



Submission No 28

## **Inquiry into Australia's Overseas Representation**

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**Australian Government**  
**Department of Foreign Affairs and Trade**

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The Secretary  
Joint Standing Committee on Foreign Affairs, Defence and Trade  
Parliament House  
CANBERRA ACT 2600

*Dear Secretary,*

I write in response to the invitation extended to the Department of Foreign Affairs and Trade to make a submission to the Inquiry into Australia's Overseas Representation by the Joint Standing Committee on Foreign Affairs, Defence and Trade.

I attach the Department's submission. I trust that the information it contains will be of assistance to the Committee in completing its inquiry.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Dennis'.

Dennis Richardson

**Joint Standing Committee  
on  
Foreign Affairs, Defence and Trade**

**Inquiry into  
Australia's overseas  
representation**

*Submission*

*by the*

*Department of Foreign Affairs and Trade*

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## Executive Summary

The Department of Foreign Affairs and Trade (DFAT) is responsible for advancing the interests of Australia and Australians internationally.

The department's core work is to protect and advance the national interest through effective advocacy and overseas diplomatic activities which promote Australia's international political, security, economic and multilateral interests. The Australian Government's overseas diplomatic network underpins this effort.

DFAT manages 95 overseas posts in 77 countries, and through a whole-of-government approach to foreign and trade policy, provides leadership at overseas missions and coordinates the overseas diplomatic network.

The number of posts managed by DFAT is lower than any other comparable country (Australia is the 13<sup>th</sup> largest economy in the world), whether measured in terms of membership of the Group of Twenty (G20) or of the Organisation of Economic Cooperation and Development (OECD).

While the range and intensity of the department's activities have risen over recent years in response to government priorities, DFAT has around five per cent fewer staff than in 1996. As at 31 October 2011, DFAT had a total of 4,154 staff on a headcount basis, of whom 2,493 were Australian employees (based in Australia and overseas) and 1,661 were locally engaged staff employed exclusively at our overseas posts. Australia-based (A-based) overseas staff represented 24 per cent (599) of total A-based staff in the department.

The increased demands on the department's human resources have been dealt with through flexible deployment of staff and strategic use of Task Forces. We are devoting more resources to training and career development, with an emphasis on increasing the language proficiency of staff, especially in Asian languages.

The department also delivers consular services to an increasing number of Australian travellers and Australian citizens living overseas, including assistance with welfare issues and notarial services, 'whereabouts' inquiries, arrest or detention matters, deaths, medical emergencies and payment of travellers emergency loans to Australians in need.

Passport services are fundamental to Australia's overseas diplomatic network. Around 48 per cent of Australians now hold passports. In 2010-11, the department issued a record number of passports – 1,779,092 in Australia and 16,548 overseas. The department also delivers passport assistance to Australians affected by crises and natural disasters in Australia and throughout the world.

Delivering these and other services is achieved through innovative use of the latest technological advances. As Australia's operational and strategic objectives continue to evolve, the demand on departmental ICT services grows commensurately. Increasing reliance on the Internet as a vehicle for research, public diplomacy and

other business is changing the way in which the department's traditional systems are used and how they must be managed. Likewise, the need to cater for a more mobile yet highly connected workforce also reflects a need to shift the department's ICT culture, including towards social networking and modern consumer based technologies.

This shift towards social networking technologies has been most apparent in the area of e-diplomacy. DFAT recognises new digital media platforms present bold opportunities to broaden and deepen our digital reach. At the same time DFAT maintains a measured approach to adopting social media formats. Through trialling various platforms and learning from international partners and domestic agencies, we are shaping a productive, sustainable social media strategy that is anchored solidly to core business objectives, dovetailed with our conventional communications platforms and in step with our overall priorities.



## **Introduction**

The Department of Foreign Affairs and Trade (DFAT) welcomes the decision by the Joint Standing Committee on Foreign Affairs, Defence and Trade (JSCFADT) to hold an inquiry into Australia's overseas representation. This submission addresses each of the terms of reference of the inquiry:

- the activities that Australia's diplomatic posts must undertake;
- their geographic location and spread;
- the appropriate level of staffing, including locally engaged staff; and
- the effect of e-diplomacy and information and communications technology on the activities of diplomatic posts.

In brief, DFAT is responsible for advancing the interests of Australia and Australians internationally. Integral to this is the DFAT overseas network: the department manages 95 overseas posts in 77 countries, and through a whole-of-government approach to foreign and trade policy, provides leadership at overseas missions and coordinates the overseas diplomatic network.

The department's core work is to protect and advance the national interest through effective advocacy and overseas diplomatic activities which promote Australia's international political, security, economic and multilateral interests. The ways in which we do this are broadly organised around three main tasks:

- advancing Australia's international strategic, security and economic interests;
- contributing to the international competitiveness of the Australian economy; and
- protecting the interests of Australians abroad.



# **1) Activities that Australia's diplomatic posts must undertake**

## 1.1 Advocacy and protection of Australia's interests

Advocacy and protection of Australia's interests overseas underpins the activities that Australia's diplomatic missions must undertake. This reflects the department's primary responsibility for delivering and implementing policies on matters of security, trade and global cooperation to advance the interests of Australia and Australians internationally.

Australia's diplomatic missions are engaged in advocacy and a number of key strategies in support of the Government's national security and economic agenda. These include working multilaterally to address global problems and advance Australia's interests, through the United Nations system and significant regional forums; promoting and strengthening regional and global stability in an environment of major security and economic challenges including in Afghanistan and Iraq; contributing to national prosperity by maximising Australia's trade opportunities through multilateral, regional and bilateral means; strengthening global cooperation in areas of common interest including counter-terrorism, non-proliferation, combating people smuggling, and good governance; further developing Australia's relations with key international partners and countries of growing significance to Australia's national interests; and delivering public awareness programs to enhance international awareness and understanding of Australia's policies and society to the benefit of our foreign and trade policy goals.

## 1.2 Whole-of-Government coordination and the Prime Minister's Directive

The *Prime Minister's Directive: Guidelines for Management of the Australian Government Presence Overseas* (the Guidelines) provide the operational framework for all agencies with representation overseas, and establish principles to ensure effective and coordinated representation and the efficient use of public resources. The principles in the Guidelines are observed by all Australian agencies which have staff undertaking official government business at Australian diplomatic and consular missions/posts and other Australian Government offices overseas.

The Guidelines apply to all activities undertaken overseas by diplomatically accredited and non-accredited staff, staff not covered by the *Public Service Act 1999*, staff deployed under various international and bilateral agreements, and official delegations.

The Guidelines reflect the significant changes in Australian Public Service (APS) culture and management practices that have occurred over recent years. Prominent among these is the core expectation that APS agencies work together productively on issues that cross traditional agency boundaries. It is a key corporate responsibility for Heads of Missions/Posts (HOMs/HOPs) to ensure missions/posts work

collaboratively on priority issues and achieve effective whole-of-government approaches and solutions.

#### *1.2.1 Managing Agency at Missions/Posts*

To ensure consistency, efficient use of resources and to avoid duplication, the management and administration of each overseas mission is vested in one agency, known as the ‘managing agency’, under the overall authority of the HOM/HOP. The managing agency role at missions is normally undertaken by DFAT, though other agencies (such as Austrade) can assume responsibility for managing an overseas mission where DFAT is not represented and with the agreement of the Minister for Foreign Affairs.

#### *1.2.2 Relationship of Agency Representatives with the Head of Mission/Post*

The HOM/HOP is the senior representative of the Australian Government in the host or accredited country, or international organisation, and has overarching responsibility, in coordination with relevant agencies, for all staff conduct and welfare issues, organisation of the mission, and the allocation of resources and staff duties. The HOM/HOP has ultimate responsibility for the conduct of relations in the country/ies of accreditation.

#### *1.2.3 Australia-based Staff*

The Guidelines outline that it is the responsibility of the relevant agency, in consultation with the managing agency at the mission, to determine the profile of Australia-based (A-based) staff deployed overseas. The HOM/HOP and the managing agency are responsible for the deployment and withdrawal of A-based staff, the work undertaken by A-based employees and the impact of A-based employees’ work and travel on the conduct of Australia’s bilateral, regional or multilateral relations.

#### *1.2.4 Locally-Engaged Staff*

The managing agency at a mission is the legal employer of locally engaged staff (LES) on behalf of all Australian Government agencies. However, separate provisions apply for AusAID and Austrade LES employment. AusAID and Austrade are the legal employers of their staff and are responsible for all legal and management issues related to that employment.

Where the managing agency is the legal employer of LES it will be responsible for the appointment, termination, setting of salary and conditions of service for LES, in accordance with contemporary Commonwealth management principles, local labour and other relevant laws and good employer practice.

Under the Guidelines, the department aims to achieve a coordinated, consistent and cohesive approach to LES issues in consultation with other relevant agencies.

### *1.2.5 Security*

DFAT, in consultation with relevant agencies, is responsible for achieving a consistent, collaborative and whole-of-government approach to the security of Australian government officials overseas.

The managing agency of each mission, in consultation with relevant Australian Government agencies, is responsible for the implementation of appropriate physical, technical, information and personnel security procedures, measures and standards, and for coordinating business continuity and contingency planning at each mission. See also section 1.6.

### *1.2.6 Information and Communication Technology (ICT) and Information Security*

The timely and efficient dissemination of information among agencies with overseas representation is fundamental to ensuring effective whole-of-government approaches to the Government's international agenda. A robust and secure information and communication technology network is therefore critical to the HOM/HOP's ability to function as the senior Australian Government representative in the host or accredited country.

It is a fundamental requirement that sensitive information is carefully protected at all times. The Department's core ICT system – the Secure Australian Telecommunication and Information Network (SATIN) - has been developed to provide a secure, standards-based, whole-of-government approach for the provision of ICT services overseas. SATIN is the primary vehicle for transmitting information which requires a national security classification. Agencies must also make appropriate use of the 'safe hand' diplomatic bag, in consultation with DFAT, to convey sensitive material.

The SATIN cable system is used to convey information that bears upon the conduct of Australia's bilateral, regional or multilateral relations. In contrast to e-mail, the cable system is an auditable environment that provides appropriate visibility of official communications. Section 4 provides information about the effect of ICT on the activities of posts.

### 1.3 Services to other agencies (including Parliament, state representatives, business and other organisations)

Through its overseas missions, the department provides financial, human resource and property management services to 30 Australian government departments and agencies with overseas representation and, on certain occasions, to the New Zealand Government. Information and communications technology services are provided to 44 agencies in Australia and overseas.

The department works with business and state and territory governments to implement the Government's trade policy, promotion and development priorities. Key foreign and trade policy goals are advocated to stakeholders and the department contributes to whole-of-government outcomes.

### *1.3.1 Support for Parliament*

The department and its overseas missions support overseas visit programs for individual federal parliamentarians and parliamentary delegations. Overseas missions/posts recommend and schedule appointments with officials and others in their fields of interest, and provide written and oral background briefings on foreign and trade policy matters. For example, in 2010-11, overseas visits were facilitated for parliamentary delegations to Ireland, Italy, Singapore, Indonesia, Bhutan, Mongolia, Kenya, Vietnam, the United States, Switzerland, France, Italy, Zimbabwe, Ghana, South Africa, Ethiopia, Brazil, Panama, Denmark, Sweden and Greece.

### *1.3.2 Services to attached agencies (Service Level Agreement)*

In accordance with the *Prime Minister's Directive: Guidelines for the Management of the Australian Government Presence Overseas*, the Service Level Agreement (SLA) enables the department to provide management services, on a cost-recovery basis, to 30 government departments, agencies and federally-funded bodies with overseas representation—and, on certain occasions, to the New Zealand Government.

The SLA sets out the obligations of the department and other agencies for management services and determines service delivery standards in the areas of financial, human resources and property management for A-based employees and locally engaged staff in overseas missions managed by the department.

In 2010–11, the department provided services under the SLA to:

Attorney-General's Department

AusAID (Australian Agency for International Development)

Australian Centre for International Agricultural Research (ACIAR)

Australian Customs and Border Protection Service

Australian Federal Police (also includes the Australian Federal Police Protective Service)

Australian Maritime Safety Authority

Australian National University

Australian Nuclear Science and Technology Organisation

Australian Security Intelligence Organisation

Australian Taxation Office

Australian Trade Commission (Austrade)

Bureau of Meteorology

Commonwealth Scientific and Industrial Research Organisation (CSIRO)

Department of Agriculture, Fisheries and Forestry

Department of Climate Change and Energy Efficiency

Department of Defence

Department of Education, Employment and Workplace Relations

Department of Families, Housing, Community Services and Indigenous Affairs

Department of Finance and Deregulation

Department of Health and Ageing (Therapeutic Goods Administration)

Department of Immigration and Citizenship

Department of Infrastructure and Transport  
Department of Innovation, Industry, Science and Research  
Department of the Prime Minister and Cabinet  
Department of Resources, Energy and Tourism  
Department of Sustainability, Environment, Water, Population and Communities  
Department of Veterans' Affairs  
National Library of Australia  
Office of National Assessments  
The Treasury

The main purchasers of services under the SLA are the Department of Immigration and Citizenship, Department of Defence, AusAID, Australian Trade Commission and Australian Federal Police.

The department also provides ICT services to 40 agencies in Australia and overseas under separate memorandums of understanding and an additional four agencies under a cost recovery arrangement. ICT MOU negotiations are underway with these agencies. Payroll services are also provided to 15 agencies overseas.

### *1.3.3 Support for state governments and other agencies overseas and in Australia*

The department liaises with state and territory governments to reaffirm and align our respective policy agendas as well as working together on the service delivery of trade programs.

Briefings and policy advice are regularly provided to Australian government agencies on international aspects of their agendas, activities and programs. As part of support for whole-of-government activities, DFAT arranges visit programs, takes part in bilateral negotiations on agreements led by other agencies, and facilitates participation in and representation at international meetings on behalf of government agencies.

The department, including our overseas missions and state and territory offices (STOs), supports visits overseas by state and territory ministers, parliamentarians and officials, as well as other Australian government officials and federal ministers.

### *1.3.4 Support for business*

The department's active engagement with business in Australia and overseas on trade policy, including trade promotion, market access and competitiveness issues, helps to support and develop Australian business capability.

The department's engagement with business includes public consultation on trade negotiations and liaison with industry representatives, non-government organisations, community groups and senior business executives.

Overseas missions support business internationally through organisation of trade missions and trade promotion activities. The department and overseas missions work collaboratively with Austrade and the Export Finance and Insurance Corporation

(EFIC) to deliver services, programs and initiatives to help Australian businesses to access overseas markets and to attract foreign direct investment.

#### 1.4 Consular Services

The objective of the department's consular services is to protect the welfare of Australians abroad by supporting and assisting Australians overseas with high-quality consular services, including timely travel advice, practical contingency planning and rapid crisis response. This objective is encapsulated in the Consular Service Charter which signifies the department's commitment to provide Australian citizens with an effective, prompt and courteous consular service.

The department delivers consular services to an increasing number of Australian travellers and Australian citizens living overseas, including assistance with welfare issues and notarial services, 'whereabouts' inquiries, arrest or detention matters, deaths, medical emergencies and payment of travellers emergency loans to Australians in need.

The department also provides a travel advisory service. This service issues up-to-date travel information on travel destinations, promotes this information through the *Smartraveller* campaign using various media and travel-orientated networks, and manages an online travel registration service. Australia's overseas missions provide accurate and up-to-date information on safety and security conditions in countries throughout the world.

On 30 June 2011, Australians had access to consular services around the world through:

- 89 diplomatic and consular missions, one representative office and 46 consulates headed by honorary consuls managed by the department;
- 13 consular posts and three consulates headed by honorary consuls managed by Austrade;
- the Australian Commerce and Industry Office in Taipei; and
- 20 Canadian diplomatic missions under Australia's Consular Sharing Agreement with Canada.

Australia's overseas missions engage in effective consular contingency planning for major events or high-risk scenarios, including through regular reviews of procedures and available resources, training of staff, and coordination with other government agencies and foreign governments.

During large-scale international crises involving conflict, civil unrest, natural disasters or accidents, the department and overseas missions lead whole-of-government responses to provide consular support to affected Australians, both in the countries concerned and for those in Australia seeking to confirm the safety of friends and families. As part of the department's role in leading whole-of-government responses, the department and overseas missions work with other federal and state government agencies to coordinate the provision of expertise, including urban search and rescue



staff and equipment, police officers, field hospitals, medical teams, relief supplies, military transport and other humanitarian assistance.

### 1.5 Passport Services

The department is committed to providing a secure, efficient and responsive passport service for Australian citizens in Australia and overseas.

Australia's current passport network comprises offices in nine Australian cities, diplomatic missions and consulates overseas, the Australian Passport Information Service call centre, the consular emergency centre and almost 1,700 Australia Post outlets. Around 48 per cent of Australians now hold passports.

In 2010-11, the department issued a record number of passports – 1,779,092 in Australia and 16,548 overseas. Australian overseas missions deliver passport services to Australians, (including issuing emergency passports, processing new passport applications), registering lost or stolen passports, and detecting passport fraud. In 2010-11, Australian missions issued 7,909 emergency passports to Australians abroad.

The department also delivers passport assistance to Australians affected by crises and natural disasters in Australia and throughout the world. In 2010-11, passport assistance was provided to Australians affected by crises and natural disasters in the Middle East, New Zealand and Japan. Passports were issued urgently for emergency response teams, and procedures were streamlined to provide replacement travel documents for affected Australian citizens.

The department's Client Service Charter sets out the standard of service expected from staff of the Australian Passport Office of DFAT and its agents, Australia Post and the Australian Passport Information Service.

### 1.6 Security Services

The department is committed to the safety of Australian Government personnel overseas, and to enhancing security arrangements for Australia's overseas network, in line with an environment of increasing security risk.

#### *1.6.1 Managing security of overseas missions*

As mandated by the *Prime Minister's Directive: Guidelines for the Management of the Australian Government Presence Overseas*, the department is committed to implementing new and enhanced security infrastructure and introducing related physical and operational security measures to strengthen personal security for staff, families and official visitors.

This includes delivery of services by commercial security providers contracted and managed by the department, an enhancement of our overseas armoured vehicle fleet and a strengthening of ICT security and technical counter-surveillance protection.

### *1.6.2 Personnel security*

The department is committed to ensuring personnel security policies and practices align with the Government's Protective Security Policy Framework. Day-to-day security awareness and vigilance among staff at posts are encouraged through compulsory security awareness training; mandatory security briefings for all departmental and attached agency staff proceeding on posting; a strengthened security breach-monitoring system; and the introduction of a breach database to provide more timely and accurate statistics for security reporting. The department also ensures all staff involved in handling classified information at diplomatic posts are vigorously vetted and hold current security clearances.

### 1.7 Management of Overseas Property

The department's overseas property estate comprises both owned and leased properties. Properties are owned where their purchase or retention provides representational, functional, security or market advantages over leasing. The department's Overseas Property Office (OPO) is responsible for managing the Government's owned non-Defence overseas property estate. The owned estate portfolio comprises 389 properties with a total valuation of \$1.5 billion as at 30 June 2011. Of these properties, 34 are chanceries and 51 are head of mission or head of post residences. The remainder include staff residences, recreation facilities and land held for future development. There are seven owned chancery compounds which combine office and staff residential accommodation. In addition, a significant part of the overseas estate is leased from private or commercial landlords. These properties comprise 61 chanceries, 43 head of mission or head of post residences and 411 staff residences.

OPO's work covers the acquisition of land and buildings, and construction, refurbishment and maintenance of owned properties. OPO also manages the divestment of assets deemed excess to operational requirements. Posts have primary responsibility for managing leased properties, but with substantial assistance from OPO including in relation to leases and the fitting out of new chanceries.

OPO also provides a range of property management services for the owned estate through its outsourced service provider UGL Services Pty Ltd (UGL). These services include facilities management (servicing of plant and equipment), preventative maintenance, tendering, asset plan preparation and work plans (with input from missions) and a 24/7 call centre to handle reactive maintenance requests. UGL also undertakes inspections of leased chanceries and HOM/HOP residences, and provides technical property related advice to post managers.

UGL provides 21 on-site facilities managers who are responsible for the delivery of these services and management of UGL locally employed staff at that mission, as well as other missions in the region under their responsibility. The contract with UGL is subject to regular performance review to ensure continuous improvement in service and the condition of the overseas property portfolio. The department manages the estate within the governance arrangements established by the Department of Finance and Deregulation and applicable legislative requirements.

## 2) Posts geographic location and spread

The department manages a network of 95 overseas posts in 77 countries (see **Attachment A**) and deploys its staff and other resources in Australia and around the world in a targeted and flexible manner.

### 2.1 Network of Overseas Posts

The Overseas network consists of:

- 76 Embassies and High Commissions (some embassies are also Permanent Missions to United Nations institutions, e.g. Vienna, Bangkok, Rome; or are a Permanent Mission to another institution, e.g. Brussels is a Permanent Mission to the European Union);
- 13 Consulates-General;
- 3 Permanent Missions attached to United Nations institutions (Geneva UN and New York UN) and the World Trade Organisation (Geneva WTO);
- 1 Delegation to the OECD (Paris);
- 1 Representative Office (Ramallah); and
- the Australian Commerce and Industry Office (Taipei).

### 2.2 Regional Division of Posts

The following table shows the distribution of posts by region:

Region	No. of Posts	%	A Based staff	%
Middle East (excludes Cairo)	9	9.5%	44	7%
Europe	26	27%	124	21%
Americas	13	14%	78	13%
Africa (inc. Nth Africa & sub-Saharan Africa)	8	8.5%	37	6%
Nth Asia	7	7%	72	12%
S & SE Asia	21	22%	183	31%
Pacific	11	12%	61	10%
<b>Total</b>	<b>95</b>	<b>100%</b>	<b>599</b>	<b>100%</b>

As at 30 June 2011, there were 46 consulates managed by DFAT and headed by Honorary Consuls (see **Attachment B**).

### 2.3 Comparison with other countries

The number of diplomatic posts operated by Australia is less than any other comparable country (Australia is the 13<sup>th</sup> largest economy in the world). Of the 30 OECD members, only Ireland, Luxembourg, the Slovak Republic and New Zealand operate fewer posts than Australia. All other G20 member states have a bigger diplomatic footprint than Australia (see **attachments D and E**).

### 3) The appropriate level of staffing

While the range and intensity of the department's activities have risen over recent years in response to government priorities, DFAT has around five per cent fewer staff than in 1996 (and around 14 per cent fewer staff overseas) compared with the rest of the APS which now has around 12 per cent more staff.

The increased demands on the department's human resources have been dealt with through flexible deployment of staff and strategic use of Task Forces. We are devoting more resources to training and career development, with an emphasis on increasing the language proficiency of staff, especially in Asian languages.

#### 3.1 DFAT Staffing Levels

##### *3.1.1 Total DFAT Staff*

As at 31 October 2011, DFAT had a total of **4,154 staff** on a headcount\* basis, of whom 2,493 were Australian employees (based in Australia and overseas) and 1,661 were locally engaged staff employed exclusively at our overseas posts. A-based overseas staff represented 24 per cent (599) of total A-based staff in the department.

Since June 2007, there has been a net increase of 39 overseas positions (from 539 as at 30 June 2007 to 578 as at 31 October 2011, a nominal increase in appropriation of around \$70 million over the same period). This has included four new posts in Addis Ababa, Chennai, Mumbai and Lima.

<b>Location</b>	<b>Headcount as at 31 Oct 2011</b>
Canberra	1138
APO	411
State/Territory Offices	40
Overseas	599
Staff Off-line	305
<b>Total A-based</b>	<b>2493</b>
Locally Engaged	1661
<b>Total DFAT staff</b>	<b>4154</b>

\* Headcount represents the actual number employees on the day, regardless of whether they are full-time or part-time.

##### *3.1.2 Permanency of DFAT Staff*

As at 31 October 2011, DFAT had **3,964 ongoing** staff and **190 non-ongoing** staff. Of these staff, 25 per cent (592) of total ongoing A-based staff are located overseas and 8 per cent (7) of total non-ongoing A-based staff are located overseas. Ongoing locally engaged staff represent 39 per cent (1557) of total DFAT ongoing staff. Non-

ongoing locally engaged staff represent 55 per cent (104) of total DFAT non-ongoing staff.

Location	Ongoing	Non-Ongoing	Headcount as at 31 Oct 2011
Canberra	1115	23	1138
APO	360	51	411
State/Territory Offices	40	0	40
Overseas	592	7	599
Staff Off-line	300	5	305
<b>Total A-based</b>	<b>2407</b>	<b>86</b>	<b>2493</b>
Locally Engaged	1557	104	1661
<b>Total DFAT staff</b>	<b>3964</b>	<b>190</b>	<b>4154</b>

### 3.1.3 Gender of DFAT Staff

As at 31 October 2011, DFAT had **2,158 female** staff and **1,996 male** staff. Overseas female staff (A-based and locally engaged) represent 26 per cent of total DFAT staff. Overseas male staff (A-based and locally engaged) represent 28 per cent of total DFAT staff.

Location	Female	Male	Headcount as at 31 Oct 2011
Canberra	586	552	1138
APO	277	134	411
State/Territory Offices	23	17	40
Overseas	255	344	599
Staff Off-line	177	128	305
<b>Total A-based</b>	<b>1318</b>	<b>1175</b>	<b>2493</b>
Locally Engaged	840	821	1661
<b>Total DFAT staff</b>	<b>2158</b>	<b>1996</b>	<b>4154</b>

### 3.1.4 Level of DFAT A-based officers

As at 31 October 2011, DFAT A-based staff were at the following levels:

	Headcount	%
<b>SES</b>	216	8.7%
<b>EL2</b>	351	14.1%
<b>APS6/EL1</b>	1051	42.2%
<b>BB1/2</b>	875	35.1%
<b>Total</b>	<b>2493</b>	<b>100.0%</b>

### 3.1.5 DFAT A-based Staff by Skill and Function

As at 31 October 2011, DFAT had **1,129** (45.3 per cent) A-based policy staff and **1,364** (54.7 per cent) A-based corporate staff.

Location	Corporate	Policy	Headcount as at 31 Oct 2011
Canberra	591	547	1138
APO	407	4	411
State/Territory Offices	29	11	40
Overseas	225	374	599
Staff Off-line	112	193	305
<b>Total</b>	<b>1364</b>	<b>1129</b>	<b>2493</b>

As at 31 October 2011, the Canberra based policy staff were performing the following functions:

Function of Canberra Policy Staff	Number	%
Executive	5	0.9%
Foreign Policy	338	61.8%
Trade Policy	146	26.7%
Consular	19	3.5%
Corporate Planning	7	1.3%
Financial Management	3	0.5%
Human Resources	8	1.5%
ICT	2	0.4%
Information Resources	2	0.4%
Media	2	0.4%
Procurement/Contracts	1	0.2%
Protocol	3	0.5%
Public Diplomacy	4	0.7%
Security	3	0.5%
Ministerial & Parliamentary Services	4	0.7%
<b>Total</b>	<b>547</b>	<b>100.0%</b>

As at 31 October 2011, the Canberra-based corporate staff were performing the following functions:

<b>Function of Canberra Corporate Staff</b>	<b>Number</b>	<b>%</b>
Administrative	78	13.2%
Consular	61	10.3%
Corporate Planning	7	1.2%
Divisional Support	31	5.2%
Financial Management	47	8.0%
Human Resources	70	11.8%
ICT	145	24.5%
Information Resources	18	3.0%
Media	6	1.0%
Medical	2	0.3%
Procurement/Contracts	3	0.5%
Property Services	39	6.6%
Protocol	8	1.4%
Public Diplomacy	6	1.0%
Security	56	9.5%
Ministerial & Parliamentary Services	14	2.4%
<b>Total</b>	<b>591</b>	<b>100.0%</b>

As at 31 October 2011, the A-based staff overseas were performing the following functions:

<b>Function of Policy Officers Overseas</b>	<b>Number</b>	<b>%</b>
HOM/HOP*	86	14.36%
DHOM (designated)	33	5.51%
Policy	223	37.23%
Public Affairs	5	0.83%
Mixed Duties	12	2.00%
Language Training, STM/s and In-Transit	15	2.50%
<b>Total Policy</b>	<b>374</b>	<b>62.44%</b>



Function of Corporate Officers Overseas	Number	%
HOM/HOP*	7	1.17%
SAO	89	14.86%
Consular – dedicated	15	2.50%
Corporate / Functional	55	9.18%
Mixed Duties	1	0.17%
Liaison	1	0.17%
PSA - dedicated	4	0.67%
Personal Assistants	9	1.50%
Security – dedicated	7	1.17%
Technical Officer	17	2.84%
Medical Officer	4	0.67%
Property	1	0.17%
Language Training, STM/s and In-Transit	15	2.50%
<b>Total Corporate</b>	<b>225</b>	<b>37.56%</b>
<b>Total</b>	<b>599</b>	<b>100.00%</b>

\* **HOM/HOPs:** There are currently 95 diplomatic posts. Canakkale and Ramallah do not have a HOM/HOP and Suva currently does not have a DFAT HOM/HOP. RAMSI is not considered a diplomatic post but does have a HOP.

### 3.1.6 Language Proficiency and Language Training

Language proficiency and language training programs are fundamental to achieving the department's core objectives. In recognition of this, in 2010-11, the department commissioned a comprehensive review of the language training program. As a result, 22 new language-designated positions were created overseas to improve the department's language skills capability. Immersion, interpreting and language discussion programs were expanded to assist staff in maintaining language skills.

In 2010–11, 93 employees undertook long-term language training in Australia and overseas. A further 80 staff undertook short-term 'survival' language training of four weeks, in preparation for their postings.

At present, 517 current employees (covering a total of 883 individual language proficiencies\*) have been tested to a professional working level proficiency (S3/R3 and above) during their career. Details of individual language proficiencies are at **Attachment C**.

\* (this number includes 178 employees with multiple language proficiencies)



## **4) The effect of e-diplomacy and information and communications technology (ICT) on the activities of diplomatic posts**

### **E-Diplomacy**

#### **4.1 Public Diplomacy and Communication - Background**

DFAT delivers innovative and strategic public diplomacy as a core component of its daily work. We invest considerable energy and resources in long-term public diplomacy activities to advocate Australia's interests internationally, manage adverse perceptions and build images of Australia as a dynamic and diverse nation. DFAT also communicates with Australian audiences about the delivery of consular and passport services to the travelling public and about DFAT's role in advancing Australia's national interests globally.

Since the August 2007 report on Australia's Public Diplomacy by the Joint Standing Committee on Foreign Affairs, Defence and Trade (JSCFADT), DFAT has been reinforcing its public diplomacy tools. To increase the effectiveness of our activities, we have:

- implemented annual overarching strategies that set public diplomacy priorities firmly in the context of key foreign and trade priorities;
- strengthened media engagement by senior staff to advocate Australia's interests;
- stepped up outreach to Australian audiences about our international priorities;
- focused on science, education and sports diplomacy; and
- expanded and improved our online presence.

#### **4.2 Using Digital Media for Advancing DFAT Outcomes**

DFAT's digital media presence is a tool for advancing DFAT's priorities in public diplomacy, consular and passport services. For over two decades, DFAT has maintained and enhanced a strong web presence, now consisting of over 100 separate sites that encompass the main DFAT website (with over five million unique visitors per year), the *Smartraveller* website (over 30 million hits each year) and overseas posts' websites. DFAT also manages the websites for its Ministers and Parliamentary Secretaries. In support of larger public diplomacy programs, some posts manage additional websites tailored specifically to local audiences.

##### *4.2.1 Websites and Web Presence*

Our websites remain the cornerstone of our digital media presence and ensuring that they meet the needs of clients and stakeholders remains a key priority. To that end, DFAT is undertaking user research and analysis to maximise understanding of our market and to inform options for enhancing our web presence and meet the aspirations

of the Government 2.0 Taskforce. Compliance with the Web Content Accessibility Guidelines 2.0 also remains a priority.

Our *Smartraveller* website plays a critical role in enabling the department to advance its consular responsibilities. A new look and feel *Smartraveller* website was launched on 25 November 2011 which makes the site more intuitive, easier to read and, for the first time, incorporates social media and videos. DFAT has also embedded on the *Smartraveller* website an e-learning tool intended to improve our engagement with the travel industry by better explaining our products and services.

In recognition of the rapid adoption of handheld devices by the Australian public, DFAT has introduced a mobile version of the *Smartraveller* website and will launch shortly a *Smartraveller* app for iPhones. These will enable travellers to access conveniently information that could affect their safety and security as well as register their itinerary with DFAT.

#### 4.2.2 New Digital Media Platforms and Social Media

DFAT recognises new digital media platforms present bold opportunities to broaden and deepen our digital reach. Our adoption of Twitter in April 2011 has been immensely valuable in enhancing dissemination of key messages across the spectrum of DFAT's activities, most importantly in the context of consular crises. A number of DFAT's international counterparts have been large-scale early adopters of social media platforms and have made considerable inroads with the technology, most notably the US State Department and the UK's Foreign and Commonwealth Office. Both have very well resourced, dedicated e-diplomacy offices and, as vanguards in the field, provide valuable examples of the benefits and risks of the various options and offer a guide to best practice.

DFAT maintains a measured approach to adopting social media formats. Through trialling various platforms and learning from international partners and domestic agencies, we are shaping a productive, sustainable social media strategy that is anchored solidly to core business objectives, dovetailed with our conventional communications platforms and in step with our overall priorities.

A range of DFAT posts abroad have successfully run event-specific platforms that have demonstrated the high utility of such media while also providing a useful reminder of the impost imposed by the requirement to monitor, moderate, update and refresh such sites. Examples include:

- The Australian Embassy in Beijing, in January 2011, set up three Chinese-language social media sites, similar to Facebook, Twitter and YouTube, to support *Imagine Australia: Year of Australian Culture in China* ([www.imagineaustralia.net](http://www.imagineaustralia.net)). Of the three, the Sina microblog has attracted most attention, exceeding 88,000 subscribers by July 2011. The three sites will carry over into next year to maintain and build its existing follower base as a means of promoting both the Global China Dialogue and the 40th anniversary of diplomatic relations in 2012.

- The Australian Embassy in Seoul has been using YouTube and a Korean-language i-Phone application since January 2011 to promote events associated with *Australia-Korea Year of Friendship 2011* - the bilateral 'Year of Friendship' program marking the 50th anniversary of diplomatic relations ([www.australiakorea50.com](http://www.australiakorea50.com))
- Elsewhere, Australian embassies and high commissions have established Facebook and Twitter accounts for specific time-limited consular purposes. Our posts in New Delhi and Pretoria established Facebook and Twitter accounts for the 2010 FIFA World Cup and 2010 Commonwealth Games respectively, while the Embassy in the Holy See established a Twitter account for the canonisation of St Mary MacKillop. The *Australians Helping Japan* portal seeks to inform the public about Australia's assistance to Japan following the earthquake and tsunami and to provide links to accredited non-governmental and community-based relief and reconstruction efforts.

The most significant recent developments have been the *Smartraveller* enhancements. Beyond those, we will be aiming to significantly increase the volume of material on DFAT and Ministerial YouTube accounts, partly through the development of in-house production capabilities.

We also seek to strengthen our Twitter output, linking in to a greater range of material for public audiences on our central website. For posts with higher-tempo public diplomacy programs and sufficient staff resources, DFAT sees major benefits in Facebook or its local equivalents and will be looking to increase the number of posts hosting such sites over the course of 2012.

## **Information and Communications Technology (ICT)**

### **4.3 ICT Background**

The department's ICT networks link over 140 sites in Australia and overseas, including over 95 diplomatic posts, as well as Ministerial and state offices and support the business operations of over 40 government agencies.

The department's diplomatic posts are highly dependent on ICT services to conduct everyday activities. In addition to departmental staff, client agencies also rely on various aspects of DFAT ICT services to undertake operations at posts.

As Australia's operational and strategic objectives continue to evolve, the demand on departmental ICT services grows commensurately. Increasing reliance on the Internet as a vehicle for research, public diplomacy, and other business is changing the way in which the department's traditional systems are used and how they must be managed.

Likewise, the need to cater for a more mobile yet highly connected workforce also reflects a need to shift the department's ICT culture including towards social networking and modern consumer based technologies.

While the potential of modern ICT capabilities to assist government in furthering national interests abroad is well understood by the department, balancing the uptake of new technologies and thinking while sustaining existing ICT services will be a challenge over the coming years.

#### 4.4 Present Departmental ICT Capability

The Secure Australian Telecommunication and Information Network (SATIN) is the department's core ICT system for posts and Australia based operations. SATIN is considered a strategic asset to the department and government. SATIN has over 10,000 user accounts with 35 per cent of these provided for client agency staff. The ongoing growth in client agency user numbers reflects the department's evolving role as a whole-of-government coordinator and service provider on the international stage.

##### *4.4.1 SATIN*

SATIN features two separate operating environments reflecting specific security and business needs. SATIN High is the National Security classified system while SATIN Low is the unclassified system. SATIN supports a wide range of critical government business operations at posts including:

- Diplomatic cables;
- Consular services; and
- Passport and visa services.

The system also provides essential capabilities such as telephony, e-mail, internet, desktop computing, and numerous policy, service delivery and administrative computing applications.

##### *4.4.2 Post Web Presence*

Posts also maintain a 'web presence' (internet site or sites) to promote services and provide information. There are over 100 sites presently being maintained to support diplomatic posts around the world.

##### *4.4.3 ICT Support*

Centralised ICT support is provided out of Canberra through the Global Support Centre (GSC) which delivers helpdesk and problem resolution on a 3-tiered model covering basic enquiries to complex technical issues based on priority and risk. GSC operates predominantly in core Australian Eastern Standard Time (AEST) business hours with a level of on-call support provided after-hours for posts operating in other time zones.

Posts are also provided with a level of ICT support 'in the field' by Regional Technical Officers – each of these officers covers all posts within a specific region (e.g. the Americas). Supplementing this are general staff located at posts with some ICT training to handle low-level technical issues.

The Network Operations Centre provides a 24/7 monitoring and maintenance service to ensure smooth operation of the DFAT communications infrastructure within Canberra, to domestic sites and to our missions overseas.

#### *4.4.4 Post ICT Infrastructure*

ICT maintenance and refurbishment for existing posts and fit-outs for new posts are supported by expert staff operating out of Canberra. Typically, this is managed on a rolling cycle based on priority and business requirements.

#### *4.4.5 ICT Services for VIPs*

ICT and security services are provided 'off-post' to support Prime Ministerial, Ministerial and VIP delegations attending overseas forums such as the G20, Asia-Pacific Economic Cooperation (APEC) and East Asia Summit (EAS). This service is an ongoing requirement for Canberra-based ICT operations in collaboration with posts.

### 4.5 Departmental Capacity

Like any other government agency, the department and its clients are highly dependent on ICT services to conduct operations. However, the diplomatic posts form a geographically dispersed and complex worldwide network, which presents a range of administrative, logistic, resource, and technical challenges not faced by most government agencies. These include:

- ICT support services particularly to posts operating outside of Australian time zones;
- Workforce capacity can be stretched at times and is highly reactive to persistent faults in the present, ageing systems;
- Maintaining appropriate levels of resourcing in critical ICT disciplines to balance maintenance and project work in the context of the ICT employment market;
- Logistics for securely transporting, installing and maintaining ICT assets at posts;
- Telecommunications network connections to posts are variable in quality due to a range of factors; and
- Security of staff, systems and information, which remains a paramount concern: the department must balance the requirement for new capabilities with the need to ensure security standards are upheld.

In response, the department is working internally and externally to strengthen its global ICT capability. This will assist in management of ongoing operations and meeting requirements for enhanced ICT services.

## 4.6 ICT Reform

The department commenced in July 2011 a major 3-year reform of ICT strategy and operations. The Reform Programme encompasses six areas of ICT to deliver short and long-term benefits, in the areas of:

- Governance;
- The ICT operating model;
- Financial management;
- Project management;
- Workforce planning;
- ICT community engagement.

The department is reshaping its thinking around ICT by matching services and capabilities against priorities and affordability. In enacting these ICT reforms, the highest immediate priority is improving system performance and reliability, with a particular emphasis on performance at posts.

## 4.7 Improving ICT Services for Posts

In addition to a series of immediate upgrades and improvements to help meet evolving demands from posts, the reforms will also position the department to implement major programmes of renewal and modernisation in the next few years across the global ICT environment.

### *4.7.1 Post Infrastructure Upgrades*

New software, hardware and communications are being rolled out from late 2011 to deliver some immediate performance benefits, especially to posts. This includes a new PC fleet and desktop computer operating system. To ensure key sites are able to keep pace with growth in demand for services, ICT upgrades to improve performance at large posts, such as London, are ongoing.

### *4.7.2 Mobility Pilot Project*

For SES officers and users who require a mobile computing capability, DFAT is evaluating the suitability of securely accessing email and calendar on SATIN Low via a range of devices. The outcomes of the pilot will inform the development of departmental policies and systems for mobile computing.

### *4.7.3 Electronic Document and Records Management System (EDRMS)*

The EDRMS provides the department for the first time with a secure system for the management and storage of electronic documents, emails, images and drawings, which meets the National Archives of Australia requirements for recordkeeping. The new system is being delivered to over 4,800 users within 136 business units across DFAT. The rollout, which covers overseas posts, State and Territory offices and Canberra Central office, has been staggered throughout 2010 and 2011.



#### *4.7.4 Bandwidth Upgrades*

The department's focus is on posts where satellite or terrestrial network connections are not adequate to keep pace with growth in business demand. Strategic re-investment is required to sustain and upgrade network connections to under-provisioned posts. Upgrades will be prioritised to provide performance improvements ahead of the wholesale replacement of the SATIN communications network - see following reference to International Communications Network (ICN).

#### *4.7.5 Resourcing for ICT Sustainment*

Following a joint Department of Finance and Deregulation (DOFD)-DFAT resourcing review in the first half of 2011, proposals to strengthen the department's capacity to sustain the current network have been put to government for consideration. Funding has been sought for Regional IT Officers (RITOs) to provide a higher level of 'on the ground' support to posts and to fill points of weakness in critical technical areas in Canberra. Shift working arrangements for technical support staff have also been proposed to meet requirements from posts operating in different time zones.

### 4.8 Longer-term ICT Change

#### *4.8.1 International Communications Network (ICN)*

The present SATIN platform, which has been in place since 2007, is nearing the end of its viable operating life. Increasingly, the business requirements of the department, and government more generally, are exceeding the capability of SATIN. This is leading to issues of systems stability with increasing effort and resourcing needed to manage risks.

The replacement of SATIN is a critical strategic goal for DFAT. The department is taking forward the International Communications Network (ICN) business case through DOFD's Two-Pass process. The First Pass business case, which outlines high-level business requirements, including ICT infrastructure, software, services, and resources such as staffing has been submitted for consideration.

Commencing a roll-out over three years from mid-2014, the ICN will revitalise the department's global ICT capability - providing a standardised, modern, flexible, and sustainable ICT infrastructure for government out to 2023.

#### *4.8.2 Passports Redevelopment Programme*

The Government announced in the May 2010 Budget that it would provide the department with \$100.8 million over six years to replace the existing passport issuance system.

By 2016, the Passport Redevelopment Programme (PRP) will deliver a contemporary business solution via an ICT platform to provide a more secure, efficient and responsive passport service for Australia.

The department is continuing internal planning and design for the PRP and released a Request for Tender (RFT) in late September 2011 for technology to support the new system.

## ATTACHMENTS

### ATTACHMENT A – Embassies, High Commissions, Consulates and Multilateral Missions managed by DFAT

Country of location	City	Post type
Afghanistan	Kabul	Embassy
Argentina	Buenos Aires	Embassy
Austria	Vienna	Embassy and Permanent Mission to the United Nations
Bangladesh	Dhaka	High Commission
Belgium	Brussels	Embassy and Mission to the European Union
Brazil	Brasilia	Embassy
Brunei Darussalam	Bandar Seri Begawan	High Commission
Burma	Rangoon	Embassy
Cambodia	Phnom Penh	Embassy
Canada	Ottawa	High Commission
Chile	Santiago	Embassy
China	Beijing Guangzhou Hong Kong Shanghai	Embassy Consulate-General Consulate-General Consulate-General
Croatia	Zagreb	Embassy
Cyprus	Nicosia	High Commission
Denmark	Copenhagen	Embassy
East Timor	Dili	Embassy
Egypt	Cairo	Embassy
Ethiopia	Addis Ababa	Embassy
Federated States of Micronesia	Pohnpei	Embassy

Fiji	Suva	High Commission
France	Paris Paris	Embassy* Delegation to the OECD
Germany	Berlin	Embassy
Ghana	Accra	High Commission
Greece	Athens	Embassy
Hungary	Budapest	Embassy
India	New Delhi Chennai Mumbai	High Commission Consulate-General Consulate-General
Indonesia	Jakarta Bali (Denpasar)	Embassy Consulate-General
Iran	Tehran	Embassy
Iraq	Baghdad	Embassy
Ireland	Dublin	Embassy
Israel	Tel Aviv	Embassy
Italy	Rome	Embassy and Permanent Mission to the FAO
Japan	Tokyo	Embassy
Jordan	Amman	Embassy
Kenya	Nairobi	High Commission
Kiribati	Tarawa	High Commission
Korea, Republic of	Seoul	Embassy
Kuwait	Kuwait	Embassy
Laos	Vientiane	Embassy
Lebanon	Beirut	Embassy
Malaysia	Kuala Lumpur	High Commission

Malta	Malta	High Commission
Mauritius	Port Louis	High Commission
Mexico	Mexico City	Embassy
Nauru	Nauru	High Commission
Nepal	Kathmandu	Embassy
Netherlands	The Hague	Embassy
New Caledonia (France)	Noumea	Consulate-General
New Zealand	Wellington	High Commission
Nigeria	Abuja	High Commission
Pakistan	Islamabad	High Commission
Papua New Guinea	Port Moresby	High Commission
Peru	Lima	Embassy
Philippines	Manila	Embassy
Poland	Warsaw	Embassy
Portugal	Lisbon	Embassy
Russia	Moscow	Embassy
Samoa	Apia	High Commission
Saudi Arabia	Riyadh	Embassy
Serbia	Belgrade	Embassy
Singapore	Singapore	High Commission
Solomon Islands	Honiara	High Commission
South Africa	Pretoria	High Commission
Spain	Madrid	Embassy
Sri Lanka	Colombo	High Commission

Sweden	Stockholm	Embassy
Switzerland	Geneva Geneva	Permanent Mission to the United Nations Permanent Mission to the WTO and Consulate-General
Thailand	Bangkok	Embassy and Permanent Mission to ESCAP
Tonga	Nuku'alofa	High Commission
Trinidad and Tobago	Port of Spain	High Commission
Turkey	Ankara Canakkale	Embassy Consulate
United Arab Emirates	Abu Dhabi	Embassy
United Kingdom	London	High Commission
United States of America	Washington DC Chicago Honolulu Los Angeles New York New York	Embassy Consulate-General Consulate-General Consulate-General Consulate-General Permanent Mission to the United Nations
Vanuatu	Port Vila	High Commission
Vatican City	Vatican City	Embassy to the Holy See
Vietnam	Hanoi Ho Chi Minh City	Embassy Consulate-General
Zimbabwe	Harare	Embassy

\* The Australian Permanent Delegation to UNESCO is located within the embassy in Paris.

In Ramallah, the Australian Government maintains the Australian Representative Office.

In Taipei, the Australian Commerce and Industry Office represents Australian interests in Taiwan in the absence of formal diplomatic relations. The office includes staff seconded from the Department of Foreign Affairs and Trade, Austrade, the Department of Education, Employment and Workplace Relations and the Department of Immigration and Citizenship.

**ATTACHMENT B – Consulates currently managed by DFAT and headed by Honorary Consuls (46 Posts)**

<b>Region</b>	<b>Country of location</b>	<b>City</b>	<b>Responsible post</b>
Africa	Mozambique	Maputo	Pretoria
	Uganda	Kampala	Nairobi
Asia	Kazakhstan	Almaty	Moscow
	Korea, Republic of	Busan	Seoul
	Malaysia	Kota Kinabalu	Kuala Lumpur
	Malaysia	Kuching	Kuala Lumpur
	Malaysia	Penang	Kuala Lumpur
	Mongolia	Ulaanbaatar	Seoul
	Pakistan	Karachi	Islamabad
	Pakistan	Lahore	Islamabad
	Thailand	Chiang Mai	Bangkok
	Thailand	Koh Samui	Bangkok
	Thailand	Phuket	Bangkok
Pacific	French Polynesia (France)	Papeete	Noumea
	Papua New Guinea	Lae	Port Moresby
Europe	Bosnia and Herzegovina	Sarajevo	Vienna
	Bulgaria	Sofia	Athens
	Estonia	Tallinn	Stockholm
	Finland	Helsinki	Stockholm
	Former Yugoslav Republic of	Skopje	Belgrade
	Germany	Munich	Berlin

	Greece	Thessaloniki	Athens
	Italy	Venice	Rome
	Latvia	Riga	Stockholm
	Lithuania	Vilnius	Stockholm
	Norway	Oslo	Copenhagen
	Romania	Bucharest	Belgrade
	Russia	St Petersburg	Moscow
	Slovenia	Ljubljana	Vienna
	Spain	Barcelona	Madrid
	United Kingdom	Edinburgh	London
North America	Canada	Calgary	Ottawa
	United States	Denver	Los Angeles
	United States	Houston	Washington DC
Central and South America	Bolivia	La Paz	Santiago
	Brazil	Rio de Janeiro	Brasilia
	Colombia	Bogota	Santiago
	Ecuador	Guayaquil	Santiago
	Guyana	Georgetown	Port of Spain
	Mexico	Monterrey	Mexico City
	Panama	Panama City	Mexico City
	Paraguay	Asunción	Buenos Aires
	Uruguay	Montevideo	Buenos Aires
Caribbean	Antigua and Barbuda	St John's	Port of Spain
	Bahamas	Nassau	Port of Spain
	Grenada	St George's	Port of Spain



ATTACHMENT C – Language Proficiencies

Language	S/R Level	Number of current employees
Arabic	3	24
	4	8
<b>Arabic Total</b>		<b>32</b>
Bislama	3	9
	4	3
<b>Bislama Total</b>		<b>12</b>
Burmese	3	1
<b>Burmese Total</b>		<b>1</b>
Cantonese	3	4
	4	4
<b>Cantonese Total</b>		<b>8</b>
Croatian	3	1
	4	2
<b>Croatian Total</b>		<b>3</b>
Danish	4	2
<b>Danish Total</b>		<b>2</b>
Dutch	3	2
	4	3
<b>Dutch Total</b>		<b>5</b>
Farsi	3	5
<b>Farsi Total</b>		<b>5</b>
Fijian	4	1
<b>Fijian Total</b>		<b>1</b>

Filipino	3	2
<b>Filipino Total</b>		<b>2</b>
French	3	81
	4	75
	5	1
<b>French Total</b>		<b>157</b>
German	3	34
	4	24
<b>German Total</b>		<b>58</b>
Greek	3	2
	4	4
<b>Greek Total</b>		<b>6</b>
Hindi	3	2
	4	2
<b>Hindi Total</b>		<b>4</b>
Hungarian	3	2
	4	1
<b>Hungarian Total</b>		<b>3</b>
Indonesian	3	66
	4	27
	5	1
<b>Indonesian Total</b>		<b>94</b>
Italian	3	19
	4	17
<b>Italian Total</b>		<b>36</b>

Japanese	3	35
	4	18
<b>Japanese Total</b>		<b>53</b>
Khmer	3	2
<b>Khmer Total</b>		<b>2</b>
Korean	3	14
	4	5
<b>Korean Total</b>		<b>19</b>
Lao	3	4
	4	2
<b>Lao Total</b>		<b>6</b>
Malay	3	13
	4	4
<b>Malay Total</b>		<b>17</b>
Mandarin	3	45
	4	37
<b>Mandarin Total</b>		<b>82</b>
Polish	3	5
	4	8
<b>Polish Total</b>		<b>13</b>
Portuguese	3	17
	4	10
<b>Portuguese Total</b>		<b>27</b>
Russian	3	17
	4	13
<b>Russian Total</b>		<b>30</b>

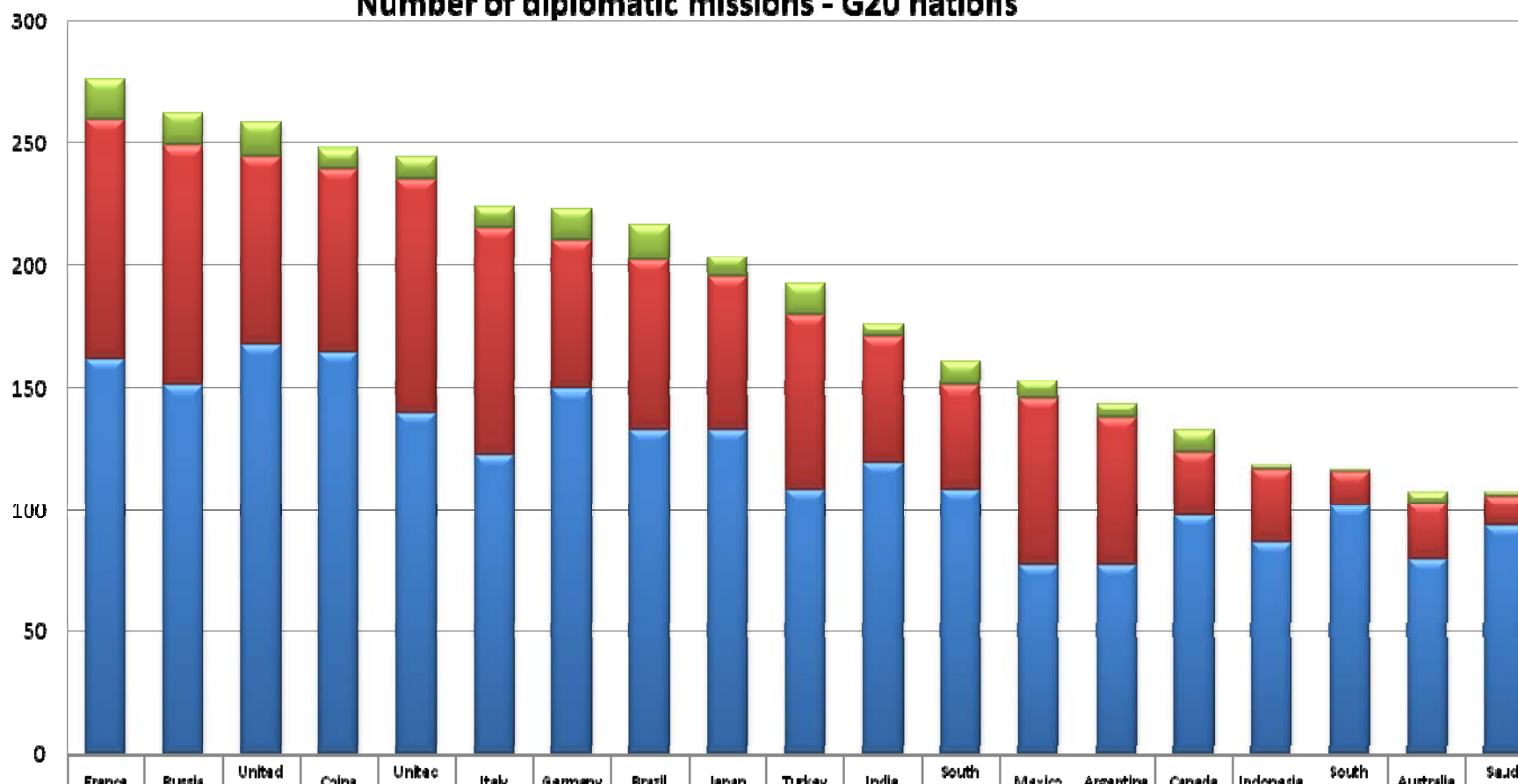
Serbian	3	1
	4	5
<b>Serbian Total</b>		<b>6</b>
Shona	5	1
<b>Shona Total</b>		<b>1</b>
Solomon Islands Pijin	3	9
	4	5
<b>Solomon Islands Pijin Total</b>		<b>14</b>
Spanish	3	46
	4	38
<b>Spanish Total</b>		<b>84</b>
Swedish	3	4
	4	2
<b>Swedish Total</b>		<b>6</b>
Tagalog (Philippines)	3	2
	4	2
<b>Tagalog (Philippines) Total</b>		<b>4</b>
Tetum	3	3
	4	1
<b>Tetum Total</b>		<b>4</b>
Thai	3	13
	4	9
<b>Thai Total</b>		<b>22</b>
Tok Pisin	3	22
	4	13
<b>Tok Pisin Total</b>		<b>35</b>

Turkish	3	4
	4	1
<b>Turkish Total</b>		<b>5</b>
Urdu (Pakistan)	3	3
	4	1
<b>Urdu (Pakistan) Total</b>		<b>4</b>
Vietnamese	3	14
	4	5
	5	1
<b>Vietnamese Total</b>		<b>20</b>
<b>GRAND TOTAL</b>		<b>883</b>



ATTACHMENT D – Number of Diplomatic Missions – G20 Nations

**Number of diplomatic missions - G20 nations**

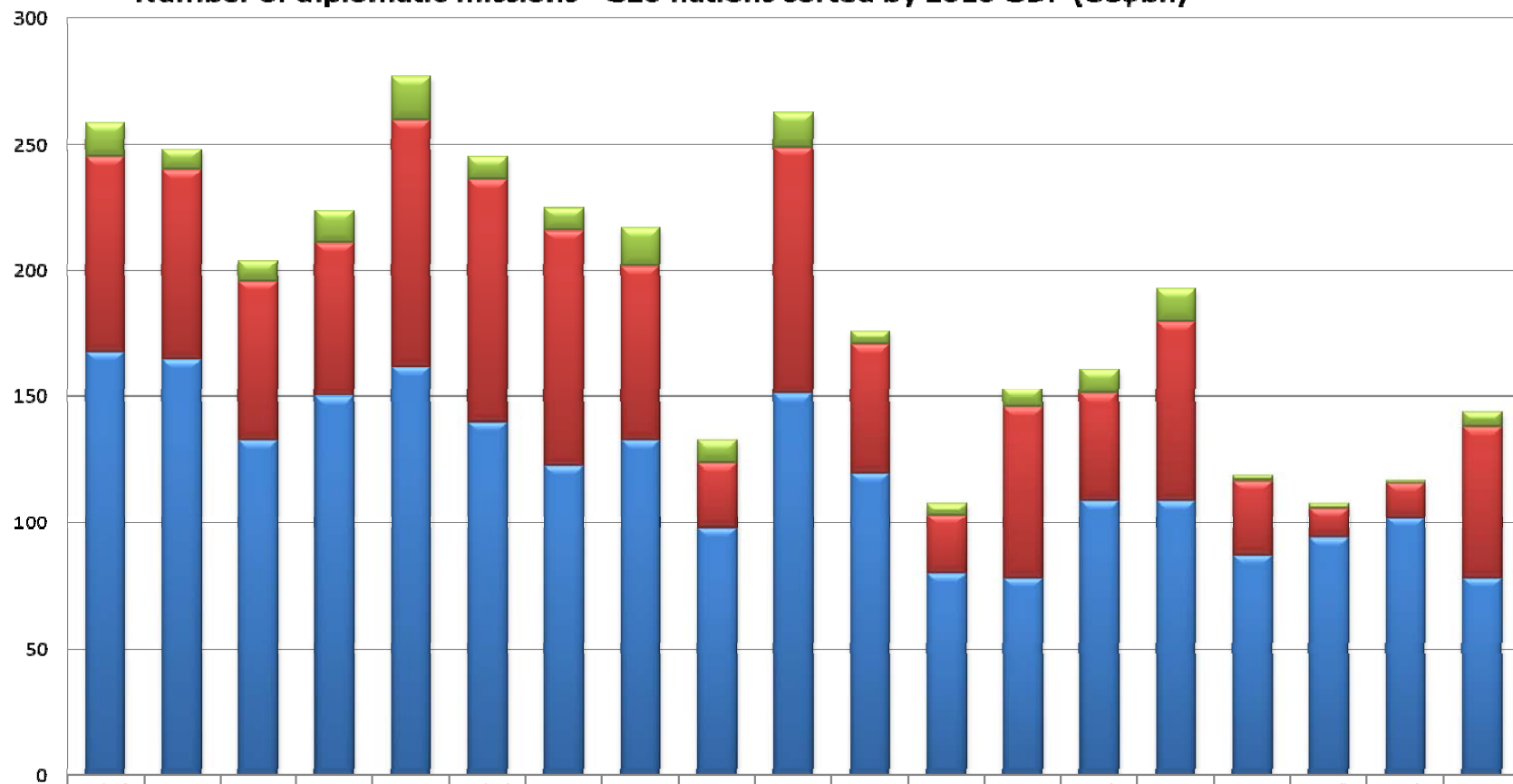


\* The number of diplomatic missions was sourced directly from relevant MFAs as at January 2011.

\*\* Australian diplomatic missions include 13 consulates managed and funded by Austrade.

ATTACHMENT E – Number of Diplomatic Missions – G20 Nations Sorted by 2010 GDP

**Number of diplomatic missions - G20 nations sorted by 2010 GDP (US\$bn)**



	United States	China	Japan	Germany	France	United Kingdom	Italy	Brazil	Canada	Russia	India	Australia	Mexico	South Korea	Turkey	Indonesia	Saudi Arabia	South Africa	Argentina
2010 GDP (In US\$bn current prices)	14,624.2	5,745.1	5,390.9	3,305.9	2,555.4	2,258.6	2,036.7	2,023.5	1,563.7	1,476.9	1,430.0	1,219.7	1,004.0	986.3	729.1	695.1	434.4	354.4	351.0
Total Diplomatic Network	259	248	204	224	277	245	225	217	133	263	176	108	153	161	193	119	108	117	144
Multilateral Missions	14	8	8	13	17	9	9	15	9	14	5	5	7	10	13	2	2	1	6
Consulates	77	75	63	61	98	96	93	69	26	98	51	23	68	42	71	30	12	14	60
Embassies and High Commissions	168	165	133	150	162	140	123	133	98	151	120	80	78	109	109	87	94	102	78

\* The number of diplomatic missions was sourced directly from relevant MFAs as at January 2011.

\*\* Australian diplomatic missions include 13 consulates managed and funded by Austrade.

\*\*\* 2010 GDP data sourced from the International Monetary Fund (IMF) as at October 2010.