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OVERVIEWS







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SECRETARY'S REVIEW

MANAGING AUSTRALIA'S INTERNATIONAL INTERESTS HAS RARELY BEEN MORE IMPORTANT.

THE INTERNATIONAL ENVIRONMENT IS NOW MORE COMPLEX AND VOLATILE THAN AT ANY TIME SINCE THE END OF THE COLD WAR. MOREOVER, AUSTRALIA'S ENGAGEMENT WITH THE REST OF THE WORLD HAS BECOME INCREASINGLY DIVERSE AND INTERTWINED WITH THE DOMESTIC POLICY AGENDA AND THE PROSPERITY AND SECURITY OF ALL AUSTRALIANS.

Amid these challenges, the Department of Foreign Affairs and Trade performed effectively in 2015–16 in pursuing Australia's interests in the Indo-Pacific region and globally. We deepened engagement with Papua New Guinea and worked with all Pacific countries to improve development and economic outcomes in our near neighbourhood. The department led one of Australia's largest international humanitarian missions in the aftermath of Tropical Cyclone Winston.

We further strengthened the US alliance and worked hard to shape and build Australia's other major relationships in the Indo-Pacific region.

We made a significant contribution to whole-of-government efforts to counter the growing global threat from terrorism. We helped support military efforts to counter Daesh and advocated for political progress in Syria and Iraq.

Our economic diplomacy continued to be energetic. We secured the entry into force of the China–Australia Free Trade Agreement and concluded the Trans-Pacific Partnership which, when ratified, will significantly improve trade and investment conditions across much of our region. We continued to build on our existing trade agreements and promote economic opportunities for business, at the same time as we sought new agreements with other partners. We helped breathe new life into global trade negotiations.

We continued to deliver an innovative and substantial aid program to promote economic growth and poverty reduction in our region. The department led Australia's efforts to secure the most substantial advance in the international development agenda since the turn of the century—the Sustainable Development Goals. We made a major contribution to negotiations to conclude the first universal, legally binding global climate change agreement and are helping to shape the forward agenda of the Green Climate Fund.

Australians continue to travel in record numbers. In 2015–16, the department provided high-quality passports and consular assistance to Australians travelling, living, working and studying overseas. We continued to promote a contemporary and positive image of Australia to the world to enhance our reputation and influence.



THE DEPARTMENT'S
CORPORATE AGENDA IS
EMBRACING INNOVATION,
INVESTING IN STAFF AND
STRENGTHENING OUR CORE
CAPABILITIES TO ACHIEVE
THE GOVERNMENT'S
INTERNATIONAL
PRIORITIES.

In 2015–16, the department launched a Women in Leadership Strategy that promotes inclusive leadership, flexible work arrangements and gender targets to enhance the productivity, diversity and capability of our workforce. We established a Diplomatic Academy to strengthen the professional skills, functional capability and knowledge of all our staff and launched the Workforce Planning Framework to further professionalise and streamline our management of human resources. The department demonstrated strong financial performance in 2015–16.

The global outlook for 2016–17 is likely to be no less challenging. In the year ahead, the department will develop a comprehensive strategy to guide Australia's future international engagement.

DEPARTMENTAL OVERVIEW

The department's purpose (as included in the *Corporate Plan 2015–2019*) states:

The Department of Foreign Affairs and Trade works to make Australia stronger, safer and more prosperous by promoting and protecting our interests internationally and contributing to global stability and economic growth, specifically in the Indo–Pacific region.

In fulfilling this purpose, the department supports ministers in the delivery of Australia's foreign, trade and investment and development policy priorities.

Australia has global interests, with a strong focus on the Indo–Pacific region. The department helps the Government shape the international environment through strong bilateral relationships, coalition-building with other nations with common interests, and an activist approach to using regional and global institutions and forums to create rules and norms that promote stability, peace and prosperity.

The department works to maintain and open up new access to markets and generate conditions for increased trade and investment to strengthen Australia's economy and create new higher-paying jobs. We negotiate priority bilateral and regional trade agreements and contribute to plurilateral and multilateral trade negotiations.

We help lift economic growth, build regional stability and reduce poverty through Australia's innovative aid program focused on the Indo–Pacific region.

The department projects a positive image of Australia as a preferred destination for business, investment, tourism and study. We provide high-quality consular services, responsive travel advice and a secure and efficient passport service to the ever increasing numbers of Australians travelling overseas. We also lead the Government's response to international crises, including humanitarian disasters.

The department recognises that gender equality and women's empowerment are important to Australia's national interest and this is a priority across all of our work.

We use Australia's network of embassies, high commissions, consulates-general and multilateral missions to deliver on our objectives overseas. Our network of honorary consuls provides consular assistance to Australians in locations where the Australian Government does not have other representation. (*See Appendix 13, pp. 242–9.*)



At home, we work through our state and territory offices, supporting Australian business and citizens working or travelling overseas. We also provide high-quality protocol services to diplomatic and consular missions and international organisations accredited to Australia.

The department depends on a highly skilled, flexible workforce capable of developing and implementing international policy, negotiating international agreements, delivering an effective aid program and providing high-quality consular and passports services.

The Secretary and five deputy secretaries constitute the department's executive. Supported by the senior executive service, the executive provides management and leadership across the department's work in Australia and overseas. The executive is also responsible for the department's governance and the promotion of its priorities and values, guided by our *Corporate Plan* and *Values Statement*. The department's organisational structure is outlined in *Figure 1* and our *Portfolio Budget Statements 2015–16* outcomes and programs structure is outlined in *Figure 2*.



The executive, Department of Foreign Affairs and Trade (as at 30 June 2016).
(L. to R.): (front) Deputy Secretary Ewen McDonald, Secretary Peter Varghese
AO, Deputy Secretary Jennifer Rawson PSM; (back) Deputy Secretaries
Justin Brown PSM, Gary Quinlan AO and Ric Wells. [DFAT/Linda Roche]

Figure 1: Organisational structure (as at 30 June 2016)

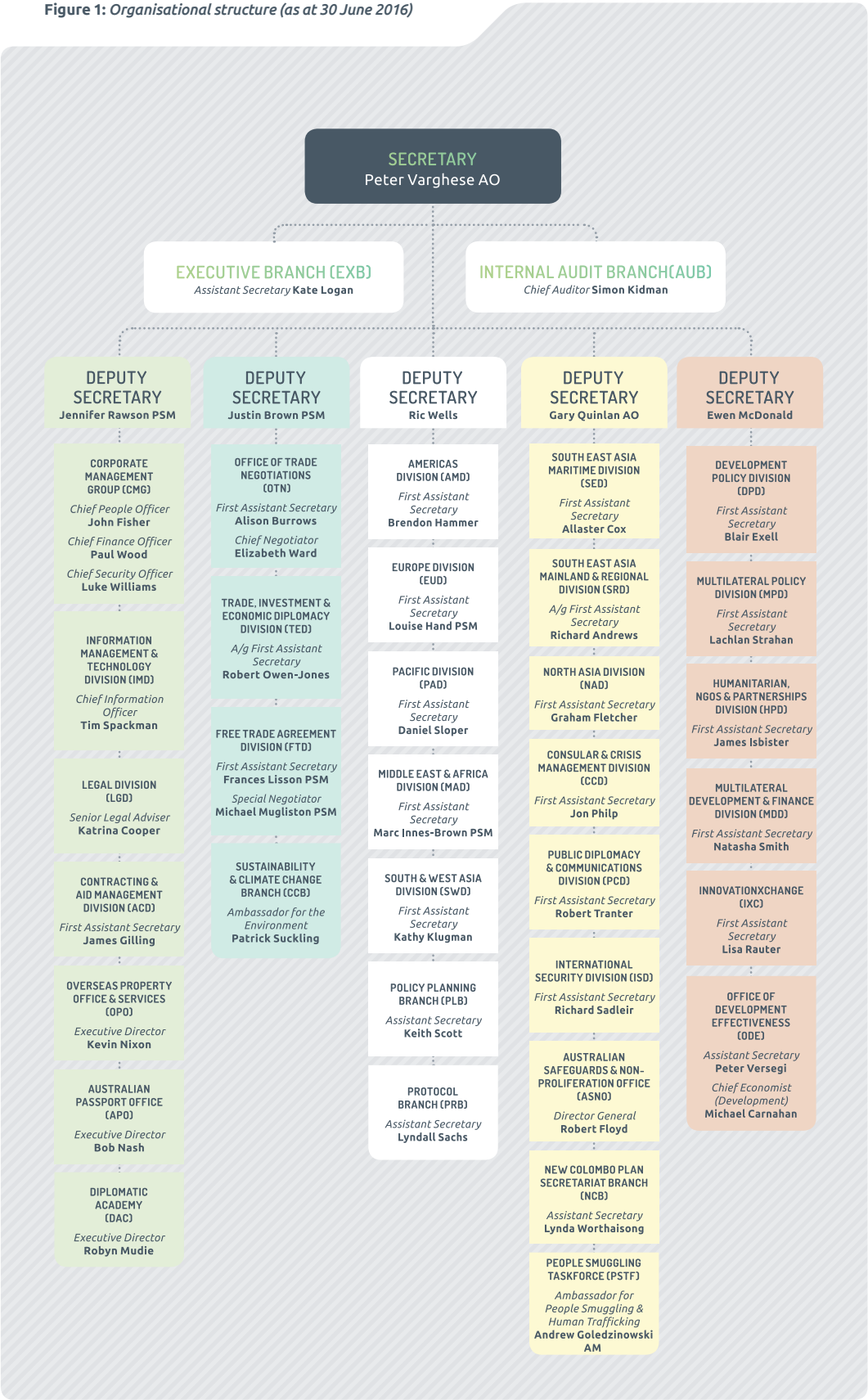


Figure 2: Outcomes and programs structure 2015-16*



STRUCTURE OF THE FOREIGN AFFAIRS AND TRADE PORTFOLIO

The foreign affairs and trade portfolio supported the Minister for Foreign Affairs, the Minister for Trade and Investment, the Minister for International Development and the Pacific, and the Minister for Tourism and International Education (and the Minister Assisting the Minister for Trade and Investment) to advance Australia's foreign, trade and investment, and development policy.

Six agencies make up the portfolio:

- Department of Foreign Affairs and Trade
- Australian Trade and Investment Commission (Austrade)
- Tourism Australia
- Australian Secret Intelligence Service (ASIS)
- Australian Centre for International Agricultural Research (ACIAR)
- Export Finance and Insurance Corporation (Efic)

NB: Efic is not subject to outcome reporting under the Portfolio Budget Statements 2015–16.

Figure 3: Foreign affairs and trade portfolio structure and outcomes (as at 30 June 2016)

