



Australian Government
Department of Foreign Affairs and Trade



CORPORATE PLAN 2025–26

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Images on front cover

From top to bottom: Yarra River, Melbourne, Victoria; Sydney Harbour Bridge and Sydney Opera House, New South Wales; Darwin CBD, Northern Territory; Story Bridge, Brisbane, Queensland; Perth CBD, Western Australia; Hobart, Tasmania; Adelaide Festival Centre and Adelaide Convention Centre, South Australia; Australian Parliament House, Canberra, Australian Capital Territory.

Acknowledgement of Country

The Department of Foreign Affairs and Trade acknowledges the Traditional Owners of Country throughout Australia and recognises the continuing connection to lands, waters and communities. We pay our respects to Aboriginal and Torres Strait Islander cultures, and to Elders past and present.

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Date published:	15 August 2025
Maintained by:	Performance and Planning Section, Governance, Risk and Performance Branch, Executive Division (BPP/GRB/EXD)

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Secretary's statement



DFAT Secretary Jan Adams AO PSM

Our purpose at the Department of Foreign Affairs and Trade (DFAT) is 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. Every day, in 115 posts across the globe and local offices in every state and territory, the DFAT team drives Australia's international policy objectives, coordinating other Australian Government agencies to achieve outcomes for our nation.

We work with governments, civil society, and educational and business networks, and participate in a diverse range of international organisations and forums, including the G20, the United Nations, the World Trade Organisation (WTO), the Pacific Islands Forum (PIF) and the Association of Southeast Asia Nations (ASEAN) Regional Forum. This presence enables us to promote Australia's interests in peace, security, trade, investment and other areas of cooperation. DFAT provides leadership and direction to facilitate Australia's response to crises throughout the world, providing humanitarian aid and assistance. Our passport services and consular assistance to Australians in need are critical services we deliver with excellence.

In an increasingly complex global operating environment, where a rise in authoritarianism, ongoing conflict and geopolitical contests threaten the established order and Australia's interests, DFAT must meet these challenges. No matter where events occur, DFAT will ensure that Australia can advance our interests and protect our values.

This corporate plan reflects the department's efforts to meet these significant challenges – it provides an overview of our operating environment, key activities, risks, capabilities and how we will measure our performance. I will report on how the department has performed over this coming year in the DFAT Annual Report 2025–26.

Statement of preparation

I, as the accountable authority of DFAT, present the Corporate Plan 2025–26. This plan covers the period 2025–26 to 2028–29, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*. The corporate plan is prepared in accordance with the Public Governance, Performance and Accountability Rule 2014.

A handwritten signature in black ink, appearing to read 'Jan Adams', with a stylized, flowing script.

Jan Adams AO PSM
Secretary

12 August 2025

Corporate plan on a page

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

LEADERSHIP




Be
dynamic


Be
respectful


Have
integrity


Value
others


Empower
people

OUR VALUES



Impartial

Committed
to service

Accountable

Respectful

Ethical

Stewardship

OUTCOMES IN PORTFOLIO BUDGET STATEMENTS 2025-26



The advancement of
Australia's international
strategic, security and
economic interests



The protection and welfare of
Australians abroad and access to
secure international travel
documentation



A secure Australian
Government presence
overseas

KEY ACTIVITIES



- 1 Negotiate and advocate internationally and provide international policy advice
- 2 Deliver international development and humanitarian assistance
- 3 Advocate within multilateral institutions
- 4 Deliver consular services
- 5 Deliver passport services
- 6 Manage the Australian Government's overseas network

CAPABILITIES




Our people


Our networks


Our systems


Our property

RISKS



PERFORMANCE



An effective performance framework that ensures we are measuring and reporting on our performance to the Australian Government and the Australian people and demonstrating how we achieve our purpose and strategic objectives

Our role

DFAT leads the government's engagement with the world, building relationships to support a coherent, consistent and collaborative whole-of-government approach to Australia's international relations. We do this in a challenging and complex global environment, deploying creative and ambitious statecraft, and harnessing all elements of our national power. DFAT, in partnership with other Commonwealth departments, state and territory governments, businesses and the wider community, will pursue the government's objectives, through excellence in public policy, program and service delivery, and constructive relationships with international partners.

A strong diplomatic network is essential for protecting and advancing Australia's national interests and delivering on the government's international agenda. DFAT is the lead agency managing Australia's international presence at 115 locations across 86 countries in our overseas network (see network map on page 8). DFAT manages the Australian Government presence overseas, working across portfolios to promote an effective, secure and coordinated approach to Australia's overseas representation.

DFAT and its portfolio agency partners work with the broader Australian Public Service (APS) to promote and protect Australia's interests internationally and contribute to economic growth and global stability.

Our operating environment

The world is undergoing rapid and profound change. At a time of greater global uncertainty, diplomacy is our tool of first resort – its effectiveness has never been more important. DFAT will ensure Australia navigates its own path, in its own interests to be safe, secure and prosperous in the world.

Australia must engage deeply in regional and global efforts. As the active contest between global powers increases, the international rules and norms on which all nations depend are being flouted. DFAT will utilise all elements of national power to advance Australia's interests and safeguard its values.

The threat landscape is larger than Australia has ever faced. Within our region, military build-up, assertive diplomacy and a changing climate create complexity in our international engagements. Economic conflict and the erosion of the international trade architecture particularly impacts on the Indo-Pacific region. Global economic changes will be driven by shifting supply chains, critical minerals, the digital economy and the transition to green energy. We will expand and buttress Australia's economic relationships and support the rules-based multilateral trading system, so Australian businesses can grasp emerging opportunities.

There is an acute human cost in a more conflicted and unstable world. Compliance with international law is being overridden by power and ideology. Globally, development and humanitarian assistance is being reduced as governments shift focus. Helping others reflects Australia's values and interests; development underpins a stable world. DFAT will partner with local leaders to ensure our development efforts are effective, build resilience and create opportunity. Australia will prioritise its contributions and drive innovation and adaptation within institutions. We will also work with partners to find alternative mechanisms for delivering critical services.

This corporate plan covers 4 years. The changes and challenges that will be presented to Australia over that period are likely to shape our future for a generation. To respond, DFAT will adapt, look forward and remain agile. We will advance Australia's international strategic, security and economic interests. We will ensure the protection and welfare of Australians abroad and access to secure international travel documentation. We will secure the Australian Government presence overseas and manage the Commonwealth's overseas property estate.



DFAT's Chief People Officer, Belinda Casson (third from left at front), with the 2025 DFAT graduate cohort of 76 graduates from a diverse range of academic disciplines. Credit: Toy Songprasart

Our capabilities

In 2025–26, DFAT will strengthen the capabilities of our people, network and enabling services. We will build on work already undertaken to implement the APS Strategic Commissioning Framework. Since 2023, DFAT has reduced its contracted workforce by 17% and will continue to focus on strengthening internal APS capability and capacity through workforce management initiatives. Targets for 2025–26 will be developed to take into account budgeted average staffing levels and availability of critical skills to deliver government outcomes.

Our people

We continue to build a diverse and highly skilled workforce capable of addressing global challenges to Australia's security and prosperity. We are committed to investing in our people to equip them with the skills and experience needed to deliver the department's policy, programs and global services.

We will enhance and uplift capabilities through workforce planning, learning and capability development, strategic prioritisation, and streamlined recruitment and deployment processes. These efforts will ensure we have a clear understanding of our workforce capacity and skill sets, ready to pre-empt or respond to changing priorities, including crises.

Our leaders are responsible for building engaged, productive and inclusive teams, so that we can collectively deliver high-quality outcomes, often in demanding circumstances. Ensuring all staff lead with influence and integrity is vital. We will continue to develop guidance to support our leaders to optimise working environments, and to ensure we are managing and preventing physical and psychosocial risks across our global work locations.

DFAT values diversity and aims to reflect the community we serve to achieve our purpose. We will continue to implement strategies to promote diversity, including targeted recruitment of under-represented groups such as First Nations peoples. DFAT's fifth Reconciliation Action Plan outlines ambitious initiatives across the organisation. The DFAT Annual Report 2025–26 will include an update on progress against the planned actions.

DFAT offers unique and rewarding career trajectories and aims to enhance its status as an employer of choice now and into the future. Strong interest in the DFAT graduate program continues to provide a pipeline of skilled professionals, positioning the department to deliver on Australia's future foreign policy objectives. This program not only provides a comprehensive training pathway for aspiring diplomats, but also future APS leaders. Our locally engaged staff are also highly valued. Their skills and expertise are essential to DFAT's ability to manage post operations, support Australians overseas and build relationships with local stakeholders.

Our overseas network

An overseas Australian Government presence is fundamental to Australia's ability to meet the strategic challenges ahead, protect Australians overseas and advance Australia's interests abroad. In 115 posts, DFAT is responsible for ensuring a consistent and efficient use of government resources overseas, including managing properties, staff and conditions of service, health and safety, security, information and communications technology, and finance. Austrade manages a further 9 posts in the network, providing consular services and trade and investment promotion.

The overseas network collaborates with stakeholders globally to ensure Australia's interests are advanced in bilateral and multilateral relationships. The network enables the delivery of Australia's development program and assists to identify and secure new market opportunities for Australian businesses overseas.

The network provides consular and passport services to Australians travelling overseas and manages responses to international crises. There are 49 honorary consuls in locations where the Australian Government has no post, ensuring consular services are available in areas frequented by Australian travellers.

Our systems

The department provides information and communications technology (ICT) services and infrastructure, including for other government agencies, to enable a secure Australian Government presence overseas. The department will continue to enhance its ICT capability over the next 4 years to support a reliable, secure and sustainable global ICT network that is responsive in an uncertain operating environment. ICT is a critical enabler for the department.

Software tools, cloud technology, technologies driven by artificial intelligence (AI) and other new ICT capabilities have enabled DFAT staff to work smarter and remain agile in changing circumstances both domestically and abroad. DFAT will continue to focus on implementing new and emerging technologies to improve our ICT capability and ensure our systems are fit for purpose and secure. This includes the transparent and safe use of AI to enhance productivity while upholding our commitment to ethical and responsible technology use.

Our partnerships

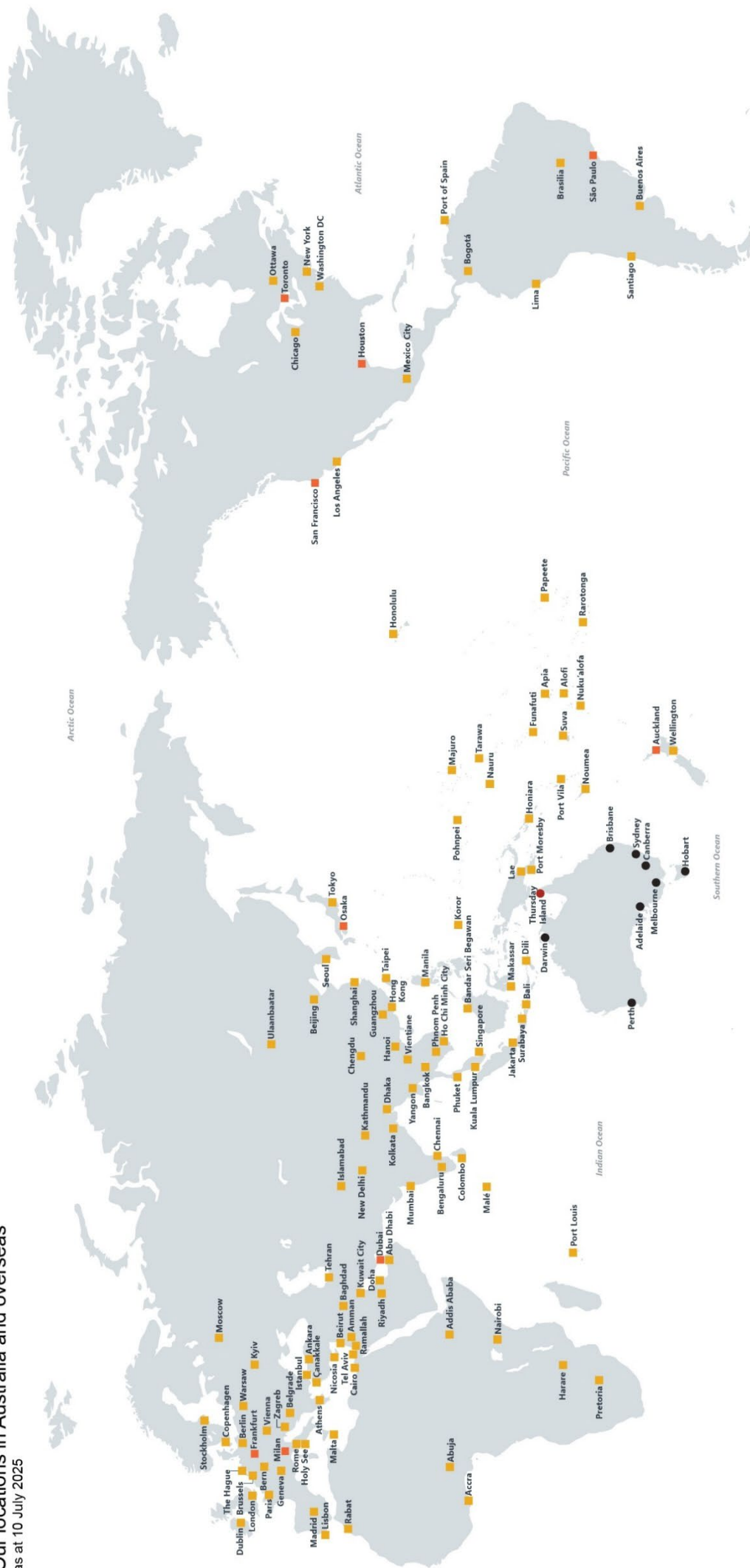
DFAT works with partners in Australia, our region and across the globe. Our partnerships help us to promote and protect Australia's interests internationally, contributing to economic growth and stability in our region.

DFAT will lead and coordinate with other Australian Government entities and Australia's state and territory governments to prosecute our interests abroad. The department provides services to 28 Australian Government agencies overseas and 9 domestically, to realise the government's objectives overseas.

The department will strengthen its connections with businesses, universities, scientific agencies, non-government organisations and the wider Australian community. Our 7 state and territory offices will provide a critical connection to stakeholder groups seeking engagement, advice and opportunities overseas. The Torres Strait Treaty Liaison Office on Thursday Island supports the implementation of the treaty with Papua New Guinea.

DFAT's international partnerships extend across the Indo-Pacific and beyond. We will work through international institutions, including the United Nations, the WTO, the International Atomic Energy Agency (IAEA), multilateral development banks and the Organisation for Economic Co-operation and Development (OECD). We will continue to engage closely with regional counterparts through alliances and forums such as ASEAN, Asia-Pacific Economic Cooperation (APEC) and the PIF. We will work with international civil society organisations, including to deliver development outcomes in communities across the Indo-Pacific region. We will continue to advance and protect Australia's interests through groupings and partnerships like the Quad (with India, Japan and the United States) and AUKUS (with the United Kingdom and United States).

Our locations in Australia and overseas as at 10 July 2025



Key

- DFAT posts
- State and territory offices
- Torres Strait Treaty Liaison Office
- Austrade-managed posts led by consuls general providing consular assistance

Note: DFAT manages 4 posts dedicated to multilateral institutions – in Geneva (UN), Jakarta (ASEAN), Paris (OECD) and New York (UN).

Our culture and values

DFAT is committed to providing a safe, positive and high-performing workplace culture, reflected at all levels, and across our domestic and overseas network. We embed a positive culture to support the safety and wellbeing of our people and a high level of integrity, accountability and compliance. We do this by providing multiple channels for the referral of wellbeing, compliance, accountability, ethics and integrity issues. Together with our continuous improvements in business resilience and security awareness in our people, we support DFAT's organisational capability and ability to deliver, now and into the future.

The foundations of a strong integrity culture in the APS are outlined in the APS Values, Employment Principles and Code of Conduct, as set out in the *Public Service Act 1999*. The APS Code of Conduct and APS Values provide a clear statement to those within DFAT and the APS, and to the Australian people, of the conduct that is expected.

Integrity sits at the core of our values, our work and our commitment to delivering the best outcomes for Australia. We commit to the highest standards of integrity by upholding the APS Values and maintaining robust systems, and through committed leadership.

Leadership behaviours

The [Secretaries' Charter of Leadership Behaviours](#) sets out the behaviours departmental secretaries expect of themselves and the Senior Executive Service, and what they want to see in leaders at all levels of the APS. The charter focuses on behaviours that support modern systems leadership within the construct of the APS Values and Code of Conduct. These behaviours are summarised in the acronym DRIVE: be **dynamic**, be **respectful**, have **integrity**, **value** others, and **empower** people. DFAT's performance management framework is underpinned by the charter, and it acts as a guide to ensure DFAT leadership practices are aligned with our core values and are enhancing our overall organisational performance and culture.

Our values

At DFAT, we uphold and promote the [APS Values](#). The APS Values are set out in section 10 of the *Public Service Act 1999*. They articulate the Australian Parliament's expectations of public servants in terms of performance and standards of behaviour. The principles of good public administration are embodied in the APS Values:

Impartial: The APS is apolitical and provides the government with advice that is frank, honest, timely and based on the best available evidence.

Committed to service: The APS is professional, objective, innovative and efficient, and works collaboratively to achieve the best results for the Australian community and the government.

Accountable: The APS is open and accountable to the Australian community under the law and within the framework of ministerial responsibility.

Respectful: The APS respects all people, including their rights and their heritage.

Ethical: The APS demonstrates leadership, is trustworthy, and acts with integrity, in all that it does.

Stewardship: The APS builds its capability and institutional knowledge and supports the public interest now and into the future by understanding the long-term impact of what it does.

Our conduct

DFAT expects a high level of professionalism and integrity from its staff, including adherence to the [APS Code of Conduct](#), APS Values and APS Employment Principles, the Locally Engaged Staff Code of Conduct and the Code of Conduct for Overseas Service. Promoting and maintaining Australia's good reputation abroad is central to the department's work. The DFAT Code of Conduct for Overseas Service applies to all APS employees of the department serving overseas in an official capacity. This includes long-term postings, short-term missions and visits, those on leave without pay, and those who are temporarily attached to non-APS bodies such as international organisations, foreign government agencies, non-government organisations and private-sector corporations.

To support the highest standards of leadership, behaviour and accountability, the department has introduced the DFAT Integrity Strategy 2024–26. The strategy outlines the department's approach to building and maintaining trust with the government, stakeholders and the Australian public through a strong integrity culture.

The strategy:

- covers all DFAT staff, including locally engaged staff and contractors
- includes an action plan setting out improvements the department will implement to further strengthen our integrity culture, systems and processes.

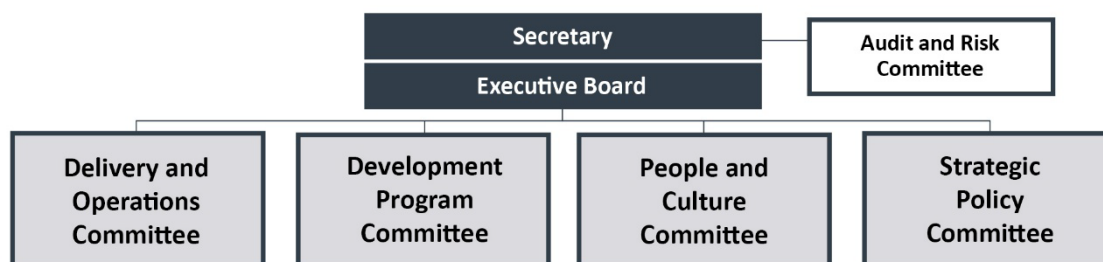
Our governance

DFAT's governance structure facilitates enterprise decision-making and determines the department's strategic priorities. It ensures DFAT delivers on its purpose for government and for all Australians.

The Audit and Risk Committee provides independent advice to the Secretary on the department's financial and performance reporting, system of risk oversight and management, and system of internal controls. It was established by the Secretary in accordance with section 45 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and section 17 of the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule).

The department's governance committee structure is shown in Figure 1.

Figure 1: Governance committee structure as at 6 August 2025



Our risk management and oversight

DFAT requires bold, creative and innovative ideas and solutions to advance Australia's national, security and economic interests, to deliver consular and passports services, and to ensure a secure Australian Government presence overseas.

We recognise that effective risk management is not about eliminating risk but understanding how risks could impact delivery of objectives, and ensuring transparent and accountable actions in managing these risks.

The department works in complex and challenging environments that attract high levels of risk. If controls and treatments are unable to reduce the risk to align with accepted tolerance levels, delegates must clearly document acceptance of the risk and a plan for ongoing management. It is acceptable to undertake work that exceeds agreed tolerance levels, provided there is a clear and documented decision by an authorised decision-maker to accept that level of risk on behalf of the department.

To do this, senior leaders promote an open and proactive risk culture. This culture equips staff to make informed, risk-based decisions and feel comfortable in escalating high risks to senior management where changes to the operating environment need increased risk oversight.

Managing our enterprise risks

DFAT's enterprise risks affect our ability to meet the department's strategic objectives. These risks, set out in Figure 2, are in the department's enterprise risk management policy and are managed through the enterprise risk register. The policy sets out responsibilities for all staff and contractors on how to identify, assess and mitigate risks, and escalate to senior management where risk exposures exceed tolerance settings.

During 2025–26, we will continue to mature integration of enterprise risk reporting by supporting increased risk management literacy across the department and promoting a positive risk behaviour culture. Risk management is integrated into the department's governance and is a primary consideration in all decision-making.

Figure 2: DFAT's enterprise risk categories







Our approach to performance

DFAT’s performance framework explains what we do and drives improved performance. The corporate plan links to the Foreign Affairs and Trade portfolio budget statements, which outline the allocation of resources to achieve our purpose. DFAT will continue to improve its performance reporting, including by incorporating lessons learned from the audits of our annual performance statements, carried out by the Australian National Audit Office (ANAO).

DFAT commits to reporting on 13 performance measures in 2025–26. The measures include one new measure and 5 amended measures since the Corporate Plan 2024–25 (see summary of changes in Appendix A; on pages 30–32). Our performance measures use qualitative and quantitative reporting to capture the full dimension of DFAT’s performance. We will use case studies for 2 measures, applying a robust approach based on evaluation methodology. The case studies represent a sample of DFAT’s work from which we will draw broader conclusions about our performance.

Figure 3: DFAT’s performance overview

<div>OUR PURPOSE</div> <div> 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</div>		
<div>Portfolio Budget Statements 2025–26</div> <div>Outcome </div>	<div>Portfolio Budget Statements 2025–26</div> <div>Outcome </div>	<div>Portfolio Budget Statements 2025–26</div> <div>Outcome </div>
KEY ACTIVITY 1	KEY ACTIVITY 4	KEY ACTIVITY 6
PERFORMANCE MEASURE <div>1</div> – <div>5</div>	PERFORMANCE MEASURE <div>9</div>	PERFORMANCE MEASURE <div>12</div> – <div>13</div>
KEY ACTIVITY 2	KEY ACTIVITY 5	
PERFORMANCE MEASURE <div>6</div>	PERFORMANCE MEASURE <div>10</div> – <div>11</div>	
KEY ACTIVITY 3		
PERFORMANCE MEASURE <div>7</div> – <div>8</div>		

Regulator performance

We are committed to applying the 3 principles of regulator best practice. This commitment has been formalised through the Secretary's statements of intent to the Foreign Minister, in response to the Foreign Minister's statements of expectations, available on the [Australian Government Regulatory Reform website](#)¹.

No.	Principle title	Principle description
1	Continuous improvement and building trust	Regulators adopt a whole-of-system perspective, continuously improving their performance, capability and culture to build trust and confidence in Australia's regulatory settings.
2	Risk based and data driven	Regulators manage risks proportionately and maintain essential safeguards while minimising regulatory burden and leveraging data and digital technology to support those they regulate to comply and grow.
3	Collaboration and engagement	Regulators are transparent and responsive communicators, implementing regulations in a modern and collaborative way.

There are 3 regulatory functions located within the department.

The Australian Safeguards and Non-Proliferation Office (ASNO) works to enhance Australian and international security through activities that strengthen the effectiveness of regimes against the proliferation of weapons of mass destruction.² ASNO is led by an independent statutory officer.

The Australian Sanctions Office (ASO) is the Australian Government's regulator of sanctions laws and has 2 key roles.³ The first role is to administer Australia's sanctions laws to ensure that sanctions are implemented and operate as intended. The second role is to promote and enforce compliance with sanctions laws.

The Foreign Arrangements Branch (FAB) is the Australian Government's regulator of the Foreign Arrangements Scheme.⁴ The branch's main role is to provide advice on arrangements notified under the scheme, to ensure that arrangements with foreign countries are consistent with Australia's foreign policy. The branch has an important role in promoting and enforcing compliance with the scheme.

We will report on our regulator performance through our annual performance statements, and in the regulators' own annual reports. To assess our performance as a regulator, we will use the following performance measures:

- **Performance measure 4** – DFAT's sanctions and foreign arrangements functions demonstrate the principles of regulator best practice (see pages 17-18)
- **Performance measure 5** – Australia's treaty obligations are met under Australia's Comprehensive Safeguards Agreement and Additional Protocol to the satisfaction of the International Atomic Energy Agency (see page 19).

¹ The Director General of the Australian Safeguards and Non-Proliferation Office (ASNO), as an independent statutory officer, submits a statement of intent to the Foreign Minister on ASNO's operations, in response to the Foreign Minister's statement of expectations.

² ASNO, [About us](#), DFAT website, n.d., accessed 4 August 2025.

³ DFAT, [Australia and sanctions](#), DFAT website, n.d., accessed 4 August 2025.

⁴ DFAT, [Resources: Annual reports](#), Foreign Arrangements Scheme website, n.d., accessed 4 August 2025.

Measuring our performance

This section outlines the 6 key activities we will undertake in 2025–26 to achieve our 3 outcomes, and the 13 performance measures we will use to assess our performance in achieving our outcomes.

Performance measures for Outcome 1



Outcome 1: 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

Key activity 1: Negotiate and advocate internationally and provide international policy advice

At a time of global uncertainty, diplomacy is the government’s tool of first resort. Working with international partners and institutions we build the conditions for a peaceful, prosperous and stable world, where sovereignty is respected and the international rules that protect us all are upheld. An explanation of Australia’s foreign policy can be found in *Australia in the World: 2025 Snapshot*.⁵

We deliver targeted programs to increase Australia’s global engagement, particularly with the Indo-Pacific region, and project a positive and contemporary image of Australia overseas. We promote Australia’s interests by connecting Australia with the region through diplomacy, trade, people-to-people links, educational exchange, investment and industry.

We provide legal services and regulatory functions to uphold Australia’s international legal obligations and contribute to the advancement of Australia’s interests overseas.

We will use 5 measures to assess our performance under the 4 portfolio budget statement (PBS) programs related to this key activity, including 2 performance measures that align with the principles of regulator best practice.

Performance measure 1	DFAT’s diplomatic efforts support favourable foreign affairs and trade policy outcomes for Australia
Our role	Engage in negotiation and advocacy
PBS program	1.1 Foreign affairs and trade operations
Measure type	Qualitative; outputs
Targets 2025–26 to 2028–29	Three case studies demonstrate performance: <ul style="list-style-type: none">• Implementing the Nauru–Australia Treaty.• Increasing Australia’s trade and investment ties with Indonesia through Australia’s Business Champion for Indonesia.• Enhancing Australia’s cooperation with India through implementation of the <i>New Roadmap for Australia’s Economic Engagement with India</i>.

⁵ DFAT, *Australia in the World: 2025 Snapshot*, DFAT website, n.d., accessed 4 July 2025.

Rationale	DFAT pursues favourable foreign affairs and trade policy outcomes for Australia including the strategic pursuit of longer-term objectives, and in response to a dynamic operating environment. Strategic representation overseas ensures the Australian Government is influential when advocating our values and delivering on our national interests. Measuring influence is difficult. This is why DFAT will draw on evaluative techniques to assess its performance against favourable outcomes. Where possible, we will use quantitative data to supplement the qualitative measure of performance.
Methodology	<p>We undertook a purposive sampling approach to identify the 3 case study topics for 2025–26 reporting. This process included the development of a comprehensive list of all potential topics, a shortlist of proposed representative topics, and approval of selected topics by an internal committee.</p> <p>Topics were selected with a view to giving a fair representation of DFAT’s efforts in achieving foreign affairs and trade policy outcomes for Australia. The department’s operations are primarily focused on the Indo-Pacific. Accordingly, over time the majority of case studies will focus on measuring and assessing activities focussed on Australia’s interests in the Indo-Pacific.</p> <p>We will use an evaluative approach to understand how effectively the department delivered on intended outcomes and responded to changes in the operating environment. We will examine each case study to identify patterns and lessons across multiple topics as part of continuous improvement in our diplomatic efforts.</p>
Data source	A range of primary and secondary sources, including internal reporting cables, briefings, and speeches. Data sources will be different for each topic.
Changes from previous year	For 2025–26, we will use 2 new case studies and one continuing case study from 2024–25 to demonstrate performance.



The 2025 New Colombo Plan (NCP) scholars and alumni in Canberra. A total of 219 Australian undergraduate students from 33 universities across Australia were offered NCP scholarships for 2025. Credit: 5 Foot Photography

Performance measure 2 The New Colombo Plan contributes to young Australians' Indo-Pacific knowledge, capability and connections	
Our role	Manage the New Colombo Plan
PBS program	1.5 New Colombo Plan – transforming regional relationships
Measure type	Quantitative; outputs
Targets 2025–26 to 2028–29	<p>Target 1: 300 Australian university undergraduates awarded a New Colombo Plan scholarship to study in the Indo-Pacific region.</p> <p>Target 2: 15% of the Australian university undergraduates awarded under the New Colombo Plan have a planned language-learning component(s) for scholarships, semester and mobility streams.</p>
Rationale	<p>The New Colombo Plan (NCP) is an initiative of the Australian Government that aims to lift knowledge of the Indo-Pacific region in Australia by supporting Australian undergraduates in study, language learning and internships in the region. The NCP involves 3 streams (scholarships, semester and mobility). The scholarship program comprises study, language training and internships or mentorships for up to 19 months. The semester stream awards grants to universities to offer student study experiences that are 1 to 2 semester long. The mobility program awards grants to universities to offer short-term, credit-bearing experiences to develop Indo-Pacific capability.</p>
Methodology	<p>Assessment of the number of Australian university undergraduates awarded with a New Colombo Plan scholarship to study in the Indo-Pacific region.</p> <p>Assessment of the percentage of the Australian university undergraduates awarded a New Colombo Plan scholarship or a grant who have a planned language learning component under the Scholarship, Semester and Mobility streams.</p>
Data sources	Two IT platforms are used (mobility and scholarship). A third-party service provider provides overall data processing, analysis and reporting. There are some known gaps in the scope of data available and a multi-year improvement process to address this is underway.
Changes from previous year	We have revised the measure and targets since publication of the Portfolio Budget Statements 2025–26 to align with new policy initiatives

Performance measure 3	Australia's standing in the region is enhanced through DFAT's public diplomacy
Our role	Project a positive and contemporary image of Australia
PBS program	1.6 Public information services and public diplomacy
Measure type	Qualitative; outputs
Targets 2025–26 to 2028–29	Case study demonstrates performance: <ul style="list-style-type: none"> • Growing Australia's sports partnerships with Papua New Guinea
Rationale	Australian diplomacy goes beyond traditional government-to-government engagement. DFAT builds people-to-people links and maintains an extensive network of relationships with other countries through its diverse public diplomacy programs and activities. This fosters mutual understanding, builds trust, increases our ability to influence and persuade, and helps to enhance Australia's standing in the region. DFAT projects a positive and contemporary image of Australia and prosecutes national interests through engagement with a wide range of stakeholders including academia, cultural institutions, think tanks, non-government organisations and media.
Methodology	Consistent with performance measure 1, we undertook a purposive sampling approach to identify the case study topic for 2025–26 reporting. We selected the topic with a view to give a fair representation of DFAT's efforts in enhancing Australia's standing in the region through public diplomacy. DFAT will use an evaluative approach to understand how effectively the department delivered on intended outcomes and responded to changes in the operating environment. We will examine the case study to identify patterns and lessons across multiple topics as part of continuous improvement across diplomatic efforts.
Data source	A range of primary and secondary sources, including internal reporting cables, briefings, and speeches. Data sources will be different for each topic.
Changes from previous year	For 2025–26, we will use a new case study to demonstrate performance.

Performance measure 4 DFAT's sanctions and foreign arrangements functions demonstrate the principles of regulator best practice	
Our role	DFAT's regulatory functions contribute to the advancement of Australia's foreign policy interests by administering, promoting and enforcing compliance with Australia's sanctions laws and providing advice on arrangements notified under the Foreign Arrangements Scheme.
PBS program	1.1 Foreign affairs and trade operations
Measure type	Quantitative; effectiveness
Targets 2025–26 to 2028–29	<p>Target 1: 100% of sanctions compliance matters finalised in the reporting period applied a graduated risk-based approach.</p> <p>Target 2: At least 85% of notifications to the Foreign Arrangements Scheme are in scope.</p>
Rationale	<p>This measure seeks to demonstrate DFAT's sanctions and foreign arrangements performance in relation to the principles of regulator best practice outlined in the Department of Finance guidance on regulator performance.⁶</p> <p>DFAT is responsible for regulation of the Australian Government's sanctions laws. This includes ensuring that sanctions are implemented and operate as intended, as well as promoting and enforcing compliance. In fulfilling these roles, DFAT adopts a graduated risk-based process to formally decide how instances of potential noncompliance should be dealt with. This target demonstrates DFAT's efforts in responding to non-compliance in line with DFAT's compliance policy on sanctions,⁷ and demonstrates DFAT's performance in line with regulator best practice principle 2: risk-based and data driven.</p> <p>DFAT provides the government with advice on arrangements notified under the Australian Government's Foreign Arrangements Scheme. This ensures arrangements with foreign countries are consistent with Australia's national interests, and also promotes and enforces compliance with the scheme. DFAT works with regulated entities to ensure notifications to the scheme are in scope of legislative requirements. DFAT uses stakeholder engagement channels to grow awareness, enhance cooperation and foster dialogue on regulated entities' notification obligations. In-scope notifications indicate awareness of notification requirements among regulated entities. The number of notifications received that are deemed in-scope aims to measure the effectiveness of the guidance and education provided to regulated entities around their notification obligations. This target demonstrates that DFAT's stakeholder engagement program is increasing awareness of notification requirements and demonstrates DFAT's performance in line with regulator best practice principle 3: collaboration and engagement.</p>
Methodology	Assessment of confirmed matters of non-compliance against the graduated risk-based approach. Assessment of the number of Foreign Arrangements notifications received in compliance with legislative requirements.

⁶ Department of Finance, [Regulator performance \(Resource Management Guide 128\)](#), Department of Finance website, n.d., accessed 4 July 2025.

⁷ DFAT, [Australia and sanctions: Compliance policy](#), DFAT website, n.d., accessed 4 July 2025.

Data source	Sanctions Compliance Action Report. Notifications received through the Foreign Arrangements Scheme online portal. The Australian Sanctions Office's annual report will be published on DFAT's website. The Foreign Arrangements Scheme's annual report is published on the Foreign Arrangements Scheme website. ⁸
Changes from previous year	This is a new measure introduced in 2025–26.

⁸ DFAT, [Resources: Annual reports](#), Foreign Arrangements Scheme website, n.d., accessed 4 July 2025.

Performance measure 5	Australia's treaty obligations are met under Australia's Comprehensive Safeguards Agreement and Additional Protocol to the satisfaction of the International Atomic Energy Agency
Our role	Implement Australia's international nuclear non-proliferation obligations
PBS program	1.8 Nuclear-powered submarine program
Measure type	Qualitative; effectiveness
Target 2025–26 to 2028–29	The International Atomic Energy Agency (IAEA) grants a 'broader conclusion' ⁹ for Australia, confirming Australia's compliance with its Comprehensive Safeguards Agreement and Additional Protocol treaty obligations.
Rationale	<p>This measure seeks to demonstrate Australia's compliance with its international treaty obligations as a non-nuclear weapon state,¹⁰ and our commitment to setting the highest non-proliferation standards. The measure also demonstrates the Australian Safeguards and Non-Proliferation Office (ASNO) nuclear safeguards performance against regulator best practice principal 1: continuous improvement and building trust.</p> <p>Located within DFAT, ASNO is responsible for ensuring compliance with Australia's international treaty obligations with the IAEA under the Comprehensive Safeguards Agreement and Additional Protocol. This includes establishing appropriate safeguards and verification approaches for Australia's naval nuclear propulsion program. ASNO works with Australian nuclear permit holders to ensure robust, effective and streamlined domestic regulation. The IAEA uses a range of mechanisms, including random inspection activities of permit holders, to verify the declaration ASNO makes on behalf of Australia.</p> <p>Australia has received the IAEA's assessment of the 'broader conclusion' every year since 2000 – longer than any other country. A broader conclusion represents an independent assessment that no nuclear facilities in Australia have been misused, no nuclear material has been diverted from its declared use, and that Australia has no undeclared nuclear material or activities. The broader conclusion demonstrates Australia has the intent and ability to apply the highest non-proliferation standards.</p>
Methodology	Compliance is independently verified by the IAEA. Complying with Australia's obligations on a quarterly basis is a prerequisite for achieving the 'broader conclusion' rating the following year.
Data source	The IAEA Safeguards Statement and its conclusion. ASNO's annual reports ¹¹ include the Safeguards Statement and lists IAEA inspections that occurred in the reporting period. The Safeguards Statement is issued in June for the prior calendar year.
Changes from previous year	Nil.

⁹ The IAEA can draw the 'broader conclusion' for a state as a whole that 'all nuclear material remains in peaceful activities'. This is a more expansive assessment for a state than the IAEA's narrower assessment category that 'declared nuclear material remain in peaceful activities.'

¹⁰ In 1973, Australia signed the Treaty on the Non-Proliferation of Nuclear Weapons (NPT) – a multilateral treaty aimed at limiting the spread of nuclear weapons – as a non-nuclear-weapon state, thereby promising to forego the acquisition of nuclear weapons or nuclear explosive devices by any means.

¹¹ The Director General of ASNO reports directly to the Minister for Foreign Affairs and tables in the Australian Parliament a standalone annual report on ASNO's operations.



School students access clean water in Solomon Islands. Credit: Junior Bale, DFAT

Key activity 2: Deliver international development and humanitarian assistance

DFAT leads the design and delivery of Australia's international development and humanitarian assistance. The development program supports our national interests by working with partners to address the challenges facing our region, including climate change, economic uncertainty, health emergencies, displacement and conflict.

DFAT ensures effective and transparent planning, implementation, monitoring and evaluation takes place across a portfolio of approximately 1,000 active investments that make up the development and humanitarian assistance program. Long-term direction for the development program is set by *Australia's International Development Policy*¹². DFAT also addresses humanitarian needs where they are most acute, to save lives, alleviate suffering and build resilience, as guided by *Australia's Humanitarian Policy*¹³. DFAT publishes details on development and humanitarian program performance and results in the annual *Performance of Australian Development Cooperation Report* and on the interactive website, AusDevPortal.

We will use one measure to assess our performance under the PBS program related to this key activity. This measure draws on longstanding and embedded systems to assess and report on overall efficiency and effectiveness, in line with international standards. The measure captures reporting from Australia's investments in humanitarian action, including responsiveness to requests for assistance made by country partners.

¹² DFAT, *Australia's International Development Policy*, DFAT, August 2023.

¹³ DFAT, *Australia's Humanitarian Policy*, DFAT, October 2024.

Performance measure 6	The development program is effective, efficient and responsive
Our role	Design and deliver Australia's international development program
PBS program	1.2 Official development assistance
Measure type	Quantitative; effectiveness
Target 2025–26 to 2028–29	At least 85% of investments are assessed as satisfactory on both effectiveness and efficiency criteria in the investment monitoring report (IMR) ¹⁴ process.
Rationale	To deliver on our national interests, the development program must be effective, efficient and responsive to partners' priorities and needs. Development programs with official development assistance (ODA) budgets of more than \$3 million are required to report on performance through annual investment monitoring reports (IMR) (evidence-based assessments that rate investment performance against criteria including effectiveness and efficiency). ¹⁵ The 85% target for both effectiveness and efficiency reflects a long-term average of between 85 and 90%. Performance has been reported through the IMR process for over a decade and is core to <i>Australia's International Development Policy</i> . This measure is reflected in the annual <i>Performance of Australian Development Cooperation Report</i> .
Methodology	Analysis of annual IMR, humanitarian investment monitoring report (HIMR) and final investment monitoring report (FIMR) ratings.
Data source	IMRs, HIMRs and FIMRs. ¹⁶
Changes from previous year	Nil.

¹⁴ This target covers 3 types of investment monitoring reports including a standard IMR, a humanitarian investment monitoring report (HIMR) and a report completed in the final year of implementation of an investment, known as a final investment monitoring report (FIMR).

¹⁵ The Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD) has defined standard evaluation criteria for development interventions.

¹⁶ For more detail see: DFAT, [Australia's International Development Performance and Delivery Framework](#), DFAT, August 2023.

Key activity 3: Advocate within multilateral institutions

Within multilateral institutions, including the United Nations and the World Trade Organization (WTO), DFAT advocates rules, norms and standards that reflect and advance Australia's interests and values. We ensure the issues affecting Australia and our region are considered when multilateral institutions address global challenges.

Australia has an abiding interest in participating in regional and global architecture, assisting nations to preserve standards, rules and norms and navigate turbulent times. We are members of a diverse range of organisations, including the WTO, G20, Asia-Pacific Economic Cooperation (APEC), the Organisation for Economic Co-operation Development (OECD), the Commonwealth and the United Nations. As a founding member of the G20 and APEC, Australia is working with partners to steer our citizens through a challenging global economy. We also prioritise regional architecture, as a member of the Pacific Islands Forum, the Indo-Pacific Economic Framework (IPEF), the Indian Ocean Rim Association, the East Asia Summit and the ASEAN Regional Forum, and as the first Dialogue Partner of ASEAN.

The multilateral development banks (MDBs) provide finance and technical assistance to developing member countries to meet their development goals, contributing to a stronger, safer and more prosperous region. Through our financial contributions to the MDBs, DFAT leverages their expertise, presence and reach, supporting our interests and achieving outcomes that could not be achieved by acting alone.

We will use 2 measures to assess our performance under the 2 PBS programs related to this key activity.

Performance measure 7 Australia's payments to multilateral development organisations generate collective action on issues impacting Australia	
Our role	Advocate within multilateral development institutions to generate collective action on issues impacting Australia
PBS program	1.3 Official development assistance – multilateral replenishments
Measure type	Quantitative; outputs
Target 2025–26 to 2028–29	Mandatory payments to multilateral development institutions are paid on time.
Rationale	Australia negotiates encashment (payment) schedules with the multilateral development banks. The schedules are formalised through financially binding instruments of commitment (signed by Australia's Minister for Foreign Affairs) and promissory notes (signed by Australia's Treasurer). Ensuring payments are made on time, including during times of known domestic budgetary constraints, demonstrates Australia's financial and political commitment to the multilateral bank system. This reliability enables Australia to advocate more effectively within these organisations. In turn, on-time payments allow multilateral development banks to finance multi-year projects with consistency, in line with expectations of Australia and all donors.
Methodology	A review of mandatory payments to multilateral development institutions. Public and bank holidays may impact transfer or receipt of funds.
Data source	Instruments of commitments.
Changes from previous year	Nil.

Performance measure 8	International organisations reflect Australian interests and values when addressing global challenges
Our role	Advocate for Australia's interests in international organisations
PBS program	1.4 Payments to international organisations
Measure type	Quantitative; qualitative
Target 2025–26 to 2028–29	<p>Three focus areas demonstrate Australia's influence and engagement in international institutions:</p> <ul style="list-style-type: none"> • delivery of planned strategic objectives for the United Nations General Assembly (UNGA) High-Level Week • election of Australian multilateral candidatures • delivery of the UN Junior Professional Officer (JPO) Program.
Rationale	<p>Global security, stability and prosperity depend on agreed international rules and norms, underpinned by an effective multilateral system and architecture, including key international organisations. These organisations serve as platforms for dialogue, negotiation and cooperation between countries on global challenges that cannot be effectively tackled by individual countries, or smaller groups of countries alone. Australia seeks to influence international organisations to secure outcomes that advance our interests. We work within the multilateral system to build a world governed by rules, norms, and standards, to enhance security, contribute to stability, and foster prosperity for Australia, the Indo-Pacific region and the world. Under this qualitative performance measure, we will evaluate 3 focus areas that illustrate the multifaceted approach to ensuring Australian interests and values are reflected in international institutions. We will use quantitative measures to enhance understanding of performance, where possible.</p>
Methodology	We will evaluate 3 focus areas to understand how effectively the department delivered on intended outcomes.
Data source	UNGA High-Level Week program; internal reporting cables and records of conversation; election outcomes for Australian candidacies; internal administrative circulars; UN interview reports and JPO Program participant surveys.
Changes from previous year	Nil

Contribution to Outcome 1 made by linked programs

Australia maintains a whole-of-government approach in the pursuit of foreign, trade and investment, tourism, development and international security interests abroad. DFAT is supported by partner agencies in its associated leadership, advocacy and coordination roles at overseas missions. Key partner agencies for DFAT in the delivery of Outcome 1 are the Attorney-General's Department, the Australian Centre for International Agricultural Research, the Australian Federal Police, the Australian Trade and Investment Commission, the Department of Agriculture, Fisheries and Forestry, the Department of Defence, the Department of Education, the Department of Employment and Workplace Relations, the Department of Home Affairs, Services Australia, Tourism Australia, the Treasury and Export Finance Australia.

Performance measures for Outcome 2



Outcome 2: 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

Key activity 4: Deliver consular services

DFAT delivers a range of consular services for Australian citizens travelling or living overseas in line with our Consular Services Charter.¹⁷ Each consular case is unique and the assistance DFAT provides depends on the circumstances and the availability of consular resources. DFAT strives to empower Australians to help themselves overseas and delivers a consular service focused on Australians most in need. We provide consular services to Australian citizens and, in certain locations, Canadian citizens as part of the Canada–Australia Consular Services Sharing Agreement.¹⁸

It is also our role to effectively prepare for and manage overseas crises. In an international crisis, DFAT provides support to Australian citizens and permanent residents. We only assist Australian dual nationals in the country of their other nationality in exceptional circumstances. We will use one measure to assess our performance under the portfolio budget statement (PBS) program related to this key activity.

Performance measure 9	Australians have access to consular information and services, including in times of crisis
Our role	Provide consular services to Australian travellers and Australians overseas
PBS program	2.1 Consular services
Measure type	Quantitative; outputs
Targets 2025–26 to 2028–29	<p>Target 1: 100% of travel advisories reviewed biannually for posts in a volatile risk environment and where there are elevated Australian interests. 100% of travel advisories reviewed annually for all other posts.</p> <p>Target 2: A maximum of 2 unplanned Consular Emergency Centre telephony outages greater than 5 minutes per financial year.</p>
Rationale	<p>DFAT travel advisories, published on our Smartraveller website,¹⁹ are a primary resource Australians use to obtain information for safe international travel. All travel advisories are reviewed annually or biannually, according to the safety and security risks of the location and the level of Australian interests. This includes ad hoc updates to travel advice if risks to Australians have changed.</p> <p>DFAT provides consular services overseas through our network of embassies, high commissions and consulates. We provide emergency consular assistance 24 hours a day through our Consular Emergency Centre (CEC) in Canberra. After hours, Australians who are overseas can call the Australian embassy, high commission or consulate in the country they are visiting and follow the phone prompts for connection to the CEC. The target of no more than 2 occurrences per financial year of unplanned CEC telephony outages greater than 5 minutes demonstrates the importance of ensuring Australians have access to consular information and services, especially in times of crisis.</p>
Methodology	A count of travel advisory reviews and CEC telephony outages.
Data source	Travel advisory reviews and records of CEC telephony outages.
Changes from previous year	Nil.

¹⁷ DFAT, [Consular Services Charter](#), Smartraveller website, n.d., accessed 4 August 2025.

¹⁸ DFAT, [Canada–Australia Consular Services Sharing Agreement](#), Smartraveller website, n.d., accessed 4 August 2025.

¹⁹ DFAT, [Smartraveller](#), smartraveller.gov.au, n.d., accessed 4 August 2025.

Key activity 5: Deliver passport services

DFAT provides access to secure international travel documentation through the delivery of efficient and responsive passport services to Australian citizens domestically and overseas. This is delivered in accordance with the *Australian Passports Act 2005*, related laws and the Convention on International Civil Aviation. We also issue other types of travel documents – for example, a Convention Travel Document – to eligible non-citizens living in Australia. Australia’s diplomatic missions and consulates provide passport services overseas and we provide a phone helpline for customers. Our customer service charter²⁰ sets out the standard of service customers can expect from the Australian Passport Office and its agents, Australia Post and our contact centre. The Australian passport is regularly upgraded to protect passport holders’ identity and personal information, in line with international best practice. All passports issued in Australia are now R-series, which includes advanced security features to prevent counterfeiting and identity theft.

We will use 2 measures to assess our performance under the portfolio budget statement (PBS) program related to this key activity.

Performance measure 10 Australian passports are processed efficiently	
Our role	Provide passport services in Australia and overseas
PBS program	2.2 Passport services
Measure type	Quantitative; efficiency
Targets 2025–26 to 2028–29	Target 1: 95% of passports processed are available within 6 weeks of lodgement. Target 2: 98% of priority passports are processed within 2 business days. Target 3: 98% of fast-track passports are processed within 5 business days. Target 4: Travel document processing efficiency is greater than or equal to 90% of the agreed benchmark.
Rationale	<p>Passport applicants choose between a routine or accelerated service. Priority service attracts an additional fee to support processing applications within 2 business days. On 1 July 2024, a new fast-track service was introduced. The fast-track service also attracts an additional fee to support processing applications within 5 business days. These timeframes are set out in the Australian Passports (Application Fees) Determination 2015. If the processing timeframes are not met, a refund may be requested. The 98% targets accept a small number of applications may exceed stated timeframes for reasons such as case complexity, system outages or high demand periods.</p> <p>There is no mandatory timeframe for processing routine passport applications; however customers expect a timely service. Customers are advised to ‘allow a minimum of 6 weeks to receive a passport’. The target calculates the time from application lodgement to the delivery or customer notification that the document is available for collection. The 95% target accepts that a small number of applications may exceed stated timeframes due to case complexity, seeking additional information from customers, or high-demand periods.</p> <p>The Australian National Audit Office (ANAO) report on the efficiency of the Australian Passport Office confirmed the importance of an efficient passport processing service to Australian citizens. This target captures how many passports staff process each business day. Passport demand changes across the year. It also depends on when people renew their passports. During the pandemic, many Australians delayed renewing their passports. This created big increases and decreases in demand every 5 and 10 years. The department is resourced to manage these fluctuations, but scale is important, and when fewer people apply, there may be less work for staff, but this is generally short-lived and followed by an increase.</p>

²⁰ Australian Passport Office, *Customer Service Charter*, DFAT, n.d., accessed 4 July 2025.

	The department uses demand modelling to predict how many passport applications will be lodged. This forecast is used for budget, workload and workforce planning. We can manage demand with the forecast being out by 10%, which means we allow for this margin of error in our forecasts. The 90% target aligns with this tolerance level and allows for low application volumes or less work for staff to be considered as efficient for short periods.
Methodology	An analysis of passport lodgement and processing data, Australia Post delivery data and human resources system data.
Data source	IT platforms data on finalised passport applications.
Changes from previous year	This measure was revised for 2025–26 following recommendations made in the ANAO’s audit report on the efficiency of the Australian Passport Office, the introduction of the fast-track service on 1 July 2024, and consistent application of the definition of a business day to processing timeframes. The revised measure was first published in DFAT’s Portfolio Budget Statements 2025–26. ²¹

Performance measure 11 Customers are satisfied with passport services	
Our role	Provide passport services in Australia and overseas
PBS program	2.2 Passport services
Measure type	Quantitative; effectiveness
Target 2025–26 to 2028–29	85% satisfaction rate overall from customer surveys.
Rationale	The survey asks customers to rate their satisfaction with their recent overall experience with passport services. The 85% target is informed by customer satisfaction surveys conducted since April 2001 and comparison to the average public and private sector satisfaction rates of 68 and 78%, respectively.
Methodology	A monthly customer satisfaction survey is conducted by an independent third-party provider. Customers are randomly selected for survey participation, and the overall population of the survey reflects a sample representative of location and application type. Survey design aligns with market survey methodology better practice. The survey does not capture withdrawn or refused applications. Passports can be refused under circumstances such as the submission of incomplete applications.
Data source	Responses to the monthly customer satisfaction survey.
Changes from previous year	The process for generating the random sample was automated to mitigate the risk of bias or human interference.

Contribution to Outcome 2 made by linked programs

Services Australia, the Australian Federal Police and the Australian Trade and Investment Commission support DFAT in the delivery of high-quality consular services, including the provision of Australian passport information services and the repatriation of vulnerable Australians. Australia Post provides a nationwide shopfront on behalf of the Australian Passport Office.

²¹ DFAT, *Portfolio Budget Statements 2025–26: Foreign Affairs and Trade Portfolio*, Commonwealth of Australia, March 2025.

Performance measures for Outcome 3



Outcome 3: A secure Australian Government presence overseas through the provision of security services and information and communications technology infrastructure, and the management of the Commonwealth's overseas property estate

Key activity 6: Manage the Australian Government's overseas network

In 115 posts overseas, DFAT is the responsible agency for ensuring consistent and efficient use of government resources for all Australian Government agencies represented. This includes providing security services and information and communications technology (ICT) infrastructure for our overseas network and management of the Commonwealth's owned overseas property estate through DFAT's Overseas Property Office and its contracted service provider.

We will use 2 measures to assess our performance over the 2 budget programs related to this key activity.

Performance measure 12 Australian Government staff, information and assets overseas are protected through appropriate risk-focused security measures	
Our role	Provide protective security measures and ICT infrastructure for the overseas network
PBS program	3.1 Foreign affairs and trade security and IT
Measure type	Qualitative and quantitative; effectiveness
Targets 2025–26 to 2028–29	Target 1: DFAT achieves the set security performance standards across a majority of its posts in the areas of compliance, culture and responsiveness to incidents. Target 2: DFAT delivers the Overseas Resilience to Cyber Activities program to 80% of posts selected through its annual risk-based planning process.
Rationale	A secure overseas presence enables the department to deliver its functions overseas, as part of its core business of making Australia stronger, safer and more prosperous.
Methodology	Ongoing assessments of compliance, culture and responsiveness to incidents for each of DFAT's overseas posts. ²² Assessment of the number of completed Overseas Resilience to Cyber Activities for planned posts during the year.
Data source	Data collected for each post on compliance with security, culture and responsiveness to incidents. Completion reports of the Overseas Resilience to Cyber Activities program.
Changes from previous year	A new target was added to measure our performance in providing ICT infrastructure at posts.

²² Further information on methodology is held at a secure classification level.



All 9 of the new residences in Tarawa are now capable of operating entirely on solar energy. Additionally, a similar off-grid capability is currently being commissioned for the chancery, which will result in off-grid operation capability for all DFAT properties in Kiribati. Credit: DFAT

Performance measure 13 The overseas property estate is effectively maintained and fit for purpose	
Our role	Manage the overseas estate
PBS program	3.2 Overseas property
Measure type	Quantitative; outputs
Targets 2025–26 to 2028–29	<p>Target 1: At least 80% satisfaction rating with the performance of the outsourced property service provider and the Overseas Property Office (OPO).²³</p> <p>Target 2: Annual reinvestment in the DFAT portfolio of a minimum of 2% of the building asset value.</p> <p>Target 3: At least 90% of the owned property estate planned and preventative maintenance program is completed as per the agreed schedule.</p>
Rationale	<p>An effective and fit-for-purpose overseas property estate enables the Australian Government to safely, securely and effectively deliver diplomatic operations overseas. Satisfaction ratings provide assurance on whether OPO and its contracted service provider are effectively maintaining the overseas estates. The 80% satisfaction rating was set based on historical survey results.</p> <p>An appropriate level of reinvestment in the overseas property portfolio indicates DFAT is maintaining the capability of its property infrastructure. The 2% measure represents the depreciation rate of building assets with an expected life of 50 years. Completion of the planned and preventative maintenance program for the owned estate supports ongoing infrastructure capability. Completion of the program ensures buildings operate at optimum efficiency, extending the lifespan of equipment and preventing degradation and failure. While striving to complete the program annually, the 90% target accepts a small number of project elements may not be completed each year.</p>
Methodology	An annual client satisfaction survey conducted by an independent third-party service provider, annual independent valuation program of real property assets and annual completion rate of the planned and preventative maintenance program.
Data source	Responses to the annual customer satisfaction survey, external independent property valuation reports, expenditure data and records of maintenance work orders from external service provider.
Changes from previous year	Nil.

²³ The Overseas Property Office is a function within DFAT.

Appendix A: Summary of changes to performance measures

Table A1 sets out the revisions to the performance measures from the Corporate Plan 2024–25. We have revised performance measure 1, 2, 3, 9 and 11 for 2025–26 to better reflect the intent and performance of the program of work and strengthen alignment with the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule). We have developed one new performance measure to demonstrate our performance against the principles of regulator best practice (see performance measure 4).

Table A1: Summary of changes to performance measures in 2025–26

Portfolio Budget Statements 2025–26 reference	Relevant performance information from DFAT Corporate Plan 2024–25	Change	Performance information revisions in DFAT Corporate Plan 2025–26	Rationale for change
Outcome 1, program 1.1 Key activity 1 (pages 36–37)	Measure 1 DFAT’s diplomatic efforts support favourable foreign affairs and trade policy outcomes for Australia. Target Case studies demonstrate performance.	Amended	Measure 1 DFAT’s diplomatic efforts support favourable foreign affairs and trade policy outcomes for Australia. Targets Three case studies demonstrate performance: <ul style="list-style-type: none"> • Implementing the Nauru–Australia Treaty • Increasing Australia’s trade and investment ties with Indonesia through Australia’s Business Champion for Indonesia Enhancing Australia’s cooperation with India through implementation of the <i>A New Roadmap for Australia’s Economic Engagement with India</i> .	Case studies identified for the reporting period
Outcome 1, program 1.5 Key activity (page 41)	Measure 2 Increased number and diversity of Australian university undergraduates with Indo-Pacific capability Targets <ul style="list-style-type: none"> • 8,000 Australian university undergraduates complete an NCP program to the Indo-Pacific region in 2023–24 and 2024–25. Diversity measures for First Nations, disability and regional/remote students are equal to or greater than the broader Australian university undergraduate cohort.	Amended	Measure 2 The New Colombo Plan contributes to young Australians’ Indo-Pacific knowledge, capability and connections. Targets <ul style="list-style-type: none"> • 300 Australian university undergraduates awarded a New Colombo Plan scholarship to study in the Indo-Pacific region. 15% of the Australian university undergraduates awarded a scholarship or grant under the New Colombo Plan have a planned language-learning component under the scholarships, semester and mobility streams.	Targets were revised in 2025–26 to align with program reforms and to strengthen alignment with the PGPA Rule.

Portfolio Budget Statements 2025–26 reference	Relevant performance information from DFAT Corporate Plan 2024–25	Change	Performance information revisions in DFAT Corporate Plan 2025–26	Rationale for change
Outcome 1, program 1.6 Key activity 1 (page 42)	Measure 3 Australia's standing in the region is enhanced through DFAT's public diplomacy. Target Case study on implementation of planned first-year activities of the ASEAN–Australia Centre demonstrates performance	Amended	Measure 3 Australia's standing in the region is enhanced through DFAT's public diplomacy. Target Case study demonstrates performance: Growing Australia's sports partnerships with Papua New Guinea	Case study identified for the reporting period
Outcome 1, program 1.1 Key activity 1 (page 36–37)	This is a new measure developed for 2025–26.	New	Measure 4 DFAT's sanctions and foreign arrangements functions demonstrate the principles of regulator best practice. Targets <ul style="list-style-type: none"> 100% of sanctions compliance matters finalised in the reporting period applied a graduated risk-based approach. At least 85% of notifications to the Foreign Arrangements Scheme are in scope. 	A new performance measure was established to demonstrate our performance against the principles of regulator best practice.
Outcome 2, program 2.2 Key activity 5 (pages 50–51)	Measure 9 Australian passports are processed efficiently. Targets <ul style="list-style-type: none"> 95% of passports processed within 10 business days. 98% of priority passports processed within 2 business days.	Amended	Measure 9 Australian passports are processed efficiently. Targets <ul style="list-style-type: none"> 95% of travel documents are available within 6 weeks of lodgement. 98% of priority passports are processed within 2 business days. 98% of fast-track passports are processed within 5 business days. Travel document processing efficiency is greater than or equal to 90% of the agreed benchmark.	DFAT undertook a review of this measure with the intent to provide more meaningful information reflective of user experience, and to capture the new fast-track (5-business-day) processing service

Portfolio Budget Statements 2025–26 reference	Relevant performance information from DFAT Corporate Plan 2024–25	Change	Performance information revisions in DFAT Corporate Plan 2025–26	Rationale for change
Outcome 3, program 3.1 Key activity 6 (page 53)	<p>Measure 11 Australian Government staff, information and assets overseas are protected through appropriate risk-focused security measures.</p> <p>Target DFAT achieves the set security performance standards across a majority of its posts in the areas of compliance, culture and responsiveness to incidents.</p>	Amended	<p>Measure 11 Australian Government staff, information and assets overseas are protected through appropriate risk-focused security measures.</p> <p>Target 1 DFAT achieves the set security performance standards across a majority of its posts in the areas of compliance, culture and responsiveness to incidents.</p> <p>Target 2 DFAT delivers the Overseas Resilience to Cyber Activities program to 80% of posts selected through its annual risk-based planning process.</p>	A new target has been developed for 2025–26 to demonstrate our performance in providing ICT infrastructure at posts.

Appendix B: Compliance with PGPA Rule and other requirements

Subsection 16E(2) of the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule) sets out the matters that must be included in a Commonwealth entity's corporate plan. In addition, the Department of Finance's Resource Management Guide 132, *Corporate plans for Commonwealth entities*,²⁴ requires the inclusion of regulator performance information in an entity's corporate plan. Table B1 indicates page numbers in the DFAT Corporate Plan 2025–26 for each required topic.

Table B1: List of required topics in DFAT Corporate Plan 2025–26

Topic	Page
Introduction <ul style="list-style-type: none"> Statement of preparation The reporting period for which the plan is prepared The reporting periods covered by the plan 	2 2 2
Purpose	3
Key activities	11, 13, 20, 22, 24, 26, 28
Operating context <ul style="list-style-type: none"> Environment Capability Risk oversight and management Cooperation Subsidiaries (if applicable) 	4 5-6 9-10 6 Not applicable
Performance	11-29
Reporting regulatory performance <ul style="list-style-type: none"> Principles of regulatory best practices Statement of Expectations set out by responsible ministers Responding Statement of Intent set out by the accountable authority of the entity 	12, 17, 19 12 12

²⁴ Department of Finance, [Corporate plans for Commonwealth entities \(Resource Management Guide 132\)](#), Department of Finance website, n.d., accessed 4 August 2025.

Appendix C: Alternative text image descriptions

Below are the detailed alternative text descriptions for images within this document.

Image: Corporate Plan on a page (page 2)

Alternative text description: 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. Leadership: be dynamic, be respectful, have integrity, value others, empower people. Our values: impartial, committed to service, accountable, respectful, ethical, stewardship.

Outcomes in Portfolio Budget Statements 2025-26: The advancement of Australia's international strategic, security and economic interests. The protection and welfare of Australians abroad and access to secure international travel documentation. A secure Australian Government presence overseas.

Key Activities: Negotiate and advocate internationally and provide international policy advice. Deliver international development and humanitarian assistance. Advocate within multilateral institutions. Deliver consular services. Deliver passport services. Manage the Australian Government's overseas network.

Capabilities: Our people, our networks, our systems, our property.

Risks: delivery, people, capability and capacity, enabling services, staff health, safety and wellbeing, financial management, trust. Performance: An effective performance framework that ensures we are measuring and reporting on our performance to the Australian Government and the Australian people and demonstrating how we achieve our mission and purpose, and strategic objectives.

Image: Our locations in Australia and overseas (page 7)

Alternative text description: DFAT Posts: Abu Dhabi, Abuja, Accra, Addis Ababa, Alofi, Amman, Ankara, Apia, Athens, Baghdad, Bali, Bandar Seri Begawan, Bangkok, Beijing, Beirut, Belgrade, Bengaluru, Berlin, Bern, Bogota, Brasilia, Brussels, Buenos Aires, Cairo, Canakkale, Chengdu, Chennai, Chicago, Colombo, Copenhagen, Dhaka, Dili, Doha, Dublin, Funafuti, Geneva, Guangzhou, Hanoi, Harare, Ho Chi Minh City, Holy See, Hong Kong, Honiara, Honolulu, Islamabad, Istanbul, Jakarta, Kathmandu, Kolkata, Koror, Kuala Lumpur, Kuwait City, Kyiv, Lae, Lima, Lisbon, London, Los Angeles, Madrid, Majuro, Makassar, Malé, Malta, Manila, Mexico City, Moscow, Mumbai, Nairobi, Nauru, New Delhi, New York, Nicosia, Noumea, Nuku'alofa, Ottawa, Papeete, Paris, Phnom Penh, Phuket, Pohnpei, Port Louis, Port Moresby, Port of Spain, Port Vila, Pretoria, Rabat, Ramallah, Rarotonga, Riyadh, Rome, Santiago, Seoul, Shanghai, Singapore, Stockholm, Surabaya, Suva, Taipei, Tarawa, Tehran, Tel Aviv, The Hague, Tokyo, Ulaanbaatar, Vienna, Vientiane, Warsaw, Washington, Wellington, Yangon, Zagreb.

Austrade Posts: Auckland, Dubai, Frankfurt, Houston, Milan, Osaka, San Francisco, Sao Paulo, Toronto.