

2016

ANNUAL REVIEW



**Jakarta Centre for
Law Enforcement
Cooperation**

WWW.JCLEC.ORG

WELCOME TO THE 2016 JCLEC ANNUAL REVIEW

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The Jakarta Centre for Law Enforcement Cooperation (JCLEC) is a not for profit Foundation for the use of its sponsors, benefactors, law enforcement agencies, institutions and participating Government stakeholders.

The primary function of the Foundation is the operation of an international law enforcement training institution (the Centre) established by the Governments of Indonesia and Australia in 2004, in response to emerging transnational crime and terrorism-related security concerns in South East Asia and beyond that could potentially undermine progress in national development and disrupt society at large.

This annual review covers the origins of the Centre, an overview of its operations in 2016 and progress made to ensure it continues to meet the needs of the enforcement communities it serves and in doing so, supports their efforts to protect the public against the threat of transnational crime and in particular to counter terrorism.

JCLEC is domiciled and registered in the Republic of Indonesia operating through the JCLEC Training Centre, Jl. Beladiri No. 1 Police Academy Complex, Semarang and the JCLEC Secretariat, TNCC Building, Mabes Polri, Kebayoran Baru, Jakarta Selatan.

April, 2017

JCLEC Board of Management

**POLICE BRIGADIER
GENERAL MOHAMMAD SAFEI**
EXECUTIVE DIRECTOR

**SUPERINTENDENT
JAMES STOKES**
EXECUTIVE DIRECTOR,
PROGRAMS



Cover photo: Our motto was
well served in 2016

OUR ORIGINS



Background

JCLEC was founded in 2004, in the aftermath of the Bali bombing, to facilitate international cooperation in training and capacity building in support of regional law enforcement.

In fact its origins can be traced back, even earlier, to 1993 based on a strong professional bilateral relationship between senior Indonesian National Police and Australian Federal Police law enforcers. Consistent over the life of the foundation has been committed participation from the international community in support of 'learning and understanding through shared experience'.

Brief history

Cooperation between the Australian Federal Police and the Indonesian National Police was initially formalized in 1997 and reaffirmed in 2004 at the Bali Regional Ministerial Meeting on Counter Terrorism, co-hosted by Australia and the Republic of Indonesia. JCLEC was inaugurated July 3rd 2004, by H.E. Megawati Soekarnoputri, President of the Republic of Indonesia.

Accommodation for up to 124 course participants alongside nine villas for instructors, exercise and recreation facilities was completed in 2006 and a secretariat office formally opened in Jakarta by INP Police General Sutanto and AFP Commissioner Mick Keelty.

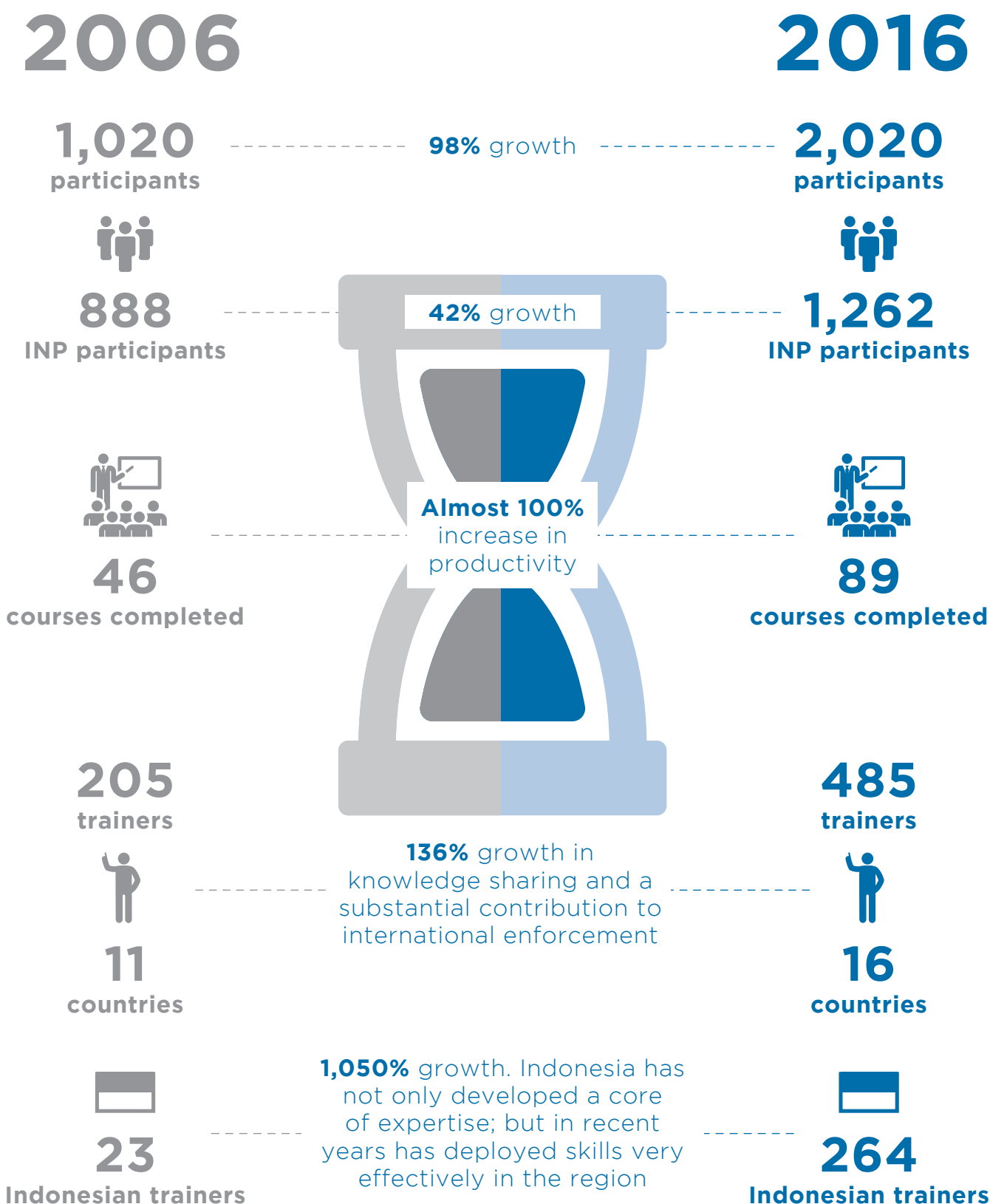
That same year, 2006, marked the graduation of the 1,000th student and in the decade that followed, over 20,000 officers have benefitted from attending the Centre, including over 17,000 INP officers. Together they represent 71 countries and the creation of an unparalleled body of knowledge, experience and cooperation.

At home the Centre has provided capacity building across the full spectrum of Government departments and agencies to cooperate more effectively across the many theatres of criminal activity. Today JCLEC is established as an exchange hub of expertise in modern trans-border crime, affirming Indonesia as a leading democracy committed to law and order within the region.



THE PAST TEN

We present here a few indicators of progress over the last 10 years.



TODAY'S CONTEXT







As the matrix of crime grows ever more complex, the importance of collaboration, knowledge and intelligence sharing has never been more important than today.

An ever-present need

Crime knows no boundaries and presents a real and ongoing threat worldwide, in South East Asia and within Indonesia itself. Ensuring JCLEC remains effective as a facilitator for effective enforcement training is inextricably linked to the valuable support of our sponsors, as new courses are created and existing ones updated. Their efforts ensure capacity building in crime prevention and detection, alongside successful case prosecution, is maintained at the highest standards.

As the matrix of crime grows ever more complex, the importance of collaboration, knowledge and intelligence sharing has never been more important than today. Indonesian Foreign Minister, HE Retno LP Marsudi, hosting the 85th Interpol General Assembly in Bali in November 2016, emphasized this by inviting INTERPoL delegates to visit and use JCLEC, noting that 'no country has the capacity to deal with transnational crime alone.'

As transnational crime continuously evolves training at JCLEC has to be responsive and comprehensive covering aspects, from leadership & management, intelligence & investigation to forensic & maritime border management, among other sectors.

Terrorism  <p>The list of major incidents continues in Europe, Russia, Central Asia, the Middle East and USA.</p>	Trafficking; Abuse of Women and Children  <p>UNICEF reports 1.2 million children are trafficked every year. ILO estimates US\$ 31.6 billion in criminal profiteering made from trafficked victims.</p>	Cyber crime  <p>The cost is projected to reach US\$2 trillion by 2019. Microsoft claims 20% of all small businesses are victims.</p>
Victim Identification  <p>The Global Terrorism Index counts 348,759 deaths worldwide since 1970. The costs in humanitarian and financial terms are simply impossible to estimate.</p>	Narcotics  <p>For the first time in 6 years the number of drug dependent adults has risen to 65.3 million worldwide. 85,900 drug related deaths recorded in Asia in 2015: UNODC</p>	Financial  <p>PWC estimates financial crime costs US\$ 1-2 trillion annually, that's 2-5% of global GDP, yet less than 1% of illicit financial flows are captured.</p>

HIGHLIGHTS OF 2016

JCLEC Output

 **46%**

Indonesian
Police Attendees

 **24%**

Offsite delivery
model developed

20,525

participants since
inception 2014

2,020

participants

 **21%**

New management
roles

Officers
participating from

36 countries



Canada joins
Board of Supervisors
as observer

6

Transformation projects

Amended
INP/AFP JCLEC protocol
signed

58

Reform deliverables

17%

more capacity
development activities

Workplace and
infrastructure safety
reviews conducted and
action plans in progress



A REVIEW OF THE YEAR AND THE WAY AHEAD

JCLEC Executive Directors, Police Brigadier General Mohammad Safei (right) and Superintendent James Stokes

Recognising our sponsors

Sponsor activity also increased in number and diversity and has risen from 8 major contributors in 2011 to eleven in 2015 and thirteen in 2016. JCLEC participants are the beneficiaries from the latest in knowledge and instruction techniques in Europe, North America, Australia, and of course Asia. Alongside 264 instructors from host country Indonesia, the number of overseas trainers increased by 9% to 221 instructors. Usage of the Centre increased by 46% with grants for services provided up 28%. Base funding from the Australian Federal Police (AFP) increased by 4% compared to 2015.

Dear Stakeholder,

In 2016 JCLEC continued to make an important contribution to the onward joint journey of Indonesia and Australia in providing leadership in creating greater security and order across the region, through shared learning, experience and the professional relationships cultivated at the Centre.

We set a new record for recent years with completion of 89 courses over 12 months, an increase of 17%, training 2,020 participants representing 37 countries and 21% more than in 2015. Indonesian National Police (INP) officer attendance was 24% higher at 1,262 course participants, representing 62% of total attendees.

JCELC is effective as a facilitator of the integration of local and international law enforcement skills thanks to the many institutions and law enforcement agencies that contribute to the course curriculum.

We extend our appreciation for their continued support:

- ASEANAPOL
- Attorney General's Department, Australia
- Department of Immigration and Border Protection, Australia
- Australian Border Force
- Global Affairs Canada
- Ministry of Foreign Affairs, Denmark
- Witness Protection Program Agency, Indonesia (LPSK)
- INTERPOL
- NUFFIC (Netherlands University Foundation for International Cooperation)
- New Zealand Police
- The Bali Process Regional Support Office
- UK National Crime Agency

- USA Diplomatic Security Service, Anti-terrorism Assistance Program
- Federal Bureau of Investigation (FBI)
- United Nations Office on Drugs and Crime (UNODC)

Positioning JCLEC

In March 2016 Deputy Chief of the INP, Commissioner-General Syafruddin and AFP National Manager Workforce & Development, Assistant Commissioner Matthew Varley signed the Amendment to the Protocol between the INP and the AFP to establish JCLEC, thereby reaffirming the mutual commitment that has been forged so successfully since 2004.

Under the leadership and guidance of the INP and AFP, JCLEC is one of 39 police training schools supporting the law enforcement community of 440,000 police officers within Indonesia. But we are also one of a kind, tasked with specialising in all aspects of transnational crime, given our access to international expertise and a focus to ensure Indonesia and Australia continue to play a vital role in regional prevention and enforcement. We believe our role as a facilitator of the integration of local and international law enforcement skills is vital.

Course curriculum

The overall matrix of courses continued to be fine-tuned with upgrades and new elements introduced by sponsors during the year. The main tenets are consistent, being leadership-specific as well as topic-specific and include counter terrorism, people smuggling, the protection of women and children, victim identification, forensics, narcotics, cyber and financial crime.





Visit by HE Mark Rutte, Prime Minister of the Netherlands, November 22nd 2016

We represent a confluence of strategies and tactics in modern crime detection and enforcement involving local specialists

Committed stakeholders

Over the past 12 months there has been a steady stream of senior representatives from the Government of Indonesia, Embassies, overseas governments and international institutions.

All have shown a keen interest in the expanding curriculum.

We represent a confluence of strategies and tactics in modern crime detection and enforcement involving local specialists such as the INP's counter-terrorism unit DENSUS 88, sponsor country enforcement agencies and international institutions including the UNODC, INTERPOL and ASEANAPOL. JCLEC is adapting, for example, to accommodate the inclusion of programs with a focus on Ocean Crime prevention in line with national policy.



The Centre has gained a higher profile within Indonesia and the region with direct endorsements in the public arena from Vice President Jusuf Kalla and Foreign Minister Retno LP Marsudi

Visitors frequently comment on the safe and secure environment available at JCLEC, within the National Police Academy (AKPOL) campus at Semarang. This was a crucial factor in encouraging nations outside Asia Pacific such as Afghanistan, Pakistan and Turkey to send participants to attend bespoke activities at JCLEC, supported by the United Kingdom, United States and the AFP, demonstrating Indonesian and INP leadership in transnational crime prevention and counter terrorism, not only in South East Asia, but further afield.

Transformation - sound progress

Having completed over a decade of operations, JCLEC is in the second year of reform to revitalise and expand its capabilities for the challenges ahead in a rapidly changing world. Continuing from our previous report, we have made sound progress with a program of transformation that will continue into 2017.

The management of the Semarang facility has been placed on a firmer footing through the introduction of a fresh organisation structure featuring new functional management posts to strengthen operational, administrative and governance capabilities. Local Human Resource Management expertise is in place and an internationally experienced



Vice President, Jusuf Kalla speaking at the 85th Interpol General Assembly, November 2016

“Through professional law enforcement officers, we can play a significant role in contributing towards world peace and security. It is important for us to find new methods in facing these ever-changing challenges.

Therefore, in this very strategic moment, I sincerely invite the ICPO-Interpol countries to utilize the Jakarta Centre for Law Enforcement Cooperation (JCLEC) in Semarang-Indonesia. It is an International training centre jointly operated by the Indonesian National Police and the Australian Federal Police which focused and committed in improving the capacity of law enforcement officers in countering terrorism and other types of transnational crimes.”

Accounting & Finance Manager hired. Key improvements are being undertaken in program evaluation, in facilities management including workplace health, safety and security, capital equipment and resources utilisation. We are also in the midst of upgrading financial and data management and the adoption of more rigorous standards in accountability and performance measurement.

The challenges ahead

Community stability and capacity development are two factors that will support Indonesia in its aspirations for top ten status as an economic power in a global theatre of growing complexity. We believe JCLEC can play a vital role in the knowledge-based economy of the future, towards orderly and secure development, freedom and higher living standards. We welcome

the input of our sponsors as we seek to migrate our business model to the next level - to the role of facilitator with a broader remit as repository and custodian of course content. It is a role that will ensure JCLEC is able to independently design and deliver the latest in enforcement courses to suit the ever evolving needs of Indonesia and the region, and indeed beyond.

We believe this ambition will be achievable with ongoing support from our sponsors, for the benefit of the global community we all serve.

**Police Brigadier
General Mohammad Safei**

**Superintendent
James Stokes**



JCLEC Management and employees, INP trainers and seconded overseas instructors



Retno LP Marsudi Foreign Minister of Indonesia

**April, visit to Europe by
President Joko Widodo.**

“Furthermore, as home to the Jakarta Centre for Law Enforcement Cooperation (JCLEC), Indonesia will continue promoting stronger law enforcement, information sharing and capacity building cooperation with its European colleagues.”

November: 85th INTERPOL assembly in Bali.

“...Indonesia also offers cooperation in the form of capacity building of law enforcement officers. Indonesia itself has a Jakarta Centre

for Law Enforcement Cooperation (JCLEC) at AKPOL Semarang that can be used for joint training.

“...we have trained 20 thousand people from 70 countries and this is a pride of us, a real contribution to Indonesia for law enforcement officers around the world.

**December: foreign ministers of ASEAN,
Myanmar**

“Indonesia will strengthen the Jakarta Centre for Law Enforcement Cooperation as a center of excellence for counterterrorism training,” Retno said during the Annual Press Statement 2017 at the ministry’s office on Tuesday.

STRATEGIC REVIEW

Samantha Prideaux, Head of Support Services, provides an update on the JCLEC transformation program.



In our last report we documented the commencement of a program of organisational renewal to equip JCLEC for a second decade of activity. Solid progress was made in 2016. The main areas within the transformation program are as follows:

- Strategic Policy and Operational Policy
- Organisational Culture & Human Resource Management

- Workplace Health, Safety & Security
- Regulatory Compliance
- Financial Management
- Future proofing:
 - o A 2017 - 2027 Capital Management Plan
 - o The JCLEC Future Business Model

Under the 6 reform projects a total of 58 deliverables will improve JCLEC institutional capacity and reduce risk. There were some notable successes in 2016 with a particular emphasis given to high standards of governance. As of the end of the year 31% (or 18 deliverables) had been completed, 62% (36 deliverables) were in progress and 8% (5 deliverables) had not yet commenced.

Human resources

We have transitioned from outsourcing to direct employment arrangements for a number of key roles giving us better control over management, training and motivation of human resources. A full time Human Resource Manager has been recruited to support JCLEC in being fully-aligned with local labour

laws and to assist management in developing career development opportunities to attract and retain the best talent.

Operational and compliance reviews

We have enlisted strategic partners to undertake a number of important reviews including security, infrastructure management and safety, and work place health and safety. These reviews have already resulted in, amongst other things, renovation of the Tulip Restaurant and kitchen, upgrading JCLEC's First Aid capability and the commencement of a number of projects that will see enhancements in standard operating procedures and will also include a number of management appointments.

Reviews to ensure JCLEC is in full compliance with regulatory requirements are in progress. Formal designation of donors as partners or activity sponsors has been completed and as a result we are delighted to welcome Canada to join Denmark as an official observer at all meetings of the JCLEC Board of Supervisors.

Progress in the Six Reform Projects

Reform Project	Total Deliverables	Deliverables Completed
Strategic Policy & Governance	9	4
2017-2027 Capital Management Plan	11	7
Future Business Model	10	3
Organisational Culture & Human Resource Management	9	3
Financial Management	10	1
Operational Policy & Governance	9	0
Totals	58	18



AUSTRALIAN INSTITUTE
OF POLICE MANAGEMENT



GLOBAL AFFAIRS CANADA &
ROYAL CANADIAN MOUNTED POLICE



DENMARK
(MINISTRY OF FOREIGN AFFAIRS)

The ongoing support from key partners has been central to JCLEC's success to date whether as long term project partners in the case of CILC, in the provision of untied funding such as provided by Denmark, or in the placement of funded experts, from Canada and UK as two excellent examples. In appreciating these active sponsors we welcome and encourage others to join us.



THE BALI PROCESS REGIONAL
SUPPORT OFFICE



CENTRE FOR INTERNATIONAL
LEGAL CORPORATION



UNITED KINGDOM
FOREIGN & COMMONWEALTH OFFICE
& UK POLICING

Stakeholder communications

In 2016, JCLEC received considerable media coverage with Indonesia's vice president and foreign minister endorsing the JCLEC and inviting governments and institutions to actively use our facilities. We have commenced a quarterly news bulletin covering activities at JCLEC and our website is being extensively remodeled, the results of which will go live in 2017. New event and project management leadership roles have been created and filled from within our own ranks, giving us the resource and focus to protect and enhance the JCLEC brand.

Educational Services Review

The outcomes from this review by the Australian Institute of Police Management (AIPM) as part of the transformation program, together with the valuable input from our 2016 Annual Donor Coordination Meeting, has assisted us to identify specific stakeholder needs. It is an important step toward refining our future business model. JCLEC has already rolled out offsite courses as an adjunct to the Semarang-based centre, creating additional capacity and reach.



Financial Management Review

The Netherlands-based Centre for International Legal Cooperation (CILC) undertook a review of our financial management and information systems in 2016. Subsequently an 18-month project commenced during the last quarter of the year, the deliverables of which will include a transition to accrual based accounting in 2017, enhanced financial reporting and improved internal controls. Post year-end, an experienced Accounting & Finance Manager has been hired and a ten-year capital management plan is also being finalised to assist us in shaping investment decisions for the future of JCLEC.



Retna, Accounting & Finance Manager

recently joining the JCLEC team and brings ten years of experience with multinationals in the private sector.

Her role is instrumental in upgrading our budgeting and planning skills, among other disciplines.



Bhadra Sasangkayoga, Human Resources Manager has had the task of transforming HR policy in line with the growth of the organization - from formalized contracts to new career opportunities for JCLEC employees.

“As a provider of international standards in our courses, it has been essential that our HR development program reflects an appropriate standard, both complying with local regulatory needs as well as positioning us within the region,” notes Bhadra.



A close-up photograph of a police officer's uniform, showing a light-colored short-sleeved shirt with various insignia. A large blue rectangular overlay with diagonal white stripes at the top and bottom covers the upper portion of the image. The text "OPERATING REVIEW" is written in white, bold, sans-serif capital letters across the middle of the blue overlay. The background is blurred, showing what appears to be an indoor setting with other people.

OPERATING REVIEW

JCLEC is responding to growing demand from our stakeholder groups

Over the past 12 months JCLEC successfully hosted 89 courses and 2,020 participants across ten different categories.

The 'ten' covered counter terrorism, specific areas of crime such as cyber, financial, narcotics and human trafficking for example, as well as investigations, intelligence gathering, leadership & management and learning & institutional development.

Each year the total curriculum varies according to the needs of the INP, the regional enforcement community and in alignment with the ongoing efforts of our sponsors.

This section of the report examines changes year to year in the extent of course types, the ways in which JCLEC is responding to growing demand from our stakeholder groups, a selected look at some specific institutional program types and the fulfillment of needs through course design, in arranging expertise and funding.

We also take stock of the growing JCLEC alumni both within Indonesia and outside, as part of our overall effectiveness in learning and sharing information in the ongoing fight against crime. And we have included some anecdotal insights from JCLEC training management and seconded trainers.

JCLEC continued to contribute to deepening the INP talent pool, with an increase in local attendee numbers of 24% to 1,262 officers

Training and capacity development

We are pleased to report the reversal of a declining trend in recent years in course and participant numbers. In 2016 JCLEC held 17% more courses and hosted 21% more participants, while achieving a 46% improvement in 'output' – a measure that takes full account of the numbers of participants and the length of time

in which they had the opportunity to develop their capacity and enabling professional networks.

Our ability to increase output is a critical equation reflecting the complexity of user needs, our expertise combined with that of sponsor partners, and JCLEC as facilitator to 'tailor' course content for specific institutions, while managing the reality of budget constraints.

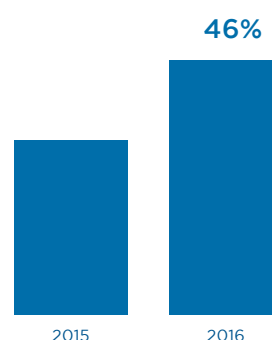
2016: a total of 89 courses attended by 2,020 participants

Courses Category	Number of Courses		Key Changes (y to y)	Number of Participants		Key Changes (y to y)
	2015	2016		2015	2016	
Counter Terrorism	24	28	Up 17%	590	671	Up 14%
Human Trafficking	4	13	Up 225%	90	299	Up 232%
Intelligence	9	8	-	134	136	-
Cyber/Social Media	8	8	-	143	121	Down 15%
Learning/ID	0	5		0	103	
Financial /AML	3	5	Up 67%	60	97	Up 61%
Women/Children	2	4	Up 100%	80	91	Up 14%
Forensics/DVI	5	3	Down 40%	103	60	Down 41%
Leadership	4	2	Down 50%	95	46	Down 51%
Maritime & Border	4	1	Down 75%	87	20	Down 77%
Narcotics	1	1	-	21	43	Up 105%
Other	11	12	-	265	333	Up 26%
Total	76	89	Up 17%	1,668	2,020	Up 21%

As in past years the overall mix of instruction reflected the needs of our sponsors. Subject material ranged widely, from essential training modules strengthening investigative skills and intelligence gathering, to strategic courses on leadership & management in law enforcement. A number of specialist subjects were also featured. A complete record of the courses held in 2016 is located in the Data section of this report.

A significant turnaround in output since 2015...

Output: a factor of the number of participants, the length of time over which they had the opportunity to develop their skills, knowledge and the enabling professional network



In line with our key goals, by far the largest part of the total curriculum was focused on counter terrorism and violent extremism with 671 participants representing a third of the total attendees in 2016. Demand for courses on human trafficking increased considerably with significant growth in two other sectors: financial (including money laundering) and crimes relating to women and children. The number of courses relating to forensics and maritime & border crime declined year-to-year. We held five courses on learning development, an encouraging trend towards higher standards in localised training. There were over 200 attendees in cyber/ social media and economic crime courses, constituent elements of transnational organised crime.

In addition to sponsor driven needs, the centre supported the objectives of a number of recipient organisations by identifying needs and obtaining commitments from multiple sponsors to provide the required resources in order to deliver relevant capacity development activities. The facilitation role of

JCLEC is becoming ever more important. In 2016 we brought together instructors from different sponsors, to deliver new skill sets required to match increasing variation in criminal/terror activities. JCLEC is often in a position to optimise available resources and donor funding with practical solutions.

JCLEC continued to contribute to deepening the INP talent pool, with an increase in local attendee numbers of 24% to 1,262 officers.

In 2016 the partnership with the CILC gained further traction. The NUFFIC Netherlands Initiative for Capacity development in Higher Education (NICHE) is the only current long-term multi-year project involving sequenced activities in which JCLEC's involvement is institutionalised at policy and planning, implementation and oversight levels. The program aim "Capacity building to develop and implement a national curriculum on combating transnational crime based on international best practices" supports the INP's Intelligence and Investigations training schools to develop and continuously improve.

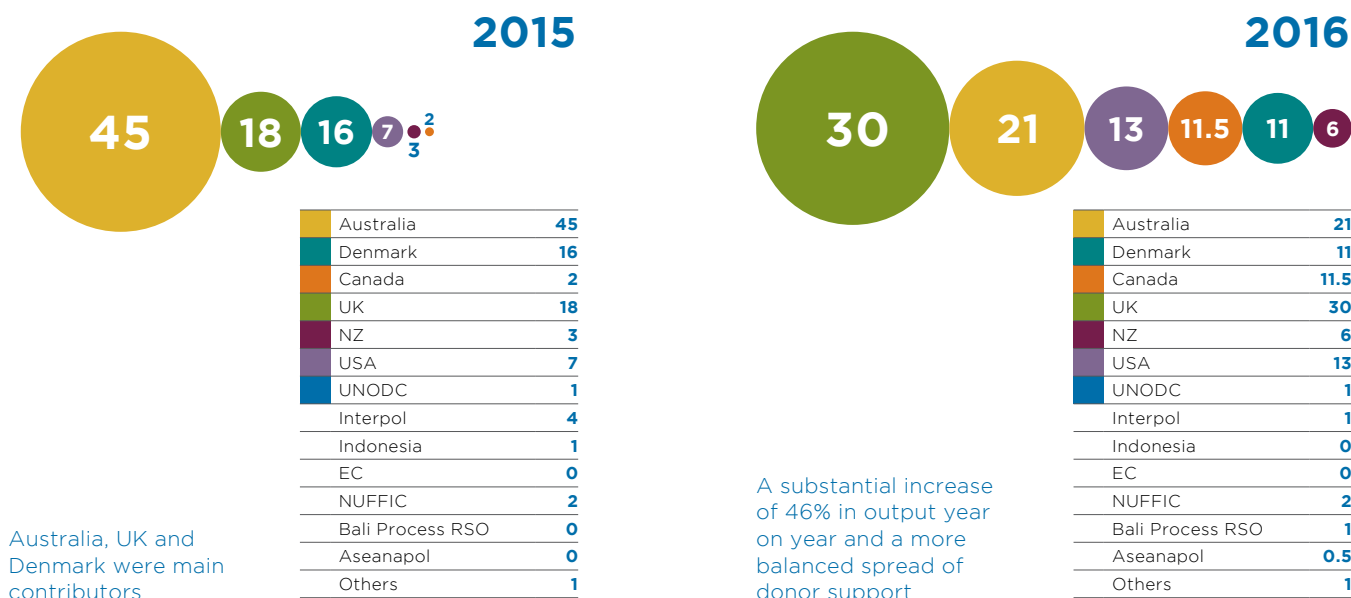
JCLEC has a proven long-term track record in providing high quality facilitation services. Such a role enables the delivery of transnational crime prevention capacity and cross-border and multi-agency professional network development for Indonesia, the Region and in a coordinated manner between donors. The future of the JCLEC should include an expansion of capacity to:

- Support the identification of training and capacity development needs
- Inform long-term capacity development programs and projects
- Develop and update, alone and in partnership with others, high quality training curricula
- Evaluate the impact of JCLEC activities, and
- Access the expertise of the JCLEC alumni

This future will require an investment by donors, in particular, in human resource allocation and in facilitating partnerships.

...alongside a broadening of the sponsor base

Distribution (%)



Equal opportunities

The objective of 10% female participation was exceeded at 13% for 2016 and 16% among instructors and, while meeting our target, we recognize there is scope for further improvement.

Participant number 2015:

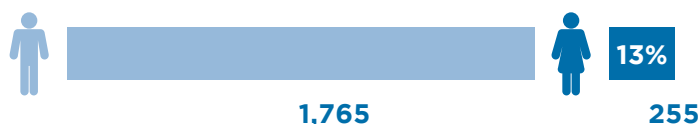
1668



Participant number 2016:

2020

up21%



Key Stakeholder Conferences

JCLEC was also active participating in key international and one-off conferences:

2016 Donor Coordination Meeting

A total of 30 delegates used working groups in April to examine future capacity development and education service opportunities for JCLEC. The meeting recognised the need for closer ties between donors and recipients and specifically recommended:

- Review of the participant invitation process with proactive forward planning in offering future courses, thereby encouraging greater participation
- To extend JCLEC's offer to a wider public sector user group, to potential users in the region and to include private sector participation where significant risk profiles had been identified

- To continue to strengthen the host INP through trainer programs, via JCLEC's own course curriculum and in-house research, with strategic partner involvement
- To invest in e-learning and conferencing channels to extend the reach and benefits beyond the centre itself.
- To leverage the JCLEC Alumni more effectively





The Bali Process on People Smuggling People Trafficking and Related Transnational Crime

This forum, comprising 45 member states with support from the United Nations met at JCLEC in February to continue in its role to seek excellence in anti-crime training, fostering exchanges of information and resources and adoption of best practices for the care of those vulnerable to border incursions, refugee abuse and human trafficking. A wide range of projects and programs in the work plan of the Regional Support Office (RSO) were discussed with JCLEC and senior law enforcement and immigration officers from 18 member states.

Meeting key stakeholder needs - ASEANAPOL

JCLEC was approached by the Association of Southeast Asian Nations (ASEAN) police organisation, ASEANAPOL, to support their identified need to aid the development of regional counter human trafficking capacity. The need was met by JCLEC by augmenting funding from ASEANAPOL with a funding commitment from Denmark, curriculum provided by the Australia-Asia Program to Combat Trafficking in Persons (AAPTIP) and in-kind contributions of subject matter experts from AAPTIP, the AFP, Canada, the Philippines, New Zealand and the International Committee of the Red Cross. This case demonstrates JCLEC's capability to capitalise on our donor network and leverage our knowledge of the wide range of professional institutions across the region.



A global alumni of JCLEC graduates

Europe	104
Austria	1
Belgium	1
Denmark	4
France	12
Germany	13
Italy	3
Netherlands	22
Spain	4
Switzerland	3
UK	41

E Europe/Russia	29
Poland	1
Lithuania	1
Russia	3
Turkey	24

Central Asia	62
Afghanistan	46
Bhutan	7
Nepal	8
Tajikistan	1

Africa	17
Ghana	6
Kenya	1
Nigeria	3
Sierra Leone	1
Sudan	6

South Asia	228
Bangladesh	33
India	27
Maldives	9
Pakistan	100
Sri Lanka	59

Middle East /Africa	66
Algeria	5
Egypt	8
Iran	11
Jordan	7
Lebanon	5
Libya	1
Morocco	3
Palestine	1
Saudi Arabia	4
UAE	21

South East Asia	19,201
Brunei	68
Cambodia	117
Indonesia	17,284
Laos	47
Malaysia	311
Myanmar	172
Papua New Guinea	19
Philippines	343
Singapore	138
Thailand	379
Timor Leste	171
Vietnam	152

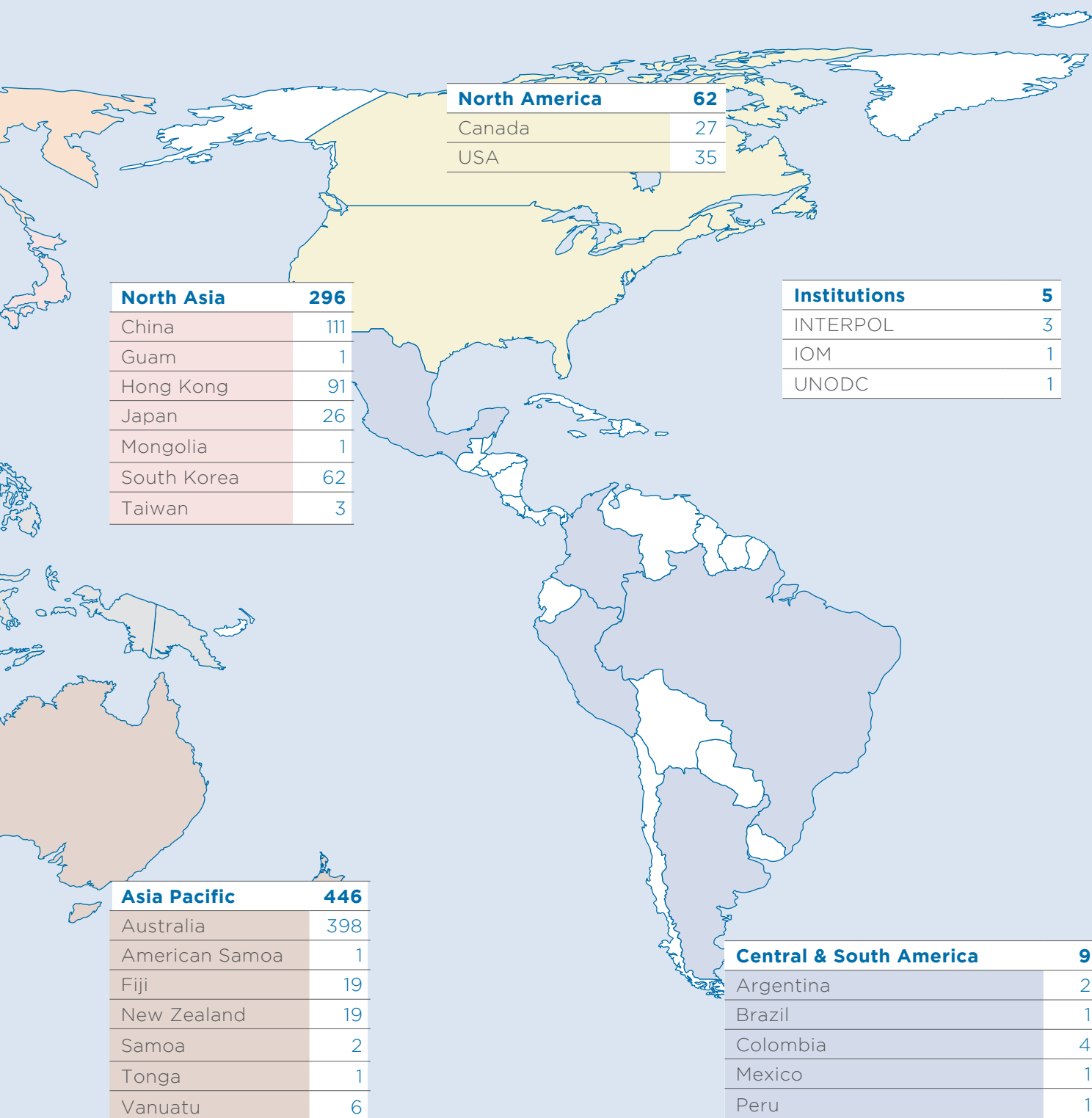
The JCLEC Alumni

Over its lifetime, a total of 20,525 law enforcement, Government and non-Government personnel have passed through the doors of the Centre representing 72 countries. The core focus has been on the Asian region with 19,787 participants benefitting,

including 17,284 from Indonesia. As this network expands it presents a significant opportunity to maintain the ties first established in Semarang at the centre.

Leveraging mobile applications, course graduates are able to stay in touch with one another, creating

highly flexible but instant professional networks to facilitate real-time cross-border and multi-agency operational activity to prevent transnational crime and terrorism. A Marketing management position has been created with a role, in part, to improve communication with, and access to the expertise held within the JCLEC alumni.



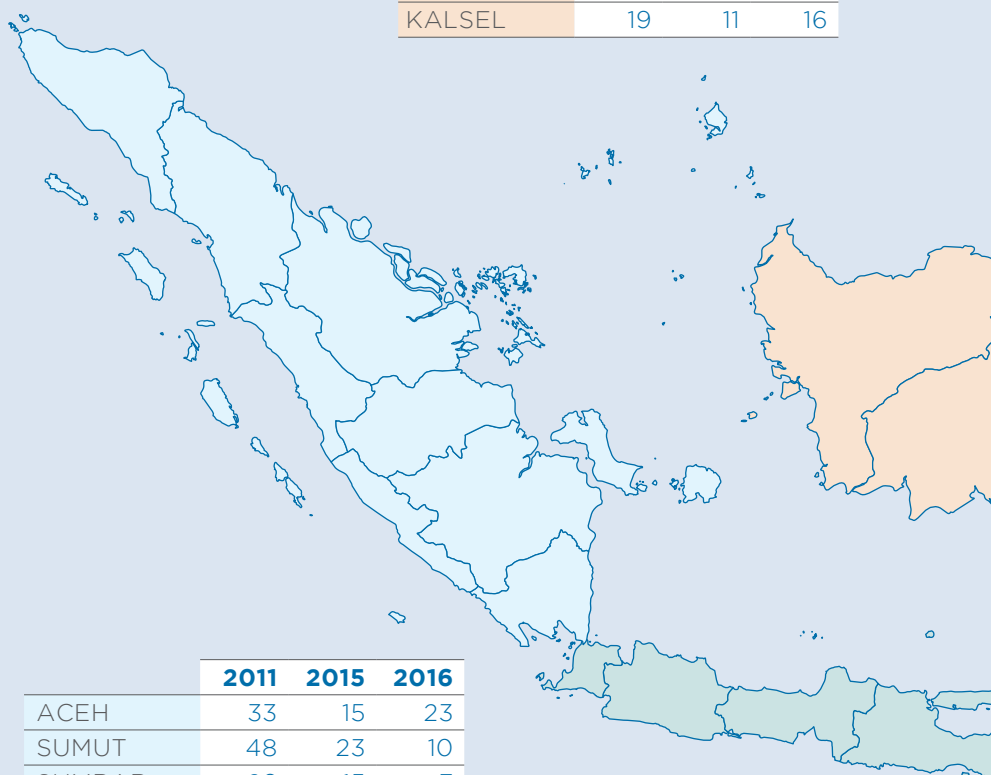
JCLEC - capacity building for all POLDA - nationwide

Indonesian National Police and Institutions

In addition to INP participants, 23 entities, including Indonesian ministries, departments, agencies and organizations sent a total of 276 personnel to attend JCLEC courses in 2016. The mix of participants varies year to year, with the largest participation from Immigration, Customs, the Correctional Service, the Courts (Pengadilan), Attorney General's Office and the Centre of financial transaction and analysis (PPATK).

This broad based group is increasing in diversity and interest and consequently JCLEC has made progress in offering offsite activities, which accommodate the needs of sponsors and in so doing create capacity beyond the JCLEC facilities at Semarang. In the last two years offsite activities have accounted for about 5% of total JCLEC capacity (four courses) while post reporting date we have been successful in boosting this to fifteen courses thus far and with an estimated 24% extra capacity created in offsite activities for 2017.

	2011	2015	2016
KALBAR	44	35	31
KALTENG	20	11	17
KALTIM	35	16	19
KALSEL	19	11	16



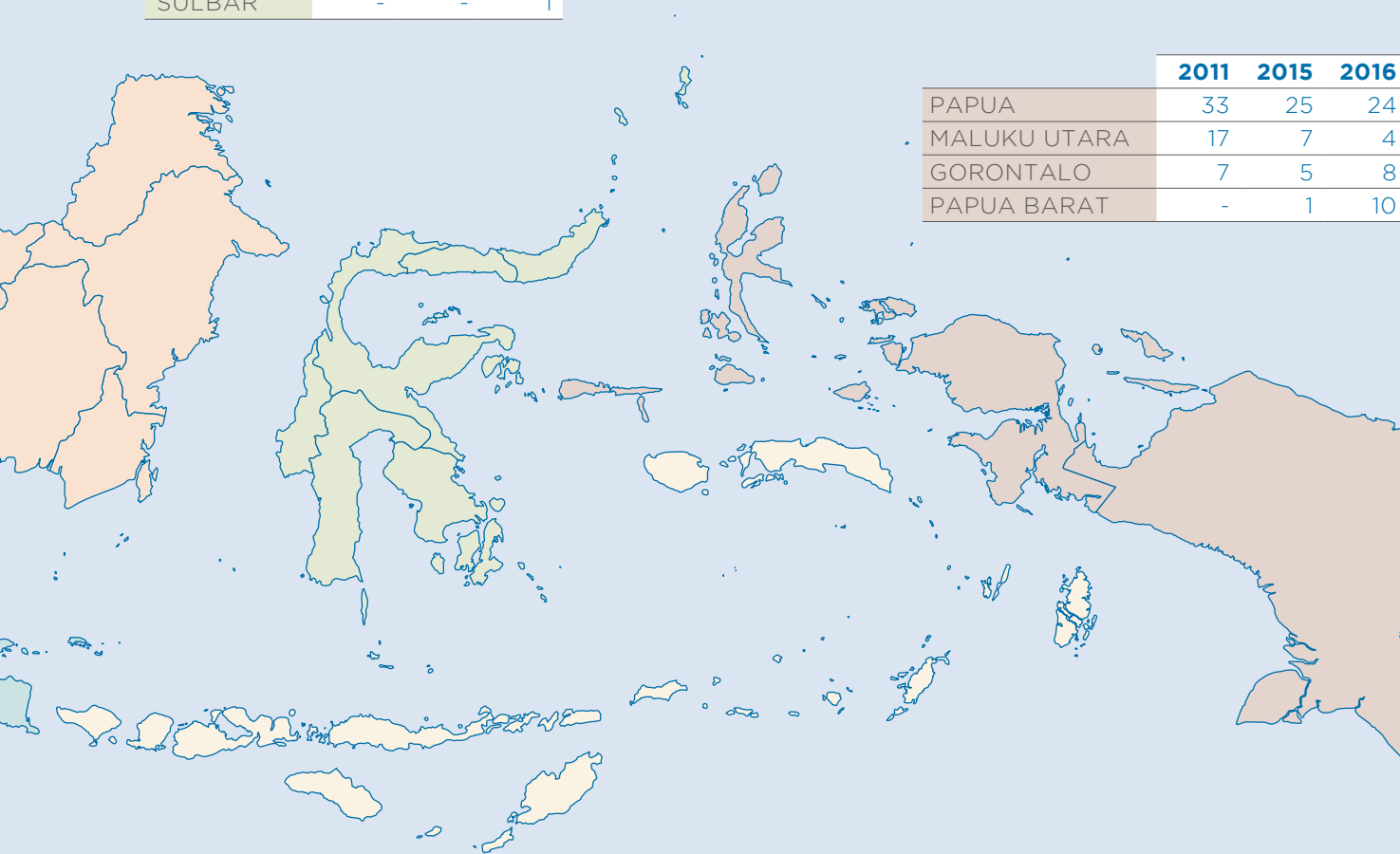
	2011	2015	2016
ACEH	33	15	23
SUMUT	48	23	10
SUMBAR	26	15	7
SUMSEL	39	17	12
BABEL	24	12	3
JAMBI	22	13	14
BENGKULU	26	9	12
RIAU	29	29	27
KEPRI	27	10	22
LAMPUNG	32	11	11

	2011	2015	2016
BANTEN	37	17	7
JABAR	62	28	31
PMJ	69	50	43
DIY	23	11	15
JATENG	69	38	44
JATIM	76	34	37

Participants by POLDA - up 24% year on year

	2011	2015	2016
SULUT	32	19	24
SULSEL	49	46	23
SULTRA	33	10	2
SULTENG	37	27	23
SULBAR	-	-	1

	2011	2015	2016
HQ	416	367	645
AKPOL	12	4	1



	2011	2015	2016
BALI	43	27	31
NTB	34	29	14
NTT	46	36	28
MALUKU	22	11	23

Total INP participation

2011: 1,541

2015: 1019

2016: 1,262

Training Evaluation

Every year for every participant, routine feedback is an essential part of the learning experience, during the onsite course itself, as well as through post course evaluations conducted at 3 month and 6 month intervals.

In 2016 our evaluations team commenced a full review which will result in improvement in the design of the formats in use. Coverage is comprehensive including the effectiveness of training, the learning process, the support provided and the facilities on site.



Canada

Canada – Royal Canadian Mounted Police and Global Affairs Canada

Informal discussions among JCLEC participants can produce significant outcomes, particularly a willingness to responsibly share intelligence after returning to home jurisdictions. Post-activity communication ensures participants can and do sustain professional relationships that prove highly valuable in preventing transnational crime in real-time.

Standards continue to rise. Staff Sergeant Reinhold Weissbock of the Royal Canadian Mounted Police (RCMP) and full-time program manager at JCLEC; “Over the past few years the quality of country presentations of cases successfully completed has shown dramatic improvement.” Staff Sergeant Weissbock cites JCLEC security and safety within AKPOL, Semarang as a crucial and positive consideration for instructors and participants alike.

Indonesia

Local practice and culture varies as widely within Indonesia, as much as it does across ASEAN member countries and beyond. There are understandably significant differences in culture and attitudes between different provinces but how we build local understanding is key to unlocking any criminal network. Moreover, for local policing to be truly effective there has to be an understanding and liaison with key Ministries for example Women Empowerment, Health, and Education and their regional offices. Simulations and direct collaboration with personnel from these institutions is encouraged – and when the training is over, the sharing of knowledge and contacts in the field continues.



Head of Capacity Development, Senior Superintendent

Eko Rudi Yuswanto notes the importance of Computer Based Training (CBT) as an established method used by JCLEC to broaden learning opportunities.



Training Managers Gede Suardana, supervises UK funded training programs and Widya Anugrah oversees Danish funded training activities.

Both agree there are great opportunities to expand JCLEC in terms of international best practice combined with local knowledge.



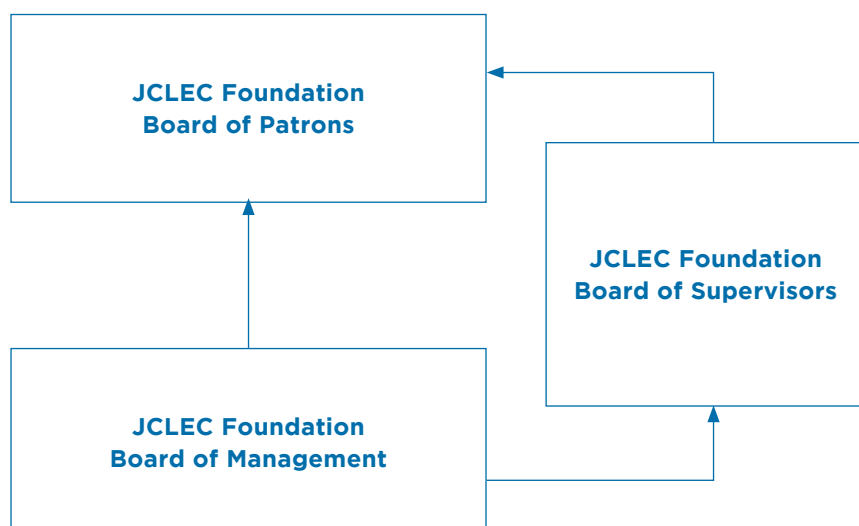
There is more to be done to encourage shared intelligence through the JCLEC course alumni and scope to provide JCLEC support at provincial government level as well as across departments, leveraging the entire spectrum of Government in the world's fourth largest country. Arranging offsite training courses is a practical means to extend capacity and enhance cooperation between Government users of JCLEC courses.



GOVERNANCE

JCLEC was established as an Indonesian Social Activities ‘not for profit’ Yayasan (Foundation) in 2005 under notarial deed, with approval granted March 23rd 2005 by the Ministry of Laws & Human Rights. It is operated under the oversight of a three-tiered governance structure comprising the Board of Patrons, the Board of Management and the Board of Supervisors.

JCLEC Foundation Governance Structure



Board of Patrons

The Board of Patrons consists of the Chief of the INP and the Commissioner of the AFP and other senior executives from both organisations.

Members of the Board of Patrons:

- Chief of INP, Police General Drs. Badrodin Haiti
- Commissioner Andrew Colvin, AFP
- Head of INP Education & Training, Commissioner General Syafruddin
- Assistant Commissioner Neil Gaughan, AFP
- Assistant to the Chief of the INP for Human Resources, Inspector General Sabar Rahardjo

The Board of Patrons provides strategic guidance and oversight of the Foundation including the appointment of members to the Boards of Management and Supervisors and approving the Foundation's annual budget and work plan. It also ratifies the Foundation's annual report and is the body authorised to make any amendments to the Foundation's Articles of

Association as and when required. The Board of Patrons fulfilled their obligations as Board members via signed circular resolutions submitted to the Ministry of Human Rights and Law, Republic of Indonesia.

Board of Supervisors

The Board of Supervisors comprises representatives from key stakeholders including the Indonesian Ministry of Foreign Affairs, Australian Department of Foreign Affairs & Trade and the United Kingdom Foreign & Commonwealth Office, and with official observers from the Governments of the Kingdom of Denmark and Canada.

Members of the Board of Supervisors:

- Mr. Andy Rachmianto, Director of International Security and Disarmament, Directorate General of Multilateral, Indonesian Ministry of Foreign Affairs
- Dr. Bradley Armstrong PSM, Head of Political and Public Diplomacy Branch, Australian Department of Foreign Affairs & Trade
- Ms. Juliet Maric Capeling OBE, Deputy Head of Mission and Consul General, British Embassy Jakarta

The Board of Supervisors is tasked with an advisory role and oversight of the Board of Management. In 2016 the tradition of combining quarterly meetings with those of the Board of Management continued to maximise the opportunity to discharge oversight duties and coordinate on a Government-to-Government basis.

Board of Management

The Board of Management consists of senior officers from both the INP and the AFP.

Members of the Board of Management:

- INP Brigadier General Mohammad Safei – as Chairman
- Superintendent James Stokes, AFP – as Secretary
- Police Brigadier General Rachmad Fudail – as Member

The Board of Management is responsible for providing operational direction and oversight of the Foundation under delegated authority from the Board of Patrons. The Board of Management formulates policies and develops guidelines to ensure the highest quality of service is provided by the JCLEC. The Board of Management is responsible for governance and financial management of the Foundation and the operation of the JCLEC and met quarterly during 2016 in compliance with the Articles of Association. In 2016 the Board of Management focused on increasing its and the Board of Supervisors capacity to oversee the management of JCLEC risk.

Executive Managers

As an inherent part of their dual role, consistent with like roles globally particularly in medium-sized not-for-profit organisations, the Executive Directors also perform the role of Executive Managers of the JCLEC's day-to-day operations in addition to performing director roles on the Board of Management. Whilst Executive Directors and their boards worldwide need to be conscious of the separate though related roles, the combination of such, in the context of organisations such as the JCLEC maximises the opportunity of the Board of Management (and the Board of Supervisors) to be able to directly access and assess first hand knowledge of the JCLEC's day-to-day operations.

Members of the Executive Management:

- INP Brigadier General Mohammad Safei – as Executive Director
- Superintendent James Stokes, AFP – as Executive Director Programs

Financial Audit Controls

In accordance with the JCLEC Foundation Articles of Association, the financial accounts of the Foundation are independently audited twice per year for the periods ending 30 June and 31 December.

The audited Financial Statements and accompanying notes for the year ended 31 December 2016 are included in this Annual Report.

Site security

A comprehensive joint INP and AFP review of JCLEC security was commenced in 2016 in consultation with key institutional partners. Implementation of recommendations, including those relating to infrastructure, human resources, policy and practice is expected to commence in 2017.

Health and Safety

Hosting over 2,000 participants and hundreds of visitors every year, it is essential that onsite health and safety is monitored and tested rigorously. Over 60 staff undertook formal first aid training to international standards during the year – an essential part of our ongoing efforts to strengthen our 'safety first' culture. Such benefits also ripple outwards in creating greater health and safety awareness among the families of employees and the wider community. Again, a comprehensive joint INP and AFP review of JCLEC workplace health and safety was commenced in 2016 in consultation with key donors with implementation of recommendations expected to commence in 2017.




A photograph of a campus scene featuring a paved path, green grass, and trees. A blue semi-transparent banner is overlaid on the upper half of the image, containing the title text. Below the banner, there are several white diagonal lines of varying lengths. In the bottom left corner, a person's leg and foot are visible, walking on the path.

FACILITIES

& CAMPUS LIFE





The JCLEC campus is
sited within the extensive
INP Police Academy
(AKPOL) grounds.

JCLEC Training Centre Facilities - Semarang

The Centre is equipped with specialist training classrooms, a lecture theatre, conference facilities and restaurant and offers onsite secure accommodation for approximately 140. The JCLEC Training Centre is located within the Indonesian Police Academy grounds in Semarang, Central Java. The Centre incorporates four air conditioned training and administration buildings with a total 3000 square meters of floor space.

These buildings can accommodate up to 136 people and provide JCLEC with significant capacity to provide secure short and longer term accommodation for instructors and participants attending the centre. The accommodation facilities, funded by Netherland's Government, were completed in December 2006 and officially opened in June 2007. The accommodation provides twin share rooms, for 124 people, and 12 free standing villas.

JCLEC Secretariat - Jakarta

The JCLEC Secretariat, located within INP Headquarters in Jakarta, is responsible for policy formulation and foreign donor coordination and staffed by members of the INP and AFP.

Aerial view of the campus site within the AKPOL
complex, Semarang city ▼

CAMPUS LIFE

Independence day August 17th

Just one among several occasions during the year for the JCLEC team to enjoy some 'downtime' together.



Teamwork with a difference

When study, classes and assignments are over and the course is complete – there is always the end of course dinner. It's an evening for every participant to look forward to, featuring some eclectic song and dance routines from Indonesia and our many visitors from the rest of the world.



A guide to commonly used acronyms

AAPTIP	Australia Asia Program to Combat Trafficking in Persons
ABF	Australian Border Force
AFP	Australian Federal Police
AGD	Attorney General's Department (Australia)
AIPM	Australian Institute of Police Management
AKPOL	Indonesian Police Academy
AML	Anti Money Laundering
APLMA	Asia Pacific Medico Legal Association
ASEAN	Association of South East Asian Nations
AUD	Australian Dollar
BOM	Board of Management (JCLEC Foundation)
BOP	Board of Patrons (JCLEC Foundation)
BOS	Board of Supervisors (JCLEC Foundation)
CBT	Computer Based Training
CILC	Center for International Legal Cooperation
CT	Counter Terrorism
DFAT	Department of Foreign Affairs and Trade (Australia)
DFATD	Department of Foreign Affairs, Trade and Development (Canada)
DVI	Disaster Victim Identification
FBI	Federal Bureau of Investigation
GAC	Global Affairs Canada
ICRC	International Committee of the Red Cross
ILEA	International Law Enforcement Academy
ILO	International Labour Organisation
IMOSC	International Management of Serious Crime
INP	Indonesian National Police
JCLECF	Jakarta Centre for Law Enforcement Cooperation Foundation
KEMLU	Foreign Ministry of the Republic of Indonesia
KPK	Corruption Eradication Commission
LEMDIKPOL INP	Education and Training Institutions
LPSK	The Indonesian Witness and Victims Protection Agency
NICHE	Netherlands Initiative for Capacity Development in Higher Education
NUFFIC	Netherlands University Foundation For International Cooperation
PPATK	Indonesian Financial Transaction Report and Analyst Centre
PSI	People Smuggling Investigations
PWC	PriceWaterhouseCoopers
RELp	Regional Executive Leadership Program
RCMP	Royal Canadian Mounted Police
RSO	Regional Support Office, Bali Process
TNCC	Trans-National Crime Centre
TNP	Turkish National Police
USAID	United States Agency for International Development
UNODC	United Nations Office on Drugs and Crime
US-ATA	United States Anti-Terrorism Assistance Program



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