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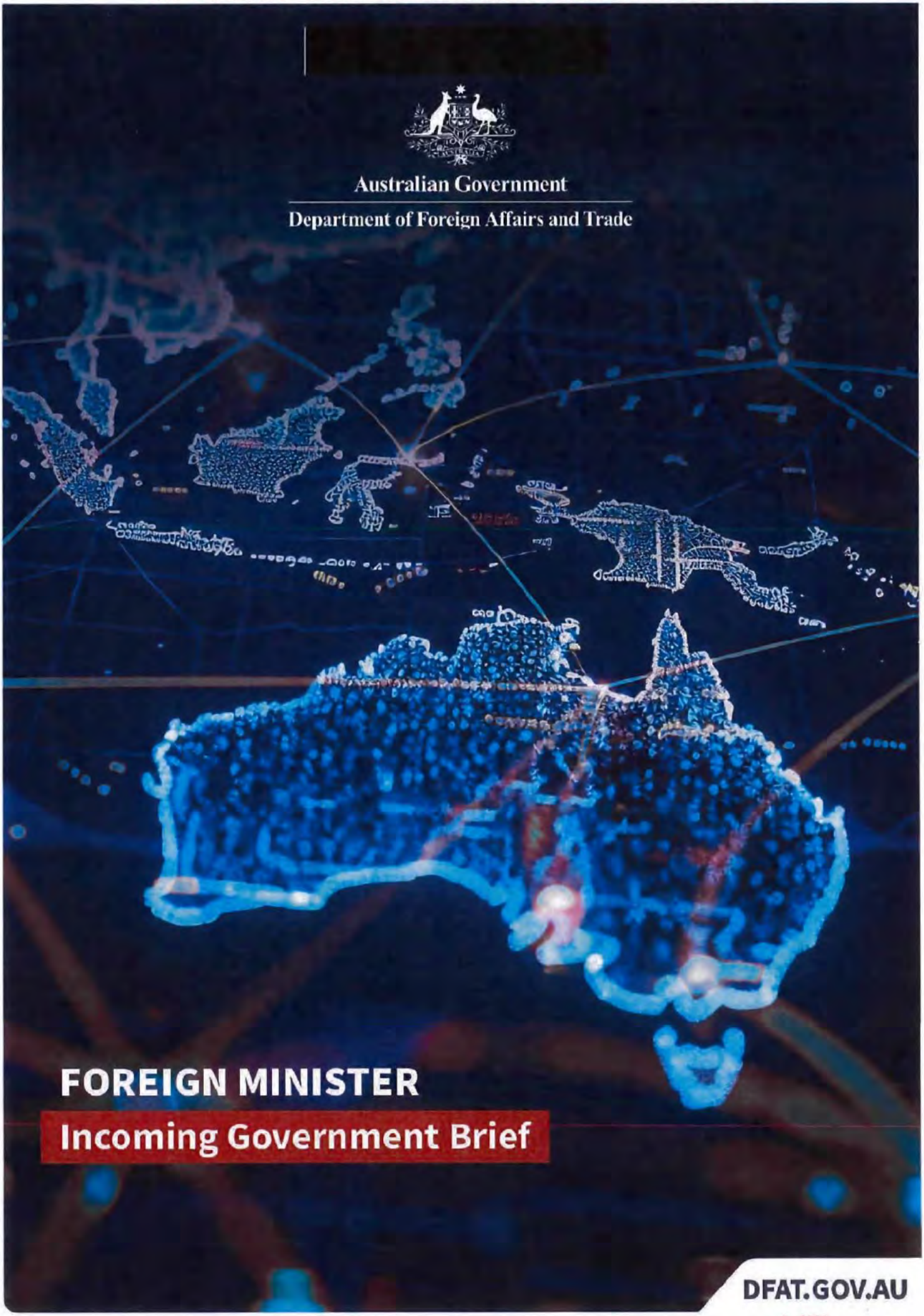
Australian Government

Department of Foreign Affairs and Trade



FOREIGN MINISTER

Incoming Government Brief

DFAT.GOV.AU

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s 33(a)(iii), s 47E(d), s 47C(1)

s 33(a)(iii), s 47E(d), s 47C(1), s 37(1)(c)

s 33(a)(iii), s 47E(d), s 47C(1)

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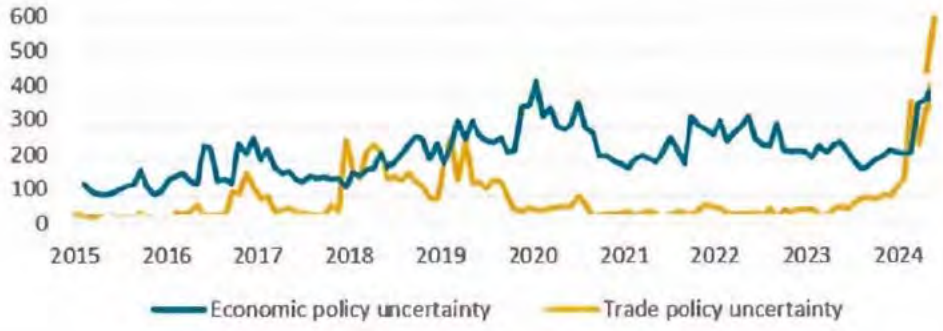
s 33(a)(iii), s 47E(d), s 47C(1)

Economic and trade policy uncertainty from 2015–25



Source: IMF staff calculations; World Economic Outlook - published at Financial Times April 2025

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s 33(a)(iii), s 47E(d), s 47C(1)

Sanctions

s 33(a)(iii), s 47E(d), s 47C(1)

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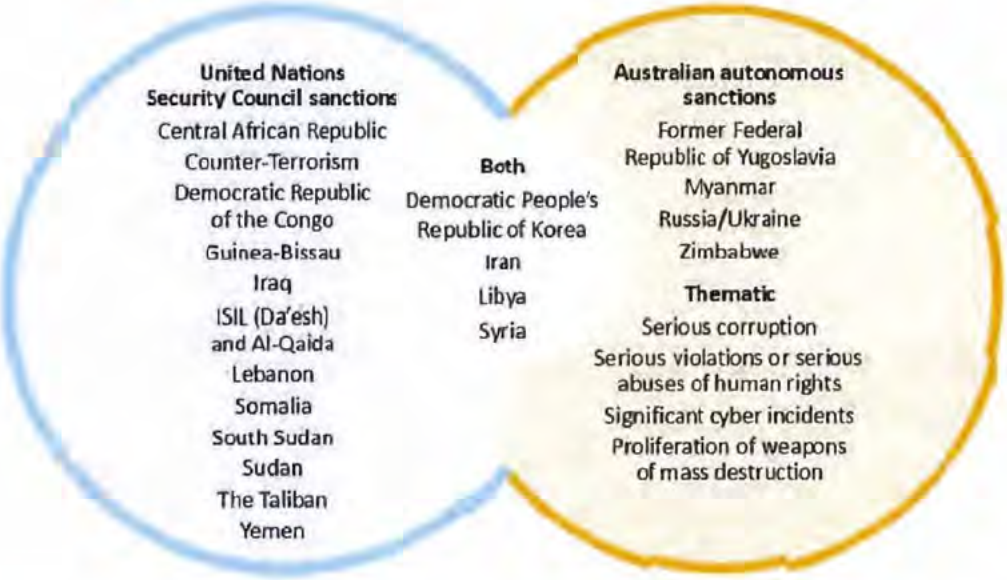

Total number of sanctions listings in force (as at March 2025)

Framework	Individuals	Entities	Total
Iran	65	141	**206**
Syria	104	41	**145**
Zimbabwe	5	0	**5**
Libya	13	3	**16**
Former Federal Republic of Yugoslavia	21	0	**21**
Myanmar	21	7	**28**
Democratic People's Republic of Korea	27	29	**56**
Russia and Ukraine	1,300	337	**1,637**
Thematic – Corruption	14	0	**14**
Thematic – Human Rights	85	18	**103**
Thematic – Cyber	10	1	**11**
Thematic – Proliferation	0	0	**0**
UNSC Resolution 1373 Counter-Terrorism	56	53	**109**
TOTAL	1,721	630	2,351

s 33(a)(iii), s 47E(d), s 47C(1) – this page, together with the following pages (59-61) are exempt and have been removed

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[redacted]

5. DELIVERING FOR AUSTRALIANS

A responsive consular service

Our consular services are the most meaningful way Australians overseas interact with the Department
s 33(a)(iii), s 47E(d), s 47C(1), s 47F(1)

Demands (and costs) are rising.

There are over one million Australians overseas at any time Demand for our services is growing due to

- population growth
- increased propensity to travel, and to travel to riskier destinations
- lower uptake of travel insurance, possibly due to cost considerations
- more natural disasters
- increased community expectations

Consular State of Play 2023-24

Around a quarter of our central consular funding is about to terminate

DFAT's consular service offering is supported in part by funding due to terminate in June 2025

- The $88 million measure s 47E(d), s 47C(1)

s 47E(d), s 47C(1)

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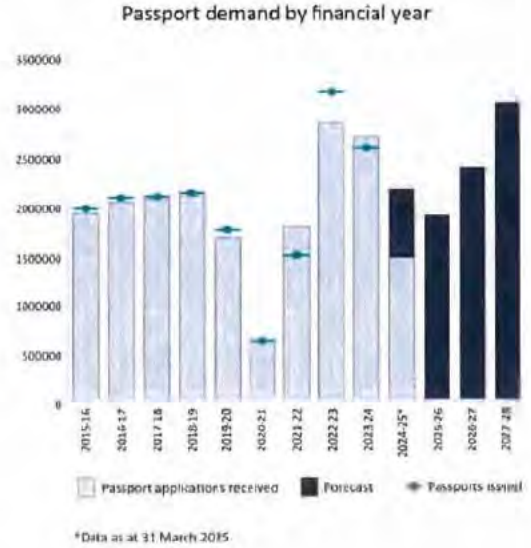
[redacted]

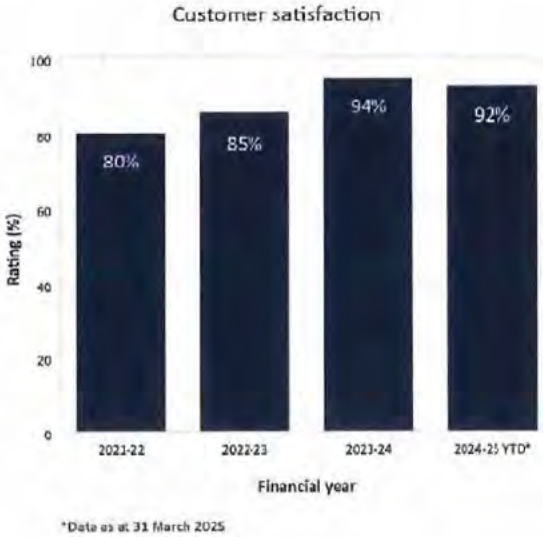
World-class passports

Post-COVID, demand patterns fluctuate.

Passport demand is forecast to reduce in 2025-26. This is because fewer child passports (which have a five-year validity) will require renewal.

Processing timeframes are meeting our targets. Customer satisfaction is high. Flexible staffing arrangements are in place to manage future surges.





Australia's passports are among the world's most secure.

Our advanced secure technology helps prevent counterfeit and identity theft.

Australia is ranked equal 6th in the world in the Henley Index 2025, allowing Australians to travel visa-free to 186 countries. This saves Australians on visa costs.

Passport fees rise with inflation on 1 January each year.

s 47E(d), s 47C(1)

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[redacted]

6. YOUR DEPARTMENT

s 47E(d), s 47C(1)

Budget

Through the **2025-26 Federal Budget**, the Department's resourcing sits at $8.8 billion for the financial year, which is an increase in $268.2 million on the previous year. This includes

- $4.4 billion in Administered ODA
- $0.94 billion in Administered (non-ODA) to support payments to international organisations, trade investments and other policy objectives
- $3.5 billion in total Departmental Appropriation, of which

  $0.1 billion flows to the Departmental Capital Budget

  $0.5 billion for the management of DFAT's Overseas Property (Special Account funding)

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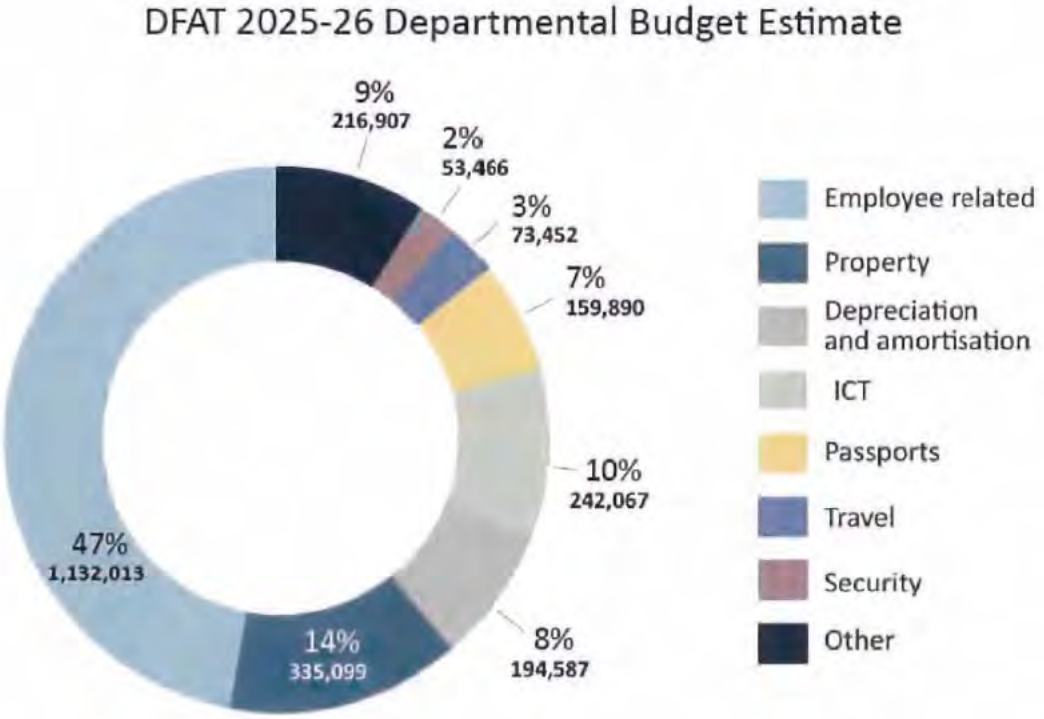
s 47E(d), s 47C(1)



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[redacted]

DFAT 2025-26 Departmental Budget Estimate	2025-26 $'000 PBS Estimate	2023-24 % Annual Report	2023-24 $'000 Annual Report
Departmental	**2,407,480**	**100%**	**2,373,000**
Employee related	1,132,013	47%	1,115,800
Property	335,099	14%	330,300
Depreciation & amortisation	194,587	8%	191,800
Passports	159,890	7%	157,600
Security	53,466	2%	52,700
ICT	242,067	10%	238,600
Travel	73,452	3%	72,400
Other	216,907	9%	213,800
Departmental Cash and Equity Prior year appropriations, equity and special accounts	**1,092,061**		
Administered	**5,336,237**		
ODA	4,401,461		
Non-ODA	934,776		
Total resourcing for DFAT	**8,835,778**		

People

A diverse and capable staff is essential to fulfil DFAT's mandate in an increasingly complex global environment Our staffing profile is highly mobile, and has faced challenges through COVID-19 and in rebuilding afterwards. We have worked hard in recent years to recruit, train and upskill at all levels and across all workforce streams.

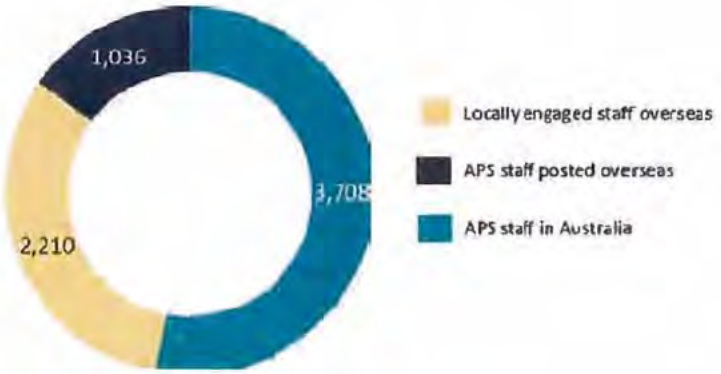
s 47E(d), s 47C(1)

DFAT's Average Staffing Level (ASL)

As at 31 March 2025 the DFAT average staffing level (ASL) allocation is 6,954 comprising

- 3,708 APS staff in Australia
- 1,036 APS staff posted overseas
- 2,210 locally engaged staff (LES) employed overseas.

DFAT ASL distribution (by location)



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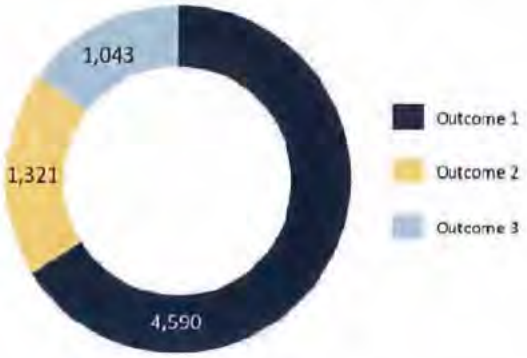
DFAT's staff effort is distributed across three core outcomes.

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.

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.

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.

DFAT ASL distribution (by outcome)



Contractors

As at 31 March 2025, there were 784 contractors compared to 852 in June 2022. Contractor numbers peaked in November 2022 at 1,375 due to surge in passport demand.

- DFAT's contractors supplement the APS and locally engaged staff (LES) workforce where capability gaps exist or where short term fluctuations in demand require temporary resourcing solutions.

- Approximately one third (34 per cent) of DFAT's contractors are engaged by the Australian Passports Office, while around 25 per cent work in ICT and digital functions.

- The remaining contractors provide temporary support across a range of functions including communication and marketing, accounting and finance, and security services.

Our overseas staffing footprint

- DFAT has approximately 1,030 APS (A-based) staff posted overseas, and approximately 2,200 locally engaged staff (LES) overseas.

- DFAT supports 29 partner agencies in the overseas network

  DFAT recoups the costs incurred in supporting partner agency deployments through a cost recovery model.

  Other agencies have over 1,600 A-based posted overseas, and 1,960 LES.

  - This represents 52 per cent of the overseas network.

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- Separately, we are supported by 49 Honorary Consuls (47 managed by DFAT, 2 by Austrade).

Staff in the overseas network

	DFAT (ASL)	Other agencies
A-Based	~ 1,030	~ 1,630
Locally engaged staff	~ 2,200	~ 1,960

s 47E(d), s 47C(1), s 33(a)(iii)

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Staff retention

- After peaking during COVID-19, the separation rate has dropped to 8.3 per cent (YTD).
  - Attrition peaked at 12.6 per cent in 2022-23, this covered the later part of the COVID-19 acute phase.

s 47E(d), s 47C(1), s 33(a)(iii)

Property

As you know, the overseas property portfolio is a significant government asset which provides a safe and secure platform for whole-of-government operations. The Department is continuously adapting it to meet the challenges posed by the escalating global security threat environment.

s 47E(d), s 47C(1)

- The Commonwealth, represented by the Overseas Property Office, owns 115 properties (including chanceries, residences, and compounds) overseas with an asset value of $3.4 billion.

s 47E(d), s 47C(1)

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- over 2024, the Department completed 215 property projects (with a value of $24.8 million), including construction of the new Tarawa Chancery and residences, Washington AUKUS tenancy, major building engineering service upgrades in Hanoi and Kuala Lumpur and completed 12,609 reactive works, globally.

	Owned	Leased
Chanceries (including compounds)	38	76
Head of Mission residences* (stand-alone)*	36	67
Staff residences	41	854
TOTAL	115	997

* Compounds may include Chancery, HOM and staff residences and amenities

Current challenges

National Security Office Precinct (NSOP)

- In October 2022, DFAT was announced as an anchor tenant in the NSOP in Barton, currently planned for occupation by 2030.

- This provided an opportunity to consolidate the Canberra DFAT workforce in close proximity, with upcoming civic leases expiring by 2027. DFAT found a suitable property to lease at 19 National Circuit. Occupation is expected in 2027.

s 47E(d), s 47C(1)

s 33(a)(iii), s 47E(d), s 47C(1) – this section, together with the following pages (74-75) are exempt and have been removed

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Regulatory functions

Australian Safeguards and Non-Proliferation Office (ASNO)

DG ASNO is a statutory appointment, reporting directly to the Minister for Foreign Affairs, which is responsible for Australia's civilian and military safeguards and nuclear security regulation, including

- applying domestic regulation to ensure Australia's various WMD non-proliferation and security international treaty obligations are met
- supporting the IAEA to improve verification mechanisms and supporting partners across the Indo-Pacific region to strengthen their non-proliferation treaty implementation
- leading negotiations with the IAEA and AUKUS partners to develop first-of-a-kind verification arrangements and technologies needed for nuclear powered submarines
- providing specialist advice to the Minister on technical aspects of non-proliferation and the Minister's regulatory responsibilities.

Australian Sanctions Office (ASO)

As the Australian Government's sanctions regulator, the ASO

- provides guidance to regulated entities, including government agencies, individuals, business and other organisations on Australian sanctions law
- processes applications for, and issues, sanctions permits
- works with individuals, business and other organisations to promote compliance and help prevent breaches of the law
- works in partnership with other agencies to monitor compliance with sanctions legislation
- supports corrective and enforcement action by law enforcement agencies in cases of suspected non-compliance.

Foreign Arrangements Branch (FAB)

The Foreign Arrangements Scheme commenced on 10 December 2020 to ensure arrangements between state or territory governments (and their entities) and foreign entities do not adversely affect Australia's foreign relations and are not inconsistent with Australia's foreign policy. FAB's responsibilities include

- providing guidance and training to state and territory entities on their obligations under the Scheme and working with them to promote compliance with the Scheme, and resolve any instances of non-compliance
- maintaining the Public Register which includes information about foreign arrangements notified under the Scheme.

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[redacted]

Portfolio entities and advisory boards

The following portfolio entities and advisory bodies have members appointed by a portfolio minister, the Prime Minister or ExCo, and are reported on to the Senate under Senate Order 15 (Minchin motion):

1. APEC Business Advisory Council (ABAC)
2. ASEAN-Australia Centre
3. Australia-Indonesia Institute (AII)
4. Australia-Japan Foundation (AJF)
5. Australia-Korea Foundation (AKF)
6. Australian Infrastructure Financing Facility for the Pacific (AIFFP) Board
7. Australian National Commission for UNESCO
8. Australia's Nation Brand Advisory Council
9. Centre for Australia-India Relations (CAIR)
10. Commission for International Agricultural Research
11. Council for Australian-Arab Relations (CAAR)
12. Council on Australia-Latin America Relations (COALAR)
13. Editorial Advisory Board
14. Export Finance Australia (EFA) Board
15. National Foundation for Australia-China Relations (NFACR)
16. Pacific Security College Advisory Board
17. Policy Advisory Council (for International Agricultural Research)
18. Tourism Australia Board
19. Trade 2040 Taskforce

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[redacted]

Administrative Arrangements Order

Current as of 29 July 2024. This is a matter for the Prime Minister of the day.

Matters dealt with by the Department of Foreign Affairs and Trade

- External Affairs, including –

  relations and communications with overseas governments and United Nations agencies

  treaties, including trade agreements

  bilateral, regional and multilateral trade policy

  international trade and commodity negotiations

  market development, including market access

  trade and international business development

  investment promotion

  international development co-operation

  diplomatic and consular missions

  international security issues, including disarmament, arms control, nuclear non-proliferation, counter terrorism and cyber affairs

  public diplomacy, including information and cultural programmes

- International expositions
- Provision to Australian citizens of secure travel identification
- Provision of consular services to Australian citizens abroad
- Overseas property management, including acquisition, ownership and disposal of real property
- Tourism industry
- International development and aid
- International climate diplomacy
- Implementation of Australia's international climate finance commitments.

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[redacted]

Legislation

1. *Anti-Personnel Mines Convention Act 1998*
2. *Australian Centre for International Agricultural Research Act 1982*
3. *Australian Civilian Corps Act 2011*
4. *Australian Passports Act 2005*
5. *Australian Passports (Application Fees) Act 2005*
6. *Australian Trade and Investment Commission Act 1985*
7. *Australia's Foreign Relations (State and Territory Arrangements) Act 2020*
8. *Autonomous Sanctions Act 2011*
9. *Charter of the United Nations Act 1945*
10. *Chemical Weapons (Prohibition) Act 1994*
11. *Civil Nuclear Transfers to India Act 2016*
12. *Comprehensive Nuclear-Test-Ban Treaty Act 1998*
13. *Consular Fees Act 1955*
14. *Consular Privileges and Immunities Act 1972*
15. *Diplomatic and Consular Missions Act 1978*
16. *Diplomatic Privileges and Immunities Act 1967*
17. *Export Finance and Insurance Corporation Act 1991*
18. *Export Finance and Insurance Corporation (Transitional Provisions and Consequential Amendments) Act 1991*
19. *Export Market Development Grants Act 1997*
20. *Export Market Development Grants (Repeal and Consequential Provisions) Act 1997*
21. *Foreign Passports (Law Enforcement and Security) Act 2005*
22. *Intelligence Services Act 2001*, except to the extent administered by the Prime Minister or the Minister responsible for Defence or the Minister responsible for Home Affairs
23. *International Criminal Court Act 2002*, Parts 11 and 12 of Schedule 1
24. *International Development Association Act 1960*
25. *International Fund for Agricultural Development Act 1977*
26. *International Organisations (Privileges and Immunities) Act 1963*
27. *Nauru Independence Act 1967*
28. *Nuclear Non-Proliferation (Safeguards) Act 1987*
29. *Nuclear Safeguards (Producers of Uranium Ore Concentrates) Charge Act 1993*
30. *Official Development Assistance Multilateral Replenishment Obligations (Special Appropriation) Act 2020*
31. *Overseas Missions (Privileges and Immunities) Act 1995*
32. *Papua New Guinea Independence Act 1975*
33. *Papua New Guinea (Staffing Assistance) Act 1973*, except to the extent administered by the Minister responsible for Finance
34. *Registration of Deaths Abroad Act 1984*
35. *Security Treaty (Australia, New Zealand and the United States of America) Act 1952*
36. *South Pacific Nuclear Free Zone Treaty Act 1986*
37. *Tourism Australia Act 2004*
38. *Trade Representatives Act 1933*
39. *United Nations Educational, Scientific and Cultural Organization Act 1947*
40. United States Naval Communications Station Agreement Acts
41. *US Free Trade Agreement Implementation Act 2004*

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Australian Government
Department of Foreign Affairs and Trade

Jan Adams AO PSM
Secretary

Chief of Staff to the Secretary
Sally-Anne Vincent

Deputy Secretary George Mina
Trade and Investment Group (TIG)

Trade and Investment Strategy Branch (TIB)
Kim Debenham

State and Territory Offices - Directors
- Jill Collins (Adelaide)
- **Trudy McGowan (Brisbane)**
- Suzy Wilson-Ullelea (Darwin)
- Ruth Baird (Hobart)
- **Tim Kane (Melbourne)**
- Sally Dawkins (Perth)
- **Crispin Conroy (Sydney)**

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Trade and Investment Law Branch (TLB) Dene Yeaman
Trade Law Negotiations and Disputes Branch (TDB) Tara Booth
Economic Security Branch (ESB) Anthony Aspden

Trade Resilience, Indo-Pacific Economic, and Latin America Division (TID)
Ambassador for Asia-Pacific Economic Cooperation (APEC)
Paul Schofield A/g

Export and Strategic Finance Branch (EFB) Shilpa Pulleta
APEC and Latin America Branch (ALM) John Larkin
Indo Pacific Economic, Supply Chain and Investment Branch (IEB) Doug Drummond A/g

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Osaka Expo Taskforce (OETF)
Executive Director: Nancy Gordon

Free Trade Agreements & Stakeholder Engagement Division (FSD)
Australia-India Comprehensive Economic Cooperation Agreement Chief Negotiator
Ravi Kewalram

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FTA Services, Mobility and Coordination Branch (RSB) Jess Allen A/g
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FTA Implementation and Inclusive Trade Branch (FPB) Richard Emerson-Elliott
Stakeholder Engagement and Advocacy Branch (SKB) Alison Airey

Office of Global Trade Negotiations (OTN)
Australia EU FTA Chief Negotiator
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Agriculture and Non-Tariff Barriers Branch (AGB) Simon Clayton
Services, Competition and Intellectual Property Branch (SIP) Lachlan Crews
Multilateral Trade Policy Branch (MTB) Paul Wojciechowski
Goods and Market Access Branch (GMB) Andrew Jacenko

US Trade Taskforce (USTF)
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Matthew Duckworth

Deputy Secretary
Elly Lawson
Strategic Planning and Coordination Group (SCG)

Strategic Communications Division (SGD)
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Policy Planning Branch (PLB) Nigel Stanier
Media and Communications Delivery Branch (CMB) Brett Mason
Public Diplomacy and Influence Branch (DIB) Julie Shams

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Michael Growder

East Asia Political Branch (EAB) Victoria Young
East Asia Economic Branch (EEB) Steven Yates
China External and Coordination Branch (ECB) Elizabeth McGregor

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US Branch (USB) Dougal McInnes
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Quad and Partnership Branch (QPB) Justin Whyatt
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Deputy Head of the Office of the Pacific
Pacific Strategy Division (PSD)
Craig Chittick

Australian Federal Police Senior Adviser David Pannmenter
Regional and Climate Branch (RCB) Emily Luck
Pacific Strategy Branch (SEB) Matt Ramage
Pacific Security Branch (SUB) Rob Krauss
Pacific Partners Branch (PAB) Sophia McIntyre

Pacific Economic & Infrastructure Division (PED)
Charlotte Blundell

Connectivity Branch (IFB) Tim Huggins
Key Sectors Branch (KSB) Tony Walter
Economic and Trade Branch (PEB) Andrew Cumpston

Melanesia Division (PMD)
Justin Lee

PNG Political and Strategy Branch (PNB) Nicholas Kay
PNG Economic and Operational Branch (POB) Gemma Edgar
Solomon Islands Branch (SSB) Sarah Kirlew
Fiji and Vanuatu Branch (FVB) Carli Shillito

Pacific Integration Division (PID)
Jan Hutton

Labour Mobility and Engagement Branch (LMB) Rachel Jolly
Integration and Education Branch (EIB) Alison Carrington
Partnerships Unit (PTB) Jeff Roach

Polynesia, Micronesia and Development Division (PDD)
Mark Tattersall

Pacific Development Branch (PVB) Clemency Oliphant
Polynesia Branch (PYB) Stacey Nelson
North Pacific Branch (NPC) Tristen Slade

Australian Infrastructure Financing Facility for the Pacific (AIFFP)
Jonathan Kenna

AIFFP Investment Branch (AIB) Michael Lilley A/g
AIFFP Operations Branch (AOB) Dorran Rapce
AIFFP Quality Branch (AQB) Rachael Moore

Deputy Secretary Jamie Isbister A/g
Development, Multilateral and Europe Group (DMG)

Multilateral Policy and Human Rights Division (MPD)
Angela Robinson

Human Rights Branch (HRB) James O'Brien
Multilateral Strategy and Candidacies Branch (MCB) Kate Wallace

Development Policy Division (DPD)
Elizabeth Wilde

Development Strategy Branch (DGB) Catherine Gill
Global Programs and Partnerships Branch (GPB) Jane Chandler
Gender Equality, Disability and Social Inclusion Branch (GEB) Sally-Anne Henry

Ambassador for Gender Equality
Stephanie Copus Campbell

Development Effectiveness and Enabling Division (PRD)
Natalie Cohen

Development Performance and Advisory Branch (ADB) Kirsten Bishop
Development Risk, Implementation and Evaluation Branch (RAB) Tom Davis A/g
Development Procurement, Agreements and Systems Branch (DVB) Matthew Harding

Humanitarian Division (HPD)
Beth Delaney

Humanitarian Preparedness and Response Branch (HMB) Jennifer Noble A/g
Protracted Crises, Resilience and Partnerships Branch (HUB) Juliette Brassington
Protection of Humanitarian Personnel (PHP) Bridie Rushton

Climate Diplomacy and Development Finance Division (CSD)
Jean-Bernard Carrasco A/g

Development Finance and Economics Branch (DFB) Robert Christie
Climate Resilience and Finance Branch (CLB) Kirsty McNichol A/g
Climate Diplomacy Branch (CCB) David Dutton

Ambassador for Climate Change
Kristin Tilley

Ambassador for Global Health
Global Health Division and Office for First Nations International Engagement
Lucas de Toca

Ambassador for First Nations People
Justin Mohamed

Office for First Nations International Engagement (OFNIE) Diane Barclay
Centre for Health Security (CHS) Sean Starmer
Multilateral Health Branch (MHB) Fleur Davies

Europe Division (EUD)
Christian Hirst

European Union Branch (EUB) Megan Anderson
Western Europe Branch (WEB) MaryEllen Miller
Eastern and South-East Europe Branch (ERB) Liam Nevill A/g

Deputy Secretary Craig Maclachlan
International Security, Legal and Consular Group (ISG)

Legal Division (LGD)
Adam McCarthy

General Counsel Branch (GCB) Lauren Henschke
International Law Branch I (ILB) Marie-Charlotte McKenna
International Law Branch II (ILX) Ruth Hill

Regulatory and Legal Policy Division (RLD)
Julie Heckscher

Australian Sanctions Office (ASO) Michael Googan A/g
Foreign Arrangements Branch (FAB) Guy O'Brien
Public Interest Law Branch (PIL) Tom Beamish

Consular and Crisis Management Division (CCD)
Clara Spencer

Consular Operations Branch (CNB) Madeleine Casey
Crisis Preparedness and Management Branch (CPB) Alan Copeland
Consular Communications and Policy Branch (CIB) Warren Macilwain

Middle East and Africa Division (MAD)
Mart Innes-Brown

Middle East Branch (MEB) Damian White
Africa Branch (AFB) Lara Nassau

International Security Division (ISD)
Mathew Fox

Ambassador and Assistant Secretary for Arms Control and Counter-Proliferation (AAC) Vanessa Wood
Nuclear Non-Proliferation and Disarmament Branch (NPB) Lloyd Brodrick
Modern Slavery, People Smuggling and Human Trafficking Branch (SHB)
Ambassador to Counter Modern Slavery, People Smuggling and Human Trafficking Lynn Bell
Ambassador for Counter-Terrorism and Counter-Terrorism Branch (OCT) Gemma Huggins

Ambassador for Cyber Affairs and Critical Technology
Brendan Dowling

Cyber Affairs & Critical Technology Branch (CYB) Hugh Watson

Australian Safeguards and Non-Proliferation Office (ASNO)
Director-General - Geoffrey Shaw

Nuclear Safeguards and Security Branch (HSB) Charlotte East
Non-Proliferation, Technology and Partnerships Branch (NTB) Craig Everton

Australian Passport Office (APO)
Lucelle Veneros

Passport Integrity and Support Branch (PIB) Troy Kaizik
Passport Customer Services Branch (PCB) Renato Colaianni A/g
Passport Strategy and Modernisation Branch (SRB) Tori Lamb

Deputy Secretary
Chief Operating Officer Fiona Webster A/g
Enabling Services Group (ESG)

Executive Division (EXD)
Paul Griffiths

Cabinet, Ministerial and Parliamentary Branch (CXB) Catherine Reid
International Operations Branch (IOB) Julianne Merriman
Governance, Risk and Performance Branch (GRB) Anita Dwyer
Internal Audit Branch (AUB) Darren Sharp
Protocol and Events Branch (PRB) Jonathan Moir

Finance Division (FND)
Deana Degen

Finance Management Branch (FMB) Anne Martiniello A/g
Finance Service Delivery and Transformation Branch (FSB) Erika Taduran
Budget and Policy Branch (BGB) Elicia Rudowski
Enterprise Portfolio Management Office (EPMO) Kate Watson

Diplomatic Security Division (DSD)
Simon Johnstone A/g

Personnel Security, Culture and Assessments Branch (PSB) Tom Savage A/g
Operational Security Branch (OSB) Kari-anne Brittliffe A/g
Security Portfolio, Infrastructure and Business Services Branch (SMB) Magda Gibbons

Overseas Property Office (OPO)
Suzanne Pitson

Project Management Branch (PPB) Diem Hetherington
Portfolio Management Branch (PFB) David Lawrence
Strategy and Property Services Branch (SPB) Bina Chandra
Domestic Property Branch (DPB) Peter Moore A/g

Information Management and Technology Division (IMD)
Mathew Smorhun

ICT Strategy and Investment Management Branch (IPB) Lara Ban
Business Solutions Branch (BSB) Kylie Coghill
Cyber Security, Cloud and Networks Branch (CNB) Nicole Ozimek
Infrastructure and Operational Support Branch (ISB) Steve McCarey
Data and Service Delivery Governance Branch (DAB) Belinda Duffy
ICN Global Modernisation Branch (IGB) Lisa Usback

People Division (PPD)
Belinda Casson

People Culture Branch (PDB) Alanna Hatherley A/g
People Policies and Systems Branch (STB) Paula Brewer
People Operations Branch (OPB) Natalie Roche
Diplomatic Academy (DAC) Kirsty McNeil
Medical Unit (MDU) Dr Leonard Brennan
Staff and Family Support Office (SFO) Anna Britton

Org Chart as at 5 May 2025

Our locations in Australia and overseas

As of 28 February 2025

Key

- Embassy/High Commission
- Consulate-General
- Permanent Mission with multilateral responsibilities
- Austrade-managed post providing consular assistance
- Representative Office
- State and Territory Office
- Torres Strait Treaty Liaison Office

Correct as at 28 February 2025

124 Total overseas posts in 86 countries

115 DFAT-managed posts

9 Austrade-managed posts

49 Honorary Consuls

29 Australian Government agencies supported by DFAT

Posts by region

Indo-Pacific
- 19 Pacific
- 17 Southeast Asia
- 10 South Asia
- 10 Northeast Asia
- 8 USA

Rest of the world
- 30 Europe
- 20 Middle East & Africa
- 10 Americas (excl. USA)

s 33(a)(iii), s 47E(d), s 47C(1) – this page, together with the following pages (89-91) are exempt and have been removed

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[redacted]

Australian Government

Department of Foreign Affairs and Trade

DEVELOPMENT

Addendum

DFAT.GOV.AU

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[redacted]

s 47E(d), s 47C(1), s 33(a)(iii)

Total ODA by Country and Region: PACIFIC 18
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Total ODA by Country and Region: SOUTHEAST ASIA 21
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Total ODA by Country and Region: SOUTH ASIA 24
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s 47E(d), s 47C(1), s 33(a)(iii)

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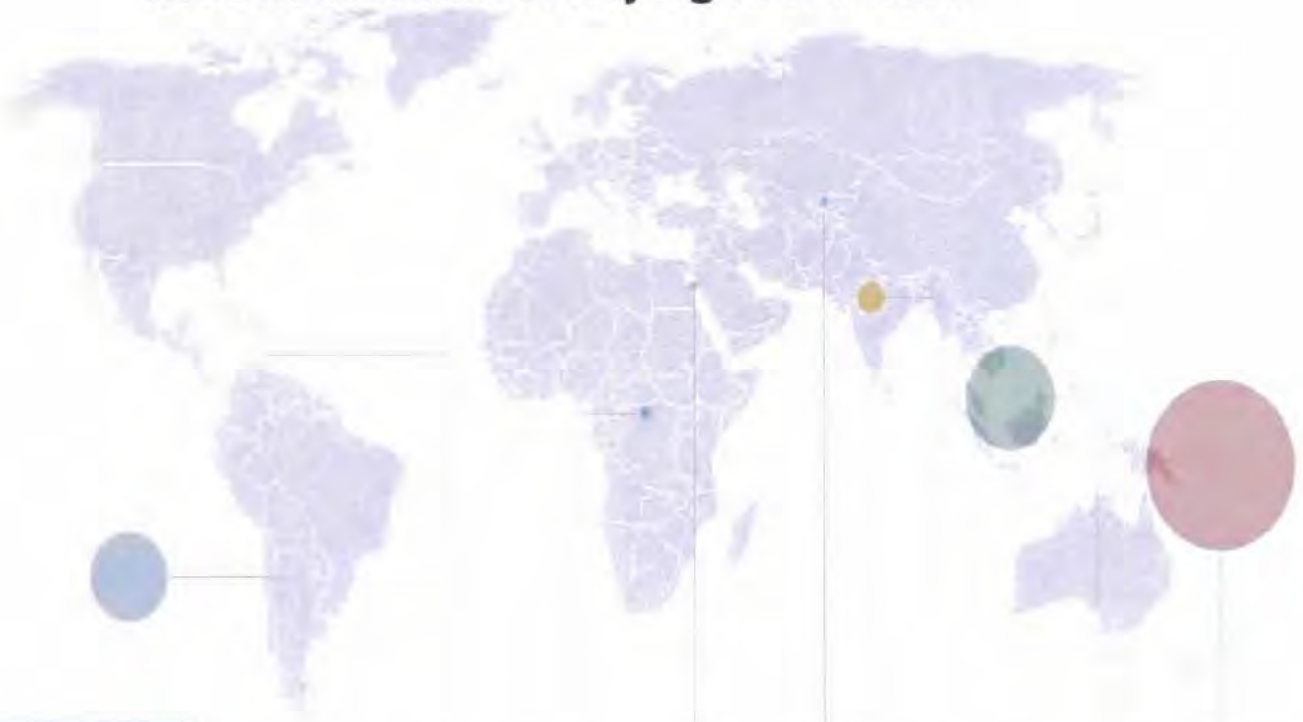
2025-26 estimated ODA by region of benefit



Other ODA categories	ODA
Global funding for thematic priorities (e.g. health, education, climate and gender)	$374m
Humanitarian, Emergencies and Refugees	$295m
Multilateral Development Banks	$248m
Other Government Departments	$122m
Other	$40m
UN, Commonwealth and Other International Organisations	$22m
Grand Total	**$1,101m**

$1,101m
Other ODA, including multilateral core contributions

$1m
Latin America and the Caribbean

$92m
Sub-Saharan Africa

$61m
Middle East and North Africa

$48m
Asian Development Fund (ADF) contributions to Asia-Pacific region*

$357m
South and Central Asia

$1.280m
Southeast Asia

$2,157m
Pacific

* Excludes ADF contributions included in other totals

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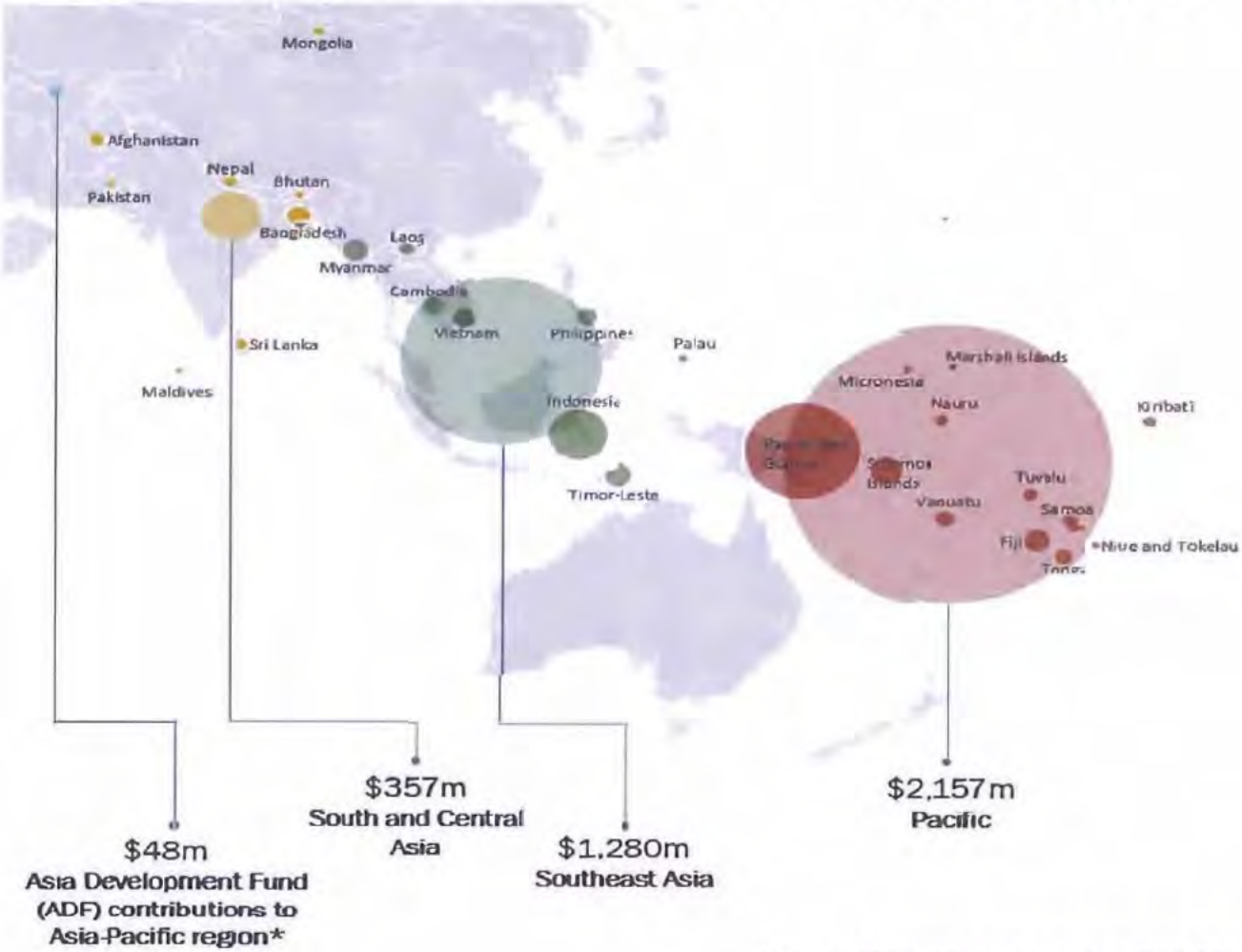
[redacted]

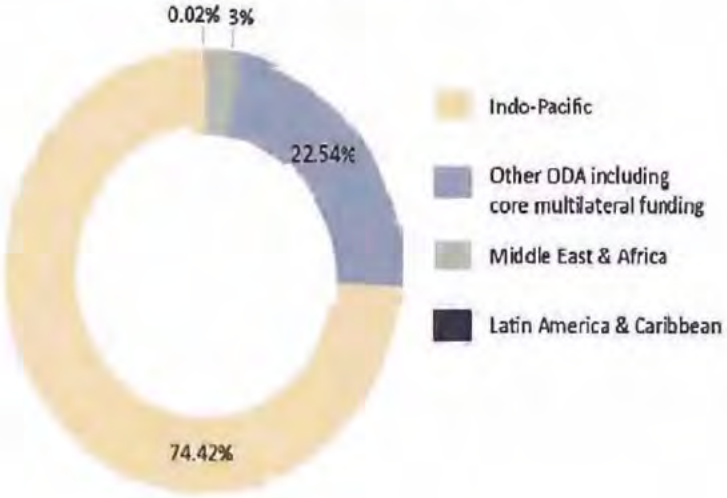
2025-26 estimated ODA for Indo-Pacific region



* Excludes ADF contributions included in other totals

ODA to the Indo-Pacific

2025-26 projected



s 33(a)(iii), s 47E(d), s 47C(1) – this page, together with the following pages (101-106) are exempt and have been removed

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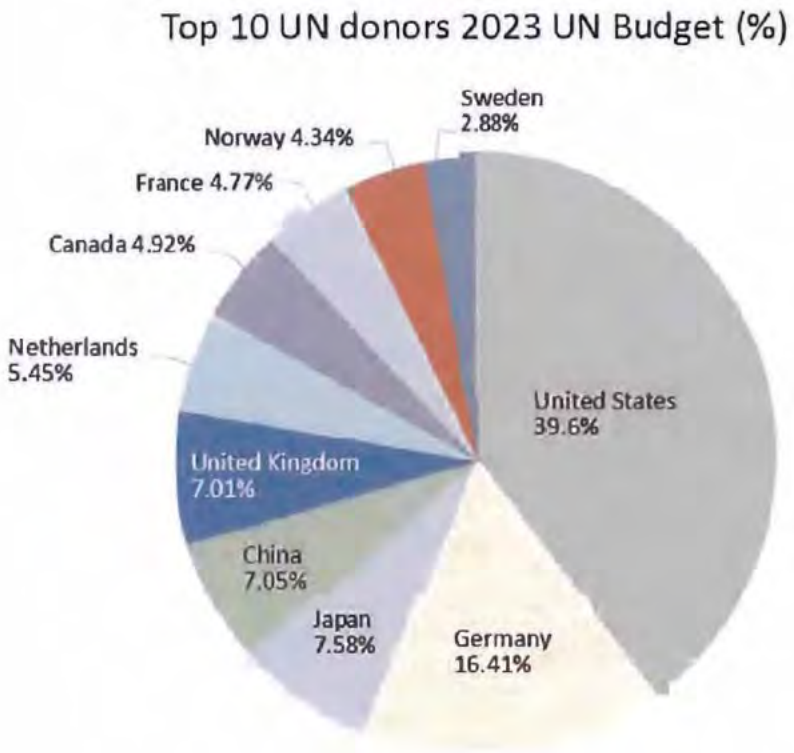
s 47E(d), s 47C(1), s 33(a)(iii)



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3. DELIVERING ON YOUR AGENDA – A TARGETED DEVELOPMENT PROGRAM

s 47E(d), s 47C(1), s 33(a)(iii)

s 47E(d), s 47C(1), s 33(a)(iii)

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[redacted]

s 47E(d), s 47C(1), s 33(a)(iii)

TOTAL ODA BY COUNTRY AND REGION: PACIFIC

COUNTRY	2023-24 ACTUAL ($m)	2024-25 ESTIMATE ($m)	2025-26 ESTIMATE ($m)
Papua New Guinea*	579.7	637.4	707.0
Solomon Islands*	159.9	171.2	170.9
Vanuatu*	88.1	83.2	85.6
Fiji*	171.2	123.1	123.1
Samoa*	77.7	51.8	51.8
Nauru*	36.9	46.0	46.0
Kiribati*	41.4	44.0	39.5
Tonga*	112.8	44.9	69.7
Tuvalu*	60.3	86.7	47.0
Niue and Tokelau	4.9	2.3	2.5
FSM	6.0	4.7	11.4
RMI	3.4	4.1	4.3
Palau	3.5	11.9	7.5
Pacific Regional	509.9	738.3	790.4
TOTAL	1,855.7	2,049.6	2,156.7

*Australia is the biggest donor

ODA, non-ODA and whole-of-government spend in the Pacific:

	2023-24 ACTUAL ($m)	2024-25 ESTIMATE ($m)	2025-26 ESTIMATE ($m)
ODA	1,855.7	2,049.6	2,156.7
Non-ODA*	34.0	106.4	139.7
Other Government Departments (ODA) ****	73.3	117.1	194.6
TOTAL	1,889.7	2,156.0	2,296.4

* Includes administered Non-ODA funding only. ** included in ODA figure

s 47E(d), s 47C(1), s 33(a)(iii)

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[redacted]

s 47E(d), s 47C(1), s 33(a)(iii)

TOTAL ODA BY COUNTRY AND REGION: SOUTHEAST ASIA

COUNTRY	2023-24 ACTUAL ($m)	2024-25 ESTIMATE ($m)	2025-26 ESTIMATE ($m)
Cambodia	82.2	83.7	87.8
Indonesia	329.1	353.7	351.4
Laos	60.9	53.2	55.1
Myanmar	110.4	121.4	124.8
Philippines	88.4	94.2	94.4
Timor-Leste	122.0	123.3	135.9
Vietnam	96.6	95.7	96.6
Southeast Asia Regional	259.7	330.4	334.0
TOTAL	1,149.2	1,255.6	1,280.0

ODA, non-ODA and whole-of-government spend in Southeast Asia

	2023-24 ACTUAL ($m)	2024-25 ESTIMATE ($m)	2025-26 ESTIMATE ($m)
ODA	1,149.2	1,255.6	1280.0
Non-ODA	23.9	22.7	23.5
Other Government Departments (OGD)	31.7	18.2	30.4
Total	1,173.1	1,278.3	1303.5

s 47E(d), s 47C(1), s 33(a)(iii)

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TOTAL ODA BY COUNTRY AND REGION: SOUTH ASIA

COUNTRY ALLOCATION	2023-24 ACTUAL ($m)	2024-25 ESTIMATE ($m)	2025-26 ESTIMATE ($m)
Afghanistan	70.8	50.0	50.0
Bangladesh	111.1	106.9	110.3
Bhutan	10.0	4.7	6.2
Maldives	4.0	4.8	6.4
Mongolia	12.9	10.0	10.6
Nepal	35.6	26.1	25.4
Pakistan	11.1	12.6	11.5
Sri Lanka	24.7	23.9	26.8
South Asia Regional	37.1	103.1	109.7
TOTAL	**317.3**	**342.1**	**356.8**

ODA, non-ODA and whole-of-government spend in South Asia

REGIONAL DEVELOPMENT	2023-24 ACTUAL ($m)	2024-25 ESTIMATE ($m)	2025-26 ESTIMATE ($m)
ODA	317.3	342.1	356.8
Non-ODA	4.2	5.8	5.6
Other Government Departments	9.4	9.9	9.1
TOTAL	**330.9**	**357.8**	**371.5**

s 47E(d), s 47C(1), s 33(a)(iii)

s 47E(d), s 47C(1), s 33(a)(iii)

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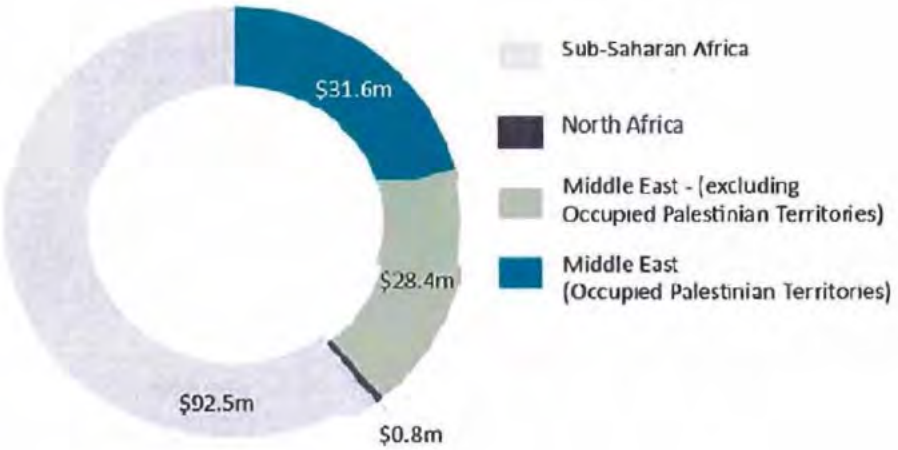
s 47E(d), s 47C(1), s 33(a)(iii)

ODA for the Middle East and Africa region

2025-26 estimated



s 33(a)(iii), s 47E(d), s 47C(1) – this page, together with the following pages (121-124) are exempt and have been removed

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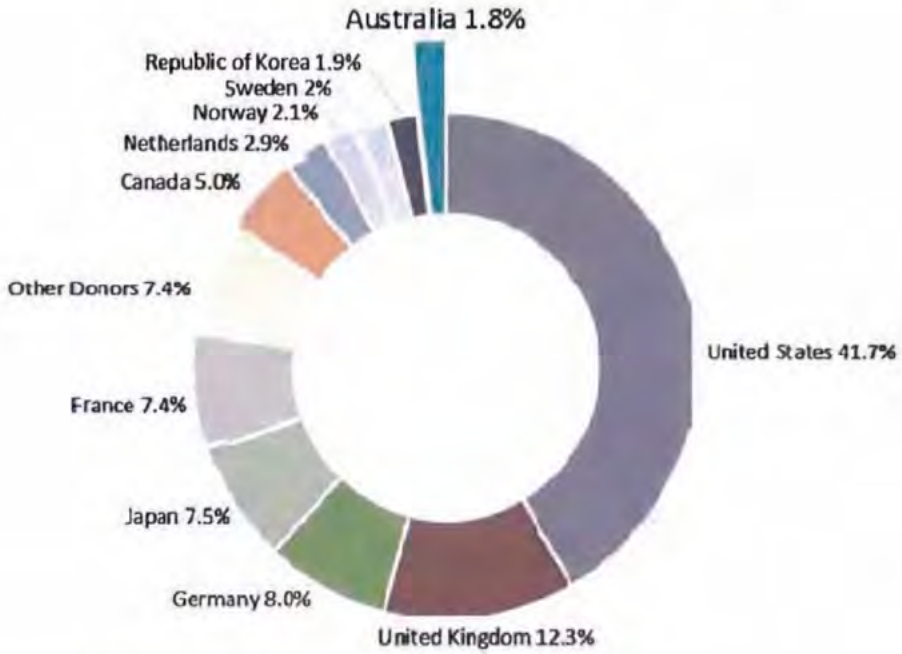
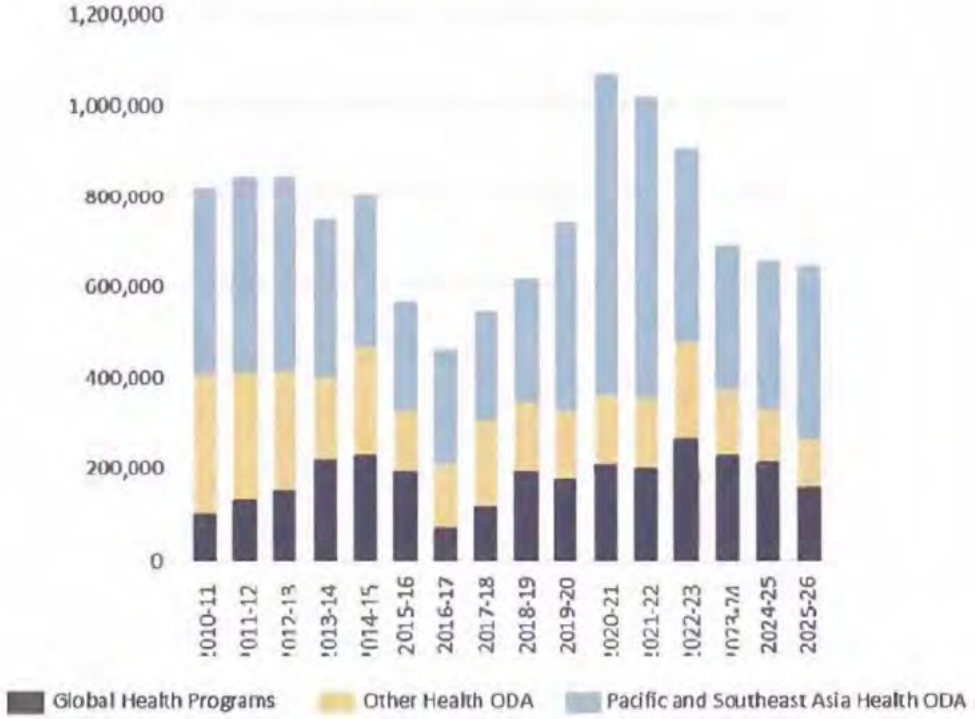
Share of global health funding by donor 2023



Source: 10 Things to Know About U.S. Funding for Global Health | KFF

Health ODA ($'000)



Pacific and Southeast Asia Health ODA includes: Pacific and Southeast Asia bilateral and regional health ODA.

Other Health ODA includes: South and Central Asia, Other Asia Countries, Sub-Saharan Africa, Middle East and North Africa, Latin America and the Caribbean plus the remainder of global unspecified that is not Global Health Programs (eg IDA health spending, ADF health spending, humanitarian health spending, UNICEF health spending, global WASH health spending).

Global Health programs includes: Global Fund, Gavi, IFFIm, WHO, UNAIDS, UNFPA, GPEI, Pandemic Fund, CEPI, COVAX

s 47E(d), s 47C(1), s 33(a)(iii)

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[redacted]

HUMANITARIAN AND DISASTER RESPONSE (HADR)

s 47E(d), s 47C(1), s 33(a)(iii)

Australian humanitarian capability

- We have two internationally accredited **urban search and rescue** teams from QLD and NSW.
- Australian **medical teams** (AUSMAT) with fully self-supported field hospitals based in Darwin that can be rapidly deployed.
- Access to a database of over 1000 **civilian humanitarian experts** including engineers, logisticians etc.
- Our **humanitarian warehouse** based in Brisbane – the largest in the southern hemisphere – maintains Australian relief supplies to respond to three simultaneous crises and assist over 55,000 people.
- DFAT often works with the **Australian Defence Force** to deploy humanitarian response teams s 47E(d), s 47C(1) s 47E(d), s 47C(1)
- Partnerships with the Australian Red Cross, NGOs and UN partners provide **early warning systems** to the Pacific and Southeast Asia, with pre-positioned supplies in warehouses across the Pacific.

How we fund sudden onset, refugee and protracted humanitarian crises.

- An annual **$150 million Humanitarian Emergency Fund** that can provide rapid funding to natural disasters or in response to conflict.
- A $370 million 3-year package to address rapidly escalating humanitarian crises in **Myanmar**, supporting the largest refugee camp in the world in Bangladesh (Rohingya) and minimising the risks of people movement.
- Strategic **funding partnerships** with ICRC, UNHCR, UNOCHA, WFP and Australian NGOs to support global operations, particularly in the Indo-Pacific region.

s 47E(d), s 47C(1), s 33(a)(iii)

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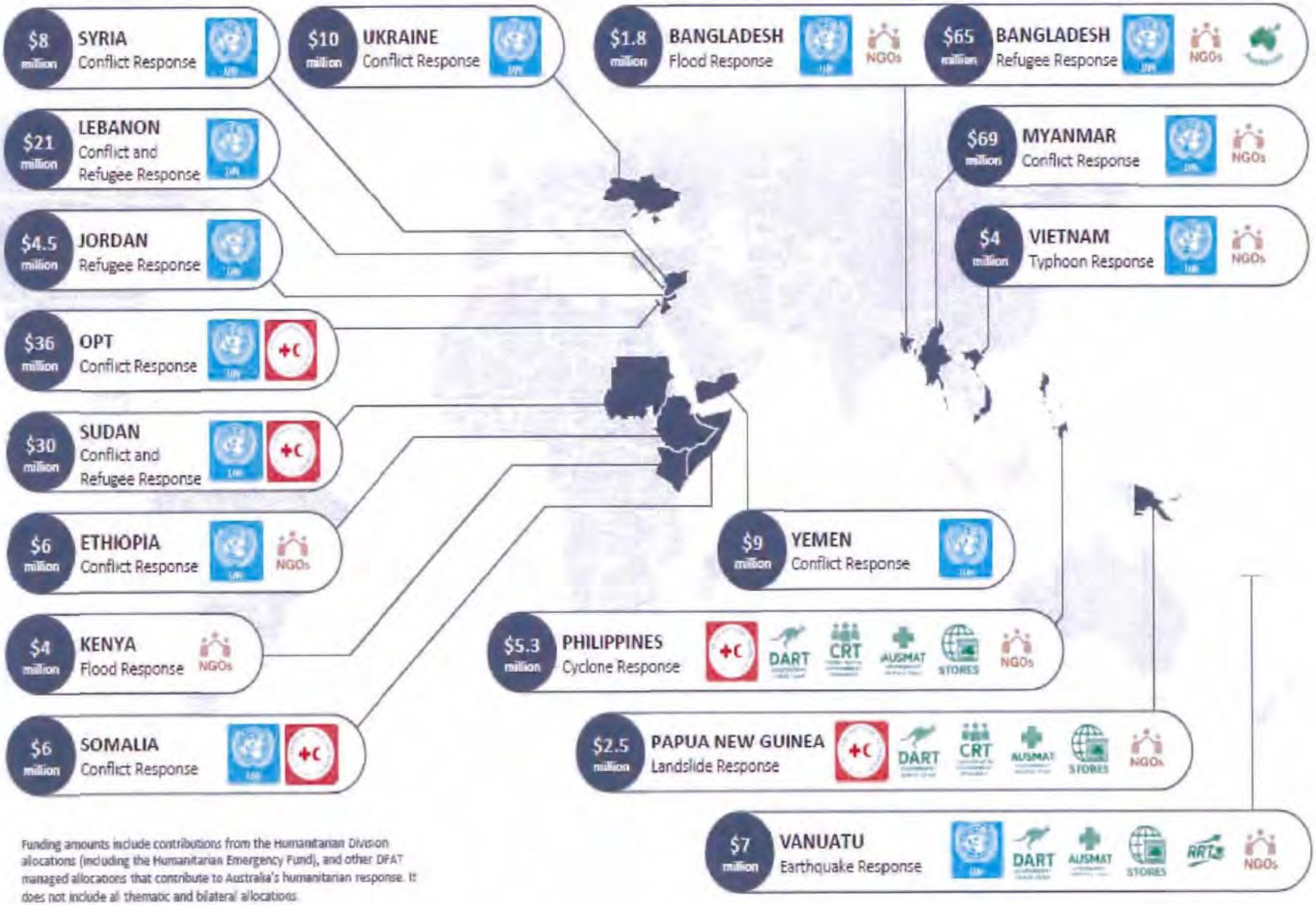
Snapshot of Australian Humanitarian Response (2024)



Funding amounts include contributions from the Humanitarian Division allocations (including the Humanitarian Emergency Fund), and other DFAT managed allocations that contribute to Australia's humanitarian response. It does not include all thematic and bilateral allocations.

s 47E(d), s 47C(1), s 33(a)(iii)

s 47E(d), s 47C(1), s 33(a)(iii)

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PEOPLE-TO-PEOPLE LINKS

s 47E(d), s 47C(1), s 33(a)(iii)

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[redacted]

s 47E(d), s 47C(1), s 33(a)(iii)

VOLUNTEERS

The **ODA Australian Volunteers Program (AVP) matches skilled Australians with organisations in 25 countries** to build capacity and deepen people-to-people links.

- AVP has supported 365 assignments since July 2024 – 192 are currently underway.

s 47E(d), s 47C(1), s 33(a)(iii)

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s 33(a)(iii), s 47E(d), s 47C(1) – this page, together with the following pages (137-138) are exempt and have been removed

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[redacted]

BUDGET PROCESSES

DFAT recommends annual ODA allocations (bilateral, regional and global) to the FM and Minister for International Development and the Pacific, which are then published in the ODA Budget Summary.

s 47E(d), s 47C(1), s 33(a)(iii)

Official Development Assistance (ODA) vs non-ODA

ODA is an investment in the welfare or economic development of a low or middle income country.

- Country and program eligibility is set by the OECD Development Assistance Committee (DAC).
- Normally delivered through **grants** (such as health, gender, education, governance and humanitarian assistance) as well as concessional loans.
- Estimated total ODA budget for 2025-26 is $5.1 billion, with 75 per cent spent in the Indo-Pacific.

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Non-ODA funding does not meet the strict OECD criteria but can contribute to development

This includes **military aid, some policing or security sector** support, some aspects of labour mobility schemes and **non-concessional finance**.

Some of our development partners are not considered low or middle income, such as the Cook Islands in the Pacific.

- **Nauru** is due to **graduate from the OECD list of eligible ODA recipients** on 1 January 2026, subject to upcoming GNI forecasts (and would therefore no longer be eligible for ODA assistance).

s 47E(d), s 47C(1), s 33(a)(iii)

MANAGING RISK – PREVENTING TERRORISM FINANCING, FRAUD AND CORRUPTION

We deliver development assistance in complex, highly fluid environments. Achieving our strategic objectives requires DFAT to **engage with, rather than avoid, risk.** We typically work with and through delivery partners, often limiting our direct control over program risks. We therefore:

- assess a partner's ability to comply with DFAT policy requirements before we contract them
- have a **zero tolerance approach** to fraud, corruption, sexual and child exploitation/abuse, and mandatory reporting, and
- apply **robust risk management practices** to mitigate terrorism financing risk, and
  - check terrorist organisations and sanctions lists and require delivery partners to ensure resources do not support terrorism.

s 47E(d), s 47C(1), s 33(a)(iii)

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DFAT CAPABILITY

DFAT is **delivering the Government's commitment to uplift development capability** to maximise development effectiveness (announced 2023-24 budget) and has:

- finalised **16 country and regional Development Partnership Plans** s 47E(d), s 47C(1), s 33(a)(iii)
- introduced **Development Senior Responsible Officers** across all major country and regional programs to strengthen program leadership
- expanded staff training and support, evaluation and monitoring of program impact.

It is **essential DFAT staff have the knowledge and skills to deliver effective development programs** that deepen our reputation as a professional, long-term, trustworthy partner in the region.

s 47E(d), s 47C(1), s 33(a)(iii)

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6. SUPPLEMENTARY BUDGET INFORMATION

s 47E(d), s 47C(1), s 33(a)(iii)

Total Australian ODA	2023-24 ACTUAL ($m)	2024-25 ESTIMATE ($m)	2025-26 ESTIMATE ($m)
ODA – DFAT	4,522.1	4,703.3	4,735.4
ODA - Other Government Departments	284.9	258.2	361.9
TOTAL ODA	4,807.0	4,961.5	5,097.3

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[redacted]

Australian ODA by country and region of benefit

ODA Budget Summary	2023-24 Actuals ($m)	2024-25 Estimate ($m)	2025-26 Estimate ($m)
Federated States of Micronesia	6.0	4.7	11.4
Fiji	171.2	123.1	123.1
Kiribati	41.4	44.0	39.5
Marshall Islands	3.4	4.1	4.3
Nauru	36.9	46.0	46.0
Niue and Tokelau	4.9	2.3	2.5
Palau	3.5	11.9	3.5
Papua New Guinea	579.7	637.4	707.0
Samoa	77.7	51.8	51.8
Solomon Islands	159.9	171.2	170.9
Tonga	112.8	44.9	69.7
Tuvalu	60.3	86.7	32.0
Vanuatu	88.1	83.2	85.6
Pacific Regional	509.9	738.3	809.4
Pacific	**1,855.7**	**2,049.6**	**2,156.7**
Cambodia	82.2	83.7	87.8
Indonesia	329.1	353.7	351.4
Laos	60.9	53.2	55.1
Myanmar	110.4	121.4	124.8
Philippines	88.4	94.2	94.4
Timor-Leste	122.0	123.3	135.9
Vietnam	96.6	95.7	96.6
Southeast Asia Regional	322.6	330.4	334.0
Southeast Asia	**1,212.2**	**1,255.6**	**1,280.0**
Afghanistan	70.8	50.0	50.0
Bangladesh	111.1	106.9	110.3
Bhutan	10.0	4.7	6.2
Maldives	4.0	4.8	6.4
Mongolia	12.9	10.0	10.6
Nepal	35.6	26.1	25.4
Pakistan	11.1	12.6	11.5
Sri Lanka	24.7	23.9	26.8
South and Central Asia Regional	37.1	103.1	109.7
South and Central Asia	**317.3**	**342.1**	**356.8**
Middle East and North Africa	124.8	65.0	60.8
Sub-Saharan Africa	137.8	101.5	92.5
Middle East and Africa	**262.6**	**166.4**	**153.3**
Caribbean		0.5	0.3
Latin America		1.5	0.9
Latin America and the Caribbean	**1.2**	**2.0**	**1.2**
Core contributions to multilateral organisations and other ODA not attributable to particular countries or regions at time of publication	**1,157.9**	**1,145.8**	**1,149.3**
Total ODA	**4,807.0**	**4,961.5**	**5,097.3**

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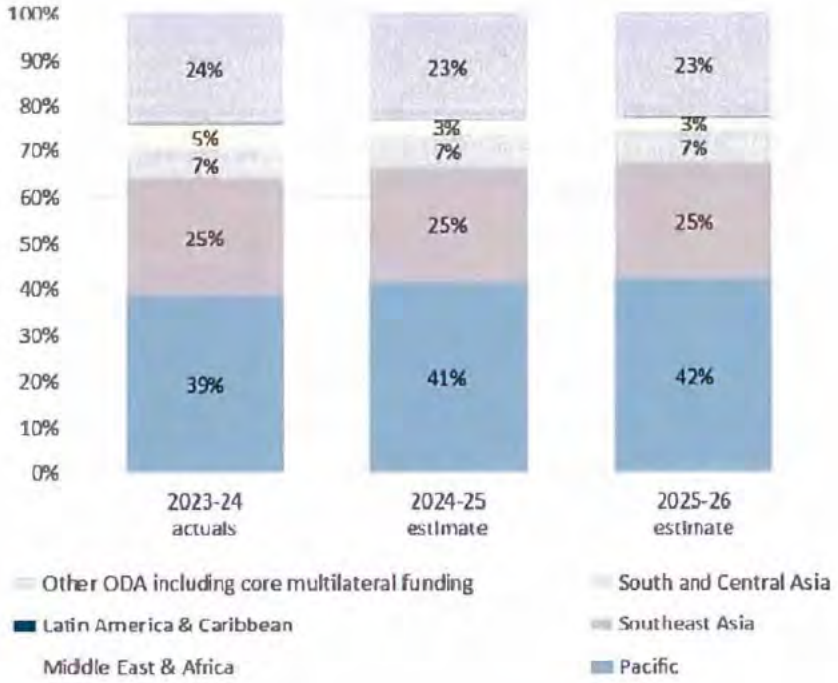
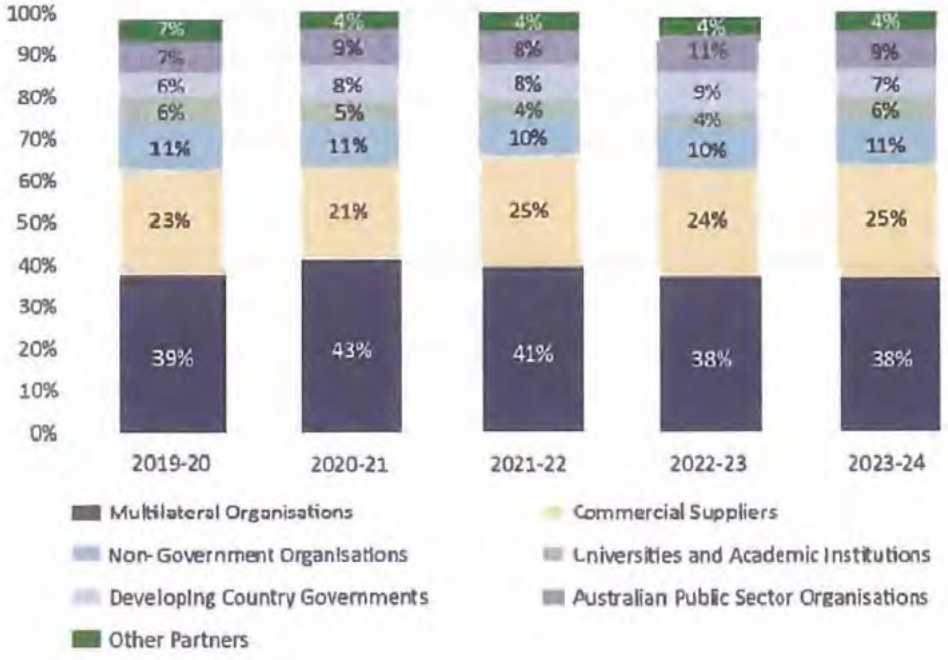
[redacted]

Composition of ODA by region of benefit over time



Actual ODA by partner type over time



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ODA as per cent of GNI

Source: OECD DAC Statistics ((preliminary data 2024)

OECD DAC RATING	OECD NATION	ODA/GNI RATIO (%)
1	Norway	1.02
2	Luxembourg	1.0
3	Sweden	0.79
4	Denmark	0.71
5	Germany	0.67
6	Netherlands	0.62
7	Ireland	0.57
8	Switzerland	0.51
9	United Kingdom	0.50
10	France	0.48
11	Belgium	0.48
12	Finland	0.47
13	Japan	0.39
14	Canada	0.34
15	Austria	0.34
16	Iceland	0.33
17	New Zealand	0.32
18	Italy	0.28
19	Latvia	0.26
20	Spain	0.25
21	Lithuania	0.24
22	Poland	0.24
23	Portugal	0.24
24	Slovenia	0.23
25	United States	0.22
26	Korea	0.21
27	Estonia	0.2
28	**Australia**	**0.19***
29	Czechia	0.17
30	Slovak Republic	0.14
31	Greece	0.14
32	Hungary	0.09
	DAC AVERAGE	0.33

**OECD DAC report on a calendar year basis. On a financial year basis, our ODA to GNI ratio is 0.18.*

s 33(a)(iii), s 47E(d), s 47C(1) – this page, together with the following pages (147-148) are exempt and have been removed

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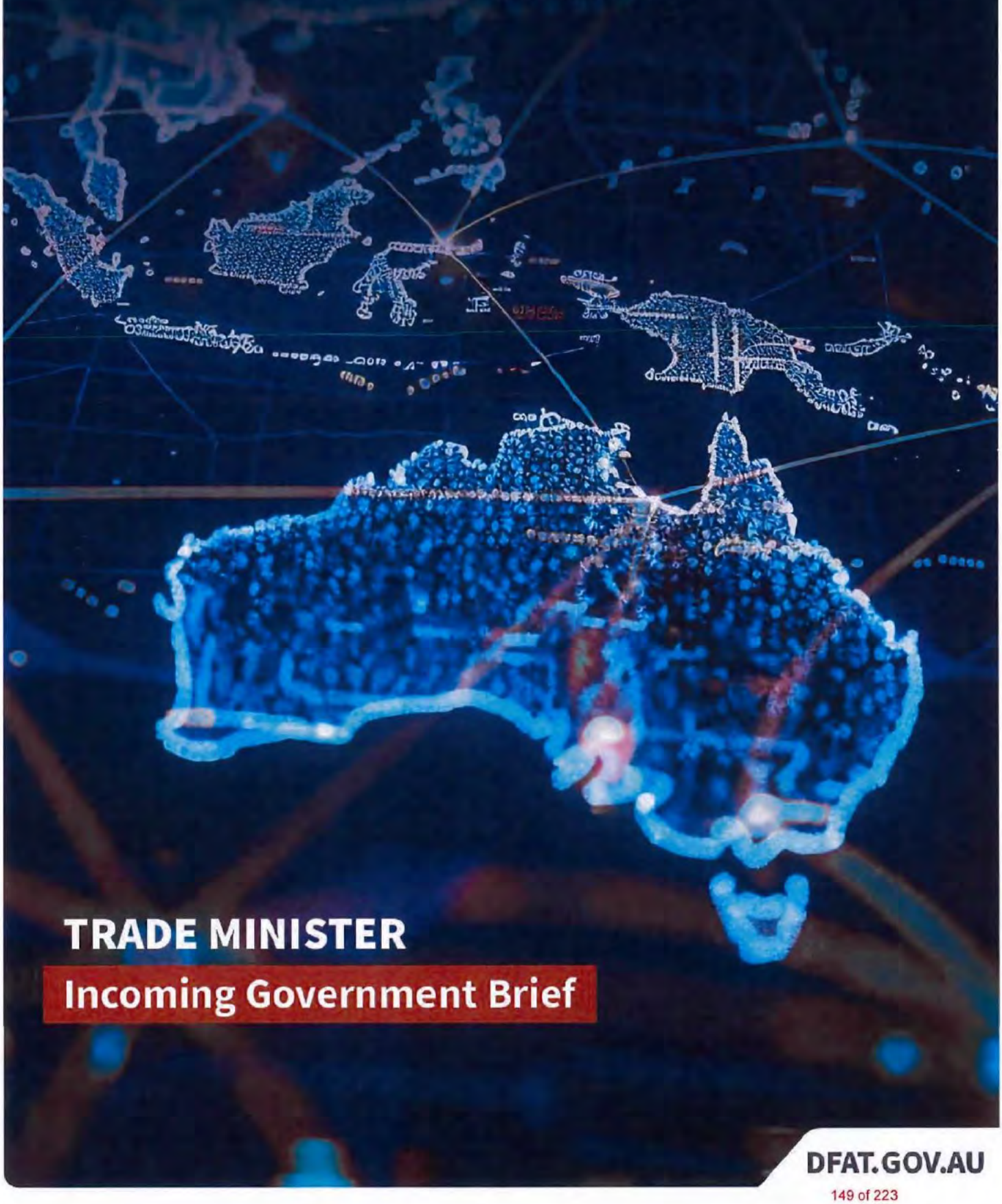
Australian Government

Department of Foreign Affairs and Trade



TRADE MINISTER

Incoming Government Brief

DFAT.GOV.AU

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s 33(a)(iii), s 47E(d), s 47C(1)

IMPORTANCE OF TRADE TO OUR PROSPERITY *10*

s 33(a)(iii), s 47E(d), s 47C(1)

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[redacted]

s 33(a)(iii), s 47E(d), s 47C(1)

s 47E(d), s 47C(1)

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s 47E(d), s 47C(1), s 33(a)(iii), s 37(1)(c)

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IMPORTANCE OF TRADE TO OUR PROSPERITY

32%

Contribution of trade-related economic activity to Australia's Gross Domestic Product

Thirty-two per cent ($823 billion) of all Australian economic activity is driven by trade.

3.5 million

Australian full-time equivalent jobs supported by trade-related economic activity

Trade supports almost three and a half million Australian full-time equivalent jobs.

$A 4.6 trillion

Total stock of foreign investment in Australia

Foreign investment funds our economic development, helping Australian firms expand and become more productive.

1 in 8 Australian jobs are funded by overseas capital.

+8.6%

Higher annual average income in jobs directly associated with exports

Employees in jobs directly linked to export trade earn around 8.6 per cent more than the national average.

Jobs directly linked with services trade earn around 9 per cent above the national average.

78%

FTAs cover 78 per cent of Australian two-way trade

Australia's free trade agreement network facilitates international trade and investment.

ICT goods real prices over the last 20 years	Small electrical household appliance real prices over the last 20 years	Clothing and footwear real prices over the last 20 years
↓87%	**↓10%**	**↓7%**

Over the last 20 years, real prices for key consumer goods have fallen in Australia due to international trade.

s 33(a)(iii), s 47E(d), s 47C(1)

s 33(a)(iii), s 47E(d), s 47C(1), s 37(1)(c)

s 33(a)(iii), s 47E(d), s 47C(1), s 37(1)(c)

s 33(a)(iii), s 47E(d), s 47C(1)

s 33(a)(iii), s 37(1)(c), s 47E(d), s 47C(1) – this page, together with the following pages (165-167) are exempt and have been removed

s 33(a)(iii), s 47E(d), s 47C(1)

s 33(a)(iii), s 47E(d), s 47C(1)

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s 33(a)(iii), s 47E(d), s 47C(1)

Economic and trade policy uncertainty from 2015–25

Source: IMF staff calculations; World Economic Outlook - published at Financial Times April 2025

s 33(a)(iii), s 47E(d), s 47C(1) – this page, together with the following pages (172-184) are exempt and have been removed

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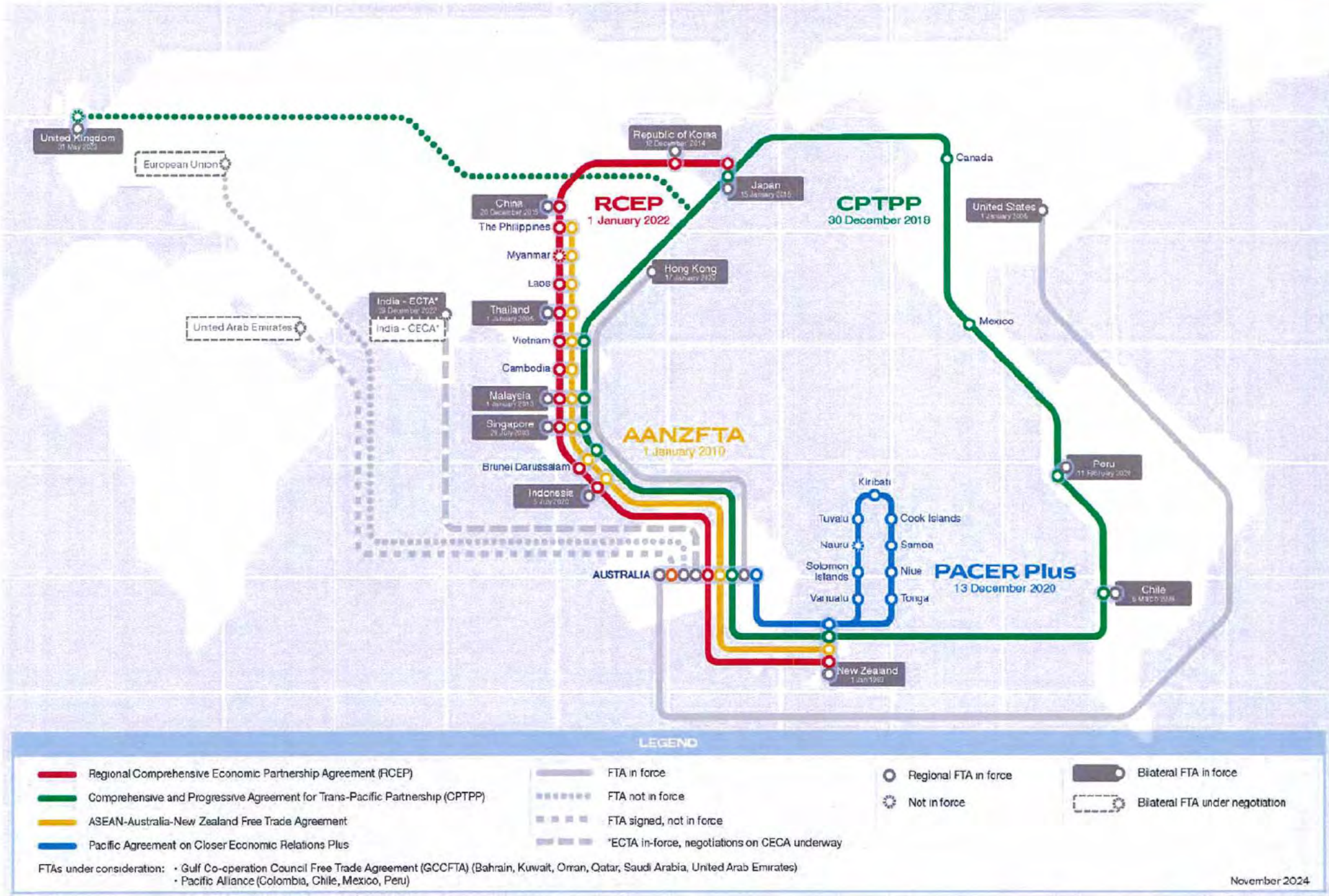

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[redacted]

Non-FTA partners ranked by trade volume

Australia's non-FTA partners ranked by trade volume			
Economy	2023-24 Rank	2023-24 Share	% growth 5 year trend
Taiwan	12	2.5%	16.6%
Germany	13	2.3%	5.7%
France	16	1.1%	5.6%
Italy	17	1.0%	5.3%
Netherlands	20	0.9%	8.4%
Switzerland	22	0.7%	6.2%
Papua New Guinea	23	0.6%	-2.9%
Ireland	24	0.5%	7.6%
Spain	26	0.4%	7.8%
Belgium	27	0.4%	12.9%
Nepal	29	0.4%	9.0%
Bangladesh	30	0.4%	15.2%
Brazil	31	0.4%	10.8%
South Africa	32	0.4%	5.2%
Sweden	33	0.4%	5.4%
Fiji	34	0.3%	17.4%
Türkiye	35	0.3%	16.4%
Pakistan	36	0.3%	16.7%
Qatar	37	0.3%	10.4%
Denmark	38	0.2%	10.4%
Sri Lanka	39	0.2%	8.0%
Poland	40	0.2%	11.2%
Saudi Arabia	41	0.2%	11.0%
Austria	42	0.2%	4.0%
Greece	43	0.2%	18.4%
Finland	44	0.2%	9.8%
Bahrain	45	0.2%	10.6%
Norway	46	0.1%	4.8%
Colombia	47	0.1%	11.9%
Argentina	49	0.1%	4.3%
Czech Republic	51	0.1%	6.3%
Israel	52	0.1%	-1.7%
Costa Rica	91	<0.1%	9.7%
Ukraine	100	<0.1%	-6.4%
Ecuador	101	<0.1%	13.9%
Uruguay	132	<0.1%	13.2%

Key:

EU member
CPTPP accession applicant
RCEP accession applicant

s 33(a)(iii), s 47E(d), s 47C(1) – this page, together with the following pages (188-195) are exempt and have been removed

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s 47E(d), s 47C(1)

DFAT - DECLASSIFIED - RELEASED UNDER THE FREEDOM OF INFORMATION ACT 1982 - LEX 13140

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[redacted]

YOUR DEPARTMENT

s 47E(d), s 47C(1)

BUDGET

- Through the 2025-26 Federal Budget, the Department's resourcing sits at $8.8 million for the financial year, which is an increase in $268.2 million on the previous year. This includes:
  - $4.4 billion in Administered ODA
  - $0.94 billion in Administered (non-ODA) to support payments to international organisations, trade investments and other policy objectives
  - $3.5 billion in total Departmental Appropriation, of which
    - $0.1 billion flows to the Departmental Capital Budget
    - $0.5 billion for the management of DFAT's Overseas Property (Special Account funding)

s 47E(d), s 47C(1)

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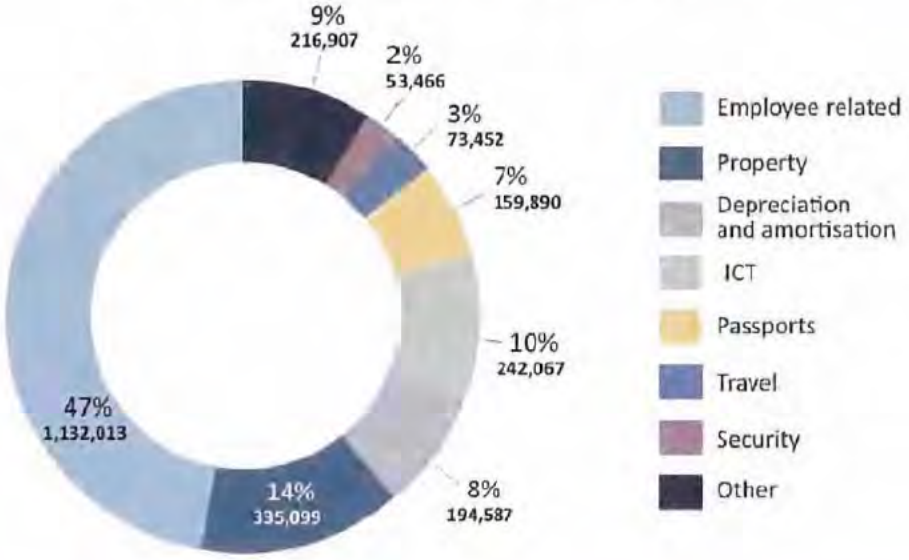
[redacted]

DFAT 2025-26 Departmental Budget Estimate



DFAT 2025-26 Departmental Budget Estimate	2025-26 $'000 PBS Estimate	2023-24 % Annual Report	2023-24 $'000 Annual Report
Departmental	**2,407,480**	**100%**	**2,373,000**
Employee related	1,132,013	47%	1,115,800
Property	335,099	14%	330,300
Depreciation & amortisation	194,587	8%	191,800
Passports	159,890	7%	157,600
Security	53,466	2%	52,700
ICT	242,067	10%	238,600
Travel	73,452	3%	72,400
Other	216,907	9%	213,800
Departmental Cash and Equity Prior year appropriations, equity and special accounts	**1,092,061**		
Administered	**5,336,237**		
ODA	4,401,461		
Non-ODA	934,776		
Total resourcing for DFAT	**8,835,778**		

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[redacted]

PEOPLE

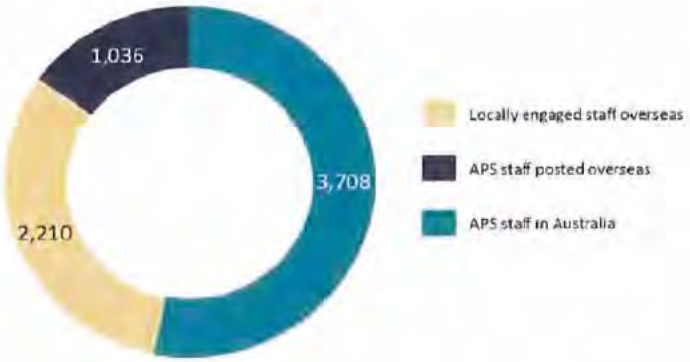
A diverse and capable staff is essential to fulfil DFAT's mandate in an increasingly complex global environment. Our staffing profile is highly mobile, and has faced challenges through COVID-19 and in rebuilding afterwards. We have worked hard in recent years to recruit, train and upskill at all levels and across all workforce streams. s 47E(d), s 47C(1)

DFAT's Average Staffing Level (ASL)

As at 31 March 2025 the DFAT average staffing level (ASL) allocation is 6,954 comprising:

- 3,708 APS staff in Australia
- 1,036 APS staff posted overseas
- 2,210 locally engaged staff (LES) employed overseas

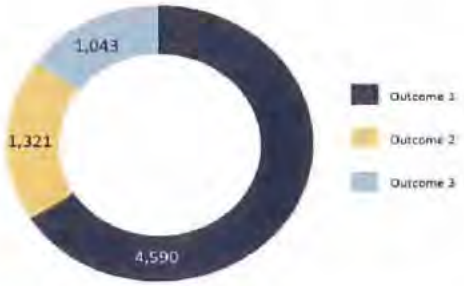
DFAT ASL distribution (by location)



DFAT's staff effort is distributed across the following three core 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
  - we have five divisions in the Trade and Investment Group (TIG), but geographic areas in DFAT also cover trade and economic issues. In that sense trade is integrated throughout the department
- 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 the management of the Commonwealth's overseas property estate.

DFAT ASL distribution (by outcome)



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Contractors

As at 31 March 2025, there were 784 contractors compared to 852 in June 2022. Contractor numbers peaked in November 2022 at 1,375 due to a surge in passport demand.

- DFAT's contractors supplement the APS and locally engaged staff (LES) workforce where capability gaps exist or where short term fluctuations in demand require temporary resourcing solutions.
- Approximately one third (34 per cent) of DFAT's contractors are engaged by the Australian Passports Office, while around 25 per cent work in ICT and digital functions.
- The remaining contractors provide temporary support across a range of functions including communication and marketing, accounting and finance, and security services.

Our overseas staffing footprint

DFAT has approximately 1,030 APS (A-based) staff posted overseas, and approximately 2,200 locally engaged staff (LES) overseas.

DFAT supports 29 partner agencies in the overseas network.

- DFAT recoups the costs incurred in supporting partner agency deployments through a cost recovery model.
- Other agencies have over 1,600 A based posted overseas, and 1,960 LES.
  - this represents 52 per cent of the overseas network.

Separately, we are supported by 49 Honorary Consuls [47 managed by DFAT, 2 managed by Austrade].

Staff in the overseas network

	DFAT (ASL)	Other agencies
A-Based	~ 1,030	~ 1,630
Locally engaged staff	~ 2,200	~ 1,960

s 47E(d), s 47C(1), s 33(a)(iii)

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[redacted]

s 47E(d), s 47C(1), s 33(a)(iii)

After peaking during COVID-19, the separation rate has dropped to 8.3 per cent (YTD). Attrition peaked at 12.6 per cent in 2022-23, this covered the later part of the COVID acute phase.

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DFAT ORGANISATIONAL CHART

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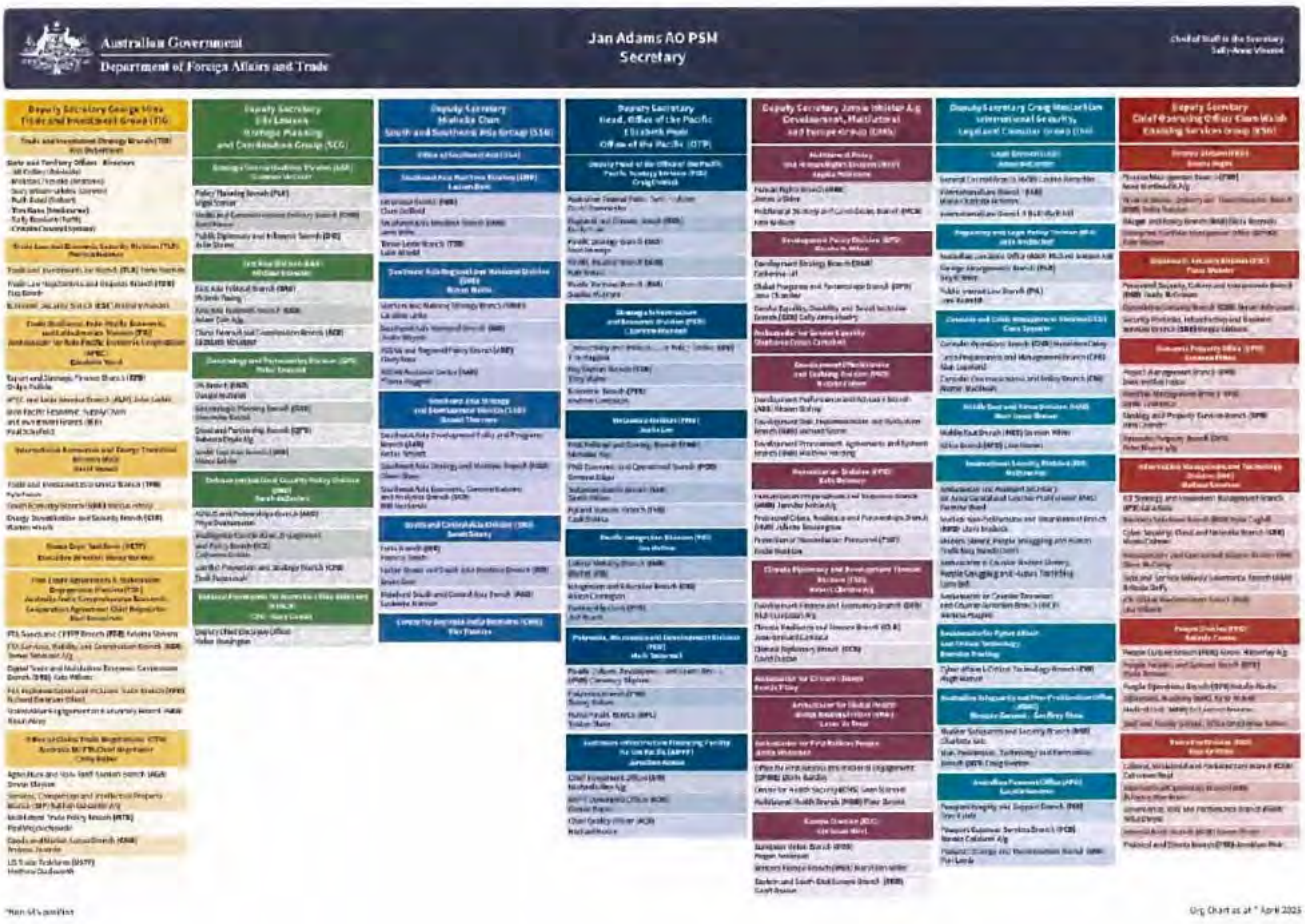

Org Chart as at * April 2023

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PROPERTY

The overseas property portfolio is a significant government asset which provides a safe and secure platform for whole-of-government operations. The Department is continuously adapting it to meet the challenges posed by the escalating global security threat environment.

s 47E(d), s 47C(1)

- The Commonwealth, represented by the Overseas Property Office (OPO), owns 115 properties (including chanceries, residences, and compounds) overseas with an asset value of $3.4 billion.

	Owned	Leased
Chanceries (including compounds)	38	76
Head of Mission residences* (stand-alone)*	36	67
Staff residences	41	854
TOTAL	115	997

* Compounds may include Chancery, HOM and staff residences and amenities

Current challenges

National Security Office Precinct (NSOP)

- In October 2022, DFAT was announced as an anchor tenant in the NSOP in Barton, currently planned for occupation by 2030.
- This provided an opportunity to consolidate the Canberra DFAT workforce in close proximity, with upcoming civic leases expiring by 2027. DFAT found a suitable property to lease at 19 National Circuit. Occupation is expected in 2027.

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REGULATORY FUNCTIONS

Australian Sanctions Office (ASO)

As the Australian Government's sanctions regulator, the ASO

- provides guidance to regulated entities, including government agencies, individuals, business and other organisations on Australian sanctions law
- processes applications for, and issues, sanctions permits
- works with individuals, business and other organisations to promote compliance and help prevent breaches of the law
- works in partnership with other agencies to monitor compliance with sanctions legislation
- supports corrective and enforcement action by law enforcement agencies in cases of suspected non-compliance

Foreign Arrangements Branch (FAB)

The Foreign Arrangements Scheme commenced on 10 December 2020 to ensure arrangements between state or territory governments (and their entities) and foreign entities do not adversely affect Australia's foreign relations and are not inconsistent with Australia's foreign policy

FAB's responsibilities include

- providing guidance and training to state and territory entities on their obligations under the Scheme and working with them to promote compliance with the Scheme, and resolve any instances of non-compliance
- maintaining the Public Register which includes information about foreign arrangements notified under the Scheme

Australian Safeguards and Non-Proliferation Office (ASNO)

Director General ASNO is a statutory appointment, reporting directly to the Minister for Foreign Affairs, which is responsible for Australia's civilian and military safeguards and nuclear security regulation, including

- applying domestic regulation to ensure Australia's various WMD non-proliferation and security international treaty obligations are met
- supporting the International Atomic Energy Agency (IAEA) to improve verification mechanisms and supporting partners across the Indo-Pacific region to strengthen their non-proliferation treaty implementation
- leading negotiations with the IAEA and AUKUS partners to develop first-of-a-kind verification arrangements and technologies needed for nuclear powered submarines
- providing specialist advice to the Minister on technical aspects of non-proliferation and the Minister's regulatory responsibilities

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YOUR PORTFOLIO

PORTFOLIO ENTITIES AND ADVISORY BOARDS

The following portfolio entities and advisory bodies have members appointed by a portfolio minister, the Prime Minister or ExCo, and are reported on to the Senate under Senate Order 15 (Minchin motion):

1. APEC Business Advisory Council (ABAC)
2. ASEAN-Australia Centre
3. Australia-Indonesia Institute (AII)
4. Australia-Japan Foundation (AJF)
5. Australia-Korea Foundation (AKF)
6. Australian Infrastructure Financing Facility for the Pacific (AIFFP) Board
7. Australian National Commission for UNESCO
8. Australia's Nation Brand Advisory Council
9. Centre for Australia-India Relations (CAIR)
10. Commission for International Agricultural Research
11. Council for Australian-Arab Relations (CAAR)
12. Council on Australia Latin America Relations (COALAR)
13. Editorial Advisory Board
14. Export Finance Australia (EFA) Board
15. National Foundation for Australia-China Relations (NFACR)
16. Pacific Security College Advisory Board
17. Policy Advisory Council (for International Agricultural Research)
18. Tourism Australia Board
19. Trade 2040 Taskforce.

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ADMINISTRATIVE ARRANGEMENTS ORDER

Current as of 29 July 2024 This is a matter for the Prime Minister of the day

Matters dealt with by the Department of Foreign Affairs and Trade are

- External Affairs, including
  - relations and communications with overseas governments and United Nations agencies
  - treaties, including trade agreements
  - bilateral, regional and multilateral trade policy
  - international trade and commodity negotiations
  - market development, including market access
  - trade and international business development
  - investment promotion
  - international development co-operation
  - diplomatic and consular missions
  - international security issues, including disarmament, arms control, nuclear non-proliferation, counter terrorism and cyber affairs
  - public diplomacy, including information and cultural programmes
- International expositions
- Provision to Australian citizens of secure travel identification
- Provision of consular services to Australian citizens abroad
- Overseas property management, including acquisition, ownership and disposal of real property
- Tourism industry
- International development and aid
- International climate diplomacy
- Implementation of Australia's international climate finance commitments

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[redacted]

LEGISLATION

1. *Anti-Personnel Mines Convention Act 1998*
2. *Australian Centre for International Agricultural Research Act 1982*
3. *Australian Civilian Corps Act 2011*
4. *Australian Passports Act 2005*
5. *Australian Passports (Application Fees) Act 2005*
6. *Australian Trade and Investment Commission Act 1985*
7. *Australia's Foreign Relations (State and Territory Arrangements) Act 2020*
8. *Autonomous Sanctions Act 2011*
9. *Charter of the United Nations Act 1945*
10. *Chemical Weapons (Prohibition) Act 1994*
11. *Civil Nuclear Transfers to India Act 2016*
12. *Comprehensive Nuclear-Test-Ban Treaty Act 1998*
13. *Consular Fees Act 1955*
14. *Consular Privileges and Immunities Act 1972*
15. *Diplomatic and Consular Missions Act 1978*
16. *Diplomatic Privileges and Immunities Act 1967*
17. *Export Finance and Insurance Corporation Act 1991*
18. *Export Finance and Insurance Corporation (Transitional Provisions and Consequential Amendments) Act 1991*
19. *Export Market Development Grants Act 1997*
20. *Export Market Development Grants (Repeal and Consequential Provisions) Act 1997*
21. *Foreign Passports (Law Enforcement and Security) Act 2005*
22. *Intelligence Services Act 2001, except to the extent administered by the Prime Minister or the Minister responsible for Defence or the Minister responsible for Home Affairs*
23. *International Criminal Court Act 2002, Parts 11 and 12 of Schedule 1*
24. *International Development Association Act 1960*
25. *International Fund for Agricultural Development Act 1977*
26. *International Organisations (Privileges and Immunities) Act 1963*
27. *Nauru Independence Act 1967*
28. *Nuclear Non-Proliferation (Safeguards) Act 1987*
29. *Nuclear Safeguards (Producers of Uranium Ore Concentrates) Charge Act 1993*
30. *Official Development Assistance Multilateral Replenishment Obligations (Special Appropriation) Act 2020*
31. *Overseas Missions (Privileges and Immunities) Act 1995*
32. *Papua New Guinea Independence Act 1975*
33. *Papua New Guinea (Staffing Assistance) Act 1973, except to the extent administered by the Minister responsible for Finance*
34. *Registration of Deaths Abroad Act 1984*
35. *Security Treaty (Australia, New Zealand and the United States of America) Act 1952*
36. *South Pacific Nuclear Free Zone Treaty Act 1986*
37. *Tourism Australia Act 2004*
38. *Trade Representatives Act 1933*
39. *United Nations Educational, Scientific and Cultural Organization Act 1947*
40. *United States Naval Communications Station Agreement Acts*
41. *US Free Trade Agreement Implementation Act 2004*

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s 33(a)(iii), s 47E(d), s 47C(1) – this page, together with the following pages (216-217) are exempt and have been removed

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s 47E(d), s 47C(1), s 33(a)(iii)

s 47E(d), s 47C(1), s 33(a)(iii)

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Org Chart as at 5 May 2025