



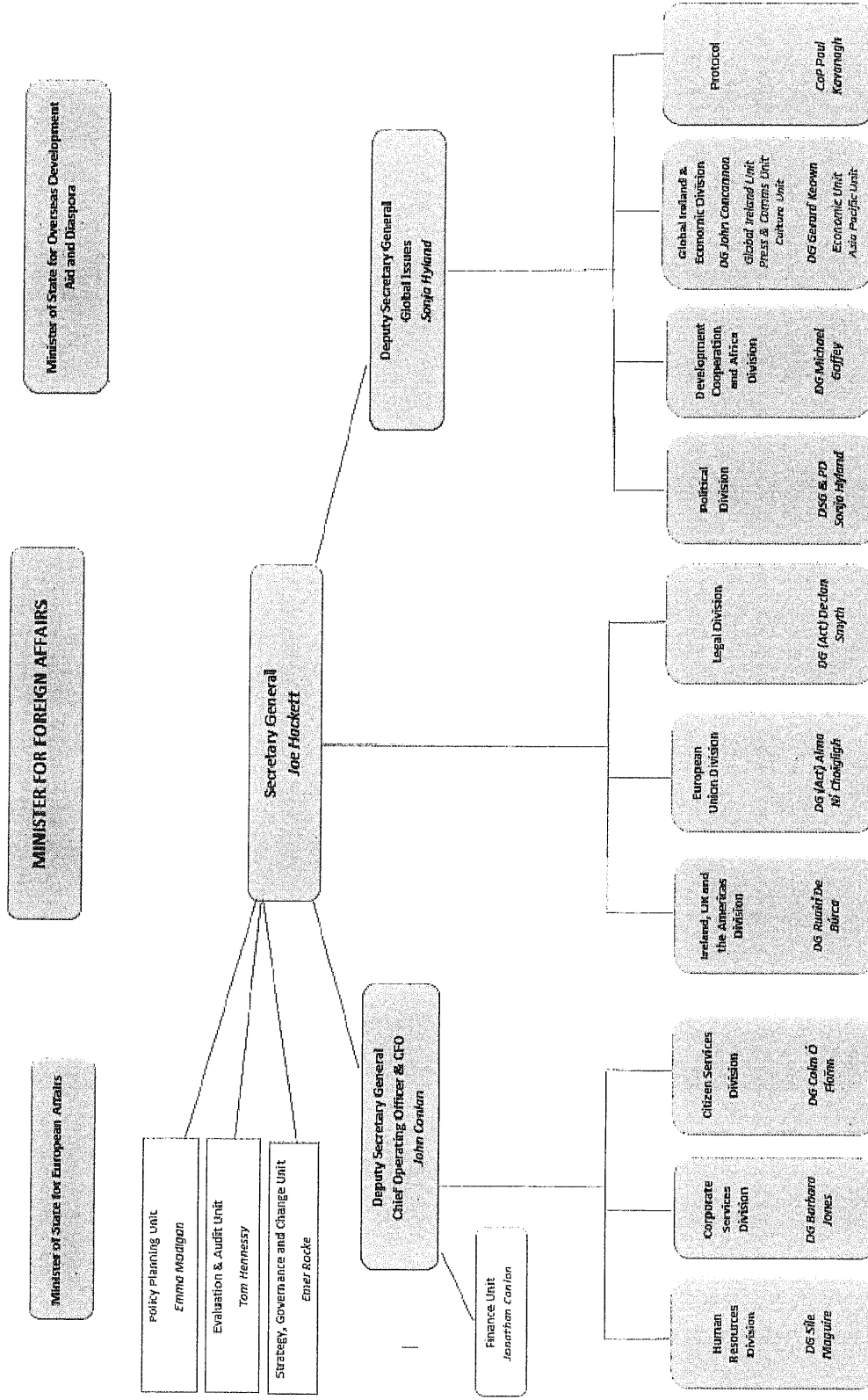
An Roinn Gnóthaí Eachtracha
Department of Foreign Affairs

Ministerial Brief









December 2022







Contents

DFA Senior Management Organigram	3
DFA Management Board incl. contact details	4
Overview of Immediate Key Issues	6
Key Dates/ Diary Engagements in Q1 and Q2 of 2023	50
DFA – Organisational Overview	53
Briefing Note on Budgetary Matters (Vote 27 & Vote 28)	67



Management Board Members 2022

	<p style="text-align: center;">Joe Hackett Secretary General</p> <p>Mobile: [REDACTED] PA: Niamh O'Sullivan</p>
	<p style="text-align: center;">John Conlan Deputy Secretary General and Chief Operating Officer</p> <p>Mobile: [REDACTED] PA: Conor Wilson</p>
	<p style="text-align: center;">Sonja Hyland Deputy Secretary General, Global Issues</p> <p>Mobile: [REDACTED] PA: Kathy Deery</p>
	<p style="text-align: center;">John Concannon Director, Global Ireland and Economic Division</p> <p>Mobile: [REDACTED] PA: Antoinette Victory</p>
	<p style="text-align: center;">Ruairí de Búrca Director General, Ireland, UK, and Americas Division</p> <p>Mobile: [REDACTED] PA: Mark O'Sullivan</p>
	<p style="text-align: center;">Michael Gaffey Director General, Development Cooperation and Africa Division</p> <p>Mobile: [REDACTED] PA: Hayley Colloty</p>
	<p style="text-align: center;">Barbara Jones Director General, Corporate Services Division</p> <p>Mobile: [REDACTED] PA: Mary Berney</p>
	<p style="text-align: center;">Paul Kavanagh Chief of Protocol</p> <p>Mobile: [REDACTED] PA: Siobhán Murphy</p>

	<p>Síle Maguire Director General, Human Resources Division</p> <p>Mobile: [REDACTED] PA: Conor Wilson</p>
	<p>Alma Ní Choigligh Director General, EU Division</p> <p>Mobile: [REDACTED] PA: Christine Fay</p>
	<p>Colm Ó Floinn Director General, Citizen Services Division</p> <p>Mobile: [REDACTED] PA: Maria Clarke</p>
	<p>Emer Rocke Director General, Strategy, Governance, and Change Unit</p> <p>Mobile: [REDACTED]</p>
	<p>Declan Smyth Legal Adviser</p> <p>Mobile: [REDACTED] PA: Sharon Casey</p>
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Overview of Immediate Key Issues

1. Ireland, UK, and Americas Division
2. EU Division
3. Political Division
4. Citizens Services
 - a) Passport Service
 - b) Consular Directorate
 - c) Irish Abroad Unit
5. Global Ireland and Economic Division (GLOBEC)
 - a) Economic Unit
 - b) Global Ireland Unit
 - c) Communications Unit
 - d) Culture Unit
 - e) Asia-Pacific Unit
6. Ireland's International Development Programme
7. International Legal Issues

1. Ireland, UK, and Americas Division

Ireland, United Kingdom, and Americas Division works to promote peace and reconciliation on the island of Ireland through full implementation of the Good Friday Agreement. The Division also has lead responsibility for bilateral relations with the UK, the US, Canada, Latin America and the Caribbean.

Director General: Ruairí de Búrca [REDACTED]

Ciarán Madden – Director, Northern Ireland, Political and Reconciliation [REDACTED]

Emer O'Connell - Director, British Irish Relations [REDACTED]

Paul Sherlock – Director, Brexit and North South Coordination [REDACTED]

Julie Connell – Director, US & Canada and International Fund for Ireland [REDACTED]

Ciara Ó Floinn – Director, Latin America and Caribbean Unit [REDACTED]

Key strategic documents

- Global Ireland: Ireland's Strategy for the US and Canada 2019 – 2025
- Global Ireland: Ireland's Strategy for Latin America and the Caribbean to 2025
- Ireland-Wales: Shared Statement and Joint Action Plan 2021–25
- Ireland-Scotland Joint Bilateral Review: Report and Recommendations 2021–25

The main focus in the first quarter of the new year for IUKA will be the restoration of the institutions of the Good Friday Agreement, particularly the Executive, and working closely with EU Division in supporting ongoing efforts to achieve agreement between the EU and the UK on the implementation of the Protocol. Delivering progress takes on increasing urgency as we approach the 25th Anniversary of the Good Friday Agreement on 10 April 2023

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

The key factor in determining whether the marking of the 25th Anniversary would be a celebration or a commemoration would be whether the institutions of the Agreement – in particular the Assembly / Executive and the North South Ministerial Council – are operational.

[REDACTED]

[REDACTED]

[REDACTED]

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The relationship with Scotland is underpinned by an Ireland-Scotland bilateral review, under which it is anticipated that an agreement on fisheries research (to guarantee certain access to Rockall fisheries) will shortly be concluded. It is anticipated that there would an annual review meeting at Ministerial level in the first half of the year.

A bilateral framework document guides relations with Wales, with an Ireland-Wales Forum held annually to review progress. The next Forum will bring Ministers from both jurisdictions to Wales in the second half the year. Key items on the shared work programme include climate action, economic and cultural cooperation. The Consulate General in Cardiff was officially reopened in 2021, but with a team in Cardiff from 2019.

A mid-term review of the US and Canada Strategy went to Government in November. This highlighted the importance of continued Ministerial and senior political level contacts in both directions. A key pillar is making it easier for our respective citizens to live and work in each other's countries. [REDACTED]

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[REDACTED]

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The Strategy for Latin America and Caribbean to 2025 was launched in 2022, the last of the Global Ireland strategies. Work is apace to deliver on the commitments in the Strategy, including the opening of an Office for the Caribbean (based in CG Miami) from next summer and an Office for Central America (based in Embassy Mexico) which will begin work in January. It would be important to continue a rhythm of Ministerial visits to the region in 2023, including during the St Patrick's Day period. [REDACTED]

[REDACTED]

[REDACTED]

2. EU Division

European Union Division has responsibility for all European Union internal and enlargement policy co-ordination, as well as for bilateral relations with EU and EEA member states (apart from the UK), the candidate states, Switzerland and other western European states. The Division also leads on negotiations on the UK's exit from the EU and the new EU-UK relationship.

Acting Director General: Alma Ni Choighligh [REDACTED]

Karl Gardner – Director, EU-UK [REDACTED]

Deirdre Farrell – Director, EU-UK [REDACTED]

Aoife McGarry – Director, Institutions and Coordination [REDACTED]

Pat Kelly – Director, Enlargement and Western Balkans; GAC/EU Policy II [REDACTED]

Olive Hempenstall – Director, EU Policy I [REDACTED]

Ragnar Almqvist – Director, Council of Europe [REDACTED]

Key strategic documents

- Global Ireland Ireland's Strategy for France 2019–2025 'Together in Spirit and Action'
- Ireland France Joint Plan of Action 2021-2025
- Global Ireland: A Strategy for the Nordic Region Delivering for Ireland in the Nordic Region to 2025
- Germany – Ireland Joint Plan of Action for Enhanced Bilateral and EU Cooperation
- A Career for EU: Ireland's Strategy to increase Irish representation in the European Union's Institutions and Agencies

European Union Division is a division of 42 staff led by Acting Director General Alma Ni Choighligh and has its office on Clare Street (DG Maeve Collins will resume duty in May). Broadly, the division develops and co-ordinates Ireland's EU policy. This includes Ireland's policy on and approach to the UK's withdrawal from the EU as well as coordinating the Government's overall response to Brexit. In close conjunction with the Permanent Representation, Brussels and Irish Embassies in the other EU Member States, it is responsible

for seeking to ensure that they understand and where possible support Irish positions on EU issues.

The Division also has responsibility for Irish policy towards the Western Balkans and Turkey and for Ireland's participation in the Council of Europe and the Organisation for Economic Co-operation and Development (OECD) in addition to Rule of Law files. The Division oversees Ireland's bilateral relations with all European states, EU and non-EU, and manages the Department's European missions. The division leads on the implementation of three major bilateral relations strategies; the French-Irish, the German-Irish and the Nordic Strategy. The Division is also responsible for Communicating Europe initiatives including the EU50 programme and for Irish staffing in the EU institutions including the implementation of the whole of Government *A Career for EU* Strategy.

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The **Western Balkans** continue to be a major focus at EU level. The EU-Western Balkans Summit in Tirana on 6 December was attended by the Taoiseach. Council Conclusions on **Enlargement** were adopted at the European Council on 15 December, including a positive decision on the issue of EU candidate status for Bosnia and Herzegovina. Discussions are also ongoing on key issues such as the treatment of Ukraine, Moldova and Georgia. Ireland also continues to look at ways to raise our profile in the region.

[REDACTED]

[REDACTED]

In respect of the **Council of Europe**, Ireland's immediate focus will be to consolidate the positive legacy of our 2022 Council of Europe Presidency, including supporting Iceland in

preparations for the planned summit in May 2023.

3. Political Division

Political Division covers a spectrum of thematic, multilateral and bilateral issues; security and defence, UN issues, non-proliferation and disarmament, human rights, conflict resolution, Middle East, and Russia & Eastern Europe.

Political Director: Deputy Secretary General Sonja Hyland [REDACTED]

Brian Flynn – Deputy Political Director [REDACTED]

Cyril Brennan – Director, Conflict Resolution, UN Peacekeeping, Afghanistan [REDACTED]

David Brück – Director, International Security Policy [REDACTED]

Dearbhla Doyle – Director, European Neighbourhood [REDACTED]

Luke Feeney – Director, North Africa and MEPP [REDACTED]

Orlaith Fitzmaurice – Director, Disarmament & Non-Proliferation [REDACTED]

Elizabeth McCullough – Director, UN Policy and UNSC Task Team [REDACTED]

Sean O'Regan – Director, Gulf and Middle East [REDACTED]

Jackie O'Halloran – Director, Human Rights Unit [REDACTED]

Russia and Ukraine

The Russian invasion of Ukraine on February has fundamentally altered the European security landscape. Ireland has been at the centre of the EU and international response, providing extensive political support (visits to Kyiv by the Taoiseach and Minister for Foreign Affairs, visit to Odesa by the Minister for Foreign Affairs, using our seat on the Security Council to call out Russian disinformation and push for Russian withdrawal from Ukraine, supporting Ukraine's EU candidate status), security support (€66 million committed to non-lethal military equipment via the European Peace Facility), humanitarian and stabilisation support (€50 million disbursed in 2022), and welcoming Ukrainian refugees (over 65,000 to date under the Temporary Protection Directive). This support will continue into 2023.

Ireland expelled 4 officials from the Russian Embassy in Dublin in March 2022, in line with similar decisions in other EU Member States. Russia retaliated by expelling 2 diplomats from the Irish Embassy in Moscow. [REDACTED]




Sanctions

Russia's aggression against Ukraine has seen the Department's work on sanctions issues increase exponentially in 2022. DFA chairs CDISC (the Inter-Departmental Committee on Sanctions) and the breadth and complexity of the EU sanctions packages adopted this year have highlighted gaps in a number of areas of domestic sanctions implementation. Further work will be needed across government to improve domestic systems throughout 2023.

Security and Defence

The Russian invasion of Ukraine, and the decision by Sweden and Finland to join NATO, has seen a more active debate in Ireland on our security and defence policy and traditional policy of military neutrality. In addition to our long-standing engagement in UN peacekeeping, Ireland is an active participant in the European Security and Defence Policy (ESDP) and contributes personnel to military and civilian crisis management missions.

Ireland is supportive of the EU's Strategic Compass, which was agreed earlier this year and which provides strategic direction for ESDP for the coming years. In particular, we welcome the focus on resilience (cyber, hybrid), the renewed commitment to civilian crisis management and the further development of the EU's capacity and capabilities to contribute to military crisis management, in line with the increasing role of regional organisations in supporting the UN's peacekeeping and peacebuilding agenda.

A particular focus of discussions on security and defence at EU level at present is the sustainability of the European Peace Facility (EPF), which has been drawn on to an unprecedented extent throughout 2022 to support Ukraine in defence of its sovereignty and territorial integrity. 86% of the EPF's €5.6 billion financial ceiling to 2027 has already been committed. The European Council in December agreed an additional €2 billion to the ceiling.

2023 will also see Ireland negotiating a new cooperation programme with NATO under our Partnership for Peace (PfP) programme. This is an opportunity in particular to expand cooperation into areas where NATO expertise and experience sharing is of particular

relevance to our national security requirements, notably in the areas of cyber, hybrid, resilience and energy security.

DFA is actively involved in supporting the Department of Defence and Defence Forces on the implementation of the recommendations of the Commission of the Defence Forces. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

UN issues

Ireland will finish its two-year term as an elected member of the UN Security Council on 31 December. The 2021-2022 term has been underpinned by three core principles:

- building peace, including strengthening UN peacekeeping and peacebuilding globally;
- strengthening conflict prevention, by addressing factors that drive conflict;
- ensuring accountability, through working to end impunity for those responsible for serious violations of international humanitarian and human rights law

Ireland led on a number of files at the Council, including as co-penholder, with Norway, on Syria Humanitarian Resolutions; Facilitator for Security Council activities under Resolution 2231 on the Iran nuclear deal (JCPOA); co-chair, with Mexico, of the Council's Informal Expert Group on Women, Peace and Security; chair of the Somalia Sanctions Committee; co-chair, with Niger, of the Informal Expert Group (IEG) on Climate and Security (in 2021); co-penholder for the UN Office in West Africa and the Sahel (UNOWAS) (with Niger in 2021, and with Ghana in 2022); and informal focal point on Hunger and Conflict (with Niger, and then Brazil). Ireland also led the Council's work on Ethiopia; negotiated the renewal of the mandate for Operation Althea, the EU military crisis management mission in Bosnia Herzegovina; and, with the US, secured approval of a Resolution to establish a humanitarian exemption across all UN sanctions regimes.

Planning is underway to ensure that our foreign policy priorities continue to build on the legacy of our work on the Council, in line with our three overarching principles. A particular priority will be working on the interlinking factors that drive humanitarian need, particularly conflict and climate change, with a focus on the Horn of Africa. We will also continue to promote the rule of law, particularly international humanitarian law and human rights law,

including by standing for election to the Human Rights Council for the 2027-2029 term.

Continuing to invest in the partnerships we have developed during our term on the Security Council will be crucial; for example, our relationship with Small Island Developing States (SIDS) will underpin our efforts on climate, while our relations with countries in Africa will be at the core of our work on peacebuilding, as well as conflict-induced hunger. We will also continue the regular engagement with domestic stakeholders including NGOs, civil society and academics that has been a key feature of our term on the UNSC.

The Department will work closely with the Department of Defence, the Defence Forces and the UN in response to the fatal attack on Irish UN peacekeepers on 14 December.

Human Rights/Disarmament and Non-Proliferation

As noted above, Ireland will run for the Human Rights Council for the 2027 – 2029 period. We are currently part of an electoral ‘clean slate’, along with Germany, for the WEOG (Western Europe and others) seat. 2023 will be an opportunity to continue to build support for our candidacy and consider our priorities for the term. We will also work with D/E, T & E on a new business and human rights national action plan [REDACTED]

[REDACTED]

2022 saw the successful conclusion and adoption of the EWIPA (Explosive Weapons in Populated Areas) Political Declaration, negotiated by Ireland and adopted by 83 States at the Dublin Conference in November. Ireland will continue to be involved in the implementation of the Declaration, in partnership with Norway, who will take the lead in this phase. Ireland will serve its second year as a member of the Board of Governors of the International Atomic Energy Agency (IAEA) in 2023, with the focus likely to be on Iran’s nuclear programme, as well as on DPRK and on the impact on nuclear issues of Russia’s aggression in Ukraine.

Middle East (MEPP and Iran)

The new government in Israel is likely to be formed by the end of December. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] While Ireland continues to play a leadership role at EU level in arguing for a serious response to annexation and a continued commitment to a two-state solution on the basis of internationally agreed parameters, there has been a significant shift away from this approach on the part of a large number of MS. [REDACTED]

The situation in Iran is increasingly tense. [REDACTED]

4. Citizens Services

Citizens Services Division oversees the work of the **Passport Service**, which is responsible for delivering a secure passport facility to Irish citizens; the **Consular Division**, which is responsible for delivering consular services to Irish citizens; and for **Irish Abroad Unit**, which leads on Government engagement with the diaspora.

Director General: Colm Ó Floinn [REDACTED]

Siobhan Byrne – Director, Passport Service Operations [REDACTED]

Catherine Bannon – Director, Passport Service Reform [REDACTED]

Deirdre Ní Fhallúin – Director, Crisis Planning and International Travel [REDACTED]

Dónal Cronin – Director, Consular Response and Services [REDACTED]

Aidan Cronin – Director, Irish Abroad Unit [REDACTED]

Key strategic documents

- Global Ireland: Ireland's Diaspora Strategy 2020-2025
- TravelWise: Staying safe and informed while travelling abroad- Ireland's Consular Strategy 2019–2022

4.a. Passport Service

Passport Service Overview

In early November, the Passport Service issued its one millionth passport of 2022. This represents the first time in the history of the State that over one million passports have been issued in a calendar year. It is predicted that just under 1.1 million passports will ultimately be issued in 2022, an increase of 17% on the previous busiest ever year, 2019, when 935,000 passports were issued.

This unprecedented demand followed significant disruptions to the service during the first year of the pandemic. The Passport Service began to scale up towards normal operations from May 2021 and thanks to significant investment by the Government in the Passport

Service, substantial improvements have been made in 2022, which will continue to have a positive impact on operations in 2023.

The Passport Online Service is the preferred channel for the majority of Irish citizens when applying for their passport and currently over 90% of all passport applications are submitted online by citizens in Ireland and abroad.

All turnaround times for online passport applications are now in line with pre-pandemic turnaround times. Over 99% of all online renewal applications issue within the standard turnaround times. 84% of online adult renewal applications are processed within 3 working days or less. 99.8% of paper applications are processed within the standard turnaround time.

The Passport Service is also on track towards significantly reducing the processing time for Foreign Birth Registration (FBR) applications by the end of this year. The number of applications processed per month has been doubling consistently over the past 4 months. The Passport Service processed over 2,000 applications in September, over 4,800 applications in October and over 9,600 applications in November. The Passport Service has processed almost 26,000 FBR applications to date this year.

The next busy season for passports is approaching, and is expected to run from January until the end of June, with the highest peak expected in April/May. Demand forecasts show that just under 1.1 million passports are projected again for 2023. To address this predicted demand, the Passport Service has proposed Planning and Staffing papers for 2023, which have recently been approved by the Management Board.

The Passport Service is pursuing a digital first strategy, which promotes Passport Online as the easiest, quickest and cheapest way to apply for a passport. A communications campaign for Winter 2022 – Spring 2023 will commence this month and will focus on highlighting the benefits of the online service.

The Passport Service currently has 780 staff, 84% of whom are Clerical Officers and Temporary Clerical Officers. Recruitment and retention of staff has been an ongoing challenge as the Department continues to work in a highly competitive labour market. The Department has run 15 recruitment and promotion competitions in 2021/22 to fill vacancies

in the Passport Service and works closely with the Public Appointments Service to secure new staff.

The Management Board recently gave sanction for additional assignment of staff to the Passport Service to bring staffing numbers up to a peak of 874 in 2023. This is the forecasted number of staff required to meet demands associated with a projected 1.1 million passport applications, particularly in the Customer Service Hub.

Currently, 40% of Clerical Officers are on temporary contracts. The Department is planning to increase core permanent staff numbers in 2023 in order to increase resilience within the Passport Service and to optimally respond to the seasonal surges in demand. This will see core staffing numbers increase by 88 to just over 600.

The Customer Service Hub is currently answering 100% of callers and over 99% of webchats. Through ongoing detailed analyses and engagement with Hub staff, the Passport Service plans to further enhance customer experience and meet customer needs efficiently in 2023.

[REDACTED]

[REDACTED]

[REDACTED]

Other major improvements planned for 2023 include an integration with the records of the General Register Office (GRO). The Passport Service has agreed with Department of Social Protection and GRO a process that will give PPS electronic access to GRO records for passport processing. This agreement will mean that domestic first time applications for children will, in the majority of cases, no longer require a physical birth certificate to be submitted as part of the application. By having electronic access to these GRO birth records, the Passport Service should see a significant reduction in the amount of documentation received for passport processing. The target go live date for the project is Q1 2023.

Passport Reform Programme Overview

The Passport Reform Programme was established in 2016 to modernise the Passport Service. The Programme was initiated following a root and branch review of the existing systems that were operating in the Passport Service.

The standout achievement of the programme thus far has been the introduction of the Passport Online Service to our customers. Passport Online is open to all our citizens at home and abroad and has transformed the way in which the public interacts with the Passport Service.

The second iteration of the Passport Reform Programme was launched in 2022 and aims to build on the reforms delivered by the first program. This will include the transformation and necessary upgrade of the technology that currently underpins passport operating systems - the back office systems that citizens don't see but are essential to the operation of the Passport Service. These technological upgrades are essential to stabilise and support the transformational improvements for citizens at home and abroad that the rollout of the Passport Online Service has already delivered. While Passport Online brought very tangible changes for the customer, the existing back office processing system has remained in place for almost 20 years. Thus, the central project for passport reform is the implementation of a new application processing system. The procurement for this project was completed in late 2021 and is now in detailed design phase. The new system will complement the customer-facing advancements that have already been achieved through Passport Online and will ensure the Passport Service remains resilient and agile in response to future passport demand.

The Passport Reform Programme will also encompass the redesign and modernisation of the passport book and card as well as the replacement of existing passport personalisation machinery. These projects, in addition to the upgrading of key anti-fraud technology, will further support the continued integrity of the Irish passport – maintaining our strong international standing.

The Passport Reform Programme will continue to pursue and implement a digital first agenda and harness opportunities to improve services to our citizens and also minimises the potential for fraud and protects the integrity of the passport.

4.b. Consular Directorate

Global turbulence in recent years has seen a succession of crises of different kinds – some purely consular in nature such as the travel restrictions imposed during the Covid-19 pandemic, and some cross-cutting crises with a consular dimension, such as in Afghanistan and Ukraine – which have required an immediate and sustained response from the Consular Directorate. To respond to the evolving challenges, the Consular Directorate has been restructured and reinforced, including through the establishment of two new dedicated units with responsibility for International Travel, and Consular Crisis Planning respectively. These are in addition to Units that cover Consular Assistance, Consular Services and Visa Liaison/Honorary Consul Management.

Significant work has been undertaken in 2022 to strengthen the Department's capacity to respond to consular crises abroad, including the reactivation of the cross-divisional Consular Crisis Planning Group chaired at Director General level. This group has overseen a refresh of the Department's Consular Crisis Surge Team, enhanced preparedness of the Department's crisis centre in Knockmaun House, structured consular contingency planning with missions in high-risk locations, continued engagement with international partners, and undertaken a series of consular crisis simulation exercises with missions abroad to test response capacity.

The re-opening of international travel in 2022 saw a surge in demand for the Department's Travel Advice service, which offers bespoke guidance and advice for almost 200 countries. In 2022, to end November, there have been over 4.8 million visits to the Travel Advice pages on the Department's website. Work has commenced on planning for the consular aspects of two major sporting events to which Irish people are expected to travel in large numbers in

2023: the FIFA Women's World Cup in Australia and New Zealand (July-August), and the Rugby World Cup in France (September-October).

Irish citizens continue to travel to, and work in, a great diversity of locations, adding to the complexity of consular assistance provision. Over the past number of years there has been an increase in cases of parental child abduction, forced marriages, travel bans, medical tourism, and international surrogacy cases. The Consular Assistance Unit has also provided consular support in a number of high-profile cases in Ukraine this year. The recovery of international travel in 2022 has ensured continued strong demand from Irish citizens for consular assistance, and especially cases involving death, arrest and imprisonment, and mental ill-health. The Department has responded to almost 1,400 new cases in 2022, over and beyond the ongoing consular support that is being provided to many more. Cases are becoming more complex and a single complex case can add pressures to the team involved and require the allocation of significant resources.

The provision of high quality, timely and compassionate assistance to citizens, whether in crisis situations or cases of individual difficulty, by the Consular team at Headquarters, and the mission network remains a key priority for the Department of Foreign Affairs.

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4.c. Irish Abroad Unit

The Irish Abroad Unit leads on Ireland's engagement with its diaspora, the framework for which is the Government's Diaspora Strategy 2020-2025. While the Unit deals with all aspects of the relationship, the welfare of our citizens living outside the State remains a priority and the Emigrant Support Programme (see below) remains at the heart of our diaspora policy. The Unit also supports cultural, heritage, sporting, business networking and other community projects.

Emigrant Support Programme

Emigrant Support Programme (ESP) grants are extended each year to organisations in the voluntary sector who provide advice and support to Irish people abroad, with priority being given to organizations that support the most vulnerable and marginalized. The Programme also supports cultural, business and other community activities. The ESP 2023 Application Round will open on Wednesday, January 18, 2023, for four weeks. It is anticipated that the ESP budget will be under pressure again in 2023 due to the increase in operational and programme costs being borne by our key partner organisations, particularly energy costs, and the cost of living pressures facing their communities. That these challenges came soon after the pandemic, a crisis to which our partner organisations responded superbly, aided by our covid fund of some €1.3 million, has arguably increased the need for support.

Global Irish Civic Forum/ Voting Rights in Presidential Elections

It was announced last month by the Minister for the Diaspora that the third Global Irish Civic Forum will take place over two days in Dublin Castle in April 2023 (most probably on

April 20-21). Discussions about the date of a referendum on voting rights in presidential elections for Irish citizens resident outside the State will feature prominently and will likely attract media interest. The Programme for Government includes a commitment to hold a referendum on overseas voting rights and the enabling legislation - the Thirty-Ninth Amendment of the Constitution (Presidential Elections) Bill - is currently on the Dáil Order Paper. The date for the holding of the referendum will be decided once the legislation has been approved by the Oireachtas.

Mother and Baby Institutions Payment Scheme - Survivors

It is anticipated that the scheme will be open to applications in early 2023. With an estimated 30-40% of former residents living overseas, the majority of them in Britain, raising awareness amongst that cohort is a priority for the Department. The IAU has been working closely with D/CEDIY on how best to reach and assist those survivors living outside Ireland to access the scheme and sits on the Implementation Steering Group. This work will continue into 2023. The Department will also continue to support survivor support groups through the Emigrant Support Programme.

Global Irish Network

The Global Irish Network (GIN) was launched in 2010, following the first Global Irish Economic Forum. At its height, the GIN numbered some 300 influential Irish and Irish-connected people abroad who worked closely with the Government, diplomatic missions and state agencies in promoting Ireland's economic, cultural and tourism messages in key markets. While very active and effective in the years following its establishment, as the economic crisis eased the levels of engagement dropped and the GIN has been more or less in abeyance in recent years. It did, however, at its most active and when Government was most engaged, prove the worth of such a global network. A priority for the upcoming period will be to explore how to refresh or replace the GIN.

5. Global Ireland and Economic Division (GLOBEC)

Global Ireland and Economic Division (GLOBEC) under the leadership of two Directors General, has lead responsibility for five policy units: Asia Pacific Unit, Communications Unit, Culture Unit, Economic Unit and Global Ireland Unit.

Directors General: John Concannon [REDACTED]
Gerard Keown [REDACTED]

Julian Clare – Director, Global Ireland Unit [REDACTED]

Eugene Downes – Director, Culture Unit [REDACTED]

Kevin Kelly – Director, Communications Unit [REDACTED]

Anna McGillicuddy/Sarah Callanan – Director, Economic Unit [REDACTED]

Olivia Leslie – Director, Asia Pacific Unit [REDACTED]

Gwenda Jeffreys-Jones – Director, Asia Pacific Unit [REDACTED]

Key strategic documents

- Global Ireland: Ireland's Global Footprint to 2025
- Global Ireland: Ireland's Diaspora Strategy 2020-2025
- Global Ireland: Delivering in the Asia Pacific Region to 2025

The Global Ireland and Economic Division (GLOBEC) is made up of 5 units, namely Economic, Global Ireland, Communications, Culture, and the Asia Pacific regional unit.

The Division operates as a strategic resource across Missions and HQ, with responsibility for the coordination of the 'Global Ireland' programme, in addition to DFA media relations, international strategic communications, digital diplomacy, cultural diplomacy, economic diplomacy, internal communications, major international events (e.g. Expo 2025 Osaka), and coordination of the 16 Asia Pacific based Missions.

5.a. Economic Unit

Economic Unit, has a central role in leading and driving the Department's contribution to the prosperity, jobs and well-being agenda across Government, as envisaged in Global Ireland 2025. This is achieved through supporting the Embassy network and regional units at HQ in the delivery of the Government's economic objectives abroad including support to ministerial-led trade missions, ensuring economic intelligence from the network is directed appropriately to relevant actors in Ireland, and being a key interlocutor with economic facing departments and state agencies. The unit works closely with DETE and D/Finance in this regard.

The Minister for Foreign Affairs is a member of the Trade & Investment Council, which is chaired by the Minister for Enterprise, Trade and Employment. The Council comprises other Ministers, representatives of the State Agencies and the private sector, and oversees implementation of the Trade & Investment Strategy, Value for Ireland, Values for the World. The Council meets twice per year (most recently in December 2022), and is likely to meet in Spring 2023. Economic Unit supports the Minister in his engagement as a member of the Council.

A review and refresh of Local Market Teams, one of seven priority actions under the Trade and Investment Strategy, has taken place in 2022. Local Market Teams comprise Embassy and State Agency representatives in key markets and are chaired by the ambassador. The Department has played a lead role in shaping the outcome of this review and implementations of its recommendations will be a key priority in 2023. [REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED] An additional priority in 2023 will be to enhance economic messaging through the embassy network.

5.b. Global Ireland Unit

Global Ireland 2025 is a whole-of-Government strategy launched June 2018. The first ‘all of Government’ strategy focusing on international affairs, with the objective of doubling Ireland’s impact and influence in the world by 2025.

The implementation of the Global Ireland programme is overseen by a Senior Officials Group Chaired by D/Taoiseach. The Mid Term review of Global Ireland is due to be published by Q1 2023

Building Ireland’s Mission Footprint

The most public manifestation of the ambition of the Global Ireland programme is the expansion in Ireland’s Mission network. Since the launch of Global Ireland, 17 new Missions have opened – including Kyiv, Wellington, Bogotá, Amman, Monrovia – and a further 5 new Missions have been announced (Dakar, Milan, Munich, Islamabad and Tehran) The ambition under Global Ireland is for 26 new Missions by 2025.

Global Ireland Regional Strategies

Five Global Ireland strategies for Africa, Asia Pacific, France, Nordic region and USA and Canada, and Latin America and Caribbean have been published. The priority for the 2023 work programme will be the enablement of the implementation of the agreed actions (292 in total) in these Global Ireland strategies, with the relevant teams in DFA HQ & Missions, and across wider Government partners. In addition to the Regional Strategies, a Global Ireland Diaspora Strategy (2020), and a strategy for Irish Aid “A Better World” (2019) were published in 2019.

Ireland House

The model of implementation in Global Ireland is to expand in an integrated all-of-Government “Ireland House” model for both physical Missions and online with ireland.ie. There are currently over 20 ‘Ireland Houses’ operating across Ireland’s diplomatic network, with additions most recently in Mumbai, Los Angeles and San Francisco, and opportunities are being examined for Ireland Houses in London and New York. Ireland House Tokyo will serve as a flagship model for the concept across the Mission network when it opens in 2024. Ireland.ie – Digital Ireland House

A key objective of the Global Ireland programme is to “implement an integrated Global Ireland communications strategy to present a unified image of Ireland as a good place in which to live, work, do business, invest and visit”. The development of Ireland.ie as the ‘virtual Ireland House’ is the key deliverable for this integrated communications approach, and the intention is for Ireland.ie to be developed as the primary international digital hub for ‘official’ Ireland. The Ireland.ie platform will be the central pillar of the Global Ireland communications strategy, with dedicated sections for each Mission, each country (or region) Ireland has a formal presence, and different sectors, presenting Ireland as a great place to visit, study, invest, trade and will be published in multiple different languages in due course. The objective is for the 95 Missions to be live on the new platform for St Patrick’s Day 2023.

International Reputation Strategy (Brand Ireland)

The Department is working on the task of developing an international reputation and brand strategy (nation branding) for Ireland which a number of countries have undertaken and which we are now working on for the first time. Key themes of community, creativity & innovation, and an emerging theme of ‘change’ – both how much Ireland has been transformed socially and economically, and how we are a voice of change in the world, are coming through research as the core of Ireland’s proposition. Significant consultation is underway across Government Departments and Agencies, and the project is due to be completed in Q2, and will result in a simplified communications framework to drive coherence and planning across international communications

Expo 2020 Dubai

Ireland’s participation in Expo 2020 Dubai was a high impact international programme of diplomacy, cultural engagement, and trade promotion for Ireland driven by an highly collaborative “Team Ireland” approach, delivering on the ambition of the Global Ireland programme for an integrated ‘all of Government’ approach to major international events. The theme of Ireland’s Pavilion ‘putting creativity at the centre of the human experience’, showcased our economy, innovation, and culture and attracted a significant in-person and digital audience. Over the course of Expo 2020 Dubai, there were more than 350,000 visitors to our pavilion, which hosted 68 “Team Ireland” business events. A further 80,000 people attended Irish curated events at Expo outside the pavilion, and over 700

international media articles were published about Ireland at Expo 2020 Dubai. The Pavilion hosted 8 Ministerial led delegations from Ireland throughout Expo.

The successful model developed for Expo 2020 Dubai is the basis for the planning for Ireland's participation in Expo 2025 Osaka, Japan. The theme will be "Designing Future Society for Our Lives," with an expected 150 participating countries and 25 international organisations participating. OPW have commended project planning, and Ireland's theme for Expo 2025 will be finalised in Q1 2023.

St Patrick's Day

St Patrick's Day is the flagship event for realising the ambition of Global Ireland to promote Ireland as a great place to live, visit, work, study, and invest, with an integrated, whole-of-Government, Team Ireland approach.

Ireland marked St Patrick's Day 2022 with solidarity with Ukraine rather than celebration and expressed our Irish identity by re-dedicating ourselves to democratic and humanitarian values. Work has begun on supporting the Mission network for S. Patrick's Day 2023 with digital content to complement the return to in-person events in most locations.

Citizen Engagement

A key theme of Global Ireland is a commitment to deepen citizen engagement with, and understanding of, Ireland's role in the world.

The Global Schools programme was created as a platform to engage younger citizens with the international work of Ireland. It involves Irish Diplomats, Peacekeepers, and Aid workers visiting secondary schools around the country to talk to students about their work overseas. The Global Ireland Media Challenge Fund was launched in 2021 as a pilot project, modelled broadly on the UK FCO support of the BBC World Service, to facilitate media engagement in significant geo-political international events, and public understanding of Ireland's changing role in the world. The overall objective of the initiative is to deepen and broaden the understanding of the Irish public of global issues, and Ireland's role in the wider world, in a manner that is both accessible and engaging. Three submissions have resulted in the awarding of grant funding to RTE, Virgin Media Television and The Journal.

The 'Global Ireland Summit' is an annual gathering of leaders from across DFA, Government Departments, Agencies, and wider Irish life to discuss the ambitions of the Global Ireland programme and its priorities in the years ahead. To date there have been 4 Global Ireland Summits, both in person and virtual. The 2023 Global Ireland Summit is provisionally planned for Autumn '23.

"From that Small Island – The Story of Global Ireland" is an ambitious televisual/public history project centred around a four-part television series for broadcast on RTÉ, BBC, PBS and other broadcasters worldwide. It will provide both considerable digital content and a compelling narrative of Ireland and Irish history from a Global Ireland perspective that will show how our historical experiences and geographic location inform and shape our current global role and ambition. Production will commence in 2023 and release set for Q1 '24.

5.c. Communications Unit

The DFA communications team is made up of 4 complementary sections, namely the press office, content and public diplomacy, digital, and Irish Aid communication teams. The unit responds each year to over 800 press queries, issues circa 250 press releases, oversees the content creation for all DFA campaigns, and oversees the build and maintenance of all DFA websites.

2022 has seen significant progress made on efforts to maximise the effectiveness of the Department's communications and public diplomacy. The core objective is to provide strategic guidance and support to HQ and the Mission network on how strategic communications can be used to further the advancement of the department's high level goals.

Communication Strategy

The starting point for the communication strategy is the high level goals of the Department as outlined in the 'Statement of Strategy'. Social media, and strategic communication more broadly, support the achievement of all of our high level goals through the amplification of our work, the communication of our values, and the raising of our visibility.

The audiences for our public-facing online communication vary depending on the message, and range from the general public in a specific country or targeted stakeholders in business or government. In general, the broad categories DFA aims to reach are:

- Ireland's diaspora;
- International organisations and partner governments;
- International public audiences;
- Irish government, state agencies and public service stakeholders;
- And of course people in Ireland in relation to the key services delivered by the department.

Strategic Initiatives

A range of strategic initiatives have been implemented over the past year in order to respond to the rapidly evolving context in which we conduct our external communications. These include:

- A major project to develop ireland.ie as a central digital hub for information relating to the Government's international engagement;
- The establishment of the Content Studio to facilitate the creation of audio-visual content, both in-house and in collaboration with external service providers for video, animation and graphic design.
- The creation of the Global Ireland Communications Network to enable sharing experiences and identifying and delivering capacity building needs across the Mission network.
- A review of the Department's social media presence and the introduction of a new Social Media Policy.

5.d. Culture Unit

Culture Unit leads on Ireland's cultural diplomacy worldwide, working closely with the Department of Culture, including Culture Ireland, and focussing on several strands of work: thematic programming, e.g. Bloomsday, Heaney partnership, SPD, EU50, GFA25

- bilateral and regional cultural relations
- special initiatives, e.g. Cultural Season in Germany 2024

strategic capabilities, e.g. Cultural Attaché Programme
strategic infrastructure and institutional oversight, e.g. Irish College Paris
policy issues, e.g. cultural loss and damage in COP process, protection of cultural
heritage in conflict, restitution of colonial artefacts.

In 2018, the Government's Global Ireland 2025 strategy identified the appointment of full-time specialist Cultural Officers / Attachés in priority locations worldwide as a key action to widen and deepen our global cultural engagement. An innovative partnership model to deliver this programme was designed and agreed by DFA and D/Culture in 2020.

Cultural Unit drives DFA's engagement with a number of key projects and partnerships. As part of the EU50 programme, and in partnership with D/Education, Culture Unit has developed an initiative to engage young citizens in Ireland to learn, perform and take active ownership of their European anthem, 'Ode to Joy'. Work with D/Culture is advancing to present a season of Irish arts and culture in Germany in the first half of 2024. Culture Unit is responsible for oversight of one key cultural institution: the Irish College in Paris, founded in 1578. Renovated and relaunched as the Centre Culturel Irlandais (CCI) in 2002, it has since served as Ireland's cultural flagship in continental Europe, with annual programme funding provided by the State in the region of €400,000. Since 2020, DFA has worked in partnership with the Heaney family and Estate, to work on a range of initiatives.

5.e. Asia-Pacific Unit

The Asia Pacific Unit is responsible for managing Ireland's relationships with countries in the Asia Pacific region, our engagement in the EU's Indo-Pacific Strategy and contribution to EU relations with Asian partners, our engagement on Ireland's UN engagement on issues related to Asia, coordination of the whole-of-Government Asia Pacific Strategy and management of 16 diplomatic missions in the region.

[REDACTED]

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[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

6. Ireland's international development programme

Development Cooperation and Africa Division manages and delivers the Government's overseas aid programme, Irish Aid. The Division also has responsibility for all aspects of Ireland's bilateral relations with Africa.

Director General: Michael Gaffey [REDACTED]

Alan Gibbons – Director, Africa [REDACTED]

Michael O'Toole – Director, Horn of Africa [REDACTED]

Breandán Ó Caollaí – Director, DCAD Secretariat/Business Support Unit; Multilateral EU [REDACTED]
[REDACTED]

Carina Connellan – Director, Civil Society [REDACTED]

Sinéad Walsh – Director, Climate Unit [REDACTED]

Felim McLaughlin – Director, Global Programmes & Global Citizenship Education Unit [REDACTED]
[REDACTED]

Nicole McHugh – Director, Humanitarian [REDACTED]

Sarah Hunt – Director, Policy [REDACTED]

Áine Hearn – Director, Multilateral UN and IFIs [REDACTED]

Key strategic documents

- A Better World: Ireland's Policy for International Development
- Global Ireland: Ireland's Strategy for Africa to 2025
- Ireland's Strategy for Partnership with Small Island Developing States

Ireland's international development programme is managed by the Development Cooperation and Africa Division, coordinating with Political Division, our missions abroad and other Government Departments. With the growth in our contribution to the EU development budget, and taking into account spending on development from other Departments, DFA now accounts for 58% of Ireland's total Official Development Assistance, all of which is shaped by the Government's policy, A Better World published in 2019.

2022 was another year of major global shocks. Our current approach is influenced strongly by the direct and global impact of the war in Ukraine, the effects of the COVID-19 pandemic, the proliferation of conflict and the overarching context of climate change. The result is an acute global food crisis, rising global inequality, setbacks to progress on the Sustainable Development Goals and unprecedented levels of humanitarian need. In their attempts to respond, developing country governments are faced with growing need, debt and credit crises, as well as a challenging international development financing environment.

Ireland is delivering a strong humanitarian response, while maintaining a focus on resilience-building in the medium to long term, including through our bilateral programmes. This work prioritises gender equality, good governance, reducing humanitarian need and climate change.

Budget 2023 provided a development cooperation budget totalling over €1.23 billion, the highest level ever. This includes €715.4 million for Vote 27 of the Department of Foreign Affairs, an increase of €111.5 million, or 18%, on 2022. Of this increase, €75 million is targeted on the impact of the war in Ukraine, including the wider global impact, especially in Africa.

The deepening global food and nutrition security crisis will be a central concern for the coming year, and €17 million will be provided in 2023 to address acute child malnutrition, with a particular focus on the Horn of Africa. At the UN in September 2022, Ireland pledged €50 million over three years to fight child malnutrition and wasting, in cooperation with USAID and UNICEF. Following meetings with the USAID Administrator, Samantha Power, we are now working with USAID to develop Ireland – US cooperation on food and nutrition security at political level and in countries in Africa where we have shared priorities.

We will maintain our bilateral aid programmes broadly at similar levels to 2022, with some increases focused on climate action. The largest programme remains that in Ethiopia. While funding levels have been maintained throughout the conflict of the last two years, they have been refocused on humanitarian support.

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[REDACTED]

[REDACTED]

[REDACTED]

Ireland will open a new Embassy in Senegal early in 2023, and President Higgins will travel to Dakar for a Summit on agriculture, food security and nutrition organised by the African Development Bank and the African Union, from 25 to 27 January.

The programme is also increasing its focus on climate change and its impact on Least Developed Countries and other vulnerable contexts, including Small Island Development States. In 2023, we will strengthen the whole-of-government approach, through a more strategic approach to climate diplomacy and climate financing within Ireland's ODA. €25 million in additional climate finance has been provided for 2023, as we work towards the commitment to provide €225 million per year by 2025. This will be focused on the worsening effects of climate change on the world's most vulnerable communities, in line with Ireland's international climate finance commitments.

The experience of Ireland's term on the UN Security Council has demonstrated the clear linkages between our international development cooperation and humanitarian action, and our human rights and political and security policies in the work to create a more stable, secure and inclusive world. In 2023, we will build on Ireland's record in championing the Sustainable Development Goals internationally, including through the co-facilitator role, with Qatar, for the SDG Summit, to be held in New York at UNGA in September.

In addition to work on the crises in and around Ukraine and the Horn of Africa, we will seek to bring a more strategic focus on work across the themes of conflict resolution, fragility, women, peace and security, including through possible new structures across Political Division and DCAD. We will also break new ground in our geographic focus: developing a Latin America programme, bringing together the ongoing work in Colombia with new activity in Central America; expanding the scope of the regional approach in the countries of the Mekong Delta, with a strengthened emphasis on Cambodia and Lao PDR, in addition to Vietnam; and with a new strategy for partnership with Small Island Developing States, building on the successes of the 2019 SIDS Strategy.

We will strengthen our partnerships with the UN, ICRC and other multilateral agencies, where they are most effective in delivery of assistance and policy development, and with civil society. Ireland Civil Society Partnership for a Better World will commence in January 2023, for a five-year period. It is a new, innovative funding mechanism for Irish NGOs,

which will integrate three current schemes: the Programme Grant, the Humanitarian Programme Plan, and the Emergency Response Fund Scheme. The proposed budget is €500 million, over the five years. The budget for 2023 will be €100 million, with a €10 million element of climate finance. The Partnership will represent some 8% of Ireland's ODA and uphold our position as one of the major contributors in the OECD to the work of civil society.

Ideally we should aim for two visits by the Minister for Foreign Affairs to Africa each year



7. International Legal Issues

Legal Division provides legal advice on public international law, human rights law and European Union law as it relates to foreign policy, and issues of domestic law particular to the Department.

Acting Legal Advisor: Declan Smyth

Trevor Redmond – Legal Counsellor

Carl Grainger – Legal Counsellor

The Division will continue to provide daily advice and assistance to Political Division and the Irish Mission in New York on all legal issues arising at the Security Council until the end of our term on 31 December.

Legal Division will continue to engage closely with EU and IUKA Division colleagues and others in the Department/Government on Brexit-related issues, including implementation of the Northern Ireland Protocol and the EU-UK Trade and Cooperation Agreement, as well as on matters relating to the operation of the Common Travel Area arrangements.

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[REDACTED]

DFA
16 December 2022
ENDS

Key Dates/ Diary Engagements in Q1 and Q2 of 2023

Dates in diary (in some cases attendance to be confirmed with Minister)

<i>Date</i>	<i>Detail</i>
[REDACTED]	[REDACTED]
19 January	Deadline for NI Executive formation
23 January	Foreign Affairs Council, Brussels
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
20 February	Foreign Affairs Council, Brussels
27-28 February	UN Human Rights Council, Geneva
2-3 March	Informal Foreign Affairs Council ("Gymnich"), Stockholm, Sweden
20 March	Foreign Affairs Council, Brussels
April	<i>25th Anniversary of the Good Friday Agreement</i>
24 April	Foreign Affairs Council, Luxembourg
22 May	Foreign Affairs Council, Brussels
21-22 June	Ukraine Recovery Conference, London
26 June	Foreign Affairs Council, Brussels

Recommended outreach (for discussion with Minister)

[REDACTED]

[REDACTED]

[REDACTED]

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Appendix: FOR INFORMATION: Summary of Indicative Programme of Head of State level visits

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

The Department of Foreign Affairs – Organisational Overview

16 December, 2022

The Department of Foreign Affairs has responsibility for supporting peace and reconciliation on the island of Ireland, supporting Irish citizens travelling and living abroad, for ensuring that Ireland's voice in Europe is a strong one, and for helping to promote our values and our prosperity on the global stage.

We are supported in these tasks by a diverse, dedicated and skilled workforce operating in over 40 languages at 97 offices across 14 time zones. The scope and global reach of our work has shaped our structures and routines, placing a premium on a well-coordinated and integrated network with ready access to central guidance.

The Mission and High-Level Goals of this Department are framed by our current *Statement of Strategy 2021-2023* and through the *Global Island: Ireland's Foreign Policy for a Changing World*.

With 97 Missions abroad, 10 HQ Divisions, and 4 HQ standalone Units/Offices, clarity about individual roles and decision-making structures is key to the efficient and accountable functioning of the Department.

Management Structures

The Secretary General provides strategic leadership, direction and oversight for the Department as a whole, and is supported by two Deputy Secretaries General (one leading on operational and corporate issues, the other on policy and strategic issues). Along with a further 11 members of the senior management team (including one serving Ambassador), this group of 14 forms the Departmental Management Board, chaired by the Secretary General.

The Management Board operates to the principles of shared participation and personal and corporate responsibility for the operational success of the entire Department in support of

the Minister and Secretary General. It acts as a clearing house for major Departmental management issues and the coordination of policy considerations where they cut across more than one area of the Department. The Board also has a key role in overseeing the performance of the Department as a whole, including in relation to recognising key opportunities for change and driving the reform agenda.

The Management Board meets formally with the Minister on a regular basis, to consider strategic policy and management direction. Such meetings are in addition to, and do not replace, routine and on-going interaction between Ministers, members of the Board and other senior officials on the day-to-day business of the Department. It is the responsibility of the Management Board to ensure that the Minister's office is kept informed and updated on the division of responsibilities among senior management, including in relation to cross-cutting issues, in order to maintain clarity and effective communication.

Sub-Committees of the Management Board

To support the operations of the Management Board, a number of Subcommittees or Taskforces have been established. These currently include:

- Executive Management Group
- Executive Management Group – Property Management
- Policy Development Group
- Programme Oversight Board
- Passport Reform Subcommittee
- Gender, Equality & Inclusion Subcommittee
- Risk Management Committee
- DCAD Senior Management Group

Organisational Structures

The Department's HQ Divisions are led at Assistant Secretary level or above. These Divisions have responsibility for a number of Business Units in their work area, and report to the Secretary General.

Divisions

Citizens Services Division oversees the work of the **Passport Service**, which is responsible for delivering a secure passport facility to Irish citizens; the **Consular Division**, which is responsible for delivering consular services to Irish citizens; and for **Irish Abroad Unit**, which leads on Government engagement with the diaspora.

Ireland, United Kingdom, and Americas Division works to promote peace and reconciliation on the island of Ireland through full implementation of the Good Friday Agreement. The Division also has lead responsibility for bilateral relations with the UK, the US, Canada, Latin America and the Caribbean.

Development Cooperation and Africa Division manages and delivers the Government's overseas aid programme, Irish Aid. The Division also has responsibility for all aspects of Ireland's bilateral relations with Africa.

Global Ireland and Economic Division (GLOBEC) under the leadership of two Directors General, has lead responsibility for five policy units: Asia Pacific Unit, Communications Unit, Culture Unit, Economic Unit and Global Ireland Unit.

European Union Division has responsibility for all European Union internal and enlargement policy co-ordination, as well as for bilateral relations with EU and EEA member states (apart from the UK), the candidate states, Switzerland and other western European states. The Division also leads on negotiations on the UK's exit from the EU and the new EU-UK relationship.

Political Division covers a spectrum of thematic, multilateral and bilateral issues; security and defence, UN issues, non-proliferation and disarmament, human rights, conflict resolution, Middle East, and Russia & Eastern Europe.

Corporate Services Division provides Information Communications Technology, Facilities Management, Coordination, Compliance and Security, and other services to Headquarters and Missions.

Human Resources Division provide assistance, advice and support to colleagues at home and abroad on queries and requests ranging from recruitment through to retirement. The Division is leads on important issues including blended working arrangements, gender, equality and inclusion, and well-being at work.

Legal Division provides legal advice on public international law, human rights law and European Union law as it relates to foreign policy, and issues of domestic law particular to the Department.

Protocol Division is responsible for the preparation and organisation of visits abroad by the President and visits to Ireland at Head of State, Head of Government and Foreign Minister level. The Protocol service also facilitates the operation of diplomatic missions in Ireland in accordance with international and domestic legislation.

Stand-Alone Units (reporting directly to the Secretary General or DSG)

Finance Unit has responsibility for all aspects of the Department's finance and budgetary functions, including the development and implementation of the Department's finance strategy, across both Votes 27 and 28.

Strategy and Performance Unit leads on the formulation of Departmental strategy, reviews the operations and systems of the Department, and makes recommendations for improving the effectiveness and efficiency of the Department. It leads on business planning and risk management, as well as knowledge management and innovation.

Evaluation and Audit Unit provides an independent evaluation and audit function to the Department. Audit helps identify strengths and weaknesses in our systems, and offers advice on how to improve controls, while Evaluation generates evidence in relation to performance in order to help inform how the work of the Department might be more effective.

Policy Planning Unit works to contribute to strategic policy formulation within DFAT by leading and coordinating analysis of longer term trends in policy areas of priority interest within Ireland's external relations, to inform our future action. The Unit works in close cooperation with key stakeholders within DFAT and across Government, and aims to develop stronger and mutually beneficial relationships between DFAT and the broader foreign policy community

Missions Abroad

Currently, Ireland's diplomatic network comprises 97 Missions (69 Embassies, 20 Consulates General and 8 multilateral and other offices) through which the Department maintains diplomatic relations with States and engages with multilateral institutions. The network has expanded considerably in recent years, in line with the Government's commitment under the Global Ireland Strategy to open at least 26 new diplomatic missions by 2025. The most recent openings under Global Ireland are missions in Kyiv, Manchester, Manila, Rabat, Lyon, Miami,

and Toronto. The Government decided in 2022 that we should also open Consulates in Munich and Milan and an Embassy in Islamabad as part of the Global Ireland programme.

Each office of the Department abroad is led by a Head of Mission, who is responsible for ensuring that the Mission meets its strategic and operational objectives and that its day-to-day work is coherent with that of the Department and the Government as a whole. Each Mission reports to a lead Division or Unit at Headquarters which has overall responsibility for ensuring coherence and a unified approach to policy implementation.

Assistant Secretaries serving abroad fulfil Head of Mission functions in major bilateral assignments and, in other instances, in addition to their Head of Mission roles, may also oversee the work of Embassies within their respective regions as Regional Coordinators. This regional approach continues to evolve in light of the Department's developing business needs.

The Government approves the nominations for Head of Mission appointments based on nominations submitted by the Minister. It should also be noted that the nomination of certain Heads of Mission are subject to the approval (*agrément*) of the authorities of the receiving States and appointments are not formally confirmed until this approval is forthcoming. Currently, Heads of Mission positions can be filled by officers from the First Secretary grade and above.

Engagement with External Stakeholders

The Department accounts to the Houses of the Oireachtas in the first instance, through parliamentary questions and debates and through the following Oireachtas committees:

- Joint Committee on Foreign Affairs and Defence
- Joint Committee on European Affairs
- Joint Committee on the Implementation of the Good Friday Agreement

The Secretary General of the Department also appears before the Oireachtas Public Accounts Committee as required.

Governance across organisational boundaries

Members of the Management Board, and other Department staff, also contribute to broader Civil Service management. The Secretary General is a member of the Civil Service Management Board and other Management Board members participate in senior civil service management fora, as appointed by the Secretary General.

The Director General of EU Division chairs Interdepartmental Group on EU Affairs and Brexit, which meets fortnightly. The Department also hosts the Inter-Departmental Committee on Human Rights and the Inter-Departmental Committee on Development.

The Department recognises that its work is particularly interlinked with that of the Department of the Taoiseach on matters relating to Brexit, EU Policy, Northern Ireland, and Ireland's relationship with the United Kingdom, and, in its economic work, with the Department of Enterprise Trade and Employment.

Corporate Services Division

Director General: Barbara Jones [REDACTED]

Lorraine Christian – Director, Security and Corporate Compliance [REDACTED]

Colum Hatchell – Director, Property Management Unit- Operations & Business [REDACTED]
[REDACTED]

Lesley Ní Bhriain – Director, Property Management Unit- Development [REDACTED]

Eddie McGinn – Director, ICT [REDACTED]

Robert Drummond – Director, ICT [REDACTED]

Corporate Services Division (CSD) has an integral role in the ensuring operational effectiveness and delivery of the key strategic goals for the Department. A team of 168 is led by an Assistant Secretary and five directors in the functional areas of:

- ICT
- Cybersecurity
- Security & Compliance
- Property - Operations and Business Support
- Property - Development

CSD ensures operational resilience through the provision of excellent ICT solutions and advanced communications equipment. This is a key element of ensuring National Security, providing secure and protected networks for the sharing of vital information with national and international security stakeholders. The division leads the Department's work on ensuring a safe, secure and sustainable work environment for our colleagues across the globe.

ICT

The Department has embarked on a Digital Transformation Strategy for the years 2022-25 to increase our capability to deploy digital solutions and to transform the way we work through enhancements in the digital area.

The Department's ICT services are delivered to over 2,000 officers on global private network spanning HQ and Missions abroad. Users have access to a standard set of applications based on Microsoft Windows technology and are allocated remote laptops to access these services anywhere. The ICT Team works alongside the Passport Service and supports the infrastructure for online passport applications.

Cybersecurity

Cybersecurity capability is a fundamental pillar of the Digital Transformation Strategy and aims to protect our information, our devices and our global technology infrastructure and services.

The Department invests systematically in hardware upgrades and up-to date releases of industry leading software tools from a variety of vendors and follows a security by design and defence in depth approach. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

The Department upholds a robust security culture throughout the organisation. Alongside significant investment in security technologies, the Department implements a rigorous programme of mandatory cyber security awareness training for all staff. The Department works closely with relevant national security agencies including the National Cyber Security Centre, An Garda Síochána and The Defence Forces regarding the evolving cyber security threat landscape, risk assessments and incident response plans.

Security and Corporate Compliance

SCC Unit oversees the physical security and health & safety of the Department's staff and property. It ensures compliance with a range of statutory obligations. SCC is leading the reform on management of official records and business continuity planning.

There are a staff of 30, spread over six teams, delivering this diverse work: Security, Data Protection & Archives, Health & Safety, FOI, Records Management, and Business Support & Strategic Planning.

SCC is working on a strategy, deliverable in 2023 that will maximise the unit's effectiveness in supporting the Department to meet future challenges and demands ensuring a secure and safe working environment for colleagues across the globe.

Property Operations and Business Support

The DFA Property Strategy 2022-2025 sets out CSD's commitment to provide a network of high quality, safe, secure, sustainable workplaces to double Ireland's global impact and influence to 2025 and beyond. There are three key areas of activity under the Property Strategy:

- Strengthening property management policies and standards, which support our strategic ambitions and values.
- Providing modern and flexible post-pandemic workplaces that support emerging work practices and the delivery of Global Ireland.
- Building teams with the skills, competencies and resources to efficiently manage our operations.

PMU manages all the owned and rented premises at Headquarters and established Missions abroad. PMU leads on lease negotiations and renewals. It provides ongoing maintenance works; large and small refurbishments; and is guiding the transition to a Green Foreign Ministry. At HQ, the Department is accommodated across 12 premises in Dublin, Cork and Limerick. Abroad, the Department has 100 missions comprising 177 premises, of which 36 are State-owned and 141 are leased.

Property Development

At Headquarters, priorities include the provision of adequate space to the Passport Office in Cork and in Dublin, the management of an expected Q4 2023 transfer of 300+ staff from a number of Dublin city centre buildings to new accommodation in Bishop's Square, and the development of a new archives building in Finglas. Over the past three years, Iveagh House has undergone major renovations organised by OPW.

PMU is also managing a number of major capital projects as part of the Strategic Investment Priorities for DFA in the National Development Plan 2021-2030. These include:

- A new Ireland House in Tokyo, which began construction in 2022 and is due to be completed in late 2024.
- A new chancery in Abuja. Planning is at an advanced stage with construction expected to commence in early 2023.
- Property projects to enhance Ireland's presence and impact in both London and Washington are progressing well.

PMU is also responsible for delivery of the property elements of the Global Ireland policy, including an ambitious growth of Ireland's mission network as well as an expansion of the Ireland House model of co-location with State Agencies. The largest of these is Ireland House New York, which is due to move to a new flagship premises in late 2024.

Human Resources Division

Director General: Síle Maguire [REDACTED]

Claire McCarthy – Director, Recruitment, Postings, & Assignments; Workforce Planning & Competitions [REDACTED]

Barry Mulligan – Director, HR Operations & Workplace Relations; Training & Development; HR Strategy [REDACTED]

Nicole O'Neill – Director, HR Abroad Team, [REDACTED]

Human Resources Division supports the Secretary General in the policy and operations of Human Resources across the Department's offices in Ireland and abroad. The Division discharges a range of functions including:

- HR strategy;
- Gender, Equality, Inclusion and Diversity (GEDI) Action Plan;
- Recruitment, Postings and Assignments;
- Support Services for staff at headquarters and abroad, including locally recruited staff;
- Workforce Planning;
- HR Operations;
- Workplace Relations, including Performance Management; and
- Learning and Development.

HR priorities for 2023 include:

- Meeting staffing requirements of new Missions;
- Meeting Passport Service staffing needs to support passport and foreign birth registration delivery; and
- Implementation of the Gender, Equality, Inclusion and Diversity (GEDI) Action Plan;

Staffing

The number of staff employed by the Department at end November 2022 was:-

<u>Location</u>	<u>Number (Full Time Equivalent)</u>
Headquarters	1,243
Temporary Clerical Officers	313
Interns	9
Abroad (posted staff)	421
Abroad (locally recruited staff)	859
	2,845

Gender, Equality, Diversity and Inclusion (GEDI) Action Plan

The Department launched its Gender, Equality, Diversity and Inclusion (GEDI) Action Plan 2022-25 in June 2022. The Action Plan followed extensive engagement with staff and external experts. With ambitious targets and delivery dates, implementation of this action plan will place the Department as a leader in this field in the public sector in:

- staff experience of fairness and belonging;
- enhanced gender equality;
- effective talent management at all grades and all locations; and
- becoming a Department that better reflects the diversity of modern Ireland.

Implementation of blended working at home and abroad

The Department has introduced blended working at HQ. In Ireland, staff whose roles are deemed suitable for blended working arrangements are permitted to work up to a maximum of 50% of their regular attendance pattern remotely over a 4-week period. Some 700 members of staff at HQ have been approved blended working, the majority of these permitted to work up to a maximum of 50% remotely. An individual's work pattern takes account of their presence on 'anchor days' of their Unit. Consultations are currently underway on rolling out blended working for our network of Missions abroad. It is planned that this policy will be introduced by Q1 2023.

Postings

It is expected that just under 300 officers and families will have been moved to, from and between postings by the end of 2022. In addition to managing moves, the HR team provides support to over 500 staff (from DFA and staff seconded from other Departments) and over 400 family members on posting in respect of a wide range of issues.

December 2022.

Protocol Division

Chief of Protocol: Paul Kavanagh [REDACTED]

The work of Protocol Division comes under three main headings, summarised as follows:

- First, organising or supporting as appropriate High-level Visits into and out of Ireland
- Secondly, organising and/or overseeing as appropriate significant numbers of Official Hospitality events. These are hosted typically by the Minister of Foreign Affairs or by a Minister of State at this Department.
- Thirdly, engagement on behalf of the Government with the Diplomatic Corps accredited to Ireland.

In addition, Protocol acts as the Department's principal, official-level point of contact and liaison channel with Áras an Uachtaráin. This involves inter alia supporting the President's engagement with overseas figures as well as with the diplomatic corps - and relaying to him on behalf of the Department substantive material and advice regarding international matters as well as Ireland's overseas relations.

ENDS

Briefing Note on Budgetary Matters - Department of Foreign Affairs

The Department of Foreign Affairs is responsible for two Votes: Vote 27 (International Cooperation) and Vote 28 (Foreign Affairs). The Department's funding is allocated across six expenditure programmes, one managed through Vote 27 and five managed through Vote 28.

The 2023 expenditure ceiling for the entire Vote Group is presented below, along with the equivalent figures for 2022.

Department of Foreign Affairs	2023 REV	2022 REV
	€m	€m
Gross Voted Current Expenditure	1,032	896
Gross Voted Capital Expenditure	25 ²	25
Total Gross Voted Expenditure	1,057	921¹

1: 2022 REV figures do not include Supplementary Estimates of €30m for Vote 27 and €84m for Vote 28

2: 2023 REV Capital Expenditure does not include an anticipated carry-over of €2.25m in unspent 2022 appropriations

Vote 27 – International Cooperation

Vote 27 funds Irish Aid, which is managed by the Development Cooperation and Africa Division. Funding in Vote 27 covers grant schemes administered by Irish Aid and contributions to international organisations involved in the provision of Official Development Assistance (ODA), as well as salaries and expenses at HQ and in Missions involved in administering Irish Aid programmes. In 2023, Vote 27 has been allocated the following:

Vote 27	Total
	€m
Gross Voted Current Expenditure	714
Gross Voted Capital Expenditure	2.5
Total Gross Voted Expenditure	716.5
<i>Deduct Appropriations-in-Aid</i>	1.1
Total Net Voted Expenditure	715.4

The 2023 net allocation represents an increase of approx. €110 on the 2022 REV (not taking account of the recent Supplementary Estimate of €30m to provide humanitarian assistance to the Horn of Africa).

€75 million of increased funding for Irish Aid will be used to address humanitarian and other needs in Ukraine and in neighbouring countries, as well as the wider food security consequences of the Russian invasion of Ukraine. The war in Ukraine has greatly accentuated existing food supply issues caused by other factors, such as COVID-19 and climate shocks. An additional €25 million is to be allocated for scaling up Ireland's

international climate financing to meet the target to provide at least €225 million by 2025, as announced by the Taoiseach at the UN Climate Conference, COP26, in November 2021. €10 million in additional funding is to be provided to Pakistan to alleviate the humanitarian impact of recent wide-scale flooding.

Vote 28 – Foreign Affairs

Vote 28 funds everything outside of Irish Aid. This includes salaries and all programmatic expenditure across five Programmes: Our People, Our Europe, Our Values, Our Prosperity and Our Effectiveness. In 2023, Vote 28 has been allocated the following:

Vote 28	Total
	€m
Gross Voted Current Expenditure	318
Gross Voted Capital Expenditure	22.5
Total Gross Voted Expenditure	340.6
<i>Deduct Appropriations-in-Aid</i>	65
Total Net Voted Expenditure	275.6

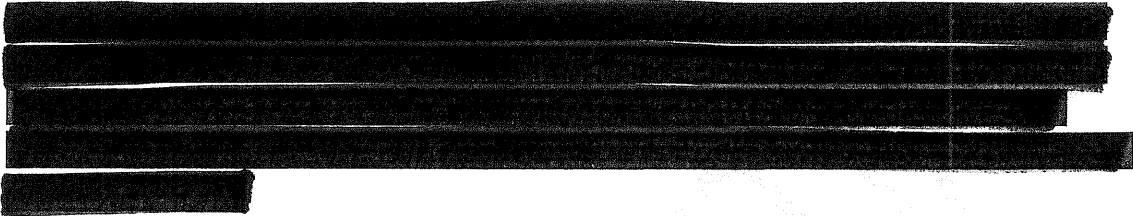
The 2023 net allocation represents an increase of approx. €24 million on the 2022 REV (not taking account of a recent Supplementary Estimate of €84 million that primarily covered shortfalls in contributions to international organisations, as well as the advance order of 1.4 million passport books and an additional 400,000 passport chips to be used in passport books and cards in 2023 and 2024. This passport order is to address shortages of chips and supply chain delays resulting from the Russian invasion of Ukraine.

In addition to funding the recent public service pay agreement, additional funding will be invested in citizen services (maintaining a €10m fund to support the passport service), in particular the passport service, which will face similar high demands levels to 2022 next year. It will also go towards the strengthening of Ireland's global presence, as part of the Global Ireland 2025 Strategy, supporting the opening of up to two new Embassies in 2023 (Dakar and Tehran) and advancing work on three more (Islamabad, Milan and Munich). Additional funding has been provided for programmes as follow:

- Emigrant Support Programme €1.3m
- EU50 Programme €0.5m
- EU Engagement (EMI increase) €0.5m
- EU Careers/Jobs €0.5m
- Reconciliation Fund (North South Civic Society fund) €0.5m (includes €0.3m transferred from Shared Island funds from D/Taoiseach)

Outlook

It is anticipated that 2023 will be very challenging from a budgetary perspective, particularly for Vote 28. In common with other Departments, the Department of Foreign Affairs was not granted any increases in 2023 to cover inflationary pressures. In view of our global presence, DFA is exposed to levels of inflation in many locations that exceed the levels experienced in Ireland, impacting in particular on rental payments and energy/utility costs. In addition, the current strength of the US Dollar is leading to increased costs in a significant number of Missions, not only in the United States. It will be a significant challenge for the Department to remain with 2023 allocations.



Finance Unit
8 December 2022