outside the Australian Embassy in Jakarta, in September, served to emphasise the ongoing threat to Australian interests and the importance of a strong and comprehensive national response.

For the AFP, counter-terrorism remained a business priority. As well as expanding our responses domestically, we continued to explore new ways to take the fight offshore – a strategy that continues to prove its worth across a range of crime types.

This involved providing expertise to a number of investigations into terrorism-related acts overseas, particularly in areas such as forensics, technical and operations support. It included the deployment of Rapid Response Teams to incidents such as the Australian Embassy bombing in Indonesia and the *Superferry 14* bombing in the Philippines, building on the good work of support teams still committed to ongoing investigations into the Bali and JW Marriott Hotel bombings in Indonesia.

Significantly, the success of these missions led to the establishment of a permanent AFP counter-terrorism presence in the Philippines during the reporting year. Our role there enables us to continue working closely with Philippines authorities to stop the spread of terrorism-related activities in that country, and over time, promises to help curb the growth of other transnational crimes such as drug trafficking and fraud.

The opening of the Jakarta Centre for Law Enforcement Cooperation at Semarang in Indonesia, was regarded internationally as a major counter-terrorism innovation. The \$38 million joint venture between the Australian and Indonesian Governments, which is being managed and developed by the AFP, has attracted interest and support from law enforcement agencies around the world.

The Centre has already earned a reputation as a counter-terrorism hub, developing links to transnational crime coordination facilities throughout South-East Asia. Most importantly, it is promoting a culture of cooperation and information exchange among counter-terrorism authorities in the region, strengthening capacity to thwart future attacks.

INTERNATIONAL FOCUS

These counter-terrorism initiatives were buoyed by the ongoing support of the AFP's International Network. During the reporting year, the network comprised more than 62 officers based at 31 posts in 26 countries, and included counter-terrorism liaison officers in Washington and London, as well as advisers in the Philippines and Malaysia.

The Network forms the centrepiece of the AFP's crime-fighting strategy, providing a platform to take the fight against transnational crime to its source. As well as facilitating inter-agency collaboration and joint investigations, the network provides a range of strategic law enforcement training and capacity building programs.

Significantly, in the reporting year the network oversaw the establishment of the Indonesian Transnational Crime Coordination Centre and the expansion of the Transnational Crime Unit network in countries such as Fiji, Tonga, Samoa and Vanuatu, to boost intelligence and information sharing capacity throughout the Asia-Pacific region. It also continued to implement the successful Law Enforcement Cooperation Program to strengthen offshore crime-fighting skills and expertise.

The value of relationships forged through this Network was underscored in the aftermath of the Indian Ocean tsunami. Soon after the tsunami swept over the island of Phuket, the AFP was invited by the Thai Government to jointly command the international disaster victim identification effort on the resort island – an enterprise involving 30 countries.

Of all the countries hit by the tsunami, Thai coastal resorts incurred the greatest number of deaths of foreign tourists. To date, more than 170 police from Australia have been deployed to the island as part of a rapid response identification program, which still has to be completed. This type of response from all Australian policing jurisdictions and coordinated by the AFP, is proving to be an effective model to apply as part of the whole-of-government approach to challenges – both natural and man-made.

In further demonstrations of the growing importance of rapid response capacity, teams were also deployed to support law enforcement authorities to maintain security during the Athens Olympics; and in Iraq to assist with negotiations over the release of two Australian hostages.

Other examples of benefits flowing from the AFP's long-term commitment to international relationships, could be seen in the ongoing interdiction of crimes such as people smuggling, child sexual exploitation and illicit drug trafficking.

The 2004–05 financial year was a particularly strong year for us on the illicit drugs front. More than 180kg of heroin was seized at the Australian

border, approximately three times that detected in the previous year, while increased seizure rates were also recorded for cocaine, MDMA and precursor chemicals. These interdictions were regarded as significant by world standards.

In one operation, involving the AFP, Australian Customs and our international law enforcement counterparts, more than 1 tonne of MDMA was intercepted with an approximate street value of more than \$250 million. This was Australia's largest, and one of the world's biggest single detections, of the street-ready drug.

In an effort to ensure we continue to maximise the potential from our international presence into the future, in 2004–05 we commenced a comprehensive review of the AFP's International Network.

Feasibility studies were commissioned for Sri Lanka, Bangladesh, Laos and India to assess the need for more permanent collaboration with these countries.

The network's achievements were supported by the ongoing efforts of the International Deployment Group – a specialised unit for managing large-scale policing deployments in the region.

In 2004–05, up to 500 IDG personnel, including representatives from state and territory policing agencies, were posted to missions in the Solomon Islands, Papua New Guinea and Timor-Leste.

One key operation, the Regional Assistance Mission to the Solomon Islands (RAMSI), celebrated its own milestone during the year – its first anniversary. To mark the occasion, a monument was installed at Police Park in the capital, Honiara, over the remains of weapons surrendered throughout the mission.

To date, more than 6500 people have been arrested as part of RAMSI, for crimes ranging from murder; to sexual assault and fraud. More than 3730 firearms have also been seized or surrendered.

As a result, law and order has been restored in the Solomon Islands and there is much promise of a more prosperous and secure future for its people.

Another IDG assignment, to Papua New Guinea as part of the Enhanced Cooperation Program, aimed to mirror the success achieved in the Solomons. Deployments were undertaken in Bougainville and Port Moresby, with encouraging early success recorded with high density and highly visible patrols.

At its peak, 161 Australian Assisting Police were assisting the Royal Papua New Guinea Constabulary become a more professional, sustainable and accountable policing entity.

However, a Constitutional challenge to the legality of the Enhanced Cooperation Program by the Governor of the Morobe Province, Luther Wenge, led to the suspension of this mission. The AFP continues to work alongside the Australian and

Papua New Guinea Governments to try and re-negotiate the terms of engagement.

Meanwhile, in the reporting year we also moved to strengthen the preparedness and capabilities of Australian police for undertaking regional assistance missions. A \$2.8 million AFP International Training Complex was opened on Canberra's outskirts, to equip personnel with the skills required to operate in the diverse range of conditions typically encountered when working abroad.

Among the many features of the purpose-built complex is a streetscape similar to that found in a small overseas community. This provides the setting for important scenario training that helps prepare police for a variety of unpredictable and sometimes dangerous challenges.

Importantly, the complex also provides training that goes beyond the needs of the IDG, to meet requirements of counter-terrorism, search and rescue, protection and forensics operations.

NATIONAL FOCUS

At a domestic level, the AFP continued to cooperate closely with Australian Government and state and territory partner agencies on a range of counter-terrorism, crime-fighting and capacity building initiatives throughout the year.

Keeping our skies safe remained a key national priority, with the AFP assuming important new responsibilities for security at airports around the country. These included implementation of the Counter-Terrorism First Response capability at 11 airports, the establishment of Regional Rapid Deployment Teams and an expansion of the international leg of the Air Security Officer program.

These initiatives are promoting swift and well coordinated responses to security threats in the aviation industry, ensuring authorities are better prepared than ever to deal with all types of risks.

The Joint Counter-Terrorism Teams also moved to strengthen capacity for guarding against threats on the ground in Australia. As well as conducting strategic training exercises, these teams undertook a number of operations that led to the arrest of two more people in Australia for suspected links to terrorism. This brought the total number of arrests to date to six, with prosecutions for five of those commencing within the reporting period.

They were supported in their task by information received through the National Security Hotline. More than 6500 calls were received by the hotline during the year, with more than 400 referred to the AFP for further examination.

In addition, the AFP directed significant resources nationally and internationally to other functional streams, to improve methods for interdicting

terrorism and other forms of transnational crime at the earliest possible stage.

As well as expanding our intelligence portfolio, we moved to build our capabilities for disabling the funding of these crimes.

Considerable investigative resources were devoted to combating fraud and money laundering, and we jointly hosted meetings of the International Working Group on Terrorist Financing. We also co-chaired, with Japan, the Asia-Pacific Group on Money Laundering (APG), which is making valuable progress toward strengthening anti-money laundering standards throughout the region.

The Group now comprises 28 member nations and the AFP also recently assumed responsibility for hosting the APG secretariat.

This reporting period also marked the second full financial year of operation of the *Proceeds of Crime Act 2002*. During the year the regime became further integrated into the investigative process, with more than \$88 million restrained.

We also intensified efforts to thwart enabling activities such as Internet and identity-based crimes. These are among the fastest growing crime areas, and are increasingly being linked to terrorism and other serious crimes.

Through membership of initiatives such as the Opal Group, a group of law enforcement and government agencies developing strategies for tackling identity-based crimes, and the Identity Crime Task Force in NSW, we played a lead in the investigation and disruption of a number of sophisticated syndicates. These operations resulted in the seizure of large numbers of false passports and federal and state identity documents.

The AFP also hosted an identity crime conference for Police Commissioners of the South-East Asian region in October 2004, to raise awareness about the growing capacity and use of identity fraud and theft, to facilitate all forms of transnational crime.

STRATEGIC PARTNERSHIPS

As the 21st century gathers pace, an emerging theme is the importance of strategic partnerships to prevent and combat complex crime.

Leading the way, the Australian High-Tech Crime Centre, hosted by the AFP, continued to build partnerships with government agencies and the private sector, to tackle the proliferation of online crimes such as e-commerce fraud, online child abuse, computer intrusions and threats against Australia's critical national information infrastructure.

Regarded as a policing model for the future, the centre, which includes representatives from most state and territory police services, as well as

personnel from Australian Government agencies and representatives from the major banks and credit card companies, experienced growth across all aspects of its operations.

Among its key operations was Operation Auxin, the Australian arm of the US-led Operation Falcon, an investigation into online child sex abuse. This resulted in the execution of 548 search warrants and more than 300 arrests or summonses in a nationally-coordinated law enforcement response.

In addition, the centre joined law enforcement agencies from around the world to establish the Virtual Global Taskforce – a website working to help detect online child abuse and provide information and support to victims and their families. It also teamed up with Microsoft Australia in a strategic training partnership to improve the capacity of law enforcement agencies for bringing increasingly sophisticated cyber-criminals to justice.

Throughout the reporting year, the AFP was involved in a number of executive exchange programs with the business and financial sectors. These aimed to promote greater understanding of the various challenges confronting different industries for preventing and reducing the impact of crime.

The importance of strong relationships between law enforcement and the community was particularly apparent at the local level. ACT Policing enjoyed another sound year operationally, working in partnership with the Canberra community to maintain the city's record as one of the safest in which to live. Significantly, community participation in Operation Halite led to further progress in reducing burglary and property-based crimes in the capital, with burglary offences down 27 per cent on the previous year, and the number of motor vehicles reported stolen declining by almost one-third.

ORGANISATIONAL FOCUS

This expanding and increasingly complex array of AFP responsibilities, led to changes in the provision of services during the reporting year.

Numerous strategies were put in place to ensure our workforce has the skills, knowledge and capability to deal with 21st century crime, as well as the ability to draw on all the best features of traditional police integrity and methodology.

Among these was the completion of the integration with the AFP of members of the former Australian Protective Service (APS) and the introduction of a functional organisational structure to enhance the AFP's business approach.

I am pleased to report that these streamlining initiatives had a very positive effect on operations, improving our ability to nationally coordinate and manage a vast range of responsibilities.

In addition, throughout the reporting year we moved to enhance our organisational performance monitoring regime, to ensure our limited resources continue to be utilised most effectively and in the highest impact cases. Importantly, the regime is also being used to help measure our impact on the law enforcement landscape, and is improving mechanisms for transparency and accountability to government and the community.

These key performance indicators provided encouraging feedback in 2004–05, showing very strong outcomes on the operational front.

In terms of investigations, the number of cases reaching prosecution more than doubled on the previous year. Of these, we achieved a 97 per cent success rate where matters were proven in relation to at least one offender – significantly higher than our target rate of 90 per cent or more.

Client surveys, involving Commonwealth and state government agencies, as well as representatives from foreign embassies, also showed that we maintain a very high level of satisfaction with investigations, at 94 per cent.

Looking more closely at the performance of specific functional streams, areas such as fraud, illicit drug investigations, counter-terrorism and protection services, all showed the AFP returning significant economic and social dividends to the community.

In relation to illicit drugs, the AFP Drug Harm Index, which estimates the potential health and social savings from illicit drug seizures, calculated that AFP interdictions saved the Australian community just under \$668 million in the reporting year – a 56 per cent rise on the previous year.

Benchmarking studies for the period also showed that the AFP, in partnership with other Commonwealth and international agencies, was responsible for the seizure of 67 per cent of heroin seized in Australia, 91 per cent of cocaine, and 87 per cent of amphetamine-type stimulants, including MDMA.

When compared with seizure rates by agencies abroad, these placed us at the forefront of international law enforcement efforts to combat illicit drugs.

In the reporting year, there was also strong evidence of the correlation between AFP heroin seizures and a reduction in the availability of the drug on the streets.

On the Economics and Special Operations front, key performance indicators calculated that AFP economic investigations returned \$211 million in 2004–05, an increase of 25 per cent on the previous year. Along with this, a new measure developed with the assistance of the University of Queensland showed AFP counter-terrorism operations increasing

at a steady rate since 2001, and strongly endorsing our approach for tackling the crime at its source.

We also moved during the reporting year, to keep building on our evaluation framework, investing \$1.5 million on a collaborative research project with the university sector to help measure the performance of the International Deployment Group. This research conducted in conjunction with Flinders University and the Australian National University, is examining grounds for assistance, cultural and political contexts and the achievements and shortcomings of police assistance missions. Findings will be used to guide future involvement in the region.

CONCLUSION

With each passing year, the AFP grows in its role as a truly global policing agency.

Today we manage an unprecedented range of responsibilities that are not only working to enhance Australia's national security, but the security of our neighbours and beyond.

Importantly, operational results demonstrate our multi-layered approach to law enforcement is yielding significant results.

Our ability to deliver on this front has been due to the skill and calibre of our members and to the implementation of sound policing practices, which are standing the test of time.

One of the key challenges for us now is to keep building on this momentum and to cast the law enforcement net more widely so that we can continue to stay a step ahead in a rapidly evolving criminal environment.

This will require us to find more creative ways of doing business both domestically and abroad, particularly through greater investments in collaboration.

With sound foundations already in place, I am confident that we are well positioned as an agency to meet these challenges for many years to come.



M J Keelty

OVERVIEW OF THE AFP

The AFP's strategic position in its operating environment and its priorities are determined in accordance with the *Australian Federal Police Act 1979*, section 8 and by Ministerial Directions issued under section 37(2) of the Act. Strategic priorities may also result from government policies such as the Commonwealth Fraud Control Guidelines which assign specific responsibilities to the AFP for investigating serious or complex fraud. These strategic directions are reflected in the AFP outcomes and outputs framework agreed to with the Government and referred to in this report.

Section 8 of the AFP Act specifies that the functions of the AFP include the provision of police services in relation to:

- the laws of the Commonwealth
- the property of the Commonwealth (including Commonwealth places) and property of authorities of the Commonwealth
- the safeguarding of Commonwealth interests and anything else that is incidental or conducive to the provision of these services
- the provision of police services in relation to the Australian Capital Territory (ACT) and Australia's External Territories.

The AFP's vision is to fight crime together and win. Its mission is to provide dynamic and effective law enforcement to the people of Australia. As the operational outcomes outlined in this report illustrate, the demands on AFP resources and the complexity of these demands mean the AFP can only achieve its outcomes by working cooperatively with agencies in Australia and overseas, especially in the heightened counter-terrorism and security environment which has been active since 2001.

Internationally the AFP's partnerships with agencies and its international liaison network remained integral to investigating transnational crime. The increasing importance of the AFP's International Network in intelligence gathering and sharing was reflected in its rapid growth. The AFP is now represented by 62 members, sworn and unsworn, located in 31 cities in 26 countries.

As part of its national and international focus, the AFP operates the National Central Bureau (NCB) for Interpol. The NCB represents all Australian police services providing a direct link with the 181 member countries of Interpol.

At 30 June 2005 the AFP had 4990 employees in Australia and overseas.

MINISTERIAL DIRECTION

Section 37(2) of the AFP Act empowers the Minister for Justice and Customs to direct the general policy pursued by the AFP in performing its functions. Operationally the current Ministerial Direction, signed on 31 August 2004, directs the AFP to give special emphasis to:

- preventing, countering and investigating terrorism under Commonwealth legislation
- preventing, countering and investigating transnational and multi-jurisdictional crime, illicit drug trafficking, organised people smuggling (including sexual servitude and human exploitation), serious fraud against the Commonwealth, 'high-tech' crime involving information technology and communications, and money laundering
- the identification, restraint, seizure and confiscation of assets involved in or derived from the above activities
- providing an effective contribution to the implementation of the Government's Tough on Drugs strategy
- ensuring that its strategic directions in relation to the above activities appropriately complement priorities set for the ACC at Board level, particularly in the area of national criminal intelligence
- contributing effectively to the Government's international law enforcement interests, including through United Nations Peace Operations, the restoration of law and order and foreign law enforcement capacity building missions including the Law Enforcement Cooperation Program, enforcement of child sex tourism legislation, and appropriate agency-level agreements with overseas law enforcement agencies
- continuing to develop its capacity in both technology and skills to deal with new forms of criminal activity
- providing community policing services in the ACT, Jervis Bay and External Territories
- providing protective security services to high office holders and physical establishments and entities of specific interest to the Commonwealth, witnesses and special events
- providing for the security of Australian air travellers and the aviation industry through the deployment of Air Security Officers on selected domestic and international flights and through the provision of a preventative

and intelligence-driven Counter-Terrorist First Response capacity at major Australian airports

- investigating special references and performing special taskings from the Government
- meeting Commonwealth interests in a safe and secure Australia by actively fostering relationships with other law enforcement agencies, government and private bodies within Australia and overseas, where the provision and exchange of information is consistent with AFP functions
- ensuring that community confidence in the honesty, effectiveness and accountability of the AFP is high.

In addition, following the passage of the *Australian Federal Police and Other Legislation Bill 2004* which incorporated the former Australian Protective Service into the AFP from 1 July 2004, the Direction states that the Government expects the AFP to continue to effectively integrate and maximise the coordination of the protective security functions of the former Australian Protective Service within the AFP. The specific protective and custodial functions designated for the AFP are set out in a separate Ministerial Direction issued under Section 8A and 8(1)(be) of the AFP Act.

OVERVIEW OF THE REPORTING STRUCTURE

The AFP's two-outcome structure aligns its dual roles of providing policing services to the Australian and the ACT governments. This aligns business and accountability to both governments, avoids duplication of reporting and enhances scrutiny by Parliament and the ACT Legislative Assembly.

Outcome 1 focuses on national and international prevention of crime against the Commonwealth and the protection of Commonwealth interests in Australia and overseas. Outcome 2 focuses on the creation of a safe and secure environment in the ACT through the provision of community policing services.

The outcome structure is illustrated on page 12. Minor amendments were made to the composition of the four outputs under Outcome 1. The operations of the new IDG fall under output 1.3, International Services. For consistency, activities performed in the Solomon Islands by the Protective Service (formerly APS) component of RAMSI were transferred from output 1.4, Guarding and Security Services, to output 1.3. The activities of the Overseas Liaison Officer network were transferred from output 1.3 to output 1.1, Investigation Services, because they are consistent with those delivered by

output I.I (although generated internationally rather than domestically).

EXECUTIVE MANAGEMENT BOARD

As the 2003-04 Annual Report noted, the AFP established an Executive Management Board (EMB) in 2004 to provide high level strategic direction and corporate leadership to the AFP. Its charter reflects best practice in the public and private sectors. The EMB held its inaugural meeting on 8 June 2004 and has met bi-monthly since. By the close of the 2004-05, the Board had met on seven occasions in AFP locations around Australia, including at the AFP's Sydney, Brisbane and Melbourne Offices and at different locations in Canberra.

The EMB comprises the Commissioner (the Chair), Deputy Commissioner, Chief Operating Officer, Chief Police Officer ACT Policing, and two non-executive members, Mr Will Laurie and Ms Elizabeth Montano. The non-Executive members bring a wealth of public and private sector management and corporate governance experience to the Board. The Chief of Staff is the Secretary to the Board.

The EMB's terms of reference are set out below. During 2004-05, the EMB considered a range of matters, including:

- governance issues, including the EMB's relationships to its subordinate committees
- strategic issues, including the AFP's annual environment scan
- policy issues, including the AFP's input to the 2005-06 Budget process
- operational issues, including measurement of the AFP's operational performance
- administrative issues, including the AFP's funding arrangements.

The six subordinate committees reporting to the EMB comprise the National Managers' Group, the Finance Committee, the Strategic Human Resource Committee, the Security and Audit Team, the Science and Technology Steering Committee and the Executive Development Committee. Each EMB meeting receives reports from these sub-committees and a briefing from a National Manager about the opportunities and challenges facing that Manager's functional area.

The EMB also hosts two annual retreats, where members of the EMB and the National Managers' Group gather to discuss strategic opportunities and challenges to the AFP. These retreats are important

opportunities for keeping the AFP focused on key outcomes, and alert to both opportunities and risks.

The Commissioner, as Chair of the EMB, communicates the outcomes of all Board meetings and retreats to the organisation.

TERMS OF REFERENCE OF THE EXECUTIVE MANAGEMENT BOARD

Recognising the Commissioner's statutory responsibility and accountability for the Australian Federal Police, the Executive Management Board (EMB) will:

- contribute to and review the AFP's strategic direction and high-level policy settings, including its corporate vision, mission, ethical framework and value statements
- propose organisational objectives and priorities, within the framework of the Ministerial Direction, and the annual allocation of resources to functions
- contribute to and evaluate the AFP's new policy initiatives to be progressed through the Government's annual Budget process and the AFP's position on existing and emerging law enforcement and whole-of-government policy issues
- review the performance of AFP business units in meeting organisational objectives
- monitor the effectiveness of the AFP's corporate governance framework, encompassing a supporting committee structure, governance policies and instruments, and the appropriate delegation of authority through the framework
- monitor the effectiveness of the AFP's risk-management framework encompassing business risk, audit, disaster recovery and business continuity planning, protective security and fraud and corruption control
- support the Commissioner in effectively representing the AFP to clients and stakeholders
- communicate the outcomes of its proceedings to the organisation.

CORPORATE RISK MANAGEMENT

Effective governance and performance is underpinned by a sound strategy that involves identification and management of risks associated with core business. The integration of risk management into strategic and functional planning processes complements organisational performance

and ensures an organisational culture of risk awareness in a rapidly changing global environment. The management of risk in the AFP is critical to protecting our:

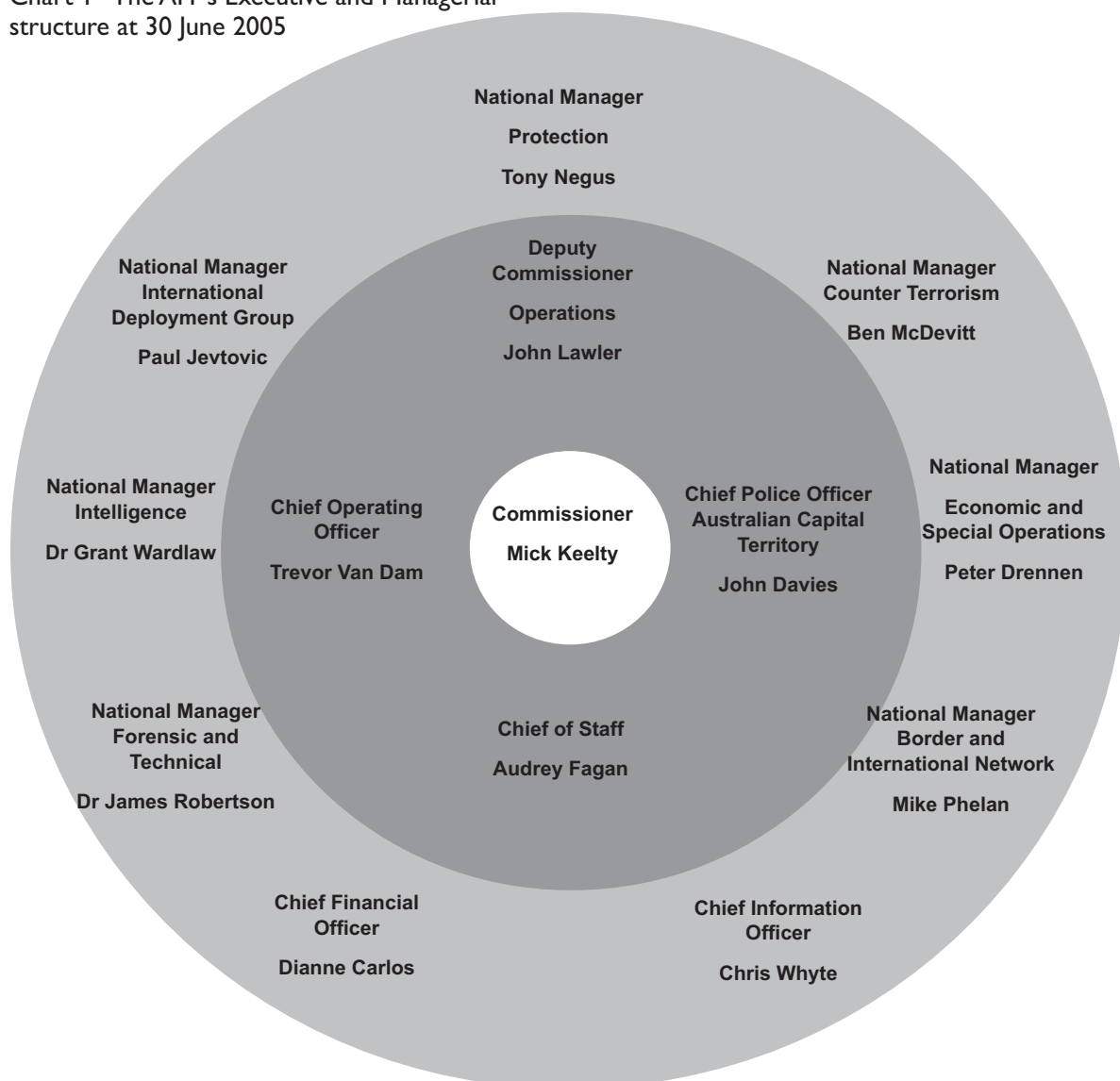
- employees and their skills
- stakeholders
- information
- environment
- quality of service
- assets and intellectual property
- contractual and statutory obligations
- image and reputation.

An improved organisation-wide understanding of these processes allows risks to be managed in an effective and considered manner. At the same time, the process allows the organisation to identify at all levels, opportunities to improve strategically, functionally and individually.

Our challenge is to embed risk management into our culture, our everyday operations, enabling services and those of our contractors and business partners. This integrated approach through everyone's involvement and support is critical to effective outcomes.

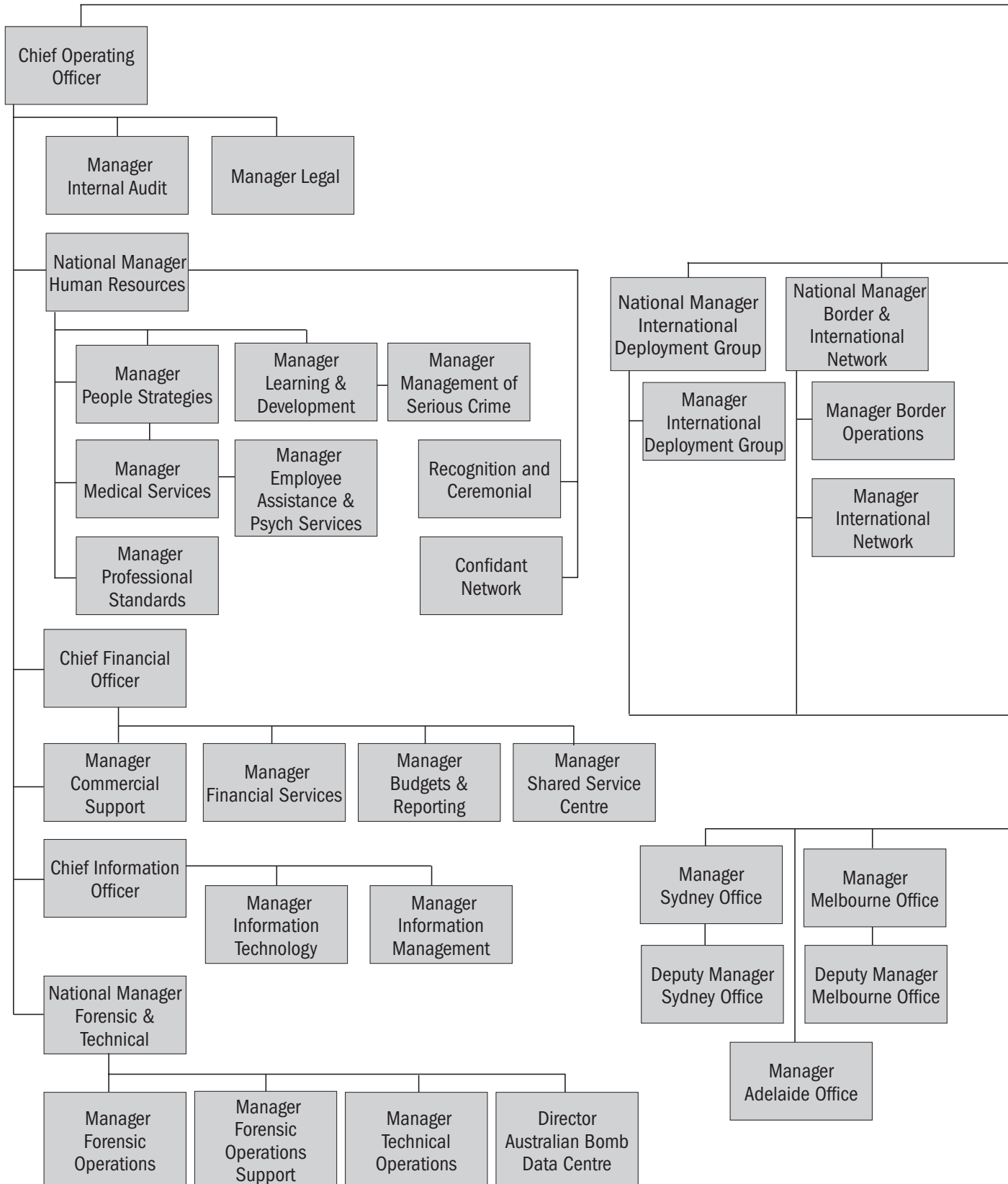
EXECUTIVE TEAM

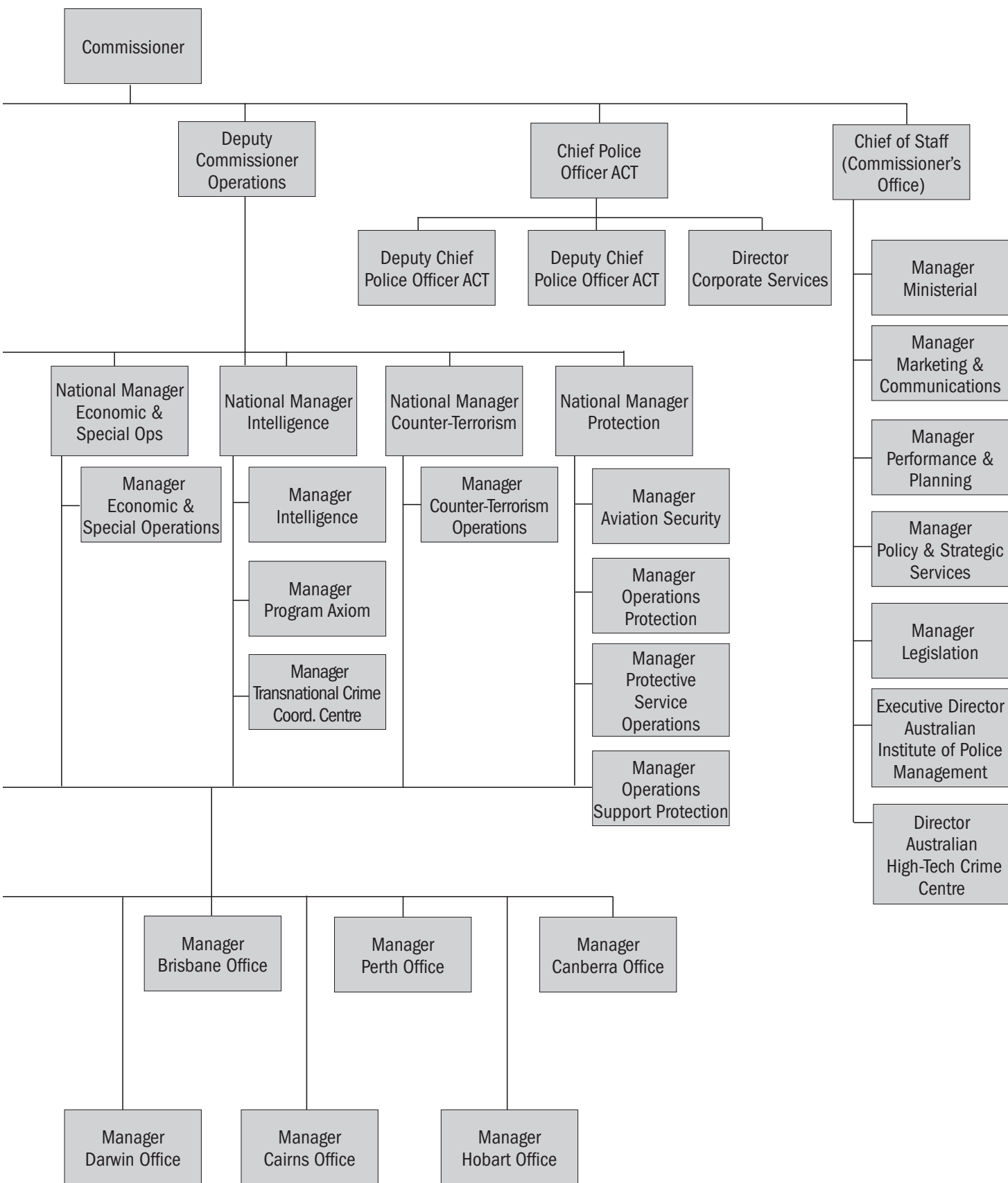
Chart 1—The AFP's Executive and Managerial structure at 30 June 2005



ORGANISATION CHART

Chart 2 – The AFP’s Organisational Structure as at 30 June 2005





OUTCOMES AND OUTPUTS

Chart 3 – The AFP’s Outcomes and Outputs structure for 2004–05

