
The Parliament of the Commonwealth of Australia

Parliamentary Delegation to Indonesia and Thailand by Members of the Public Works Committee

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Canberra

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Membership of the Delegation

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Public Works Committee Delegation visit to Jakarta and Bangkok

- 1.1 Australia's embassies support vital political, economic and social functions in many countries around the world. With the emergence of south-east Asia as an area of rapid economic and social development, Australia's diplomatic presence in the region is becoming increasingly more significant.
- 1.2 In recent years the Parliamentary Standing Committee on Public Works (the Committee) has examined proposals for construction of two new purpose-built Australian embassies and associated buildings in the south-east Asia region. The first inquiry, conducted in 2009, was for construction of a new Australian embassy complex including chancery, head of mission residence, staff housing and recreational facilities in Jakarta, Republic of Indonesia.¹ The estimated cost of this project was \$415 million. The second inquiry, conducted in 2011/12, was for construction of a new Australian embassy complex including chancery and head of mission residence in Bangkok, Kingdom of Thailand. The estimated cost of this project was \$193 million.² The proponent agency in both projects was the Department of Foreign Affairs and Trade (DFAT).
- 1.3 The driving force for construction of the new embassy complexes in Jakarta and Bangkok was a global review of security at Australia's overseas missions. The review, mandated by a directive of the National Security Committee of Cabinet, was prompted by the terrorist bomb

1 Public Works Committee (PWC) Report 4/2009, Construction of a new Australian Embassy complex including Chancery, Head of Mission residence, staff housing and recreational facilities in Jakarta, Indonesia

2 PWC Report 1/2012, Construction of a new Australian Embassy complex including Chancery and Head of Mission residence in Bangkok, Thailand

attack on the Australian embassy in Jakarta on 9 September 2004, which killed 11 people and injured many more. The aim of the review was to determine requirements to enhance security at Australian overseas missions to better protect people, information and assets.

- 1.4 In July 2014 a Delegation of the Committee undertook a visit to Jakarta and Bangkok. The purpose of the Delegation visit was twofold:
- to inspect existing Australian embassy facilities in Jakarta and Bangkok, and examine progress on construction of the new purpose-built facilities; and
 - to develop an improved understanding of how the new purpose-built facilities will help to support Australia's diplomatic presence and the full range of activities intended to strengthen bilateral relationships with Indonesia and Thailand.
- 1.5 Specifically the visit allowed the Delegation to examine the extent and condition of the existing premises to gain an appreciation of the limitations of these facilities and the justification for the new purpose built embassies in these locations. It also allowed the Delegation to examine progress on construction of the new embassies, and to discuss with the in country project managers the practical challenges of building in each location (e.g. accessing materials and a skilled workforce, managing local building and planning requirements, the challenges of climatic and environmental conditions, the impact of exchange rate variations) and risk management strategies.
- 1.6 In considering the design and proposed layout of the new purpose-built facilities the Delegation developed a more comprehensive understanding of how the built environment will support the operational and functional capacity of its occupants, thereby enhancing opportunities to build stronger trade, investment and strategic partnerships.
- 1.7 The official Delegation program for Jakarta and Bangkok comprised various elements, including:
- inspection of existing Australian embassy facilities in both locations;
 - inspection of the new embassy sites and facilities under construction, with on-site briefings on design and construction from architects, head of works contractors and project managers; and from DFAT officials on project governance and financial arrangements;
 - briefings on the work that the embassies support in each location and how this contributes to Australia's diplomatic presence and bilateral relationships;

- meetings and discussions with Australian-based and locally engaged embassy staff; and
 - meetings with business people, academics and political commentators.
- 1.8 The Delegation's official program of activities for Jakarta is at Appendix A, and for Bangkok at Appendix B.

Political circumstances

- 1.9 The Delegation's visit to Indonesia and Thailand in July 2014 coincided with major political events in both countries. Both countries are also undergoing significant social and demographic changes.

Indonesia

- 1.10 The Republic of Indonesia (Indonesia) has a land area of around 1.9 million km², and has an estimated population of 247 million. It has a rapidly growing and youthful population, with a growing middle class approaching 50 million, which is forecast to increase to around 130 million by 2030.³
- 1.11 Historically, significant political power has been vested in the President and Vice President. However, recent constitutional amendments have given the legislature, comprising a 560 member House of People's Representatives and a 136 member Regional Representatives' Council, an expanded role.⁴
- 1.12 The Committee arrived in Indonesia on 22 July 2014, on the same day as the official announcement of the winning candidate of the Indonesian presidential elections which were held on 9 July 2014. The successful candidate - Jakarta Governor Joko Widodo (known locally as Jokowi) - defeated his rival, retired General Prabowo Subianto. Jokowi, who was sworn into office on 20 October 2014, replaces President Susilo Bambang Yudhoyono who has served the maximum two terms of five years each.
- 1.13 President Widodo's election heralds a new era. While there were concerns that the official announcement of the election result might have provoked civil unrest in the streets of Jakarta, this did not eventuate. President

3 Department of Foreign Affairs and Trade (DFAT) website, Indonesia Country Brief, accessed on 28 October 2014 at: http://www.dfat.gov.au/geo/indonesia/indonesia_brief.html

4 Economist Intelligence Unit (EIU), Country Report: Indonesia: Generated 23 September 2014, p. 19.

Widodo has indicated that he will prioritise institutional reform and fighting corruption during his presidency.⁵

Bilateral relations with Indonesia

- 1.14 Indonesia is one of Australia's largest and most powerful neighbours. Two-way trade in goods and services was valued at \$14.9 billion in 2013, making Indonesia Australia's 12th largest trading partner.⁶ Coupled with a broad agenda of other common interests including defence and security, migration, education and tourism, Australia is committed to developing a long-term and strategic partnership with Indonesia.
- 1.15 To enhance trade and investment linkages, in 2012 the two countries commenced negotiations for Indonesia-Australia Comprehensive Economic Partnership Agreement (IA-CEPA).⁷
- 1.16 Several other mechanisms to support increased dialogue have been implemented in recent years including:
- the Annual Leaders' Meeting;
 - Indonesia-Australia Dialogue; and
 - the Annual '2+2' meeting of Foreign and Defence Ministers.⁸
- 1.17 Notwithstanding these arrangements, issues and events including illegal maritime arrivals from Indonesia, live cattle exports and the ongoing conflict in West Papua, have impacted on bilateral relations, which been strained from time to time.⁹

Thailand

- 1.18 The Kingdom of Thailand (Thailand) has a land area of approximately 514,000 km² and an estimated population of 68.2 million.¹⁰ Thailand has

5 EIU, Country Report: Indonesia: Generated 23 September 2014, p. 2.

6 DFAT, Indonesia Fact Sheet, June 2014.

7 DFAT, Indonesia Country Brief, accessed on 28 October 2014 at:
http://www.dfat.gov.au/geo/indonesia/indonesia_brief.html

8 Australian Parliamentary Library publication: Australia and Indonesia: from good neighbours to strategic partners? accessed on 28 October 2014
at:http://www.aph.gov.au/About_Parliament/Parliamentary_Departments/Parliamentary_Library/pubs/BriefingBook44p/AustIndo

9 Australian Parliamentary Library publication: Australia and Indonesia: from good neighbours to strategic partners? accessed on 28 October 2014
at:http://www.aph.gov.au/About_Parliament/Parliamentary_Departments/Parliamentary_Library/pubs/BriefingBook44p/AustIndo

10 DFAT, Thailand Fact Sheet, June 2014.

been a constitutional monarchy since 1932. The current head of state, H M King Bhumibol Adulyadej, ascended to the throne in 1946.

- 1.19 Since 1932 there have been some periods of instability, and political power has been primarily vested in a small group of 'traditional power brokers'. Deep political divisions exist between those supporting entrenched leadership and others seeking a move to greater democratic rule.
- 1.20 In May 2014, after a period of political unrest in Thailand resulting in violent outbreaks on the streets of Bangkok, the Thai armed forces imposed martial rule. Army Chief General Prayuth Chan-ocha assumed the administrative powers of the Prime Minister. The Thai armed forces established a National Council for Peace and Order (NCPO) - a military appointed administration - intended to put an end to civil unrest and deliver functional government, until such time as democracy is restored.¹¹
- 1.21 The Delegation arrived in Bangkok on 25 July 2014, only three days after adoption of a temporary charter which invested the Thai armed forces with extensive powers (including considerable veto powers) over drafting of a new constitution.
- 1.22 Although in the short-term the military coup had restored stability and implemented a functioning government, the longer term political outlook is uncertain. It is unclear how and when the Thai military will manage the transition to democratic rule. It is likely that military rule will continue for a protracted period and that elections will not be held any time before 2016.

Bilateral relations with Thailand

- 1.23 Australia has a long established and robust bilateral relationship with Thailand, dating back to the early 1950s. However, the 2014 military coup has had an impact on Australian-Thai relations, and the Australian Government responded by downgrading military ties and imposing a visa ban on NCPO leaders.
- 1.24 Nevertheless, Australia and Thailand continue to share a broad range of common interests which have largely been unaffected by the coup. Australia's trade and economic relationship with Thailand is underpinned by the Thailand-Australia Free Trade Agreement, which came into force on 1 January 2005. Despite a setback due to the 2011 floods in Thailand, two-way trade has grown strong over the last decade. In 2013 two-way

11 EIU, Country Report: Thailand: Generated 23 September 2014, p. 19.

trade was valued at \$16.3 billion, making Thailand Australia's eighth largest trading partner.

- 1.25 The broad agenda of common interests, which include law enforcement and counter-terrorism, education, migration and agriculture, is supported through a treaty-level bilateral agreement on non-trade matters.
- 1.26 Australia's bilateral relationship with Thailand is further supported by mutual membership of bodies such as the East Asia Summit (EAS), Association of Southeast Asian Nations (ASEAN) Regional Forum and Asia-Pacific Economic Cooperation (APEC).

New embassy projects

Jakarta project overview

- 1.27 On 18 June 2009 the project to construct a new Australian Embassy in Jakarta, Indonesia was referred to the Committee for inquiry. The estimated cost of the project was \$415 million and the proponent agency was DFAT.
- 1.28 As noted, the need to enhance security was the imperative behind the new embassy project. DFAT also noted that staff numbers had increased over recent years, and that the chancery had become seriously overcrowded and dysfunctional. Despite numerous re-arrangements of internal space, it had eventually become necessary to rent additional office accommodation in a building remote from the current chancery premises.
- 1.29 The statement of evidence made at the time of referral provided the following description of the existing Embassy facilities in Jakarta:

The present chancery, purpose built on land owned by the Commonwealth, is located at Jalan H.R. Rasuna Said, Kav C 15-16 in the Selatan district of Jakarta. The building of 10,600 sqm gross floor area, designed by the then Australian Construction Services, includes six levels of office space, a basement and substantial rooftop plant rooms, along with outbuildings that contain the medical clinic and staff recreational facilities, was occupied in mid-1993.¹²

12 DFAT, Inquiry into construction of a new Australian Embassy complex including Chancery, Head of Mission residence, staff housing and recreational facilities in Jakarta, Indonesia, Submission 1, p. 1.

1.30 Expanding on the need for a new embassy, DFAT highlighted the proximity of the existing premises to a busy main road, telling the Committee:

We cannot achieve the setback requirements that we need in our current location, whereas by moving to a new, purpose-built, larger site we can achieve much better security arrangements. I suppose the answer is, yes, we are on a major, very busy road which we cannot control, so that is a more dangerous area by its nature than our site.¹³

1.31 After an extensive search for an appropriate site, a vacant 40,500m² lot, known locally as the 'Taman Patra' land, located in the residential enclave of Patra Kuningan district in central Jakarta was selected. In 2008, after protracted negotiations with landowners (including local authorities), the land was acquired by the Australian Government to be used specifically for the purpose of constructing a new embassy complex.

1.32 DFAT advised that the new embassy complex will incorporate an on-site head of mission residence and staff housing which will provide a substantially improved working and living environment. It will comprise the following elements:

- the chancery, comprising five stories plus a basement (24,000m²);
- the head of mission residence;
- residential accommodation of 32 apartments: 26 (approx. 200m²); and 6 Executive (230m²-250m²); and
- a recreation centre.

1.33 The Delegation inspected the current embassy building located at Jalan H.R. Rasuna Said, Kav C 15-16 in the Selatan district of Jakarta. The Delegation saw how the building is situated in relation to the block perimeter and its proximity to a busy main road. A memorial plaque located near the embassy's main entrance was a poignant reminder of the 2004 terrorist bombing.

1.34 The Delegation also saw that office space in the chancery was limited. This meant that some embassy functions and staff were through necessity located in separate leased premises elsewhere in the city.¹⁴ The Delegation heard how with traffic congestion a chronic issue in Jakarta, in peak

13 Mr P. Davin (DFAT), Inquiry into Head of Mission residence, staff housing and recreational facilities in Jakarta, Indonesia, Transcript of Evidence, p. 3.

14 Including over 100 DFAT Development and Cooperation Staff, and the embassy clinic.

periods taking hours to travel from one part of the city to another, colocation is desirable for more efficient and functional workflows. It was evident that the current chancery no longer has the capacity to support the full range of embassy functions optimally.

- 1.35 Contracts for the new embassy project were signed and the site handed over to the head works contractor, Leightons Total Joint Operation (LTJO)¹⁵, in late 2012.
- 1.36 The Delegation inspected the Patra Kuningan site and viewed progress of construction for the new embassy project. In addition to the inspection, the site visit comprised briefings on design (security, environmental, functional), construction progress, project governance and financial arrangements. During the inspection the Delegation was accompanied by representatives of the head works contractors, in country project managers and representatives from DFAT, including DFAT's Overseas Property Office (OPO) (**Figure 1**).

Figure 1 Delegation with head works contractors and project managers in front of the chancery under construction at the new Australian Embassy site, Jakarta.



15 A joint enterprise between PT Leightons Contractors Indonesia and PT Total Bangun Persada TBK, a leading Indonesian construction contractor.

- 1.37 Construction of the chancery was well advanced, with site excavation, pilings and external structure of the building largely completed. Work on the residential accommodation block was further advanced, with construction of the exterior near completion and interior work commenced (**Figure 2**).

Figure 2 Accommodation block (foreground) and chancery (background) under construction at the new Australian Embassy site, Jakarta.



- 1.38 Practical completion of the embassy complex is expected by August 2015. This will be followed by furniture installation and DFAT technical fit off. Occupancy is scheduled for March 2016.

Bangkok project overview

- 1.39 The project to construct a new Australian embassy complex including chancery and head of mission residence in Bangkok, Thailand was referred to the Committee for inquiry on 15 September 2011.
- 1.40 As with the new embassy project in Jakarta, the driving force behind the need for a new embassy in Bangkok was security. At the November 2011 hearing for the project, the Committee was told:

The present chancery and HOM [Head of Mission] residence complex is located at 37 South Sathorn Road, in the heart of Bangkok's central business district, on a site of approximately 12,700 square metres (sqm). The complex was designed by the

Australian architectural firm Ancher, Mortlock and Woolley and has been occupied since 1979. The current embassy includes a six level chancery building (including a basement) and in a separate building to the rear of the site the HOM residence. The gross floor area of the chancery is approximately 10,400 square metres (sqm), which is designed in a square around a central open courtyard. It faces Sathorn Road, while the HOM residence is positioned with the entrance on the axis of the chancery driveway.¹⁶

1.41 The need for the new embassy was outlined as follows:

Our existing embassy, unfortunately, does not meet the security requirements of our embassy building in Bangkok. Since the Jakarta Embassy bombing in 2004 new standards have been applied and threat assessments made against all our overseas properties. The embassy in Bangkok was one of those identified as being deficient. Substantial work was done in analysing whether improvements could be made to that building to meet the current security requirements but, unfortunately, given the nature of that building, the method of construction and its proximity to busy roads, the only answer is a relocation.¹⁷

1.42 A suitable block of land of approximately 16,000 m² in the Pathumwan District of Bangkok was procured for the project on a long-term lease (30 years with an option to extend for a further 30 years) from the Crown Property Bureau (CPB) of Thailand.

1.43 The new embassy complex in Bangkok will comprise:

- the chancery (approx. 9,000 m²);
- the head of mission residence; and
- associated services and support buildings (e.g. engineering and service maintenance buildings).

1.44 The Delegation inspected the current embassy and the head of mission residence on South Sathorn Road. Although in general terms office space in the chancery was not overcrowded, there were some areas where accommodation was less than optimal. For example, due to a steady increase in two-way travel between the Australia and Thailand over the

16 DFAT, Inquiry into construction of a new Australian Embassy complex including Chancery and Head of Mission residence in Bangkok, Thailand, Submission 1, p. 1.

17 Mr P Davin (DFAT), Inquiry into construction of a new Australian Embassy complex including Chancery and Head of Mission residence in Bangkok, Thailand, Transcript of Evidence, 4 November 2011, p. 2.

years, the consular area dealing with passports and visa was overcrowded. In view of the decision to construct a new purpose built embassy, options to modify the existing layout to improve functionality have been put on hold.

- 1.45 During the inspection, it was apparent to the Delegation that in its current location - adjacent to a busy road and in a built up area - there was no way that the current premises could be modified to comply with current security requirements - specifically the 30-metre mandatory setback from all boundaries and from vehicle entry points.
- 1.46 The head works contract awarded to Bouygues Thai and VSL Australia (BVSL) was signed in January 2014, and construction commenced in March 2014.
- 1.47 The Delegation inspected construction on the new Australian embassy in Bangkok. In addition to the inspection, the site visit was followed by briefings on design (security, environmental, functional), construction progress, project governance and financial arrangements.
- 1.48 At the time of the Delegation's visit, work on-site was still at an early stage. Excavation and earthworks were underway, including piling for the chancery basement, construction of the tower crane base, and piling for the eastern perimeter wall (**Figures 3 and 4**).

Figure 3 Delegation with head works contractors and project managers inspecting the new Australian Embassy site, Bangkok.



Figure 4 Construction (excavation and pilings) underway at the new Australian Embassy site, Bangkok.



1.49 The Delegation was advised that practical completion of the project is expected in July 2016. This will be followed by furniture installation and DFAT technical fit off. Occupation is scheduled for October 2016.

Design and building considerations

Security

- 1.50 Enhancing security is the main reason for building the new Australian embassies in Jakarta and Bangkok. One of the challenges in designing the embassies is to ensure accessibility to the public for those who need to use embassy services, while at the same time maintaining security for building occupants.
- 1.51 At each of the locations the Delegation received extensive briefings on the design, structural and operational elements associated with the security overlay for the embassies. Design and structural elements include:
- perimeter walls which are anti-climb, ram and blast-resistant;
 - setback of buildings from roads and use of specific materials in construction including blast-resistant walls and windows;
 - use and positioning of guardhouses and sally ports to prevent unauthorised vehicular access and to screen authorised vehicular access;
 - restricted pedestrian access, with the use of metal detectors and x-ray screening;
 - CCTV monitoring, appropriate lighting, access alarms and duress alarms; and
 - secure zoning from the outer-perimeter boundary, to public areas and through to restricted and secure areas, each with different levels of security for access.
- 1.52 The Delegation was told how the design and structural elements would be supported by operational security measures, including:
- active threat and risk assessment and associated risk mitigation measures;
 - deployment of security guards; and
 - vetting and security clearance for all embassy staff.

Environmental

- 1.53 The Delegation was told how environmentally sustainable design for both embassies has been a key consideration. The projects are intended to be

sensitive to the local environment and conditions, while also minimising environmental impact through the use of low resource technologies.

Features to achieve this include:

- glazing and building fabric to reduce energy demands e.g. insulation to minimise solar heat gain/ air-conditioned space losses;
- maximising daylight penetration through skylights, and the use of energy efficient lighting systems;
- low energy zoned air-conditioning systems;
- rainwater collection and storage;
- green roof technology;
- water efficient fittings and fixtures and treatment of all drinking water supplies;
- waste water treatment and reuse for non-potable use on-site such as landscape irrigation; and
- provision for recycling of waste.

1.54 As part of the design process in both Jakarta and Bangkok the risks associated with flooding, both external inundation and flash flooding, were investigated. The Delegation heard that the site designs incorporate mitigation measures including:

- raising the site level;
- stormwater surface drains;
- pumps and surcharge pits; and
- water/ flood barriers to basement entrances.

1.55 In addition, as Indonesia is prone to frequent seismic events, the building design for the embassy in Jakarta also includes seismic bearings to deal with earth tremors and earthquakes.

Other considerations

1.56 In addition to security and environmental considerations, design and construction for each of the embassies must comply with Building Code of Australia (BCA) requirements, *Disability Discrimination Act 1992 (Cth)* including the *Disability (Access to Premises - Buildings) Standards 2010 (Cth)* and other relevant workplace health and safety (WHS) codes and

standards. Design and construction must also comply with national and local legislative and regulatory frameworks relevant to each location.

- 1.57 Another design consideration is the symbolic importance of Australia's overseas embassies. Embassy buildings need to represent Australia's national identity and building design must achieve a balance between projecting Australian values and aspirations in a culturally appropriate way, while providing functionality.
- 1.58 While in Jakarta the Delegation was told how each of the chancery buildings will be clad in different metals including zinc, aluminium, bronze, copper and steel, representing Australia's mineral wealth. On the site visit the Delegation saw the design consultant drawings and sample boards of the materials to be used for the cladding.
- 1.59 Similarly in Bangkok, the Delegation was told about design elements that had been incorporated into the design of the chancery building to promote national identity by use of colour, forms and materials resonant of Australia's red centre. The Delegation was shown design consultant drawings, as well as a model of the chancery building and sample boards of the materials to be used in construction.
- 1.60 Consultation throughout the project development, design and construction phases is crucial in order to optimise functionality of the new purpose built facilities, both for DFAT and for staff of the proposed tenant departments and agencies. Consultation to assess each agency's functional needs (e.g. size and quantity of office space needed, access to meeting rooms), spatial and inter-agency relationship needs (e.g. extent and nature of interaction with other agencies, access to shared facilities) and interactions with other parties (e.g. public, businesses) has occurred regularly. The Delegation was told how the ongoing process of 'tenant validation' will continue throughout the deliver phase of each project.
- 1.61 The need to develop a 'future proof' design for the new embassy facilities so space can be readily adapted to meet changing needs and priorities was also raised as an important consideration. For example, in Jakarta it was noted that staff numbers had increased dramatically over the years, well exceeding the capacity of the current premises. The recent amalgamation of DFAT and AusAID was another example of the importance of design that can adapt, in this case to changes associated with machinery of government.
- 1.62 In addition, the Delegation was keen to meet with staff to find out the extent and nature of consultations that had occurred in relation to the new embassy buildings and the relocation. In Jakarta, staff were invited to an

open discussion forum and given an opportunity to tell the Delegation about the level of engagement that had occurred to date and to raise any matters of concern that they might have. Similarly, in Bangkok the Delegation met with the Locally Engaged Staff Consultative Committee (LESCC). Again the LESCC was given the opportunity to raise any issues that they might have about the new embassy project and relocation.

- 1.63 It was clear from these discussions that information on the new embassy designs and relocation had been disseminated to staff, and that staff in both locations had been given opportunities to raise issues. In addition to security issues driving the relocation, discussion with staff in Jakarta confirmed that limited office and meeting space in the existing premises was a significant limitation. For this reason, staff were generally positive about the new embassy building and were looking forward to the relocation. However, staff did identify concern about the adequacy of public transport to the site of the new embassy, and the limited options to access affordable food at lunchtimes in the locality. Some staff expressed their reservations about the need to have on-site accommodation for Australian-based staff, observing that it would restrict opportunities for these staff to integrate into the wider Jakarta community.¹⁸ Staff also commented on the relocation of the medical centre, which is currently located away from the chancery offices, in a residential suburb of Jakarta. Staff were concerned that having the medical centre on-site would present privacy issues for staff seeking medical assistance, and that the need to clear embassy security would be a disincentive for family members needing to access the medical centre.
- 1.64 Discussion with the staff of the Australian Embassy in Bangkok indicated that, while staff acknowledged the security imperative behind the need for a new facility, they were satisfied with their current premises and its location. With regard to the relocation to the new facilities, the lack of affordable vehicle parking and shopping facilities close by, and limited egress options from the site should the main access road be blocked for any reason were among the concerns raised.
- 1.65 In general terms staff seemed satisfied that they were being consulted and kept informed. Staff in both Jakarta and Bangkok emphasised the importance of continued engagement and the opportunity to have input, particularly in relation to the allocation of office space, the functional fit out of office space and access to shared facilities.

18 During discussion it was noted that on-site accommodation would be available for a limited number of staff only, with priority given to staff that may be called on to respond to critical/emergency situations that might arise from time to time.

Project development, delivery and governance

- 1.66 During the site visits the Delegation was briefed on aspects of project development, delivery and governance. The Delegation was assured that all stages were undertaken and managed in accordance with mandatory Australian Government procurement requirements and DFAT's own internal processes. Key stages of the process prior to referral to the Committee for inquiry include:
- identification of the business need;
 - stakeholder engagement to develop the scope of the project required to meet the business need;
 - competitive tenders for design and cost consultants;
 - preparation of the functional design brief (FDB);
 - cost estimate for construction based on the FDB prepared by cost consultants;
 - estimation of internal OPO costs for procurement, and project management;
 - risk assessment undertaken in consultation with key stakeholders, including design and cost consultants; and
 - preparation and sign-off on referral documents (statement of evidence, confidential cost estimates, plans and drawings) by DFAT and the Department of Finance (DoF).
- 1.67 After the Committee has reported and Parliamentary approval has been given, key project development and delivery stages include:
- pre-construction work including finalisation of site selection (purchase or lease), site preparation and obtaining development permits and approvals;
 - preparation of detailed design documentation and associated tender documentation;
 - head works contractor and construction project management consultants procured and engaged; and
 - physical construction, fit outs, hand-over and occupancy.
- 1.68 The governance model for the procurement and construction phases for the two embassy projects involves continued oversight and reporting to staff of the OPO. The in-country based Project Directors provide monthly

reports to the DFAT Governance Board. The Governance Board for each project comprises:

- the Deputy Secretary of DFAT;
- the Executive Director, OPO, DFAT;
- the First Assistant Secretary, Corporate Management Branch, DFAT;
- the Assistant Secretary, OPO, DFAT; and
- an Industry Expert Advisor.

1.69 Monthly reports to the Governance Boards include the minutes of all design, project management meetings with the head works contractor and on site teams. In addition quarterly Project Control Group Meetings are held with regular attendance by OPO Canberra representatives and bi-annual attendance by the full Governance Board.

1.70 In Bangkok the Delegation was shown a sophisticated and secure IT-based Workflow Information Management System (WIMS), developed specifically for the building and infrastructure sector. A similar WIMS is used in Jakarta. The WIMS in each location is used to facilitate communication between in-country contractors, project managers and the governance team in Canberra. In addition, regular audits and inspections by in-country project manager and design consultants are conducted to review progress and ensure quality.

Supporting Australia's overseas presence

1.71 As noted earlier, an important aspect of the visit to Jakarta and Bangkok was for the Delegation to gain a better understanding of how the built environment supports the operational and functional capacity of the building occupants. In addition to DFAT's own staff which support consular services, economic/political monitoring and analyses, and aid/development assistance, the chanceries in Jakarta and Bangkok provide office accommodation for staff from other Commonwealth departments and agencies, including:

- Austrade;
- Australian Federal Police (AFP);
- Department of Agriculture (Agriculture);
- Department of Defence (Defence);

- Department of Education (Education);
 - Department of Immigration and Border Protection and the Australian Customs and Border Protection Service (Immigration/Customs);¹⁹ and
 - Department of Infrastructure and Regional Development (Infrastructure/Transport).
- 1.72 In accordance with a governance model agreed to in 2011 by the Department of Finance and DFAT, occupying departments/agencies are charged a market-based rent by the OPO. The rent charged is determined by independent valuers, taking into account the quality and standard of the accommodation and local market conditions. Rental income derived by OPO contributes to the management and maintenance of the property.
- 1.73 In view of the shared accommodation arrangements and the diversity of functions supported, the Delegation wanted to learn more about the functional and operational limitations of the existing embassy buildings, and how a 'lessons learned' approach had influenced building design and plans for the internal layout of the new facilities. Specifically, the Delegation was interested in consideration given in the new designs to optimising workflows within and between agencies, ensuring adequate access to shared facilities (e.g. meeting rooms, car parking), and to balancing the need for a secure work environment while allowing for appropriate access to the public, and other parties that have business with embassy occupants.
- 1.74 Discussions in Jakarta and Bangkok with DFAT staff, and with staff from the tenant departments/agencies provided the Delegation with a comprehensive understanding of the scope of activities supported by the embassies. The Delegation gained an appreciation of the extent to which Australian government departments/agencies collaborate with one another in areas of common interest, and the need therefore to have accommodation which supports effective and efficient interactions.
- 1.75 The Delegation also met with external stakeholders that interact with embassy staff on a regular basis. These discussions highlighted the importance of establishing linkages with external stakeholders, for example with staff of agency counterparts in Indonesia and Thailand or with people in the business community, and how embassy staff facilitate this. Again, the Delegation gained a better appreciation of the need for the

19 On 1 July 2015 the Department of Immigration and Border Protection and the Australian Customs and Border Protection Service will be consolidated into a single Department of Immigration and Border Protection.

new embassies to allow for access and to provide the appropriate meeting facilities to support these activities.

- 1.76 The following sections summarise the activities supported by staff of the embassies in Jakarta and Bangkok in the key areas of mutual interest. The summary includes a brief description of discussions with external stakeholders that Delegation met with while in Jakarta and Bangkok.

Strengthening bilateral relations with Indonesia

- 1.77 Indonesia's ascendancy as a regional and global power makes strengthening bilateral relations increasingly important for Australia. This is not without challenges though, with negative media and public perceptions persisting in Australia and Indonesia as a result of tensions associated with issues such as illegal maritime arrivals, the live cattle trade and the bombings in Jakarta and Bali.
- 1.78 The briefing from embassy staff in Jakarta identified a number of areas of common interest for Australia and Indonesia covering a range of economic, environmental, political and social issues. A summary of key issues follows:
- **Trade and investment** – Australia's major exports to Indonesia are agricultural products (e.g. wheat and sugar), metals (aluminium and gold) and petroleum products. Although there is already significant trade between Australia and Indonesia, the Delegation heard that there are significant opportunities for growing this further, particularly with Indonesia's expanding population of 'consumers' demanding greater access to goods and services. Opportunities in the agriculture, education and training, finance and tourism sectors were identified as aligning well with Australia's strengths. Indonesia's economic nationalism, including restriction on foreign investment in some sectors, poor infrastructure (e.g. roads, rail, aviation and shipping) and tariffs on imports were raised as important issues to be addressed.
 - **Defence** – Defence supports cooperation through regular consultations with its Indonesian counterparts on security issues of common concern. The Delegation was told that cooperation is supplemented by defence education and training (study visits, exchanges), joint exercises and intelligence sharing.
 - **Counter-terrorism** – Cooperation on counter-terrorism (CT) has also grown significantly and involves wide-ranging partnerships with Indonesian agencies focusing on law enforcement, legal framework development, criminal justice, terrorism financing, defence, border

security and intelligence. While stronger CT measures both globally and in the region have reduced the capabilities of the larger terrorist groups, the Delegation was told that smaller 'splinter' terrorist groups had now emerged and become more active.

- **Transnational crime** – The Delegation heard how the AFP is working closely with Indonesian authorities to counter transnational crime including people smuggling, cybercrime and organised crime. Collaboration is based on sharing of intelligence, and supported by capacity building activities. Immigration/Customs and Infrastructure/Transport also play key roles in this area.
- **Education and training** – Indonesia is currently the fifth most popular destination in Asia for international study by Australian university students. It is hoped to increase numbers of students further as Indonesia will be one of the first countries to participate in the pilot implementation of the New Colombo Plan, an initiative to encourage more young Australians to work and study in the Asia Pacific region. The Delegation was told that vocational education and training is a sector that has the capacity for more growth in Indonesia.
- **Humanitarian and aid assistance** – At an estimated \$601.6 million of expenditure in 2013-14, Australia's official development assistance to Indonesia is its largest aid program. Despite Indonesia's growing middle class, there are millions still living in poverty. The Delegation heard how the aid program is aligned to contribute to Indonesia's economic growth and human development by investing in education, and by encouraging tax reform and more efficient governance structures to improve health and social services.

1.79 While in Jakarta the Delegation had the opportunity to meet with Australian business people based in Indonesia. Business people operating in the finance and investment, communications and agribusiness sectors were represented. During discussions the Delegation learned more about the opportunities and challenges experienced by businesses operating in Indonesia. Indonesia's growing economy and expanding consumer class mean that there is significant market potential for increased business investment. Some of the challenges for businesses raised during discussion related to weaknesses in Indonesia's legal and judicial systems. Deficiencies in business regulation and reporting, and bureaucratic red tape were also raised as challenges facing businesses in Indonesia.

1.80 During discussions the Delegation heard how staff from various Australian Government agencies, including Austrade, Agriculture, Infrastructure/Transport and Immigration/Customs, were assisting

businesses by forging links with the relevant Indonesian authorities to facilitate market access.

- 1.81 Later discussions with political commentators gave the Delegation a more general understanding of the political and social context underpinning Australian-Indonesian bilateral relations. Discussion focused on synergies and tensions between the two countries, and how these present as opportunities or barriers to building more robust bilateral relations.
- 1.82 Also while in Jakarta the Delegation had the opportunity to tour the Australia-Indonesia Facility for Disaster Reduction (AIFDR) and meet with staff working at the facility (**Figure 5**).

Figure 5 Delegation with staff of the Australia-Indonesia Facility for Disaster Reduction



- 1.83 The AIFDR is a joint Australia-Indonesia initiative and a good example of a collaborative undertaking. The facility works to identify areas most at risk of natural disaster and to reduce the impact of disasters by giving people information, for example about how to build safer houses and public buildings. Along with the ASEAN Coordinating Centre for Humanitarian Assistance on Disaster Management (AHA Centre), which the Delegation also visited, the AIFDR improves disaster management by building capacity, and by facilitating joint emergency preparedness and responses.²⁰

20 For more information see: <http://aid.dfat.gov.au/countries/eastasia/indonesia/Pages/humanitarian-init1.aspx>; See also: <http://www.ahacentre.org/>

Strengthening bilateral relations with Thailand

- 1.84 Maintaining robust Australian-Thai bilateral relations is crucial. Each year Thailand attracts large numbers of Australians who travel to the country for tourism and for business purposes. There has been a steady increase in the number of Australians, particularly retirees, residing in Thailand permanently or semi-permanently. These circumstances have resulted in a very busy consular section, which deals with a large volume of immigration matters and visa processing, as well a range of other consular activities.
- 1.85 The briefing from embassy staff in Bangkok identified a number of areas of common interest for Australia and Thailand covering a range of economic, environmental, political and social issues. A summary of key issues follows:
- **Investment and trade** – Australia’s major exports to Thailand are gold, petroleum (crude), aluminium and coal. The Delegation heard that although there had been a trend of increasing investment flows between Australia and Thailand in recent years, awareness of the potential for investment and trade could be improved. The Delegation also heard how embassy staff from the Australian government departments including DFAT, Agriculture and Immigration/Customs, work to facilitate market access and promote trade.
 - **Defence** – Despite lowering its level of interaction with senior Thai military leaders and postponing some bilateral defence activities in response to the 2014 coup in Thailand, the Delegation was told that Defence continues to provide capacity building support for the Royal Thai Armed Forces. This includes opportunities for postgraduate study at Australian universities in a variety of fields such as international relations, maritime policy, IT and engineering.
 - **Counter-terrorism** – Cooperation between Australia and the Thai authorities to maintain stability in the region is well established. The Delegation heard that collaboration and intelligence sharing is targeting issues such as terrorism financing, and how the AFP is working with the Thai Police to build capacity and counter the threat of terrorism.
 - **Transnational crime** – The AFP undertakes liaison with Thai law enforcement authorities on a range of issues including people smuggling, child protection and tackling organised crime (e.g. trade in narcotics and other drugs, money laundering activities). The Delegation was told that the AFP, and other Australian government agencies such as Immigration/Customs and Infrastructure/Transport, manage

significant capacity development projects to enhance and strengthen the capacity and capability of local law enforcement.

- **Education and training** – Australia and Thailand already have strong linkages in the education and training sector, and it is expected that these will be reinforced as the New Colombo Plan is implemented more widely across the region in 2015. The Delegation heard about capacity building in the aviation and maritime transport sector, where Australians from Infrastructure/Transport are working with staff of the relevant Thai authorities to develop and implement a regulatory framework and associated systems that are consistent with international standards and best practice.
- **Development cooperation** – Although the Thai Government expressed a wish to transition from being an aid recipient to being a donor over a decade ago, the Delegation was told that Australia contributes to a number of regional programs addressing issues such as human trafficking, labour rights, health, disaster management and economic integration that include Thailand.

1.86 While in Bangkok the Delegation also had the opportunity to meet with academics, staff and government officials from the King Prajadhipok Institute (KPI) and from the Thailand Development Research Institute (TDRI). Discussions focused on promoting democracy and sustainable good governance in Thailand, and on approaches to formulating robust public policy to support Thailand's long-term economic and social development. As Delegation leader and Chair of the PWC, Mrs Andrews described the work of the Committee and its role in scrutinising proposed government expenditure on capital works to ensure best value for money outcomes for the Parliament and the Australian taxpayer.

1.87 During the visit the Delegation also met with representatives of the Australian business community, and the Australian-Thai Chamber of Commerce (AustCham Thailand). Business people from finance, legal, manufacturing and services sectors were present. Discussion highlighted the potential for increased business investment and export to Thailand, with reference to Thailand's growing middle class and pro-business culture. AustCham Thailand aims to provide constructive input into the formulation of policies impacting on business both by the Thai and Australian Governments. This complements the work of DFAT staff based in Bangkok promoting trade and investment to develop stronger business relationships between the two countries.

Conclusion

- 1.88 The Delegation visit to Jakarta and Bangkok was a valuable exercise on a number of levels, providing significant benefit for the current and future work of the PWC. For capital works in Australia, site inspections are an integral and important part of the Committee's inquiry process. Site visits help the Committee to develop a clearer understanding of the need for projects. Site visits also help the Committee to understand technical aspects of projects and visualise how design features and the physical environment combine to deliver capital works that are fit for purpose.
- 1.89 Notwithstanding these real benefits, the PWC has not conducted inspections for overseas capital works. Rather, as set out in the Committee's establishing legislation, in reviewing these projects the Committee relies on plans, models, oral statements and written evidence to determine need, suitability for purpose and value for money.²¹ The Delegation visit was the first opportunity for members of the Committee to inspect overseas capital works that the PWC has previously reviewed and approved.
- 1.90 The Delegation's visit highlighted locational, physical and functional constraints associated with existing embassy premises in Jakarta and Bangkok. This reinforced the justification for new embassies in both locations, particularly given the imperative to enhance security.
- 1.91 The opportunity to examine progress on construction of new embassy buildings and to discuss project development, delivery and governance with DFAT representatives, architects, quantity surveyors, in-county project managers and head works contractors, was invaluable.
- 1.92 The Delegation gained a much greater appreciation of the challenges and complexities associated with managing large capital works projects undertaken overseas. Some of the issues raised during briefings related to:
- challenges associated with site selection, determining land ownership and negotiating acquisition;
 - dealing with local planning authorities to obtain the relevant building authorisations, approvals and permits, overlaid by the requirement to also comply with Australian building codes;
 - accessing local labour with appropriate skills required during the various stages of construction;

21 Section 18B, *Public Works Committee Act 1969 (Cwth)*.

- managing occupational health and safety to ensure a safe work environment for all staff on site;
- accessing building materials required for construction and quality control;
- developing and implementing risk mitigation strategies as required, for example managing the financial risks associated with fluctuating foreign exchange rates or variable labour market conditions; and
- maintaining good governance and managing communications to ensure adequate oversight of all aspects of each project by the relevant Canberra-based DFAT staff.

1.93 On the whole, the Delegation was reassured by the site visits, inspections and briefings. It was evident that construction for both embassy projects was progressing well and the Delegation was advised that that both embassies are expected to be completed on time and within budget.

1.94 The site visits, coupled with the comprehensive briefings on building design with particular reference to security enhancements and environmental considerations, has enhanced the Committee's capacity to review any future proposal for upgrades to existing embassies or new purpose-built facilities. In particular, the Committee will be better able to assess the need, suitability and value for money of similar overseas capital works that are referred to it in the future, so that the Parliament and the people can be assured that major government expenditure on these projects is both justified and appropriate.

1.95 A key consideration for the Delegation was to gain an insight into how the work supported by embassies in Jakarta and Bangkok contributes to the development of stronger and more strategic bilateral relations with Indonesia and Thailand. The crucial role of the embassies in each of the locations visited was evident. In addition to the consular services (e.g. providing advice and assistance to Australian citizens in Indonesia and Thailand, dealing with a range visa and passport matters), the Delegation gained a much better appreciation of the full breadth of activities supported by DFAT and staff of the other Australian Government departments/agencies which occupy the embassies.

1.96 In Indonesia and Thailand establishing sustainable people-to-people connections is fundamentally important. It was clear to the Delegation that time and effort invested in building these connections is vital to facilitating cooperation in areas of mutual interest. To achieve these connections the Delegation concluded that there is a need to grow the pool of Australians that can operate with confidence in Asia.

- 1.97 As a result of the Delegation's visit to Jakarta and Bangkok, two specific issues emerged about which the Committee subsequently sought further information. Firstly, during in-country briefings on financial management and project governance, the Delegation sought reassurance that rigorous processes had been applied to ensure that best value for money outcomes were achieved.
- 1.98 Secondly, while in Bangkok it became apparent that plans for the new embassy had been substantially modified to those submitted to the Committee in 2011. This emerged when during the inspection of the site for the new embassy, Delegation members noticed inconsistencies between the 2011 plans that they had brought with them, and what they were actually looking at. Most notably the design and footprint of the chancery building had changed, as had its orientation on the site.
- 1.99 On 2 October 2014 the Committee sought a briefing from representatives of DFAT's OPO. During the briefing and in subsequent correspondence²², DFAT assured the Committee that for both projects the value for money assessment had selected tenders providing:
- the best qualitative and technical assessment;
 - the lowest price options; and
 - rating 'low risk' in the risk assessment (i.e. with a proven track record and capacity to deliver on outcomes).
- 1.100 To verify the reasonableness of tender prices, DFAT advised that tenderer's prices were compared to pre-tender estimates which had been prepared by independent quantity surveyors. For both projects the selected tenderer's price had been within the pre-tender estimate. Once the contracts have been awarded, responsibility for on-going management (including approvals for variations) falls to the appropriate DFAT delegate on each project's Governance Board.
- 1.101 In relation to design changes to the embassy in Bangkok, DFAT explained that the information provided to the Committee in 2011 was a concept design, based on a functional design brief. To avoid pre-empting recommendations of the Committee, DFAT explained that it does not as a matter of course start detailed design until after the Committee has reported and the Parliament has approved the project. In this case changes in design had occurred during the detailed design phase when an independent survey identified that the site dimensions were slightly different to those initially provided by the land owners. A narrower

22 Correspondence from DFAT to the PWC dated 29 October 2014.

building width meant that the concept design as originally envisaged was not feasible. As a result the chancery was reoriented on the block and an additional floor added.

- 1.102 Paragraph 1.16 of the Parliamentary Standing Committee on Public Works Procedure Manual (the PWC Manual) states that if there are considerable changes to project scope and cost, the Committee must be advised. DFAT did not provide advice as it was of the view that the project scope and cost had not been significantly affected by these changes.
- 1.103 The Delegation does not agree with DFAT's view on this matter. While the reasons for the changes might be justifiable, it is the Delegation's view that advice to the Committee was warranted in this case due to the extent of the changes to building design and changes to the site layout. At a minimum, the Delegation considers that such advice would have been a courtesy to the Committee. Importantly though, the Committee also has the discretion to report back to the House on matters relating to works that it has previously considered should the Committee feel that this is desirable.
- 1.104 The extent to which other projects previously considered by Committee and approved by the Parliament are subject to design or other changes is unknown. While all proponent departments/agencies are expected to provide the Committee with a post-implementation report on completion of the project, practices with regard to reporting project changes back to the Committee that occur during later stages of project development and construction vary. What this highlights is the need for greater clarity in relation to the circumstances where the Committee must be notified.
- 1.105 The Committee is currently considering a number of issues relating to the extent of its powers of scrutiny, and its role and capacity to monitor previously approved works. In this context consideration is being given to possible revisions to the Committee's establishing legislation and updating information in the PWC Manual to ensure that it is consistent with current practice and provides greater clarity on matters where this is needed.

Acknowledgements

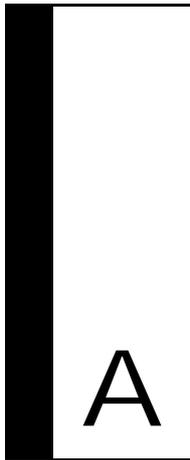
- 1.106 The Delegation would like to acknowledge the support provided by officers of DFAT in Canberra, Jakarta and Bangkok for providing briefing materials and for facilitating the visit by developing a comprehensive

program of activities. The Delegation appreciates discussions with embassy staff (Australian and locally engaged) in Jakarta and Bangkok. The Delegation benefited from these discussions by learning more about the range of activities supported by the Australian Government in areas of common interest, and hearing the views of staff about relocation to new embassy premises.

- 1.107 In Jakarta and Bangkok the contribution from in-country building contractors, project managers, architects, quantity surveyors and others who assisted with the site visits, on-site briefings and project updates was invaluable.
- 1.108 The Delegation thanks the Indonesian-based business people, political commentators and staff of the AIFDR and the AHA Centre that met with the Delegation while in Jakarta. The Delegation also thanks representatives of the KPI, the TDRI, and Thai-based representatives of the Australian business community for their time and valuable input into discussions while the Delegation was in Bangkok.

Karen Andrews MP
Leader of the Delegation

27 November 2014



Appendix A Official program of activities, Jakarta

Date	Time	Activity
22 July 2014	8:30 pm	Welcome Drinks with Dr David Engel, Chargé d 'Affaires, and Mr Mark Foxe, Post's Regional Security Adviser <i>Venue: Four Seasons Hotel, Central Jakarta</i>
23 July 2014	9:00 am	Embassy Briefing chaired by Dr David Engel, Chargé d 'Affaires <i>Venue: Chancery, Australian Embassy, Central Jakarta</i>
	10:30 am	Security Briefing chaired by Mr Mark Foxe, Post's Regional Security Adviser, and Mr Greg Collis, Diplomatic Security Branch Executive Officer <i>Venue: Chancery, Australian Embassy, Central Jakarta</i>
	11:30 am	Visit to new Embassy Site including on site briefing, site walk, informal lunch, briefings on construction progress, security aspects, project governance arrangements and financial aspects <i>Location: New embassy site at Patra Kuningan, Central Jakarta</i>
	5:30 pm	'Buka Puasa' (breaking the fast) reception with new embassy property contractors <i>Venue: Four Seasons Hotel, Central Jakarta</i>

Date	Time	Activity
24 July 2014	9:00 am	Tour of Current Embassy facilitated by Mr Justin McPhillips, Minister-Counsellor (Management) and Mr Rick Zanker, DTZ Facilities Manager <i>Location: Australian Embassy, Central Jakarta</i>
	10:30 am	Discussion Forum with Staff on the new Embassy Project, chaired by Mr Justin McPhillips, Senior Administrative Officer <i>Venue: Chancery, Australian Embassy, Central Jakarta</i>
	12:00 pm	Lunch with Indonesian-based Business Contacts, hosted by Dr David Engel, Chargé d 'Affaires, and Ms Edwina Stevens, Counsellor (Economic) <i>Venue: Mercantile Club, World Trade Centre, Jakarta</i>
	2:00 pm	Visit to the Embassy Clinic <i>Location: South Jakarta</i>
	6:30 pm	Dinner with Political Commentators, hosted by Dr David Engel, Chargé d 'Affaires <i>Venue: Salt Grill, The Plaza, Central Jakarta</i>
25 July 2014	9:30 am	Tour of the Australia Indonesia Facility for Disaster Reduction (AIFDR) and of the ASEAN Coordinating Centre for Humanitarian assistance and Disaster Response (AHA) <i>Venue: Central Jakarta</i>
	12:00 pm	Tour of Cyber 2, facilitated by Mr James Gilling, Minister (Development) <i>Venue: Cyber 2 Building, Central Jakarta</i>
	2:00 pm	End of official program



Appendix B Official program of activities, Bangkok

Date	Time	Activity
26 July 2014	5:30 pm	Briefing from the Ambassador James Wise <i>Venue: Sukhothai Hotel, Central Bangkok</i>
28 July 2014	8:45 am	Meeting with the Ambassador James Wise <i>Venue: Australian Embassy, Central Bangkok</i>
	9:15 am	Tour of chancery and head of mission residence <i>Location: Australian Embassy, Central Bangkok</i>
	10:45 am	Meeting with embassy section heads on the Australia-Thailand bilateral relationship and an update on the political and economic situation in Thailand <i>Venue: Australian Embassy, Central Bangkok</i>
	12:30 pm	Lunch hosted by Ambassador James Wise with King Prajadhipok Institute (KPI) and Thailand Development Research Institute (TDRI) <i>Venue: Australian Embassy, Central Bangkok</i>

Date	Time	Activity
	2:45 pm	Roundtable meeting with Locally Engaged Staff Consultative Committee <i>Venue: Australian Embassy, Central Bangkok</i>
	7:00 pm	Dinner hosted by Ambassador Wise with Australian Business Community <i>Venue: Australian Embassy, Central Bangkok</i>
29 July 2014	9:15 am	Visit to new embassy site including on site briefing, site walk, informal lunch, briefings on construction progress, security aspects <i>Location: New embassy site Pathumwan District, Central Bangkok</i>
	10:15 pm	Meeting with architect and project team including briefings on briefings on construction progress, security aspects, project governance arrangements and financial aspects <i>Venue: Lumpini Tower, Central Bangkok</i>
	1:00 pm	Lunch with project personnel hosted by DFAT's Overseas Property Office <i>Venue: Sukhothai Hotel, Central Bangkok</i>
	2:30 pm	End of official program