



DEPARTMENT
OF FOREIGN
AFFAIRS AND
TRADE

STATEMENT OF STRATEGY 2011-2014

MISSION STATEMENT

The mission of the Department of Foreign Affairs and Trade is to promote and protect abroad the values, interests and economic well-being of Ireland and its people.



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INTRODUCTION BY THE TÁNAISTE AND MINISTER FOR FOREIGN AFFAIRS AND TRADE, MR. EAMON GILMORE T.D.

The purpose of our three year strategy statement is to set out in a clear and accessible way the high level goals of the Department of Foreign Affairs and Trade and the manner in which we propose to attain them.

The period 2011 to 2014 will be one where the focus of government activity will be on economic renewal through the promotion of sustainable growth and investment. The Department will have the leading role, in close cooperation with the State Agencies, Irish business and the Global Irish Network, in fostering the international dimension of Ireland's economic growth. The outcomes of the second Global Irish Economic Forum will provide an important impetus to this work. Our network of diplomatic missions will be active in promoting Ireland as open for business, a destination for investment, building trade relations and identifying opportunities for the export of services. They will also work to restore our international reputation by ensuring that accurate information about our resolute measures to renew the economy and the benefits of doing business in Ireland is communicated to key international decision makers and opinion formers.

The global economic crisis must not deflect us from our traditional values and role in the world. Ireland will continue to advocate a strong United Nations and to play an active role in peace keeping and efforts towards UN reform and we will play our full part in responding to the great global challenges of preserving peace and security, defending human rights and eliminating hunger.

The government is strongly committed to keeping Ireland at the heart of Europe and to defending Ireland's essential interests. We will work to enhance Ireland's standing as a constructive partner in Europe and engage on the full range of policy priorities in the Union through the mission network and in close cooperation with other Departments. We are actively preparing for our Presidency of the EU in 2013, which I am confident will be as great a success as every previous Irish Presidency.

Maintaining peace and stability on our island and consolidating the achievements of the Good Friday Agreement will remain central to our work. We shall continue to foster reconciliation and to develop opportunities for North-South cooperation for the benefit of both parts of this island. We shall resist vigorously the efforts of those who seek to undermine the peace process and the substantial progress made to date.

Our commitment to conflict resolution, in part inspired by our experiences on this island, will be demonstrated when Ireland assumes the Chair of the Organisation for Security and Cooperation in Europe in 2012. We shall spare no effort in striving to make a significant contribution to the resolution of some lingering conflicts as well as to the development of the confidence building measures which are so vital to maintaining peace and stability throughout Europe and Central Asia.

The Irish Aid programme will continue to be an essential element of Ireland's foreign policy. The programme is internationally recognised as one of the most effective in the world. Africa will remain at the heart of our commitment to development, particularly through the achievement of the Millennium Development Goals and the eradication of hunger. The Department will be pursuing an Africa Strategy designed to build trade and investment opportunities with this rapidly developing continent.

We maintain close relations with other traditional friends, such as the United States, Canada, Australia, New Zealand and Argentina where Irish culture, history and traditions are part of our shared heritage. There is also a small but growing Irish presence in the emerging powers such as China, India, Brazil and Russia as well as in some of those many countries with whom we have strong and amicable relations based on close economic and trade links and shared values.



Support for and protection of Irish citizens abroad is a priority for both me and my Department. We constantly strive to improve systems to provide emergency support in response to crises as well as the needs of the individual citizen travelling abroad. We will continue to deliver a modern, secure passport service, responsive to the needs of citizens.

Níl aon dabht faoi ach go mbeidh neart dúshlán roimh an Roinn agus an tír san tréimhse trí bliana seo romhainn. Tá muinín agam, áfach, go nglacfaidh an Roinn an cur chuige lán chomh proifisiúnta céanna is a ghlac sí le tabhairt faoi agus le sárú na dúshláin a bhí roimpi cheana agus go mbeidh a foireann dhilís in Éirinn agus ar fud na cruinne chun tosaigh sna hiarrachtaí cur i bhfeidhm tosaíochtaí an Rialtais maidir le hathnuachan eacnamaíoch agus cur le dul chun cinn na tíre sa todhcháí.

I look forward, together with my Ministerial colleagues Lucinda Creighton T.D. Minister of State for European Affairs and Joe Costello T.D. Minister of State for Trade and Development, to working with the staff of the Department at home and abroad to meet the challenges of the next three years.

Eamon Gilmore T.D.

Tánaiste and Minister for Foreign Affairs and Trade

INTRODUCTION BY THE SECRETARY GENERAL

The Statement of Strategy sets out the challenges and opportunities facing the Department in the three years ahead and outlines how we intend to pursue them. It reflects the outcome of a root and branch examination to identify efficiencies in our external representation and to reconfigure the Headquarters structures of the Department. The aim of this exercise was to look at how and where the Department should best deploy the resources available to it and how best to get the sustainable return from those resources.

The primary resource of this Department is the ability, professionalism and dedication of its staff, deployed both in Ireland and in our missions around the world. We have a record of past service to the State in difficult times, and I am confident that our response to Ireland's present difficulties will once again demonstrate all that is best about the Irish civil service. This was seen not just in recent well publicised successes, such as the visits by Queen Elizabeth and President Obama and the meeting of the Global Irish Forum in Dublin Castle, but also in the daily routine of caring for citizens in distress abroad, bringing effective aid to the world's hungry and poor and making Ireland's voice heard in the European Union and the United Nations.

The need to reduce Government spending and the consequent reductions in staff and resources will mean that, over the coming years, the Department and its officers will be stretched as never before in our efforts to meet our growing responsibilities to the State and its citizens. We will continue to seek to maximise our performance through our personal commitment and the flexible redeployment of resources to meet shifting priorities and to service major events. We will engage fully with the wider change agenda in the public service.

The Department will have a front line role in the Government's campaign to revive Ireland's economy and restore our reputation. We will lead and coordinate the international dimension of Ireland's economic renewal through building our relationships with international partners and institutions, and through leveraging the influence and other resources of Irish communities and friends around the world. We will exploit to the full our newly recognised and expanded role in trade promotion, in close cooperation with other Departments, the State Agencies and Irish business, and explore new sources of trade and investment.

Over the next eighteen months, Ireland will come to global prominence as Chair of the Organisation for Security and Cooperation in Europe in 2012 and as Presidency of the EU in the first half of 2013. These are opportunities to demonstrate to the world that our current difficulties will not undermine our unwavering commitment to multilateralism and our determination to work for a better future for all.

Our small network of overseas diplomatic missions and offices reflects the global span of Ireland's interests and concerns. Our Embassies and Consulates are a resource for the whole of Government as well as for Irish citizens and will be seen to deliver a significant contribution to the objectives shared across Government. They do not work alone in promoting Ireland's interests. There is close cooperation with the offices of State Agencies abroad and with other Government Departments at home as well as with non-governmental organisations and other interest groups. Over the next three years this cooperation will intensify and structures are being put in place to maximise the benefits to Ireland from all the resources we employ abroad.

All of us who serve in the Department of Foreign Affairs and Trade, whether at home and abroad, look forward to working with our Ministers and other members of the Government, as well as with our partners and stakeholders as we seek to turn the High Level Goals set out in this statement into reality.

David Cooney

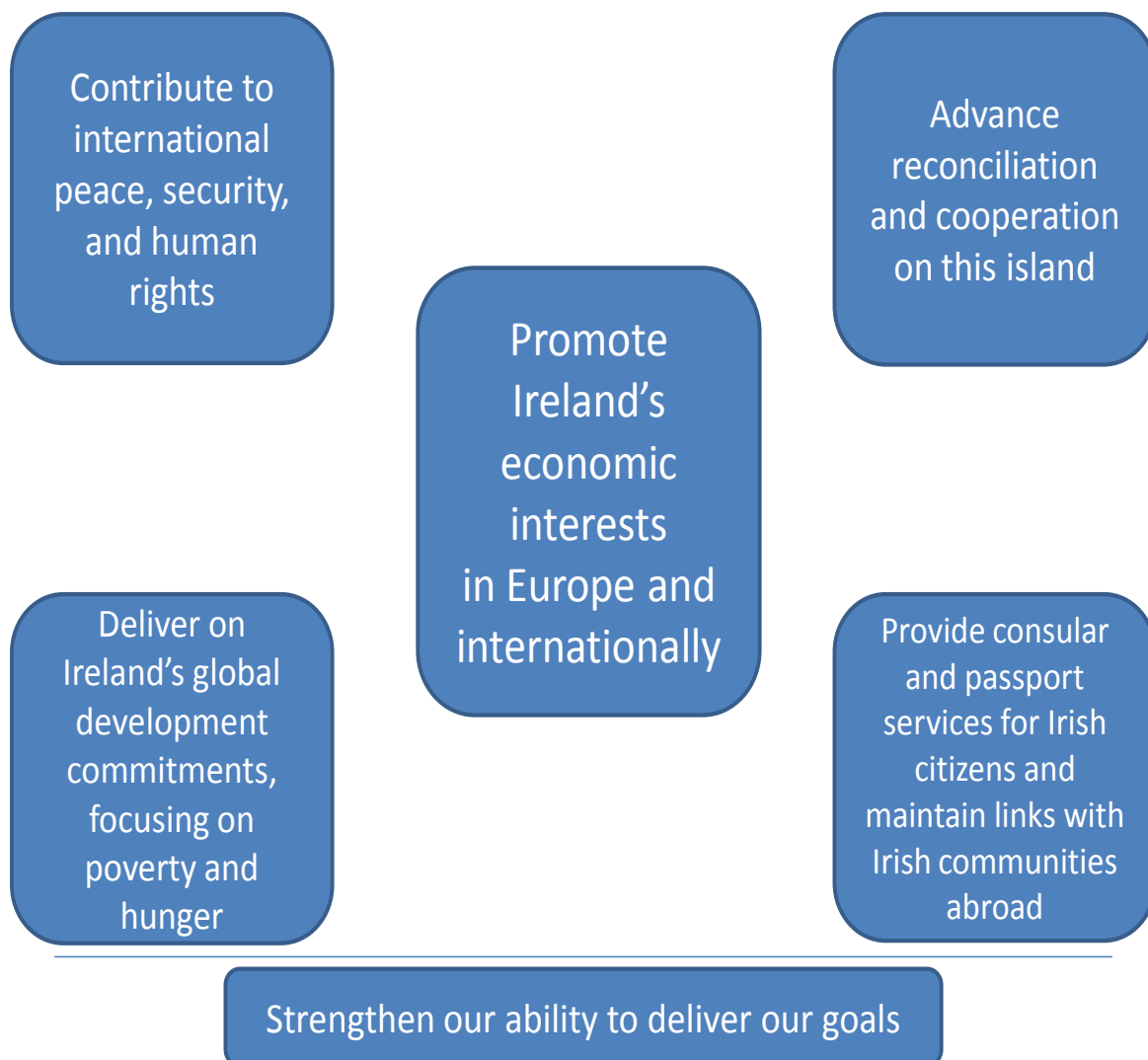
Secretary General



PART 1: GOALS FOR 2011-2014

THE HIGH LEVEL GOALS OF THE DEPARTMENT OF FOREIGN AFFAIRS AND TRADE

FOR THE PERIOD 2011-2014 ARE TO:



Promote Ireland's economic interests in Europe and internationally

We will use the full resources of the Department, at headquarters and through our Mission network, to promote Ireland's economic and trading interests, cultural profile and reputation internationally.

High Level Performance Indicators

- Positive feedback on the contribution of the Department to promoting Ireland's economic and trading interests in Europe and internationally
- Positive feedback on the contribution of the Department to enhancing our economic reputation in Europe and internationally
- Enhanced engagement with partners in Europe on matters of mutual interest

No.	Strategies	Performance Indicators
1	Work to develop Ireland's bilateral economic relations and trade links globally with particular regard to the Government's Strategy <i>Trading and Investing in a Smart Economy</i> , utilising the Export Trade Council to further strengthen co-ordination across Government Departments and the State Agencies engaged in economic and trade promotion.	<p>Contribution of the Export Trade Council (ETC), particularly to the implementation of the recommendations in the Government's Strategy for the twenty-seven priority markets, both established and emerging/high growth.</p> <p>Management of effective local market teams by the Ambassadors in these priority markets and ensuring timely inputs to the ETC, including the annual market plans and midterm and annual progress reports on them.</p> <p>Ongoing effective co-operation with State Agencies active in promotional activities overseas and the implementation of a Service Level Agreement between Enterprise Ireland and DFAT.</p> <p>Ongoing support for review of opportunities for growth and expansion in Ireland's most significant economic partnerships.</p> <p>Proportion of Embassy network activity, and its effectiveness, devoted to economic and trade promotion.</p> <p>Number and quality of inward and outward high level visits with a strong economic and trading dimension and leveraging of the promotional opportunities presented by visits of the President, Taoiseach and Ministers, including during the St. Patrick's Day period and on Enterprise Ireland-organised trade missions.</p> <p>Contribution of existing Joint Economic Commissions to</p>



No. Strategies	Performance Indicators
	<p>strengthening our economic partnership with emerging/high growth markets.</p> <p>Contribution to removing market access barriers, in new and existing markets.</p> <p>Contribution to the conclusion of international agreements of value to the Irish economy and business e.g. Double Taxation Agreements.</p> <p>Support provided to Irish exporters and business networks.</p> <p>Resolution of Irish maritime boundary issues.</p>
<p>2 Engage on the full range of the Government's policy priorities in the EU through the mission network and in close cooperation with other Departments, especially the Department of the Taoiseach.</p>	<p>Irish interests fully appreciated and understood by partners.</p>
<p>3 Enhance Ireland's economic reputation in Europe and internationally and raise confidence among investors and trading partners.</p>	<p>Positive articles published relating to the Irish economy in the international media and level of other media activity by the Embassy network.</p> <p>Engagement by Embassies and Consulates with economic policy makers, regulators and opinion formers.</p> <p>Awareness of Ireland as an excellent location for investment, R&D, green technologies and the provision of educational services.</p>
<p>4 Work to develop the potential of our relations with other countries and enhance Ireland's standing as a constructive partner in Europe and internationally.</p>	<p>Enhanced bilateral relations with EU Member States and other countries; increased numbers of inward/outward high level visits; maximum use of Embassy network; increased contacts at official level.</p> <p>Enhanced cooperation in multilateral fora with European partners.</p> <p>Positive feedback from partners and other stakeholders, including the media.</p>
<p>5 Contribute to the planning, coordination and delivery of Ireland's Presidency of the EU in 2013 through the mission network and in close cooperation with the Department of the Taoiseach.</p>	<p>Positive post-Presidency feedback from EU partners and other stakeholders.</p> <p>Number of policy portfolios advanced.</p> <p>Smooth implementation of Presidency schedule.</p>
<p>6 Protect and promote Ireland's interests in EU accession, association and international agreement negotiations and in the development of the EU's external relations policies.</p>	<p>EU agreements and external relations policies and actions reflect Ireland's values and interests.</p> <p>Required national actions implemented in timely manner.</p>



No.	Strategies	Performance Indicators
7	Closer partnership with our diaspora in support of the Government's political, economic and cultural priorities.	<p>Implementation of the outcomes of the 2011 Global Irish Economic Forum.</p> <p>Close engagement with and further development of supportive economic networks, particularly the Global Irish Network.</p>
8	Develop Ireland's profile in Europe and internationally through its culture.	<p>Numbers attending or participating in cultural projects funded and organised by the Department and the Embassy network.</p> <p>Proportion of cultural projects promoted by the Department with active engagement by the State trade, investment and tourism agencies.</p> <p>Level of co-operation with Culture Ireland both at headquarters and through the Embassy network.</p>



Deliver on Ireland's global development commitments, focusing on poverty and hunger

We will contribute to the reduction of global poverty and hunger and build opportunity, with a particular focus on sub-Saharan Africa.

High Level Performance Indicators

- Delivery of commitments as reflected in the review of the White Paper on Irish Aid
- Official Development Assistance continues to be untied and to focus on the reduction of poverty
- Progress towards the 2015 Millennium Development Goals in our programme countries
- The quality of the aid programme continues to be recognised nationally and internationally
- Reductions in under nutrition in our programme countries, particularly for pregnant women and children under five

No.	Strategies	Performance indicators
1	Work internationally at multiple levels to help achieve the MDGs with a focus on eradicating extreme poverty and hunger.	Impact of the 1,000 Days nutrition initiative in selected Programme Countries in Africa. Progress with key measurable indicators across the Irish Aid programme and those of partners.
2	Engage with the multilateral system and civil society partners to strengthen their effective contribution to results for the reduction of poverty and hunger.	Resource allocation to civil society and multilateral partners based on their ability to demonstrate sound performance and measurable results.
3	Engage at global level in efforts to decrease the impact of climate change and humanitarian crises.	Climate change mitigation and adaptation strategies included in internal policy and programming and in Ireland's international policy approach. Progress on an integrated approach to crisis prevention, management and resolution, including peace building.
4	Provide rapid and efficient humanitarian response through support to host country, Irish and international organisations that adhere to humanitarian principles and standards and continued efficient implementation of the Rapid Response Initiative.	A common appeals process for humanitarian crisis response funded and implemented in a timely manner in line with best practice. Undertake a feasibility study of the costs and benefits of positioning Shannon Airport as a hub for the storage and distribution of humanitarian supplies. Regular and timely deployment of Rapid Response personnel in response to UN requests.



No.	Strategies	Performance indicators
5	Continue to promote integration of development cooperation within foreign policy and across Government.	<p>Progress in implementing the Africa Strategy across the range of development, trade and political and economic relationships with Africa.</p> <p>Progress on agreed Policy Coherence for Development indicators.</p>
6	Deepen Irish public understanding of global development issues and engagement with Irish Aid.	<p>Continued support for Overseas Development Assistance, including measurement by recognised public opinion surveys.</p> <p>Improved volunteering opportunities for the Irish public enabling them to share their skills overseas.</p>
7	Provide quality assurance, risk management and accountability to ensure results of the Aid programme.	<p>Irish Aid programming and partners' programming appraised, monitored and evaluated using internationally recognised principles and standards.</p> <p>Audits and expenditure reviews, based on risk management procedures, regularly carried out.</p>



Advance reconciliation and co-operation on this island

We will foster reconciliation and deepen economic cooperation on the island of Ireland, implement the Good Friday Agreement and harness its full potential.

High Level Performance Indicators

- Peace and Stability in Northern Ireland
- A strong partnership for economic recovery between North and South
- Better mutual understanding and reconciliation on the island of Ireland
- A strong British Irish Partnership in support of reconciliation and recovery
- Strong supportive partnerships, including with the US and the wider Irish Community

No.	Strategies	Performance Indicators
1	Maintain peace and stability in Northern Ireland through support for the effective operation of the Good Friday and Saint Andrews Agreements.	<p>Close cooperation with the Institutions by Northern Ireland, UK and North America Division, the North/South Ministerial Council Secretariat and the Secretariat of the British Irish Intergovernmental Conference.</p> <p>Continued development of public support for and confidence in the Northern Ireland policing and criminal justice framework.</p>
2	Provide a strong partnership for political engagement and economic recovery between North and South delivering on the economic potential of North/South co-operation, including through job creation.	<p>Close working relationships with the Northern Ireland Executive and at sectoral level between Government Departments, particularly through a North/South Ministerial Council that is operating fully and effectively.</p> <p>Close supportive policy dialogue with the political parties in Northern Ireland.</p> <p>Closer co-operation between the Oireachtas and Northern Ireland Assembly, enhanced cross border investment and further development cross border infrastructure and mobility.</p> <p>Enhancement of business to business cross border cooperation.</p>



No.	Strategies	Performance Indicators
3	Strengthen foundations for the Peace Process through increased mutual understanding and reconciliation on the island of Ireland.	<p>Strong support for the most disadvantaged communities in Northern Ireland, including through delivery of the Reconciliation and Anti-Sectarianism Funds.</p> <p>Delivery of cross-community and cross-border programmes through the International Fund for Ireland and the EU PEACE III framework.</p> <p>Commemoration of the past in a manner that fosters better understanding within all political traditions of significant events in our history.</p> <p>A more open dialogue with Unionism, leading over time to better understanding and closer partnership.</p> <p>Ongoing efforts to address the legacy - on individuals and society - of the Troubles.</p> <p>Deeper dialogue with representatives of the Nationalist and Republican traditions on shared priorities.</p>
4	Maintain and strengthen British-Irish partnership in support of reconciliation, recovery and prosperity.	<p>Further development of Irish British relations building on momentum generated by Queen Elizabeth's visit to Ireland.</p> <p>Partnership on significant commemorations.</p> <p>Ongoing dialogue on future funding support for reconciliation activities in Northern Ireland and on approach to legacy issues.</p>
5	Maintain and develop strong supporting partnerships, including with the US and the wider Irish community.	<p>Further development of Irish US bilateral relations building on President Obama's visit to Ireland.</p> <p>Ongoing partnership with Friends of Ireland in Congress.</p> <p>Dialogue with wider Irish community on significant commemorations.</p>



Contribute to international peace, security and human rights

We will strengthen our contribution to international peace, security and human rights, including through Ireland's membership of the EU, the UN and Chairmanship of the OSCE in 2012.

High Level Performance Indicators

- Irish values and priorities reflected in the policies and actions of multilateral and regional organisations
- Effective Chairmanship of the Organisation for Security and Co-operation in Europe in 2012
- Progress achieved on key disarmament and non-proliferation targets

No.	Strategies	Performance Indicator
1	Work to make the UN and other multilateral institutions more effective in facing global, regional and development challenges.	<p>Ireland's foreign policy objectives reflected in outcomes from and actions of the UN and other multilateral institutions.</p> <p>Effective implementation of UN reform, including a fully operational <i>UN Women</i>, and active support for ongoing efforts to achieve Security Council reform.</p> <p>A continuing and significant Irish contribution to UN-mandated peace support operations.</p>
2	Active contribution to the development of the EU Common Foreign and Security Policy.	<p>Ireland's national positions reflected in EU policy and actions to promote peace and stability in regions of conflict, such as the Middle East, Iran, Sudan / Darfur, the Horn of Africa, and Burma.</p> <p>Development of Common Security and Defence Policy (CSDP) takes full account of Ireland's interests, within the framework of the legal guarantees secured by Ireland in June 2009.</p> <p>Contribution to CSDP missions.</p>



No.	Strategies	Performance Indicator
3	Effectively manage Ireland's OSCE Chairmanship in 2012.	<p>Positive feedback from international community on achievement of key objectives for Ireland's Chairmanship.</p> <p>Reflection of key Irish concerns in major OSCE actions and statements during 2012.</p> <p>Evidence of enhanced respect for OSCE commitments, particularly those relating to conflict resolution, disarmament and human rights.</p> <p>Successful OSCE Ministerial meeting in 2012.</p>
4	Promote disarmament and non-proliferation, through active engagement in international disarmament and non-proliferation processes.	<p>Progress towards implementation of the 64 actions and the agreement on implementation of the 1995 Resolution on the Middle East, contained in the Final Document of the 2010 Non-Proliferation Treaty Review Conference.</p> <p>Adherence by more States to the Convention on Cluster Munitions.</p> <p>A global Arms Trade Treaty negotiated in 2012.</p>
5	Promote respect for and protection of human rights and the rule of law.	<p>Strong campaign to support Ireland's candidacy for election to the UN Human Rights Council for the period 2013-15.</p> <p>Regular and effective Irish interventions on key human rights, legal and justice issues in relevant fora.</p> <p>Ireland represented effectively in international courts and tribunals.</p> <p>Irish policy reflected in Council of Europe actions and decisions; Progress towards Council of Europe / Court of Human Rights reform.</p>



Provide consular and passport services for Irish citizens and engage with Irish communities abroad

We will provide efficient and effective passport and consular services, including emergency support at times of major crises abroad. We will engage with Irish communities abroad to maintain their links with Ireland.

High Level Performance Indicators

- Consistent positive feedback on consular and emergency services.
- Secure travel documents produced, in compliance with international standards, to Irish citizens worldwide through an efficient and cost-effective passport service.
- Management and operation of passport service continuously reviewed and enhanced.

No.	Strategies	Performance Indicators
1	Deliver a modern, secure passport service, responsive to the needs of citizens.	Customer satisfaction ratings with the Passport Service, including regarding counter waiting times and the adult renewal service. Applications submitted through Passport Express are processed within the guaranteed timeframe. Irish passport continues to meet all International Civil Aviation Organisation and all other relevant standards. Number of fraudulent cases detected.
2	Provide a full range of consular services.	Customer feedback on the service provided.
3	Guidance for Irish citizens travelling or resident overseas.	Customer feedback on relevance and accuracy of travel advice.
4	Respond effectively to major crises abroad involving Irish citizens.	Effective and timely deployment of resources. Effective coordination with EU and international efforts. Annual reviews of Consular services provided.
5	Coordinate the Government's engagement with, and support for, the Irish community abroad.	Timely issuing of Emigrant Support Programme grants, supporting as a priority the most vulnerable members of Irish communities overseas. Strong adherence to monitoring and evaluation procedures. Missions and Irish organisations abroad report that the needs of overseas communities are being addressed and that links are strengthened. Continued engagement with all relevant actors to resolve the position of the undocumented Irish in the United States and to establish arrangements for future migration flows. Successful operation of the Certificate of Irish Heritage.



PART 2: DELIVERING OUR GOALS

Strengthen our ability to deliver our goals

The Statement of Strategy covers a period of significant consolidation of Government finances, with the overriding objective of economic recovery to which the Department will fully contribute within its remit. The Department will have to deliver its High Level Goals in an environment of diminishing budgets and staffing levels and this places a high premium on ensuring optimal use of available resources.

*In that perspective, the Department will continue to play its full part in the Government's Public Service Reform programme and will actively pursue the initiatives outlined in its Integrated Reform Delivery Plan. This includes reforms already underway in the context of the implementation of the Public Service Agreement and measures envisaged in the Action Plan formulated in response to the 2011 survey of the Department under the Government's **Organisational Review Programme**.*

The overall aim is to enhance the Department's ability to adapt to the challenges facing it by strengthening its capacity in areas such as knowledge management, human resource management and customer service delivery.

High Level Performance Indicators

- DFAT priorities reflect the Programme for Government
- Headquarters structure and mission network match evolving Government needs and diminishing resources
- Financial inputs aligned with strategic priorities

No.	Strategies	Performance Indicator
1	Defining strategy and prioritising goals	DFAT priorities reflect the Programme for Government and other requirements such as relevant provisions in the EU/IMF/ECB agreement. Meeting the High Level Goals will be an important measure of the effectiveness of the strategic planning process.
2	Internal organisation	Headquarters structure and mission network match evolving Government needs and diminishing resources. Department's representation abroad kept under continuing review.



No.	Strategies	Performance Indicator
3	Sharing information	<p>Internally, the Department's intranet is fully utilised to maximise the sharing of pertinent information across the Department, including missions abroad.</p> <p>Externally, the Department's websites and social media will be used to provide updates on foreign policy issues, delivery of our Irish aid programme and consular matters, including up-to-date travel advice.</p>
4	Optimising resources	<p>Financial inputs aligned with strategic priorities in line with the new approach to budgeting, being introduced by the Department of Public Expenditure and Reform, commencing in 2012.</p> <p>Tight budgetary control ensured, including through the integration and updating of Departmental financial systems and procurement support. Value for money is maximised and scarce financial resources applied to best effect.</p> <p>Engagement in the cross-cutting initiatives announced in the Public Service Reform Plan on shared services and collaborative public procurement.</p> <p>Staff deployment optimised in accordance with Departmental priorities, with necessary flexibility to meet short-term needs and unforeseen contingencies.</p> <p>Invest in the Department's staff, which is its main asset, through training and mentoring programmes tailored to advance individual skill sets in accordance with the business needs of the Department, in conjunction with the constructive use of the Performance Management and Development system to strengthen individual performance.</p> <p>ICT infrastructure leveraged to support streamlining and improvement of internal business processes, with a particular focus on customer service delivery.</p>
5	Measuring outputs	<p>Projects identified under the reform agenda and the Organisational Review Programme delivered within deadlines.</p> <p>Feedback from external stakeholders monitored.</p>



ANNEX 1: CROSS-DEPARTMENTAL ISSUES

STRATEGY	RELEVANT DEPARTMENTS/AGENCIES	ACTION REQUIRED BY DFAT
Promote Ireland's economic interests in Europe and internationally		
Promoting Ireland's economic and trading interests, cultural profile and reputation internationally	Aras an Uachtaráin, the Department of the Taoiseach and all Government Departments, Offices and State Agencies	<p>Participate actively in the implementation of the Government's Strategy for Trade, Tourism and Investment to 2015 through the Tánaiste's chairing of the Export Trade Council, economic and trade promotion across the Embassy network and management of effective local market teams by the Ambassadors in the twenty-seven priority markets.</p> <p>Encourage the export of Irish goods and services and promote Ireland as a location for foreign investment, tourism and educational services to support economic recovery and job creation.</p> <p>Organise high quality and targeted visits abroad by the President, the Taoiseach, the Tánaiste and other Ministers, and visits to Ireland at Head of State and Government level. Assist in organisation of trade missions and maximise the economic dimension of visits.</p> <p>Management of existing Joint Economic Commissions with emerging/high growth markets in coordination with relevant Departments and agencies.</p> <p>Work with relevant Departments and agencies on the dissemination of comprehensive briefing material on the economy.</p>
Closer partnership with our diaspora in support of the Government's political, economic and cultural priorities	All relevant Government Departments or Agencies	Active pursuit and monitoring of outcomes and initiatives arising from the Global Irish Economic Forum 2011.
Consular and Passport services		
Provide a full range of Consular services	Department of Justice and Equality	In relation to visa applications for entry to Ireland, co-operation with the Irish Naturalisation and Immigration Service.
Deliver a modern, secure passport service, responsive to the needs of citizens	Departments of Social Protection, Justice and Equality, Public Expenditure and Reform, Finance and relevant State Agencies	<p>Co-operation with Departments and agencies to enhance security and strengthen safeguards against passport fraud.</p> <p>Continuous review of management of and operation of passport service in the</p>



STRATEGY	RELEVANT DEPARTMENTS/AGENCIES	ACTION REQUIRED BY DFAT
Respond effectively to major crises abroad involving Irish citizens	Departments of Defence and Justice and Equality	Co-operation with Departments in taking care of Irish citizens in crisis situations arising from man-made or natural disasters.

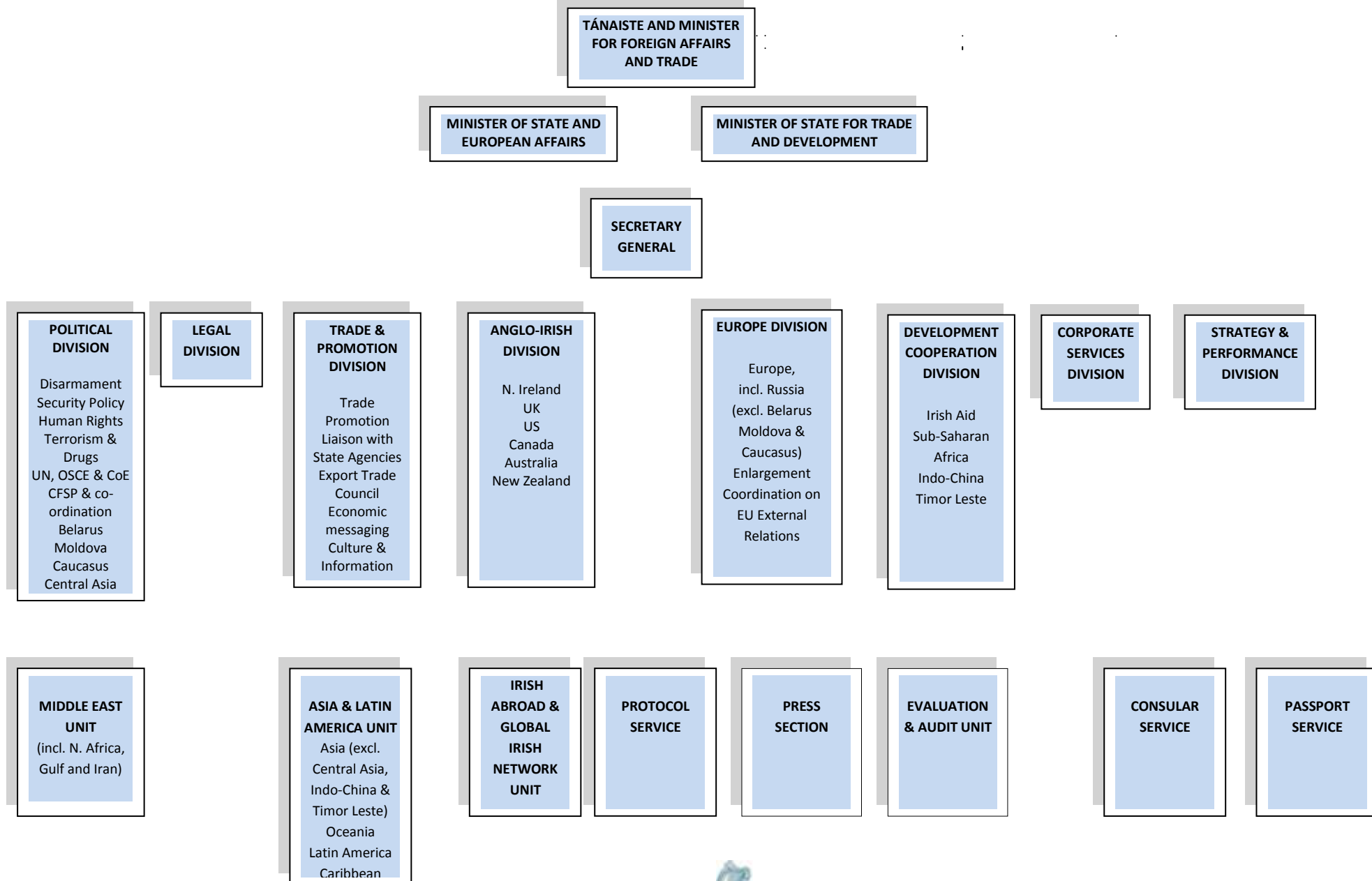
Northern Ireland, UK and Anglo-Irish relations		
Active participation in North/South Ministerial Council, British Irish Council and British Irish Intergovernmental Conference	D/Taoiseach and other Government Departments	Liaison with other Departments on pertinent matters regarding meetings. Co-ordination of Plenary meeting.
Europe		
Enhance Ireland's standing in Europe	All Government Departments, in particular the Department of the Taoiseach and the Department of Finance	Effectively cooperate with other Departments on issues of importance to our bilateral relations with countries in Europe.
Engage with the EU's enlargement and external agenda	All Government Departments	Coordinate to ensure Ireland's interests are protected and promoted
Contribute to successful Irish Presidency of the European Union, 2013	The Department of the Taoiseach, all other Government Departments and the EU Institutions	Play a central role in managing the delivery of a successful Presidency in terms of policy objectives and logistics. Chair the Inter-Departmental Administrative Planning Group (IDAPG)
International Development Co-operation		
Work internationally at multiple levels to help achieve the MDGs with a focus on eradicating extreme poverty and hunger	D/Finance D/Agriculture, Fisheries and Food, D/Jobs, Enterprise and Innovation	Ensure that development considerations are included in negotiations on EU positions on food security and trade.
Continue to promote integration of development cooperation within foreign policy and across government	All Departments	Facilitate the Governments' contributions to the achievement of Ireland's development goals and the implementation of the Africa strategy.
Engage at Global level in efforts to decrease the impact of Climate change and humanitarian crises	D/Environment, Community and Local Government	Ensure that development considerations are included in Irish international positions on climate change.
Deepen Irish public understanding of global development issues and engagement with Irish Aid	D/Education and Skills	Development Education elements are reflected in school curriculum.



STRATEGY	RELEVANT DEPARTMENTS/AGENCIES	ACTION REQUIRED BY DFAT
Contribute to international peace, security and human rights		
Work to make the UN and other multilateral institutions more effective in facing global, regional and development challenges	All relevant Departments, in particular D/Defence; D/Justice and Equality; D/Arts, Heritage and Gaeltacht Affairs; D/Finance; D/Jobs, Enterprise and Innovation; Office of the Attorney General; Central Bank	<p>Enable coordinated approaches to cross-cutting issues arising in UN fora; coordinate implementation of UN Security Council Resolutions; coordinate positions on ratification of relevant multilateral conventions.</p> <p>Act as a national authority with the Central Bank in the implementation of EU and UN sanctions.</p> <p>Ensure a coherent Irish approach to illicit drugs in multilateral fora, together with other Departments.</p> <p>Exploratory work towards possible ratification of the Antarctic Treaty.</p> <p>Lead co-ordination of Ireland's policy on and participation in international peace-keeping operations, including through the work of the Inter-departmental Committee on Peace-keeping.</p>
Active contribution to the development of the EU Common Foreign and Security Policy	D/Defence; D/Justice and Equality	<p>Co-ordinate linkages between UN and EU areas of activity; work with other Departments to contribute to the EU's Common Security and Defence Policy.</p> <p>Complete work on the National Strategy on Civilian Crisis Management.</p>
Promote disarmament and non-proliferation, through active engagement in international disarmament and non-proliferation processes	D/Defence; D/ Jobs, Enterprise and Innovation	<p>Provide observations to D/JEI on applications for export licences.</p> <p>Co-chair the Inter-departmental Committee on Non-Proliferation of Weapons of Mass Destruction and Export Controls.</p>
Promote respect for and protection of human rights and the rule of law	All Departments, in particular D/Justice and Equality, D/Transport, Tourism and Sport, D/Arts, Heritage and Gaeltacht Affairs; the national human rights body	<p>Liaise with other Departments on Ireland's obligations under international law.</p> <p>Incorporate a strong gender equality dimension into Ireland's foreign policy.</p> <p>Continue to implement the prohibition on the use of Irish airspace, airports and related facilities for purposes not in line with the dictates of international law.</p>



ANNEX 2: ORGANISATIONAL STRUCTURE



THE ORGANISATION OF THE DEPARTMENT

The Department has its Headquarters in Iveagh House, St. Stephen's Green, Dublin. The Development Co-operation Directorate is based in Limerick and Dublin, while certain other Divisions of the Department are based in other locations in central Dublin. Our Passport Offices are located in Dublin, Balbriggan and Cork.

The Department consists of Divisions and Units at Headquarters (HQ) and a total of 73 diplomatic and consular offices abroad, referred to as "missions", as well as the British Irish Inter-Governmental Secretariat in Belfast and the North-South Ministerial Council Joint Secretariat in Armagh. The network of missions is uniquely placed to perform, on behalf of the Irish Government and people, a diverse range of representational, promotional and assistance functions and these offices are an integral and essential tool for the delivery of the Department's high level goals. In addition to these missions, there are 92 Honorary Consuls who provide assistance to Irish citizens.

Under the political direction of the Tánaiste and Minister for Foreign Affairs and Trade, the Department is managed by the Secretary General, who is also the Accounting Officer. The Secretary General is supported by a Management Advisory Committee (MAC) comprising the HQ-based Assistant Secretaries of the Department. Effective cross-functional co-ordination is critical to achieving objectives particularly in a Department with offices in Dublin, Cork, Limerick, Belfast, Armagh and with 73 offices abroad. Co-ordination takes place on an ongoing basis through structures such as the MAC, the Irish Aid High Level Steering Group, the Africa Committee, the Risk Management Committee and the Audit Committee. Co-ordination on specific projects takes place through the establishment of dedicated structures such as the Taskforce on the 2012 Chairmanship of the OSCE and the Internal Planning Group for the 2013 Presidency, which operate in close co-operation with relevant structures for inter-departmental co-ordination.

The Department is organised as follows:

Trade and Promotion Division is responsible, inter alia, for trade promotion strategy and co-ordination, the Export Trade Council and its oversight of the Trade Strategy to 2015, economic messaging, cultural relations (including grant allocation) and information. It liaises with the State Agencies, other Government Departments and the private sector in relation to all aspects of trade promotion and economic messaging.

Development Co-operation Division manages the Government's overseas aid programme, Irish Aid. Overseas Development is an integral element of Ireland's foreign policy. The Division oversees Irish development cooperation relations with bi-lateral, multi-lateral and civil society partners in addition to Irish based organisations and institutions. An **Africa Unit** has lead responsibility for political relations with Africa and for the implementation of the Department's Africa Strategy.

Political Division manages the political aspects of foreign policy. It leads on human rights, disarmament and non-proliferation, international security policy, drugs and terrorism, UN issues, the OSCE, the Council of Europe, and is also responsible for CFSP coordination.

Europe Division has responsibility for all aspects of bilateral relations with EU countries and other European countries. It leads on Ireland's contribution to EU enlargement, neighbourhood and external relations policies. It maintains close contact on all key EU matters with the EU Division in the Department of the Taoiseach and, with many Department of Foreign Affairs and Trade staff



temporarily seconded there, has a special relationship with that Department. The Division has management responsibility for Ireland's diplomatic offices in Europe.

Anglo-Irish Division works to promote peace and reconciliation on the island of Ireland through full implementation of the Good Friday Agreement. The Division works with a range of international partners towards this end and also provides practical programme support for community development and reconciliation activities in Northern Ireland. The Division has lead responsibility for all aspects of relations with the UK (other than internal EU matters), the United States and Canada, as well as Australia and New Zealand. The Division has management responsibilities for Ireland's diplomatic offices in these regions.

An **Irish Abroad & Global Irish Network Unit** manages the Government's engagement with the Irish abroad, assisting Irish communities abroad in maintaining their links with Ireland and actively engaging with them to further the Government's objectives internationally.

Middle East Unit and **Asia and Latin America Unit** are regional units which have lead responsibility in the management of relations with countries, including the management of Ireland's missions, in their respective geographic area.

Consular and Passport Division is responsible for ensuring high quality consular and passport services to Irish citizens.

Legal Division provides legal advice and information to the Tánaiste and the Department on matters of public international law, human rights law, and European Union law and on other relevant legal issues. It develops and implements international legal policy in areas such as international criminal justice, international humanitarian law and the law of the sea. The Division represents Ireland in international legal proceedings and fora. It administers the Department's Treaty Office and carries out functions with respect to extradition and mutual assistance.

The **Protocol Service** is responsible for the preparation and organisation of visits abroad by the President and visits to Ireland at Head of State, Head of Government and Foreign Minister level. It is also responsible for providing a high quality hospitality service for official events hosted by the Tánaiste in Iveagh House and at other venues such as Dublin Castle. The Protocol Service facilitates the operation of diplomatic missions in Ireland in accordance with Ireland's obligations under the Vienna Convention on Diplomatic Relations and relevant Irish legislation and manages requests for Diplomatic Clearances for incoming and outgoing State aircraft and naval visits.

The Press and Information Unit manages the press, information and online presence of the Department of Foreign Affairs and Trade. Its role is to inform the media and the public on the work and services of the Department and its overseas missions and to help promote a positive image of Ireland abroad.

Corporate Services Division provides Human Resource Management and Development, Finance, Information Technology, Accommodation and other services to headquarters and missions.

The Strategy and Performance Unit reviews the operations and systems of the Department of Foreign Affairs and Trade in Ireland and at its embassies and offices overseas, and makes recommendations for improving the effectiveness and efficiency of the Department.

The **Evaluation and Audit Unit** reports directly to the Secretary General.

Further information about the structure and work of the Department, including contact details for Irish Embassies and Consulates, can be found on our website: www.dfat.ie.



Detailed information about the Irish Aid programme, which is managed by the Department of Foreign Affairs and Trade, is available on www.irishaid.gov.ie.

ANNEX 3: LOCATIONS OF DIPLOMATIC MISSIONS

COUNTRY OF PRIMARY ACCREDITATION (LOCATION OF MISSION)	COUNTRY/COUNTRIES OF SECONDARY ACCREDITATION
Argentina (Buenos Aires)	Bolivia, Chile, Paraguay, Uruguay
Australia (Canberra)	Fiji, New Zealand, Solomon Islands
Australia (Sydney – Consulate General)	
Austria (Vienna) ¹	
Belgium (Brussels) ²	
Brazil (Brasilia)	
Bulgaria (Sofia)	Georgia, Armenia
Canada (Ottawa)	Jamaica, Bahamas
China (Beijing)	Mongolia
China (Shanghai – Consulate General)	
Cyprus (Nicosia)	
Czech Republic (Prague)	Ukraine
Denmark (Copenhagen)	Iceland
Egypt (Cairo)	Jordan, Lebanon, Syria, Sudan
Estonia (Tallinn)	
Ethiopia (Addis Ababa) ³	
Finland (Helsinki)	
France (Paris)	Monaco
Germany (Berlin)	
Greece (Athens)	Albania, Republic of Serbia
Holy See ⁴	
Hungary (Budapest)	Republic of Montenegro, Republic of Kosovo
India (New Delhi)	Bangladesh, Nepal, Sri Lanka
Israel (Tel Aviv)	
Italy (Rome) ⁵	Libya, San Marino
Japan (Tokyo)	
Korea (Seoul)	Democratic People’s Republic of Korea (North Korea)
Latvia (Riga)	
Lesotho (Maseru)	
Lithuania (Vilnius)	Belarus
Luxembourg (Luxembourg)	
Malawi (Lilongwe)	
Malaysia (Kuala Lumpur) ⁶	Thailand
Malta (Valetta)	
Mexico (Mexico City)	Colombia, Cuba, El Salvador, Peru, Venezuela
Mozambique (Maputo)	Angola, Botswana

1. The Ambassador in Vienna is also Permanent Representative to the United Nations Industrial Development Organisation (UNIDO), the International Atomic Energy Agency (IAEA), the Comprehensive Test Ban Treaty Organisation (CTBTO), and the United Nations Office on Drugs and Crime (UNODC).

2. The Ambassador in Brussels is also head of the Liaison Office to the Partnership for Peace

3. The Ambassador in Ethiopia is Ireland’s Representative to the African Union

4. The Ambassador to the Holy See is based in Dublin.

5. The Ambassador in Rome is also accredited to the Food & Agriculture Organisation (FAO), the World Food Programme (WFP) and the International Fund for Agricultural Development (IFAD).

6. Diplomatic Relations with Myanmar were established in 2004 with a view to Irish accreditation from Kuala Lumpur. However as current diplomatic relations are ‘in abeyance’, this accreditation did not proceed.



COUNTRY OF PRIMARY ACCREDITATION (LOCATION OF MISSION)	COUNTRY/COUNTRIES OF SECONDARY ACCREDITATION
Netherlands (The Hague)	
Nigeria (Abuja) ⁷	Ghana, Liberia, Sierra Leone, Chad, Senegal
Norway (Oslo)	
OECD (Paris)	UNESCO
Poland (Warsaw)	
Portugal (Lisbon)	Morocco
Romania (Bucharest)	Moldova
Russia (Moscow)	Kazakhstan, Uzbekistan, Tajikistan, Kyrgyzstan, Turkmenistan
Saudi Arabia (Riyadh)	Oman, Yemen, Bahrain
Singapore (Singapore)	Philippines, Brunei, Indonesia, Timor Leste
Slovakia (Bratislava)	Republic of Macedonia
Slovenia (Ljubljana)	Bosnia and Herzegovina, Croatia
South Africa (Pretoria)	Democratic Republic of Congo, Mauritius, Zimbabwe
Spain (Madrid)	Andorra, Tunisia
Sweden (Stockholm)	
Switzerland (Berne)	Algeria, Liechtenstein
Tanzania (Dar – es – Salaam)	Burundi, Eritrea, Kenya
Turkey (Ankara)	Azerbaijan
United Arab Emirates	Afghanistan, Kuwait, Qatar
Uganda (Kampala)	Rwanda
UK (London)	
UK (Edinburgh – Consulate General)	
United States of America (Washington)	
USA (Atlanta – Consulate General)	
USA (Boston – Consulate General)	
USA (Chicago – Consulate General)	
USA (New York – Consulate General)	
USA (San Francisco – Consulate General)	
Vietnam (Hanoi)	Cambodia, Laos
Zambia (Lusaka)	Namibia
Countries with Asymmetrical Accreditation to Ireland <i>Countries which have appointed an Ambassador to Ireland but to whom Ireland has not appointed an Ambassador to their country.</i>	Iraq, Honduras, Nicaragua, Burkina Faso, The Gambia, Cote d'Ivoire, Dominican Republic, Gabonese Republic, Republic of Guinea.

7. The Ambassador to Nigeria is also Ireland's representative to the Economic Community of West African States (ECOWAS).



MULTILATERAL MISSIONS

MISSION	LOCATION
Permanent Representation of Ireland to the European Union (EU) Delegation of Ireland to the Political and Security Committee of the European Union	Brussels
Liaison Office of Ireland to the Partnership for Peace	Brussels
Permanent Representation of Ireland to the Council of Europe	Strasbourg
Permanent Mission of Ireland to the Organisation for Security and Cooperation in Europe (OSCE)	Vienna
Permanent Mission of Ireland to the United Nations (UN)	Geneva
Permanent Mission of Ireland to the United Nations (UN)	New York
<p>Diplomatic Relations are maintained with the following countries through the PMUN in New York: <i>Antigua and Barbuda, Barbados, Belize, Cameroon, Congo Republic, Costa Rica, Dominica, Djibouti, Ecuador, Guatemala, Guinea-Bissau, Guyana, Kiribati, Maldives, Micronesia (Federated states of), Nauru, Niger, Palau, Panama, Samoa, Seychelles, Saint Lucia, Trinidad and Tobago, Tuvalu, Vanuatu, Yemen.</i></p>	

OTHER OFFICES

MISSION	LOCATION
North/South Ministerial Council Joint Secretariat	Armagh
Joint Secretariat of the British Irish Intergovernmental Conference	Belfast
Representative Office to the Palestinian Authority	Ramallah
Irish Aid Office	Dili, Timor Leste
Irish Aid Office	Freetown, Sierra Leone



ANNEX 4: DFAT-RELATED COMMITMENTS IN THE 2011-2016 PROGRAMME FOR GOVERNMENT

DFAT-RELATED COMMITMENTS IN THE 2011-2016 PROGRAMME FOR GOVERNMENT

Initiate a long-term strategy to develop new markets in emerging economies.

We will establish an Export Trade Council to strengthen cooperation and coordination across all key departments and agencies involved in promotion and development of trade and exports, whose membership will be divided equally between government and private sector representatives who have experience in establishing and growing export-oriented business.

We will position Ireland to develop better trade relationships with emerging economies, including the establishment of local trade and investment teams. These teams will execute detailed local market plan, with progress against targets reviewed annually.

We will develop cultural and diplomatic links with emerging markets including a scholarship scheme.

We will actively develop the export of educational services.

We will progressively implement the recommendations in the Trading and Investing in the Smart Economy Report.

We propose that the week in which the 9th May, "Europe Day" falls will be the occasion for a week-long parliamentary debate on Ireland's priorities within the EU. The debate will review the national progress in implementing the current year's work programme and focus on identifying the major issues of concern to Ireland for inclusion on the following year's EU Draft work Programme. [DFAT leads on the External Relations Pillar only]

Consideration will be given to transferring the passport service from the Department of Foreign Affairs to the Department of Justice.

We will ensure that our diplomatic network aids the repair of our reputation through a transparent and responsible approach to winning inward investment and we will recall Ireland's Ambassadors within 100 days of this new government for briefings on a new approach to promoting and marketing Ireland as a country to do business in.

We will review the 2006 White Paper on Overseas Development Aid.

In times of humanitarian crises, we will unite NGOs that provide humanitarian aid to create a single appeals mechanism for national fundraising and public response. This will maximise publicity for the cause, the receipt of emergency funds and ensure the effective and co-ordinated dispersal of emergency aid. The State will financially support these NGOs in their response.

We are committed to the 0.7% of GNP target for Overseas Development Aid. We will seek to achieve this by 2015.

We will position Ireland, in particular Shannon airport, to become an international hub for the



storage and distribution of emergency humanitarian supplies.

We will seek to establish a Civilian Corps, which could allow some job seekers use and share their skills in developing countries while retaining some job seeker's benefit.

We support the full implementation of the Good Friday Agreement and St. Andrew's Agreement.

We will enforce the prohibition on the use of Irish airspace, airports and related facilities for purposes not in line with the dictates of international law.

Committed to publishing and acting on the recommendations of the first Review of the North-South Implementation Bodies and Areas for Co-operation; and we will progress the second Review, which will identify new areas for North South co-operation.

Work for greater economic co-operation to accelerate the process of recovery and creation of jobs on this island.

The threat from dissident paramilitary groups cannot be underestimated. We will foster the continuing strong relationships between An Garda Síochána and the Police Service of Northern Ireland to deal with this threat and we will also ensure the necessary resources to deal with these groups.

