Section 1
Overviews

Director General’s review
Agency overview
**Left:** During his visit to the Pakistan floods in July 2010, Minister for Foreign Affairs, Mr Rudd, listens to Royal Australian Navy Medical Officer, Lieutenant Joel Hissink, as he relays the typical medical conditions presenting at the Camp Cockatoo Health Centre which Australia established in Kot Addu
Photo: courtesy Australian Defence Force

**Top Right:** Parliamentary Secretary for Pacific Island Affairs, Mr Marles, with the mostly deaf students of the Red Cross Special Education School in Port Moresby, Papua New Guinea, March 2011
Photo: Michael Wightman, AusAID

**Bottom Right:** AusAID Director General Peter Baxter in South Kalimantan, Indonesia, opening a bridge that will provide critical access for the people of Belayung Baru village
Photo: Rendy Djauhari, AusAID
Director General’s review

The year in review

2010–11 was a significant year for AusAID and the Australian aid program. The year was marked by substantial development achievements, a number of major organisational and program reforms and continued work towards achieving the Millennium Development Goals.

Highlights of the year included:

• On 8 July 2010, AusAID was established as an executive agency by order of the Governor-General, on the advice of the Prime Minister. This was an important step in AusAID’s evolution. The Governor-General’s order formalised AusAID’s autonomy within the foreign affairs and trade portfolio and as the lead agency responsible for the government’s aid program.

• In February 2011, AusAID introduced a new organisational structure that included establishing new corporate, audit and program management functions. Together with the recruitment of several new SES officers to the agency, these changes strengthened AusAID’s capacity to manage a complex and growing aid program and engage with other agencies at a senior level in policy matters.

• Australia was one of the first countries to respond to the disastrous floods in Pakistan in 2010, and AusAID was at the centre of that response. The floods covered almost half the country and affected some 20 million people. Australia provided food and medical supplies, drinking water and shelter, and established a temporary civilian-military medical facility in Kot Addu, Punjab Province. The facility, jointly run by AusAID and the Australian Defence Force, provided medical care to more than 11 000 flood victims. The response was a testament to Australia’s humanitarian spirit and its emergency response capability.

• In May 2011, the Minister for Foreign Affairs, Kevin Rudd, officially launched Australian Volunteers for International Development, bringing together the government’s four separate overseas volunteer programs under one readily identifiable brand. The new program continues the tradition of government support that has seen more than 12 000 Australians volunteer in Asia, the Pacific, the Middle East and Africa since the 1960s. Volunteering is a long-standing feature of the aid program and gives Australians direct involvement in building relations with our neighbours and sharing valuable skills. The government plans to send at least 1000 new volunteers overseas each year by 2013.

• The creation of the Australian Civilian Corps in October 2010 boosted Australia’s recognised ability to work in fragile and conflict-affected environments. The corps will build on initial emergency humanitarian efforts and help set the foundation for recovery and long-term sustainable development. The corps has established a register of civilian specialists in areas such as public administration, law and justice, and engineering, and expects around 500 trained civilians to be on the register by 2014. The first deployment was in April 2011 to the interim Haiti Reconstruction Committee.

• Australia built on its strong track record in the education and health sectors, helping to bring the Asia-Pacific region, and the world, closer to achieving the Millennium Development Goals. For example, over 250 000 children in Papua New Guinea, Solomon Islands, Vanuatu and Samoa were able to attend primary school without fees through a fee-relief program.
funded by Australia. In one Indonesian province alone, more than 5000 health workers and volunteers received training, while in the Philippines, 1152 health workers were trained in reproductive health, and maternal and newborn care.

• The aid program continued to support Indonesia to make more places available at schools. In 2010–11 Australian support to build 47 new schools and 173 additional facilities at existing schools allowed enrolments to increase by 44 000 students. This brings the total number of new places provided through Australian assistance in Indonesia to 330 000. The aid program also fostered tolerance and understanding by connecting around 1000 Australian and Indonesian teachers and 90 000 Indonesian and 30 000 Australian students through the latest information and communications technology.

• With Australian support, women’s crisis centres in Papua New Guinea, Solomon Islands, Fiji and Vanuatu continued to provide medical treatment, counselling and other support services to women affected by violence. Family and sexual violence units in Papua New Guinea were able to respond to almost three times more cases in 2010 than in 2009 (1050 cases, up from 384 in 2009).

• The aid program continued to support efforts to bring stability and security to Afghanistan, providing much needed opportunities for employment and improving rural incomes. Australia supported training for more than 700 farmers in Bamyan and Parwan provinces, which resulted in a 30 per cent increase in apple, vegetable and wheat yields, and a 14 per cent increase in sheep, cattle and goat populations. Road construction in Uruzgan province created over 50 000 labour days of short-term employment for local residents.

• Following an extensive review conducted jointly with partner countries, the government announced in February 2011 that 257 or a quarter of the 952 technical adviser positions funded by the Australian aid program across 20 countries would be phased out over two years and the funding reinvested in higher priority and more effective projects.

Aid budgets across the globe came under increasing public scrutiny and pressure as governments cut spending to address their own financial circumstances. At the same time, major humanitarian crises placed significant new demands on already stretched aid budgets.

In contrast to many other donors, Australia’s aid budget continued to expand in 2010–11, increasing to an estimated $4.362 billion. This increase is in line with the government’s commitment to provide 0.5 per cent of gross national income as aid by 2015–16. This increase will see Australia ranked as an ‘average’ size international donor in terms of percentage of gross national income.

The 2010–11 aid budget included a number of initiatives to help developing countries make progress towards the Millennium Development Goals. These included a $303.7 million four-year project to increase school enrolments, technical and vocational training, and scholarships, and a $173.4 million four-year plan to improve health services in the Asia-Pacific region. The budget also provided new funding to Indonesia and the African continent to help achieve the Millennium Development Goals. An estimated $323 million over four years was provided to expand Australia’s assistance to its largest development partner Indonesia. This funding will increase education opportunities for young boys and girls, increase development awards, help tackle the spread of HIV/AIDS and improve access to treatment. In 2010–11, Australia also invested $346.9 million over four years to develop future African leaders to help countries on the world’s poorest continent tackle the difficult development challenges they face.
Gender and disability continued to be key themes of the aid program in 2010–11. The 10th anniversary of the United Nations Security Council Resolution 1325 on women, peace and security was celebrated in October. Since the resolution was adopted in 2000, Australia has worked to protect women in conflict and increase women’s participation in peace building. At an event to commemorate the anniversary, Mr Rudd announced Australia would provide additional training to United Nations peacekeepers to help protect women from sexual violence in conflict and post-conflict situations, while the Minister for the Status of Women, Kate Ellis, said the government would develop a national action plan to better implement the principles of Resolution 1325.

During the year, the government’s Avoidable Blindness Initiative screened or treated several thousand people in countries ranging from Pakistan to Fiji for eye conditions such as cataracts. This program, which also helped train health professionals, buy medical equipment and build eye hospitals and training centres, made a real difference to the quality of life not only for those treated, but their families too. The government provided an additional $30.2 million over four years as part of the 2010–11 budget to support developing countries to improve the quality of life of people with disability, and improve access to social and economic opportunities.

Australia responded quickly and effectively to several humanitarian crises throughout the year, from earthquakes and volcanic eruptions that affected our nearest neighbours to the catastrophic flooding in Pakistan. In 2010–11, Australia responded with much-needed medical assistance to cholera outbreaks in Papua New Guinea and Haiti, the latter still struggling to recover from the devastating earthquake of January 2010. Australia also contributed to relief efforts in Indonesia following the October 2010 eruption of Mount Merapi that affected hundreds of thousands of people, and the earthquake and tsunami that hit the Mentawai Islands. Australia’s support provided health programs, equipment for burns victims and long-term emergency preparedness. Beyond Asia and the Pacific, Australia also cooperated with the international community to alleviate the suffering of people affected by protracted humanitarian situations in North Korea, Congo, Sudan, Somalia, Cote d’Ivoire and Liberia.

Australia was also quick to respond to the political and social changes that swept the Middle East and North Africa in early 2011. Australia played a major part in the international response, with AusAID providing humanitarian assistance to Egypt and Libya, and deploying AusAID staff to the region to oversee Australia’s aid effort. Our assistance helped evacuate 2000 people from the war-torn Libyan city of Misrata and helped deliver 340 tonnes of food and medical supplies, two ambulances and medical personnel.

Key policy announcements and results

During her first official visit to Indonesia in November 2010, Prime Minister Julia Gillard committed Australia to working with Indonesia to give hundreds of thousands of children the opportunity to receive nine years of education. The Prime Minister announced that Australia would contribute $500 million to a new education partnership. This will make an important contribution to basic education in Indonesia and help Indonesia reach its goal of providing every child with nine years of education by 2015. Up to 2000 schools will be built or expanded. The partnership will also support around 1500 Islamic schools to achieve accreditation against national education standards, improve the quality of school management across Indonesia, and support research and analysis in education. This builds on the success of previous work on basic education by both countries, which has provided more than 330 000 children with access to schooling.
At the Pacific Islands Forum in Vanuatu in August 2010, Australia signed new Partnerships for Development with the Republic of Palau, the Republic of Marshall Islands and the Federated States of Micronesia. The partnerships identify how Australia can support Pacific Island countries to achieve their development priorities in areas such as health, education, energy, the environment and budget management. There are now 11 Partnerships for Development in the Pacific. These are part of a concerted effort to improve aid effectiveness and help Pacific Island countries achieve the Millennium Development Goals. Also at the forum, Australia announced up to $85 million over four years to protect the lives of mothers, newborn babies and children in the Pacific. This initiative was one of many in 2010–11 in support of maternal and child health.

At the launch of the United Nations Secretary-General’s Global Strategy for Women’s and Children’s Health in September 2010, Mr Rudd announced plans to spend at least $1.6 billion to improve the health of women and children over the next five years. As well as the assistance for the Pacific that was announced at the Pacific Islands Forum, the plans include a new program in East Africa, which will initially focus on Ethiopia, Tanzania and Southern Sudan, and build on long-standing support to the Addis Ababa Hamlin Fistula Hospital and the United Nations Children’s Fund’s Children and AIDS initiative in Tanzania, Malawi and Mozambique. In June 2011, the government also committed an additional $140 million from 2011 to 2013 to help the GAVI Alliance combat two of the biggest childhood killers in the developing world—pneumonia from pneumococcal disease and diarrhoea triggered by rotavirus.

**Partnerships and community engagement**

During 2010–11, AusAID continued to broaden and deepen its partnership and engagement with the Australian community. There is a long and generous tradition in Australia of non-government organisations, individuals, businesses and the community lending a helping hand to people in need, whether through development programs or emergency appeals responding to disasters. Engaging the skills, experience and energy of the community has extended the reach of the aid program and helped Australian aid to make a difference.

In December 2010, AusAID and the Australian Red Cross signed a three-year partnership agreement. Under the agreement, AusAID will provide $20 million to help the Red Cross send aid workers overseas to assist people affected by disaster and conflict and to better prepare communities that are prone to natural disasters like droughts, floods and famines. The partnership is also helping to increase the capacity of other Red Cross National Societies in the Asia-Pacific to better respond to the needs of vulnerable populations. Although the partnership is the first formal arrangement of its kind between the two organisations, it extends the long-standing cooperative relationship between AusAID and the Red Cross that has worked well together over many years in some of the worst humanitarian crises.

AusAID also concluded agreements with six other non-government organisations, improving Australia’s response to humanitarian emergencies by encouraging closer collaboration and cooperation. The humanitarian partnership agreements with Care Australia, Caritas Australia, Oxfam Australia, PLAN International Australia, Save the Children Australia and World Vision Australia include funding for activities to help communities prepare for disasters and recover more quickly.

In September 2010, Australia collaborated with the United Nations and international non-government organisations to host the 63rd United Nations Department of Public Information
Non-Government Organisation Conference in Melbourne. More than 1700 participants representing 260 non-government organisations from 70 countries attended this event, which focused on health issues. It highlighted the importance of partnership approaches to achieving the Millennium Development Goals. The conference produced a declaration for the Special Assembly of the United Nations in New York on 20 September 2010, highlighting actions needed to make greater progress on the health Millennium Development Goals.

AusAID has a longstanding record of cooperation with bilateral donor partners—notably the United States, the European Union, the United Kingdom and Germany with which we hold annual discussions—as well as with key regional donors such as Japan and Korea. In recent years, we have formalised a number of these partnerships. For example, in June 2010, AusAID and its US counterpart, USAID, signed a memorandum of understanding that has facilitated closer collaboration in areas such as food security, maternal and child health, and stabilisation and reconstruction. Separately, a memorandum of understanding between the Australian Civilian Corps and the US Office of the Coordinator for Stabilization and Reconstruction, which was signed in July 2010, has paved the way for Australian and US aid officials to work together to help countries experiencing or emerging from conflict to recovery, reconstruction and development. In March 2011, AusAID and its Korean counterpart held the first high-level consultations in a new development partnership between the two countries.

Australia has multilateral development partnerships with the Asian Development Bank and World Bank. In 2010, these relationships continued to strengthen and become more strategic, including a greater focus on joint analytical work. In 2010, AusAID worked with the Asian Development Bank in the Mekong to research practical measures to improve cross-border trade. Australia contributed its expertise and experience of working in fragile states to the development of the World Bank’s groundbreaking World Development Report on Conflict, Security and Development.

A more effective aid program

In November 2010, Mr Rudd announced the Independent Review of Aid Effectiveness, the first independent review of the aid program commissioned by an Australian Government since the Simons Review of 1997.

The review was conducted by a panel of eminent Australians including Sandy Hollway AO (chairman), Margaret Reid AO, Bill Farmer AO, Stephen Howes and John Denton, and was supported by a secretariat from AusAID. The review was asked to examine and make recommendations to the government on how to improve the aid program’s effectiveness and efficiency, its structure and performance, and the appropriateness of its systems, including how fraud and risk are managed.

The panel consulted widely, including with selected bilateral and multilateral partners, and travelled to Indonesia, Papua New Guinea, Vanuatu and Zimbabwe to assess the Australian aid program on the ground. It considered 288 public submissions and consulted across the Australian Government, non-government organisations and other key stakeholders in the Australian community. The final report of the review was presented to the government on 29 April 2011. At 30 June 2011, the government was preparing its policy response to the recommendations of the review and neither had been publicly released.

Assisting the Independent Review of Aid Effectiveness was a major undertaking in a very busy year for the Australian aid program. Implementation of the government’s policy response
will be a principal focus for AusAID in 2011–12 and will be addressed in full in next year’s annual report.

Between June and December 2010, Australia and its partner countries reviewed the use of advisers to ensure they were delivering clear development results and value for money. The Joint Adviser Review Report was released on 15 February 2011 and as a result 257 positions—a quarter of all advisers—will be phased out within two years. Advisers play a valuable role by transferring skills and expertise to local people, but this takes time and has to be carefully planned to avoid partner countries becoming dependent on advisers rather than developing their own experts. The phasing out of these adviser positions will see savings of $62 million which will be reinvested in priority activities such as basic health and education.

Also in February, Mr Rudd announced a new Adviser Remuneration Framework. The framework is based on international benchmarks, caps adviser fees and provides guidance on use of, and alternatives to, advisers. The review of advisers and introduction of a remuneration framework for commercial contractors attracted international attention and demonstrated the government’s commitment to improving the aid program’s effectiveness.

Internal reforms introduced by AusAID over the course of the year will also contribute to a more effective aid program. The introduction of guidance on working in partner government systems was one such initiative. This guidance attracted the interest of other donors, who, like Australia, face the difficult challenge of balancing effectiveness against risk in channelling funding through government systems in countries where levels of accountability and scrutiny are different from our own. AusAID’s guidance on working in partner systems was recognised by other donors as an innovative approach to improving aid effectiveness. Its release also addressed recommendation three made by the Australian National Audit Office in its 2009–10 audit of the aid program—that to support increased use of partner government systems to deliver aid, there would be benefit in AusAID developing and publishing a comprehensive policy articulating its approach. The audit found that AusAID had effectively managed the increase in Australia’s aid program over the past five years and provided six recommendations to further improve management. By the beginning of 2011, AusAID had completed the implementation of all six recommendations.

Important steps were also taken in relation to staffing. AusAID successfully reduced the problem of staff ‘churn’—where staff spend a relatively short time in a position before moving to another—that was raised as a concern by the Australian National Audit Office. In September 2010, the agency issued guidance that introduced the general principle that staff would be expected to remain in a position for at least two years. It was introduced following consultation with staff and staff representatives and had an almost immediate impact in reducing churn, laying the foundation for the development of greater continuity in work units across the agency. AusAID invested heavily in staffing and human resource management during 2010–11, developing new training programs, undertaking extensive recruitment and developing a workforce plan, which I was pleased to launch in May 2011. The plan outlines how AusAID will recruit, retain, and develop its workforce to successfully manage the expansion of the aid program to 2015, directly addressing issues raised by the Australian National Audit Office.

By the end of 2010, AusAID had publicly released the country and regional strategies that guide the delivery of Australia’s top 20 aid programs. This is in line with the government’s commitment to more open and transparent government. Mr Rudd’s Budget statement in May 2011 set out much more explicitly and clearly than previously the results that have been achieved and the results we expect our various programs to achieve in the coming year. Both of these changes give members of the Australian community better and more straightforward information about the Australian aid program.
The year ahead

With the release of the government’s response to the Independent Review of Aid Effectiveness, change and reform will be a dominant theme for the aid program in the coming year. Implementing the government’s policy response to ensure the program delivers even better results will be AusAID’s top priority. The government’s reforms will be introduced alongside the broad series of reforms already underway, including the continued implementation of the Adviser Remuneration Framework and changes resulting from a review of AusAID’s approach to procurement and contracts. We will need to continue building our senior management structure and corporate functions, including in the areas of audit and risk management. We will also have to invest in improved financial management and information technology systems to ensure we are equipped to deliver a large, growing and world-leading aid program.

The other major driver for the aid program in the year ahead is the direction set by the 2011–12 aid budget. In May, the government announced an increase of almost half a billion dollars to the aid program, bringing the budget to an estimated $4.836 billion. This increase will take the program to 0.35 per cent of gross national income, another step toward meeting the commitment to increase aid to 0.5 per cent in 2015–16. The budget included new measures totalling $1.9 billion over the next four years in the areas of education, maternal and child health, water and sanitation, avoidable blindness, and ending violence against women. Most of this new assistance will go to our region, particularly Indonesia and the Pacific. Assistance to non-government organisations will double and the volunteer program will expand to more than 1000 assignments a year.

AusAID will have to manage major cultural and organisational change and expansion of the aid program at a time when the global environment is also changing significantly. The debt crisis in Europe has already made an impact on the aid budgets of several donor countries putting their existing programs under considerable pressure. In this context, the effective management of a growing aid budget in Australia will see us take a more prominent role as a contributor to multilateral organisations, humanitarian appeals and renewed efforts to meet the Millennium Development Goals. With the experience of the Independent Review of Aid Effectiveness and the other recent reforms to the aid program, Australia will be well placed to contribute to international policy debates on aid effectiveness and future approaches to development after the 2015 end date of the Millennium Development Goals.

To meet these challenges, AusAID and other Australian Government agencies involved in delivering the aid program are going to need to invest in their staff to ensure they have the right people to do the job. To build its workforce AusAID will be implementing in 2011–12 its new workforce plan as well as strategies for Indigenous employment and learning and development. The foundations we lay in the coming year will support the expansion of the aid program to meet the government’s commitment to increase Australian aid to 0.5 per cent by 2015–16. I am confident that AusAID can deliver on the challenges of the coming year.

Peter Baxter
Director General AusAID
Agency overview

AusAID—an executive agency

On 8 July 2010 the Governor-General, on the advice of the Prime Minister, made an order to establish AusAID as an executive agency. The order specified the agency’s functions and formalised its autonomy within the foreign affairs and trade portfolio. As an executive agency, AusAID no longer draws human resource powers under a delegation from the Secretary of the Department of Foreign Affairs and Trade. The agency now assumes a standing with other departments and agencies involved in development, foreign policy and national security. AusAID’s formal autonomy is part of a number of ongoing reforms to ensure efficient and well-managed delivery of the government’s aid objectives. A critical consequence of executive agency status is that it now allows for a stronger structure at the executive level for the agency to grow sufficiently to manage the government’s expanded aid program.

Back, left to right: Paul Wood, Chief Financial Officer; Catherine Walker PSM, First Assistant Director General—Africa, West Asia, Middle East and Humanitarian Division; Blair Exell, First Assistant Director General—Corporate Enabling Division. Front, left to right: James Batley PSM, Deputy Director General—Asia, Pacific and Program Enabling Group; Peter Baxter, Director General; Ewen McDonald, Deputy Director General—Corporate, Humanitarian, and International Group. Absent: Octavia Borthwick, Assistant Director General, Papua New Guinea and Solomon Islands Branch.
Photo: Angus Braithwaite, AusAID
Our role and functions

Australia’s aid program is focused on achieving sustained improvements in people’s lives by working with our partners—domestic, international and multilateral—to achieve the Millennium Development Goals.

AusAID is the lead agency within the government responsible for Australia’s aid program. Its functions as specified in the order of 8 July 2010 are to:

• provide advice on development policy
• manage Australia’s overseas aid program
• plan and coordinate poverty reduction activities
• evaluate and improve Australia’s aid programs
• collect, analyse and publish data or other information relating to development
• lead and coordinate responses to humanitarian and disaster crises
• represent Australia in international development fora.

Organisational structure in 2010–11

The move to executive agency status was complemented by reforms to AusAID’s organisational structure and an expansion of the agency’s senior executive service (SES). These reforms significantly enhance the agency’s capacity to deliver outcomes, manage risk and provide strategic policy advice to the Minister. In February 2011, the agency moved to a structure based on two groups headed by Deputy Directors General (SES Band 3) reporting to the Director General.

At the same time two new divisions were established, bringing the total number of divisions to eight. The Program Effectiveness and Performance Division was established to strengthen the agency’s contracting and procurement systems, while the establishment of a Finance and Budget Division increases the agency’s ability to manage a complex and growing budget. The Chief Financial Officer role was upgraded to SES Band 2, a dedicated SES Band 1 was appointed for strategic budget oversight and a Chief Auditor position was established to head a new Audit Branch. Two new SES Band 1 positions covering legal, contract management, quality assurance, and performance evaluation issues were also established.

The restructure emphasises stronger corporate operations. By strengthening the agency’s management, corporate and procurement capacity, AusAID can ensure it delivers the government’s aid objectives and that the aid program continues to be efficient, well-managed and capable of delivering real development outcomes. As a result of these organisational reforms, AusAID is also able to better demonstrate where and how Australia’s aid is making a real difference.
To manage Australia’s rapidly expanding engagement in Africa, AusAID established an SES Band 1 position at our Pretoria post, setup an office in Addis Ababa and increased staffing resources in Accra and Nairobi. In response to the events in North Africa and the Middle East, officers were posted to Cairo in March.

This modest growth in SES numbers follows significant growth in non-SES positions within AusAID. AusAID now employs 1247 APS staff members and 528 local staff overseas.

**Governance in 2010–11**

The Director General is responsible for the agency’s financial and personnel management, and was assisted in meeting these responsibilities by a new AusAID Executive Committee, established in February 2011 at the same time as the organisational restructure.

The Executive Committee is made up of five permanent members: the Director General, two Deputy Directors General, the Chief Financial Officer and the First Assistant Director General, Corporate Enabling Division. The permanent members are joined by another First Assistant Director General and an Assistant Director General on a six-monthly rotating basis.

In November 2010 an independent chair was appointed to AusAID’s Audit Committee. An independent financial statements expert was appointed to the committee in early 2011. The Chair of Audit Committee attends the Executive Committee on an occasional basis as an observer.
Outcomes and programs framework

AusAID’s outcomes and programs framework is shown in figure 2. Appendix B provides the resources summary for the agency’s outcomes.

The agency’s two outcomes are:

Outcome 1—To assist developing countries to reduce poverty and achieve sustainable development, in line with Australia’s national interest.

Outcome 2—Australia’s national interest advanced by implementing a partnership between Australia and Indonesia for reconstruction and development.

AusAID’s administered items and programs contribute to these outcomes.

FIGURE 2: AUSAID OUTCOMES AND PROGRAM STRUCTURE 2010–11

AusAID

Total departmental appropriation: $270.960 million
Total departmental expenses: $250.260 million
Total administered appropriation: $4 220.895 million
Total administered expenses: $4 226.941 million

OUTCOME 1

To assist developing countries to reduce poverty and achieve sustainable development, in line with Australia’s national interest

Departmental operating appropriation: $253.353 million
Departmental capital appropriation: $12.326 million
Departmental expenses: $247.842 million

Administered operating appropriation: $3 663.654 million
Administered capital appropriation: $553.630 million
Administered expenses: $4 196.594 million

OUTCOME 2

Australia’s national interest advanced by implementing a partnership between Australia and Indonesia for reconstruction and development

Departmental operating appropriation: $5.281 million
Departmental expenses: $2.418 million

Administered operating appropriation: $3.611 million
Administered expenses: $30.347 million