



Department of Foreign Affairs and Trade: Statement of Strategy 2015-2017

The Statement of Strategy 2015-2017 outlines how we intend to achieve the high-level goals of the Department of Foreign Affairs and Trade for the coming years. The goals are rooted in the recent policy review *The Global Island: Ireland's Foreign Policy for a Changing World*, which sets out our work in four priority areas: supporting our people, promoting our values, advancing our prosperity and engaging actively in the European Union.

In the immediate term we need to build on Ireland's economic recovery to safeguard a secure and prosperous future for the Irish people. Our fortunes are more tied to international developments than ever before. Our global engagement, carried out through the diplomatic mission network and our work at home, in cooperation with the United Nations and the European Union, will help to achieve this.

In this context, I look forward, together with my colleagues Seán Sherlock T.D., Minister of State for Development, Trade Promotion and North-South Co-operation, Jimmy Deenihan T.D., Minister of State for the Diaspora, and Dara Murphy T.D., Minister of State for European Affairs and Data Protection, and the staff of my Department at home and abroad, to ensuring that Ireland derives the maximum benefit from all areas of its external engagement in the period ahead.

Charles Flanagan, T.D.

Minister for Foreign Affairs and Trade

Civil Service Vision: Our Values

- *A deep-rooted public service ethos of independence, integrity, impartiality, equality, fairness and respect*
- *A culture of accountability, efficiency and value for money*
- *The highest standards of professionalism, leadership and rigour*

Our Mission

The mission of the Department of Foreign Affairs and Trade is to serve the Irish people, promote their values and advance their prosperity abroad, and to provide the Government with the capabilities, analysis and influence to ensure that Ireland derives the maximum benefit from all areas of its external engagement.

The Global Island: Ireland's Foreign Policy for a Changing World

This Statement of Strategy shows what the Department of Foreign Affairs and Trade aims to achieve over the next three years with the resources available to it. Rather than looking at our high-level goals in isolation, we recognise - as clearly stated in *The Global Island* - that they are intertwined and support one another. This statement outlines the strategies the Department will use to achieve these goals and the partners we will work with to do so.

Our greatest strength is the ability, professionalism and dedication of our staff, both in Ireland and in our missions around the world. They continue to maintain the highest standards of integrity and public service in working to advance Ireland's interests at home and abroad.

Over the coming years the Civil Service Renewal Plan will lead to a more unified, professional, responsive and accountable civil service and the Department of Foreign Affairs and Trade will work closely with our colleagues across Government to realise this Plan.

Niall Burgess

Secretary General, Department of Foreign Affairs and Trade

Goals

What are our aims?

Our People
To serve our people
at home and abroad
and to promote
reconciliation and
cooperation

Outcomes

What will we achieve by 2017?

Sustained peace, enhanced reconciliation and political progress in Northern Ireland; increased North-South and British-Irish cooperation

Effective delivery of passport and consular services for our citizens

Support for our emigrants and deepened engagement with our diaspora

Our culture, arts and creative industries promoted through the Embassy network

Priority Outputs

What will we deliver in 2015, 2016 and 2017?

Timely implementation of the Stormont House agreement including the framework for dealing with the past
Reconciliation advanced through civil society (assisted by DFAT Reconciliation Fund), International Fund (IFI) and EU Peace Programme
Economic and social cooperation broadened and deepened including through the North-South Ministerial Council and the British-Irish Council

Prompt and efficient service, meeting the high demand for passports featuring enhanced security in the issuing process
New Passport Card for citizens and progress towards an online renewal process for adults
Effective and efficient consular services delivered to our citizens

Implementation of Government Diaspora Policy
Irish emigrants supported through the Emigrant Support Programme
Better communications with the Irish abroad

Programme of cultural activities delivered in cooperation with Culture Ireland including Yeats150 and the Year of Irish Design 2015
Overseas Commemorations programme delivered including Easter 2016 and Somme 2016 as well as 60 years of Ireland's UN membership

Goals

What are our aims?



Outcomes

What we will achieve by 2017?

A Fairer World: Progress in eradicating poverty, hunger and promoting inclusive economic growth

Progress towards a more Just World: Promotion and protection of human rights internationally

Progress towards a more Secure World: A stable and secure rules-based international environment

Progress towards a more Sustainable World: New framework for sustainable development addresses climate change, food security and interconnected issues

Priority Outputs

What will we deliver in 2015, 2016 and 2017?

Improvement in food and nutrition security in our partner countries in Africa
Stronger and more accountable systems for equitable, sustainable and efficient services to poor and marginalised people

Humanitarian engagement to prevent crises, build resilience & address needs in sudden onset, protracted and forgotten humanitarian crises

Increased investment in inclusive economic growth in our partner countries

Promotion of our human rights priorities including at the UN, in our bilateral engagement, and across our development cooperation programme
Coherence of human rights promotion and protection in our foreign policy improved through new Inter-Departmental Committee

Delivery of National Action Plan on Women, Peace and Security

Adoption of a National Plan on Business and Human Rights

Strengthened engagement with civil society to promote and protect human rights

Promotion of international peace and security through the UN and the EU, and other multilateral and bilateral partners and NGOs

Effective and responsive approach to peace-building, drawing on our own experience of building peace in Ireland

Campaign for Ireland's election in 2020 to a non-permanent seat on the UN Security Council 2021-2022

Better integration of Ireland's development and political engagement in addressing fragile states and in supporting democracy, the rule of law and accountability

Strong advocacy for disarmament, non-proliferation and arms control

Effective implementation of rulings of international courts and tribunals

New UN-led universal framework agreed for post-2015 sustainable development

A coherent and comprehensive response to sustainable development, poverty, hunger, under-nutrition and climate change across Ireland's foreign policy

Our Values

To work for a fairer, more just, secure and sustainable world

Goals

What are our aims?

Our Prosperity
To advance Ireland's prosperity by promoting our economic interests internationally

Outcomes

What we will achieve by 2017?

Effective contribution to job creation, exports, inward investment and tourism and education in Ireland

Strong bilateral relations to promote our economic interests abroad

Priority Outputs

What we will deliver in 2015,2016,2017?

Implementation of the Government Trade, Tourism and Investment Strategy, overseen by the Export Trade Council and support for the International Financial Services Strategy

Opportunities identified, leveraged and exploited for investment and job creation through leadership of the local market teams in priority markets

Strong support for Irish businesses, including in cooperation with the State agencies

Our interests advanced in EU and global regulatory negotiations

Programme of trade missions delivered and other trade, tourism, investment and education activities implemented

Advancement and conclusion of comprehensive trade and investment agreements between the EU and major trading partners

Fourth Global Irish Economic Forum in 2015

Ireland's economic recovery communicated effectively to our international partners

Promotion of Irish economic interests through strengthened country and regional initiatives

Programme of high-level State and Official visits to and from Ireland

Upgrading and expansion of Double Taxation agreements and Social Security agreements between Ireland and other States

Goals

What are our aims?



Outcomes

What we will achieve by 2017?

Ireland's influence in shaping EU outcomes maximised through strong relationships with the EU institutions and other member States



Strong contribution to shape the EU's global engagement and peace and security in Europe



Priority Outputs

What we will deliver in 2015, 2016 and 2017?

Enhanced bilateral cooperation with our partners in Europe by leveraging our mission network and through high-level visits

Analysis of political and economic developments in other member States and of their EU negotiating positions, including the position of the UK in the EU

Strengthened investment in building our influence in the EU institutions and in analysis of policy and institutional developments within the EU

Ireland's values and interests reflected in the outcomes of EU and related international negotiations

Embassy network contributes effectively to the Government's EU policy including through close cooperation with the Departments of the Taoiseach and Finance, and other Departments

Ireland's values and interests are reflected in the development of the EU's Common Foreign and Security Policy and in its external policies on development, trade, enlargement and neighbourhood

Through engagement with the European External Action Service (EEAS), Ireland influences the EU's response to foreign policy challenges

Effective Irish contribution to promoting a comprehensive approach to security in the wider European region

Our Place in Europe

To protect and advance Ireland's values and interests in Europe



Goals

What are our aims?

Our Influence
To strengthen our influence and our capacity to deliver our goals

Outcomes

What will we achieve by 2017?

A unified service to Government and Citizens

A professional and capable workforce in a positive working environment

A service that is responsive to national and global changes and challenges

An open and accountable Department delivering best practice in governance

Priority Outputs

What we will deliver in 2015, 2016 and 2017?

Strong leadership and performance management
Coordinated and integrated workforce across HQ and the embassy network
Alignment of resources with priorities ensuring value for money and optimal deployment of staff resources within budget
Strengthened cooperation with key Strategic Partners
Enhanced exchange programme with public and private sector organisations

A work environment emphasising dignity, respect and diversity
Measurable progress in implementing the Gender Equality Action Plan
Implementation of Department's External Service Delivery Plan, including move to PeoplePoint in 2015 and Passport Office call centre outsourcing
Strengthened ICT and physical infrastructure delivers improvements in efficiency and services
Targeted training, including enhanced Modern Language Training Policy
Effective Knowledge Management strategies

Successful co-facilitation role by Ireland of the UN-led Sustainable Development Goals (SDG) negotiations
A mission network that is active in promoting Ireland's economic interests, lending dynamic support to Irish businesses, giving leadership to, and coordinating the efforts of Local Market Teams
Strengthened capacity for policy formulation to ensure quality advice, briefing and analysis provided to the Government, the Houses of the Oireachtas and other State actors

Leadership role in Civil Service Renewal
Increased public diplomacy through focused communications strategy with dedicated resources
Services in Irish and promotion of the Irish language overseas strengthened
Improved outreach to and engagement with the Irish public
Pro-active publication of information in response to Freedom of Information and other transparency commitments



Challenges and opportunities

The international context in which DFAT operates

- Expanding world economy
- Unprecedented growth of emerging economies and markets
- Climate change
- Technological innovation and new media
- Ageing and urbanising world population
- Transnational threats including terrorism, trafficking and cybercrime
- Growing inequality within and between States and regions
- Fragile states and intrastate violence
- Conflict in the Middle East
- Instability in Europe's neighbourhood
- Evolution of the eurozone
- Evolution of the UK's relationship with the EU
- Changing development framework post-2015



Resources

DFAT staff
 ICT capability
 Key strategic partners across Government
(see Annex 1)
 The Global Irish Network (GIN)
 Our partners internationally and in civil society



Processes

Cross-departmental processes *(see Annex 1)*
 Intra-departmental processes on reform, training and development, human resources and gender equality
 DFAT Vision for Knowledge Management
 Value for Money Reviews/Focused policy assessments



Public Service Reform

Civil Service Renewal Plan
 DFAT Integrated Reform Delivery Plan
 DFAT Organisational Review Programme

Annex 1 – Key Strategic Partners which DFAT works with to deliver on the Government’s Priorities

GOAL	Outcome	Key Strategic Partners	Cooperation
Our People	Sustained peace, reconciliation and political progress in Northern Ireland and increased North South cooperation	D/Taoiseach, D/Justice and Equality and other Government Departments	Structured engagement with British Government, including in the context of further devolution within UK, and with NI Parties and Agencies to protect peace, implement Agreements and develop new and enhanced areas of cooperation. Work to ensure Whole-of-Government approach to strengthening North-South Cooperation.
	Effective delivery of passport and consular services for our citizens	D/Social Protection, D/Justice and Equality, D/PER, D/Finance and relevant State agencies D/Children and Youth Affairs	Enhance security and strengthen safeguards against passport fraud. Cooperation in the area of international adoption, especially with regard to inter-country adoption and adoption records in line with the National Policy Framework for Children and Young People.
	Support for our emigrants and deepened engagement with our diaspora	Áras an Úachtaráin, D/Taoiseach and all Government Departments and State agencies	Cooperation with all Government Departments to ensure the successful implementation of the outcomes outlined in <i>Global Irish: Ireland’s Diaspora Policy</i> and on all aspects of the emigrant experience from pre-departure, life abroad and returning home. Cooperation with all Government Departments and relevant State agencies in preparation for the holding of a 4 th Global Irish Economic Forum .
	Our culture, arts and creative industries promoted through the Embassy network	D/Arts, Heritage and the Gaeltacht, including Culture Ireland	DFAT as a member of the Expert Advisory Committee of Culture Ireland, cooperates with D/AH&G on the funding of arts projects overseas through the embassies’ input on cultural activities in their area of accreditation and through identifying synergies between the work of the embassy network and Culture Ireland. Support for the Decade of Centenaries international programme, including cultural and community events for the diaspora with particular focus on 1916 centenary events.

Our Values	A Fairer World: Progress in eradicating poverty, hunger and promoting inclusive economic growth	D/Finance, D/Agriculture and Food, D/Environment and Local Government, D/Health D/Defence	<p>Strengthened response to policy coherence for Development in line with the commitments in <i>One World, One Future</i> and the OECD DAC recommendations on Policy Coherence for Development.</p> <p>As part of the Government Task Force on Emergency Planning, DFAT has lead responsibility for emergencies overseas affecting Irish citizens and in emergency incidents requiring international humanitarian assistance and will provide support to other lead Departments during other major emergencies, including facilitating international contacts during emergency incidents requiring humanitarian assistance in disaster management.</p>
	A Just World: Promotion and protection of human rights internationally	D/Justice and Equality All Government Departments	<p>Continue to maintain a high level of cooperation with D/Justice and Equality, in delivering on Ireland’s human rights engagement in foreign policy, in particular through the new Inter-Departmental Committee on Human Rights and will also continue cooperation on promoting gender equality in the Irish public service.</p> <p>Support provided to all Government Departments responsible for delivering on Ireland’s international human rights commitments.</p>
	A Secure World: A stable and secure rules-based international environment	D/Defence and the Defence Forces, D/Justice and Equality and all Government stakeholders D/Jobs, Enterprise and Innovation D/Finance, D/Jobs, Enterprise and Innovation, Central Bank and relevant Government stakeholders D/Justice and Equality All Government Departments	<p>Maintain Ireland’s strong contribution to international peace and security and the rule of law, including through peacekeeping and peacebuilding. Liaise with other Departments on adherence to international standards and obligations and enable coordinated approaches to cross-cutting issues arising in UN fora, including coordinating implementation of UN Security Council resolutions, positions on relevant multilateral conventions.</p> <p>Maintain Ireland’s strong contribution to international peace and security through disarmament, non-proliferation and arms controls.</p> <p>Engagement in the area of international sanctions, where appropriate, to support compliance with international obligations.</p> <p>Ensure international drugs policy reflects Ireland’s values and interests, particularly in the context of the Special Session of the UN General Assembly on Global Drug Policy in 2016.</p> <p>Continue working with all Government Departments to ensure timely and effective implementation of the rulings of international Courts and Tribunals</p>

	A Sustainable World: New framework for sustainable development addresses climate change, food security and interconnected issues	<p>D/Finance, D/Agriculture and Food, Teagasc, D/Jobs, Enterprise and Innovation, D/Environment and Local Government</p> <p>D/Arts, Heritage and the Gaeltacht</p> <p>D/Defence</p>	<p>DFAT will continue to engage all relevant Departments in negotiations on a new Sustainable Development Framework including discussions on Financing for Development in 2015. DFAT will continue to work closely with D/ELG and other Government Departments as members of Ireland's delegation for UNFCCC negotiations in December. Close contact with D/AFM, Teagasc and D/Health in relation to climate adaption, agriculture, food security and nutrition will be maintained including joint funding mechanisms.</p> <p>DFAT liaises with D/AHG in relation to international obligations on biodiversity.</p> <p>DFAT will engage with the Government Task Force on emergency planning in preparation for the World Conference on Disaster Reduction.</p>
Our Prosperity	Effective contribution to job creation, exports, inward investment and tourism and education in Ireland	<p>D/Taoiseach, D/Jobs, Enterprise and Innovation, D/Agriculture, Food and the Marine, D/Education, D/Transport, Tourism and Sport, State Agencies and all relevant Government Departments</p> <p>D/Justice and Equality</p>	<p>Trade promotion and economic diplomacy are key priorities of the embassy network. DFAT provides the Secretariat to the Export Trade Council (ETC), which is chaired by the Minister for Foreign Affairs and Trade and includes the the Ministers for Jobs, Enterprise and Innovation; Agriculture, Food and the Marine; Transport Tourism and Sport; Education and Skills and the Minister of State for Development, Trade Promotion and North South Cooperation, as well as senior officials, the heads of the State agencies and representatives from business and which oversees the implementation of the Government Trade, Tourism and Investment Strategy, a review of which was published in 2014.</p> <p>DFAT coordinates with all Departments and relevant State agencies on key promotional messages in overseas markets, in particular around St. Patrick's Day.</p> <p>Through the NSMC Secretariat in Armagh, the Department also supports the economic cooperation that is promoted by the North South Ministerial Council and by the six North South Implementation Bodies and Tourism Ireland.</p> <p>Liaison with the Irish Naturalisation and Immigration Service on visa applications.</p>
	Strong bilateral relations to promote our economic interests abroad	D/Finance	Cooperation on the conclusion of international agreements of value to the Irish economy and business, including Double Taxation Agreements.

Our Place in Europe	Ireland's influence in shaping EU outcomes maximised through strong relationships with the EU institutions and other member States	D/Taoiseach, D/Finance and all Government Departments	DFAT and its embassy network will continue to provide information and analysis to Government Departments in advance of EU Ministerial Councils and European Council meetings. Embassies will engage with host Governments to promote the full range of our political and economic interests.
	Strong contribution to shape the EU's global engagement and peace and security in Europe	All Government Departments	DFAT will assist other Departments in their efforts to ensure that national actions required under EU agreements and external relations policies and actions will be implemented in a timely manner.
Our Influence	A unified service to Government and citizens	All Government Departments	DFAT and its embassy network will continue to assist all Government Departments in their international engagement whether through bilateral or multilateral channels, including support in relation to the implementation of international standards and obligations.
	An open and accountable Department delivering best practice in governance	D/Public Expenditure Reform and all Government Departments	DFAT will contribute to the implementation of the Civil Service Renewal Plan through its participation in the Civil Service Management Board and other reform networks.

ANNEX 2 - CONTEXT AND BACKGROUND

The Programme for Government: Government for National Recovery, 2011-16 and the Statement of Government Priorities, 2014-16

This Statement of Strategy sets out how the Department of Foreign Affairs and Trade implements the commitments assigned to it under the Programme for Government and the Statement of Government Priorities. The Department for Foreign Affairs and Trade is responsible for delivering on commitments relating to the **economy, partnership, reconciliation and cooperation on the island of Ireland, delivery of Ireland's overseas aid programme and Ireland's international relationships.**

In the area of the economy, these include commitments to contribute to the Government's Jobs Programme and the Action Plan on Jobs, to increase exports and to support innovation and commercialisation policies for Irish business. The promotion of peace and reconciliation on the island of Ireland, advancing North-South cooperation and ensuring the full implementation of the Good Friday Agreement and related agreements are central priorities for the Department as reiterated in the *Statement of Government Priorities* in July 2014. The Department is also responsible for implementing the Ireland's commitments to the fight against global hunger and poverty, including the provision of humanitarian assistance. The Department's embassy network has particular responsibilities to support all Government Departments and agencies implementing Programme for Government commitments with an international dimension and to maintain Ireland's reputation as a respected global partner.

The Global Island: Ireland's Foreign Policy for a Changing World and One World, One Future. Ireland's Policy for International Development

The Government's Foreign Policy Review *The Global Island: Ireland's Foreign Policy for a Changing World*, published in January 2015 and the Government's new policy for International Development *One World, One Future* published in May 2013 are core policy statements which inform this Strategy Statement. The progressive, focused and forward-looking vision of Ireland's foreign policy set out in *The Global Island* and *One World, One Future* has been carried through in this Statement.

Annex 3 - Monitoring and Review

This Statement of Strategy will set the high-level goals for annual **Business Plans and Risk Registers** across all Business Units in the Department of Foreign Affairs in 2015, 2016 and 2017. This applies to Lead Divisions and Units at headquarters as well as the embassy network. The relevant high-level goals and high-level outcomes will be reflected in individual Business Plans which are approved by the Department's Management Advisory Committee (MAC) to ensure coherence across the work of the Department. **Goal-setting and performance management and development** for all officials in the Department is based on these Business Plans.

The MAC will receive **quarterly reporting on Business Planning and Strategy** which will report on the implementation of the Strategy Statement. Business Units are required to submit **implementation reviews** to the MAC mid-year on their own implementation of the high-level Goals and Outcomes which apply to their Unit. The Department then produces an **Annual Report** which communicates what has been delivered each year towards the achieving the Outcomes identified in this Statement of Strategy.

The Department of Foreign Affairs and Trade already produces **key performance indicators** which relate to many of the high level Outputs in this Strategy Statement. Some of these are published in the annual Estimates for the Department's votes, others are included in regular publications and press releases such as on consular, passport and trade statistics published each year. The Department will continue to work to develop a comprehensive set of key performance indicators both quantitative and qualitative which can be used for the Government's performance information website **Ireland Stat** www.irelandstat.ie.

Annex 4 – Process of Consultation

The preparation of this Statement of Strategy was informed by the **consultations across Government**, with members of the **Oireachtas**, with **civil society** and with the **public** which took place for the production of the policy documents *The Global Island* and *One World, One Future*.

The production of this Strategy Statement involved **consultation of all Government Departments**, and **all staff of the Department of Foreign Affairs and Trade**. Lead Units at headquarters and the Management Advisory Committee were involved at each stage in the drafting of the Statement.

The Statement was tested with Business Units at home and abroad to ensure coherence with Business Planning. Finally, a half day session was held with the Governance Forum of the **Institute of Public Affairs (IPA)** to ensure the Statement is in line with best practice.

