



Australian Government
Department of Foreign Affairs and Trade

CORPORATE PLAN

2023–24

AUGUST 2023



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Secretary's Introduction photo page 5, credit: DFAT

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Acknowledgement of Country

The Department of Foreign Affairs and Trade (DFAT) acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to elders past and present.

We recognise that the land and waters of Australia are sacred and that Aboriginal and Torres Strait Islander peoples have a deep and abiding connection to them. We commit to working in partnership with First Nations peoples to build a more just and equitable future for all Australians.

We are also committed to working with First Nations peoples across the globe to achieve a vision for a world where First Nations peoples are respected, included and empowered.



Henry Puna, Secretary General of the Pacific Islands Forum (PIF) Secretariat participates in a smoking ceremony, led by Serena Williams, Ngunnawal-Wiradjuri woman at Australian Parliament House on 14 June 2023. Also present were representatives of the Office of the Pacific at DFAT and other members of the PIF delegation.

Credit: DFAT/Samuel Phelps.



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Secretary's Introduction



I am pleased to present the Department of Foreign Affairs and Trade Corporate Plan 2023–24. This plan sets out the department's purpose, outcomes and key activities for the period 2023–24 to 2026–27.

DFAT's purpose is to make Australia stronger, safer and more prosperous, to provide timely and responsive consular and passport services, and to ensure a secure Australian Government presence overseas.

To achieve this as Australia faces the most challenging strategic and economic circumstances in the post-war period will require DFAT to deliver purposeful and effective diplomacy, policy advice, services and infrastructure.

I am proud of the work we do every day to pursue Australia's interests. DFAT leads Australian Government efforts at 116 posts in 86 countries. We provide a secure, safe and connected presence for the Australian Government to pursue opportunities overseas. Through our posts, we also deliver high quality consular and passport services to Australians overseas.

The Government's vision for a peaceful, stable and prosperous Indo-Pacific region is ambitious. In 2023–24 DFAT will continue our efforts to support a strong Pacific family and to deepen Australia's engagement in Southeast Asia. We will support the Government to further strengthen Australia's enduring partnership with the United States and take forward our relationship with China. DFAT will support security and economic cooperation across our region, including through Australia's partnerships with Japan, India and Republic of Korea. We will strengthen people-to-people and institutional links to build long-term connections.

DFAT will continue to lead efforts across government, in partnership with business and the wider community, in pursuit of international opportunities. We will champion the multilateral system, support our region to mitigate and respond to the increasing frequency of disasters, and advise on new opportunities to pursue Australia's national interests. We will provide international policy advice to the Government, deliver Australia's new International Development Policy, strengthen trade and investment ties, build economic resilience, and demonstrate Australia's growing climate leadership.

Achieving these outcomes will require creative and deliberate statecraft. We are focused on building the capabilities that DFAT needs to advance Australia's interests internationally, now and into the future.

We will be authentically Australian, representing all aspects of our national diversity, including First Nations heritage, our multicultural society and commitment to gender equality. Our approach is underpinned by our departmental values and commitment to integrity and accountability.

In recognition of the evolving geostrategic challenges Australia faces, and the department's central role in addressing them, we have strengthened our approach to our performance systems, governance structure and risk oversight. From 1 July 2023, the department will measure its performance against new key activities and performance measures. This will enable a more rigorous and systematic approach to DFAT's performance assessments, by focussing on our most important functions.

I look forward to reporting on how the department has performed in DFAT's Annual Report 2023–24.



Statement of Preparation

I, Jan Adams, as the Accountable Authority of the Department of Foreign Affairs and Trade, am pleased to present the Department of Foreign Affairs and Trade's Corporate Plan 2023–24.

This covers the period 2023–24 to 2026–27 as required under paragraph 35(1) (b) of the *Public Governance, Performance and Accountability Act 2013* (the PGPA Act). The corporate plan is prepared in accordance with the *Public Governance, Performance and Accountability Rule 2014* (the PGPA Rule).



Jan Adams AO, PSM

Secretary

Corporate Plan on a Page

OUR PERFORMANCE						
 OUR VISION	To promote and protect Australia's national interest at home and overseas to deliver security and prosperity for all Australians.					
 OUR PURPOSE	To make Australia stronger, safer and more prosperous, to provide timely and responsive consular and passport services, and to ensure a secure Australian Government presence overseas.					
 OUTCOMES	 1 The advancement of Australia's international strategic, security and economic interests.	 2 The protection and welfare of Australians abroad and access to secure international travel documentation.	 3 A secure Australian Government presence overseas.			
 KEY ACTIVITIES	 1 Negotiate and advocate internationally and provide international policy advice.	 4 Deliver consular services.	 6 Manage the Australian Government's overseas network.	 5 Deliver passport services.		
 2 Deliver international development and humanitarian assistance.	 3 Advocate within multilateral institutions.					
OUR CULTURE AND CAPABILITIES						
 DEPARTMENTAL STRATEGIC OBJECTIVES	 1 Lead Australia's global engagement, projecting the reality of modern Australia including First Nations perspectives.	 4 Deliver integrated citizen-centric services to Australians.	 5 Protect Australian Government information and the international network.			
 2 Advocate, shape and deliver outcomes that enhance Australia's security and prosperity.	 3 Be the primary source of expert international policy advice and guide implementation, including with partners.					
 LEADERSHIP	Be Dynamic	Be Respectful	Have Integrity	Value others	Empower people	
 VALUES	The APS Values	and Achievement	Leadership and Accountability	Valuing People	Collaboration	
 CAPABILITIES	Our People 	Our Global Network 		Our Systems 		
We are committed to growing capability across three key themes:						
 OUR RISKS	1 Strengthening Australia's influence.	2 Building skills, tradecraft and expertise.	3 Improving enabling services and service delivery.			
Maintaining the trust of government, partners and stakeholders.	Delivery of our services, programs and policy.	Attracting, developing and retaining the people, capabilities and capacity we need.	Enabling our business through ICT services, security capabilities and property.	Providing the work environment and culture for the health, safety and welfare of staff.	Managing our finances sustainably.	



Our Operating Context

DFAT works in a complex and dynamic international operating environment. It is our role to understand, interpret and influence Australia's international environment in ways that protect and advance our national interests.

Shifting geostrategic balances in our region

The Indo-Pacific region is being reshaped amid rapid strategic and economic change, with increasing risk of miscalculation or conflict. In an environment of renewed competition between major powers, there are also growing risks that coercive trade measures, unsustainable lending, political interference, disinformation, and an undermining of international rules and norms will encroach on the ability of countries to exercise their agency, contribute to regional balance and decide their own destinies.

While Australia's economy remained strong through the turbulent COVID years, the outlook is challenging as the global economy faces continued headwinds.

Global economic growth over the next two years is expected to be the weakest in over two decades – excluding the Global Financial Crisis and the pandemic – with pressures from persistent inflation and high interest rates expected to limit growth.

Today's global challenges are interconnected and have a compounding impact. In the Indo-Pacific, where 22 of our 26 nearest neighbours are developing countries, progress has been uneven and can be eroded quickly, as shown by the pandemic.

The opportunities and challenges we face as a global community, from climate change to disaster risk and social inequality, are often magnified in the Indo-Pacific. The debt servicing burden in the Pacific will exacerbate challenges and impact critical health, education and social services. Southeast Asia has seen a decline in poverty, but these gains must be protected through economic productivity and investing in decent jobs, innovation and clean energy. Australia is bringing new energy and more resources to the Indo-Pacific, working with partners including New Zealand, to harness economic, diplomatic, defence, and development assets.

Australia's interests are best served by the prevailing international order, which Russia is systematically attacking through its illegal and immoral war in

Ukraine. Australia will do its part to end Russia's war by supporting Ukraine and holding Russia to account.

The Government's acquisition of conventionally armed, nuclear-powered submarines is the single biggest investment in defence capability in Australia's history. Working with the Department of Defence and the Australian Submarine Agency, DFAT will provide the international legal, policy and diplomatic capability necessary to support the AUKUS initiative.

The Australian Safeguards and Non-Proliferation Office within DFAT performs domestic regulatory functions to ensure that Australia complies with international non-proliferation treaty commitments in relation to weapons of mass destruction.

With these major regional and global strategic shifts comes the need to engage constructively for the benefit of all Australians. DFAT does this on behalf of Government, engaging with risks, identifying opportunities and tackling challenges as they arise.

Regional partnerships and relationships

A stable and constructive relationship between Australia and China serves the interests of both countries and the region. DFAT continues to take forward the bilateral relationship with China, navigating differences and engaging in the national interest. Economic ties have been a keystone of the relationship. Australia wants trade impediments affecting our exports removed so that mutually beneficial trade in these products resumes. DFAT will continue to advocate on issues important to Australia including consular matters and human rights.

Australia's alliance with the United States, and expanding security and economic cooperation with Japan, India, the Republic of Korea, and key ASEAN partners, strengthens our ability to support key Southeast Asian priorities.

As a founding member of the PIF, Australia is committed to working with the Pacific family to pursue our shared vision of a peaceful, prosperous, and resilient region. Australia's deep engagement in the Pacific is guided by the priorities and ambitions



articulated in the 2050 Strategy for the Blue Pacific Continent, endorsed by PIF Leaders in July 2022.

Australia is invested in, and committed to, Southeast Asia. We see the Association of Southeast Asian Nations (ASEAN) at the centre of a stable, peaceful and prosperous region where all nations' sovereignty is respected. As a Comprehensive Strategic Partner, Australia is supporting implementation of the ASEAN Outlook on the Indo-Pacific. Through the Office of Southeast Asia and our overseas network, DFAT is implementing the Government's Southeast Asia Economic Strategy to 2040 to facilitate stronger trade and investment links.

Australia's Quad partnership with India, Japan and the United States is a key pillar in Australia's foreign policy. The Quad complements our bilateral, regional and multilateral cooperation, including with ASEAN member states and Pacific partners.

Beyond our region, we work with partners in Europe, the Middle East, Africa and Latin America to pursue our shared security and economic interests.

Growing trade and economic relationships

Trade underpins Australia's prosperity and economic resilience. It boosts economic activity and job creation in Australia – with trade-related economic activity supporting one in four jobs. Trade has materially increased Australian living standards, including by providing more variety of goods and services and at lower prices, raising real incomes for consumers and businesses. DFAT engages widely with stakeholders to negotiate new free trade agreements and get the most out of existing ones. Free trade agreements deliver benefits through supporting rules-based trade, improving access to markets and building better global standards.

Increasing impacts of climate change

The damaging impacts of climate change are now experienced by the global community, including all Australians. Australia's Pacific Island neighbours feel this acutely, with their economies, wellbeing and lands increasingly at risk.

Action to achieve net zero emissions and protect the environment has accelerated. This is transforming the value of countries' natural endowments, changing trade patterns, creating new markets and rewarding creativity.

Australia's development program

The Government released Australia's new International Development Policy on 8 August 2023. It presents a long-term vision for how our development program will meet the critical needs of our partners, while also supporting Australia's national interests and the interests we share with our region. The policy outlines what we will focus on and how we will deliver an effective development program. We will forge partnerships of respect, draw on Australia's strengths, deepen quality and transparency, support locally led change, and maximise collective impact. This will support our partners to build effective, accountable states that drive their own development, enhance state and community resilience to external pressures and shocks, connect with Australia and regional architecture, and generate collective action on global challenges that impact us and our region.

The policy states that the objective of Australia's development program is to advance an Indo-Pacific that is peaceful, stable, and prosperous. It makes clear that achieving this objective will require sustainable development and lifting people out of poverty. An effective development program is key to building regional resilience. Among its key commitments, the policy reinstates a target for 80 per cent of all development investments to address gender equality effectively and identifies ambitious targets and action on climate change.

Increasing humanitarian crises

Climate shocks, violent conflict and weak global economies are shaping what is now the largest global food crisis in modern history. The compounding effect of climate change is magnifying challenges, such as food insecurity, water scarcity and displacement. Crises disproportionately affect the most vulnerable members of society, including women and girls and people with disabilities.

Global humanitarian need is at a record high – 103 million people are displaced globally, caused mostly by disasters and extreme weather events.

The Indo-Pacific region is the most disaster-prone in the world. Every year, millions of people in the Indo-Pacific are affected by hazards such as earthquakes, tropical storms, flooding, landslides,

tsunamis and volcanic eruptions. The numbers of refugees hosted in our region are increasing, rising from 4.2 million (2021) to 6.8 million (2022). Crises undermine growth, reverse hard-won gains, increase poverty and can result in long-term instability.

It is in Australia's national interest to support humanitarian response efforts, especially within our region. More frequent and complex disasters in our region means that our humanitarian response efforts are needed more often and concurrently. DFAT works with the international humanitarian system and partner governments to build resilience and to prepare for response and recovery.

Trends in international travel

The number of Australians traveling overseas increased significantly during 2022–23, with close to 900,000 Australians departing in June 2023 as outbound travel demand and supply started to normalise. Monthly departures are approaching pre-COVID-19 levels with some locations (e.g. Bali) reporting seasonally higher levels of Australian travellers compared with 2019. This is also reflected in an increase in visits to DFAT's [Smartraveller](#) site.

As the number of Australians travelling overseas increases, so does demand for passports and consular assistance, two services DFAT delivers. During 2022–23, DFAT assisted over 8,400 consular cases and we expect further increases in 2023–24.

We issued a record number of passports in 2022–23, and demand for passport services is expected to remain high throughout 2023–24. DFAT will continue to deliver timely passport services for Australian travellers. Designed, printed and assembled in Australia, the new 'R Series' passport includes advanced security features to prevent counterfeiting and identity theft and keep Australians safe.

A First Nations approach to foreign policy

The Government has appointed Australia's inaugural Ambassador for First Nations People, Mr Justin Mohamed. It has committed to establishing an Office of First Nations Engagement within DFAT and developing a First Nations approach to foreign policy. DFAT is working to embed Indigenous perspectives, experiences and interests into our foreign policy, including to help grow First Nations' trade and investment.

As the longest continuous culture in the world, First Nations people were Australia's first diplomats and traders.

Elevating First Nations perspectives will strengthen our connections across the world and in our region, especially across the Pacific. We are also working to progress First Nations rights globally.



Ambassador Justin Mohamed with Pacific delegates at the 'kuril dhagun' talking circle, State Library of Queensland.
Credit: DFAT/Sarah Friend.

Our Role

We are the eyes, ears and voice of Australia overseas. We engage with foreign governments and international organisations, using diplomatic tradecraft to advocate and negotiate outcomes to advance Australia's strategic, security and economic interests. We manage a network of 116 overseas posts that enable us to form the strategic insights that underpin our advice and support to the Government, and allow other government agencies to have a secure presence overseas. From these posts, we also deliver international development and humanitarian assistance to address challenges facing the region. The overseas network is fundamental to our delivery of consular and passport services to Australians abroad. DFAT's activities overseas are underpinned by strong domestic capabilities in foreign affairs, trade, development policy, consular and crisis management, passport services and critical enabling services and infrastructure.

'I am proud every day of the Department of Foreign Affairs and Trade, so ably led by Jan Adams. They provide vital strategic insights and warning, they champion our interests, they influence and persuade, they are in the room and at the table, they work with partners to deliver Australian assistance, they provide critical consular support for Australians in need.'

*Senator the Hon Penny Wong, Minister for Foreign Affairs
National Press Club, 17 April 2023.*

The Foreign Affairs and Trade portfolio

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

The department and its portfolio agency partners deliver a global network of embassies and missions and international affairs policy capability to advance Australia's interests and influence abroad. We work in partnership across government to promote a stable and prosperous regional and global environment.



Staff at the Australian Embassy in Dublin, Ireland. Credit: DFAT.

Role of the corporate plan

DFAT's Corporate Plan 2023–24 sets out its purpose and outcomes, and the key activities that it undertakes to achieve them. The corporate plan complements the [Foreign Affairs and Trade 2023–24 Portfolio Budget Statements](#) (PBS), which set out the funds appropriated for the department to achieve our purpose and three outcomes over the period 2023–24 to 2026–27. As stated in the PBS, from 1 July 2023, the department will measure its performance against the new key activities and performance measures set out in this corporate plan.

The corporate plan sets the parameters for the department's annual business planning cycle and individual performance and development agreements by bringing together our enterprise performance measures and risks, our capabilities and our values, ensuring clarity of our purpose and priorities from the whole-of-enterprise to the individual level.

Our approach to performance

DFAT is committed to transparency of, and accountability for, its performance. We take seriously the resources and trust we are awarded by Government to achieve our purpose. We are committed to continuous learning and improvement. Our revised key activities and performance measures aim to provide sharper, clearer and more objective information about how we perform in 2023–24, and how we deliver the key activities Government has funded us to achieve.

In 2023–24, DFAT commits to reporting annually on 13 performance measures. For 11 of these, we have set qualitative and quantitative planned performance results. For two measures, we will undertake case studies to assess performance in major policy areas, applying a robust approach based on evaluation methodology. Seven case study topics have been selected based on the level of policy and financial materiality they represent to the department. Collectively, they provide a representative sample of DFAT's work from which we will draw conclusions about our performance more broadly.



Pinkenba, Brisbane: Shaun Thomas, Response Lead for the Humanitarian Logistics Capability, supporting the Australian Government's humanitarian response operations to ensure communities affected by crisis receive humanitarian supplies. The Humanitarian Logistics Capability Warehouse can support up to 11,000 families and has a total of 10,000m² storage.

Credit: DFAT/Reginald Ramos.

Our Performance

OUR VISION

DFAT's performance is guided by our vision:

To promote and protect Australia's national interest at home and overseas and to deliver security and prosperity for all Australians.

OUR PURPOSE

DFAT's purpose is to make Australia stronger, safer and more prosperous, to provide timely and responsive consular and passport services, and to ensure a secure Australian Government presence overseas.

OUR OUTCOMES

Our three outcomes are the results we must deliver to achieve our purpose. They are:



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.



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.



OUTCOME 3

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

OUR KEY ACTIVITIES

To deliver these outcomes, DFAT focuses on six key activities:

KEY ACTIVITY 1

Negotiate and advocate internationally and provide international policy advice.

KEY ACTIVITY 2

Deliver international development and humanitarian assistance.

KEY ACTIVITY 3

Advocate within multilateral institutions.

KEY ACTIVITY 4

Deliver consular services.

KEY ACTIVITY 5

Deliver passport services.

KEY ACTIVITY 6

Manage the Australian Government's overseas network.

Our Culture and Capabilities

DFAT's performance is underpinned by our departmental culture and capabilities, which are shaped by our strategic objectives, leadership behaviours and values.

Strategic objectives

In order to achieve our vision, we pursue six departmental strategic objectives:

1. Lead Australia's global engagement, projecting the reality of modern Australia including First Nations perspectives.
2. Advocate, shape and deliver outcomes that enhance Australia's security and prosperity.
3. Be the primary source of expert international policy advice and guide implementation, including with partners.
4. Deliver integrated citizen-centric services to Australians.
5. Protect Australian Government information and the international network.
6. Be an employer of choice, supporting the health, safety and wellbeing of our people and ongoing professional development.

Our strategic objectives support delivery of our outcomes. Strategic Objectives 1, 2 and 3 align with Outcome 1, Strategic Objective 4 aligns with Outcome 2 and Strategic Objective 5 aligns with Outcome 3. Strategic Objective 6 underpins all we do, as people are our most important asset.

We are working to enable and grow the culture and departmental capabilities we need to meet these objectives including through our leadership behaviours, our values and conduct and our partnerships.

Leadership behaviours

The Secretaries' [Charter of Leadership Behaviours](#) sets out the behaviours that departmental secretaries expect of themselves and the Senior Executive Service, and want to see in leaders at all levels of the Australian Public Service (APS). Released in 2022, the Charter focuses on behaviours that support modern systems leadership within the construct of the APS Values and Code of Conduct.

The leadership behaviours are summarised by the acronym DRIVE:

Be **D**ynamic | Be **R**espectful | Have Integrity
Value others | **E**mpower people.

APS Values

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

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

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

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

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

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

At the time of publication, changes are being proposed to *the Public Service Act 1999* to add a new APS Value of **stewardship**. Stewardship means the APS builds its capability and institutional knowledge, and supports the public interest now and into the future, by understanding the long-term impacts of what it does.



DFAT Values

At DFAT, we also place importance on our agency values, as these define how we work and shape our culture:

Achievement: We take pride in delivering high quality and innovative policy advice, programs and services to advance Australia's interests.

Leadership and Accountability: We are courageous and innovative in meeting challenges, bold in contesting ideas and accountable for our actions.

Valuing People: We are fair, embrace diversity and harness and reward the knowledge, experience and creativity of all our staff.

Collaboration: We are one team – respected for our ability to foster relationships across government and the world to advance Australia's interests.

Our Conduct

APS Code of Conduct

DFAT employees are required to comply with the APS Code of Conduct as set out in Section 13 of the *Public Service Act 1999*. All contractors and consultants must also observe the APS Code of Conduct in accordance with enforceable provisions contained in their contracts. DFAT expects a high degree of accountability from its staff and contractors around any issue that could potentially breach the code or department-specific requirements.

DFAT Code of Conduct for Overseas Service

Australian officials overseas are seen at all times as representing Australia both in the performance of their official duties and in the manner in which they conduct themselves as private individuals. Regardless of their official roles or responsibilities, their status as foreign officials means their actions will be subject to greater scrutiny and public interest than they would be at home. Australian officials abroad may also face dilemmas in the area of personal conduct which do not arise in Australia whether in social, cultural, financial or personal settings.

Section 13(12) of the *Public Service Act 1999* provides that an APS employee on duty overseas must at all times behave in a way that upholds the good reputation of Australia. This element of the APS Code of Conduct applies to APS employees working overseas in addition to other elements of the APS Code of Conduct.

The DFAT Code of Conduct for Overseas Service is a statement of the department's collective commitment to maintaining the highest ethical standards of behaviour. Developed in consultation with DFAT staff and other agencies and departments that operate overseas, it addresses particular conduct issues which arise overseas additional to, or different from, those covered in existing legislation and guidelines governing the conduct of the APS in Australia.

Before any DFAT officer travels overseas on official business, they confirm that they have read and understood the department's code of conduct for overseas service and are willing to comply with the code's provisions. The [full text of the code](#) is available from the DFAT website.



Our capabilities

DFAT's people, global network and specialised information and communications technology systems are essential to DFAT's ability to undertake its key activities to achieve its purposes.

Our people

DFAT has a diverse, loyal and high performing workforce in Australia and overseas. We take pride in our work and are dedicated to service, often in demanding and dangerous circumstances.

Managing an overseas network of 116 posts means our efforts to build inclusive workplaces affects more than just our own workforce. At these posts, Australian citizens access consular and other services and staff from DFAT and other government agencies come to work, often accompanied on overseas postings by their family members.

We strive to build a workforce and workplace culture that is inclusive and that reflects the diversity of the communities we serve. This enables us to project modern Australia, find common ground with the world's peoples, and solve complex problems.

Our diversity is also reflected across our locally engaged staff, who bring cultural, linguistic, and contextual knowledge of overseas environments. The skills and expertise of our locally engaged staff are essential to DFAT's ability to manage post operations, support Australians overseas and build relationships with local stakeholders.

DFAT's approach to inclusion and diversity will include practical changes to reduce barriers to workforce participation, strengthen career development and increase the representation of people from groups that remain under-represented, including at senior levels.

We will build on lessons learned over the last decade that saw representation of women in head of mission, head of post and senior executive roles reach and maintain parity with men. Our efforts will focus on strengthening representation across First Nations people, LGBTQIA+ people, people with disabilities, and people from culturally and linguistically diverse backgrounds. We will embed reconciliation with First Nations people in our workplace and through our work practices. We will continue to modernise our workplace policies, strengthen inclusive leadership and embed flexibility

as the way DFAT does business, while implementing the Government's APS Reform agenda.

Our global network

An overseas Australian Government presence is fundamental to Australia's ability to meet the strategic challenges ahead, protect Australians overseas and advance Australia's interests abroad. In 116 posts, DFAT is the lead agency in ensuring a consistent and efficient use of government resources, including managing properties, staff and conditions of service, health and safety, security, information and communications technology, and finance. Austrade manages an additional nine posts in the network, which provide consular services.

The overseas network works with a range of stakeholders globally to ensure Australia's interests are represented in both bilateral and multilateral relationships and bodies. The network also enables the delivery of Australia's development program and assists in identifying and securing new market opportunities for Australian businesses overseas.

The network provides consular and passport services to the Australian travelling public and manages the on-the-ground response to an overseas crisis. To assist posts, there are 48 Honorary Consuls (two managed by Austrade) in locations where we are not represented to ensure public services are available in areas frequented by Australian travellers.

Our systems

The department provides ICT services and infrastructure, including to domestic and overseas partner agencies, to enable a secure Australian Government presence overseas. The department will continue to enhance its ICT capability over the next four years, to support a reliable, secure, and sustainable global ICT network which is responsive in an uncertain operating environment. ICT is a critical enabler for the department. Software tools, cloud technology and other new ICT capabilities have enabled DFAT staff to work smarter and remain agile to changing circumstances both domestically and abroad. DFAT will continue to focus on implementing new technologies to improve our ICT capability to ensure our systems are fit-for-purpose and secure.



Key

- DFAT posts
- State and Territory offices
- Torres Strait Treaty Liaison Office
- Austrade-managed posts providing consular assistance

**DFAT manages four multilateral posts in Geneva (UN), Jakarta (ASEAN), Paris (OECD) and New York (UN)*



Our partnerships

In an uncertain world, the strength and diversity of Australia's partnerships are critical. We work with a wide range of partners in Australia, in our region and across the globe to deliver the Government's agenda. The department will continue to invest in these relationships through Australia's diplomatic network.

We take a whole-of-government approach in the pursuit of our purpose. DFAT partners with 27 other Australian Government departments and agencies that have a presence overseas. We provide services to a further nine agencies in Australia. DFAT is supported by partner agencies in its associated leadership, advocacy and coordination roles at overseas missions.

Services Australia, the Australian Federal Police and the Australian Trade and Investment Commission support DFAT in the delivery of high-quality consular services.

The department also has strong connections across state and territory governments, businesses, universities, scientific agencies, non-government organisations and the wider Australian community. These connections support a whole-of-nation effort to promote and protect Australia's interests internationally and contribute to economic growth and global stability.

DFAT's international partnerships extend across the Indo-Pacific and around the globe. We work through international institutions like the United Nations, World Trade Organization, International Atomic Energy Agency (IAEA), multilateral development banks and the Organisation for Economic Co-operation and Development (OECD). We engage closely with regional counterparts through organisations such as ASEAN, Asia-Pacific Economic Cooperation (APEC) and the PIF. And we advance and protect Australia's interests through groupings and partnerships like the Quad and AUKUS.

Building our capability

The 2023–24 Budget included investments in our diplomatic, trade and development capabilities, including an immediate and ongoing investment in the core skills required to deliver an effective and high quality international development program, a commitment of Australia's new International Development Policy.

We are focused on building the capabilities that DFAT will need to advance Australia's interests and values internationally and to protect and grow Australia's security and prosperity, now and into the future. DFAT is growing capability across three key themes:

- Influence: Strengthening Australia's influence, including through a stronger diplomatic network
- Skills: Building skills, tradecraft and expertise
- Delivery: Improving enabling services and service delivery results.

Building our capability across these three themes will position DFAT to deliver on its six strategic objectives so that we can achieve our vision and deliver on our purpose.

Measuring Our Performance



Outcome 1:

The advancement of Australia's international strategic, security and economic interests including through bilateral, regional and multilateral engagement on Australian Government foreign, trade and international development policy priorities.

Key Activity 1:

Negotiate and advocate internationally and provide international policy advice

Our job is to be where it matters, when it matters – we forge and maintain stakeholder networks in Australia, in our region and globally. These networks are critical to our ability to advocate and negotiate outcomes that advance Australia's strategic, security and economic interests. They enable us to form strategic insights that underpin our foreign and trade policy advice and the support that we provide to ministers to deliver the Government's agenda.

We deliver targeted programs to increase Australia's engagement with the Indo-Pacific region, and project a positive and contemporary image of Australia overseas. We provide legal services and regulatory functions to uphold Australia's international treaty obligations and protect and advance Australia's international interests.

DFAT provides the legal, policy and diplomatic capability necessary to support Australia's acquisition of conventionally-armed, nuclear-powered submarines, while setting the highest non-proliferation standards.

We will use five measures to assess our performance over the four PBS programs related to this key activity.



Luciana, Pacific Australia Labour Mobility (PALM) Scheme worker from Timor-Leste picking lettuce at Bulmer Farms in Victoria. Credit: DFAT/Karen Young.



Performance Measure 1: DFAT’s diplomatic efforts support favourable foreign affairs and trade policy outcomes for Australia

Our role	PBS Program Budget May 2023	Planned performance result 2023–24 to 2026–27
Engage in negotiation and advocacy	1.1 Foreign Affairs and Trade Operations	Case studies demonstrate performance. Measurement base: Qualitative, effectiveness.

Methodology Case studies examining DFAT’s work on: Australia’s relationship with China, expanding the Pacific Australia Labour Mobility (PALM) Scheme, implementing Australia’s Comprehensive Strategic Partnership with India, providing support to Ukraine, climate change and energy transition, and the Southeast Asia Economic Strategy to 2040.

The work DFAT undertakes to pursue favourable foreign affairs and trade policy outcomes for Australia is multifaceted and broad in scope. The work comprises the strategic pursuit of long-term objectives, as well as short term responses to a dynamic operating environment. In 2023–24 DFAT will assess its performance against this measure by focussing on six particular topics in depth. We will seek to understand how effectively we delivered on our intended outcomes against each area in the reporting period, and how we responded to changes in the operating environment. While these topics represent only a portion of DFAT’s work in pursuing favourable foreign policy and trade outcomes for Australia, each topic is significant in its own right and collectively they are representative of the breadth and scope of our work. As well as evaluating each topic individually, we will look for patterns and lessons across multiple topics, with a view to continuing to improve our performance and risk management across all lines of DFAT’s diplomatic efforts in 2024–25 and beyond.

Performance Measure 2: DFAT’s ministers are satisfied with the advice and support provided by the department

Our role	PBS Program Budget May 2023	Planned performance result 2023–24 to 2026–27
Provide foreign and trade policy advice and support ministers to deliver the Government’s agenda	1.1 Foreign Affairs and Trade Operations	Maintain satisfaction levels above 85 per cent. Measurement base: Quantitative, effectiveness.

Methodology Annual survey of ministerial offices.

The primary audience for the department’s advice is our portfolio ministers. DFAT’s ministers’ satisfaction with the advice and support provided by the department is a direct measure of our effectiveness in delivering our purpose. Our performance will be measured through the use of an annual survey of ministers’ chiefs of staff and senior advisers. Survey participants are determined by their role and responses are anonymous to allow frank assessments of the department’s performance and mitigate bias.



Ryan Bradley, New Colombo Plan Infosys Scholar for Thailand. Credit: DFAT.

Performance Measure 3: Increased number and diversity of Australian university undergraduates with Indo-Pacific capability		
Our role	PBS Program Budget May 2023	Planned performance results 2023–24 to 2026–27
Manage the New Colombo Plan (NCP)	1.5 New Colombo Plan	<p>Number of Australian university undergraduates who complete an NCP program in the Indo-Pacific region. Measurement base: Quantitative, output.</p> <p>Diversity of Australian university undergraduates who complete an NCP program in the Indo-Pacific region. Measurement base: Quantitative, output.</p>

Methodology Count of Australian university undergraduates who complete an NCP program in the Indo-Pacific region.

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

The strategic objective of the NCP is to strengthen Australia’s regional standing by building a diverse cohort of Australian alumni with deeper Indo-Pacific knowledge, capability and connections. The NCP plays an important role in building Australia’s relationships with its neighbours, encouraging strong professional and personal networks across our region, and contributing to Australia’s future prosperity.

The number and diversity of Australian university undergraduates who complete a NCP program in the Indo-Pacific region is a direct measurement of an increasing number of diverse Australian university undergraduates with Indo-Pacific capability. This is a key outcome of the NCP that contributes to the achievement of DFAT’s purpose to make Australia stronger, safer and more prosperous. Each planned performance result will be equally weighted in our overall assessment against this performance measure.



Performance Measure 4: Australia’s standing in the region is enhanced through DFAT’s public diplomacy

Our role	PBS Program Budget May 2023	Planned performance result 2023–24 to 2026–27
Project a positive and contemporary image of Australia	1.6 Public information services and public diplomacy	Effectiveness of DFAT’s public diplomacy through a case study into increasing Australia’s standing in the region through sport or foundations, councils and institutes. Measurement base: Qualitative, effectiveness.

Methodology A case study examining the PacificAus Sports program.

DFAT projects a positive and contemporary image of Australia internationally and promotes a clear understanding of government policies, objectives and engagement with the Indo-Pacific region through our soft power activities. PacificAus Sports is a flagship initiative that seeks to create more opportunities for Pacific and Australian athletes and teams to train, play and grow together. It aims to strengthen regional sports capabilities, exposing teams to new opportunities and career development experiences, especially for women and girls in the Pacific. The program spans 11 countries and eight sporting organisations across four codes: netball, rugby league, rugby union and soccer (football).

For this performance measure, we will apply a similar case study methodology to that described above for Performance Measure 1.

Performance Measure 5: Australia’s treaty obligations are met under Australia’s Comprehensive Safeguards Agreement and Additional Protocol with the International Atomic Energy Agency

Our role	PBS Program Budget May 2023	Planned performance result 2023–24 to 2026–27 ¹
Implement Australia’s international nuclear non-proliferation obligations	1.8 Nuclear-Powered Submarine Program	All IAEA reporting obligations are met and IAEA inspections supported to demonstrate Australia’s compliance with its obligations. Measurement base: Quantitative, output.

Methodology Review of IAEA reporting lodged and IAEA inspections supported.

The Australian Safeguards and Non-Proliferation Office (ASNO) is responsible for ensuring that Australia is in compliance with its international treaty commitments in relation to weapons of mass destruction, including Australia’s Comprehensive Safeguards Agreement and Additional Protocol with the IAEA. ASNO implements measures to counter the proliferation of weapons of mass destruction.

ASNO operates as a division within DFAT. However, the Director General of ASNO reports directly to the Minister for Foreign Affairs and presents a standalone Annual Report on ASNO’s operations to Parliament. The statutory position of the Director of Safeguards under the *Nuclear Non-Proliferation (Safeguards) Act 1987* has been consolidated with the statutory offices of Director, Chemical Weapons Convention Office, and Director, Australian Comprehensive Test Ban Office, into the single office of Director General, ASNO.

¹ PBS Program 1.8 has budgeted expenses for 2023–24 and 2024–25 only. Planned performance results in 2025–26 and 2026–27 are subject to future budget decisions.

Key Activity 2:

Deliver international development and humanitarian assistance

DFAT leads the design and delivery of Australia’s international development and humanitarian assistance. The development program supports our national interests by working with our partners to address overlapping challenges facing the region, including climate change, COVID-19 recovery and deteriorating global economic conditions. DFAT ensures effective and transparent planning, implementation and monitoring and evaluation takes place across a portfolio of approximately one thousand active investments that make up the development program. When a request for assistance is made by a country in the Indo-Pacific in response to humanitarian crises, displacement and conflict, the Government provides a response within 48 hours.

We will use one measure to assess our performance over the PBS program related to this key activity.

Performance Measure 6: The development program is effective, efficient and responsive		
Our role	PBS Program Budget May 2023	Planned performance results 2023–24 to 2026–27
Design and deliver Australia’s international development program	1.2 Official Development Assistance (ODA)	<p>At least 85 per cent of investments are assessed as satisfactory on both effectiveness and efficiency criteria in the Investment Monitoring Reporting process. Measurement base: Quantitative, effectiveness and efficiency.</p> <p>At least 80 per cent of investments are effective in addressing gender equality. Measurement base: Quantitative, effectiveness.</p> <p>At least 70 per cent of completed investments are assessed as satisfactory on both effectiveness and efficiency criteria in the Final Investment Monitoring Reporting process. Measurement base: Quantitative, effectiveness and efficiency.</p>

Methodology Analysis of Investment Monitoring Reports, Humanitarian Investment Monitoring Reports and Final Investment Monitoring Reports.

A new [Performance and Delivery Framework](#) guides the implementation of Australia’s new International Development Policy and how we measure the effectiveness, efficiency and responsiveness of our efforts.

Investment Monitoring Reports (IMRs) and IMR results are used to assess whether Australia’s development program is ‘effective, efficient and responsive’. Programs with ODA budgets and development program investments of \$3 million and above are required to report annually by IMR. IMR reporting has a broad scope covering bilateral, regional, global and multilateral programs. IMR results have been used within DFAT for more than a decade as a tool for management decision making, monitoring development performance and managing risks. Past IMR results were used to establish our target of 85 per cent for both effectiveness and efficiency. Because IMRs are produced annually on a financial-year basis, they are direct indicators of the department’s performance in each reporting period. For this reason, we apply a 40 per cent weighting to this planned performance result towards the achievement of the overall performance measure.

The Government has reintroduced an 80 per cent performance target to ensure Australia’s development investments effectively address gender equality and has mandated that those over \$3 million have a gender

equality objective. For this reason, we apply a 40 per cent weighting to this planned performance result towards the achievement of the overall performance measure. The level of performance and achievement made against gender equality outcomes and ensuring that benefits flow to women and girls is included as an assessment criterion in the annual IMR process.

All development investments of \$3 million and above are required to submit a Final Investment Monitoring Report (FIMR) in their final year that covers the full investment period (lifetime of the investment). The focus of FIMRs is on the overall achievement against the stated end-of-program outcomes. Past FIMR results were used to establish our target of 70 per cent for both effectiveness and efficiency. Because FIMRs are produced only in the final year of an investment and reflect performance over the full investment period, we apply only a 20 per cent weighting to this planned performance result towards the achievement of the overall performance measure for each annual reporting period.

Under the new International Development Policy there are a range of commitments aimed at improving the way DFAT delivers the development program, including ambitious targets and action on climate change and gender equality. These new commitments will be reflected in DFAT's reporting on the development program including through the new annual Performance of Australian Development Cooperation report.



Kirsty Jones is deployed through Australia Assists, the Australian Government's humanitarian civilian deployment program, as a Water, Sanitation and Hygiene (WASH) and Logistics Advisor to the Ministry of Infrastructure and Sustainable Energy (MISE) in Kiribati to support the drought response. She is pictured conducting water salinity testing with Graduate Intern at MISE, Tepepe Taurannang near the Bonriki Water Reserve.

Credit: DFAT/Carmen Holman.

Key Activity 3:

Advocate within multilateral institutions

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

The multilateral development banks provide finance and technical assistance to developing country governments across the Indo-Pacific, contributing to a stronger, safer and more prosperous region. Through our financial contributions to the multilateral development banks, DFAT leverages their presence and reach in the Indo-Pacific, supporting our interests and achieving outcomes that could not be achieved by acting alone.

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

Note: since the publication of the PBS in May 2023, we have changed this key activity from ‘engage in multilateral institutions’ to ‘advocate within multilateral institutions’, to better reflect the nature of DFAT’s multilateral work.

Performance Measure 7: Australia’s payments to multilateral development organisations generate collective action on issues impacting Australia		
Our role	PBS Program Budget May 2023	Planned performance result 2023–24 to 2026–27
Advocate within multilateral development institutions to generate collective action on issues impacting Australia	1.3 ODA – Multilateral Replenishments	Mandatory payments to multilateral development institutions are paid on time. Measurement base: Quantitative, output.

Methodology Review of mandatory payments to multilateral development institutions.

Australia negotiates encashment schedules with the multilateral development banks in three- or four-year replenishment cycles. The negotiated timetable of encashments, to be made by DFAT through a special ODA appropriation, is formalised through financially binding Instruments of Commitment (signed by Australia’s Minister for Foreign Affairs) and Promissory Notes (signed by Australia’s Treasurer). Ensuring these payments are made on time, including during times of known domestic budgetary constraints, signals Australia’s political and financial commitment to the multilateral development banks and the contribution they make to maintaining the rules-based order of our region. In turn, the ability of the multilateral development banks to rely on donors meeting their encashment schedules allows them to provide finance and fill a bankable multi-year pipeline of projects in line with Australia’s and other donors’ expectations.

Performance Measure 8: International organisations reflect Australian interests and values when addressing global challenges

Our role	PBS Program Budget May 2023	Planned performance result 2023–24 to 2026–27
Advocate Australia's interests in international organisations	1.4 Payments to International Organisations	At least one Australian-led activity ¹ per year involving a senior government representative ² in or related to a relevant multilateral forum ³ on UN reform, WTO reform, First Nations, peace and security, and human rights. Measurement base: Quantitative, output.

Methodology Review of Australian-led activities in or related to multilateral forums.

The nature of multilateral institutions, with each forum having ever shifting agendas and growing geopolitical contestation, means Australia must strategically and continuously re-prioritise its engagement.

The thematic focus areas identified in our planned performance result align with key government foreign and trade policy priorities led by DFAT, recognising that a number of other agencies also engage with multilateral institutions in significant ways.

Specifying the involvement of a senior government representative indicates the importance placed upon the engagement and the thematic focus, and the expectation that it will produce meaningful outcomes for Australia.

¹ *Australian-led activity*: National statements, joint statements, resolutions, events, representations, or campaign.

² *Senior government representative*: Minister, Assistant Minister, Head of Mission/Permanent Representative, thematic ambassador or DFAT Secretary, Associate Secretary, Deputy Secretary or First Assistant Secretary.

³ *Relevant multilateral forum*: including the UN General Assembly or other UN bodies, the World Trade Organization, multilateral banks, or treaty bodies.

Note: These definitions have been updated since the publication of the PBS in May 2023.

Contribution to Outcome 1 made by linked programs

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



Outcome 2:

The protection and welfare of Australians abroad and access to secure international travel documentation through timely and responsive travel advice and consular and passport services in Australia and overseas.

Key Activity 4:

Deliver consular services

DFAT provides consular services to Australian travellers and Australians overseas in line with our [Consular Services Charter](#). Each consular case is unique and the assistance DFAT provides depends on the circumstances and availability of consular resources. DFAT strives to empower Australians to help themselves overseas and deliver a consular service focused on Australians most in need. We provide consular services to Australian citizens and, in certain locations, Canadian citizens as part of the [Canada-Australia Consular Services Sharing Agreement](#). It is also our role to effectively prepare for and manage overseas crises. In an international crisis, DFAT provides support to Australian citizens and permanent residents of Australia. We only assist Australian dual nationals in the country of their other nationality in exceptional circumstances.

We will use one measure to assess our performance over the PBS program related to this key activity.

Performance Measure 9: Australians have access to consular information and services, including in times of crisis		
Our role	PBS Program Budget May 2023	Planned performance results 2023–24 to 2026–27
Provide consular services to Australian travellers and Australians overseas	2.1 Consular Services	100 per cent of travel advisories reviewed biannually for posts in a volatile risk environment and where there are elevated Australian interests. 100 per cent of travel advisories reviewed annually for all other posts. Measurement base: Quantitative, output. No more than two occurrences of unplanned Consular Emergency Centre telephony outages greater than five minutes per financial year. Measurement base: Quantitative, output.

Methodology Count of travel advisory reviews and Consular Emergency Centre telephony outages.

DFAT travel advisories, published on our [Smartraveller](#) website, are a primary resource that Australians use to obtain information for safe international travel. We review all our travel advisories annually or biannually, according to the safety and security risks of the location and the level of Australian interests in the destination. This includes making ad-hoc updates to travel advice if specific risks to Australians have changed. These reviews are to ensure that our information is up-to-date to warn Australians of risks of travelling to a specific destination.

DFAT provides consular services overseas through our network of embassies, high commissions and consulates. We provide emergency consular assistance 24 hours a day through our Consular Emergency Centre (CEC) in Canberra. Outside of working hours, Australians overseas can call the Australian embassy, high commission or consulate in the country they are visiting and follow the phone prompts for connection to the CEC. A telephony outage of the CEC means all phone systems and call diversion systems are not operational, resulting in a call to the CEC unanswered by the department. We have set a target of a no more than of two occurrences of unplanned CEC telephony outages greater than five minutes per financial year based on the importance of ensuring Australians have access to consular information and services, including in times of crisis. Each planned performance result will be equally weighted in our overall assessment against this performance measure.

Key Activity 5: Deliver passport services

DFAT provides Australians access to secure international travel documentation through the delivery of high-quality passport services. The Australian Passport Office within DFAT issues passports to Australian citizens domestically and overseas in accordance with the *Australian Passports Act 2005*, related laws and the Convention on International Civil Aviation. We also issue other types of travel documents, for example, Convention Travel Documents, to eligible non-citizens living in Australia. We provide a telephone helpline for customers seeking advice and assistance with passport matters including applications. DFAT diplomatic missions and consulates provide passport services overseas.

The Australian passport is regularly upgraded to protect passport holders' identity and personal information in line with international best practice. All passports issued in Australia are now R Series. The R Series includes advanced security features to prevent counterfeiting and identity theft and, ultimately, keep Australians safe.

We will use two measures to assess our performance over the PBS program related to this key activity.

Performance Measure 10: Australian passports are processed efficiently		
Our role	PBS Program Budget May 2023	Planned performance results 2023–24 to 2026–27
Provide passport services in Australia and overseas	2.2 Passport Services	<p>95 per cent of passports processed within ten business days. Measurement base: Quantitative, efficiency (proxy).</p> <p>98 per cent of priority passports processed within two business days. Measurement base: Quantitative, efficiency (proxy).</p>

Methodology Quantitative review of passport processing data.

Passport applicants choose between our routine and priority processing service. The priority processing service attracts a higher fee to support processing the passport applications within two business days. This timeframe is set out in the *Australian Passports Determination 2015*. If the target is not met, a refund may be requested by customers.

There is no mandatory timeframe for processing a routine passport application, however customers still expect a timely service. Since 2004–05, DFAT's target for routine processing performance has been ten business days.

Meeting these targets helps us to gauge our efficiency in resource management for delivering on passport processing timeframes, irrespective of fluctuations in demand throughout the year. We strive to process all applications in the service timeframes, however the targets accept that a small number of applications may exceed stated timeframes for reasons that may include case complexity or system outages.

Assessing our performance requires equal importance placed on processing services. Each planned performance result will be equally weighted in our overall assessment against this performance measure.

Performance Measure 11: Customers are satisfied with passport services

Our role

Provide passport services in Australia and overseas

PBS Program

Budget May 2023

2.2 Passport Services

Planned performance result

2023–24 to 2026–27

85 per cent satisfaction rate overall from customer surveys.
Measurement base: Quantitative, effectiveness.

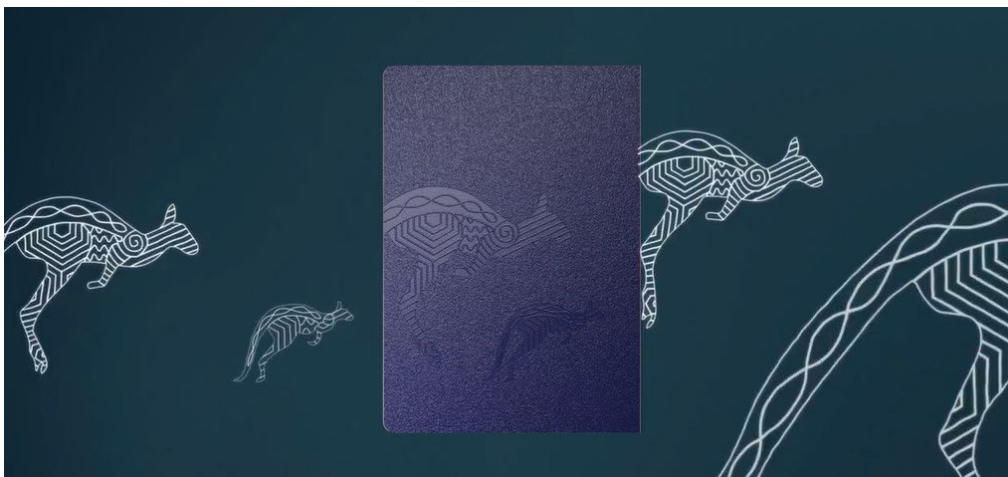
Methodology

Customer satisfaction survey.

DFAT's passport customer satisfaction survey asks Australian passport customers how satisfied they were with their experience of engaging with the passport service. The responses demonstrate our performance across all customer engagement channels. Customer satisfaction surveys have been undertaken for over 20 years, with the overall customer satisfaction having been a consistent performance measure. DFAT is refreshing the customer satisfaction survey from 2023–24. The new survey improves the reliability of the performance measure by:

- expanding the survey to capture all passport types, including child applications and applications lodged overseas
- shifting candidate selection timing from lodgement date to issuance date, so customers have received their passport when they are surveyed and provide a more accurate reflection of their full passport experience
- increasing the frequency of surveys from quarterly to monthly to capture more accurate feedback from customers while it is 'fresh' in their mind and providing greater insights to performance across the short/medium/long term
- more than doubling the number of customers surveyed each year.

The refreshed passport customer satisfaction survey will be conducted monthly by an independent survey provider on behalf of DFAT.



Back cover detail of the R Series passports. Credit: DFAT.

Contribution to Outcome 2 made by linked programs

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



Outcome 3:

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

Key Activity 6:

Manage the Australian Government's overseas network

In 116 posts overseas, DFAT is the lead agency in ensuring a consistent and efficient use of Government resources for all agencies represented. This includes providing security services and information and communications technology infrastructure for our overseas network and management of the Commonwealth's overseas property estate through DFAT's Overseas Property Office (OPO) and its contracted service provider.

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

Performance Measure 12: Australian Government staff, information and assets overseas are protected through appropriate risk-focused security measures		
Our role	PBS Program Budget May 2023	Planned performance result 2023–24 to 2026–27
Provide protective security measures for the overseas network	3.1 Foreign Affairs and Trade Security and IT	DFAT meets or exceeds the Australian Government protective security standards across governance, personnel, physical and information security. Measurement base: Qualitative, effectiveness.

Methodology Self-assessment process overseen by the Attorney-General's Department.

To enable the department to achieve its purpose, DFAT must ensure its overseas presence can operate securely. The Australian Government outlines minimum standards and expectations for security for all Commonwealth Agencies through the Protective Security Policy Framework. To ensure the safety of people, information and assets at DFAT managed posts, DFAT is committed meeting or exceeding these standards and expectations.

Performance Measure 13: The overseas property estate is effectively maintained and fit for purpose

Our role	PBS Program Budget May 2023	Planned performance results 2023–24 to 2026–27
Manage the overseas estate	3.2 Overseas Property	<p>At least 80 per cent satisfaction rating with the performance of the outsourced property service provider and the Overseas Property Office.¹ Measurement base: Quantitative, effectiveness.</p> <p>Annual reinvestment in the DFAT portfolio of a minimum of two per cent of the Building Asset Value.² Measurement base: Quantitative, output.</p> <p>At least 90 per cent of the owned property estate planned and preventative maintenance program is complete.³ Measurement base: Quantitative, output.</p>

Methodology Client satisfaction survey, value of annual reinvestment in the estate and completion rate of planned and preventative maintenance program.

An effective and fit for purpose overseas property estate enables whole-of-government diplomatic operations. Satisfaction ratings are a sound measure of whether OPO and its contracted service provider are effectively maintaining the overseas estate to enable whole-of-government operations. The planned performance result of 80 per cent satisfaction rating was set on the basis of previous survey results.

An appropriate level of reinvestment in the overseas property portfolio indicates that DFAT is undertaking the required work to maintain capability of its property infrastructure to enable safe, secure and effective delivery of whole-of-government diplomatic operations overseas. The two per cent measure represents the depreciation rate of building assets with an expected life of 50 years.

Completion of the Planned and Preventative Maintenance (PPM) program for the owned estate supports ongoing infrastructure capability. Completion of the PPM program ensures that buildings operate at optimum efficiency and also helps to extend the lifespan of equipment and prevent degradation and failure. Failure to carry out the preventative maintenance program impacts building performance and risks business continuity of whole-of-government operations. While we strive to complete all of the PPM program annually, the 90 per cent target accepts that a small number of PPM project elements may not be completed each year.

Each planned performance result will be equally weighted in our overall assessment against this performance measure.

¹ Planned performance result updated to clarify the outsourced function of the property service provider.

² Planned performance result updated to clarify the minimum target of two per cent of the Building Asset Value.

³ New planned performance result.



The new Australian Embassy building in Washington DC. Credit: Image is sole Copyright of Joe Fletcher ©.



Regulator Performance

The following three areas within DFAT perform regulatory functions.

The Australian Safeguards and Non-proliferation Office (ASNO)

ASNO brings together the functions of three national authorities:

- National authority for the Chemical Weapons Convention (CWC)
- National authority for (nuclear) safeguards
- National authority for the Comprehensive Nuclear-Test-Ban Treaty (CTBT).

The Australian Sanctions Office (ASO)

ASO is the Australian Government's sanctions regulator. As the sanctions regulator, ASO:

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

The Foreign Arrangements Branch

The Foreign Arrangements Branch administers the Foreign Arrangements Scheme.

- The Scheme ensures that arrangements between state/territory entities and foreign entities do not adversely affect Australia's foreign relations and are not inconsistent with Australia's foreign policy. State/territory entities include states and territories, local governments and Australian universities.

The Foreign Arrangements Branch:

- provides advice to the Minister for Foreign Affairs on foreign arrangements notified under the Scheme (including arrangements that require the Minister's approval to negotiate and enter)
- provides guidance and training to state/territory entities on their obligations under the Scheme
- works with state/territory entities to promote compliance with the Scheme and resolve any instances of non-compliance
- implements enforcement mechanisms when required.

Ministerial Statements of Expectations and Regulator Statements of Intent are being developed for these regulatory functions. When completed, these will be published on the department's website. DFAT's Annual Report 2023–24 will include a section on regulator performance with regard for the principles of regulator best practice:

Continuous improvement and building trust: regulators adopt a whole-of-system perspective, continuously improving their performance, capability and culture to build trust and confidence in Australia's regulatory settings.

Risk based and data driven: regulators manage risks proportionately and maintain essential safeguards while minimising regulatory burden; leveraging data and technology to support those they regulate to comply and grow.

Collaboration and engagement: regulators are transparent and responsive communicators, implementing regulations in a modern and collaborative way.



Our Risk Management and Oversight

The department's challenging operating environment means success depends on our ability to engage with risk, capitalise on opportunities and encourage innovative practices. The need for this has been accelerated in response to managing both the risks posed by the COVID-19 pandemic and the broader political, economic and operational uncertainty we currently face. Effective risk management ensures that the department is resilient and agile in the face of this uncertainty to continue to deliver for Australia and Australians.

Managing a robust risk framework

Our Risk Management Framework sets out our processes for managing risk in line with the expectations of the *Commonwealth Risk Management Framework*. The framework sets out responsibilities for identifying, assessing and mitigating risks, including defining the department's appetite and tolerance for risk.

Our Risk Management Framework empowers areas of DFAT to develop policies, processes and reporting mechanisms for specialist areas of risk such as work health and safety, security, fraud and corruption, the protection of people in vulnerable situations, and the development program.

The framework is coordinated by the department's Chief Operating Officer and a dedicated enterprise risk team, which also provides outreach and support across the department.

The Executive Board oversees operation of the department's risk framework and receives reports on the management of enterprise risks. Key operational and strategic risks are monitored and regularly reported to the department's governance committees. Our Audit and Risk Committee reviews and provides independent advice and assurance to the Secretary on the appropriateness of the department's financial reporting, performance

reporting, system of risk oversight and management, and system of internal control.

Appropriately engaging with risk is at the core of our decision making; an important enabler to take advantage of emerging opportunities in the national interest and welfare of our people, as well as meeting our performance and legislative responsibilities.

The department continually reviews its risk framework to ensure it accurately reflects roles and responsibilities and expresses risk appetite in a way that enables risk management to support our priorities.

Managing our enterprise risks

The department's enterprise risks are those that have a systemic impact on our strategic priorities set out in this plan or our capacity to deliver them. These risks are set out in the department's Enterprise Risk Register. The Executive Board, chaired by the Secretary, regularly reviews the enterprise risks and directs action to manage them. The following table sets out the current risks in the Enterprise Risk Register and the principles we apply to manage them.

Risk tolerance

Risk tolerance is the amount of risk-taking that is acceptable to DFAT in relation to our specific categories and subcategories of risk. Where a risk exceeds DFAT's level of tolerance, staff are expected to take further steps to reduce DFAT's exposure to the risk, including escalating the risk to a more senior manager for additional oversight, or more resources to manage. More complex risks may cut across multiple subcategories. In these cases, the decision maker should consider the equities of all relevant stakeholders to inform decision-making and further steps required.

Enterprise Risk	Risk Management Principles
<p>Trust</p> <p>We are not able to maintain the trust of government and stakeholders, Australians and our international partners.</p>	<p>We are committed to upholding our reputation and the highest levels of integrity, providing professional, impartial and reliable advice to government.</p> <p>We strive to work collaboratively with others but accept that international partners will not always agree with policy decisions we make in the national interest.</p> <p>We often work in high-risk environments overseas and must have confidence to engage with risk quickly to achieve outcomes for all Australians. In doing so, we have low tolerance for a breach of, or non-compliance with, Australian, foreign or international laws, and we have zero tolerance for inaction on unethical or illegal conduct. We take all reasonable steps to prevent, detect and respond to these incidents.</p> <p>We seek to minimise risk to information security through the failure of our critical IT systems or deliberate and/or inadvertent disclosure of our information.</p>
<p>Delivery</p> <p>We are unable to deliver our services, programs and policy effects in support of our objectives and the national interest.</p>	<p>We strive to innovate and maximise opportunities to improve how we deliver our services, programs and foreign policy, trade, investment and development objectives.</p> <p>We take a cautious approach to actions by any partner that could damage Australia’s international reputation and/or impede working collaboratively to achieve objectives.</p> <p>We seek to mitigate risks that disrupt the delivery of critical services to the Australian public, and actively take steps to ensure compliance with departmental obligations on privacy information and security.</p>
<p>People capability and capacity</p> <p>We fail to effectively align resources to key priorities.</p> <p>We do not attract, develop and retain the people capability we need.</p>	<p>We are committed to our effective and agile workforce and aligning resources to key priorities. We accept that in pursuing our strategic objectives and key priorities, adjustments to our workforce are necessary to support current and future goals. Our workplace culture and strategies support attracting, retaining and developing a skilled, respectful, and diverse workforce.</p> <p>We actively seek to mitigate the loss or misalignment of our resources in pursuing our objectives. We have a low tolerance for workplace actions that fail to promote collaboration, continuous learning, equality, diversity and respect.</p>
<p>Enabling services</p> <p>Our ICT systems do not enable our business.</p> <p>Our security capability is inadequate and threatens the advancement of national interests.</p> <p>Our Australian and overseas properties do not adequately support delivery of government outcomes.</p>	<p>We actively pursue ICT investment to safeguard our information and enable the delivery of our outcomes. We have a low tolerance for failing to protect vulnerable infrastructure, resulting in loss or misuse of our information.</p> <p>We actively promote a security aware culture to protect our people, assets and information, supported by robust governance arrangements. We have a low tolerance for the disclosure or compromise of our information, or failures of personnel and physical security controls.</p> <p>We actively plan, build and maintain an effective and efficient property portfolio that presents a positive image of Australia and enables delivery of government outcomes, whilst providing a safe and secure work and living environment.</p>
<p>Staff safety and wellbeing</p> <p>Our work environment and culture does not provide the required health, safety and welfare outcomes for staff.</p>	<p>We seek to minimise work, health and safety risks in our workplaces so far as is reasonably practicable. The safety of our people remains paramount, and we are committed to providing a safe workplace.</p>
<p>Financial management</p> <p>The fiscal environment impacts financial sustainability, and we fail to rebase when needed to maximise opportunities.</p>	<p>We are committed to efficient and effective expenditure in an appropriate and timely manner to achieve the Government’s priorities. We maintain robust financial governance arrangements to ensure compliance with regulatory obligations.</p> <p>We have a low appetite for the misuse or waste of resources, non-compliance with our financial management and procurement processes, based on accounting standards and government financial management orders.</p>

Governance

Good governance is fundamental to ensuring the department delivers for the Government and for all Australians, across a complex set of foreign, trade and development policy and program priorities and in the delivery of consular, passport, property, ICT and security services.

DFAT Governance Committee Structure



The **Executive Board** is the department’s most senior advisory forum. It is chaired by the Secretary, and the Associate Secretary and all Deputy Secretaries are members. It supports the Secretary to discharge her duties under the PGPA Act and s57 of the *Public Service Act 1999*.

The Executive Board guides the overall strategy and priorities of the department as outlined in this corporate plan. It drives the department’s purpose and key activities, ensures coherence across policy approaches, oversees financial and operational performance and direction, resolves critical departmental issues, manages emerging enterprise and strategic risk, and ensures accountability and regulatory requirements are met.

The **Strategic Policy Committee (SPC)** is co-chaired by the Associate Secretary, Trade and Investment Group, and Deputy Secretary, South and Southeast Asia Group. The SPC provides advice, influences and guides decision-making on whole-of-government policy on current and emerging issues or risks that directly affect strategic foreign, security, trade, economic and development interests, priorities and objectives.

The **Implementation and Enabling Committee (IEC)** is co-chaired by the Deputy Secretary, International Security, Legal and Consular Group, and Deputy Secretary, Office of the Pacific. The IEC is responsible for providing advice and support on key strategic discussions and decision-making in relation to the department’s major projects, including key Government policies, budget measures, cabinet decisions and significant departmental projects, to ensure it is delivering its key activities. It also assesses the performance of department’s enterprise enabling functions to ensure they are working effectively to support this implementation.

The **People and Culture Committee (PCC)** is co-chaired by the Chief Operating Officer and Deputy Secretary, Strategic Planning and Coordination Group. The PCC is responsible for providing advice and recommendations on ensuring the department’s workforce is safe, effective and engaged and the department has the workforce capacity, skills, capability and inclusive and diverse culture required to deliver on its purpose.

The **Development Program Committee (DPC)** is chaired by the Deputy Secretary, Development, Multilateral and Europe Group. It provides oversight and governance of the overall development cooperation program, ensuring consistency with Government policy, alignment with the Government’s foreign policy, trade and development objectives, the overarching development policy, and bilateral, regional and multilateral priorities.

Compliance with PGPA Rule 2014 s16E(2)

Topic	Matters to be included	Page
Introduction	The following: a. a statement that the plan is prepared for paragraph 35(1)(b) of the Act b. the reporting period for which the plan is prepared c. the reporting periods covered by the plan.	6
Purpose	The purpose of the entity.	7, 13
Key Activities	For the entire period covered by the plan, the key activities that the entity will undertake in order to achieve its purposes.	7, 13
Operating context	For the entire period covered by the plan, the following: a. the environment in which the entity will operate; b. the strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes; c. a summary of the risk oversight and management systems of the entity, and the key risks that the entity will manage and how those risks will be managed; d. details of any organisation or body that will make a significant contribution towards achieving the entity's purposes through cooperation with the entity, including how that cooperation will help achieve those purposes; e. how any subsidiary of the entity will contribute to achieving the entity's purpose.	8–10 16–18 34–36 18, 26, 29 N/A
Performance	For each reporting period covered by the plan, details of how the entity's performance in achieving the entity's purposes will be measured and assessed through: a. specified performance measures for the entity that meet the requirements of section 16EA; and b. specified targets for each of those performance measures for which it is reasonably practicable to set a target.	19–31 19–31



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