



Australian Government

Department of Foreign Affairs and Trade

PUBLIC DIPLOMACY STRATEGY 2014–16

May 2016

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The document should be attributed as: Commonwealth of Australia, DFAT, Public Diplomacy Strategy 2014–16, May 2016.

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Published by the Department of Foreign Affairs and Trade, May 2016

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OUR PLAN 2014–16

The Australian Ballet's 2015 China tour:
Ella Havelka at the National Centre for
the Performing Arts or "The Egg" in
Beijing. Photo: Lisa Tomasetti

OUR MISSION

STRENGTHEN AUSTRALIA'S
INFLUENCE, REPUTATION
AND RELATIONSHIPS
INTERNATIONALLY BY
PROMOTING A CLEAR,
CREATIVE AND CONFIDENT
VISION FOR AUSTRALIA'S
INTERNATIONAL POLICY
AGENDA THAT REFLECTS
OUR NATIONAL INTERESTS
AND IMPROVES DOMESTIC
UNDERSTANDING
OF DFAT'S ROLE.

OUR OBJECTIVES

DFAT WILL ADVANCE TARGETED PUBLIC DIPLOMACY INITIATIVES WHICH PROMOTE OUR ECONOMIC, CREATIVE AND CULTURAL, SPORTING, INNOVATION AND SCIENCE, AND EDUCATION ASSETS TO UNDERLINE AUSTRALIA'S CREDENTIALS AS A DESTINATION FOR INNOVATION, BUSINESS, INVESTMENT, TOURISM AND STUDY, AND EMPHASISE AUSTRALIA'S ENGAGEMENT WITH THE INDO-PACIFIC¹ REGION.



Players from the Maasai Warriors cricket team perform the Adumu in Bowral in February 2016 before they played one of two matches against the Bradman Foundation XI. Photo: DFAT

The objectives of DFAT's public diplomacy strategy are to:

- promote Australia's competitive investment environment, open and resilient economy, predictable regulatory framework and commitment to trade liberalisation, tourism investment opportunities, strong education and training credentials, and excellence in innovation, science and technology
- build understanding of Australia's role in and commitment to the Indo-Pacific region, including deeper integration, sustainable development and gender equality
- strengthen Australia's influence in shaping the international political and security architecture in ways which advance our national interests and underpin prosperity and security in our region
- promote Australia as a contemporary, creative, successful, diverse and tolerant nation; and an attractive place to study, work, visit, live and invest.

¹ Indo-Pacific is the maritime super-region of principal strategic and economic importance to Australia and encompasses the Asia-Pacific and the Indian Ocean Rim.

OUR GOALS

1.

PROMOTE AUSTRALIA'S ECONOMIC CREDENTIALS AND SUPPORT OUR ECONOMIC DIPLOMACY OBJECTIVES

Promote, internationally and domestically, the benefits from Australia's existing trade agreements, ensure business takes advantage of the opportunities created by the North Asia free trade agreements, and build support towards the conclusion of agreements currently under negotiation.

Communicate Australia's commitment to the four objectives of economic diplomacy, across the Department's foreign, trade, investment and development work, specifically:

- Trade: pursue trade liberalisation through bilateral, regional and global trade agreements that provide new opportunities for Australian exporters and sustain a strong, rules-based architecture for global trade.
- Growth: support global growth and assist developing countries in the region to address internal constraints to economic growth, such as restrictive regulations, poor infrastructure and lack of capacity in the private sector.

- Investment: promote investment into Australia and Australian investment internationally.
- Business: advance the interests of Australian business overseas and the development a stronger private sector in our region, as well as promote Australian tourism.

Promote and support the National Innovation and Science Agenda (NISA) which will help transform Australia into a leading innovative nation and position us to seize the next wave of economic prosperity.

Employ soft power for trade, investment and economic prosperity promotion.

Promote economic empowerment of women and girls, empower women entrepreneurs in our region and advocate internationally for the importance of women's participation in political, economic and social affairs and leadership for achieving prosperity and stability.

Audience: Government; business; NGOs; science, medical and research institutions; education bodies; commentators; host countries; women's organisations.

2.

UNDERLINE AUSTRALIA'S DEEP ENGAGEMENT WITH THE INDO-PACIFIC REGION

Emphasise Australia's deep integration, strength, investment and influence in the Indo-Pacific region including through participation in regional partnerships, forums and dialogues.

Highlight our commitment to building deeper and broader links through: the New Colombo Plan (NCP); Australia Awards; Australian Volunteers for International Development (AVID); Australian NGO Cooperation Program (ANCP); the Direct Aid Program (DAP); sports cooperation; growing two-way tourism; investing aid in the sustainable development of our close neighbours; and strengthening regional political and institutional architecture.

Encourage trade and investment in the Indo-Pacific, including through the entry into force of the Trans-Pacific Partnership (TPP) and the ASEAN Economic Community and associated opportunities for ASEAN economic integration and growing two-way investment.

Audience: Government; business; NGOs; commentators; partner countries; cultural and arts sector; sports sector; education sector.



ADVOCATE AUSTRALIA'S VISION FOR THE INTERNATIONAL POLICY AGENDA

Build support for Australia's candidacy for the United Nations Human Rights Council in 2018–20 and the United Nations Security Council in 2029–30. Highlight Australia's support for global, regional and bilateral security frameworks and norms based on the United Nations Charter, international law and our commitment to a well-functioning multilateral rules-based order.

Highlight Australia's important advocacy and norm-setting role on a number of key international policy issues, such as: gender (women's leadership, women's economic empowerment and ending violence against women and girls); human rights (ending the death penalty, good governance and National Human Rights Institutions); climate change and environmental sustainability (our leadership in implementing the UNFCCC Paris Agreement, the Green Climate Fund, and commitment to the World Heritage system); and international peace and security (the Responsibility to Protect principle, peacebuilding, arms control, humanitarian response, and accountability for international crimes).

Demonstrate our standing as a credible, engaged, significant actor on major international and regional political and security debates.

Emphasise Australia's commitment to strengthening the rules-based international political and security architecture, building on achievements from our role as the G20 chair in 2014 and our 2013–14 term on the United Nations Security Council, and forming stronger ties with the countries in our region.

Audience: Government; business; NGOs; research institutions; commentators; think tanks; partner countries.



PROMOTE AUSTRALIA'S DEVELOPMENT CREDENTIALS

Highlight Australia's commitment to supporting partner countries in our region accelerate economic growth, enhancing stability in the region, managing the impacts of climate change and reducing poverty through effective development and humanitarian assistance.

Lead on deliberations and policy actions relating to Australia's priority development themes in global fora, such as the United Nations, the World Trade Organization and G20.

We will work to increase public understanding of the aid program and key themes including its Indo-Pacific focus, private sector engagement, aid for trade initiatives, innovation, and women's economic empowerment. This will increase the visibility and understanding of the aims and value of Australian aid to both a domestic and international audience. One focus will be on outreach to diaspora communities in Australia, through ethnic community media channels, including radio and social media. We will actively seek opportunities to engage with ethnic communities to promote the benefits of the Australian aid program with increased messaging around international days, festivals and events.

Audience: Government; NGOs; business; local beneficiaries of Australian aid; think tanks; commentators; ethnic media and diaspora communities in Australia.



CHAMPION AUSTRALIA AS AN OPEN, INNOVATIVE, DEMOCRATIC, AND DIVERSE NATION

Support the implementation of the NISA, and in particular its international initiatives such as the Global Innovation Strategy, through international advocacy.

Promote Australia's culture of resourcefulness, entrepreneurship and ingenuity; and our creative industries, scientific research organisations and education system.

Highlight Australia's high levels of ethnic diversity and social harmony and our commitment to democracy, rule of law, human rights and freedom of speech, cultural diversity, gender equality, respect for people with disabilities, and respect for Indigenous cultures.

Underline the role played by Australia in championing women's economic empowerment and gender equality, including through the Gender Equality and Women's Empowerment Strategy and the work of the Ambassador for Women and Girls.

Foster enduring people-to-people ties and institutional links across all levels of government and civil society.

Audience: Government; business; NGOs; research institutions; think tanks; diaspora communities; commentators; cultural and arts sector; sports and education sectors.

OUR APPROACH

Jack Charles V the Crown
ILBIJERRI Theatre Company,
Starring Jack Charles
Photo: Bindi Cole

WE WILL PURSUE THESE
PUBLIC DIPLOMACY GOALS
AND OBJECTIVES THROUGH
APPROACHES WHICH
ENGAGE AUDIENCES ON
CONTEMPORARY AUSTRALIA
AND WHICH FACILITATE
NETWORKS, COLLABORATION
AND CONNECTIONS BETWEEN
PEOPLE AND INSTITUTIONS TO
BUILD UNDERSTANDING, TRUST
AND INFLUENCE IN ADVANCING
OUR NATIONAL INTERESTS.

Cultural diplomacy

Culture provides a unique and critical forum for fostering mutual understanding and relationship-building. Cultural diplomacy has a vital role to play in international relations. Alliances are just as likely to be forged along the lines of cultural understanding as they are on economic or geographic ones.

DFAT will work collaboratively with the Ministry for the Arts, the Australia Council for the Arts and organisations which strengthen Australia's reputation as a sophisticated and creative nation with a confident, outward-looking arts sector.

We leverage Australia's creative industries, including fashion, design, and architecture, in line with the Government's economic diplomacy and innovation agenda as well as development assistance priorities.

Through funding arts and cultural activities in priority countries and regions, we aim to:

- establish networks and promote collaboration and exchange between Australian artists/arts organisations and their international partners
- expand audiences and markets for Australian artistic work and creative products
- promote Australian expertise in arts production and management
- leverage public-private partnerships
- recognise the role of cultural actors as authentic and accessible barometers and agents of social change
- influence perceptions of Australia at home and abroad.

DFAT's programs will promote Australia's cultural exports and creative industries.

- The rebranded focus country program *Australia now* Brazil (2016) will strengthen and deepen bilateral ties, and build enduring connections through integrated cultural events and activities. We have commenced planning for future focus country programs in Germany (2017) and Japan (2018). Alongside a focus on promoting Australia's creative excellence, DFAT will highlight Australian innovation and deepen people-to-people and institutional links.
- The International Cultural Visits (ICV) program supports visits to Australia by leaders in the arts and cultural industry from overseas. It aims to generate improved commercial opportunities in overseas creative industry markets for the domestic arts industry. The program includes targeted exchanges/visits (both inward and outward bound to support two-way engagement), with a particular emphasis on identified market priority countries and current and future focus country programs.
- The film program promotes Australian screen content, industry expertise and Australian culture through film in partnership with Screen Australia. We will look for new opportunities to do more with the film and television industry in promoting our talent overseas.
- The Aboriginal and Torres Strait Islander program demonstrates Australia's respect for, and recognition of, cultural diversity and heritage, and promotes greater international understanding and awareness of Australia's Indigenous cultures. It supports many expressions of Indigenous culture through two-way Indigenous exchange/visitor programs, performances, visual arts exhibitions, NAIDOC Week and Reconciliation Week. The program aligns with the Indigenous Peoples Strategy which provides a framework for Australia to work with our international partners and the United Nations to influence international policy to advance the interests of Indigenous peoples in Australia and around the world.
- Through the visual arts program we tour visual arts exhibitions to target locations in Asia and support inbound exhibitions of works from Asia to enhance two-way cooperation. We will explore touring beyond the region to target visual arts market priority countries for Australia.
- We support international and regional arts activity through partnerships and engagement, including Asia TOPA: Asia-Pacific Triennial of Performing Arts in Melbourne in 2017 and the APT: Asia Pacific Triennial of Contemporary Art and the Australian Performing Arts Market in Brisbane.

Through cultural diplomacy, alliances are just as likely to be forged along the lines of cultural understanding as they are on economic or geographic ones.

Media Engagement

DFAT's media engagement work provides significant opportunities to inform and influence audiences.

We will draw on a range of advocacy opportunities and tools, including Official Visits, informal briefings, HOM/SES interviews, news conferences and social media channels.

We will look for opportunities to promote the Department's work, including by publicising policy developments, achievements, new services and significant statistics as well as human interest stories.

The International Media Visits (IMV) program supports implementation of our key foreign and trade policy objectives by providing participant journalists and their readers with an increased understanding of contemporary Australia.

IMVs will be targeted towards promoting international understanding of Australia's innovation, science and research capabilities and infrastructure; investment environment; gender; human rights; and sporting assets and capabilities to host major events.

Sports diplomacy

The Australian Sports Diplomacy Strategy 2015–18 capitalises on Australia's sporting assets and expertise to promote Australia's diplomatic, development and economic interests. The whole-of-government strategy provides a practical way to inform, engage and influence key groups, particularly youth, emerging leaders and women and girls. It also promotes Australian capabilities and creates business opportunities through the Australian Government's international sports business program, Match Australia, and aims to establish our sports 'brand' in the region.

DFAT will continue to provide a central coordination point for all sports diplomacy activity across the Australian Government. This ensures a best practice approach to utilising the Australian Government's investment in sport. Through sports diplomacy we will:

- build [institutional and people-to-people linkages](#)
- promote our reputation for [excellence in performance and training, sports governance and domestic participation](#)
- support [sport for development](#) initiatives
- showcase our [major events capabilities](#).

In 2016, DFAT will expand the sport for development program to Asia, building on the success of the Pacific Sports Partnerships initiative, targeting improvements in education, health, gender equality, and disability inclusion through sport.

Science diplomacy

DFAT has prioritised the development of a science diplomacy strategy in 2015–16 to enable the Department and its overseas network to promote Australia's national innovation and science credentials; identify opportunities for collaboration; and to further institutional and people-to-people links.

The strategy will support and complement the Australian Government's NISA and its existing suite of international engagement initiatives and programs, as well as advance the Department's strategic and economic foreign policy objectives.

The strategy aims to:

- enhance Australian international competitiveness and economic diplomacy in innovation, science and technology
- promote Australia as a destination for education and training
- lift Australia's profile as a partner for science centre capacity building, research collaboration and international exchanges, including climate science
- facilitate greater international engagement and collaboration in innovation.

It will also recognise existing DFAT programs (such as the focus country program, IMV and Special Visits Program and the Australian Fellowship Awards) as well as identifying further opportunities to promote international understanding of Australia's science, research and innovation capabilities through a range of international fora.



New Colombo Plan (NCP)

The NCP is a signature Government initiative which aims to lift knowledge of the Indo-Pacific in Australia by supporting Australian undergraduates to study and undertake internships in the region.

The NCP aims to be transformational, deepening Australia's relationships in the region, both at the individual level and through expanding university, business and other stakeholder links. The program will develop a more regionally-aware Australian workforce for the future and support a genuine two-way flow of students within the region, complementing the thousands of students coming to Australia to study each year. Over time, the NCP alumni network will establish itself as an influential cohort with direct experience of living, studying and working in the region.



Australia Awards

In 2016 Australia Awards scholarships and fellowships will provide around 2,000 awards for citizens of more than 85 eligible countries to undertake study, research and professional development. They are a feature of nearly all of Australia's bilateral aid programs, contributing to the achievement of development objectives across a range of sectors and building people-to-people links between Australia and the Indo-Pacific region.

Australia Awards Scholarships provide emerging leaders the opportunity to undertake full-time undergraduate or postgraduate study at Australian tertiary institutions.

Australia Awards Fellowships offer mid-career professionals an opportunity to undertake short course study, research and professional development in Australia. They will be aligned to Australia's public diplomacy goals, encouraging Awards with cultural, sports, innovation, science and research institutions, alongside Awards to support broader development priorities.

Together with the New Colombo Plan, the Australia Awards create a two-way exchange that is critical to Australia's engagement with the region.

Twenty-five leading women managers of Indonesian fashion and textiles companies attended a workshop in Bandung before heading to Australia for a special Australia Awards program, International Business Readiness – A Course for the Fashion and Textiles Sector. Photo: Australian Embassy Jakarta

Alumni engagement

Australia's global alumni represent a highly-educated and influential network of leaders with an affinity to Australia who can play an important part in contemporary diplomacy.

Strong and enthusiastic local alumni networks, working alongside and with Australia's extensive network of embassies, open up opportunities for alumni to:

- remain connected to each other through face-to-face activities and social media
- form new personal and professional networks
- access ongoing local, regional and global opportunities for networking and professional development
- remain connected to Australia.

In 2016 DFAT will launch a whole-of-government Global Alumni Engagement Strategy in collaboration with government and tertiary institution partners. Effective alumni engagement will strengthen people-to-people linkages, grow trade and investment, promote our capabilities and enhance Australia's diplomatic, cultural, economic and international education interests.

Australian Volunteers for International Development (AVID)

Volunteers promote a positive perception of Australia in the region and of the aid program domestically. AVID also contributes to development outcomes and links the Australian community with people and organisations in developing countries.

The AVID program:

- builds understanding of Australia's international role and commitment to integration with the Indo-Pacific region
- increases the number of volunteers working to improve the economic livelihoods of people in developing countries
- develops volunteer assignments in priority areas of governance, health, social infrastructure and services and education.

Through the AVID program, around 1400 dedicated and skilled Australians work as volunteers in more than 1000 host organisations across 23 countries.

Australian volunteers frequently continue their engagement with the aid program when they return to Australia, forming vibrant and engaged networks comprised of influential professionals with enhanced cross-cultural understanding, who are able to advance Australia's interests domestically.

Australian NGO Cooperation Program (ANCP)

The ANCP is DFAT's single largest support mechanism for accredited Australian NGOs.

ANCP programming directly contributes to the ability of communities to achieve economic development, improve local and national governance, and empower women and people with a disability.

The ANCP engages high performing Australian NGOs and their in-country partners on projects that yield results and extend the impact and reach of the bilateral aid program.

The ANCP extends the reach of Australia's aid program by leveraging NGOs' public and private support—every dollar invested by the Government translates into approximately \$1.50 on the ground.

The ANCP also extends Australia's international networks as Australian NGOs work through nearly 5,000 partners in developing countries including private sector organisations, governments and local civil society. This strengthens Australia's diplomatic relationships across the world and enables Australia to mobilise quickly and effectively when humanitarian need arises.

We will work with ANCP members to showcase the strength and expertise of civil society organisations and the effectiveness of the aid program to our domestic constituency.

Direct Aid Program (DAP)

The Direct Aid Program (DAP) is a flexible small grants program administered through 66 of DFAT's overseas posts. DAP provides an effective way to build relationships and maintain Australia's profile to:

- advance developmental outcomes in Official Development Assistance-eligible countries with projects primarily focused on practical results
- support Australia's wider foreign and trade policy interests and public diplomacy objectives, including promoting a positive image of Australia.

Foundations, Councils and Institutes (FCIs)

The Foundations, Councils and Institutes (FCIs) engage audiences on contemporary Australia and facilitate international networks, collaboration and connections between institutions and communities to build understanding, trust and influence. FCI boards, comprising eminent Australian business and community leaders, form advisory groups for brokering ideas on how to advance business, education, science, media, arts, culture and sporting links with key bilateral and regional partners. The FCI grant programs catalyse and deepen professional, community and institutional linkages between Australia and its partners on contemporary issues of mutual interest. DFAT will encourage FCIs to:

- expand efforts on economic diplomacy including through facilitating dialogue between business leaders and business media exchanges, as well as cultural exchange
- extend engagement with emerging leaders and alumni networks, including through the NCP and the Australia Awards
- enhance engagement with diaspora communities in Australia
- support enhanced use of digital communications including social media platforms to advocate, listen to and engage with domestic audiences
- promote stronger private sector partnerships to secure funding, partnerships and support—a leading example is the Australia–China Council's partnership with BHP Billiton for the Foundation for Australian Studies in China.

Building networks of influence

An important priority for DFAT's public diplomacy strategy is building and nurturing networks of influence and strengthening engagement with domestic and international stakeholders. DFAT will:

- strengthen engagement with key institutions (in Australia and overseas) including, in Australia, the Australian Institute for International Affairs, the Lowy Institute, NGOs, universities, science infrastructure and business groups and peak bodies to amplify our public diplomacy messaging, including in political and business circles
- strengthen engagement with key private sector organisations, philanthropists and NGOs including in-kind sponsorship and financial support for public diplomacy events and outreach to broaden audiences through the partner networks
- foster international cultural relationships to enhance our global standing through culture and support market development for our creative industries.
- cultivate non-Australian influencers and 'local voices' across the political, business and cultural spheres, including youth representatives
- use the working-holiday maker program, diaspora communities and expatriate networks in Australia and overseas to strengthen relations and reinforce messages
- establish connections with the youth population in our region through targeted activities using communication platforms where youth engage
- build networks amongst emerging leaders, through alumni networks generated by the NCP, Australia Awards, AVID, FCIs and broader private alumni.

Diaspora communities

Australia has a large Asian-born immigrant population giving us an important comparative advantage in diaspora diplomacy in the region. We also have an estimated 1 million Australians living abroad with the largest concentrations in UK, Europe, New Zealand and North America.

We will:

- connect and cultivate Australian diaspora and alumni networks for business, investment and research linkages aligned with NISA
- showcase Australian innovation, creative and scientific excellence and celebrate achievements of global Australians
- promote broader government interests and priorities.

Diaspora diplomacy includes 'public diplomacy at home' through outreach to diaspora communities in Australia, as well as diplomacy conducted indirectly by Australian businesses and NGOs operating overseas, and increasingly by Australian-diaspora networks.

Further steps will be taken to engage diaspora communities drawing on their linguistic skills, social networks and cultural community connections to showcase and celebrate Australia's capabilities and values.

We will institute links to diaspora communities in Australia (including through Australia Awards, and alumni, and FCIs) to strengthen relationships with their descendent country.

Investing in public diplomacy content

DFAT will draw on the capabilities, skills and expertise of the portfolio to:

- make more effective use of communication technologies, including active use of online and social media as public diplomacy tools – through a new Digital Media Strategy, expanded social media initiatives, co-branded social media campaigns in collaboration with Austrade, refreshed online media presence (post and public diplomacy websites) and clear, coordinated guidance in public diplomacy best practice and techniques
- plan public diplomacy campaigns, drawing on the programs of major cultural, sports, innovation and science, NGO and education partners, portfolio partners and support posts to anticipate and capitalise on visits, tours and events of our major partners
- enhance our approach to branding, including the development of corporate visibility guidelines and co-branding with the national brand, Australia Unlimited, to strengthen Australia's international profile
- launch a dynamic Public Diplomacy Portal—a current and information-rich internal resource with communications products and content which can be adapted for local audiences and context, and draws on articles on Australian capability and creativity from the existing Australia Unlimited website managed by Austrade
- build creative and strategic partnerships, including with media organisations in Australia and overseas (media partners for conferences and events, sponsoring Australian media representatives to cover programs at posts)
- leverage development-related initiatives and community focused projects to complement public diplomacy programs.



MANAGEMENT OF PUBLIC DIPLOMACY PROGRAMS

Airan Kang, *Luminous Words*, 2013
 LEDs, custom electronics, resin, dimensions variable
 Photo: © Airan Kang

AUSTRALIA IS A MODERN, CONTEMPORARY SOCIETY WITH HIGH LEVELS OF ETHNIC DIVERSITY AND SOCIAL HARMONY.

A coordinated approach with portfolio agencies

DFAT continues to adopt a whole-of-portfolio (working closely with Austrade, Tourism Australia and ACIAR) and whole-of-government approach in Australia, collaborating with the Ministry for the Arts, Department of Industry and Science, Department of Education, and State and Territory Governments.

A collaborative approach at post

Public diplomacy efforts will be regarded as a mission-wide, whole-of-government activity at post, drawing on the experience, expertise and networks of all officers at post and with all staff responsible for public diplomacy.

Supporting longer term public diplomacy partnerships to improve impact and sustainability

DFAT will review the priorities and strategies annually in line with Government priorities and objectives.

Each year, Posts will be invited to present comprehensive proposals for combined activities across all DFAT public diplomacy funding sources.



The Australian High Commission in Islamabad celebrated Australia Day in Spring 2016 by involving more than 700 children in paper plane workshops with Australia's 'Paper Pilots'. Children also enjoyed watching the hit Australian family film *Paper Planes*—inspired by the Paper Pilots, Dylan Parker and James Norton. The celebrations titled 'Engaging Youth' were held from 11 to 18 April, and focussed on engaging with youth on development, global governance, and entrepreneurship. Photo: Australian High Commission, Islamabad

This will support a more programmatic approach to public diplomacy, and create more sustainable and flexible approaches enabling longer-term relationships with key identified partners.

Posts are encouraged to seek out other sources of funding, sponsorship and in-kind support.

Measuring and evaluating benefits of public diplomacy investments

Adopting a three-year time frame for DFAT's public diplomacy strategy will not only ensure a less opportunistic and more strategic and thematic approach to programming—it will also provide a stronger basis to assess impacts and results, supported by improved monitoring and evaluation of activities.

Work is underway to develop a practical measurement framework that will guide monitoring and evaluation of public diplomacy activities in DFAT. The framework will identify realistic indicators and a plan for targeted independent evaluations.

We will develop a systematic approach for gathering qualitative evidence that demonstrate outcomes that become visible over time. This information will be used to generate best practice case studies to facilitate learning and continuous improvement.

The impact of digital communications will be measured through analytics and development of a Departmental social media dashboard.

ANNEX A:

Key Priorities and Messages for 2016–17

Goals	Key Message	Strategies	Action Posts
1.	ECONOMIC DIPLOMACY IS AT THE CORE OF AUSTRALIA'S INTERNATIONAL ENGAGEMENT—TO DELIVER GREATER PROSPERITY FOR AUSTRALIA, OUR REGION AND THE WORLD.	<p>Promote the commitment to and successes of post, division and STO economic diplomacy strategies.</p> <p>Coordinate, prioritise and progress efforts to reduce trade and investment barriers in our economic partnerships</p> <p>Promote, domestically and internationally, the benefits from Australia's free trade agreement agenda.</p>	All posts and divisions, led by TED and PCD
		<p>Deepen engagement with the Australian business community, state and territory governments and other agencies to deliver the government's economic diplomacy agenda</p>	TED, STOs, PCD with Austrade
		<p>Promote Australia building an innovation economy as a driver of our future prosperity</p>	All posts with Austrade
		<p>Deliver public diplomacy programs and campaigns to promote:</p> <ul style="list-style-type: none"> Australia's economic, business and innovation credentials the G20 as a vehicle to strengthen global economic governance and our objective for the G20 to become a more effective agent for collective action directed at delivering sustainable and balanced growth new and innovative approaches to global trade liberalisation and reform trade, investment and economic opportunities arising from recently concluded FTAs, the TPP, and those in prospect of concluding, including RCEP, PACER Plus, IACEPA and IACECA. 	<p>All posts with Austrade</p> <p>G20 posts, Geneva WTO and Paris OECD</p> <p>All posts with Austrade</p> <p>ASEAN and TPP posts, Beijing, New Delhi, Seoul, Tokyo and Washington with Austrade</p>
		<p>Support platforms for business engagement internationally to advocate Australia's open and resilient economy and the benefits of open markets and trade liberalisation.</p>	All posts
		<p>Utilise and consider aid for trade investments to encourage reform, growth and regional/global integration.</p>	All posts
		<p>Increase efforts to influence international market conditions for the benefit of Australian economic interests.</p>	All posts with Austrade
		<p>Inform Australian business on economic implications and market impacts of geo-political trends.</p>	All posts with Austrade
		<p>Ensure economic outcomes are a top priority for our foreign, trade, investment and economic prosperity promotion.</p>	All posts and divisions with Austrade
		<p>Deliver public diplomacy programs that promote Australia as an education, tourism and investment destination, including co-branded social media campaigns in collaboration with Austrade.</p>	All posts with Austrade and Tourism Australia
		<p>Deliver public diplomacy programs that advocate for women's economic empowerment and the importance of participation and leadership for prosperity and stability in developing partner countries.</p>	Posts administering ODA

Goals	Key Message	Strategies	Action Posts
2. 4. 5.	AUSTRALIA IS THE GATEWAY TO THE INDO-PACIFIC AND A HIGHLY-REGARDED PLACE FOR COMPANIES TO BASE OR EXPAND THEIR OPERATIONS IN THE REGION.	<p>Deliver public diplomacy programs and campaigns to promote:</p> <ul style="list-style-type: none"> • Australia as an engaged and active participant in key regional institutions, including ASEAN, EAS, IORA and APEC • the 70th anniversary of Australia–Philippines diplomatic relations • Australia’s regional aid commitments and achievements including the Direct Aid Program • the NCP, Australia Awards and AVID • Australia’s leadership role in creating an Asian Area Research Zone • the innovationXchange’s new approaches to international development through innovation. 	<p>Indo–Pacific posts</p> <p>Manila</p> <p>All posts</p> <p>All posts</p> <p>All posts</p> <p>All posts</p>
		Promote Australia’s priority development themes in global fora, such as the United Nations, the World Trade Organization and G20.	All posts
		Promote our work with others on the design and operation of the Asian Infrastructure Investment Bank to increase infrastructure investment in our region and opportunity for Australian business.	Indo–Pacific posts
		Promote our aid for trade investments and leveraging effective and efficient private sector solutions.	All posts
		<p>Promote positive people-to-people ties focused on the region through:</p> <ul style="list-style-type: none"> • the NCP, Australia Awards, and AVID • strengthening engagement with alumni networks of Australian-educated leaders in the region through the Australian Global Alumni Engagement Strategy 2016–20 • supporting links between Australian and regional communities. 	<p>Indo–Pacific posts, FCIs</p> <p>All posts</p> <p>All posts</p>
		Deliver public diplomacy campaigns that support the objectives of the Government’s international scholarship program (NCP and Australia Awards).	All posts
		Highlight Australia’s commitment to supporting implementation of the Sustainable Development Goals.	All posts with ACIAR

ANNEX A:

Key Priorities and Messages for 2016–17 (CONTINUED)

Goals	Key Message	Strategies	Action Posts
1. 2. 3. 4. 5.	AUSTRALIA IS A TRUSTED AND RELIABLE PARTNER, COMMITTED TO REGIONAL PROSPERITY, PEACE AND SECURITY.	<p>Deliver public diplomacy programs and campaigns which advocate:</p> <ul style="list-style-type: none"> our achievements from Australia's UN Security Council term our achievements from Australia's chairmanship of the G20 our candidacy for the United Nations Human Rights Council in 2017 and the United Nations Security Council in 2029 our commitment to regional security and prosperity objectives and international order our commitment to taking strong action on climate change, including through the implementation of the UNFCCC Paris Agreement, spending \$1 billion of climate finance by 2020 and leadership of Green Climate Fund in 2016 our cooperation with ASEAN our commitment to working with others, to build a true global partnership to deliver the 2030 Agenda for Sustainable Development our leadership in environmental sustainability, including commitment to Australia's World Heritage areas our lead role in establishing MIKTA to reinforce bilateral ties and provide a new perspective in multilateral discussions. 	<p>UNNY</p> <p>G20 posts</p> <p>All posts</p> <p>Indo-Pacific Posts</p> <p>All posts</p> <p>ASEAN posts</p> <p>Posts administering ODA with ACIAR</p> <p>CCB with posts</p> <p>MIKTA posts with UNNY</p>
1. 3. 5.	AUSTRALIA IS AN INNOVATIVE, SOPHISTICATED AND CREATIVE COUNTRY.	<p>Promote our highly-developed, diverse and creative industries, highly educated workforce, innovation credentials and open economy.</p> <p>Promote understanding of Australia's science and research credentials, capabilities and assets; identify opportunities for collaboration, organisational and people-to-people links.</p> <p>Develop a science diplomacy strategy in 2016 in collaboration with the Department of Industry, Innovation and Science and other key stakeholders.</p> <p>Continue to implement the Sports Diplomacy Strategy, in partnership with the Office for Sport, to drive the effective use of major sporting events in Australia (including the Commonwealth Games 2018) and abroad (including the 2018 Asian Games and 2016 Rio Olympics) as vehicles for promoting our key messages and interests.</p> <p>Deliver public diplomacy programs to promote Australia's:</p> <ul style="list-style-type: none"> creative industries including fashion, film, digital, visual arts, performing arts and music (with arts portfolio agencies) achievements in the fields of research, scientific endeavour and innovation (with Department of Industry, Innovation and Science) environmental sustainability and effective international action on climate change and other environmental challenges. <p>Deliver the cultural promotion programs (<i>Australia now</i> festival) in Brazil (2016) and plan for Germany (2017) and Japan (2018)</p> <p>Deliver the Australian Cultural Diplomacy Grants Program to provide grants of up to \$60,000 for international cultural and arts projects.</p>	<p>All posts with FCIs, Tourism and Austrade</p> <p>All posts with FCIs, Tourism and Austrade</p> <p>PCD with key stakeholders</p> <p>All posts, FCIs with Austrade</p> <p>All posts with ACIAR, FCIs with Austrade</p> <p>PCD with Brasilia, Berlin and Tokyo</p> <p>PCD with key posts</p>

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2. 3. 5.	AUSTRALIA IS A MODERN, CONTEMPORARY SOCIETY WITH HIGH LEVELS OF ETHNIC DIVERSITY AND SOCIAL HARMONY.	<p>Deliver cultural diplomacy programs which reflect Australia's multicultural society, cultural and artistic assets, including those from Indigenous and diverse cultures (with the Ministry for the Arts and arts portfolio agencies).</p> <p>Deliver Indigenous Program initiatives, including NAIDOC Week and Reconciliation Week; 12th Festival of Pacific Arts in Guam; the British Museum's <i>Enduring Civilisation</i> exhibition and the National Museum of Australia's <i>Encounters</i> exhibition; Harvard Art Museums exhibition <i>Everywhen: Eternal Present in Indigenous Art from Australia</i>; and digital programs including <i>Yiwarra Kuju – The Canning Stock Route</i>.</p>	All posts
		<p>Deliver a public diplomacy program that draws on and engages Australia's innovators, creators and entrepreneurs working overseas, or returnees, to build our global connectedness and drive innovation.</p>	All posts with Austrade, FCIs
		<p>Promote a positive image of Australia and strengthen people-to-people ties through:</p> <ul style="list-style-type: none"> • exchange and visits programs, including targeted sector IMVs in collaboration with Austrade • engagement with the youth demographic including through young leadership programs • 1.5 track and interfaith dialogues • the Indigenous Peoples Strategy • the Gender Equality and Women's Empowerment Strategy • regional tours that connect with local communities • Working Holiday Maker Program • sports diplomacy initiatives • innovation and science diplomacy initiatives • fashion and design diplomacy initiatives. 	All posts with Austrade, FCIs
		<p>Leverage from networks of influence in Australia and overseas including:</p> <ul style="list-style-type: none"> • alumni networks • Australian diaspora • diaspora communities in Australia • expatriate networks. 	All posts
		<p>Observe and promote participation in milestone events and days, including:</p> <ul style="list-style-type: none"> • ANZAC Centenary • White Ribbon Day • International Women's Day. 	All posts
		<p>Leverage from media contacts generated through the IMV program including: a visit by Latin America editors (pre-2016 focus country program and Olympic Games) and Korean Women Journalists Association as well as thematic/sector visits: innovation (science and technology and creative industries), multicultural Australia and international education.</p>	PCD with key posts

