



Statement of Strategy 2016-2019



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



Department of Foreign Affairs and Trade: Statement of Strategy 2016-2019

Introduction from the Minister

This Statement of Strategy outlines the key priorities for my Department for the next three years and how we will deliver meaningful outcomes for Irish citizens, at home and abroad. This is a time of upheaval in international relations and how we respond to current challenges and opportunities will impact significantly on the prosperity of our people and the security of our global community for very many years.

In our immediate neighbourhood, the United Kingdom's decision to leave the European Union sees us facing into our most serious set of multilateral and bilateral negotiations in a generation. The Department of Foreign Affairs and Trade, working closely with the Department of the Taoiseach and all Government Departments and relevant state agencies, will be focused on ensuring the terms of the UK's departure do not destabilise the peace process in Northern Ireland and allow for the best possible political, economic and cultural relationships between these islands. Our Missions abroad will increase their focus on identifying new markets and opportunities for Irish companies looking to diversify.

It would be welcome if we could press the pause button on events elsewhere in the world while we manage Brexit and its implications – unfortunately, there is rarely any such respite. Today's challenges on issues like migration and climate change are many and inter-locking and will require imaginative responses cutting across traditional areas of responsibility. Our work to reduce poverty, promote human rights, achieve sustainable development and secure a rules-based international environment has never been more critical. That is why we will be campaigning hard for a UN Security Council seat in 2021-22 – to play our part in building the fairer and more just world we want to bequeath to our children and grandchildren.

I am looking forward to working with Joe McHugh T.D., Minister of State for the Diaspora and International Development and with Dara Murphy T.D., Minister of State for European Affairs; colleagues across Government; and the talented staff of my Department at home and abroad to deliver on these priorities over the coming years.

Charles Flanagan, TD
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.

Introduction from the Secretary General

This Statement of Strategy outlines our goals for 2016-2019, the specific outcomes we aim to achieve and the outputs that will allow us to deliver on our Programme for a Partnership Government commitments. It also identifies the strategic partners whose cooperation will be essential to deliver on these ambitions.

Ultimately, it will fall to staff of this Department – at 80 Missions abroad and at 10 locations on the island of Ireland – to deliver on this Statement of Strategy for 2016-2019. Our people are our greatest resource. Whether they are providing emergency consular assistance to Irish citizens abroad; arguing for our interests and values at the EU or UN; helping Irish companies explore new terrain; or protecting Ireland's reputation, the resilience, ability and dedication of our staff around the world should be a source of genuine pride for the Irish people they serve.

These are challenging times, but also exciting ones. While protecting Irish interests is paramount, it is important too that we take up the opportunities that change offers. Our commitment to modernise our passport services with the introduction of online renewals of adult passports in 2017 is an excellent example of this investment in reform and customer service. It is also important that we invest in our own technological and communications systems to ensure our people are empowered to capitalise on the opportunities arising for Ireland.

I am looking forward to implementing this Strategy and to this Department playing a central role in delivering on whole-of-Government priorities in every corner of our world.

Niall Burgess
Secretary General, Department of Foreign Affairs and Trade

Goals
What are our aims?



Outcomes
What will we achieve by 2019?

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



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

Sustained progress in implementing the Stormont House and Fresh Start Agreements, specifically establishing the Independent Reporting Commission (IRC) and the legacy institutions; as well as advancing 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 cooperation

Effective delivery of new and strengthened passport and consular services for our citizens



Enhanced customer service and anti-fraud capability in the context of increased demand for passports and foreign birth registrations; and introduction of online passport renewals in 2017 as part of the Passport Reform Programme

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 deepened engagement with our diaspora



Implementation of outstanding commitments in Government Diaspora Policy; and Review of the Policy and associated programmes in 2017

Continued partnership with the Global Irish Network, including convening of the Global Irish Economic Forum

Meeting of Global Irish Civic Forum in 2017

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

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

Goals

What are our aims?



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

Outcomes

What will we achieve by 2019?

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 interests advanced and protected in the negotiation of EU legislation and other decisions

Ireland plays a full part in the future development of the EU as it responds to major challenges and the concerns of citizens

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

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

Priority Outputs

What will we deliver in 2016, 2017, 2018 and 2019?

Ireland's unique interests in regard to the Good Friday Agreement, Northern Ireland and North/South cooperation – particularly regarding the border – are understood by partners and the EU institutions and prioritised in negotiations relating to Brexit

Department plays a lead role in formulating and delivering well-informed and coherent Irish contributions to the negotiations, making full use of our EU presence and reach

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

Continuous and focused engagement by Missions with the EU Institutions and our EU partners, serving all Government Departments

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

Strengthened relations with our EU partners through a structured programme of regular visits to/from European countries by Ministers and senior officials

Identification and analysis of Ireland's priority interests in the future change and development of the EU, and of how they might best be advanced and protected in a process of renewal, including with regard to any proposed Treaty change

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

An active role at the EU Foreign Affairs Council, OSCE, and the Council of Europe in seeking diplomatic resolutions to crises and conflicts, including in Colombia, Syria, Iraq, Libya and Ukraine, and advocating for a stronger role for the EU in the Middle East Peace Process

Our values and interests reflected in the implementation of the EU's Global Strategy and related policies on trade, development, enlargement, security and the EU's neighbourhood

Goals
What are our aims?



Outcomes

What will we achieve by 2019?

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



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



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



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



Priority Outputs

What will we deliver in 2016, 2017, 2018 and 2019?

Reduced poverty, hunger and malnutrition in our partner countries in Africa
Stronger and more accountable systems and services for the poor and vulnerable in our partner countries
Effective, principled humanitarian assistance and resilience building for vulnerable populations affected by sudden onset, protracted, and forgotten crises
Development of national Social Protection and inclusive agriculture policies in our partner countries
Progress towards achieving the UN target of 0.7% of gross national product for ODA

Promotion of human rights, equality, rule of law and religious freedom at the UN, EU, OSCE and Council of Europe, in our bilateral engagement and across our development programme
Strong engagement with civil society and support for the work of human rights defenders
Implementation of the Second National Action Plan on Women, Peace and Security
Implementation of the National Plan on Business and Human Rights
Support for the International Criminal Court

Strong Irish campaign to be elected to the UN Security Council for 2021-22, underpinned by active Irish contribution at UN, EU, and OSCE to peace and security and the rule of law
Ireland plays a leading advocacy role on disarmament, non-proliferation, and arms control
As a militarily neutral country and with the lived experience of peacebuilding on our own island, Ireland is a highly credible advocate for dialogue for conflict resolution and promotes post-conflict reconciliation
Effective implementation of rulings of international courts and tribunals

Targeted development measures and policy engagement to drive delivery of the SDGs internationally
Active engagement on the establishment of a whole of Government framework for national implementation of the SDGs
Support role in the scaling-up of climate finance and development of a strong, whole of Government climate change policy
Contribution to integrated Government policy on migration, including focus on humanitarian need and root causes.

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 will we achieve by 2019?

Effective contribution to job creation, exports, and tourism and education in Ireland, rooted in strong bilateral relationships abroad

Strong understanding internationally of Ireland's commitment to the EU and to maintaining a favourable environment for business

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

Priority Outputs

What will we deliver in 2016, 2017, 2018 and 2019?

'Trading Better', a successor policy to the Trade Tourism and Investment Strategy

Opportunities identified, leveraged and exploited for investment and job creation through leadership of local market teams and the Export Trade Council

The Mission network, in close cooperation with the State agencies, will assist Irish business to promote market penetration and diversification

Implementation of the International Financial Services Strategy and Action Plan for Jobs commitments

Support for 15-20 St Patrick's Day Ministerial-led trade and promotional visits, and for at least a further 20 other such visits annually

DFAT will lead the development of two Strategies to ensure a balanced strategic whole of Government approach to our bilateral relationships with the US, Canada and Latin America and with the countries of Asia-Pacific

Continued implementation of new economic diplomacy policy including additional Attachés at Irish Missions

Key messages delivered globally by Ministers and Missions to high-level business, political and media contacts

Programmes of high-level state and official visits to and from Ireland

300+ cultural events delivered annually by Mission network, in addition to support for Culture Ireland-funded visits and events

Irish culture as a key part of the Mission network's promotion of Ireland as a destination for tourism, higher education, and investment

Goals

What are our aims?

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

Outcomes

What will we achieve by 2019?

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

A professional and capable workforce in a positive working environment

An open and accountable Department delivering best practice in governance

Priority Outputs

What will we deliver in 2016, 2017, 2018 and 2019?

Strengthened Mission and HQ capacity to promote and protect Ireland's interests in the EU and beyond

Client-centred customer service delivered through a Customer Service Action Plan, the Passport Reform Programme, and publication of a new Consular Strategy

Strengthened capacity for strategic planning and policy formulation to ensure effective support to Government, Oireachtas and other State actors

A work environment emphasising dignity and respect, with implementation of the DFAT Gender Equality Action Plan and broader equality and diversity responsibilities

Effective internal communications driving staff engagement and performance

Development and implementation of new HR Strategy, complemented by a strong training and language programme, based on skills audits

A new ICT Strategy and strong output from our Knowledge Management and Innovation Taskforce, empowering innovation and improved customer service

Foster the trust of the public through good communication, 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 first Corporate Governance Framework

Full compliance with the range of duties and obligations on public bodies, including in relation to the Irish language, Freedom of Information, and Human Rights and Equality

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

Strategies 2016-2019
 Human Resources Strategy
 ICT Strategy
 Communications Strategy
 Regional Strategies
 Consular Strategy
 Trade, Tourism, and Investment Strategy
 Passport Reform Programme

Governance Processes
 Gender Equality Sub-Committee
 Knowledge Management and Innovation Taskforce
 Business Planning and Risk Management
 Value for Money Reviews, Evaluations, Audits, and Mission Reviews
 Inter-Departmental Coordination

Annex 1 – DFAT’s Key Strategic Partners in Government

GOAL	OUTCOME	KEY STRATEGIC PARTNERS	COOPERATION
Our People	Sustained peace and enhanced reconciliation in Northern Ireland and increased North-South cooperation	D/Taoiseach, D/Justice and Equality, D/Arts, Heritage, Regional, Rural, and Gaeltacht Affairs and all Government Departments	<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</p>
	Effective delivery of new and strengthened passport and consular services for our citizens	D/Social Protection, D/Justice and Equality, D/Public Expenditure and Reform, D/Finance D/Children and Youth Affairs	<p>Cooperation on delivering enhanced customer service and anti-fraud capability. Engagement on whole of Government identity agenda.</p> <p>Cooperation on international adoptions, including at Mission level.</p>
	Support for our emigrants and deepened engagement with our Diaspora	Áras an Uachtaráin, D/Taoiseach all Government Departments, Local Authorities	<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>

GOAL	OUTCOME	KEY STRATEGIC PARTNERS	COOPERATION
Our Place in Europe	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	D/Taoiseach and other Departments heavily involved in EU-UK issues. British Government. Governments of other EU Member States and EU Institutions. Northern Ireland Executive.	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's interests advanced and protected in the negotiation of EU legislation and other decisions	All Government Departments	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.
	Ireland plays a full part in the future development of the EU as it responds to major challenges and the concerns of citizens without losing sight of its values and achievements	D/Taoiseach, D/Finance, and other Departments heavily involved in EU issues, together with actors from civil society and like-minded partners	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	D/Taoiseach and all Government Departments	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	D/Taoiseach, D/Justice and Equality, D/Jobs, Enterprise and Innovation, D/Defence	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
Our Values	A Fairer World: Progress in eradicating poverty, hunger and promoting inclusive economic growth	D/Finance, D/Agriculture, Food and the Marine, D/Communications, Climate Action and Environment, D/Health	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.
	A More Just World: Promotion and protection of human rights internationally	D/Justice and Equality and all Government Departments	<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>D/Defence, D/Justice and Equality, D/Taoiseach and all Government Departments</p> <p>D/ Jobs, Enterprise and Innovation</p> <p>D/ Jobs, Enterprise and Innovation, D/Finance, Central Bank</p> <p>D/Defence, D/Justice and Equality</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>Department will work towards ratification of the Kampala amendments to the Rome statute of the ICC on the crime of aggression.</p>
	A More Sustainable World: New framework for sustainable development addresses climate change, food security and interconnected issues	<p>D/Communications, Climate Action and Environment, D/Taoiseach, D/Finance, all Government Departments</p> <p>D/Justice and Equality, D/Taoiseach, all Government Departments</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
Our Prosperity	Effective contribution to job creation, exports, and tourism and education in Ireland, rooted in strong bilateral relationships abroad	All Government Departments and State Agencies	<p>DFAT provides the Secretariat to the Export Trade Council (ETC), which is chaired by the Minister for Foreign Affairs and Trade and is attended by his Government colleagues, State Agencies and representatives of business.</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 a lead role in supporting the implementation of the new International Education Strategy, as well as the international aspects of FoodWise 2025.</p> <p>DFAT will liaise with all relevant Government and non-Government actors to deliver Trading Better, the successor policy to the Trade, Tourism and Investment Strategy, as well as whole of Government strategies for Asia and the Americas.</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 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	All Government Departments and State Agencies	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	D/Taoiseach, D/Arts, Heritage, Regional, Rural and Gaeltacht Affairs, State Agencies	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
Our Influence	A service that is responsive to national and global changes and challenges, delivering for Government and citizens	D/Taoiseach, D/Public Expenditure and Reform, All Government Departments and State Agencies	<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>
	A professional and capable workforce in a positive working environment	D/Taoiseach, D/Public Expenditure and Reform, Office of Public Works	In ensuring best practice in our operational policies and strategies, the Department will liaise with relevant Government stakeholders and with representatives of staff.
	An open and accountable Department delivering best practice in governance	<p>D/Public Expenditure and Reform and all Government Departments</p> <p>Department of Arts, Heritage, Regional, Rural, and Gaeltacht Affairs</p> <p>Irish Human Rights and Equality Commission</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.</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>The Department will work with the Commission to develop best practice in meeting our Public Sector Duty in relation to human rights and equality on internal and external strategy and policy development.</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 is committed to conducting an assessment in due course of the human rights and equality issues relevant to our functions, as set out in the Act. Furthermore, as the promotion of human rights and equality are cornerstones of Ireland's foreign policy, these approaches are mainstreamed into policy formation. The Department chairs the Inter-Departmental Committee on Human Rights and actively engages with civil society domestically and abroad. Human rights and equality are also central to the development of policies relating to staff. In recent years, the Department has taken a number of steps in relation to gender equality. These include the establishment of a Management Board Sub-Committee on Gender and Diversity, as well as the development of a Gender Equality Action Plan. Two working groups – one on gender equality and one on diversity and equality – have been set up to take work forward in this area.

Annex 3 - Monitoring and Review

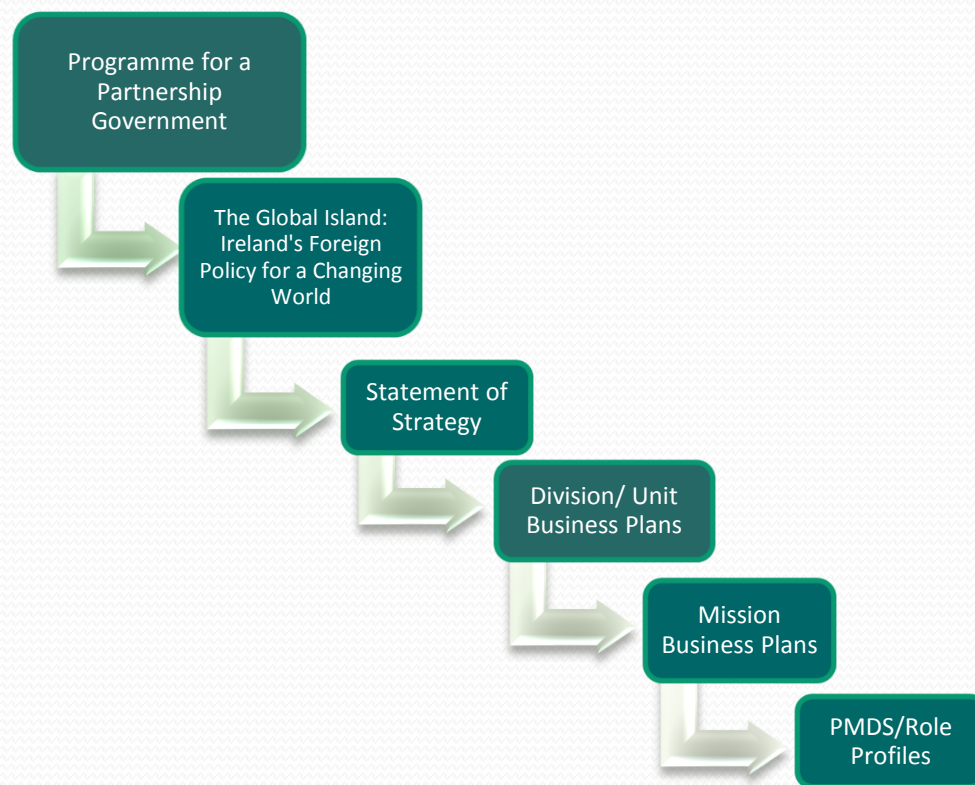
This Statement of Strategy will set the high-level goals for annual Business Plans and Risk Registers across all Business Units in the Department of Foreign Affairs and Trade in 2017, 2018 and 2019. This applies to Lead Divisions and Units at headquarters as well as the Mission network. The relevant 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 new [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.

ANNEX 5 –A PROGRAMME FOR PARTNERSHIP GOVERNMENT COMMITMENTS

- 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.
- 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.