



**Australian Government**

**Department of Foreign Affairs and Trade**



# **MINISTER FOR TRADE AND TOURISM**

## **INCOMING GOVERNMENT BRIEF**

JUNE 2022

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## TAKING FORWARD THE GOVERNMENT'S AGENDA

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



Page 5 exempt under ss 33(a)(iii), 47C(1), 47E(d)

## IMMEDIATE PRIORITIES

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

Notwithstanding the current trade disruptions, strong resources exports drove up total exports to China by 21 per cent in 2021 (to \$179 billion), with increases in iron ore, LNG, wool and dairy. China accounts for over a third of our global goods exports: ss 33(a)(iii) and 47E(d)

Direct investment flows from China to Australia rose 20 per cent in 2021, but from a low base in 2020, and remain well below the historical average.

Page 7 exempt under ss 33(a)(iii), 47C(1) and 47E(d)



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

While

Australia's trade with Russia is limited, we were a significant source of alumina to Russia's aluminium industry; but this trade has been banned, as have exports of luxury goods. We have also joined allies and partners in banning the import of Russian energy products, and denied it access to Most Favoured Nation (MFN) treatment by applying an additional tariff of 35 per cent on goods produced by Russia or Belarus.

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

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

IPEF was launched by the Leaders of participating countries on 23 May and is now the economic centrepiece of the US Indo-Pacific Strategy. It will include a combination of commitments, rules and standards across four main pillars: (1) trade, (2) supply chains, (3) clean energy, decarbonisation and infrastructure, and (4) tax and anti-corruption. ss 33(a)(iii), 47C(1), 47E(d)

Pages 10-11 exempt under s 33(a)(iii), 47C(1) and 47E(d)



## MAPPING ELECTION COMMITMENTS

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

## EARLY ENGAGEMENTS

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

Pages 13-15 exempt under s 33(a)(iii), 47C(1) and 47E(d)

## DELIVERING THE GOVERNMENT'S AGENDA

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

DFAT has actively supported Australia's response to specific supply chain shocks, including to secure medical supplies and vaccines in the first phases of the COVID-19 pandemic, and technical grade urea for diesel exhaust fluid when a shortage threatened Australia's transport network.

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



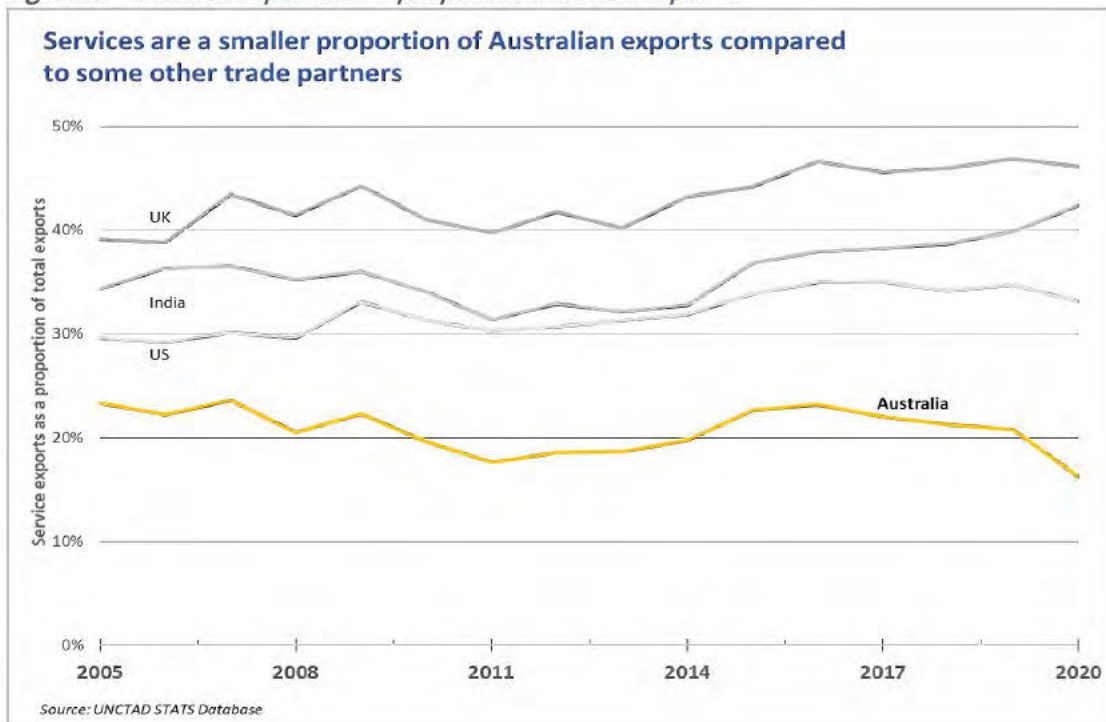
ss 33(a)(iii), 47C(1), 47E(d)

You have responsibility for Export Finance Australia (EFA), which administers the Critical Minerals Facility, and Austrade, which has a key role in building commercial links. ss 33(a)(iii), 47C(1), 47E(d)

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

While services account for about 80 per cent of Australia's national production and 90 per cent of employment, the ratio of our domestic services production to services exports is the lowest in the OECD (10.8 per cent in 2018, compared to the OECD average of 15.3 per cent). The proportion of services in our overall exports is also low compared to other countries (*Figure 2*).

*Figure 2 – Service exports as a proportion of total exports*



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

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

High-quality digital trade rules can lower barriers to trade and facilitate access to markets by Australian businesses, particularly for SMEs who can't afford to navigate complex cross-border data rules. s 33(a)(iii), 47C(1), 47E(d)



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

Signed in April 2022, AI-ECTA secures Australia's access to India's fast-growing market of 1.4 billion consumers, and once in force, will give Australian businesses a valuable first-mover advantage, helping to diversify Australia's trade. It was tabled in the Senate in April 2022 and referred to the Joint Standing Committee on Treaties (JSCOT). The JSCOT inquiry into AI-ECTA lapsed with the dissolution of the House of Representatives. ss 33(a)(iii), 47C(1), 47E(d)

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

people. ss 33(a)(iii), 47C(1), 47E(d) As a bloc, the EU is a USD15 trillion economy of 450 million

Australia signed the Australia-United Kingdom Free Trade Agreement (A-UKFTA) on 17 December 2021. It was tabled in Parliament on 8 February 2022 and referred to the Joint Standing Committee on Treaties (JSCOT). The JSCOT inquiry into the A-UKFTA lapsed when the House of Representatives

was dissolved. ss 33(a)(iii), 47C(1), 47E(d)

The A–UKFTA itself includes a reciprocal commitment to waive labour market testing for certain categories of temporary entrants. ss 33(a)(iii), 47C(1), 47E(d)

The UK Government introduced implementing legislation (Trade Bill) on 11 May to progress the UK's ratification of the Agreement.

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

The previous government announced on 17 March 2022 it would pursue an agreement with the United Arab Emirates (UAE). ss 33(a)(iii), 47C(1), 47E(d)

Australia is the largest supplier of live sheep to several Middle Eastern countries.  
ss 33(a)(iii), 47C(1), 47E(d)

Page 23 exempt under ss 33(a)(iii), 47C(1), 47E(d)

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

An update to the Varghese Report, published in March 2022, presented a five-year action plan in response to evolving opportunities, sharper geostrategic competition, the growing strength of the bilateral relationship, and key economic reforms in India. ss 33(a)(iii), 47C(1), 47E(d)



Page 25 exempt under ss 33(a)(iii), 47C(1), 47E(d)



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

Australia was Indonesia's 15th largest source of FDI in 2021 (China has moved up to be second, after Singapore).

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

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

Australia held the inaugural Strategic Commercial Dialogue in March 2022 with Commerce Secretary Raimondo. ss 33(a)(iii), 47C(1), 47E(d)

PACER Plus is a development-focused FTA, which is currently in force for Australia, New Zealand and seven Pacific Island countries (Cook Islands, Kiribati, Niue, Samoa, Solomon Islands, Tonga and Tuvalu). ss 33(a)(iii), 47C(1), 47E(d)

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

Fiji has joined IPEF as an inaugural member. ss 33(a)(iii), 47C(1), 47E(d)

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

The Australian Infrastructure Financing Facility for the Pacific (AIFFP) is the key vehicle for supporting Pacific infrastructure, delivering up to \$3 billion in loan financing through EFA and up to \$500 million in grants. To date, the AIFFP has finalised deals for ten major projects totalling almost \$1 billion and has a pipeline totalling around \$2 billion. ss 33(a)(iii), 47C(1), 47E(d)

The JSI is a plurilateral trade agreement, agreed among participants

in December 2021, that will reduce red tape and regulatory costs for services exporters (e.g. under the JSI, countries commit to ensuring licensing processes for service providers are transparent and timely). It is forecast to lead to global trade cost savings of USD150 billion annually.

The previous government publicly committed to submitting our JSI commitments to the WTO by 2 December 2022. **ss 33(a)(iii), 47C(1), 47E(d)**

Trade-related economic coercion, non-market practices and other unfair trade measures undermine the competitiveness of Australian business and the rules-based multilateral trading system. **ss 33(a)(iii), 47C(1), 47E(d)**

The OECD is growing in importance as a multilateral economic institution with research and rule-making authority. **ss 33(a)(iii), 47C(1), 47E(d)**



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

The Parliamentary Joint Standing Committee on Foreign Affairs, Defence and Trade tabled its report: *Expanding the membership of the Comprehensive and Progressive Trans-Pacific Partnership* on 10 February 2022. Its recommendations included encouraging China to end its coercive trade measures against Australia, re-engaging in ministerial dialogue, and demonstrating an ability to commit to the CPTPP's high standards, prior to Australia supporting the commencement of an accession process. Further, the Committee recommended Australia facilitate Taiwan's accession to the CPTPP and consider negotiating a bilateral free trade agreement with Taiwan concurrently.

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

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

Investment Treaties (BITs). ss 33(a)(iii) and 47E(d)  
will the EU FTA. ss 33(a)(iii), 47C(1), 47E(d)

Australia has ISDS in ten FTAs and in 15 Bilateral  
The UK and India FTAs do not include ISDS, nor

The previous Government agreed to a review of Australia's BITs to secure Labor's support for legislation to bring into force trade agreements with Indonesia, Hong Kong and Peru. Australia's 14 unamended BITs contain older-style investment obligations and investor-state dispute settlement (ISDS) provisions ss 33(a)(iii), 47C(1), 47E(d)

Page 33 exempt under ss 33(a)(iii), 47C(1), 47E(d)

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

the Australia-Singapore Green Economy Agreement (GEA). Commenced in 2021, ss 33(a)(iii), 47C(1), 47E(d)

The GEA will reduce barriers to trade in environmental goods and services, foster convergence on regulations and standards, and explore new opportunities in green growth sectors by deepening cooperation on low-emissions solutions, hydrogen, sustainable transport fuels and renewable energy.

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

As Minister for Trade, you have authority for EFA under the *Export Finance and Insurance Act 1991*. ss 33(a)(iii), 47C(1), 47E(d)

Developing countries require technical assistance to engage in trade and environment discussions and to implement policies and approaches that support their green and inclusive growth objectives. ss 33(a)(iii), 47C(1), 47E(d)

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

Australia has a range of bilateral energy dialogues and partnerships with key bilateral partners and export markets (e.g. Japan, India, Indonesia). ss 33(a)(iii), 47C(1), 47E(d)

the Sydney Energy Forum on 12–13 July, organised by PM&C. The Forum was initiated by Australia in 2021, with support from Quad leaders, and aims to facilitate the clean energy transition in the Indo-Pacific.

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

## GETTING ON WITH GOVERNMENT BUSINESS

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



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

Australia's Export Credit Agency, EFA, is undertaking a recruitment process to replace outgoing CEO and Managing Director, Swati Dave. Ms Dave's term is due to expire on 3 July 2022. Consistent with the *Export Finance and Insurance Corporation Act 1991*, the EFA Board appoints the EFA CEO and is required to consult with you on the appointment. ss 33(a)(iii), 47C(1), 47E(d)





## BUILDING THE CAPABILITY TO DELIVER THE AGENDA

Australia's ability to influence the reshaping of our region is highly dependent on the capability of our foreign service. Our diplomatic capability is the key means by which the department puts foreign and trade policy into practice.

A dedicated Capability Taskforce within the Chief Operating Officer Group has been stood up to drive the development of a capability framework to support delivery of this outcome.

The capability framework will be built around the following four 'core capabilities':

- Foreign policy
- Development policy and programs
- Trade and investment policy
- Consular and corporate

The capability framework will articulate the capabilities, skills and experiences that staff need to successfully operate across the breadth of job roles in the department.

The department has around 6,100 staff, with some 2,937 of these deployed at any one time in the overseas network of 122 Posts in 85 countries. The department is investing in ensuring that it has sustainable capability in its workforce to meet both current and future challenges.

The capability framework will support succession planning for Head of Mission and Head of Post roles and will support better targeting of language training, which for some Posts is a critical skill required to operate effectively in country.

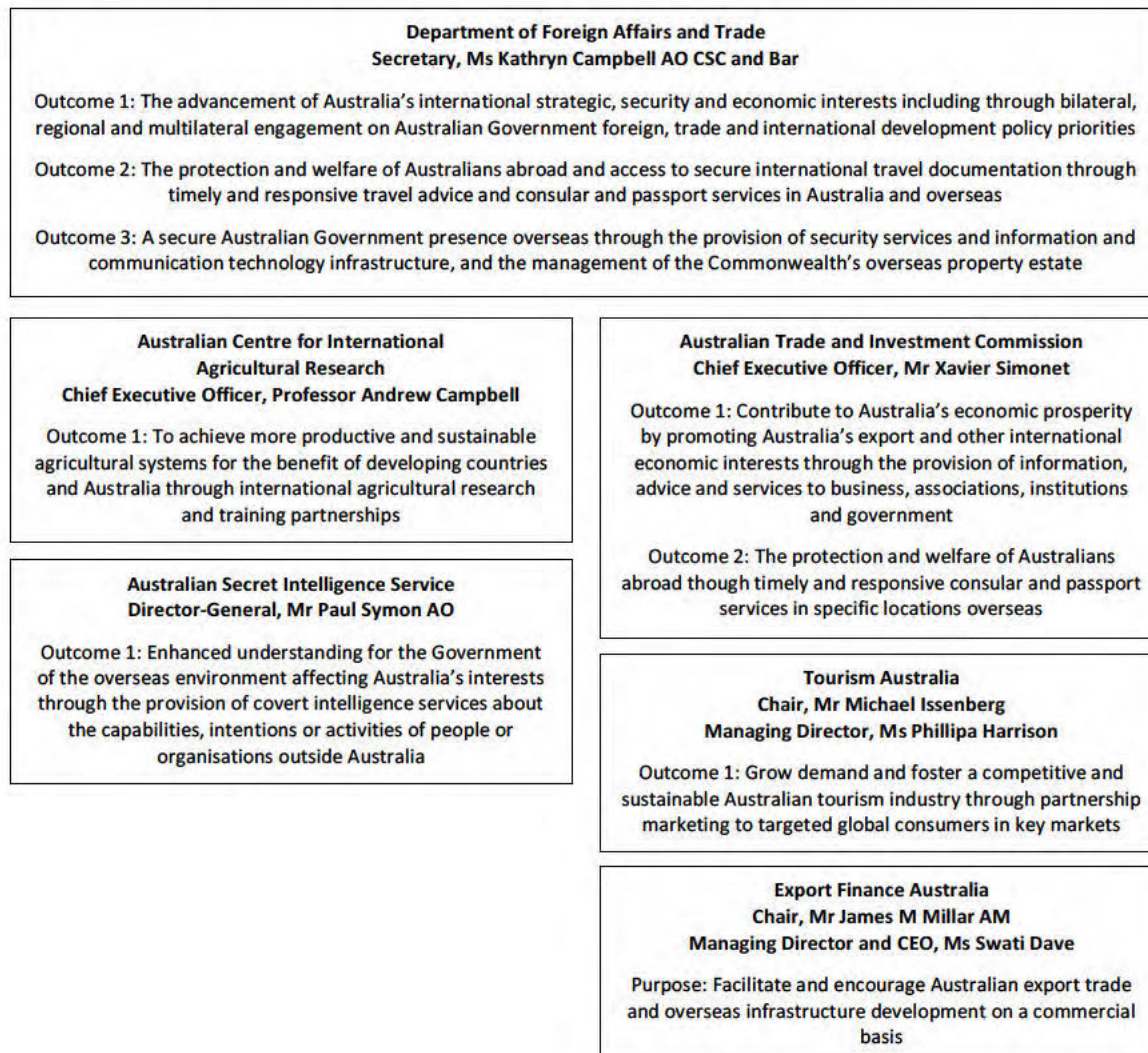
While the capability framework will be particularly important in underpinning sustainable capability within the overseas network, it will be applied across the department's entire workforce to build talent pipelines and to support succession planning.

Integrating these core capabilities into our workforce arrangements will underpin the department's ability to attract, develop and retain a workforce that is capable of delivering on the Government's priorities now and into the future.

## APPENDIX 1 – PORTFOLIO OVERVIEW

The Foreign Affairs and Trade Portfolio consists of the Department of Foreign Affairs and Trade (DFAT, 'the department'), the Australian Trade and Investment Commission (Austrade), the Australian Centre for International Agricultural Research (ACIAR), the Australian Secret Intelligence Service (ASIS), Tourism Australia and Export Finance Australia (EFA).

*Figure 3 – Foreign Affairs and Trade portfolio structure and outcomes*







## Department of Foreign Affairs and Trade (DFAT)

DFAT makes Australia stronger, safer and more prosperous by providing global diplomatic and influencing capability. DFAT leads the development of Australia's international and strategic policy advice and provides timely and responsive consular and passport services.

To achieve this purpose, DFAT has three key outcomes (see Figure 3: Foreign Affairs and Trade portfolio structure and outcomes) and priorities as detailed in DFAT's 2021–22 Corporate Plan.

DFAT's work is guided by the 2017 Foreign Policy White Paper, which sets out a comprehensive framework to advance Australia's security and prosperity in accordance with our values.

DFAT works with the Australian Public Service to shape a stable and prosperous regional and global environment by leveraging Australia's engagement with bilateral and regional partners and multilateral institutions.

The department has seven priorities as outlined in its Corporate Plan 2021-22:

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

## Australian Trade and Investment Commission (Austrade)

Austrade's purpose is to deliver quality services and programs to businesses to grow Australia's prosperity across trade, investment, tourism and international education.

To achieve this purpose, Austrade has two key outcomes (see Foreign Affairs and Trade portfolio structure and outcomes). Austrade achieves these outcomes by:

1. working with exporters, investors, the tourism industry, government and industry representatives to drive sustained long-term growth through exports and international expansion, and attracting productive foreign investment;
2. reducing the time, cost and risk for our clients by providing authoritative commercial insights and information to help them make informed business decisions; and
3. collaborating closely with state and territory governments and other Commonwealth Government entities to inform and influence policy supporting positive trade and investment outcomes.

Austrade, alongside the department, promotes the opportunities created by free trade agreements (FTAs) and the reduction in non-tariff barriers. Austrade also administers schemes like the Export Market Development Grants (EMDG) Scheme and several tourism programs. These complement its work on policy, projects, programs and research to strengthen Australia's tourism industry and grow Australia's share of the international tourism market.





## Australian Secret Intelligence Service (ASIS)

Through ASIS, the portfolio will continue to enhance the Government's understanding of the overseas environment affecting Australia's vital interests and take appropriate action, consistent with applicable legislation, to protect identified interests.

## Australian Centre for International Agricultural Research (ACIAR)

ACIAR supports Australia's national interests by contributing to poverty reduction and improved livelihoods through more productive and sustainable agriculture emerging from collaborative international research.

The ACIAR mandate is to amplify the impact of Australia's outstanding capabilities in agricultural science by brokering and funding agricultural research for development partnerships in developing countries. The agency works with public and private research institutions to improve the productivity and sustainability of agricultural systems and the resilience of food systems in partner countries, with a particular focus on Papua New Guinea and Pacific island countries, and also in East Asia, South and West Asia and Eastern and Southern Africa.

## Tourism Australia

Tourism Australia is Australia's national tourism marketing organisation. It works to promote Australia internationally as a compelling tourism destination for leisure and business events travel. The outcome of Tourism Australia's activities is to grow demand and foster a competitive and sustainable Australian tourism industry through partnership marketing to targeted global consumers in key markets.

## Export Finance Australia (EFA)

EFA provides financing solutions for Australian exporters and overseas infrastructure development that delivers benefits to Australia. As the Australian Government's export credit agency, EFA is an integral part of Australia's international trade focus –supporting businesses, jobs and the community. EFA plays a critical role for its customers and partners by using its commercial financing capability to support viable exporters and overseas infrastructure development when financing from the private sector is unavailable. EFA works closely with banks and other financial institutions to encourage and catalyse private market financing, and partners with DFAT and Austrade in the delivery of these services.

EFA also manages the National Interest Account on behalf of the Australian Government, which includes the Critical Minerals Facility, Defence Export Facility and loans delivered under the Australian Infrastructure Financing Facility for the Pacific. EFA also provides support to other Commonwealth Government entities such as the Northern Australia Infrastructure Facility and National Housing Finance and Investment Corporation.

EFA does not appear in the Portfolio Budget Statements as it is not part of the general government sector.





## Administrative Arrangements Orders

Administrative Arrangements Orders (AAOs) specify the subject matters and the legislation dealt with by particular government departments and Ministers. The current Administrative Arrangements orders were made on 18 March 2021, and updated on 2 July 2021:

### PART 6 THE DEPARTMENT OF FOREIGN AFFAIRS AND TRADE

#### Matters dealt with by the Department

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

Development and co-ordination of international climate change policy

International climate change negotiations

#### Legislation administered by the Minister

*Anti-Personnel Mines Convention Act 1998*

*Australian Centre for International Agricultural Research Act 1982*

*Australian Civilian Corps Act 2011*

*Australian Passports Act 2005*

*Australian Passports (Application Fees) Act 2005*

*Australian Trade and Investment Commission Act 1985*

*Australia's Foreign Relations (State and Territory Arrangements) Act 2020*

*Autonomous Sanctions Act 2011*

*Charter of the United Nations Act 1945*

*Chemical Weapons (Prohibition) Act 1994*

*Civil Nuclear Transfers to India Act 2016*

*Comprehensive Nuclear-Test-Ban Treaty Act 1998*

*Consular Fees Act 1955*

*Consular Privileges and Immunities Act 1972*

*Diplomatic and Consular Missions Act 1978*

*Diplomatic Privileges and Immunities Act 1967*

*Export Finance and Insurance Corporation Act 1991*

*Export Finance and Insurance Corporation (Transitional Provisions and Consequential Amendments) Act 1991*

*Export Market Development Grants Act 1997*

*Export Market Development Grants (Repeal and Consequential Provisions) Act 1997*

*Foreign Passports (Law Enforcement and Security) Act 2005*

*Intelligence Services Act 2001, except to the extent administered by the Prime Minister, the Minister for Defence and the Minister for Home Affairs*

*International Criminal Court Act 2002, Parts 11 and 12 of Schedule 1*

*International Development Association Act 1960*

*International Fund for Agricultural Development Act 1977*

*International Organisations (Privileges and Immunities) Act 1963*

*Nauru Independence Act 1967*

*Nuclear Non-Proliferation (Safeguards) Act 1987*

*Nuclear Safeguards (Producers of Uranium Ore Concentrates) Charge Act 1993*

*Official Development Assistance Multilateral Replenishment Obligations (Special Appropriation) Act 2020*

*Overseas Missions (Privileges and Immunities) Act 1995*

*Papua New Guinea Independence Act 1975*

*Papua New Guinea (Staffing Assistance) Act 1973, except to the extent administered by the Minister for Finance*



*Registration of Deaths Abroad Act 1984*

*Security Treaty (Australia, New Zealand and the United States of America) Act 1952*

*South Pacific Nuclear Free Zone Treaty Act 1986*

*Tourism Australia Act 2004*

*Trade Representatives Act 1933*

*United Nations Educational, Scientific and Cultural Organization Act 1947*

*United States Naval Communications Station Agreement Acts*

*US Free Trade Agreement Implementation Act 2004*

## Departmental Staffing and Budget

### Staffing Profile

Since 2018-19 DFAT's ASL cap has increased by 322 (as at 2022-23 Budget):

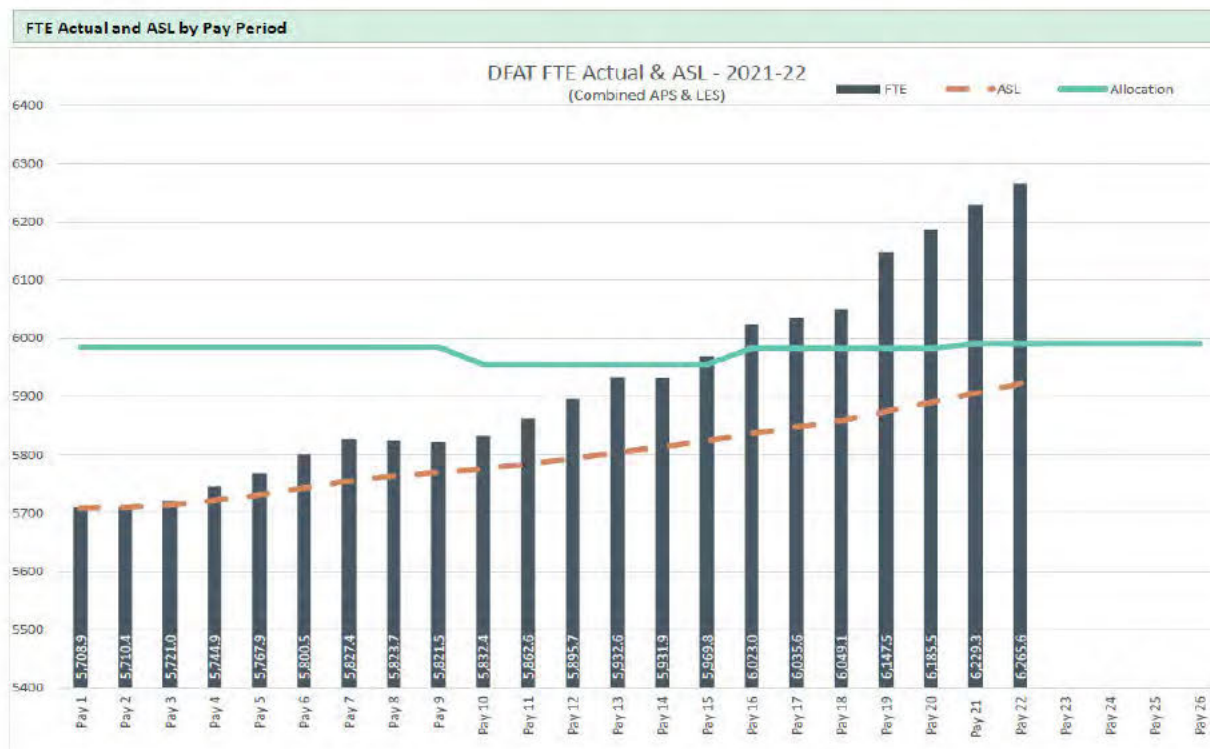
Financial Year	2018-19	2019-20	2020-21	2021-22	2022-23
ASL Cap	5,751	5,810	5,896	5,990#	6,103**
ASL Achievement	5,609	5,597	5,670	5,990*	-

\* Estimate, \*\* Budget Paper 4, page 156, # Unadjusted for Austrade transfer of 30 ASL.

However, prior to 2021-22, the department had consistently performed below its agreed ASL Cap, and was therefore not fully utilising the funding that had been provided. The department has undertaken a number of actions in 2021-22 to address this:

- Multiple "bulk recruitment" rounds from APS5 to SES Band 1 levels
- Lateral transfers from other APS agencies
- Increased the annual Graduate intake from 40 to 100 each year

Since July 2021 the department has engaged an additional 910 APS employees, with 342 employees having departed in the same period. The cumulative effect of this recruitment has seen the department's ASL increase by over 300 in 2021-22, with the department on track to fully utilise its ASL in 2022-23.



## DFAT Diversity

While the department has made strong improvements in the representation of females in the workplace, further work is required to lift diversity representation, particularly in relation to employees from diverse cultural and linguistic backgrounds and Aboriginal and Torres Strait Islander employees.

	Age 55 years and older	
	Headcount (APS)	% of APS
DFAT	619	14%
Whole of APS	-	19%
	Female	
	Headcount (APS)	% of APS
DFAT	2635	60%
Whole of APS	-	60%
	Aboriginal & Torres Strait Islander	
	Headcount (APS)	% of APS
DFAT	125	2.8%
Whole of APS	-	3.5%
	Non-English Speaking Background	
	Headcount (APS)	% of APS
DFAT	562	13%
Whole of APS	-	15%
	Disability	
	Headcount (APS)	% of APS
DFAT	163	4%
Whole of APS	-	4%

HOM/HOPs		
Total (inclusive of 13 Chargés)	113	
Female	52	46%
Male	61	54%





In relation to the employment of Aboriginal and Torres Strait islander staff, the department participates in two whole-of-government programs facilitated by other APS agencies:

- Indigenous Australian Government Development Program – Department of Educations, Skills and Employment
- Indigenous Apprenticeship Program - Services Australia

In addition the Department of Defence facilitates a Graduate intake for Aboriginal and Torres Strait Islander people which DFAT draws candidates from.

The department also has access to mechanisms under the Australian Public Service Commissioner Directions 2016 to advertise roles specifically for Aboriginal and Torres Strait Islander people (affirmative measures).

To support an increase in Indigenous employment outcomes, the department will be increasing its investments in each of these programs.

The department's increased investment in the graduate program provides an opportunity to continue to increase our diversity. As an example, in the intake for the 2022 program, 48% of new graduates identified as being from a diverse cultural and linguistic background compared to 14% in the 2021 intake.

## Budget

The department's budget has increased from \$6.6 billion at 2019-20 MYEFO to \$7.1 billion at 2022-23 Budget.

### Resourcing Estimates 2019-20 Budget to 2022-23 Budget

	2019-20 MYEFO Estimated Outcome	2020-21 Budget	2020-21 MYEFO Estimated Outcome	2021-22 Budget	2021-22 MYEFO Estimated Outcome	2021-22 Budget	2021-22 MYEFO Estimated Outcome	2022-23 Budget	2022-23 MYEFO Estimated Outcome	2022-23 Budget
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Departmental Appropriation OPEX	1,556,444	1,687,947	1,687,947	1,687,947	1,807,756	1,807,756	1,811,662	1,897,337	1,811,662	1,897,337
Departmental Appropriation CAPEX	43,546	93,500	93,500	93,500	152,671	152,671	152,761	62,203	152,761	62,203
<b>Total Departmental Appropriations</b>	<b>1,599,990</b>	<b>1,781,447</b>	<b>1,781,447</b>	<b>1,781,447</b>	<b>1,960,417</b>	<b>1,960,417</b>	<b>1,964,423</b>	<b>1,959,540</b>	<b>1,964,423</b>	<b>1,959,540</b>
Administered Appropriation OPEX	3,971,736	3,991,328	4,251,788	4,091,569	4,091,569	4,091,569	4,091,569	4,291,656	4,091,569	4,291,656
Administered Appropriation CAPEX#	605,072	6,704	6,704	5,897	5,897	5,897	5,897	7,548	5,897	7,548
Administered Special Appropriations	1,859	305,191	305,191	330,945	330,945	330,945	330,945	340,839	330,945	340,839
Administered Appropriations - Tourism										
Australia funding	139,534	139,445	139,445	135,347	135,347	135,347	135,347	139,643	135,347	139,643
<b>Total Administered Appropriations</b>	<b>4,718,201</b>	<b>4,442,668</b>	<b>4,703,128</b>	<b>4,563,758</b>	<b>4,563,758</b>	<b>4,563,758</b>	<b>4,563,758</b>	<b>4,779,686</b>	<b>4,563,758</b>	<b>4,779,686</b>
<b>Total Appropriation Revenue</b>	<b>6,318,191</b>	<b>6,224,115</b>	<b>6,484,575</b>	<b>6,524,185</b>	<b>6,524,185</b>	<b>6,524,185</b>	<b>6,528,181</b>	<b>6,739,226</b>	<b>6,528,181</b>	<b>6,739,226</b>
Departmental External Revenue	133,949	139,445	133,949	132,632	132,632	132,632	132,632	132,700	132,632	132,700
<b>Total External Revenue</b>	<b>133,949</b>	<b>139,445</b>	<b>133,949</b>	<b>132,632</b>	<b>132,632</b>	<b>132,632</b>	<b>132,632</b>	<b>132,700</b>	<b>132,632</b>	<b>132,700</b>
<b>TOTAL REVENUE</b>	<b>6,452,140</b>	<b>6,363,560</b>	<b>6,618,524</b>	<b>6,656,817</b>	<b>6,656,817</b>	<b>6,656,817</b>	<b>6,660,813</b>	<b>6,871,926</b>	<b>6,660,813</b>	<b>6,871,926</b>
Page References	[p. 68, BP4: 2020-21 Budget]		[p. 67, BP4: 2021-22 Budget]		[p. 70, BP4: 2022-23 Budget]					
Overseas Property Special Account - Payments *	188,000	212,000	215,000	223,000			282,000	231,000		
Page References	[p. 141, BP4: 2020-21 Budget]		[p. 139, BP4: 2021-22 Budget]		[p. 138, BP4: 2022-23 Budget]					
<b>TOTAL RESOURCING +</b>	<b>6,640,140</b>	<b>6,575,560</b>	<b>6,833,524</b>	<b>6,879,817</b>	<b>6,879,817</b>	<b>6,879,817</b>	<b>6,942,813</b>	<b>7,102,926</b>	<b>6,942,813</b>	<b>7,102,926</b>

# Reduction in CAPEX and increase in Special Appropriations over the FEs reflect the passage of the Multilateral Replenishment Obligations Special Appropriations Act in June 2020.

\* Fluctuations include estimated cashflows relating to major projects such as the Washington Chancery

+ Excludes prior-year appropriations available for use in each Budget-year



## Overseas Network Summary

The Australian Government's **overseas network** consists of **122 posts** across 85 countries (113 managed by DFAT, 9 managed by Austrade):

This figure does not include our first pop up Embassy (Tallinn) now operating as a virtual post with an Ambassador residing outside Estonia, nor our Interim Mission to Afghanistan, based in Doha.

Nine consular posts are managed by Austrade: Sao Paulo, Toronto, Frankfurt, Milan, Osaka, Auckland, Dubai, Houston and San Francisco

Since July 2013, the **number of DFAT managed posts** has **increased by 21 posts**. A further three posts are scheduled to open in 2022 and 2023:

Location	Post Type	Scheduled to be Opened
Bern (Switzerland)	Embassy	2022
Bengaluru (India)	Consulate-General	2023
Malé (Maldives)	High Commission	2023

Australian posts are co-located in eight locations (of which we host others in three locations). A ninth co-location is scheduled to commence in mid-2022 with Canada:

Post	Host Country	Co-locator
Bali	Australia	United Kingdom
Kolkata	United Kingdom	Australia
Kyiv	Canada	Australia
Vientiane	Australia	Canada
Rabat	Canada	Australia
Suva	Australia	Canada (to commence mid 2022)
Rarotonga	New Zealand	Australia
Alofi	New Zealand	Australia
Baghdad	Australia	Denmark

Australia has signed a Co-location Memorandum of Understanding with the United Kingdom, New Zealand and Canada **ss 33(a)(iii), 47C(1), 47E(d)**

Australia has a co-location arrangement with Denmark in Baghdad ss 33(a)(iii), 47C(1), 47E(d)

DFAT makes up just under half of all overseas Australian Government employees staff (DFAT as at 30 March 2022, Other Agencies as at 31 December 2021):

	APS	LES	Total
DFAT	889	2048	2937
Other agencies	1,284	1,712	2,996
Total	2,173	3,760	5,933

ss 33(a)(iii), 47E(d)



ss 33(a)(iii), 47E(d)

The department's overseas portfolio comprises of **119 owned properties** (including offices, residences and compounds) with a combined value of over \$3 billion.

DFAT **leases more than 920 properties** (including offices, residences and compounds) across 88 countries.

## Overseas Network – by location (as at 16 May 2022)

Australian Government Embassies, High Commissions, Consulates, Multilateral Missions and Representative Offices managed by DFAT and Austrade

Location	City	Type	Head of Mission / Post
Argentina	Buenos Aires	Embassy	Brett Hackett
Austria	Vienna	Embassy and Permanent Mission to the United Nations	Richard Sadleir
Bangladesh	Dhaka	High Commission	Jeremy Bruer
Belgium	Brussels	Embassy and Mission to the European Union	Caroline Millar
Brazil	Brasilia	Embassy	Grant Morrison (A/g)
	São Paulo	Consulate-General*	John Prowse
Brunei Darussalam	Bandar Seri Begawan	High Commission	Luke Arnold
Cambodia	Phnom Penh	Embassy	Pablo Kang
Canada	Ottawa	High Commission	Scott Ryan
	Toronto	Consulate-General*	Josh Riley
Chile	Santiago	Embassy	Todd Mercer
China	Beijing	Embassy	Graham Fletcher
	Chengdu	Consulate-General	Adelle Neary
	Guangzhou	Consulate-General	Michael Sadleir
	Hong Kong	Consulate-General	Elizabeth Ward
	Shanghai	Consulate-General	Dominic Trindade
	Shenyang	Consulate-General	Eu-Niz Chan (A/g)
Colombia	Bogotá	Embassy	Erika Thompson
Cook Islands	Rarotonga	High Commission	Christopher Watkins
Croatia	Zagreb	Embassy	Andrea Biggi (A/g)
Cyprus	Nicosia	High Commission	Fiona McKergow
Denmark	Copenhagen	Embassy	Kerin Ayyalarju

Egypt	Cairo	Embassy	Glenn Miles
Ethiopia	Addis Ababa	Embassy	Julia Niblett
Federated States of Micronesia	Pohnpei	Embassy	Jo Cowley
Fiji	Suva	High Commission	John Feakes
France	Paris	Embassy and Permanent Delegation to UNESCO	Gillian Bird
	Paris	Delegation to the OECD	Brendan Pearson
French Polynesia (France)	Papeete	Consulate-General	Claire Scott
Germany	Berlin	Embassy	Phillip Green
	Frankfurt	Consulate-General*	Anna Fedeles
Ghana	Accra	High Commission	Leann Johnston (A/g)
Greece	Athens	Embassy	Arthur Spyrou
India	New Delhi	High Commission	Barry O'Farrell
	Chennai	Consulate-General	Sarah Kirlew
	Kolkata	Consulate-General	Rowan Ainsworth
	Mumbai	Consulate-General	Peter Truswell
Indonesia	Jakarta	Embassy	Penny Williams
	Jakarta ASEAN	Mission	Will Nankervis
	Bali (Denpasar)	Consulate-General	Anthea Griffin
	Makassar	Consulate-General	Bronwyn Robbins
	Surabaya	Consulate-General	Fiona Hoggart
Iran	Tehran	Embassy	Lyndall Sachs
Iraq	Baghdad	Embassy	Paula Ganly
Ireland	Dublin	Embassy	Gary Gray
Israel	Tel Aviv	Embassy	Paul Griffiths
Italy	Rome	Embassy and Permanent Mission to the FAO	Margaret Twomey



	Milan	Consulate-General*	Naila Mazzucco
Japan	Tokyo	Embassy	Jan Adams
	Osaka	Consulate-General*	Trevor Holloway
Jordan	Amman	Embassy	Bernard Lynch
Kenya	Nairobi	High Commission	Luke Williams
Kiribati	Tarawa	High Commission	David Yardley
Korea, Republic of	Seoul	Embassy	Cathy Raper
Kuwait	Kuwait City	Embassy	Jonathan Gilbert
Laos	Vientiane	Embassy	Paul Kelly
Lebanon	Beirut	Embassy	Andrew Barnes
Malaysia	Kuala Lumpur	High Commission	Justin Lee
Malta	Malta	High Commission	Jenny Cartmill
Marshall Islands, Republic of the	Majuro	Embassy	Brek Batley
Mauritius	Port Louis	High Commission	Kate O'Shaughnessy
Mexico	Mexico City	Embassy	Remo Moretta
Mongolia	Ulaanbaatar	Embassy	Neil Sanderson (A/g)
Morocco	Rabat	Embassy	Michael Cutts
Myanmar	Yangon	Embassy	Michele Forster (A/g)
Nauru	Nauru	High Commission	Helen Cheney
Nepal	Kathmandu	Embassy	Felicity Volk
Netherlands	The Hague	Embassy	Matthew Neuhaus
New Caledonia (France)	Noumea	Consulate-General	Steven Barraclough (A/g)
New Zealand	Wellington	High Commission	Harinder Sidhu
	Auckland	Consulate-General*	Craig Knowles
Nigeria	Abuja	High Commission	Jonathan Ball (A/g)
Niue	Alofi	High Commission	Louise Ellerton

Pakistan	Islamabad	High Commission	Joanne Frederiksen (A/g)
Palau, Republic of	Koror	Embassy	Richelle Turner
Palestinian Territories	Ramallah	Australian Representative Office	Edward Russell
Papua New Guinea	Port Moresby	High Commission	Jon Philp
	Lae	Consulate-General	Mark Foxe
Peru	Lima	Embassy	Maree Ringland
Philippines	Manila	Embassy	Steven Robinson
Poland	Warsaw	Embassy	Lloyd Brodrick
Portugal	Lisbon	Embassy	Claire Rochecouste
Qatar	Doha	Embassy	Jonathan Muir
Russia	Moscow	Embassy	Graeme Meehan
Samoa	Apia	High Commission	Emily Luck
Saudi Arabia	Riyadh	Embassy	Mark Donovan
Serbia	Belgrade	Embassy	Daniel Emery
Singapore	Singapore	High Commission	Will Hodgman
Solomon Islands	Honiara	High Commission	Lachlan Strahan
South Africa	Pretoria	High Commission	Gita Kamath
Spain	Madrid	Embassy	Sophia McIntyre
Sri Lanka	Colombo	High Commission	David Holly
Sweden	Stockholm	Embassy	Bernard Philip
Switzerland	Geneva	Permanent Mission to the United Nations	Amanda Gorely
	Geneva	Permanent Mission to the WTO and Consulate-General	George Mina
Taiwan	Taipei	Australian Representative Office	Jenny Bloomfield
Thailand	Bangkok	Embassy and Permanent Mission to ESCAP	Allan McKinnon



	Phuket	Consulate-General	Matthew Barclay
Timor-Leste	Dili	Embassy	Bill Costello
Tonga	Nuku'alofa	High Commission	Rachael Moore
Trinidad and Tobago	Port of Spain	High Commission	Bruce Lendon
Turkey	Ankara	Embassy	Miles Armitage
	Çanakkale	Consulate	Lucas Robson
	Istanbul	Consulate-General	Antoinette Merrillees (A/g)
Tuvalu	Funafuti	High Commission	Robin McKenzie
Ukraine	Kyiv	Embassy	Bruce Edwards
United Arab Emirates	Abu Dhabi	Embassy	Heidi Venamore
	Dubai	Consulate-General*	Ian Halliday
United Kingdom	London	High Commission	Lynette Wood (A/g)
United States of America	Washington DC	Embassy	Arthur Sinodinos
	Chicago	Consulate-General	Emma Buckham (A/g)
	Honolulu	Consulate-General	Andrea Gleason
	Houston	Consulate-General*	Benson Saulo
	Los Angeles	Consulate-General	Jane Duke
	New York	Consulate-General	Nick Greiner
	New York	Permanent Mission to the United Nations	Mitchell Fifield
	San Francisco	Consulate-General*	Nick Nichles
Vanuatu	Port Vila	High Commission	Heidi Bootle
Vatican City	Vatican City	Embassy to the Holy See	Chiara Porro
Vietnam	Hanoi	Embassy	Robyn Mudie
	Ho Chi Minh City	Consulate-General	Sarah Hooper
Zimbabwe	Harare	Embassy	Bronte Moules

\* Posts managed by Austrade and providing consular services

In Ramallah, the Australian Government maintains the Australian Representative Office	Edward Russell
In Taipei, the Australian Office represents Australian interests in Taiwan in the absence of formal relations	Jenny Bloomfield
Tallin, Estonia is a prototype pop-up Embassy that physically opens only for short periods. The mission is accredited with a non-resident Ambassador.	Genevieve Clune





## Consulates headed by Honorary Consuls

Region	Country	City	Responsible Post	Name	Status
Africa	Angola	Luanda	Pretoria	Mr Clive Paul de Souza	Operating
	ss 33(a)(iii), 47E(d)				
	Cameroon	Yaounde	Abuja	Dr Diane Acha-Morfaw	Operating
	Madagascar	Antananarivo	Port Louis	Mr Scott Reid	Operating
	Malawi	Lilongwe	Harare	Ms Fiona Peacey	Operating
	Mozambique	Maputo	Pretoria	Ms Michelle Smith	Operating
	Namibia	Windhoek	Pretoria	Mr Edward Humphrey	Operating
	Nigeria	Lagos	Abuja	Mr Alan Davies	Operating
	Uganda	Kampala	Nairobi	Mr Patrick Bitature	Operating
Asia	Zambia	Lusaka	Harare	Vacant	
	Kazakhstan	Almaty	Moscow	Mr Paul Kohn	Operating
	Malaysia	Kota Kinabalu	Kuala Lumpur	Mr Andrew Sim Men Kin	Operating
	Malaysia	Kuching	Kuala Lumpur	Dr Philip Ting	Operating
	Malaysia	Penang	Kuala Lumpur	Dato' Dr Lim Huat Bee	Operating
	ss 33(a)(iii), 47E(d)				
	Thailand	Chiang Mai	Bangkok	Mr Ron Elliot	Operating

Caribbean	Barbados	St James / Bridgetown	Port of Spain	Mr Stuart Gardiner	Operating
	The Bahamas	Nassau	Port of Spain	Vacant	Temporarily Closed
	Jamaica	Kingston	Port of Spain	Mrs Marjory Kennedy	Operating
Central /South America	Bolivia	La Paz	Lima	Dr Cristina Fernandez	Operating
	Brazil	Rio de Janeiro	Brasilia	Dr Ronaldo Veirano	Operating
	Costa Rica	San Jose	Mexico City	Mr Javier Escalante Madrigal	Operating
	Ecuador	Guayaquil	Santiago	Mr Pablo Emilio Vasconez	Operating
	El Salvador	San Salvador	Mexico City	Ms Elena Maria de Alfaro	Operating
	Guatemala	Guatemala City	Mexico City	Ms Maya Fledderjohn Ritter	Operating
	Honduras	Tegucigalpa	Mexico City	Mr Miguel Nasser	Operating
	Mexico	Cancun	Mexico City	Mr Javier Olvera Silveira	Operating
	Nicaragua	Managua	Mexico City	Mr Sergio Dayan Rios Molina	Operating
	Panama	Panama City	Mexico City	Ms Elizabeth Back	Operating
	Paraguay	Asuncion	Buenos Aires	Mr Yan Speranza	Operating
	Uruguay	Montevideo	Buenos Aires	Dr Alfredo Taullard	Operating



Europe	Bosnia-Herzegovina	Sarajevo	Vienna	Ms Elvedina Busuladzic	Operating
	Bulgaria	Sofia	Athens	Ms Indiana Trifonova	Operating
	Czech Republic	Prague *	Warsaw	Ms Jana Kvasnicova	Operating
	Estonia	Tallinn	Stockholm	Mr Mati Peekma	Operating
	Finland	Helsinki	Stockholm	Ms Anja Aalto	Operating
	Latvia	Riga	Stockholm	Mr Toby Moore	Operating
	Lithuania	Vilnius	Warsaw	Mr Antonio Meschino	Operating
	North Macedonia	Skopje	Belgrade	Mr Zoran Kostovski	Operating
	Romania	Bucharest	Athens	Ms Mihaela Nicola	Operating
	Russia	St Petersburg	Moscow	Mr Sebastian Fitzlyon	Operating
	Slovenia	Ljubljana	Vienna	Mr Viktor Baraga	Operating
	Spain	Barcelona	Madrid	Mr John Rochlin	Operating
Middle East	ss 33(a)(iii), 47E(d)				
	Saudi Arabia	Jeddah	Riyadh	Dr Talal Ali H. A-Shair	Operating
North America	Canada	Vancouver *	Ottawa	Mr Kevin Lamb	Operating
	USA	Denver	Los Angeles	Mr James Waddell	Operating
	USA	Miami	Washington	Mr Don Slesnick	Operating

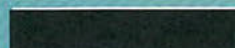
\* Austrade-managed consulate ss 33(a)(iii), 47E(d)







**THE HON PAT CONROY MP  
MINISTER FOR INTERNATIONAL  
DEVELOPMENT AND THE PACIFIC  
INCOMING MINISTERIAL BRIEF**



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[REDACTED]

## TAKING FORWARD THE GOVERNMENT'S AGENDA

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

[REDACTED]



## RELEVANT ELECTION COMMITMENTS

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



## DEVELOPMENT POLICY

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



[REDACTED]

[REDACTED]



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

Climate finance is a key pillar of the Paris Agreement. Australia's announcement in November 2021 to increase its climate finance target for 2020-25 to \$2 billion ss 33(a)(iii), 47C(1), 47E(d)

In the Pacific, Australia's climate finance has focused on supporting adaptation and resilience. At least \$700 million of the \$2 billion target will be expended in the Pacific. ss 33(a)(iii), 47C(1), 47E(d)

In Southeast Asia, Australia's focus is supporting the clean energy transition. DFAT's portfolio of development finance mechanisms is demonstrating how ODA can play a catalytic role in drawing private capital into these markets. ss 33(a)(iii), 47C(1), 47E(d)





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

DFAT has built substantial internal health expertise – notably through the Indo-Pacific Centre for Health Security (CHS) which has played a crucial role in COVID-19 vaccine supply and delivery support to our region. CHS has strong links with Australia’s key public health institutions, including the Therapeutic Goods Administration, and facilitates their international partnerships as an element of Australia’s regional health leadership. ss 47C(1), 47E(d)

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

DFAT has existing communications and public diplomacy programs and tools to influence and shape our interests. There are 293 social media accounts with more than five million followers and central public diplomacy programs, covering indigenous, cultural, science and other themes.

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







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

Australia's international scholarships are valued deeply across our region.

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





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

Australia's current flagship investments include the Indo-Pacific Gender Equality Fund (\$65 million annually), Pacific Women Lead (\$170 million over 2021-26) and the new Southeast Asia Women Together initiative (\$300 million over five years, starting July 2022).

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

The Ambassador for Women and Girls, Christine Clarke CSC, commenced in January 2022 for an initial two-year term. ss 47C(1), 47E(d)






## PACIFIC

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

Over the last 15 years, Australia has invested \$17.8 billion in development cooperation to the Pacific. ss 33(a)(iii), 47C(1), 47E(d)





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

In 2021-22, it is estimated that \$1,441.8 million in ODA will be spent in the Pacific. Of this, DFAT manages \$1,066.9 million: \$780.3 million in bilateral programs and \$286.6 million in regional programs. The remaining \$374.9 million comprises components of global programs operating in the region and ODA programs implemented by other government departments (such as the Australian Federal Police).

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





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

Some high profile development programs include the following:

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

- The Australian Infrastructure Financing Facility for the Pacific (AIFFP)
- The Pacific Australia Labour Mobility (PALM) Scheme.
- COVID-19 Response and Recovery Programs – providing fiscal crisis support, delivery of vaccinations and support for connectivity through support to the aviation sector.
- Gender equality programming, including Pacific Women Lead – a program working with Pacific countries and regional organisations to promote women's leadership, realise women's rights and support regional gender equality efforts.
- Sports programs – tackles development challenges and builds closer ties between our communities and nations. Creating pathways for emerging Pacific sports people to access the best coaching and competition including in rugby league, rugby union, netball, football and AFL.
- Humanitarian response – working in partnership to prepare for, and respond to and recover from crises.
- Church partnerships – developing leadership capabilities of Pacific church leaders through knowledge transfer, training and engagement with Australian church leaders.
- Humanitarian response – working in partnership to prepare for, and respond to and recover from crises.
- Regional programs – supporting key Pacific regional fora such as SPC and PIF with core-funding.

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



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

The Pacific Australia Labour Mobility (PALM) scheme will deliver enhanced program integrity, improved worker protections and respond to critical workforce needs.

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





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

**PACER Plus** is a development-focused FTA, which is currently in force for Australia, New Zealand and seven Pacific Island countries (Cook Islands, Kiribati, Niue, Samoa, Solomon Islands, Tonga and Tuvalu). ss 33(a)(iii), 47C(1), 47E(d)



[REDACTED]

[REDACTED]





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

Following Australia's December 2021 exit from regional processing in PNG, Nauru is now Australia's sole regional processing partner, with an MoU providing for an enduring regional processing capability on Nauru.

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



## DEVELOPMENT BUDGET AND FINANCING

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

[REDACTED]


[REDACTED]



## PROGRAM DELIVERY AND PERFORMANCE

The ODA budget includes significant long-term commitments, including legislated commitments to funding replenishments for the multilateral development banks. **ss 47C(1), 47E(d)**

Australia's development investments are delivered in a wide variety of country and regional contexts, many of which are fragile and conflict affected states. The management and reporting systems applied to the development program reflect the scale, risk and complexity of this portfolio. Program governance and quality assurance systems allow us to manage the risks. **ss 47C(1), 47E(d)**







There is a comprehensive performance and internal and public reporting system in place to assess effectiveness and value for money of Australia's ODA investments. Performance reporting in 2020-21 confirms that Australia continues to deliver a highly effective development program with 88 per cent of investments assessed as effective and efficient, but COVID-19 has presented operational challenges.

Independent oversight measures for the development program are substantial, including through DFAT's Aid Governance Board (which includes two external board members), DFAT's Audit and Risk Committee, the Australian National Audit Office, Senate Estimates processes and peer reviews undertaken by the OECD Development Assistance Committee.

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

Australian NGOs working in development and their peak body, the Australian Council for International Development (ACFID), are engaged and valued stakeholders in the development program. s 47E(d)

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

The Australian NGO Cooperation Program (ANCP) is the Government's largest, centrally managed partnership with Australian NGOs – at \$133.5 million in 2021-22. This accounts for about a quarter of the total spend with all NGO partners. The majority of NGO partnerships are delivered through bilateral and regional programs, and investments such as the Australian Humanitarian Partnership, which is a 10-year partnership with six peak Australian NGOs to respond to crises. NGOs represented 11.8 per cent of the total ODA spend in 2020-21.

There are currently 57 accredited Australian NGOs in the ANCP, ss 47C(1) and 47E(d) In 2020-21, these NGOs worked with over 2,000 local partners to deliver 406 projects in 50 countries. Three quarters of this spending was in the Indo-Pacific.

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



## DEVELOPMENT CAPABILITY

Australia's ability to influence the reshaping of our region is highly dependent on the capability of the foreign service. Capability is the key means by which DFAT puts foreign policy into practice.

**ss 47C(1), 47E(d)**

a dedicated Capability Taskforce that has been stood up within the Chief Operating Officer Group, as it produces a new framework built around four 'core capabilities':

1. Foreign Policy
2. Development Policy and Programs
3. Trade and Investment Policy
4. Consulate and Corporate

The framework will articulate the capabilities, skills and experiences that staff need to successfully operate across the breadth of job roles in DFAT, both now and into the future.

**ss 33(a)(iii), 47C(1), 47E(d)**



## APPENDIX: PORTFOLIO OVERVIEW AND PACIFIC POSTS

### Portfolio Overview

The Foreign Affairs and Trade Portfolio consists of the Department of Foreign Affairs and Trade (DFAT, 'the department'), the Australian Trade and Investment Commission (Austrade), the Australian Centre for International Agricultural Research (ACIAR), the Australian Secret Intelligence Service (ASIS), Tourism Australia and Export Finance Australia (EFA).

<p><b>Department of Foreign Affairs and Trade</b></p> <p><b>Secretary, Ms Kathryn Campbell AO CSC and Bar</b></p> <p>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</p> <p>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</p> <p>Outcome 3: A secure Australian Government presence overseas through the provision of security services and information and communication technology infrastructure, and the management of the Commonwealth's overseas property estate</p>	
<p><b>Australian Centre for International Agricultural Research</b></p> <p><b>Chief Executive Officer, Professor Andrew Campbell</b></p> <p>Outcome 1: To achieve more productive and sustainable agricultural systems for the benefit of developing countries and Australia through international agricultural research and training partnerships</p>	<p><b>Australian Trade and Investment Commission</b></p> <p><b>Chief Executive Officer, Mr Xavier Simonet</b></p> <p>Outcome 1: Contribute to Australia's economic prosperity by promoting Australia's export and other international economic interests through the provision of information, advice and services to business, associations, institutions and government</p> <p>Outcome 2: The protection and welfare of Australians abroad through timely and responsive consular and passport services in specific locations overseas</p>
<p><b>Australian Secret Intelligence Service</b></p> <p><b>Director-General, Mr Paul Symon AO</b></p> <p>Outcome 1: Enhanced understanding for the Government of the overseas environment affecting Australia's interests through the provision of covert intelligence services about the capabilities, intentions or activities of people or organisations outside Australia</p>	<p><b>Tourism Australia</b></p> <p><b>Chair, Mr Michael Issenberg</b></p> <p><b>Managing Director, Ms Phillipa Harrison</b></p> <p>Outcome 1: Grow demand and foster a competitive and sustainable Australian tourism industry through partnership marketing to targeted global consumers in key markets</p>
	<p><b>Export Finance Australia</b></p> <p><b>Chair, Mr James M Millar AM</b></p> <p><b>Managing Director and CEO, Ms Swati Dave</b></p> <p>Purpose: Facilitate and encourage Australian export trade and overseas infrastructure development on a commercial basis</p>

## Pacific Posts

Location	City	Type	Head of Mission / Post
Cook Islands	Rarotonga	High Commission	Christopher Watkins
Federated States of Micronesia	Pohnpei	Embassy	Jo Cowley
Fiji	Suva	High Commission	John Feakes
French Polynesia (France)	Papeete	Consulate-General	Claire Scott
Kiribati	Tarawa	High Commission	David Yardley
Marshall Islands, Republic of the	Majuro	Embassy	Brek Batley
Nauru	Nauru	High Commission	Helen Cheney
New Caledonia (France)	Noumea	Consulate-General	Steven Barraclough (A/g)
New Zealand	Wellington	High Commission	Harinder Sidhu
	Auckland	Consulate-General	Craig Knowles
Niue	Alofi	High Commission	Louise Ellerton
Palau, Republic of	Koror	Embassy	Richelle Turner
Papua New Guinea	Port Moresby	High Commission	Jon Philp
	Lae	Consulate-General	Mark Foxe
Samoa	Apia	High Commission	Emily Luck
Solomon Islands	Honiara	High Commission	Lachlan Strahan
Tonga	Nuku'alofa	High Commission	Rachael Moore
Tuvalu	Funafuti	High Commission	Robin McKenzie
Vanuatu	Port Vila	High Commission	Heidi Bootle