

# Department of Foreign Affairs and Trade

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## Statement of Strategy 2017-2020



An Roinn Gnóthaí Eachtracha agus Trádála  
Department of Foreign Affairs and Trade





# Department of Foreign Affairs and Trade: Statement of Strategy 2017-2020

*I am pleased to present the Statement of Strategy for the Department of Foreign Affairs and Trade for the 2017-2019 period. The document sets out our priorities, how the Government will deliver on our commitments to our citizens, and how we will grow our influence around the world.*

*Key to our work is our leading role in Ireland's response to Brexit, working with the Department of the Taoiseach and other Departments to ensure the promotion and protection of Irish interests, in particular the peace process in Northern Ireland. We will continue our efforts to deliver the best possible political, economic and cultural relationship between Ireland and Britain and between Britain and the European Union. We remain firmly committed to strengthening Ireland's position at the heart of the European Union, to the benefit of our citizens.*

*Our foreign policy is an increasingly important avenue to deliver security and prosperity for our country and our citizens. The international context in which we operate remains challenging and is constantly evolving. As a country we need to meet those challenges with ambition and purpose. Our Missions abroad are charged with promoting Ireland, identifying new markets and opportunities for Irish business, and protecting and supporting Irish citizens. Our international development work, a hallmark of Ireland's international engagement, also remains a priority, reinforced by the Government's commitment to reaching our goal of 0.7% of GNI on overseas development cooperation, and our work to implement the Sustainable Development Goals.*

*Our foreign policy says a lot about us as a people and that is why I am committed to securing a seat on the UN Security Council for the 2021-2022 session. Our commitment to peacebuilding, human rights, disarmament, sustainable development and a rules-based international environment have been at the heart of policy building and will drive our campaign.*

*I am looking forward to working with my colleagues, Ciaran Cannon, T.D., Minister of State for the Diaspora and International Development, and with Helen McEntee T.D., Minister of State for European Affairs, with colleagues across Government and with the talented staff of my Department at home and abroad to deliver on these priorities over the coming years.*

*Simon Coveney, T.D.*

*Tánaiste and Minister for Foreign Affairs and Trade*

## **Our Organisational Values**

**Diversity; Integrity; Leadership; Service; Excellence**

## **Mission Statement**

**The mission of the Department of Foreign Affairs and Trade is to serve the Irish people, promote their values and advance their prosperity and interests 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 coming period presents new challenges and opportunities, as well as new priorities, for the Department. This Statement of Strategy reflects those priorities and how we will deliver on our Programme for Partnership Government commitments, including our key role in Brexit negotiations and on Government ambitions for Ireland's Global Footprint.*

*Our people are our greatest resource and we recognise that they will be the key to achieving these goals. Whether they are providing emergency consular assistance to Irish citizens abroad, arguing for our vital interests and values at the EU or UN, supporting Irish companies to explore new opportunities, or promoting Ireland's reputation internationally, the hard work, capability and resilience of our staff around the world continues to be a source of pride for the Department. As Secretary General, I am committed to ensuring that we support and develop our staff to maximise their potential.*

*The period ahead poses a number of unique international and global challenges and the Department will continue to play a vital role in supporting the Government and the Oireachtas, not least in moving into the next phase of Brexit. Furthermore, the Government's intention to increase our Global Footprint and a commitment to open 6 new diplomatic Missions in the period 2018-2019 place considerable responsibility on the Department and will require innovation and flexibility.*

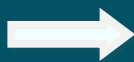
*In 2019, we will celebrate 100 years of Irish foreign policy and the foundation of this Department. It will be a unique moment to reflect on our contribution and on our desire to be the most effective small foreign service in the world. It is a challenge, but one that we embrace.*

*Niall Burgess*

*Secretary General, Department of Foreign Affairs and Trade*

## Goals

*What are our aims?*



## Outcomes

*What will we achieve by 2020?*

## Priority Outputs

*What will we deliver in 2017, 2018, 2019 and 2020?*

Sustained peace and enhanced reconciliation in Northern Ireland and increased North-South co-operation, and steps to mitigate any negative impacts of the UK's decision to leave the EU

The Government's commitment to protect and advance all aspects and institutions of the Good Friday Agreement is clearly demonstrated in Brexit negotiations

Sustained progress in implementing all Agreements, including advancing the legacy institutions; as well as progress on Dáil motions in this area

100+ civil society and community organisations supported annually through the Department's Reconciliation Fund; continued roll out of sensitive and inclusive Commemorations programme

25+ meetings of North South Ministerial Council annually to expand and deepen cross-border economic and social co-operation

Responsive and strengthened passport and consular services for our citizens

Increased numbers of passports delivered via the online renewal service and roll out of further initiatives as part of the Passport Reform Programme, including enhanced anti-fraud capability

Timely and appropriate assistance provided to vulnerable citizens abroad; strengthened crisis preparedness and response capacity for consular emergencies arising overseas

Support for our emigrants and mutually beneficial engagement with our diaspora

Implementation of the recommendations of the Review of the Government Diaspora Policy and associated programmes in 2017, including from a whole of Government perspective

Department engagement with planned Referendum on diaspora vote

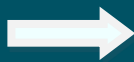
200+ organisations supported annually through the Emigrant Support Programme to assist Irish emigrants and emigrant communities, and to encourage local diaspora engagement and innovation

Active engagement and advocacy with the US on immigration reform and related issues through diplomatic and other Governmental channels

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

## Goals

*What are our aims?*



## Outcomes

*What will we achieve by 2020?*

## Priority Outputs

*What will we deliver in 2017, 2018, 2019 and 2020?*

Ireland's interests are safeguarded during the negotiations on the United Kingdom's withdrawal from the European Union and in a future EU-UK relationship

Ireland's vital interests in regard to the Good Friday Agreement, Northern Ireland and North/South co-operation, including the border, are ongoing priorities in Brexit negotiations

Department delivers well-informed and coherent Irish contributions to the negotiations, including by leading on coordination across government and on-going engagement with the Barnier Taskforce

Department supports the effective operation of the Cabinet Committee C (European Union including Brexit)

Ireland plays a full part in the future development of the EU, advancing and protecting our interests in the negotiation of EU law and other decisions

A structured programme of Ministerial and senior official visits to EU partners, strengthening our influence and alliances in the EU, supported by our Missions

Targeted and productive communication with all domestic stakeholders on Ireland's EU priorities and future engagement

Analysis and communication of Ireland's priority interests in the future of the EU

High-quality analysis, reports, policy proposals and briefings, including on climate change, migration, counter-terrorism, common foreign, security and defence policies, and jobs and investment

Support for the Taoiseach and Ministers in their participation in the European Council, particularly through the Permanent Representation to the EU, and effective involvement in over 4,000 official level meetings annually

A bilateral relationship with the UK of enduring strength, reflecting the political, economic, and people-to-people links that define our unique partnership

Strong relations with the UK Department for Exiting the EU, Foreign and Commonwealth Office, Northern Ireland Office and other relevant Departments throughout negotiations on UK exit from the EU

Strengthened East-West relations through the British-Irish Council and through relations with devolved administrations

Effective engagement with the British political system to advance Irish interests

Strong contribution to the implementation of the EU's external policies and to peace and security in Europe's neighbourhood

Ireland advocates for a stronger role for the EU in the Middle East Peace Process, including through an enhanced Irish presence in the region, and pursues our values and interests in the implementation of the EU's Global Strategy

Ireland actively pursues its foreign policy values and interests at the EU Foreign Affairs Council, the OSCE, the Council of Europe, and seeks diplomatic resolutions to crises and conflicts.



**Our Place in Europe**  
**To protect and advance Ireland's interests and values in Europe**

## Goals

*What are our aims?*



## Outcomes

*What will we achieve by 2020?*

## Priority Outputs

*What will we deliver in 2017, 2018, 2019 and 2020?*

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

A More Secure World: A stable and secure rules-based international environment

Delivery of effective campaign to be elected to the UN Security Council for 2021-22

Ireland's values and interests are central to the EU's response to peace and security; we will also develop strong partnerships with key partners on multilateral action where our values and objectives are closely aligned, strengthening and deepening our bilateral relationships.

As a militarily neutral country and with the lived experience of peacebuilding, Ireland is a highly credible advocate for dialogue for conflict resolution and post-conflict reconciliation

Ireland plays a lead advocacy role on disarmament, non-proliferation and arms control, including successful completion of our term as Co-Chair of the Missile Technology Control Regime, promoting the early entry into force of the Treaty on the Prohibition of Nuclear Weapons, and a strong contribution to the NPT 2020 Review Cycles

Contribution to integrated Government policy on migration

A More Just World: Promotion and protection of human rights internationally

Promotion of human rights, equality, rule of law and fundamental freedoms through our contributions at the UN, EU, OSCE, Council of Europe, ICC, and in our bilateral engagement

Support for civil society freedoms and the work of human rights defenders

Implementation of the National Plan on Business and Human Rights; Implementation of the Second National Action Plan on Women, Peace and Security

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

Roadmap to achieving the UN target of 0.7% of gross national income for ODA

Effective policies and targeted funding for poverty reduction and hunger and nutrition programmes, including agriculture development programmes, in our partner countries in Africa and South East Asia

Support for stronger and more accountable systems and services in our partner countries in Africa and in South East Asia

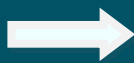
Principled humanitarian assistance and resilience building for those most in need

A More Sustainable World: New framework for sustainable development addressing climate change, food security and interconnected issues

Targeted development measures and policy engagement to drive global delivery of the Sustainable Development Goals; active engagement in whole of Government coordination for national implementation of the Sustainable Development Goals

Support the scaling-up of climate finance and the development of a whole of Government climate change policy

**Goals**  
*What are our aims?*



**Outcomes**  
*What will we achieve by 2020?*

**Priority Outputs**  
*What will we deliver in 2017, 2018, 2019 and 2020?*

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

Effective contribution to whole of Government targets in support of job creation, exports, entrepreneurship, and tourism and education in Ireland, rooted in strong bilateral relationships abroad



Implementation of 'Ireland Connected' trade strategy, drawing together the contributions of the Mission Network and the State Agencies

Leadership of local market teams and the Export Trade Council

Strengthening Team Ireland at home and abroad to promote market penetration and diversification, including through the establishment of new Missions in key markets

Implementation of whole of Government Strategies setting out Ireland's strategic approach to its relationships with the US, Canada and Latin America and with the countries of Asia-Pacific.

Implementation of commitments under the Action Plan for Jobs and IFS 2020

Strong understanding internationally of Ireland as a place to visit, work, invest and study.



Support for St Patrick's Day Ministerial-led trade and promotional visits, and for a strong and coordinated annual programme of Ministerial visits to deepen existing relationships and forge new linkages across a range of markets

Key messages on Ireland's economy, policies and values for delivery globally by Ministers and Missions to high-level political, business and media contacts

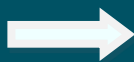
Strong contribution to raising Ireland's visibility and promoting a positive reputation internationally



Support and funding for promotion and outreach work by Missions to promote our culture and creativity overseas, leveraging this to raise Ireland's visibility and to enhance our international reputation

## Goals

*What are our aims?*



## Outcomes

*What will we achieve by 2020?*

## Priority Outputs

*What will we deliver in 2017, 2018, 2019 and 2020?*

A service that is responsive to national and global changes and challenges, delivering for Government and citizens

Strengthened Mission and HQ capacity and agility across our offices and over 80 Missions, that amplifies our bilateral and multilateral relations and expands Ireland's global influence

Six new Missions opened and operating effectively in the 2018-2019 period; leadership role in shaping Ireland's ambitions for the Government's Global Footprint 2025 agenda

Client-centred customer service driven by our Customer Service Charter, the Passport Reform Programme, and publication of a new Consular Strategy

A professional and capable workforce in a positive working environment

A work environment emphasising dignity and respect, with the implementation of the Gender Equality Action Plan and development of new equality and diversity priorities

Effective management practices, enhanced security culture, and internal communications

Implementation of new HR Strategy, complemented by strategic workforce planning, helping drive staff engagement, well-being and performance

A training plan which delivers capable and agile teams, at home and abroad

A new ICT Strategy and action plan along with effective output from the Knowledge Management and Innovation Taskforce, empowering innovation and the digital delivery of services

An open and accountable Department delivering best practice in governance

Meet information and other public service needs of citizens through good communication and an effective digital presence, as articulated in a new Communications Strategy

Robust oversight of the Department's budget, including ODA expenditure

Effective leadership, strategic direction and risk management provided by Management Board, in line with our Corporate Governance Framework

Effective discharge of our corporate compliance obligations, including in relation to the Irish language, Freedom of Information, Data Protection, records management and human rights and equality

Active contribution, together with our Government partners, to the public sector reform agenda



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

**Resources**  
 DFAT Staff  
 ICT Capability  
 Property Management Capability  
 Strategic Partnerships  
 The Global Irish Network  
 Our partners internationally and in civil society

**Strategies 2017-2019**  
 Human Resources Strategy  
 ICT Strategy  
 Communications Strategy  
 Regional Strategies  
 Consular Strategy  
 Trade, Tourism, and Investment Strategy  
 Passport Reform Programme

**Governance Processes**  
 Management Board  
 Gender Equality, Equality and Diversity Sub-Committee  
 Knowledge Management and Innovation Taskforce  
 Business Planning and Risk Management  
 Value for Money Reviews, Evaluations, Audits, and  
 Mission Reviews  
 Passport Reform Board

## Annex 1 – DFAT’s Key Strategic Partners in Government

GOAL	OUTCOME	KEY STRATEGIC PARTNERS	COOPERATION
<b>Our People</b>	Sustained peace and enhanced reconciliation in Northern Ireland and increased North-South cooperation, mitigating any negative impacts of the UK’s decision to leave the EU.	<b>D/Taoiseach, D/Justice and Equality, D/Culture, Heritage and the Gaeltacht and all Government Departments and Offices</b>	<p>Close coordination and collaboration with other Departments to ensure a whole of Government approach to the implementation of Agreements in Northern Ireland, to delivering sustainable solutions in the Brexit context, and to driving enhanced North-South cooperation, including through the North South Ministerial Council.</p> <p>Working in support of the Department of Justice and Equality on domestic legislation relevant to Northern Ireland peace agreements.</p> <p>Working with our Government partners, the Department and the Mission network will prioritise commemorations including the Battle of Messines, the end of WW1, and the First Dáil. In 2019 the Department will also mark 100 years since its establishment.</p>
	Responsive and strengthened passport and consular service for our citizens	<b>D/Employment Affairs and Social Protection, D/Justice and Equality, D/PER, D/Finance</b>  <b>D/Defence</b>  <b>D/Children and Youth Affairs</b>	<p>Cooperation on delivering enhanced customer service and anti-fraud capability. Engagement on whole of Government identity agenda.</p> <p>DFAT is a member of the Government Task Force on Emergency Planning, with responsibilities including responding to emergencies overseas affecting Irish citizens and emergency incidents requiring humanitarian assistance in disaster management</p> <p>Cooperation on international adoptions, including at Mission level.</p>
	Support for our emigrants and mutually beneficial engagement with our Diaspora	<b>Áras an Uachtaráin, D/Taoiseach all Government Departments and Offices, Local Authorities</b>  <b>D/Education</b>	<p>Work on cross Government basis to implement outstanding commitments in Government Diaspora Policy and feed into review of same.</p> <p>Consultation with partner Departments to ensure strong and relevant participation in Global Irish Civic Forum in 2017 and the Global Irish Economic Forum.</p> <p>Work with local authorities to develop local diaspora engagement around Ireland.</p> <p>Delivery of actions contained in Ireland’s International Education Strategy, including building on and supporting Ireland’s alumni and diaspora links.</p>



GOAL	OUTCOME	KEY STRATEGIC PARTNERS	COOPERATION
<b>Our Place in Europe</b>	Ireland’s interests are safeguarded during the negotiations on the United Kingdom’s withdrawal from the European Union and on a future EU-UK relationship	<b>D/Taoiseach and other Departments and Offices heavily involved in EU-UK issues. British Government. Governments of other EU Member States and EU Institutions. Northern Ireland Executive.</b>	DFAT will, working with D/Taoiseach and other Departments, play a lead role in the formulation and pursuit of Ireland’s objectives. HQ and Missions will work to advance these objectives through participation in negotiations and sustained contact with other Governments, the EU institutions, and the Northern Ireland Executive. Missions will provide regular analysis and reporting to strengthen our understanding of the progress of the negotiations and the views of partners.
	Ireland plays a full part in the future development of the EU, advancing and protecting our interests in the negotiation of EU law and other decisions	<b>All Government Departments and Offices</b>	DFAT will coordinate Ireland’s overall EU policy, working with the Department of the Taoiseach and all other Departments. In cooperation with the Permanent Representation in Brussels in particular, it will seek to ensure that Ireland’s interests are promoted and protected in EU-level negotiations at all levels. The Mission network will continue to deploy in support of this across EU Member States.
		<b>D/Taoiseach, D/Finance, and other Departments and Offices heavily involved in EU issues, together with actors from civil society and like-minded partners</b>	Co-operation with strategic partners to identify Ireland’s interests and priorities in the future development of the EU and to advance them in any negotiations which may take place.
	A bilateral relationship with the UK of enduring strength, reflecting the political, economic, people-to-people links that define our unique partnership	<b>D/Taoiseach and all Government Departments and Offices</b>	DFAT and our Mission network in the UK will prioritise strengthening the bilateral relationship with the UK and with the devolved administrations and delivering sustainable solutions in the Brexit context.
	Strong contribution to the implementation of the EU’s Global Strategy and to peace and security in Europe’s neighbourhood	<b>D/Taoiseach, D/Justice and Equality, D/Business, Enterprise and Innovation, D/Defence</b>	DFAT will continue to defend and advance Ireland’s interests and values across the EU’s external actions, as well as ensuring that Ireland’s influence is reflected in the outworking of the EU’s Global Strategy.

GOAL	OUTCOME	KEY STRATEGIC PARTNERS	COOPERATION
<b>Our Values</b>	A More Just World: Promotion and protection of human rights internationally	<b>D/Justice and Equality and all Government Departments</b>	<p>DFAT leads the Inter-Departmental Committee on Human Rights which promotes cross Government coherence on the implementation of our external human rights engagement, particularly in multilateral fora.</p> <p>DFAT also provides support for all Government Departments responsible for delivering on Ireland’s international human rights commitments.</p>
	A More Secure World: A stable and secure rules-based international environment	<p><b>D/Defence, D/Justice and Equality, D/Taoiseach and all Government Departments</b></p> <p><b>D/ Business, Enterprise and Innovation, D/Finance, Central Bank</b></p> <p><b>D/Defence, D/Justice and Equality, Office of the Attorney General</b></p>	<p>Work with Departments to 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>DFAT will work towards ratification of the Kampala amendments to the Rome statute of the ICC on the crime of aggression.</p>
	A Fairer World: Progress in eradicating poverty, hunger and promoting inclusive economic growth	<b>D/Finance, D/Agriculture, Food and the Marine, D/Communications, Climate Action and Environment, D/Health Revenue</b>	<p>Close coordination with Government Departments to drive policy coherence, particularly with regard to our EU engagement, commitments under Agenda 2030, as well as Ireland’s engagement with UN organisations, including the WHO.</p> <p>Building capacity around taxation, as required under the Addis Tax Initiative.</p>
	A More Sustainable World: New framework for sustainable development addresses climate change, food security and interconnected issues	<p><b>D/Communications, Climate Action and Environment, D/Taoiseach, D/Finance, all Government Departments</b></p> <p><b>D/Justice and Equality, D/Taoiseach, all Government Departments</b></p>	<p>Department will liaise with all Government Departments to ensure a strong engagement internationally on the implementation of Agenda 2030 and coherent national implementation.</p> <p>Department will support D/CCAIE on scaling up of climate finance.</p> <p>Department will contribute to cross Government efforts to ensure a strong response to the migration crisis, both from HQ and via our Mission network.</p>

GOAL	OUTCOME	KEY STRATEGIC PARTNERS	COOPERATION
<b>Our Prosperity</b>	Effective contribution to whole of government targets in support of job creation, exports, entrepreneurship and tourism and education in Ireland, rooted in strong bilateral relationships abroad	<b>All Government Departments and State Agencies</b>	<p>DFAT works with all relevant Departments and Agencies to implement ‘Ireland Connected’, the whole-of-Government trade and investment strategy and supports enhanced whole-of Government trade co-ordination through inter-departmental, agency and intra-DFAT groups chaired by Trade Division, as well as through input at Cabinet Committee A and related SOG, and contribution to other relevant inter-Departmental Working Groups and Committees. DFAT also provides the Secretariat to the Export Trade Council (ETC).</p> <p>Missions abroad lead Local Market Teams, which bring together key personnel from the Department and State Agencies to deliver coherent approaches to trade, tourism and investment promotion.</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. DFAT also plays a coordinating role in delivering Enterprise Ireland led Trade Missions. The Department and its Missions will play an important role in supporting the implementation of the new International Education Strategy, as well as the international aspects of FoodWise 2025.</p> <p>Through the NSMC Secretariat in Armagh, DFAT also supports economic cooperation promoted by the North South Ministerial Council and by the six North South Implementation Bodies and the all Ireland tourism strategy promoted by Tourism Ireland.</p> <p>The Department liaises with the Irish Naturalisation and Immigration Service on visa applications.</p>
	Strong understanding internationally of Ireland’s commitment to the EU and to maintaining a favourable environment for business	<b>All Government Departments and State Agencies</b>	DFAT supports the Mission network and Local Market Teams in delivering key Government messages on trade, investment and business climate to all relevant interlocutors internationally.
	Our culture, arts and creative industries promoted through the Mission network	<b>D/Taoiseach, D/Culture, Heritage and the Gaeltacht, State Agencies</b>	Cultural diplomacy is a key work area for the Mission network. The Department and Missions liaise with State Agencies, as well as cultural providers to maximise Ireland’s brand overseas.

GOAL	OUTCOME	KEY STRATEGIC PARTNERS	COOPERATION
<b>Our Influence</b>	A service that is responsive to national and global changes and challenges, delivering for Government and citizens	<p><b>D/Taoiseach, D/Public Expenditure and Reform, All Government Departments and State Agencies</b></p> <p><b>D/Finance</b></p> <p><b>D/Communications, Climate Action and Environment</b></p>	<p>The Department will leverage the Mission network in full support of Government priorities overseas.</p> <p>We will work with D/Public Expenditure and Reform and other relevant Departments to ensure that we implement best practice in customer service.</p> <p>We will work with D/Finance to ensure consistency with fiscal rules and expenditure ceilings set under the fiscal framework.</p> <p>Provide leadership and example on national and international energy and climate objectives through improving our own energy efficiency and working to support the achievement of the Ireland’s Public Sector Energy Efficiency Strategy</p> <p>Ensure Departmental compliance with relevant child protection guidance including Children First Act 2015.</p>
	A professional and capable workforce in a positive working environment	<p><b>D/Taoiseach, D/Public Expenditure and Reform, Office of Public Works</b></p> <p><b>An Garda Síochána and Irish Defence Forces</b></p>	<p>In ensuring best practice in our operational policies and strategies, the Department will liaise with relevant Government stakeholders and with representatives of staff.</p> <p>Work with AGS and IDF to ensure appropriate levels of safety and security for our staff at home and abroad</p>
	An open and accountable Department delivering best practice in governance	<p><b>D/Public Expenditure and Reform, Revenue, D/Employment and Social Protection and all Government Departments</b></p> <p><b>Department of Culture, Heritage and the Gaeltacht</b></p> <p><b>D/Justice and Equality; Irish Human Rights and Equality Commission</b></p>	<p>DFAT will participate actively in Public Sector Reform initiatives and Civil Service Renewal, through its participation in the Civil Service Management Board and other reform networks. Statutory and policy obligations under the Corporate Governance Standard for the Civil Services will continue to be observed.</p> <p>DFAT will continue to work to ensure that we meet our obligations under the Official Languages Act 2003 and promote the Irish language in our services and in our public diplomacy.</p> <p>In its implementation of the public sector duty to eliminate discrimination, promote equality of opportunity of treatment and protect human rights relevant to its functions, the Department of Foreign Affairs and Trade will address gender equality, equality and diversity in its strategic planning, policies and practices and its annual reports.</p>

## ANNEX 2 - CONTEXT AND BACKGROUND

### A Programme for Partnership Government

This Statement of Strategy sets out how the Department of Foreign Affairs and Trade implements the commitments assigned to it under the [Programme for a Partnership Government](#). The Department of Foreign Affairs and Trade is responsible for delivering on commitments relating to **our relationships with our EU and international partners, reconciliation and cooperation on the island of Ireland, the economy and delivery of Ireland's overseas aid programme**. A full list of Commitments is available at Annex 5.

In the coming years, the work of the Department will be strongly focused on delivering Government policy relating to the United Kingdom's decision to exit the European Union, whether that be in defining Ireland's role in the new EU context or safeguarding and strengthening our unique bilateral relationship with the UK across the range of our engagement. In the area of the **economy**, commitments will complement the Government's Action Plan on Jobs, with a view to increasing exports, and supporting innovation and helping Irish companies tap into new markets overseas. 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 remain central priorities for the Department. The Department is also responsible for implementing Ireland's commitments to the fight against global hunger and poverty, including the provision of humanitarian assistance. Implementation of Agenda 2030 (the Sustainable Development Goals) internationally and nationally will be to the forefront. Our Mission network has particular responsibilities to support all Government Departments and agencies implementing Programme for Partnership 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, remain core policy statements which inform this Strategy Statement.

### Human Rights and Equality Assessment and Considerations

Under the [Irish Human Rights And Equality Act \(2014\)](#) this Department must have regard to the need to eliminate discrimination, promote equality of opportunity and treatment of staff and customers, and protect the human rights of staff and customers. The Department will launch its first assessment of the human rights and equality issues relevant to our functions in early 2018, as set out in the Act. This assessment, based on a whole of organisation review, will identify concrete actions to be taken forward in 2018 in line with our commitments under the Act.

## Annex 3 - Monitoring and Review

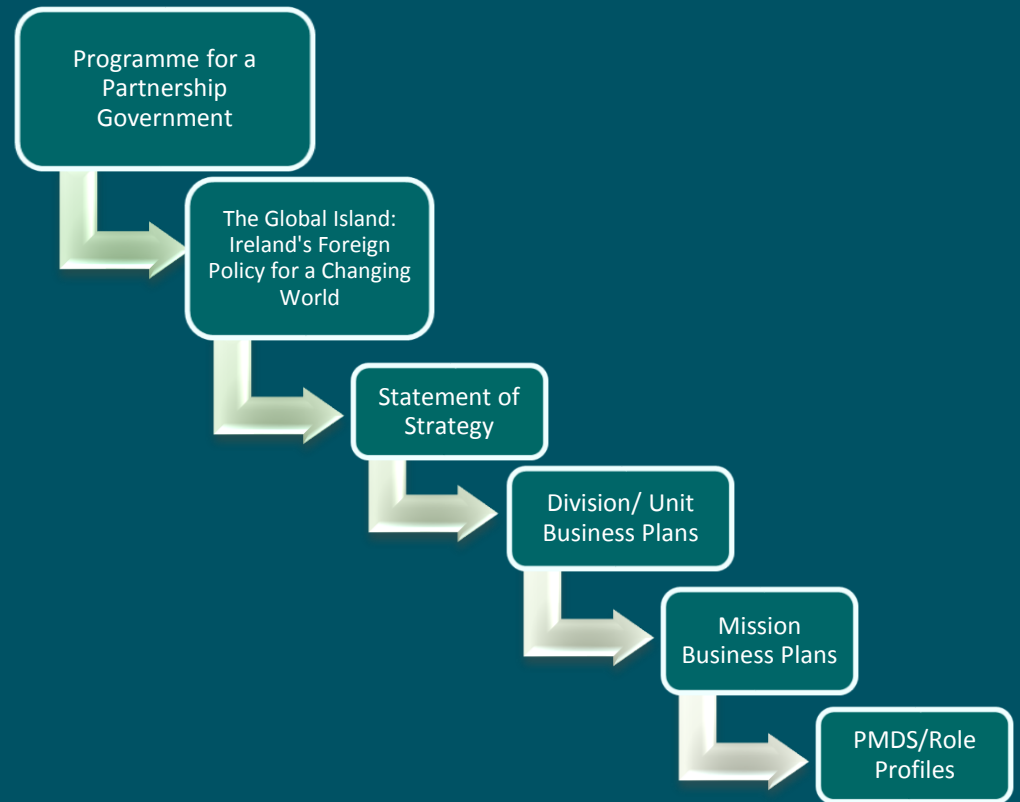
This Statement of Strategy will set the high-level goals for annual Business Plans and Risk Registers across all Business Units in the Department of Foreign Affairs and Trade in 2017, 2018, 2019 and 2020. This applies to Lead Divisions and Units at headquarters as well as the Mission network. The relevant high-level goals and high-level outcomes will be reflected in individual Business Plans which are approved by the Department's Management Board 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 Management Board will receive regular reporting on Business Planning and strategy and on the implementation of the Strategy Statement. Business Units are required to submit mid-year implementation reviews 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 in terms of the Outcomes identified in this Statement of Strategy.

The Department of Foreign Affairs and Trade 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 refine this comprehensive set of key performance indicators, both quantitative and qualitative. The Department is committed to ensuring accountability and an open approach in its engagement with the Oireachtas and with the public. Full details on this, and on the structures and assignment of responsibilities for the Department of Foreign Affairs and Trade, can be found in the Department's [Corporate Governance Framework](#), first published in April 2016.

## Annex 4 – Process of Consultation

The preparation of this Statement of Strategy was informed by consultations across all Government Departments and with members of the Oireachtas. The Management Board of the Department was closely involved in drafting and all staff were given an opportunity to contribute during the development period. Stakeholders were also invited to provide views during the preparatory period. Full public consultations, including with civil society, took place for the production of the policy documents [The Global Island](#) and [One World, One Future](#).



## ANNEX 5 –A PROGRAMME FOR PARTNERSHIP GOVERNMENT COMMITMENTS

- We will actively fulfil the Irish Government’s mandate as a co-guarantor of the Good Friday Agreement and, building on the substantial progress already made, will honour commitments under subsequent agreements including the 2014 Stormont House and the 2015 Fresh Start Agreement, which together provide a new political, social and economic framework for Northern Ireland.
- We will continue to work with the British Government and the US Administration to support the Executive Parties in Northern Ireland in the implementation of their commitments under these Agreements.
- Maintaining the needs of the victims and their survivors at the core of our approach, we will build on the progress made in recent talks to establish the new institutional framework on the past, as agreed under the Stormont House Agreement.
- We will actively pursue the implementation of the All-Party Dáil motions of 2008 and 2011 relating to the 1974 Dublin and Monaghan bombing atrocities.
- We will continue to support victims’ groups and to promote reconciliation among communities on both sides of the border, which were particularly affected by conflict, through the Government’s Reconciliation Fund and through ministerial engagement with representatives of different community traditions.
- We will support efforts to implement the unfulfilled commitments under previous Agreements, including the establishment of a North-South Consultative Forum; the establishment of a public inquiry into the murder of Pat Finucane; and the promulgation of a Bill of Rights for Northern Ireland.
- Building on the successful state visits of 2011 and 2014, we will continue to enhance Ireland’s relationship with the United Kingdom, including under the Good Friday Agreement, through the British-Irish Council and the annual summits between the Taoiseach and British Prime Minister. We will strengthen cooperation with all devolved administrations.
- We will increase the number of joint North-South trade missions to create new job opportunities for people on both sides of the border.
- We will deliver on the Irish Government commitments made in the Stormont House and Fresh Start Agreements which will aim to boost economic growth in the North West through the North West Gateway initiative, the upgrading of the A5 road and the further development of the Ulster Canal. We will continue to develop further cross-border Greenways and Blueways.
- Working with the Northern Ireland Executive, we will undertake a review of the Narrow Water Bridge project to identify options for future development.
- We will continue to advance North South cooperation, particularly through cross-border bodies and the North South Ministerial Council (NSMC) and harness the potential of the Stormont House Agreement to develop new areas of cooperation in areas such as trade, health, tourism, sport and security.
- Recognising that women and girls are disproportionately affected by violent conflict, we will ensure the timely implementation of Ireland’s second National Action Plan on Women, Peace and Security and support international efforts to protect women and girls in conflict zones.
- We will continue to play an active role at the European Union Foreign Affairs Council, the OSCE and through the UN, in seeking diplomatic resolutions to crises and conflict, with particular reference to Syria, Iraq, Libya, and the Ukraine.
- We will continue to play a role in advancing a stronger role for the EU in the Middle East Peace Process, having regard to the stalled nature of the process at present, and honour our commitment to recognise the State of Palestine as part of a lasting settlement of the conflict.

## ANNEX 5 –A PROGRAMME FOR PARTNERSHIP GOVERNMENT COMMITMENTS

- Radicalisation and terrorism pose a threat to our safety and our value system. We will support EU and UN efforts to tackle radicalisation outside the EU's borders by measures such as working with third countries to stop the advance of brutal terrorists.
- We will promote fundamental rights, the rule of law and religious freedom and support efforts by the EU and UN to stop the persecution of ethnic and religious minorities. We will continue to protect and promote human rights through multilateral fora and to support the work of Human Rights Defenders.
- Our active membership of the UN is an important aspect of our foreign policy. We will campaign for Ireland's election to a non-permanent seat on the UN Security Council for the 2021-2022 term. We will advocate for UN Security Council reform to ensure greater regional balance in membership.
- Continuing Ireland's proud legacy, we will ensure Ireland continues to play a leading role in nuclear non-proliferation and arms control through the UN and OSCE.
- We will continue to deliver record numbers of minister-led trade missions. We will continue to take a robust position to defend our offensive and defensive interests in relation to trade negotiations.
- We will develop a new cross-sectoral, whole-of-government Asia-Pacific Strategy, recognising the strengthening relationship between Ireland and many Asia-Pacific countries.
- We will develop a new cross-sectoral, whole-of government Strategy for the Americas, taking account of Ireland's strong links to countries right across the American continent and the opportunities to enhance our relationships with countries in Central and South America and the Caribbean in particular. We will also further develop trade with countries in Africa.
- We will evaluate the diplomatic mission network to ensure that its breadth and depth is consistent with Ireland's strategic priorities, with a view to expansion in line with the proposed strategies for Asia-Pacific and the Americas.
- We will continue to closely partner with international and Irish NGOs to ensure that Irish aid funding effectively reaches those in need and has the flexibility to deal with emergencies whilst prioritising long-term outcomes from development programmes in line with the Government's 2013 international development policy, One World, One Future.
- Ireland, along with Kenya, co-facilitated agreement of the new SDGs at the UN. We will work to implement the SDGs and to promote their implementation around the world.
- We will continue to make progress towards achieving the UN target of 0.7% of gross national product for ODA, as resources allow.
- We will ensure robust oversight of Ireland's ODA budget.
- We will continue the innovation agenda that led to the introduction of the Passport Card in 2015.





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