



Australian Government
Department of Foreign Affairs and Trade



2019–20 DEPARTMENT OF FOREIGN AFFAIRS AND TRADE CORPORATE PLAN

August 2019

Statement of preparation

I, as the accountable authority of the Department of Foreign Affairs and Trade, am pleased to present the 2019–20 Department of Foreign Affairs and Trade Corporate Plan.

This covers the period 2019–20 to 2022–23 as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

Frances Adamson

Secretary

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INTRODUCTION



I am pleased to present the Department of Foreign Affairs and Trade's (DFAT) 2019–20 Corporate Plan – our primary planning and performance document.

Australia's international environment is undergoing a profound transformation. Trends identified in the government's 2017 Foreign Policy White Paper are accelerating in ways that challenge our interests. Geopolitical competition is intensifying, global growth is slowing and the risks to Australia's economy are rising. Institutions that have supported peace and prosperity since the end of the Second World War are under significant strain.

Despite these challenges, Australia is well placed to respond to and help shape our increasingly fluid international context. DFAT is at the forefront of this engagement, working to maximise our influence and further advance Australia's national interests.

The government has set an ambitious agenda for us over the four-year life of this plan focused on promoting an open, inclusive and prosperous Indo-Pacific. Deeper engagement in the Pacific and implementing the Pacific Step-up will be at the forefront of our strategy. We will work with like-minded partners to respond to global challenges, limit coercive power and to help keep Australia and Australians safe and secure. We will work closely with neighbouring governments to support their development ambitions. We do this because the Pacific is our home. As part of the Pacific family, a secure, stable and prosperous region is firmly in our national interest.

Each year more Australians are travelling overseas. We will help them travel safely by providing secure and world-class passports, reliable travel advice and consular assistance to those in need.

To deliver these priorities we are strengthening our capabilities, embracing innovation and building an inclusive workplace that reflects Australia's diversity. We are expanding Australia's overseas network of posts to more countries, particularly in the Indo-Pacific. We will continue to work hand-in-hand with our Commonwealth, state and territory government partners, businesses and civil society.

As well as explaining what we do, this corporate plan includes impact-orientated performance measures that show how we deliver for Australia. We are committed to demonstrating the value of our work to our ministers, the Australian Parliament and the public. I look forward to reporting our results against this corporate plan in our 2019–20 annual report.

Frances Adamson

Secretary

DFAT CORPORATE PLAN ON A PAGE 2019-20



OUR VALUES:

IMPARTIAL, COMMITTED TO SERVICE, ACCOUNTABLE, RESPECTFUL, ETHICAL.



OUR ENVIRONMENT:

WE WORK IN A CONTESTED AND COMPETITIVE WORLD PRESENTING BOTH OPPORTUNITIES AND CHALLENGES FOR AUSTRALIA.



OUR CAPABILITIES:

WE WILL STRENGTHEN OUR SKILLS AND SYSTEMS TO MEET FUTURE CHALLENGES. OUR STRENGTH LIES IN INNOVATION, DIVERSITY AND INCLUSION.



OUR RISKS:

WE MANAGE RISKS TO AUS TRALIA'S CITIZENS, NATIONAL INTERESTS AND PRESENCE OVERSEAS.

OUR PRIORITY FUNCTIONS:

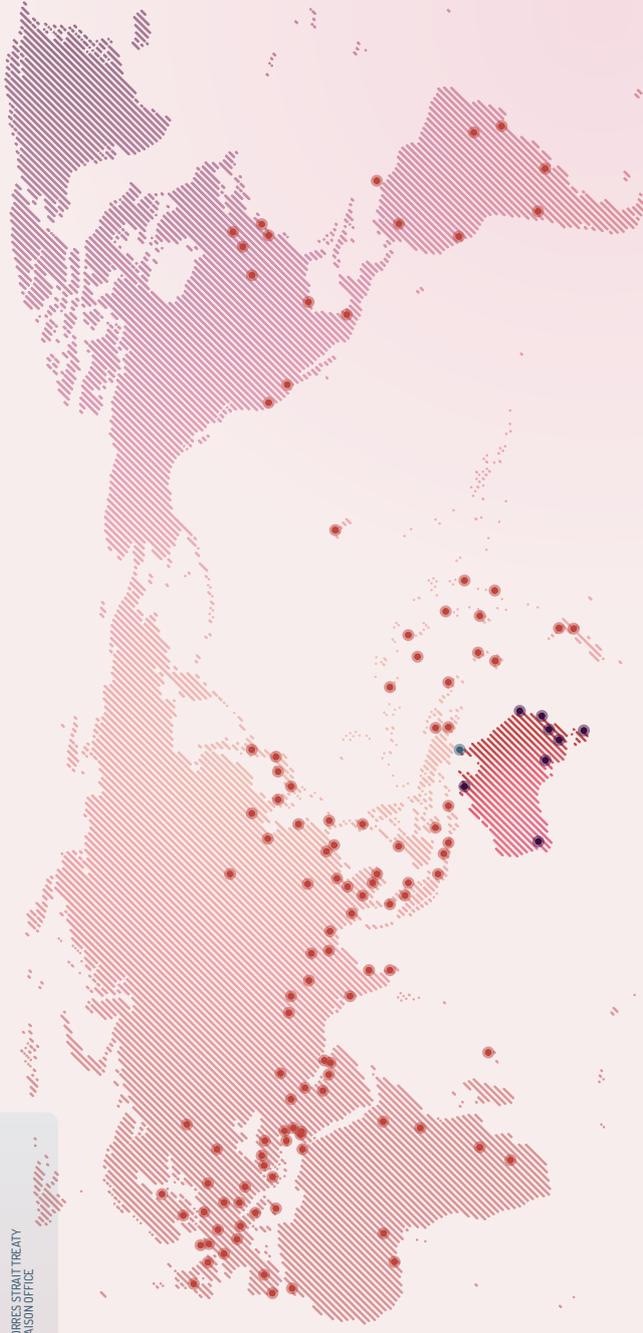
1. Promote a stable and prosperous Indo-Pacific.
2. Pursue our economic, trade and investment opportunities.
3. Keep Australia and Australians safe and secure.
4. Deliver an effective and responsive development assistance program.
5. Advance global cooperation.
6. Support Australians overseas.
7. Provide a secure and effective overseas presence.



OUR PURPOSE:

TO MAKE AUSTRALIA STRONGER, SAFER AND MORE PROSPEROUS, TO PROVIDE TIMELY AND RESPONSIVE CONSULAR AND PASSPORT SERVICES, AND TO ENSURE A SECURE AUSTRALIAN GOVERNMENT PRESENCE OVERSEAS.

- LOCATION OF POSTS (DFAT AND AUSTRADED)
- STATE AND TERRITORY OFFICES
- TORRES STRAIT TREATY
- LIAISON OFFICE



OUR OUTCOMES:



The advancement of Australia's international strategic, security and economic interests including through bilateral, regional and multilateral engagement on Australian Government foreign, trade and international development policy priorities.



The protection and welfare of Australians abroad and access to secure international travel documentation through timely and responsive travel advice and consular and passport services in Australia and overseas.



A secure Australian Government presence overseas through the provision of secure services and information and communications technology infrastructure, and the management of the Commonwealth overseas property estate.

OUR PURPOSE

Purpose

The department works to make Australia stronger, safer and more prosperous, to provide timely and responsive consular and passport services, and to ensure a secure Australian Government presence overseas.

Key outcomes

To achieve this purpose, the department has three key outcomes (set out in the 2019–20 Portfolio Budget Statements):

- The advancement of Australia’s international strategic, security and economic interests including through bilateral, regional and multilateral engagement on Australian Government foreign, trade and international development policy priorities.
- The protection and welfare of Australians abroad and access to secure international travel documentation through timely and responsive travel advice, and consular and passport services in Australia and overseas.
- A secure Australian Government presence overseas through the provision of security services and information and communications technology infrastructure, and management of the Commonwealth’s overseas owned estate.

Priority functions

We will pursue these outcomes through seven priority functions over the life of this corporate plan (2019–20 to 2022–23). These functions align with the *2017 Foreign Policy White Paper*.

1. Promote a stable and prosperous Indo-Pacific.
2. Pursue our economic, trade and investment opportunities.
3. Keep Australia and Australians safe and secure.
4. Deliver an effective and responsive development assistance program.
5. Advance global cooperation.
6. Support Australians overseas.
7. Provide a secure and effective overseas presence.

OUR OPERATING ENVIRONMENT

Australia faces an uncertain global environment, perhaps more so than any time since the end of the Second World War. The Indo-Pacific is in the midst of a major strategic realignment. The challenges Australia faces as the world moves to a new, more multipolar era are fundamental to the region's long-term prosperity and security, and to Australia's future.

The *2017 Foreign Policy White Paper* describes a more contested and competitive world that presents opportunities for Australia to prosper, but also brings risks to our interests. Its central narrative is one of change and uncertainty. Since the White Paper's release, many of the international trends identified within it have intensified—rising nationalism and geo-political competition, anti-globalisation and trade protectionism, a shift in power in the Indo-Pacific without precedent in Australia's modern history, rapid technological advances that are changing the way economies and societies work, and mega trends such as climate change and urbanisation. The seven priority functions in this corporate plan respond to these challenges.

Ensuring the **Indo-Pacific** evolves peacefully, without an erosion of the fundamental principles on which the region's cooperative relations are based, is one of the department's central objectives. Deepening Australia's security engagement across the region is a priority. The department will promote an open, inclusive and prosperous region in which the rights of all states are respected. The region includes our major economic partners and most complex bilateral relationships. In our near region, we are stepping up support for a more resilient Pacific and Timor-Leste.

Linkages between globalisation, technological change and new forms of production, consumption and trade are shaping economies and societies in profound ways. This presents Australia with significant **trade and investment opportunities** but also fuels protectionism and anti-globalisation. The department will maximise these opportunities by ensuring the lowest possible barriers to our trade and investment, standing firm against protectionism and working with Australian businesses to advance our commercial interests.

The stability and security of our region is vital. Technological change, the reach and vulnerabilities of the internet and state fragility are among global trends amplifying threats to Australia. The government's first duty is to do everything possible to **keep Australians safe** and protect our freedoms and values. The department will work with Australia's partners to address threats and tackle international security challenges.

The world has changed and Australia's **development assistance** is changing too. Many developing countries are growing rapidly, with development assistance representing an increasingly small proportion of development finance. Australia's development assistance is becoming more targeted and catalytic to maximise its impact. The department's development focus will remain on the Indo-Pacific as we can make the most difference in our immediate neighbourhood. The department will continue to invest in the region's prosperity, security and stability by contributing to sustainable and inclusive economic growth and poverty reduction.

At a time of strain on the multilateral system, the department will promote and protect the international rules and institutions that support stability and prosperity, and enable **global cooperation** to tackle global challenges. In an uncertain world, the strength and diversity of Australia's bilateral partnerships beyond the Indo-Pacific builds our influence. The department will continue to invest in these relationships.

Australians are travelling overseas in unprecedented numbers. This has substantially increased both the demand for—and complexity of—passport and consular assistance. **Support for Australians overseas** will remain one of the department's most important responsibilities.

Looking ahead, we will continue to develop fit-for-purpose diplomatic capabilities built around **a secure and effective overseas Australian Government presence**. The department is investing in efficient and cost-effective technologies to support our overseas engagement, and is ensuring our people have the skills they need to advance and protect Australia's national interests in a changing world.

SHAPING OUR CAPABILITY

New challenges mean we need to think differently about our capability. We must ground our work in a deep, far-sighted understanding of Australia's national interest, including economic, security and social challenges. Our officers will need to be agile, confident, diverse and collaborative. Our systems and assets need to enable innovation, efficiency and high performance. At a fundamental level, the department must reconcile the ambition of our policy agenda with the reality of tight fiscal and human resource constraints.

Innovation, foresight and engaging with risk are central to the department's ability to operate effectively. The innovationXchange is finding ways to achieve better outcomes with finite resources, and to respond to new policy, program and service delivery challenges. Our Strategic Policy, Contestability and Futures Branch allows us to better scan the global horizon, and to think about and plan for the future.

The department's overseas network is an essential asset to promote Australia's interests. We are continuing to design the modern Australian embassy. This includes delivery of services through regional hubs and flexible operating models under the reDESIGN project. A key domestic focus is improving enabling service delivery by streamlining, automating, and simplifying systems and processes through the Transform22 initiative.

Organisational reform

We are committed to continual organisational improvement to ensure the department is fit-for-purpose—now and into the future. Following the release of the *2017 Foreign Policy White Paper*, the department revised its organisational structure to better align resources with our new strategic direction and priorities. The new structure enables us to work more effectively across government to support shared international objectives.

In 2019 new governance arrangements were implemented to lift the department's ability to deliver strategic priorities, ensure organisational fitness, and increase accountability. The new arrangements facilitate leadership, inclusion, innovation and collaboration, along with a strong focus on enterprise risk and performance. Top tier committees consist of the Strategic Policy Committee and the Performance, Risk and Resourcing Committee of the Departmental Executive. These are supported by a new Operations Committee to ensure we have the capability to meet our objectives, and an Aid Governance Board to oversee the development cooperation program.

Soft power

We continue to nurture Australia's soft power to advance the national interest and government's priorities, and build Australia's influence, particularly in the Indo-Pacific. The department will build the capability of staff in modern diplomatic tradecraft so Australia's diplomats are confident and influential at home and abroad. The government launched a review into Australia's soft power in 2018. This examined the nature of influence in a contested and connected age; Australia's soft power strengths and challenges; the value of domestic partnerships in advancing soft power; and options to strengthen Australia's soft power policy settings. The findings of the review, which are expected to be released in 2019, will support the department's public diplomacy, strategic communication, scholarships and visits programs.

People capability and workforce planning

Workforce Strategy

Our *Workforce Strategy 2018–22* focuses on having people with the right capabilities in the right place and at the right time, working to their full potential. Implementation will focus on developing expertise, knowledge and language skills. Realising the full benefits of the strategy will take time.

Diplomatic Academy

The department needs strong capabilities in diplomacy, program and change management, and service delivery. These skills help us to maximise opportunities, advance our interests, respond quickly to crises and emerging issues, and ensure domestic policy is informed by developments overseas. The Diplomatic Academy helps develop that expertise and knowledge in DFAT, as well as across government. The academy is a leading-edge learning and development hub that explores innovative ways to deliver courses across the globe. Its nine-faculty curriculum supports the department's operational and capability needs. It is building international engagement skills and proficiencies across the Australian Public Service, particularly in the areas of language, advocacy, negotiation, forecasting and strategic planning.

Diversity and inclusion

Valuing diversity and promoting inclusion are integral to advancing Australia's national interests, driving innovation, and reflecting Australian values of fairness and equality. The White Paper identifies the diversity of Australian society as a core national strength. Our Women in Leadership Strategy, Disability Action Strategy, Reconciliation Action Plan, Cultural and Linguistic Diversity and LGBTI networks and other measures have driven cultural change in the department and opened up new ways of working. They are helping staff to reach their full potential and enhance productivity. Our measure of success is an inclusive workplace where all staff feel valued and able to contribute to the best of their ability.

Effective leadership

Leadership is fundamental to our ability as a department to adapt and achieve outstanding results for the government and people of Australia. The research is clear: when employees are supported and empowered, it leads to higher organisational performance, productivity and innovation. The department encourages all staff to demonstrate strong leadership as they carry out their work. Our senior executive and staff at all levels will work together to achieve the targets set out in this corporate plan.

Capital investment strategy

The department has a significant capital budget that reflects its diverse functions. Strategic capital planning is focused on what capabilities need to be enhanced or replaced to meet evolving strategic priorities. Regular monitoring of capital expenditure provides oversight, helps manage risks and maintains investment momentum in information and communications technology (ICT), physical security and property. We prioritise ICT-related activities that offer the highest strategic value to the department and its partner agencies.

To further support our role in delivering the *Prime Minister's Directive on the guidelines for the management of the Australian Government Presence Overseas*, \$338.8 million over five years has been provided through Mid-Year Economic and Fiscal Outlook funding to improve security at Australia's overseas missions. This funding will be used to replace, upgrade and modernise security equipment in our overseas missions, relocate two missions and expand the regional security advisor network.

The department is improving and expanding ICT services and digital capability across more than 40 partner agencies. This includes employing new technologies to improve our digital capability and working with partner agencies and industry to ensure our systems are fit-for-purpose and secure.

Collaboration between our property, security and ICT areas to secure suitable accommodation is integral to expanding our diplomatic footprint. DFAT manages over \$3.2 billion worth of Commonwealth-owned estates in Australia and overseas. The department has consolidated the Commonwealth's overseas property functions and manages expenditure centrally. We protect Australia's domestic and overseas property assets by providing safe, secure and functional work environments for our staff across owned and leased properties globally. The department also facilitates delivery of classified and unclassified material to Australian diplomatic posts.

MANAGING OUR RISK

In our challenging operating environment, success depends on our ability to engage with risk, capitalise on opportunities and encourage innovative practices.

Managing critical risks to our business

Critical risks are those that have a systemic impact on our strategic priorities, or our capacity to deliver them. In identifying and managing its critical risks, the department is addressing four 'enterprise vulnerabilities':

- *Changing dynamics of the international system* – protecting and promoting regional and global relationships, institutions and norms.
- *Tension between Australia's international and domestic priorities* – responding to convergence of international and domestic elements of Australia's policy objectives.
- *Capacity to move resources to emerging priorities* – rebalancing resources to meet emerging threats and opportunities while maintaining existing functions.
- *Meeting our obligations* – assuring we can meet performance, compliance and regulatory expectations.

The Performance, Risk and Resourcing Committee, chaired by the Secretary, reviews critical risks quarterly and directs action to manage them.

Maintaining a robust risk framework

The department's Risk Management Guide is our framework for managing risk in line with the expectations of the Commonwealth Risk Management Policy. The guide sets out responsibilities for managing risk and our processes for risk assessment. The framework is coordinated by DFAT's Chief Risk Officer and a dedicated enterprise risk team, which also provides outreach and support across the department.

The Performance, Risk and Resourcing Committee oversees operation of the department's risk framework and critical risks, while key operational risks are monitored by the Operations Committee. The Audit and Risk Committee delivers independent assurance to the Secretary and ensures the department's approach is appropriate and fit for purpose, including by endorsing amendments to the Risk Management Guide.

Building a strong risk culture

The department responds to uncertainty in the international system by ensuring staff have the skills to consider and manage risks. Annual surveys assess our risk and innovation culture, with the first of these conducted in 2018–19. The results will guide programs to build our risk management capability.

Collaborating on shared risks

Shared risks extend across multiple parties and require shared oversight and management. In delivering the objectives of this corporate plan, the department must manage a number of shared risks with other Australian Government entities, bilateral partner governments, multilateral organisations, the private sector, and non-government organisations.

Managing shared risks requires a clear and agreed understanding of the accountabilities and obligations of the department and other parties. This is achieved through formal agreements, including memoranda of understanding, service level agreements, contracts and bilateral partnership agreements. The department ensures these include monitoring and reporting mechanisms to assure the actions taken by other parties.

OUR PERFORMANCE

The department has prioritised robust planning and performance reporting—and a supportive performance culture—to support delivery of this corporate plan. The department’s commitment to high-quality planning and performance reporting is an important part of our accountability to the Australian Government, Parliament and the public.

This section sets out priority functions that contribute to the department’s purpose, and shows how they will be delivered. It also includes performance measures that will be reported against in the 2019–20 Annual Report. It is aligned with the 2019–20 Portfolio Budget Statements (PBS) and the 2019–20 Portfolio Additional Estimates Statements (expected to be published in early 2020).

The corporate plan is the department’s primary planning document. Divisions and posts prepare business plans to deliver on the corporate plan and PBS. Divisions and posts are regularly assessed on their progress by the Departmental Executive. The Annual Performance Statement closes the reporting cycle by highlighting our performance against the corporate plan and PBS.

Measuring policy performance is inherently difficult. The department uses a number of methods and, where judgements on performance are made, these are supported by verifiable evidence.

Methodology – glossary of terms

Term	Description
Assessment	Where the department makes an assessment on performance based on verifiable evidence and informed judgments. Verifiable evidence can include evaluations, audits, surveys, peer reviews, diplomatic reporting, data mining information, agreements with foreign governments and feedback from stakeholders.
Survey	Where information is sought from delivery partners or external stakeholders to understand the results of an activity. Where practical, surveys are benchmarked or establish internal benchmarks.
Delivery	Delivery of a specific measure, supported by verifiable evidence that is based, where practical, on data mining information.
Evaluation	The systematic and objective assessment of an investment, program or policy aimed at providing credible evidence, which informs major decisions and highlights important lessons.
Audit	An independent examination—internal or external—to assess and verify whether a stated performance measure is or is not on track.

Priority Function 1: Promote a stable and prosperous Indo-Pacific

Australia’s security and prosperity are inextricably tied to the Indo-Pacific, which encompasses our most important economic and strategic relationships. It is in Australia’s interests to see the region evolve peacefully, without an erosion of the fundamental principles on which its cooperative relations are based.

The department will work to shape an Indo-Pacific that is open, inclusive and prosperous, and where:

- adherence to established rules delivers lasting peace
- the rights of all states are respected, and
- open markets facilitate the free flow of trade, capital and ideas.

We will prioritise deepening our alliance with the United States and encourage the strongest possible US political, economic and security engagement in the region. We will pursue strong and constructive ties with China at all levels to advance our mutual interests and promote security and prosperity. The department will:

- strengthen other key partnerships—including with Japan, Indonesia, India and the Republic of Korea
- enhance our engagement with Southeast Asia and the Indian Ocean region, and
- maintain our strong commitment to regional architecture, notably ASEAN and the East Asia Summit.

The department will further enhance Australia’s engagement with Pacific island countries and Timor-Leste. We will continue to advance economic cooperation, tackle security challenges and strengthen people-to-people links, skills and leadership in close consultation with our Pacific partners. And we will continue to promote sustainable growth, reduce poverty and enhance stability through our development assistance.

Foreign Policy White Paper chapters	Portfolio Budget Statements programs
A stable and prosperous Indo-Pacific A shared agenda for security and prosperity Partnerships and soft power	1.1 Foreign Affairs and Trade Operations 1.2 Official Development Assistance (ODA) 1.3 ODA – Multilateral Replenishments 1.4 Payments to International Organisations 1.5 New Colombo Plan 1.6 Public Information Services and Public Diplomacy

Delivery partners

Effective regional engagement will require ongoing coordination and partnership with a broad range of Australian Government agencies, including our portfolio partners. Our delivery partners include:

- the Australian Trade and Investment Commission (Austrade)
- Tourism Australia
- Export Finance Australia
- Australian Centre for International Agricultural Research
- Department of Defence
- Department of Home Affairs
- Attorney-General’s Department
- Department of Education and Training, and
- the Australian Federal Police.

We also work with like-minded countries and relevant international organisations.

Delivery and performance

Delivery strategy					
Advance Australia's security, prosperity and sovereignty in the Indo-Pacific region through deepened and diversified bilateral and multilateral relationships, influence and programs.					
Performance measure	2019-20	2020-21	2021-22	2022-23	Method
Our diplomatic efforts in the Indo-Pacific advance Australia's interests.	●	●	●	●	Assessment
High level of satisfaction of ministers and key stakeholders with the quality and timeliness of advice, briefing and support provided by the department.	●	●	●	●	Survey
Delivery strategy					
Promote a shared agenda for security and prosperity with Pacific island countries and Timor-Leste through economic, security and development engagement.					
Performance measure	2019-20	2020-21	2021-22	2022-23	Method
Australia's Step-up in Pacific and Timor-Leste engagement supports stronger and more resilient economies, development outcomes and regional security.	●	●	●	●	Assessment

Delivery strategy					
Increase Australia's engagement with the Indo-Pacific through the New Colombo Plan (NCP).					
Performance measure	2019-20	2020-21	2021-22	2022-23	Method
<p>The New Colombo Plan delivers improved people-to-people, institutional and business links:</p> <ul style="list-style-type: none"> at least 10,000 Australian undergraduates supported to study in the Indo-Pacific each year, and more high quality engagement with Australian universities, businesses, alumni and other stakeholders in the New Colombo Plan. 	●	●	●	●	<i>Assessment and delivery</i>

Priority Function 2: Pursue our economic, trade and investment opportunities

Australia's prosperity relies on the competitiveness of our economy, our ability to seize opportunities globally and the continuing openness of global markets. The department will resist protectionism, and maintain and build on global rules that promote economic growth, trade liberalisation and free markets. We will lower barriers to our trade and investment—including through modern free trade agreements—and work with Australian businesses to advance our commercial interests in overseas markets. We will support inflows of productive investments that create Australian jobs and increase living standards.

Foreign Policy White Paper chapters	Portfolio Budget Statements programs
Our agenda for opportunity Global cooperation	1.1 Foreign Affairs and Trade Operations 1.4 Payments to International Organisations

Delivery partners

We are working to support a more competitive and resilient Australian economy and to facilitate trade. We do this through our work with Austrade, Tourism Australia, the Export Finance Australia, Australian Centre for International Agricultural Research, and a range of departments including Home Affairs; Industry, Innovation and Science; Agriculture and Water Resources; Education and Training; and the Treasury.

Delivery and performance

Delivery strategy					
Advocate and negotiate to open markets, resist protectionism and support the rules-based trading system.					
Performance measure	2019-20	2020-21	2021-22	2022-23	Method
Effective support to the global rules-based trading system and opening of markets.	●	●	●	●	Assessment
High level of satisfaction of ministers and key stakeholders with the quality and timeliness of advice, briefing and support provided by the department.	●	●	●	●	Survey
Delivery strategy					
Support Australian businesses to secure opportunities globally, including through free trade agreements and advancing regional trade and investment integration.					
Performance measure	2019-20	2020-21	2021-22	2022-23	Method
Increased opportunities for Australian businesses.	●	●	●	●	Assessment
Australia's trade is increasingly covered by concluded free trade agreements, with a target of: <ul style="list-style-type: none"> 80 per cent of trade covered by 2020, and 90 per cent of trade covered by 2022. 	●	●	●	●	Delivery

Delivery strategy					
Contribute to domestic economic policy that improves Australia's international competitiveness.					
Performance measure	2019-20	2020-21	2021-22	2022-23	Method
Trade and investment is factored into Australia's economic policy settings.	●	●	●	●	<i>Assessment</i>
Delivery strategy					
Strengthen economic and commercial diplomacy to support Australian businesses, and ensure domestic advocacy to build support for trade and investment.					
Performance measure	2019-20	2020-21	2021-22	2022-23	Method
Positive trade and investment outcomes supported by the department's economic and commercial diplomacy, and domestic advocacy efforts.	●	●	●	●	<i>Assessment</i>

Priority Function 3: Keep Australia and Australians safe and secure

The department works to protect our borders and ensure Australia remains one of the safest countries in the world, despite the diverse range of risks that threaten our security, our freedom and our values.

The department will continue to ensure the strength and vitality of our security alliance with the United States. We will also enhance our diplomatic engagement on a broad range of security issues, including:

- preventing and countering the use of nuclear, chemical and biological weapons
- securing stronger counter-terrorism and counter violent extremism cooperation, and
- reducing the threat of people smuggling and incidences of human trafficking in the Indo-Pacific.

An important part of this work will be ongoing efforts by the department’s ambassadors for counter-terrorism, cyber affairs, and people smuggling and human trafficking.

The department also works with agencies to guard against attempts by foreign governments and their proxies to exert inappropriate influence on Australia, and to undermine our sovereign institutions and decision-making.

Foreign Policy White Paper chapters	Portfolio Budget Statements programs
Keeping Australia and Australians safe, secure and free Global cooperation A shared agenda for security and prosperity	1.1 Foreign Affairs and Trade Operations 1.2 Official Development Assistance (ODA) 1.3 ODA – Multilateral Replenishments 1.4 Payments to International Organisations

Delivery partners

We will continue to work closely with a range of Australian agencies with an interest in the international and domestic security space, including:

- Department of Home Affairs
- Department of Defence
- Australian intelligence agencies
- Attorney-General’s Department
- the Australian Federal Police, and
- state and territory governments and state police.

Delivery and performance

Delivery strategy					
Work with international and domestic partners to promote Australia’s security interests through effective international advocacy, cooperation and capacity building.					
Performance measure	2019–20	2020–21	2021–22	2022–23	Method
Effective outcomes that promote Australia’s security interests in: <ul style="list-style-type: none"> • counter-terrorism • an open, free and secure cyberspace • strong rules and laws that apply to space • reduction of weapons of mass destruction and conventional weapons risks, and • countering foreign interference. 	●	●	●	●	Assessment

Delivery strategy					
Promote international norms of safe, orderly and regular migration.					
Performance measure	2019-20	2020-21	2021-22	2022-23	Method
Enhanced participation by states, business and United Nations agencies in the Bali Process, Alliance 8.7 and other multilateral migration organisations and agreements in line with Australia's interests.	●	●	●	●	<i>Assessment</i>
Delivery strategy					
Strengthen intelligence capabilities.					
Performance measure	2019-20	2020-21	2021-22	2022-23	Method
Full participation in the National Intelligence Community's governance architecture—including through the Office of National Intelligence-led prioritisation and evaluation process—to ensure support for Australia's foreign policy interests.	●	●	●	●	<i>Assessment</i>

Priority Function 4: Deliver an effective and responsive development assistance program

Australia's development assistance program reflects our values and is an investment in the stability and prosperity of our region and the world. Our assistance alleviates suffering and serves Australia's national interests by helping countries to advance economic reform, build resilience to natural disasters and economic shocks, guard against the spread of infectious diseases, and counter growing violent extremism. The department will continue to support better state capability to improve governance, reduce poverty and promote inclusive economic growth.

The development program will also magnify the influence Australia brings to bear on pressing regional and global problems, including efforts to meet the Sustainable Development Goals. The department will continue to lead Australia's efforts to help prepare for—and respond to—disasters, particularly in the Indo-Pacific.

The department reports annually on development assistance effectiveness through the Performance of Australian Aid report.¹

Foreign Policy White Paper chapters	Portfolio Budget Statements programs
A stable and prosperous Indo-Pacific Global cooperation A shared agenda for security and prosperity Partnerships and soft power	1.2 Official Development Assistance (ODA) 1.3 ODA – Multilateral Replenishments

Delivery partners

The department will continue working with numerous entities across our portfolio, the Australian Government, state and territory governments, business and civil society.

Delivery and performance

Delivery strategy					
Focus Australia's development assistance predominately on the Indo-Pacific to promote Australia's national interest in a stable and prosperous region.					
Performance measure	2019–20	2020–21	2021–22	2022–23	Method
Australia's interests are promoted by our development program: <ul style="list-style-type: none"> investments promote sustainable and inclusive economic growth and poverty reduction 90 per cent of country attributable development assistance spent in the Indo-Pacific, and Indo-Pacific countries make progress towards achieving the Sustainable Development Goals. 	●	●	●	●	<i>Assessment and delivery, including evaluations, Aid Quality Checks and Aid Program Performance Reports</i>

¹ <https://dfat.gov.au/about-us/publications/Pages/performance-of-australian-aid-2017-18.aspx>.

Delivery strategy					
Manage the development program effectively, efficiently and transparently to deliver results and value for money in line with the Australian development program's performance framework, <i>Making Performance Count</i> .					
Performance measure	2019-20	2020-21	2021-22	2022-23	Method
<p>The development program is effective, efficient and transparent:</p> <ul style="list-style-type: none"> at least 85 per cent of investments are assessed as satisfactory on both effectiveness and efficiency criteria in the Aid Quality Check process*, and all country and regional Aid Program Performance Reports published on the department's website annually. 	●	●	●	●	<i>Delivery</i>
Delivery strategy					
Lead the Australian Government's response to humanitarian crises and conflicts, including an enhanced ability by Indo-Pacific countries to prepare for, respond to and recover from crises.					
Performance measure	2019-20	2020-21	2021-22	2022-23	Method
<p>Timely and effective responses to humanitarian emergencies, including an enhanced Indo-Pacific ability to prepare for, respond to and recover from crises:</p> <ul style="list-style-type: none"> Australia responds within 48 hours of a request from a country in the Indo-Pacific effective Australian Government response to humanitarian crises, displacement and conflict measured through end-of-program reviews of protracted crisis response packages and Strategic Partnership Frameworks, and Australian support builds the capacity of Pacific governments and communities to better prepare for, respond to and recover from climate change and disasters. 	●	●	●	●	<i>Assessment, including evaluations</i>

*The target of 85 per cent is under internal review and may be updated in 2019-20.

Priority Function 5: Advance global cooperation

We will work with major powers and like-minded partners to advance and protect Australia's interests in support of the rules-based international order. The department will promote and protect the international institutions, rules and agreements that support stability and prosperity. We will prioritise international cooperation and investment that builds economic cooperation and trade, resilience to conflict and disaster, and that tackles global challenges such as climate change, health pandemics, and food and water security. The department will also work to protect and promote the institutions and agreements that set the norms on global human rights, including those related to gender equality, disability inclusion and diversity.

Foreign Policy White Paper chapters	Portfolio Budget Statements programs
A stable and prosperous Indo-Pacific Global cooperation A shared agenda for security and prosperity Partnerships and soft power	1.1 Foreign Affairs and Trade Operations 1.2 Official Development Assistance (ODA) 1.3 ODA – Multilateral Replenishments 1.4 Payments to International Organisations 1.6 Public Information Services and Public Diplomacy

Delivery partners

As with our efforts to promote a stable and prosperous Indo-Pacific, global cooperation will require ongoing coordination and partnerships with a broad range of Australian Government agencies, bilateral and multilateral donors, private sector organisations, non-government organisations and civil society groups.

Delivery and performance

Delivery strategy					
Further Australia's interests, including promoting and protecting the rules and institutions that support stability and prosperity, and enable cooperation to tackle global challenges.					
Performance measure	2019-20	2020-21	2021-22	2022-23	Method
Australia's diplomatic efforts and financial contributions help shape institutions, rules and forms of cooperation in line with our national interests.	●	●	●	●	Assessment
Our relationships with Europe, the Middle East, Latin America and Africa advance Australia's interests.	●	●	●	●	Assessment

Delivery strategy					
Project a positive and contemporary image of Australia, and promote a clear understanding of Australian policies, objectives and engagement with the Indo-Pacific region through the department's soft power activities.					
Performance measure	2019-20	2020-21	2021-22	2022-23	Method
Soft power initiatives advance Australia's interests and influence.	●	●	●	●	<i>Assessment</i>
Delivery strategy					
Effective protocol engagement with foreign services represented in Australia and ensuring their security and dignity.					
Performance measure	2019-20	2020-21	2021-22	2022-23	Method
The diplomatic and consular corps posted or accredited to Australia are satisfied with the delivery of protocol services.	●	●	●	●	<i>Survey</i>

Priority Function 6: Support Australians overseas

Australians are travelling overseas in unprecedented numbers. The department helps make this possible by providing Australians with secure, world-class passports. The department's consular services provide information and advice to empower Australians to help themselves while overseas. When Australians face problems, the department will provide appropriate consular services, including during crises. The department will cooperate with private sector and international partners—as well as across the Australian Government—to broaden our reach and extend our capacity to advise and assist Australians overseas. The department's Global Watch Office provides a 24/7 capability to monitor and initiate responses to international events that affect Australian interests.

Foreign Policy White Paper chapters	Portfolio Budget Statements programs
Keeping Australia and Australians safe, secure and free	2.1 Consular Services 2.2 Passport Services

Delivery partners

The department partners with Australia Post to make passport services—including applications and interviews—more efficient and convenient for Australian citizens. The Department of Human Services manages our telephone client services. Overseas, Austrade and Canadian missions provide passport and consular services in locations without a DFAT presence.

Delivery and performance

Delivery strategy					
Provide Australians with high-quality passport services.					
Performance measure	2019–20	2020–21	2021–22	2022–23	Method
<p>The department maintains a high standard in processing passport applications, investigating and prosecuting fraud:</p> <ul style="list-style-type: none"> 95 per cent of passports processed within 10 business days 98 per cent of priority passports processed within two business days 100 per cent of identified high risk passport applications scrutinised by specialist staff 90 per cent of administrative investigations finalised within five business days, and 95 per cent of referrals to prosecuting authorities accepted for prosecution. 	●	●	●	●	<i>Delivery</i>

<p>Clients are satisfied with passport services, including online services:</p> <ul style="list-style-type: none"> • 60 per cent of applications commenced online, and • 85 per cent satisfaction rate of overall passport service from client survey. 	•	•	•	•	<i>Delivery and survey</i>
Delivery of the R Series Passport by 2020–21.	•	•			<i>Delivery</i>
Delivery strategy					
A responsive consular service focused on those most in need.					
Performance measure	2019–20	2020–21	2021–22	2022–23	Method
A responsive consular service through our 24/7 global network, focusing on Australians most in need.	•	•	•	•	<i>Assessment</i>
Delivery strategy					
Australians empowered to help themselves overseas.					
Performance measure	2019–20	2020–21	2021–22	2022–23	Method
<p>Australians have information to prepare for safe travel overseas:</p> <ul style="list-style-type: none"> • 100 per cent of Travel Advisories reviewed bi-annually for posts in a volatile risk environment and/or where there are high Australian interests, and • 100 per cent of Travel Advisories reviewed annually for all other posts. 	•	•	•	•	<i>Assessment</i>
Delivery strategy					
Preparedness for and management of overseas crises.					
Performance measure	2019–20	2020–21	2021–22	2022–23	Method
<p>The department is prepared to respond to overseas crises:</p> <ul style="list-style-type: none"> • 100 per cent of crisis action plans reviewed and exercised annually for countries of resident accreditation. 	•	•	•	•	<i>Delivery and Assessment</i>

Priority Function 7: Provide a secure and effective overseas presence

Crucial to Australia's influence is the quality and reach of our diplomacy. Our global diplomatic network enables Australia to pursue its interests and help Australian businesses and citizens overseas. The department operates 108 posts around the world.

The department works to ensure a secure Australian Government presence overseas by providing security services, protected information and communications technology infrastructure, and by ensuring that the overseas property estate is managed efficiently and meets the government's requirements.

Foreign Policy White Paper chapters	Portfolio Budget Statements programs
Foundations for success	1.1 Foreign Affairs and Trade Operations 3.1 Foreign Affairs and Trade Security and IT 3.2 Overseas property

Delivery partners

The department works closely with all other portfolio and government agencies that form part of the Australian overseas network. Austrade plays a key role in managing a number of Australia's overseas missions, including security, ICT and property requirements.

Delivery and performance

Delivery strategy					
Strengthen protective security measures commensurate with the evolving international security environment.					
Performance measure	2019-20	2020-21	2021-22	2022-23	Method
Effective security culture and practices guided by the DFAT Security Framework.	●	●	●	●	Assessment, and implementation of all ANAO recommendations
Delivery strategy					
Contemporary and innovative security training and communications program, and widespread use of the DFAT Security Framework, contributing to a robust security culture across the department's global network.					
Performance measure	2019-20	2020-21	2021-22	2022-23	Method
Staff engagement with security materials and products, and evidence of risk-based decision making on security issues using the DFAT Security Framework security risk management tools.	●	●	●	●	Assessment, and implementation of all ANAO recommendations

Delivery strategy					
Deliver and maintain accessible, reliable and secure ICT systems and infrastructure that meet Australian Government requirements.					
Performance measure	2019-20	2020-21	2021-22	2022-23	Method
Fit-for-purpose and secure ICT systems.	●	●	●	●	Assessment
Delivery strategy					
Efficient and effective management of the overseas estate and domestic property portfolio that meets the government's requirements and maintains property conditions and building services.					
Performance measure	2019-20	2020-21	2021-22	2022-23	Method
Construction and refurbishment of departmental overseas property estate completed to agreed quality standards to meet government requirements and deliver operational efficiencies.	●	●	●	●	Assessment
Asset management plans are in place for all owned properties in the overseas estate.	●	●	●	●	Delivery
Satisfaction ratings of over 80 per cent on the performance of the service provider and the Overseas Property Office.	●	●	●	●	Survey
Management and refurbishment of the domestic property portfolio, including the State and Territory Offices, to meet government requirements and deliver operational efficiencies.	●	●	●	●	Survey