

OVERVIEWS

Secretary's review

Departmental overview



Then head of the department's Iraq Task Force, John Quinn, aboard an Australian Defence Force flight from Baghdad to Kuwait in April 2004.



Regional Assistance Mission to Solomon Islands (RAMSI) Special Coordinator, Nick Warner, briefs media in Honiara in August 2003, with Deputy Commissioner of the Royal Solomon Islands Police and Commander of the RAMSI Participating Police Force, Mr Ben McDevitt. Photo: WO2 Ramage.



*The Secretary, Dr Ashton Calvert AC
Photo: Michael Jensen*

'The challenging international environment and demanding policy agenda have meant we have had to be creative and dynamic in the way we work ...'

SECRETARY'S REVIEW

The international year in review

The dynamic and uncertain international environment continues deeply to affect the lives and interests of Australians at home and abroad—raising both challenges and opportunities. The response of the Department of Foreign Affairs and Trade across the breadth of its activities—ranging from new regional counter-terrorism arrangements to the active pursuit of market openings—has been prompt, carefully targeted to Australian interests, and highly professional.

Close liaison and coordination with other Australian Government departments and agencies and Australian industry in pursuit of our priorities was an enduring theme in many of the department's key activities in 2003–04. By working with others we ensured that Australia's interests overseas were promoted in an effective and coherent manner. As a result, we achieved some very positive outcomes which included, but were not limited to:

- our strong policy coordination and advocacy on Iraq, highlighted by the performance of our mission in Baghdad in the most challenging of circumstances
- our vigorous role in building stronger counter-terrorism cooperation in the region, including through our substantial contribution to the successful regional ministerial meeting in Bali
- our role in driving an ambitious trade agenda, featuring our leadership of successful negotiations for free trade agreements (FTAs) with Australia's most important economic partner, the United States, and with Thailand
- our development and implementation of a more activist Australian role in the South Pacific, highlighted by our effective coordination of the Regional Assistance Mission to Solomon Islands (RAMSI).

We continued to place high priority on our responsibility to provide the Australian public with high-quality consular and passport services. The changing and challenging international environment has generated unprecedented demand in Australia for accurate, up-to-date information on the risks facing Australians and Australian interests abroad. The department's smartraveller campaign publicised the availability of such information to Australians. We continued to place emphasis on issuing timely travel advisories. New passport services were also developed, with a focus on improving the security and inviolability of issuing procedures.

Enhancement of Australia's security

Among the department's highest priorities during the year was our support of the Government's efforts to counter international terrorism and the spread of weapons of mass destruction (WMD). The department's Ambassador for Counter-Terrorism played a leading role in coordinating Australia's international counter-terrorism activities and policies, and in furthering bilateral and regional cooperation.

With the Indonesian Government, the department arranged the Regional Ministerial Meeting on Counter-Terrorism in Bali in February 2004. This meeting identified practical steps to strengthen and consolidate regional cooperation on issues such as law enforcement, information sharing and legal frameworks. An important outcome of the meeting was agreement to establish the Jakarta Centre for Law Enforcement Cooperation in Indonesia, to act as a key resource for the region in tackling transnational crime, including terrorism.

We expanded the number of counter-terrorism arrangements between Australia and regional governments from six to nine in 2003–04. We led counter-terrorism dialogues with strategic partners, and encouraged a strong approach to counter-terrorism in global and regional forums, including the Asia–Pacific Economic Cooperation (APEC) forum, the ASEAN Regional Forum, the Pacific Islands Forum and the United Nations Counter-Terrorism Committee.

We increased public understanding of the terrorist threat, including by drafting Australia's first White Paper on Terrorism—*Transnational Terrorism: The Threat to Australia*—launched by Mr Downer in July 2004. The White Paper provides readers with a deeper understanding of the nature of the terrorist threat, how it affects Australia, and the Government's commitment to combat it at the international level.

The department provided the Government with extensive advice on the challenging situation in Iraq. We led the inter-agency Iraq Task Force—the principal mechanism for coordinating government policy, operational decisions and advocacy on Iraq issues. Despite operating in a difficult security situation, the department, with its representatives in Baghdad, was able to support Australia's efforts to assist with the stabilisation of Iraq, while at the same time advancing our commercial interests.

The exposure of the network for the proliferation of WMD run by Pakistan's nuclear scientist AQ Khan highlighted the need for Australia to continue to work creatively with like-minded countries to counter the threat posed by such weapons. The department played a leading role in the Proliferation Security Initiative—a coalition of countries developing practical measures to prevent the spread of WMD and related materials. We used multilateral, regional and bilateral channels to encourage compliance with international non-proliferation norms by countries with nuclear programs of concern such as Iran and the Democratic People's Republic of Korea (DPRK). We worked assiduously to strengthen multilateral non-proliferation regimes.

The department played a key role in building international support for the extension for a further year of the United Nations Mission in Support of East Timor. We developed and implemented a vigorous and practical strategy to assist South Pacific countries. RAMSI—which was coordinated and led by the department—had a remarkably positive impact in its first year on stabilising the security and economic situation in Solomon Islands. Australia's nearest neighbour—Papua New Guinea—was another major focus for the Government and the department. We developed an Enhanced Cooperation Program to help Papua New Guinea improve its law and order, economic management, border control and security.

We played an important role in the Prime Minister's successful campaign at the 2003 Pacific Islands Forum Leaders' meeting to elect (for the first time) an Australian to the position of Secretary-General of the Forum—former departmental senior official, Greg Urwin.

Contribution to national prosperity

The department pursued an ambitious agenda in 2003–04 for improved access to overseas markets for Australian business, using the full range of multilateral, regional and bilateral approaches available to us.

The department maintained strong advocacy in support of an ambitious outcome for the current WTO Doha Round, which would open markets to Australian goods and services and correct long-standing imbalances in the global trading system, particularly in agriculture. We played a key role representing Australia's interests in the Doha Round negotiations as a member of the Five Interested Parties group (with the United States, the European Union, Brazil and India), and as a leader of the Cairns Group of agricultural fair traders. Despite our best endeavours, progress towards multilateral liberalisation through the Doha Round was disappointingly slow during the review period, highlighted by the failure of WTO members to reach agreement at the WTO Ministerial meeting in Cancún, Mexico.

We maintained pressure on other countries to continue to look for ways forward, including through other forums such as APEC. This contributed to the recent agreement among WTO members in July 2004 on a Framework Package to guide the next phase of negotiations. This was an important outcome, and represents a significant step forward towards the conclusion of the Round. The department played an active role in using the WTO dispute settlement system to protect Australia's rights and obligations, including through challenging the European Union's sugar subsidies.

The department continued to promote APEC as the pre-eminent forum in the region. We played a leading role in the development of APEC's agenda, including with respect to security issues, trade and investment liberalisation and facilitation and encouraging APEC members to maintain high standards with respect to FTAs.

We led negotiations which concluded high-quality FTAs with the United States and Thailand. Both agreements were the culmination of complex and intense negotiations on the part of the department and other government agencies, in close consultation with industry and other stakeholders. Once they enter into force, both the Australia–United States Free Trade Agreement and the Thailand–Australia Free Trade Agreement will provide significant new benefits and opportunities for Australian exporters.

To maintain the positive momentum, we are giving active consideration to a possible FTA with China—initially by assessing the potential benefits to Australia—and have begun discussions on a possible FTA between ASEAN and Australia and New Zealand, and a study of a possible FTA with Malaysia. We have reached preliminary agreement with the United Arab Emirates on negotiation of an FTA.

Bilateral Relationships

The department made substantial progress in consolidating and expanding Australia's extensive network of bilateral relationships. The department's contribution included sustained advocacy in support of Australia's overseas interests and support for high-level visits.

Strengthening economic links and diplomatic and security cooperation with Asia was a focus of the department's work. The Prime Minister's visit to Japan in July 2003 resulted in the signing of the Australia–Japan Trade and Economic Framework, which was negotiated by the department. We supported the Prime Minister's visit to China in August 2003 and Chinese President Hu Jintao's visit to Australia in October 2003. During the latter visit, Ministers presided over the signing of several bilateral agreements, including a Trade and Economic Framework and agreement on a joint feasibility study towards a possible bilateral FTA.

In addition to the cooperation with Indonesia and other regional countries on counter-terrorism, highlights in South and South-East Asia included: the finalisation of the FTA with Thailand; the deepening of relations with ASEAN through the commencement of discussions for an FTA between ASEAN, Australia and New Zealand; and the growth in India's importance as a trading and strategic dialogue partner.

Australia's engagement with the United States remains at a historically high level. The successful negotiation of the Australia–United States Free Trade Agreement was a major achievement. The department supported President Bush's visit to Australia in October 2003 and the Prime Minister's visit to the United States in June 2004. At a time of significant expansion of the European Union's weight in international affairs, we deepened cooperation with the European Union on security and aid issues, particularly in the Asia–Pacific region.

Contribution to strengthening global cooperation in ways that advance Australia's interests

The department continued to play an active and practical role in multilateral institutions such as the United Nations (UN), the Organisation for Economic Co-operation and Development (OECD) and the Commonwealth to strengthen global cooperation, good governance and economic development around the world. We provided strong support for moves to reform the UN, including by contributing to a high-level panel on threats, challenges and change established by the UN Secretary-General. The department supported the Prime Minister's participation at the Commonwealth Heads of Government meeting in Abuja, Nigeria.

The reputation we have earned for Australia in human rights advocacy was rewarded by Australia's appointment, for the first time, to the position of Chair of the UN Commission for Human Rights in 2004. We have used this opportunity to focus on building the effectiveness of the Commission, and to encourage wider international application of universal standards of human rights.

The department played an active role in advancing Australia's many and diverse international legal interests during the year. We helped combat illegal fishing in Australian waters (including by contributing to the apprehension of the *Viarsa 1* and the *Maya V* vessels), drafted implementing treaties for improved assistance to Pacific neighbours, supported the implementation of the Timor Sea Treaty, negotiated maritime boundaries with New Zealand and made strong progress towards defining the outer limits of Australia's seabed jurisdiction.

The department's Ambassador for People Smuggling Issues coordinated an effective whole-of-government strategy to combat people smuggling, trafficking in persons and related transnational crime through the Bali process, resulting in strengthened regional cooperation. A senior officials' meeting in June 2004, jointly hosted by Australia and Indonesia, demonstrated the value of our close cooperation with Indonesia on these issues and agreed on future directions for the Bali process.

The department continued to advocate effective international action on environmental issues while striving to ensure such goals were advanced in ways that reflected Australia's economic and other interests. In the absence of genuine progress towards a comprehensive global response to climate change, the department contributed to a number of bilateral and wider arrangements between like-minded countries that are aimed at promoting practical cooperation in climate change and related areas.

Consular and passport services

The department continued to accord high priority to providing effective, sensitive and timely consular assistance to Australians who experienced difficulties overseas. Nearly 13 000 Australians received direct consular assistance from departmental staff in 2003–04 in a wide range of cases. We arranged—in cooperation with Indonesian authorities and other Australian Government agencies—the memorial service held in Bali in October 2003 for the victims of the Bali bombings one year earlier.

We improved the accessibility of information available to Australians on the risks associated with travelling overseas through the *smartraveller* campaign, launched in September 2003. The campaign publicised and made more accessible the department's extensive system of travel advisories, which included 527 updates for 144 destinations in 2003–04, thereby helping Australians to travel safely.

In response to the continuing difficult security situation around the world, we further developed our crisis management and contingency arrangements, including through close consultation with other relevant agencies.

In support of our priority objective of enhancing Australian security, the department strengthened the integrity of our world-class passports system during the year with the introduction of a new passport—the M-series—which incorporates state-of-the-art security features. We advanced new facial biometric technology to support identify verification in passport issuing processes. We introduced interactive online services to provide Australians with improved and continuous access to passports services. The department worked with other governments during the year to combat passport fraud, including through the exchange of data on lost and stolen passports as part of regional counter-terrorism cooperation.

Public diplomacy

The department worked hard to promote an accurate image of Australia and its culture overseas, including by supporting and promoting Australian art and artists internationally. We sponsored visits to Australia by influential individuals and journalists under our Special Visits Program and International Media Visits Program respectively. Bilateral foundations, councils and institutes managed by secretariats in the department fostered links between Australia and key countries through a diverse range of cultural and public diplomacy activities.

We maintained close contact with the Australian media in order to provide the public with comprehensive, up-to-date, relevant information on Australia's foreign and trade policies, with particular emphasis on high-profile issues, including global security concerns and the Government's trade policy agenda. Our staff were available to respond to media enquiries at all times of the day.

We intensified our consultation with Australian business and trade advocacy with the Australian public more generally. This helped to ensure industry groups and other interested parties were sufficiently well informed of developments to be able to contribute their views with respect to key trade developments, including FTA negotiations.

The Internet is now the principal tool for the dissemination of information about the department. We made improvements to the department's website in early 2004 to give greater prominence to current foreign and trade policy issues and to ensure content was updated in a timely manner. We encouraged the public to provide submissions on important policy developments via the website.

Security and information technology

The security of departmental staff remains of paramount importance. We were provided with significant additional funding—a further \$74.5 million over five years—to upgrade the security of our overseas posts in response to the challenging international security environment. The funding is being used to relocate a number of higher-risk posts, and to upgrade physical security standards across all posts. The department undertook regular security assessments to inform the physical security program.

The department improved the security and reliability of its diplomatic communications network for carriage and protection of sensitive government information with completion of the SATIN project. The project, completed within budget and ahead of schedule, provides secure and effective communications for the government's international operations.

Corporate management

The challenging international environment and demanding policy agenda have meant we have had to be creative and dynamic in the way we work and ever more efficient in our management of resources. Our response has included the adroit use of task forces and specialist positions, such as the Ambassador for Counter-Terrorism and the Special Negotiator for Free Trade Agreements.

We have embedded a number of 'Working Smarter' reforms which, among other things, encourage staff to prioritise rigorously, to use outcomes in advocacy as the key benchmarks of their performance and to maintain a good balance between their work and private lives. We underpin these arrangements with a rigorous performance management system which rewards staff who perform above and beyond normal expectations. Through these and other reforms, we have kept our staff highly motivated, as demonstrated in our high retention rate for graduates, and ensured the department has the necessary flexibility to respond to contemporary challenges.

Outlook

2004–05 will be another demanding year for the department on numerous fronts.

In response to the challenging international security situation, the department will continue to attach priority to developing strategic and effective responses to protect and promote the interests of Australians. We will accord priority to strengthening further Australia's counter-terrorism cooperation with regional countries, extending regional counter-proliferation outreach with respect to WMD and working towards a resolution of nuclear issues in Iran and the DPRK. The security situation in Iraq will continue to be difficult, and coordination of Australia's diverse interests there will require ongoing work by the department.

Working on multiple fronts, we will actively seek greater market access for Australian exports. We will work hard over the coming year to ensure that the recently agreed framework for the WTO Doha Round negotiations translates into meaningful agricultural and other trade reform, including by maintaining and building close coalitions of like-minded countries. However, further negotiations are expected to be long and difficult.

If entry into force proceeds on schedule, from 1 January 2005 Australian exporters and investors will be able to take advantage of significantly improved market access from the FTAs with the United States and Thailand. We will seek to raise awareness of new commercial opportunities among Australian business. We will also give careful consideration to how best to advance Australia's interests through possible additional free trade agreements with China, Malaysia and ASEAN.

Our relationships with key strategic and regional allies will remain of fundamental importance. We will place priority on building relations with the next US administration following elections in that country in November 2004. It will also be another very important year for Australia's relationships with Pacific island countries. Through RAMSI, we will encourage further economic, governance and security improvements in Solomon Islands. We will continue to work closely with Papua New Guinea, Nauru and Fiji to help them address their economic and security challenges.

We will continue to work with other countries to promote reform of the UN system to enable it to respond more effectively to contemporary challenges. The forthcoming report of the Secretary-General's High-Level Panel on Threats, Challenges and Change and the 2005 UN Summit will provide important opportunities in this respect.

The department will continue to focus resources on providing as safe a work environment as possible for its staff. We will need to ensure we maintain an appropriate balance between furthering Australian interests and providing services at high-risk locations on the one hand, and ensuring the security of our personnel in those posts on the other. We will undertake an extensive program of physical security projects at posts, including further relocations where appropriate.

With respect to consular and passports services, we will maintain close cooperation and engagement with the media and travel industry about our travel advisory system, build up our emergency response team procedures, and undertake preliminary biometric-passport production and testing.

Through the highly developed advocacy skills and dedication of our staff, the Department of Foreign Affairs and Trade will continue to meet the challenges ahead, and provide the highest levels of support for the Government's international agenda.

Ashton Calvert
Secretary

DEPARTMENTAL OVERVIEW

Role and functions

The department is responsible for advancing the interests of Australia and Australians internationally, through: enhancing Australia's security; contributing to growth in Australia's economy, employment and standard of living; assisting Australian travellers and Australians overseas; strengthening global cooperation in ways that advance Australia's interests; fostering public understanding of Australia's foreign and trade policy; projecting a positive image of Australia internationally; and managing efficiently the overseas property owned by the Australian Government.

The department's staff in Canberra, in our state and territory offices and around the world work towards the achievement of the department's four outcomes, described in the department's *Portfolio Budget Statements 2003-04* and presented in Figure 4 on page 18:

- Australia's national interests protected and advanced through contributions to international security, national economic and trade performance, and global cooperation
- Australians informed about and provided access to consular and passport services in Australia and overseas
- public understanding in Australia and overseas of Australia's foreign and trade policy and a positive image of Australia internationally
- efficient management of the Commonwealth overseas owned estate.

To support the achievement of these outcomes, the department has developed a range of resource management practices and corporate services. In an operating environment of uncertainty and high demand, these services ensure the department is able to respond and adapt quickly and effectively to changed circumstances, while maintaining a high level of ongoing productivity. The department's resource management practices foster and support a highly motivated, adaptable and flexible workforce through appropriate recruitment processes and reward systems, skills recognition and training. We strive to create a working environment that enables staff successfully to balance their professional and personal interests and commitments.

Organisational structure

The Secretary, Dr Ashton Calvert AC, and four deputy secretaries together constitute the department's Senior Executive. Supported by the department's Senior Executive Service, they manage the department and provide leadership on foreign and trade policy and corporate issues. In fulfilling this role, the Senior Executive: shapes the values and culture of the department; maintains the highest professional standards of service to the Government and to Australia; and ensures an open, fair and professionally rewarding working environment for all staff.

The department's structure is detailed in Figure 2. In Canberra, the department is made up of eleven divisions, as well as the Executive, Planning and Evaluation Branch, the Protocol Branch, the Overseas Property Office, the Australian Safeguards and Non-Proliferation Office and the Economic Analytical Unit. The department's staff are located in Canberra, state and territory offices, and overseas posts. Each overseas post is attached to a parent division in Canberra.

During 2003–04, the department restructured divisions and also created task forces, on an as-required basis, to reflect the international priorities and challenges of our work.

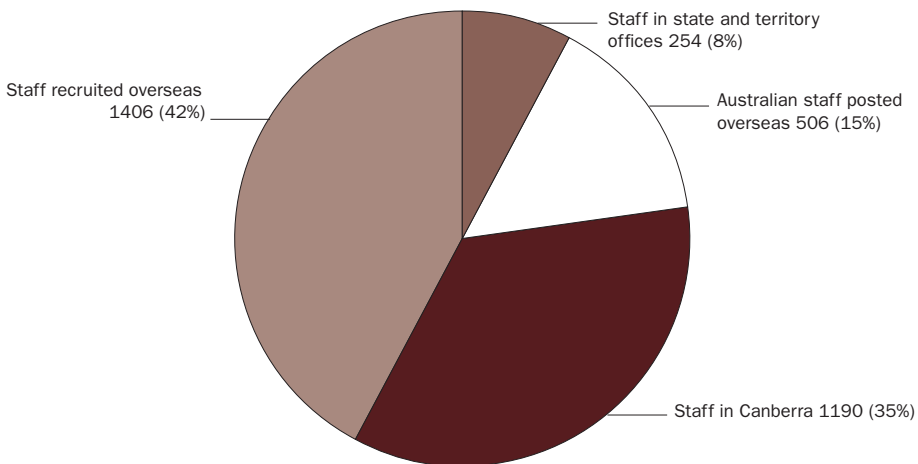
The department manages an overseas network of 85 embassies, high commissions, consulates-general and multilateral missions—details are provided at Appendix 13 (Summary of the overseas network). The department also maintains offices in all



*Senior Executive of the Department of Foreign Affairs and Trade (as of 30 June 2004).
Front right: Dr Ashton Calvert AC, Secretary. From left: Deputy Secretaries Mr Doug Chester (standing),
Ms Joanna Hewitt (sitting), Dr Geoff Raby (standing) and Mr Murray McLean OAM (standing). Photo: Michael Jensen.*

Australian state and territory capital cities. These offices provide an invaluable link between the department and the public, particularly through the provision of consular and passports services to the Australian community and liaison services to state and territory governments and Australian business. We also maintain a Passports Office in Newcastle and a Liaison Office on Thursday Island in the Torres Strait. Contact details of our offices in Australia are provided inside the back cover of this report.

FIGURE 1. LOCATION OF STAFF

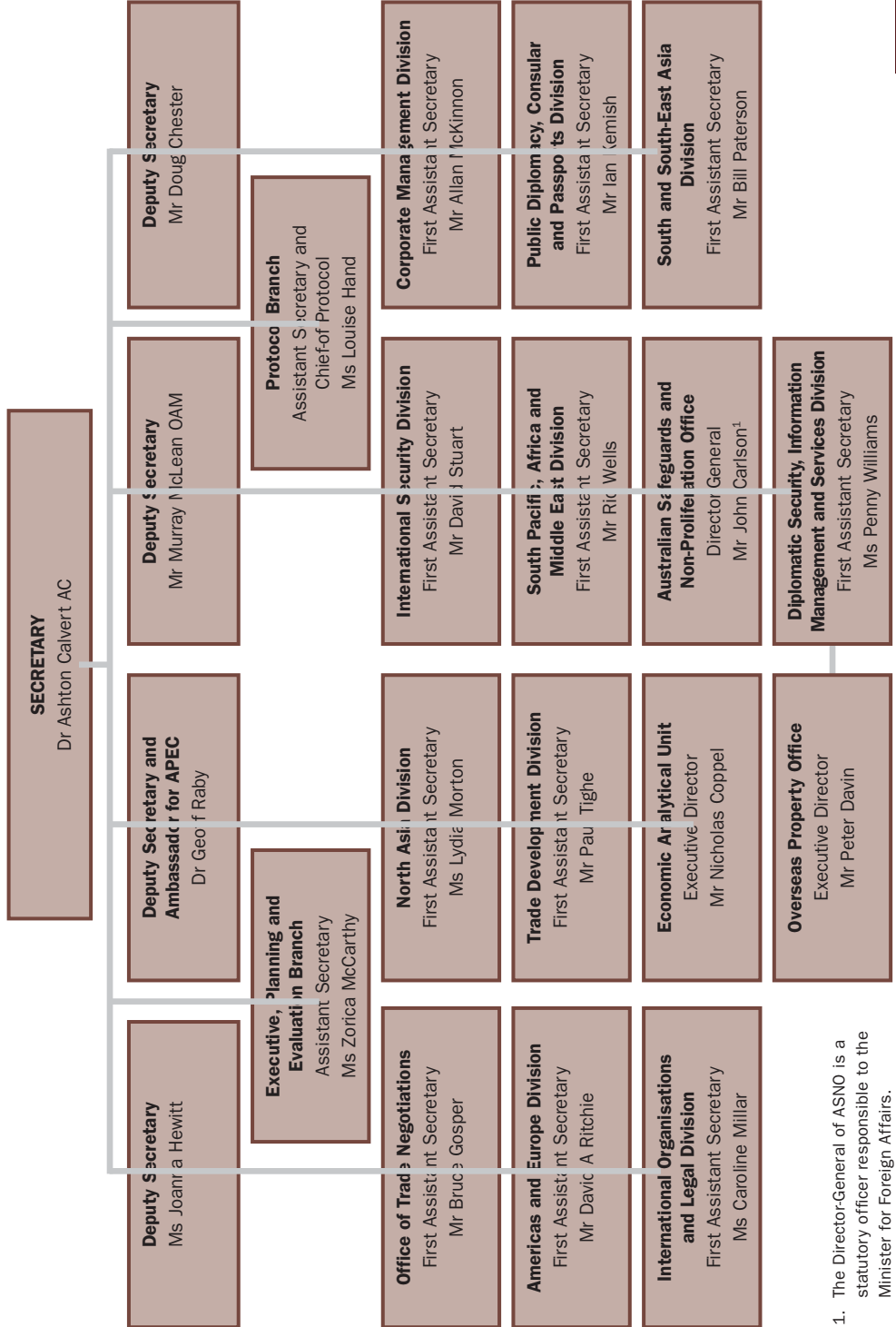


Source: Compiled from departmental data.

The above chart shows the proportion of the department's staff who are serving in Australia, at our state and territory offices and in Canberra, as well as those Australia-based staff who are posted to our overseas network, and staff who are employed locally at our overseas posts.

The department also engages people overseas to act as honorary consuls. Honorary consuls provide consular assistance on behalf of the department to Australian travellers in locations where the Australian Government does not maintain other representation. Combined with our consular sharing agreements with Canada, our honorary consuls provide an invaluable service for Australian citizens travelling overseas (see Appendix 13).

FIGURE 2. SENIOR EXECUTIVE STRUCTURE (AS AT 30 JUNE 2004)



1. The Director-General of ASNO is a statutory officer responsible to the Minister for Foreign Affairs.

Structure of the foreign affairs and trade portfolio

The foreign affairs and trade portfolio supports the Minister for Foreign Affairs, the Minister for Trade, the Parliamentary Secretary for Foreign Affairs and the Parliamentary Secretary for Trade in the conduct of Australia's foreign and trade policy. Seven agencies make up the portfolio:

- Department of Foreign Affairs and Trade
- Australian Trade Commission (Austrade)
- Australian Agency for International Development (AusAID)
- Australian Centre for International Agricultural Research (ACIAR)
- Australian Secret Intelligence Service (ASIS)
- Export Finance and Insurance Corporation (EFIC)
- Australia–Japan Foundation (AJF). Unlike other bilateral foundations and councils, the AJF is a separate statutory authority that receives its own appropriations from consolidated revenue.

These agencies develop and promote domestic and international understanding of Australia's foreign and trade policy; support Australian business through market access and export advice and assistance; promote trade and investment; provide consular and passport services to Australians, in Australia and overseas; and provide sustainable development and relief assistance to the world's developing and least-developed countries. Figure 3 details the portfolio structure and each agency's outcomes.

FIGURE 3. STRUCTURE OF PORTFOLIO OUTCOMES—FOREIGN AFFAIRS AND TRADE PORTFOLIO AS AT 30 JUNE 2004

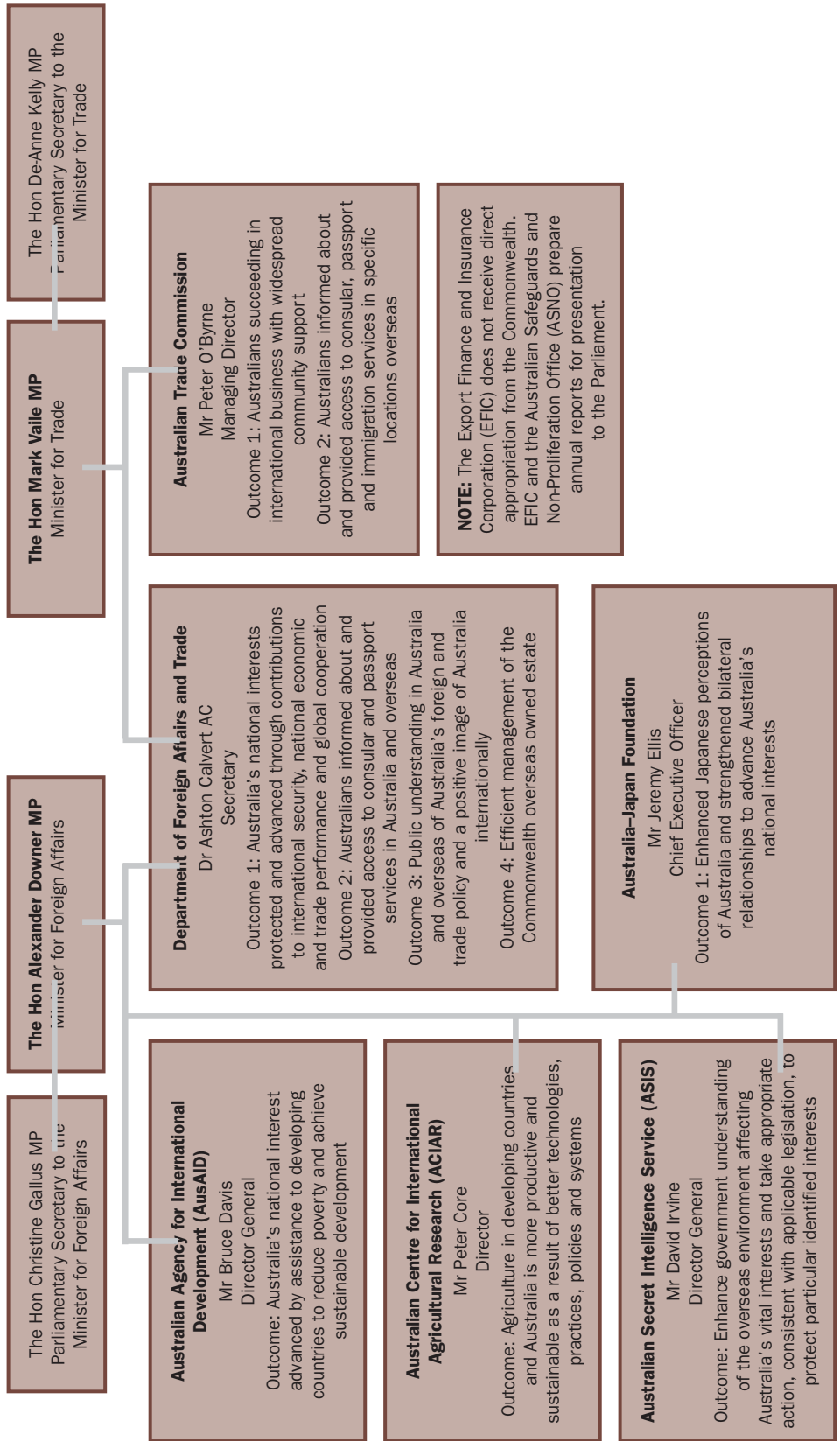
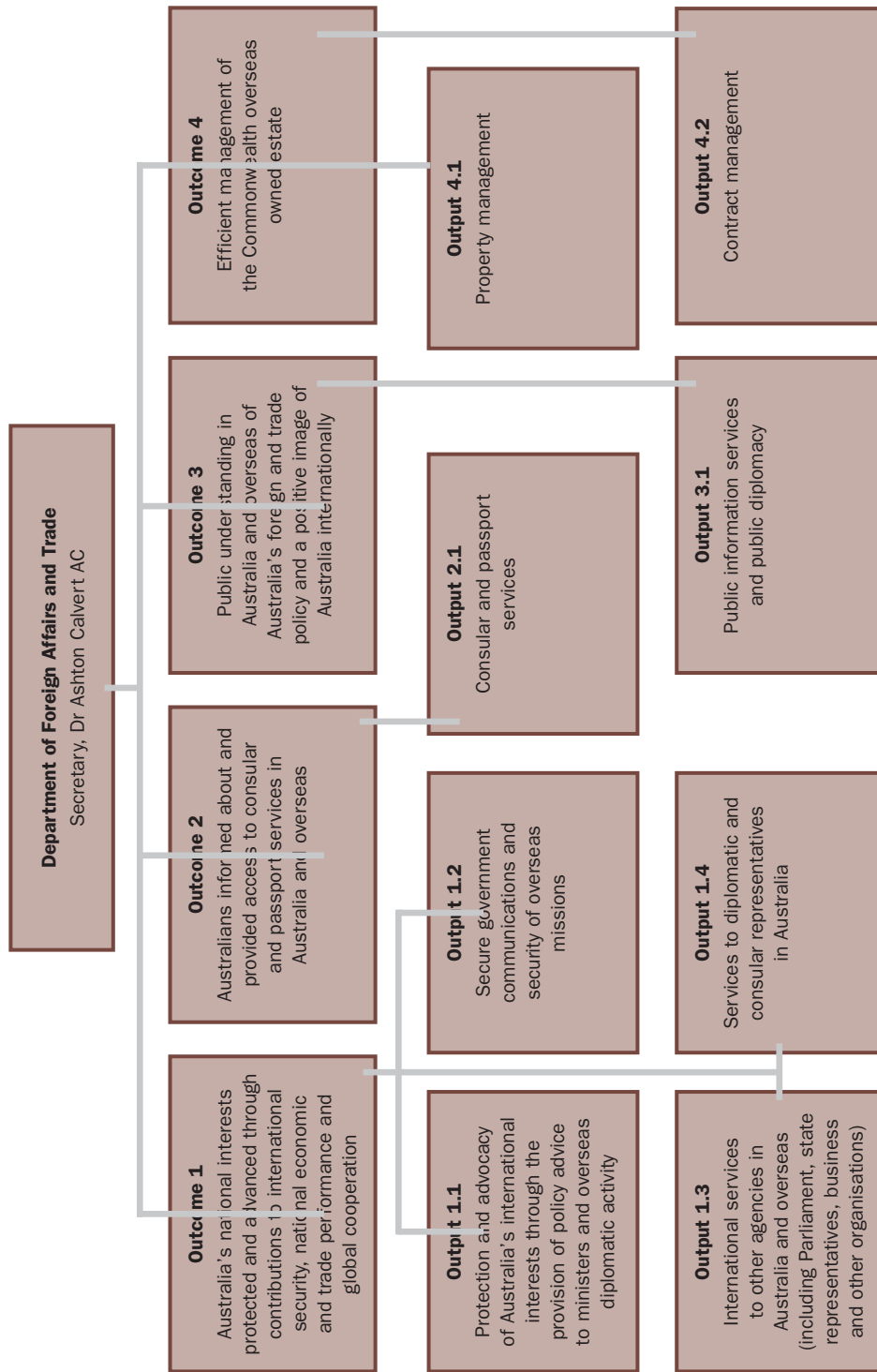


FIGURE 4. OUTCOMES AND OUTPUTS FRAMEWORK 2003–04



Resources summary

TABLE 1. FINANCIAL AND STAFFING RESOURCES SUMMARY

	2002–2003 Actual (\$'000)	2003–2004 Budget and Additional Estimates (\$'000)	2003–2004 Actual (\$'000)
Administered items			
Administered expenses*	309 186	202 430	758 856
Departmental outputs			
Revenue from government (appropriation)**	686 602	705 473	712 711
Revenue from other sources	122 768	94 446	96 127
Total price of departmental outputs	809 370	799 919	808 838
Total resourcing of outputs			
Administered expenses and total price of departmental outputs	1 118 556	1 002 349	1 567 694

	2002–2003 Actual	2003–2004 Budget and Additional Estimates	2003–2004 Actual
Average staffing level (number)***	3 229	3 157	3 149

* In 2003–04 the department received additional administered funding to support Australia's participation at the 2005 World Expo in Aichi, Japan. Provision was also made under this item for Iraq debt relief.

** In 2003–04 the department received additional budget funding for a number of new initiatives including:

- expansion of Australia's secure diplomatic communications network
- opening of the Australian representative office (subsequently the Australian embassy) in Baghdad
- maintenance of the Australian administrative centre in Nauru
- facilitation of the negotiation of the Australia–United States Free Trade Agreement through the hosting of congressional delegations and the retention of legal counsel in the US to provide legal advice
- measures to enhance security across the network of overseas posts and for the relocation of a number of posts in high risk locations and regions
- establishment of the Office of the Special Coordinator of the Regional Assistance Mission to Solomon Islands (RAMSI) and additional resources for the high commission in Honiara to support the work of RAMSI
- expansion of the department's Open Source Collection Unit
- provision of enhanced travel advice dissemination through the *smartraveller* campaign
- research into passport biometrics
- holding of the ceremony commemorating the first anniversary of the Bali tragedy

*** Includes overseas locally engaged staff

TABLE 2. PRICE OF DEPARTMENTAL OUTPUTS BY OUTCOME

		2002–2003 Actual (\$'000)	2003–2004 Actual (\$'000)
Outcome 1	Australia's national interests protected and advanced through contributions to international security, national economic and trade performance and global cooperation	528 495	546 700
Outcome 2	Australians informed about and provided access to consular and passport services in Australia and overseas	137 034	150 534
Outcome 3	Public understanding in Australia and overseas of Australia's foreign and trade policy and a positive image of Australia internationally	64 667	58 522
Outcome 4	Efficient management of the Commonwealth overseas owned estate	79 174	53 082
Total price of departmental outputs		809 370	808 838

TABLE 3. RECONCILIATION OF OUTCOMES AGAINST APPROPRIATION AND REVENUE ELEMENTS

	Outcome 1 (\$'000)	Outcome 2 (\$'000)	Outcome 3 (\$'000)	Outcome 4 (\$'000)	Total (\$'000)
Total administered appropriation as per Portfolio Budget Statements 2003–04 including any adjustments from Additional Estimates	179 004	200	23 226	0	202 430
Administered expenses by outcome	710 450	237	23 520	0	734 207
Foreign exchange (unrealised)	21 978	0	0	0	21 978
EFIC administration costs funded by revenue offset	3 846	0	0	0	3 846
Movement on liability for the North American Pension Scheme	(1 175)	0	0	0	(1 175)
Total administered expenses as per the Financial Statements	735 099	237	23 520	0	758 856
Total departmental appropriation as per Portfolio Budget Statements 2003–04 including any adjustments from Additional Estimates	506 433	149 263	49 777	0	705 473
Revenue from government	509 802	146 410	56 499	0	712 711
Revenue from other sources	36 898	4 124	2 023	53 082	96 127
Total price of departmental outputs as per the Financial Statements	546 700	150 534	58 522	53 082	808 838