



An Roinn Gnóthaí Eachtracha
Department of Foreign Affairs

Corporate Governance Framework 2021 - 2023



Foreword from the Secretary General

The Department of Foreign Affairs is responsible for serving the Irish people, both at home and abroad, by promoting their values and advancing their interests and influence through our international engagement, including as a member of the European Union and UN Security Council in 2021 and 2022. The Department's work is delivered by over 2,000 staff members on the island of Ireland and around our global network of 90 overseas consular and diplomatic offices. It is more important now than ever, as we respond to the international Covid-19 crisis and support whole of Government economic recovery efforts.

The global scope and reach of the Department's work means it is vital that we have strong organisational structures, processes and routines in place to support the delivery of our objectives around the world.

This Corporate Governance Framework sets out these structures and describes how we go about our work and fulfil our responsibilities as a Department. It also outlines the Department's obligations and the mechanisms we have established to ensure that we comply with them. The framework outlines the values that characterise and underpin our work at home and abroad and crucially, emphasises the central role of strong governance in enabling us to deliver our objectives and for Irish citizens.

The Government will soon publish the Civil Service Renewal 2030 Strategy, an ambitious document that will lead the development and transformation of the civil service over the decade ahead, and underpin our recovery from the Covid-19 crisis. The Department's strong commitment to corporate governance, compliance and accountability will ensure that we are ready to play our role in this transformation, and to continue to deliver for Irish citizens in the years ahead.

Niall Burgess
Secretary General

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Introduction

Good governance in Government Departments and Offices is about delivering priorities, achieving objectives, behaving with integrity and acting in the public interest, in ways that are consistent with legal, regulatory and Government policy obligations. Effective governance is critical to the Department's performance and ability to deliver positive outcomes for the people of Ireland. The Department of Foreign Affairs is committed to working in an open and accountable manner and to developing and implementing behaviours and structures that support this approach.

The development of robust governance systems to support our legislative framework has been at the heart of changes in the Civil Service for more than a decade. The clear guidance provided by the [Ministers and Secretaries Acts 1924-2013](#) and the [Public Services Management Act \(1997\)](#) has been reinforced over time by the frameworks provided by governance procedures such as the [Civil Service Code of Standards and Behaviour](#), the [Public Spending Code](#) and the [Report of the Working Group on the Accountability of Secretaries General](#) (the 'Mullarkey Report'). More recently, the [Public Service Reform Plan](#), its successor [Our Public Service 2020](#) and the 2014 [Civil Service Renewal Plan](#) have acknowledged and highlighted the critical role of robust and identifiable governance procedures in the Civil Service. This commitment to strong governance across the civil service will be reiterated in the forthcoming Civil Service Renewal 2030 Strategy, which will be published in the first half of 2021. The development of this Corporate Governance Framework is aligned with this commitment.

Purpose and Scope of Document

The Mission and Goals of this Department are well articulated, in our [Statement of Strategy 2021 – 2023](#), as well in [Global Ireland: Ireland's Global Footprint to 2025, A Better World: Ireland's Policy for International Development](#) and [the Global Island: Ireland's Foreign Policy for a Changing World](#).

This framework details the systems and structures in place in the Department that facilitate the delivery of our objectives. It captures the political and operational context in which the Department's work is situated, clarifies our obligations and responsibilities, our standards of conduct and accountability mechanisms.

The framework recognises the central role of leadership in developing and maintaining good governance, and accordingly sets out the statutory role of the Secretary General/Accounting Officer and the responsibilities of senior management in leading the Department and driving performance. However, the framework also acknowledges that systems alone cannot deliver good governance, and underlines the responsibility of staff at all levels of the organisation to adhere to the standards set out.

The Department's Management Board recognises that this Corporate Governance Framework is central to the Department's organisational governance and effectiveness. It will be regularly reviewed and updated by the Department's Strategy, Governance and Change Unit to ensure its continued relevance and utility.

Corporate Governance Principles

Good governance is underpinned by a set of core principles that help to guide the Department's work and to maintain the confidence of our stakeholders, as follows:

Integrity

Good governance supports a culture and ethos that ensures behaviour with integrity, a strong commitment to ethical values, and respect for the rule of law.

Responsibility

Good governance helps the Department to define its priorities and outcomes in terms of sustainable economic and societal benefits and to determine the policies and interventions necessary to optimise the achievement of these priorities and outcomes. It means implementing good practices in transparency, reporting, communications, audit and scrutiny to deliver effective accountability.

Developing Capacity

Good governance means developing the Department's capacity, including the capability of the leadership team, management and staff.

Accountability

Good governance means increasing accountability by managing risks and performance through robust internal control systems and effective performance management practices.

Transparency

Good governance ensures openness, effective public consultation processes and comprehensive engagement with domestic and international stakeholders.

Civil Service Context

The following table outlines the overarching environment within which the Civil Service operates, and the context for Departments' governance arrangements.

Civil Service and Ministerial Accountability

- The legislative basis for this and all other Government Departments is the Ministers and Secretaries Acts 1924-2013.
- The Minister is in charge of the Department and is responsible to the Oireachtas for all elements of the exercise of her/his Departmental responsibility.
- A Department's relationship and communication with the Minister and her/his advisers is a key governance process. The successful delivery of business priorities and programmes is contingent on these relationships operating effectively.
- The Accounting Officer in the Department of Foreign Affairs and Trade is the Secretary General. She/he is personally responsible, and accountable to the Oireachtas, for regularity and propriety in the Department's accounts, the efficient and economical use of the Department's resources and for the control of assets held by the Department in accordance with Comptroller and Auditor General Acts 1866 to 1998.
- The Secretary General of the Department is responsible and accountable for managing the Department, providing advice to the Minister, and monitoring and implementing Government policies appropriate to the Department in accordance with the Public Service Management Act 1997

1. Department Overview

Governance Principle 1:

Good governance supports a culture and ethos that ensures behaviour with integrity, a strong commitment to ethical values, and respect for the rule of law.

1.1. Our Mission

The mission of the Department of Foreign Affairs is to serve the Irish people, promote their values, and advance their prosperity abroad, and to provide the Government with the capabilities, analysis and influence to ensure that Ireland derives the maximum benefit from all areas of its external engagement. These duties are rooted in [Global Ireland: Ireland's Global Footprint to 2025](#) and [A Better World: Ireland's Policy for International Development](#). The Department's [Statement of Strategy 2021 – 2023](#) provides the framework for the articulation of its commitments under these policy statements, together with the Department's commitments under the Programme for Government.

The Department's [Customer Charter](#) guides our efforts to provide a high quality service. The Charter will be reviewed in 2021.

The Minister and Secretaries Acts 1924 – 2013 provide the legislative basis for the Department's work.

1.2. Our Values, Behaviour and Culture

Our values, set out below, underpin a strong culture of service in the Department and are a compass for our efforts to deliver high quality services and professional policy advice.

Diversity	We are committed to the principles of equality, impartiality and fairness, to valuing the contributions of all of our staff and to championing gender equality and diversity.
Integrity	We approach our work with integrity, underpinned by the principles of independence and accountability.
Leadership	We recognise the importance of our leadership role serving the Irish people, promoting their values, and advancing their prosperity on the global stage.
Service	We are committed to providing Irish citizens travelling and living abroad with effective and responsive passport, consular and emigrant support services.
Excellence	We aspire to excellence in the analysis and advice we provide to Government, in the service we provide to our citizens and to the public, and in the management and use of resources assigned to us.

These values reflect the commitment set out in the Civil Service Renewal Plan to a deep-rooted public service ethos of independence, honesty, integrity, impartiality, equality, fairness and respect; a culture of accountability, efficiency and value for money; and the highest standards of professionalism, leadership and rigour.

The engagement of all staff is vital in ensuring that these values work for the Department and our stakeholders. Senior management leads on the communication of our values to all staff through regular engagement and the Department's strategic planning processes.

All civil servants are required to familiarise themselves with the [Civil Service Code of Standards and Behaviours](#) and the [Ethics in Public Office Acts](#). Furthermore, staff, guided by the Department's leadership, should be aware of all the frameworks governing the Civil Service including the application of requirements in relation to official secrecy, which also

apply to former staff and Special Advisers. New staff are provided with clear guidance on their obligations during their induction training, as well as access to all related materials. Staff are regularly updated on the obligations and responsibilities pertinent to their roles and responsibilities, primarily through training and development programmes.

Staff of the Department also have access to Circulars relating to Conciliation and Arbitration and to the Grievance Procedure Circular 11/2001: Revised procedure for dealing with grievance problems. The Grievance Procedure seeks to deal in a fair, prompt and impartial manner with the complaints of individual members of staff that are within the scope of the procedure, but are not appropriate for discussion under the Conciliation and Arbitration Scheme. There is a separate but similar grievance process for locally engaged staff, which is applied in line with local law in each location.

Annual Returns of Statements of Interest

Officers in the Department who are serving in certain designated Civil Service positions are required to prepare and furnish an Annual Statement of registrable interests, under the terms of the Ethics in Public Office Acts. Registrable interest forms must be completed in hard copy and returned to the Secretary General. Forms with a nil interest must be completed in hard copy and returned to Human Resources. The deadline for return is generally January each year and the form should cover the previous year.

Regulation of Lobbying

The [Regulation of Lobbying Act 2015](#) commenced on 1 September 2015. The Act provides for the establishment and maintenance of an online register of lobbying activity by the Standards in Public Office Commission, which makes information on the identity of those communicating with designated public officials on specific policy, legislative matters or prospective decisions available to the public. Lobbyists must report on their interactions with the Designated Public Officials.

Section 6(4) of the Act requires each public body to publish a list of Designated Public Officials of that body. The list is a resource for lobbyists filing a return to the Register who

may need to source a designated public official's details. The list of Designated Public Officials of the Department of Foreign Affairs can be found [here](#).

Protected Disclosures

The [Protected Disclosures Act 2014](#) provides statutory protections for workers in all sectors of the economy against reprisals in circumstances where they disclose information relating to wrongdoing that has come to their attention in the workplace. All public bodies, including this Department, are obliged under the Act to have internal procedures in place for dealing with protected disclosures and for these to be made available to their workers. The Department's Management Board has agreed and put in place Protected Disclosure Procedures, which set out the process by which a worker can make a disclosure, what will happen when a disclosure is made and what the Department will do to protect a discloser.

Public Spending Code

All Irish public bodies are obliged to treat public funds with care, and to ensure that the best possible value for money is obtained whenever public money is being spent or invested. The [Public Spending Code](#) is the set of rules and procedures that apply to ensure that these standards are upheld across the Irish public service. The Code brings together in one place all of the elements of the value for money framework that has been in force up to now, updated and reformed in some respects. The Code is maintained on this website under the management of the Central Expenditure Evaluation Unit (CEEU) of the Department of Public Expenditure and Reform. The Code provides clear guidance for staff and outlines the standards of behaviour expected with regard to public funds.

1.3. Organisational Structure

Clarity on roles, functions and decision-making structures in the Department is central to its functioning in an efficient and accountable manner. This is provided by the Management Board through the proper operation of the management procedures set out in this document.

The Department comprises ten Divisions at HQ, led by officers at Assistant Secretary-level or above and comprising a number of Business Units. All Heads of Division report to the Secretary General or to a Deputy Secretary General and are members of the Management Board. The Department's structure also comprises five standalone Units, which report directly to the Secretary General or to a Deputy Secretary General. The work of these Divisions and Units is detailed below, with further information on their structures available at whodoeswhat.gov.ie. By the end of 2021, the Department's footprint will include 94 overseas diplomatic and consular offices, in addition to offices in Dublin, Limerick, Cork, Armagh and Belfast.

Divisions

Corporate Services Division comprises the Department's Property Management, Security and Corporate Compliance and Information Communications Technology Units. Through the work of these Units, the Division deals with the issues of health and safety, data protection, freedom of information, archiving, records management and business continuity. It also provides technological infrastructures and services in support of the Department's work, and deals with strategic and management issues relating to property and future places of work both at HQ and overseas, including as part of the Global Ireland initiative.

Development Cooperation and Africa Division manages and leads on the Government's official development assistance (ODA) programme, known as Irish Aid. The ODA programme is an integral part of our foreign policy, allowing Ireland to contribute to reducing global poverty and improving the lives of some of the world's poorest communities. Through the programme, Ireland supports developing countries across the world to make real and sustainable changes for the better in the lives of their most vulnerable citizens. The Division also has responsibility for all aspects of Ireland's bilateral relations with Africa including political and economic relations with the countries of that continent.

European Union (EU) 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. It also has responsibility for Irish policy towards the Western Balkans, Turkey, Russia, the countries of the EU's Eastern Partnership and the Central Asian republics, and for Ireland's participation in the Council of Europe, the Organisation for Economic Co-operation and Development (OECD), and the Organisation for Security and Co-operation in Europe (OSCE). The Division oversees Ireland's bilateral relations with all European states, EU (other than the UK) and non-EU, and manages the Department's European missions.

Finance Division 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. The Division also has responsibility for the public procurement function as well as the Department's engagement with relevant Civil Service-wide shared services initiatives.

Global Ireland Division is responsible for animating and activating the Global Ireland Programme, which aims to double Ireland's influence and impact in the world by 2025, in the Department of Foreign Affairs, across Government Departments and agencies, and wider civil society. The Division's work includes collaborating with Team Ireland partners to showcase Ireland; highlighting Ireland's key partnerships in the world; and to amplifying our contribution in terms of culture, people, development aid and foreign policy. The Division has overall responsibility for the Department's communications, information and digital media management and for cultural promotion and diplomacy. Global Ireland Division also leads a number of significant events that promote Ireland abroad, including the annual global St. Patrick's Day programme and Ireland's participation in Expo Dubai.

Global Irish (Citizen) Services Division is the largest Headquarters Division of the Department of Foreign Affairs, reflecting the Department's strong commitment to providing effective and timely services to Irish citizens at home and abroad, and to providing support for, and leading the Government's engagement with, the global Irish community. The

Director General oversees the work of the Passport Service, the Consular Directorate, which is responsible for delivering consular services and assistance to Irish citizens overseas, and the Irish Abroad Unit, which leads on Government engagement with the diaspora.

Human Resources Division has three main Units. HR Abroad assists and supports officers and their families as they undertake postings and assists and supports posted staff in the role as local staff managers. HR HQ Workforce Planning Unit directs workforce planning, competitions, recruitment, assignments and postings. HR Strategy and Operations Unit coordinates the implementation of the HR Strategy and directs workplace relations, performance management, wellbeing, employee engagement, HR operations, and training and development. Human Resources Division has responsibility for implementing the Public Sector Reform Agenda across the Department, in cooperation with the Secretary General and the Strategy, Governance and Change Unit.

Ireland, United Kingdom, and Americas Division works to promote peace and reconciliation on the island of Ireland and the full and effective 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. Working in close collaboration with EU Division, the Division leads on island of Ireland and British-Irish implications of Brexit.

Legal Division provides legal advice and assistance to the Minister and the Department on matters of 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; leads on international legal policy on international humanitarian law, international criminal justice and the law of the sea; represents Ireland in international legal proceedings and in legal committees in international organisations; carries out functions with respect to extradition and mutual legal assistance; and administers the Department's Treaty Office.

Political Division is responsible for ensuring that Ireland's values, interests and foreign policy objectives are reflected in the EU's Common Foreign and Security Policy (CFSP) and the EU's Common Security and Defence Policy (CSDP). The Division also works to ensure that Ireland's positions are advanced in various multilateral fora, most notably within the

United Nations system, reflecting Ireland's support for effective multilateralism and a stable rules-based international order, and leads Ireland's UN Security Council membership through the UNSC Task Team. Political Division is overseen by the Political Director, to whom the North Africa and Middle East Peace Process (MEPP) Unit and the Gulf and Middle East Unit also report. These units are responsible for all aspects of Ireland's relations with Middle East, Gulf and North African states, as well as Irish policy regarding the Israel-Palestine conflict.

Standalone Units

Evaluation and Audit Unit provides an independent evaluation and audit function to the Department. The Unit supports the work of the Department by providing independent objective assessment, assurance, advice and insight regarding corporate performance, governance, risk management and internal control.

Protocol 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. In addition, Protocol facilitates official events and manages official hospitality undertaken by the Department and coordinates correspondence between the Department and Áras an Uachtaráin. The Protocol service also facilitates the operation of diplomatic missions in Ireland in accordance with international and domestic legislation.

Strategy, Governance and Change Unit supports the formulation of Departmental strategic processes to ensure effective implementation of the Department's high-level goals. The unit ensures that strong governance systems are in place across the Department, in full compliance with public sector obligations, through support of the Management Board and its various sub-committees. The Unit leads on the Department's business planning, risk management and performance reporting processes as well as the implementation of the Public Service and Civil Service Reform Agendas. The Unit has responsibility for the annual Mission Review Programme of Embassies and Consulates, which assesses the organisational performance and strategic direction of a Mission in the implementation of the Department's high-level goals. The Unit is central to the promotion

of innovation and change across the Department including through the provision of project management support through the Project Management Office, a key driver of transformation and delivery of strategic projects, through the framework of the Programme Oversight Board (POB). Major Projects include the opening of 14 New Missions under the Global Ireland strategy and the roll out of the Contacts and Events Management System as well as a broad range of major property and knowledge management projects.

Asia Pacific Unit has responsibility for all aspects of bilateral relations between Ireland and the Asia and Pacific region (including Australia and New Zealand), with the exception of Central Asia (EU Division) and development aspects of relationship with Cambodia, Laos, Myanmar, Vietnam and Pacific Islands (DCAD). The work of the Unit is informed and guided by the Asia Pacific Strategy, which was published in January 2020, and sets out high-level ambitions to enhance our political, economic, cultural and people-to-people relations with the region.

Economic Promotion Unit was set up to carry out many of the functions previously associated with Trade Division. DFA seeks to advance Ireland's prosperity by aiding colleagues at home and abroad to promote our economic interests internationally; enabling Ireland's economic diplomacy through effective coordination, mobilisation and communication of government policies and our resources. The EPU supports this work by informing and resourcing the mission network, as well as HQ colleagues, with promotion and outreach funding, briefing, messaging and data to support them in their economic diplomacy roles, an important part of the work in advancing Ireland's prosperity.

Policy Planning Unit works to contribute to strategic policy formulation within DFA, by developing 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 DFA and across Government, and aims to develop stronger and mutually beneficial relationships between DFA and the broader foreign policy community.

1.4. Strategic Planning and Performance Management

Strategic planning is the process by which the Department sets its medium-term high-level goals and outlines how it intends to achieve them. Our Statement of Strategy sets out how the Department implements the commitments assigned to it under the Programme for Government as well as the foreign policy priorities outlined in Global Ireland: Ireland's Global Footprint to 2025 and A Better World: Ireland's Policy for International Development . The Department prepares a new strategy statement every three years, or within six months of a new Minister taking office, as provided for in the [Public Services Management Act 1997](#).

Implementation of the Statement of Strategy is articulated through over 120 Business Plans, supported by Risk Registers at business unit level. This ensures that all of the Department's activities and resources are focused on the same set of clear priorities. Business Plans outline the priority outcomes and outputs for the year ahead and include critical success factors and performance indicators. They are formulated with the input of all staff from the respective unit and are created before the beginning of the relevant calendar year and updated as priorities dictate. Heads of Division are responsible for ensuring that the Business Plans of business units (including Missions) reporting to them are coherent with the Department's strategic objectives. The Management Board discusses HQ Business Plans before the beginning of each cycle.

The Performance Management and Development System (PMDS) provides a framework for linking individual performance with the Business Plan objectives of the relevant Division, Unit or Mission. Staff in the Department complete a role profile form annually, which links their individual role to priorities in their Division, Unit or Mission and plots their development needs and targets. Performance and development is monitored and managed during the year through ongoing informal dialogue and one formal interim review.

Reporting on our performance

The Department is committed to providing regular and accurate reporting which provides our stakeholders with a measurable account of our progress against our goals. Our headline

reporting cycle is set out in the below table. The Department also contributes other reporting data across the breadth of its work.

Framework	Reporting Frequency and Mechanism	Division/Unit
Programme for Government	Annual and as requested by Government	Strategy, Governance and Change Unit
Statement of Strategy	Reporting to Minister; Annual Report; Annual Revised Estimates; Annual Performance Report	Management Board; Strategy, Governance and Change Unit
Open Data	Framework under discussion	Corporate Services Division
Government of Ireland Official Development Assistance Report	Annually	Development Cooperation and Africa Division
Civil Service Renewal 2030	Reporting system for first three year Action Plan has yet to be finalised	Strategy, Governance and Change Unit

1.5. Internal Communications

Strong internal communication is a priority for this Department, and ensures that more than 2,000 staff at HQ and across the mission network in Ireland can engage effectively with one another in an open and transparent manner. The Department is committed to fostering broad, inclusive communication practices, which are innovative and reflect the breadth of interaction across the organisation. The Department also recognises that senior management plays an important role in setting the tone for internal communications and is responsible for ensuring the optimum flow of information through the Department, through both formal structures and informal contacts.

There are a number of structures in place in the Department to support strong internal communication, including:

- A regularly updated Intranet that captures all the Department’s current and historic activities, as well as all the key documents, internal contacts, and circulars that inform staff actions and behaviours.

- Twice weekly coordination meetings of representatives from all HQ Divisions and Units chaired by the Secretary General, followed by a short report circulated to all staff.
- Publication of Management Board, Executive Management Group and Policy Development Group on the intranet, as well as regular Management Board video updates.
- A mobile application for accessing all Departmental contacts is available on Department devices.
- An Annual Departmental Conference that brings together Heads of Mission with key domestic stakeholders.
- Regular Regional Heads of Mission meetings, chaired by the Secretary General, to discuss coherence between missions and HQ and to share best practice.
- Regular meetings of the Senior Management Team to facilitate communication on strategic policy and management issues between the Management Board and Heads of Unit based at HQ.
- Regular videoconference meetings between lead Divisions and Units at HQ and the missions that report to them and between missions located in the same region.
- Engagement of staff in strategic planning and delivery of the Department's objectives through the business planning and reporting process
 - One to one communication between staff and managers through the structured PMDS process.
- Regular newsletters from Divisions and Units updating on strategic projects and work streams, include from the Passport Service covering developments across its three offices.
- Departmental Council meetings that bring together representatives of HR Division with Departmental union committee members to discuss relevant issues.

Annual Heads of Mission Conference

The Department's annual Heads of Mission Conference is an important component of the Department's annual business planning cycle. The conference, which usually takes place

in Dublin over a number of days, is used to inform and drive the work of the Department to ensure greater coherence of the work of missions and to provide an opportunity for missions and business units to feed into the formulation of priorities for the year ahead.

Regional Heads of Mission Meetings

The Secretary General holds regular meetings with Heads of Mission on a regional basis to discuss relevant policy and management issues. The meetings also provide an important opportunity to discuss coherence between missions and HQ and to share examples of best practice.

Senior Management Team

The Department established a Senior Management Team (SMT) in October 2020. The SMT brings together HQ-based officers at Principal Officer/Counsellor level to engage with the Management Board and consider and input to decision-making on key strategic policy and operational issues. The Senior Management Team is an important forum for internal communication in the Department, and facilitates strong collaboration and coordination between members on a range of issues.

Regional Directors' Meetings

The Deputy Secretary General hosts a meeting of all of the Department's Regional Directors every five to six weeks, or more frequently as required. This meeting enables all Heads of Regional Units to come together to discuss cross-cutting issues, such as development and implementation of regional strategies and policy initiatives, business planning, and economic, cultural and promotional initiatives. The meeting is an important forum for communication and coordination between Regional Directors and their Units, and facilitates exchange of best practice across the Department.

1.6. Engagement with External Stakeholders

This Department is committed to ensuring that it delivers on its responsibilities in an open and transparent manner.

The Department accounts to the Houses of the Oireachtas through parliamentary questions, the Oireachtas Scrutiny process ([European Union \(Scrutiny\) Act 2002 as amended](#)) Act 2002 as amended) and through three Oireachtas Committees, namely the Joint Committee on Foreign Affairs and Defence, Joint Committee on European Affairs and Joint Committee on the Implementation of the Good Friday Agreement. The Secretary General of the Department also appears before the Oireachtas Public Accounts Committee.

The Department is accountable to the Department of Public Expenditure and Reform for our progress in implementation of the Public Service Reform Programme. The Department is currently contributing to the development of Civil Service Renewal 2030 Strategy and its first three-year Action Plan. Once this is finalised, the Department will ensure the integration of its priorities and initiatives across the Department, and provide regular progress updates.

This Department participates in the [Quality Public Service Initiative](#), which seeks to ensure that customer service ethos is embedded in the work of the Department, and is an active member of the associated network. The Department operates a [Customer Charter](#) that sets out the process by which members of the public may record a comment or concern about customer service. The Customer Charter is available online and in the Department's public offices and will be updated in 2021.

The Department recognises that it is ultimately accountable to the citizens of Ireland for the efficient and effective delivery of services. In this regard, the office of the Minister coordinates responses to representations from the public on behalf of the Minister. Procedures for dealing with Ministerial correspondence are available to all staff.

The Department applies an open approach to policy making, which enables us to engage with a wide range of stakeholders from the earliest stages of policy-making and to take account of various perspectives. The Department hosts regular open policy debates, with a view to involving practitioners, academics and experts in debating and developing policy options. It also advertises public consultations, publishes draft policy papers online and

invites submissions from civil society and individual members of the public on relevant work areas.

The Department represents Ireland in certain functions relating to its membership of the European Union, the United Nations, the Council of Europe, the Organisation for Security and Cooperation in Europe, and the Organisation for Economic Cooperation and Development. In this regard, the Department is committed to rules based engagement that enhances our partner organisations and Ireland's peace and prosperity. The Department is committed to ensuring that obligations following from membership of international organisations are complied with in full.

The Department, particularly European Union Division, has a leading role in relation to the formation and delivery of 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. The Division has responsibility for all aspects of bilateral relations with EU countries and the Division manages the work of our network of Missions in Europe, including Ireland's Permanent Representation to the European Union. It also leads on Ireland's contribution to EU enlargement, neighbourhood and external relations policies.

1.7. Review of Effectiveness of Governance Framework

The Department's Corporate Governance Framework is a living document and will be reviewed on an annual basis to ensure its effectiveness in supporting the delivery of good governance practice in the Department. The implementation of the Department's governance obligations is overseen by the Management Board, which, which is ultimately responsible for ensuring it remains fit for purpose.

2. Ministerial and Senior Management Roles and Assignment of Responsibility

Governance Principle 2:

Good governance helps to define priorities and outcomes in terms of sustainable economic and societal benefits and to determine the policies and interventions necessary to optimise the achievement of these priorities and outcomes. It means implementing good practices in transparency, reporting, communications, audit and scrutiny to deliver effective accountability.

The Department recognises that the way that managers behave and exercise their decision-making authority is critical in creating an organisation that fosters commitment, cooperation and engagement. The Department aims to deliver and develop strong, visible and energetic leadership, which is fair, transparent and professional, and anchored in effective performance management. The Department also encourages senior managers to approach their work with a whole of Department perspective, rather than limiting their function to their own work area. Senior management is responsible for setting the tone of leadership and culture in the Department by promoting best practice and demonstrating positive behaviour.

This chapter sets out the role and responsibilities associated with key leadership positions in the Department, both at home and abroad, and describes the policies that support the Department's effective operation.

2.1. Minister for Foreign Affairs

The Minister is in charge of the Department and responsible to Dáil Éireann for all elements of the exercise of the Department's responsibility. This responsibility ranges from significant political decision-making on major policy issues, to routine administrative responsibilities discharged by civil servants on the Minister's behalf. The Department's Corporate Governance Framework does not replace or usurp the Carltona Doctrine whereby powers

vested in the Minister may be exercised, by officials of certain seniority and responsibility, without any express act of delegation. As corporation sole for the Department, the Minister is legally responsible for every action of the Department. Where functions are transferred from one Minister to another at the request of Government, regard should be had to the guidelines on managing the efficient reorganisation of Departmental structures or functions.

2.2. Relationship with the Minister

The relationship and communication between the Minister and Department are at the heart of good governance and central to the successful delivery of the Department's objectives and programmes.

The Management Board meets with the Minister for Foreign Affairs on a quarterly basis, and more often if required, to consider strategic policy and management issues. Meetings of the Minister with the Management Board supplement and do not replace ongoing interaction between Ministers, Board members and other senior officials.

The Secretary General and Management Board is responsible for ensuring that the Minister's office is kept informed and updated on the division of responsibilities among senior management in order to maintain clarity and effective communication, including in relation to cross cutting issues. The Secretary General meets with the Minister on a weekly basis to discuss the work and management of the Department.

2.3. Recording of Ministerial Decisions

Submissions for approval by the Minister are first cleared by the relevant Head of Division and Secretary General and then submitted for Ministerial approval using the eSubmissions system. Submissions include the context of and rationale for the request for approval. The responsible business unit maintains a record of the Ministerial decision, in line with statutory requirements.

2.4. Ministers of State

The Minister retains full responsibility for all areas of the Department's work but may choose to assign certain duties to Ministers of State, subject to his/her supervision. These duties may therefore be performed by either the Minister or Minister of State. Officials in the Department support the work of the Ministers of State in the achievement of their functions.

The Minister of Foreign Affairs is supported by two Ministers of State: the Minister of State for Overseas Development and the Diaspora and the Minister of State for European Affairs (who is also assigned to the Department of the Taoiseach).

2.5. Secretary General and Accounting Officer

The [Ministers and Secretaries Act 1924-2013](#) and the [Public Services Management Act 1997](#) outline the statutory responsibilities of the Secretary General. Under the 1997 Act, certain duties are assigned to the Secretary General within the Department (section 4 (1), 9 (1) and 9 (2)), including but not limited to:

- Managing the Department
- Implementing Government policies appropriate to the Department
- Preparing and submitting the Statement of Strategy to the Minister and reporting on progress on its implementation
- Delivering output as determined by the Minister
- Providing advice to the Minister and using resources to meet the requirements of the [Comptroller and Auditor General \(Amendment\) Act 1993](#) in relation to regularity and propriety as well as economy, efficiency and effectiveness
- Ensuring proper use of resources and the provision of cost-effective public services
- Ensuring arrangements are in place to maximise efficiency in cross Departmental matters
- Preparing an outline of how specific responsibilities are assigned to ensure that the functions performed on behalf of the Minister are performed by an appropriate officer, or an officer of appropriate grade or rank, of the Department, in line with the [Public Services Management Act 1997](#)

- Managing matters relating to appointments, performance, discipline and dismissal of civil servants below the grade of Principal or its equivalent

The Secretary General may also be required to carry out other functions on behalf of the Minister under the umbrella of the [Public Services Management Act 1997](#).

The Secretary General serves as Accounting Officer for the Department. The role of the Accounting Officer is outlined in detail in the [Role and Responsibilities of Accounting Officers – A Memorandum for Accounting Officers \(2011\)](#), as well as in the [Comptroller and Auditor General Acts 1866 to 1998](#) and [Public Financial Procedure](#)..

The Accounting Officer is personally responsible for the safeguarding of public funds and property under his or her control; for the regularity and propriety of all the transactions in each Appropriation Account bearing her or his signature; and for the efficiency and economy of administration in her or his Department. In this regard, the Accounting Officer is personally answerable to the Oireachtas Committee of Public Accounts (PAC) for regularity, propriety and value for money through rigorous post factum examination of the manner in which Accounting Officers have discharged their responsibilities by means of independent audit and examinations by the Comptroller and Auditor General.

Every year, the Accounting Officer must prepare the appropriation account (an account of expenditure and receipts) for each 'Vote' for which she or he is responsible. The Secretary General of the Department of Foreign Affairs is responsible for Vote 27 (International Co-operation) and Vote 28 (Foreign Affairs).

2.6. Special Advisers

The primary functions of Special Advisers are to secure the achievement of Government objectives and to ensure effective co-ordination in the implementation of the Programme for Government.

The role and duties of Special Advisers, as set out in section 11 of the Public Services Management Act 1997, are to assist the Minister or the Minister of State by providing advice; monitoring, facilitating and securing the achievement of Government objectives that relate to the Department, as requested; and performing such other advisory functions as may be directed while being accountable to the Minister or the Minister of State in the performance of those functions. The Special Adviser performs her or his role alongside the senior Civil Service in collectively supporting the Minister and the Government of the day.

The appointments of Special Advisers are coterminous with that of the Minister. Special Advisers are not part of the line management system of the Department, but are expected to comply with the Civil Service Code of Standards and Behaviour.

Guidelines for Departments in the Preparation of Office Notices Regarding Special Advisers' issued by the Department of Public Expenditure and Reform assist in setting out arrangements to support incoming Special Advisers in their role.

2.7. Senior Management Roles and Responsibilities

The Secretary General is responsible for the assignment of responsibility for the performance of functions by individual officers, or grade or grades of officer, at Counsellor level and equivalent or above, in accordance with Section 4 (1) and 9 (2) of the Public Services Management Act 1997. These appointments are set out in the Department's Framework of Assignments, to be updated annually or as required. Appointments are aligned with the priorities set out in the Department's Statement of Strategy and reflect the business needs of the Department at the time of appointment, both at home and around the mission network. As outlined in Section 9 (2) of the Public Services Management Act 1997, officers to whom the responsibility for the performance of functions has been assigned shall be accountable for the performance of those functions to the Secretary General and to such other officers (if any) as may be specified under the assignment.

Assistant Secretary

Specific responsibilities are assigned to officers at Assistant Secretary level or above in their function as Head of Division or as a Head of Mission serving abroad. Up to two-thirds of the Department's Assistant Secretaries serve abroad.

The role of Assistant Secretaries includes but is not limited to:

- Supporting the Secretary General/Accounting Officer in the fulfilment of their statutory role
- Contributing to the vision for the Department by preparing the Statement of Strategy
- Agreeing business plans for the Department and guiding and implementing the Department's risk management policy
- Delivering the outputs determined by the Minister, Secretary General and Management Board
- Playing a full role in the Management Board and/or its subcommittees

As Head of Division

- Undertaking strategic planning for the Division in line with the objectives of the Department
- Managing the Division's performance, notably in relation to delivery of policies, objectives and outputs determined by the Minister, Secretary General, and Management Board
- Managing the network of missions under the Division's responsibility
- Ensuring that all advice provided to the Ministerial team is evidence-based, politically neutral and impartial
- Assigning specific responsibilities within the Division and managing and leading staff and performance, including through the PMDS process
- Ensuring the proper allocation and use of resources and compliance with all financial and other obligations related to the post
- Integrating risk management into policy advice and operations
- Identifying opportunities for reform and improvements within the Division
- Reporting to the Management Board on Divisional activities and operations

- Briefing staff within Division, or Units and missions reporting to the Division, on the context of decisions taken at the Management Board;
- Facilitating collaboration, partnerships and networks with other Departments to strengthen dialogue and performance
- Leading Ireland's external engagement by participating at EU and international fora

Chief Financial Officer

The Department has a Chief Financial Officer (CFO) at Assistant Secretary level. The Chief Financial Officer is responsible for overseeing the budget process for Vote 27 and 28 and improving the routine financial management of the Department. Other duties of the CFO the Chief Financial Officer include:

- Monitoring performance to budget and identifying opportunities for further cost saving and efficiency
- Continuously reviewing and improving the policies, internal controls, accounting standards and procedures operating in the Department
- Providing analytical support to the Department's management team, including further development of internal management reporting capabilities
- Acting as the Department's representative in relation to Civil Service-wide shared service initiatives in financial management, payroll (including travel and subsistence) and other areas
- Contributing to the development and implementation of all of the Department's strategic goals including through membership of the Management Board

Counsellor or equivalent

Officers at Counsellor or equivalent level are assigned responsibility as Head of Unit or Section at HQ or Head of Mission. Their role includes but is not limited to:

- Supporting wider management to achieve the objectives of the Department

- Contributing strategically to other senior management fora and the development of Department wide policy including by playing a full and active role in the Management Board and its subcommittees where assigned

As Director/Head of Unit

- Managing the Unit or Section's performance, notably in relation to delivery of policies, objectives and outputs determined by the Minister, Secretary General, Management Board and relevant Head of Division
- Ensuring all advice provided by the Unit is evidence based, politically neutral and impartial
- Managing and leading overall performance of the Unit, including in relation to PMDS, HR and operations
- Ensuring the proper allocation and use of resources and compliance with all financial and other obligations related to the post
- Integrating risk management into policy advice and operations
- Ensuring coordination with other related Units and contributing to dialogue with other Departments and stakeholders
- Participating in the Senior Management Team

Heads of Mission

The Minister submits nominations for Head of Mission assignments for approval by the Government. The nomination of certain Heads of Mission are subject to the approval (agrément) of the authorities of receiving States and appointments are not formally confirmed until this approval is forthcoming. Head of Mission positions as currently filled by Officers at Assistant Principal/First Secretary grade and above.

In addition to the senior management responsibilities assigned to their grade, the role of a Head of Mission includes but is not limited to:

- Acting as the representative of Ireland in their country of accreditation and/or at a multilateral organisation

- Providing expert policy input and guidance on countries or areas of accreditation, ensuring that this is evidence based and impartial
- Building networks in countries/areas of accreditation to advance Ireland's interests
- Leading on agreed strategic objectives and integrating these effectively into Business Planning, with due regard to the Business Plans of relevant Divisions and Units at Headquarters
- Leading at Mission level on key health and safety obligations as well as identifying local risk factors and integrating these into Mission Business Planning and day to day engagement
- Working with state agencies to pursue opportunities that will deliver economic growth and jobs for Ireland and, where relevant, leading Local Market Teams in priority markets and reporting to the Export Trade Council
- Directing the Mission's public and media engagement
- Additional regional responsibilities as set out by the Management Board
- Managing, leading and developing staff in the Mission, including locally engaged staff, within the PMDS structures
- Providing assurance to the Accounting Officer by ensuring the proper allocation and use of resources, including: effective financial management; compliance with all financial and other obligations relevant to the post; the provision of cost effective public services, including a high standard consular service for Irish citizens in line with the Customer Charter and an efficient visa service; identifying opportunities for reform and improvements within the Mission; ensuring the security of the Mission

Assistant Secretaries serving abroad fulfil Head of Mission functions in major bilateral assignments. In some instances, Assistant Secretaries serving abroad may also function as regional coordinators, providing additional governance across the network in addition to their Head of Mission roles.

The role of a regional coordinator is internal and does not affect or impinge the role of a Head of Mission vis-à-vis their accreditations. The purpose of the role is to develop strategic

and operational coherence between missions in the region. Functions of a regional coordinator may include:

- Developing an esprit de corps among Heads of Mission and other colleagues in their respective regions, to provide mutual support across a range of areas
- Leading on coordination of implementation of regional strategies (where appropriate), business planning, cultural programming, regional funding, regional analysis, and other management, modernisation and compliance issues relevant in a regional context
- Convening in person regional Heads of Mission meetings annually and virtual coordination meetings on a regular basis to discuss shared priorities and best practice
- Acting as line manager for Heads of Mission in respective regions for PMDS purposes

At present, six regional configurations (comprising 35 Missions) are in operation. These are the Nordic-Baltic Group (Copenhagen, Helsinki, Oslo, Riga, Stockholm, Tallinn, Vilnius), the Central European Group (Bratislava, Budapest, Prague, Vienna, Warsaw, Kyiv), Europe South Group (Madrid, Lisbon, Rome, Valetta, Holy See), the South East Europe Group (Athens, Bucharest, Ljubljana, Nicosia, Sofia, Zagreb), the Middle East/Gulf Group (Abu Dhabi, Cairo, Ramallah, Riyadh, Tel Aviv, Amman, Rabat), the Africa Group and the Latin America Group (Brasilia, Buenos Aires, Mexico City, Sao Paulo, Bogota, Santiago).

The Management Board agreed Terms of Reference for Regional Coordinators and Regional Directors at HQ in June 2020.

2.8. Organisational Capacity and Capability

The Department recognises the need for adaptability and flexibility to ensure that it has the capacity to deliver on its mission. Structures may change from time to time to reflect the changing national and international environment that determines our objectives. However, as an organisation, the Department must continue to maintain the high standards required of all public servants while continually adapting and learning. The Department engages in

workforce planning, including in relation to assignments overseas to ensure we can do that and that there is operational capacity across the organisation. This work is complemented by a series of operational policies and supports, set out below, that reinforce the Department's ability to deliver on its objectives in an effective manner.

Human Resources Strategy

The HR Strategy 2019-2022 was launched in January 2019 through an extensive process of engagement with staff, trade union representatives and the Irish Foreign Affairs Family Association. Recognising that the people who work in the Department of Foreign Affairs are its greatest resource, the Strategic Framework and the associated Action Plan 2019-2022 set out how the Department intends to invest in its workforce, build a more inclusive workplace, develop and support effective managers and leaders, and enhance HR delivery throughout the organisation in the years ahead. The strategy reflects the Department's core values of diversity, integrity, leadership, service and excellence.

Training, Development, and Organisational Learning

The Department recognises the role that training and development plays in increasing organisational effectiveness and improving staff satisfaction, morale and motivation. While Training and Development is the responsibility of all staff and managers, guidance at senior management level is provided by the Management Board and the Executive Management Group. The Department has a dedicated Training and Development Unit, which ensures that we continue to review and develop training opportunities for all staff and provide the supports staff require to develop professionally and deliver their goals. Under the implementation of the HR Strategy 2019-2022, a new DFA Learning and Development Framework 2020-2022 was published in 2020. A new Locally Employed Staff Learning and Development Plan was launched in August 2020 managed by HR Abroad Unit. The Unit is also actively engaged in the development of the shared model of training, as initiated by the Civil Service Renewal Action Plan.

ICT Policy

The Department has developed an ICT Security Policy and an Appropriate Use of ICT Policy that govern the Department's approach to information security and the ground rules for implementing it. In 2021, the Department will launch the second iteration of the ICT Strategy, setting out our ambitions in this area for a three-year period (2021-2024). This policy is overseen by the ICT and Knowledge Management Management Board Subcommittee, which is chaired by the Chief Financial Officer, and supported by the Strategy, Governance and Change Unit.

Communications Policy

The Department's Communications Unit supports the Minister, Ministers of State and wider Government on all issues affecting Irish interests that have an international communications or public diplomacy dimension. It also works to strengthen communication of the work of the Department and its missions to the Irish public, and to enhance public awareness and understanding of Irish Aid and of global development issues.

The Unit provides guidance and support to Department staff at home and abroad on engaging with key audiences through traditional and social media channels and on the development, design and use of the Department's websites. These comprise an overarching the main DFA website, 90 Mission websites and further dedicated websites for Irish Aid, the Africa Ireland Economic Forum, and the Global Irish Hub.

Records Management

Records Management is central to good governance. It affects all aspects of the work of the Department and is key to the Department's ability to deliver on the governing principals of accountability and transparency. The way that records are managed in the Department is currently under review by a dedicated Records Management Project Team, including a qualified records manager, overseen by the Programme Oversight Board. The project will deliver a new records management system, policy and procedures, which will ensure the preservation of records, greater collaboration in how the department carries out its work, and compliance with statutory obligations.

Data Protection

In accordance with the [EU General Data Protection Regulation, 2016/679 \(GDPR\)](#) as given further effect in Part 3 of the [Data Protection Act 2018](#), the Department is a 'Data Controller' and, as such, has significant responsibilities for ensuring the rights of data subjects and the protection of personal data processed. The GDPR defines personal data as 'any information relating to an identified or identifiable natural person (data subject)'. The Department, as Data Controller, is fully committed to protecting personal data in line with its obligations under all applicable data protection legislation.

The key responsibilities of the Department, including those of all employees, in relation to the processing of personal data are detailed in the Department's Data Protection Policy. The Department's Data Protection Policy also details the arrangements in place to oversee, monitor and ensure compliance with data protection legislation.

Freedom of Information

Freedom of Information (FOI) is fundamental to the overall framework of open Government. The [FOI Act 2014](#) allows members of the public to access information that is in the public interest and is safe to disclose. It plays a significant role in developing a greater understanding of how decisions are taken by the Department. Since January 2014, it has been the policy of the Department to publish non-personal FOI requests and responses on the Department's website. Detailed guidance for deciding officers is available at foi.gov.ie, on the Department's Intranet, and from the FOI Officer who is based in the Security and Corporate Compliance Unit.

Children First

The [Children First Act 2015](#) places obligations on providers of relevant services to children to keep them from harm. This Department provides limited relevant services directly to children. In accordance with our statutory obligations under the legislation and our duty of care to minimise the risk of harm to a child to whom we are providing a service, the Department has developed a Sectoral Implementation Plan and a Child Safeguarding Statement. The Statement will be reviewed by end March 2022.

Passport Service Reform Programme

The delivery of a prompt and effective passport service to our citizens at home and abroad remains a cornerstone of the Department's work. In order to respond to increasing application volumes and the requirement to provide more modern, efficient services, as well as to ensure robust security standards, a Passport Service Reform Programme was launched in 2015. The Reform Programme is led by a Programme Board chaired by a member of Management Board, and implemented by a Programme Team. The Programme has a strong governance framework, in accordance with the Public Spending Code. The Chair reports to the Management Board on progress on a quarterly basis. The Management Board also has a supervisory role in relation to transition through Programme stages, as well as oversight of budget and timelines. This significant reform programme, which is central to the Department's goals and service delivery ethos, will be completed on implementation of a new processing system (named PIPS) for all passport and Foreign Birth Registration applications across the Passport Service and the Embassy network.

Project Management

The Department's Project Management Office (PMO) sits within its Strategy, Governance and Change Unit and is central to the promotion of innovation and change across the Department. The main responsibilities of the PMO are providing the Secretariat to the Programme Oversight Board, which is chaired by the Secretary General, including coordinating regular programme-wide updates. The PMO ensures a strategic approach to project selection and delivery in the Department and that best practice project management governance is in place to support the delivery of large Departmental projects. The PMO is also responsible for improving project management capacity in the Department and providing best practice project management resources for use by DFAT project teams, including directly supporting projects under the remit of the Programme Oversight Board.

2.9. Governance Role of All Staff

All members of staff in the Department have a role to play in collectively committing to the good governance of the Department through the requirements of this Framework, as well as by adhering to the Civil Service Code of Standards and Behaviours in the performance of their duties, corporate policies, procedures, circulars and Office Notices. These guiding documents are accessible to all staff on our internal intranet site.

3. Management Board and Other Governance Structures

Governance Principle 3:

Good governance means developing the Department's capacity, including the capability of the leadership team, management and staff.

This chapter sets out the governance and management structures and procedures in place in the Department. It first clarifies the role of the Department's Management Board and its subcommittees, and then sets out the structures and procedures that govern the relationship between Divisions and Units at Headquarters and missions abroad.

The Department's Strategy, Governance and Change Unit is responsible for ensuring that that strong governance is in place across the organisation, including by supporting the Management Board and ensuring integration and coherence between the Board and each of its subcommittee, and ensuring the Board complies with its public sector obligations.

3.1. Management Board

The Management Board is a leadership and management team for the whole Department. Chaired by the Secretary General, the Board meets every fortnight to consider strategic policy, operational and compliance issues that are critical to the work of the Department.

The Board operates to the principles of shared participation and responsibility for the operational success of the entire Department. Board members have a responsibility to act in the best interests of the Department and are expected to take a wider corporate view of issues, as well as specific Divisional matters. Decisions at the Management Board are generally reached by consensus. Where consensus is not possible, the Secretary General will determine a course of action.

The Management Board currently comprises the Secretary General (Chair), the Deputy Secretary General and all Assistant Secretaries serving at Headquarters, as well as two officers at Assistant Secretary-level who represent the mission network. The Director of the Strategy, Governance and Change Unit is also a member of the Management Board.

Further information on the role, responsibilities and routines of the Management Board are set out in its Terms of Reference, which is included at Appendix A.

3.2. Sub-Committees of the Management Board

A number of subcommittees have been established to support the Secretary General and Management Board in their governance of the Department. Each of these subcommittees is chaired by one or more Management Board members, as nominated by the Secretary General. Membership of the groups is drawn from both the Management Board and wider Department, depending on business needs.

Discussion of issues at subcommittee level allows for a detailed consideration of agenda items by members of the Group in question, reducing the number of issues that require subsequent consideration by the Management Board, and in some cases, eliminating the need for any further discussion by the Board.

The Management Board Annual Calendar, included at Appendix A, provides for regular reporting on the work of each of these subcommittees to the full Management Board, to ensure all members have oversight of key work streams.

Information on the role of each subcommittee is set out below. Further details on the responsibilities, membership and routines of each subcommittee can be found in their respective Terms of Reference, which are included at Appendix A.

From time to time, the Management Board may also establish ad-hoc and time-bound Management Board subcommittees to advance a particular work stream.

Executive Management Group

The Executive Management Group contributes to the effectiveness of the Management Board by considering and developing proposals on operational matters. The Executive Management Group considers proposals and initiatives relating to health and safety, security and compliance, property management, passport services, consular services, communications, change management, ICT and implementation of the Global Ireland initiative.

Executive Management Group – Property Management

The Executive Management Group – Property Management provides high-level direction to the work of the Department's Property Management Unit. It is responsible for setting strategic priorities for the Unit and ensuring effective, timely delivery and value for money in the programme of work as set out in the Unit's annual business plan, in accordance with the Public Spending Code.

Policy Development Group

The Policy Development Group supports the Secretary General and the Management Board in their governance of the Department by providing guidance and crosscutting engagement on policy matters and ensuring policy coherence.

Policy Development – Peace and Stability Steering Group

The Policy Development – Peace and Stability Steering Group provides high-level, strategic direction and decision making on peace, conflict and stability issues in the Department. It is responsible for defining priorities (regional and thematic), risk tolerance, direction setting, the alignment of budgets with policy priorities, and ensuring an integrated and holistic approach to peace, stability and conflict policy and programming across the Department.

Programme Oversight Board

The Programme Oversight Board (POB) oversees the selection, prioritisation, resourcing and delivery of time bound projects in the Department. It ensures that projects are aligned

with the achievement of the Department's Strategic Goals, and strengthens the delivery of change in the Department using a Project Management Framework.

Risk Management Committee

The Risk Management Committee supports the Chief Risk Officer in overseeing the implementation of the Department's Risk Management Policy. The Committee advises on the Department's risk management policy, methodology and standards and provides feedback on its operation at Divisional and Business Unit level in order to improve and refine the Department's approach to risk. The Committee also reviews the Department's Risk Register and proposes amendments and improvements to the Management Board through the Chief Risk Officer.

Development Cooperation and Africa Division Senior Management Group

The Senior Management Group supports the Director General of the Development Cooperation and Africa Division (DCAD) in the management and administration of resources allocated to the Department under Vote 27; the development and delivery of Ireland's policy for international development, A Better World; and the management of all aspects of Ireland's relations with sub-Saharan Africa, as articulated in the Africa Strategy.

ICT, Knowledge Management and Innovation Subcommittee

The ICT and Knowledge Management Subcommittee oversees the development and implementation of the Department's ICT Strategy. The Committee also provides strategic direction and guidance to a series of projects designed to help the Department capture knowledge across our work, share information and best practices efficiently, and innovate to create new and better systems, ensuring their alignment with the ICT Strategy and other relevant Departmental strategies and initiatives.

Gender, Equality, Diversity and Inclusion Subcommittee

In 2012, the Department's Management Board established a Subcommittee on Gender Equality. In 2019, this was renamed as the Management Board Subcommittee for Gender, Equality, Diversity and Inclusion. The subcommittee is co-chaired by two members of the Management Board and its work is progressed by a variety of Working Groups, each with a

focus on a specific area of equality, diversity and inclusion. The subcommittee works closely with HR and the HR Strategy Implementation Team to build a positive, diverse and innovative workplace.

Passport Programme Reform Board

The Passport Reform Programme Board considers governance and operational issues that support the work of the Passport Reform Programme to ensure the development and delivery of the Programme in accordance with the approval and conditions of sanction laid down by the Management Board. The main objective of the Board is to deliver the Programme on time, on budget and to a good standard.

HR Strategy Implementation Team

The HR Strategy Implementation Team provides high-level oversight on the implementation of the Department's HR Strategy (2019-2022).

3.3. Governance at Missions and between Missions and Headquarters

By the end of 2021, Ireland's diplomatic network will comprise 94 overseas consular and diplomatic offices, through which the Department maintains diplomatic relations with 178 states.

Good governance across the mission network is critical to the Department's ability to deliver on its objectives in the context of a highly dispersed workforce. 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.

3.4. Relationships with Honorary Consuls

An Honorary Consul is an official representative of the Irish Government in a particular designated territory. The functions, privileges and immunities of Honorary Consuls are set out in the Vienna Convention on Consular Relations, 1963. The Diplomatic and Consular Relations Act, 1967 gave the Convention the force of law in the State. Honorary Consul appointments are made by the Government through the Minister in consultation with the relevant mission, Unit and Consular Directorate. The Government of the host State must also agree to an appointment.

While the roles and functions performed by Honorary Consuls can vary, they are generally appointed to provide consular assistance and services to Irish citizens in a specific geographical area, particularly in countries or regions where there is no resident mission. They also assist with the development of trade and economic relations between the host country and Ireland and act as a focal point for the local Irish community. A number of Honorary Consuls also play a role in delivering the visa service overseas. The appointment of an Honorary Consul is an honorary one, unsalaried and non-pensionable. Each Honorary Consul is entitled to an honorarium (currently €1,125 per annum) to cover their out-of-pocket expenses and can retain half of the consular fees they collect.

The terms and conditions of appointment require Honorary Consuls to submit a set of accounts to the Department every six months. They are also required to submit an annual report of their activities during the year and to comply with data protection/ GDPR obligations. The initial appointment is usually for a period of three years. The appointment may be renewed by mutual agreement thereafter, usually at five yearly intervals.

Primary responsibility for supervising the activities and performance of Honorary Consuls rests with the mission accredited to the country or region in which the Honorary Consul is located (this is usually an Embassy but career Consulates in the USA also perform this role). The Head of Mission is the Honorary Consul's immediate superior officer. Consular Directorate has overall responsibility for the administration of the network.

3.5. 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 is a lead sponsor of various Actions under Civil Service Renewal. Other Management Board members also participate in senior civil service management fora, as appointed by the Secretary General.

The European Union Division also chairs cross-Departmental groups on European Union and Brexit issues and supports the work of the Cabinet Committee on Europe. Ireland's approach to EU-UK issues is overseen by an internal group chaired by the Minister for Foreign Affairs.

The Department emphasises the importance of cross-Departmental engagement in delivering broader Government priorities and commits to an interdependent and collegiate approach in all its dealings, structured or not, with other Government Departments and Agencies. The Department also hosts the Inter Departmental Committee on Human Rights, the Inter-Departmental Committee on Development and co-hosts the Inter-Departmental Committee on Peacekeeping Operations with the Department of Defence.

4. Audit, Assurance and Compliance Arrangements

Governance Principle 4:

Good governance means managing risks and performance through robust internal control systems and effective performance management practices.

Dáil Éireann approves funds for Government Departments and Offices to spend on the provision of public services every year. The Department of Foreign Affairs is accountable to the Dáil for those allocated funds, including through the Oireachtas Committees on Foreign Affairs and Defence, European Affairs, and the Implementation of the Good Friday Agreement. The Secretary General of the Department appears before the Public Accounts Committee as requested.

The Department's accounts are audited and reported on by the Comptroller and Auditor General who provides independent assurance that public money is properly managed, spent to good effect and is contributing to improvements in public administration.

4.1. Internal Finance Division

Finance Division, led by the Chief Financial Officer, reports directly to the Secretary General/Accounting Officer and oversees the management of Votes 27 and 28. The Division maintains a Financial Policy and Procedures Manual, which reflects the Department's obligations under the Public Financial Procedures, with a view to supporting and informing officers with responsibility for accounting, budgetary control and financial management. The manual also sets out the authority limits for spending across the two Votes.

At the end of each financial year, the Department is required to report spend in the form of an Appropriation Account, which is submitted for review and audit to the Office of the Comptroller and Auditor General. This Account must be delivered by 31 March. The

Accounting Officer is required to supply a signed Statement of Internal Financial Control with this Annual Appropriation Account. The Statement of Internal Financial Control is the means by which the Accounting Officer declares his or her approach to, and responsibility for, risk management, internal control and corporate governance. It is also the vehicle for highlighting weaknesses in the internal control system in the organisation.

The Accounting Officer is responsible for ensuring that an effective system of internal financial control is maintained and operated by the Department. The objective of the Department's system of internal control is to provide reasonable, and not absolute, assurance that assets are safeguarded, that transactions are authorised and properly recorded, and that material errors or irregularities are either prevented or would be detected in a timely manner. Maintaining the Department's system of internal financial controls is a continuous process and the system and its effectiveness are kept under ongoing review.

4.2. Shared Services

Payroll and human resources services are provided to the Department on a shared service basis by the National Shared Services Office. The Accounting Officer relies on a letter of assurance from the Accounting Officer of the Vote for Shared Services that the appropriate controls are exercised in the provision of shared services to the Department.

4.3. Public Procurement

Procurement governance in the Department refers to the policies and processes by which the Department holds itself accountable for its procurement and commercial contracting activities. The Department administers the governance structure of the Government's National Public Procurement Framework, and the rules and policies made under it.

The Secretary General, as Accounting Officer, is accountable for the Department's procurement activity and delegates responsibility for the contracting of all types of goods, services and works including ICT, works contracts and technical support to separate Heads of Business Units in the Department at home and abroad. Where this occurs, the Heads of

Business Units ensure the application of appropriate governance mechanisms to manage all categories of goods, services and works procurement with the support of a centralised procurement unit in the Department.

Under the [*National Public Procurement Policy Framework*](#), the governance structure in all Departments requires the assignment of a Procurement Officer to support the Department in meeting the various procurement obligations including procurement compliance, effective procurement planning, robust internal procurement systems, efficient approval processes, and the appropriate delegation of authority.

The Department of Foreign Affairs is a 'contracting authority', defined under EU Directives as a body governed by public law. As a contracting authority, the Department of Foreign Affairs public procurement is governed by Directive 2014/24/EU on public procurement (goods, services and works) as transposed into Irish law by S.I. No. 284/2016; Directive 2014/23/EU on the award of Concession contracts S.I. No. 203/2017; the Office of Government Procurement Public Procurement Guidelines for Goods and Services (2019); Guidelines for the Engagement of Consultants by the Civil Service (2006); the Code of Practice for the Governance of State Bodies (2016) Green Procurement – Guidance for the Public Sector (EPA) (2014); DPER Procurement Circulars and the Public Spending Code.

The Department's procurement governance objectives are:

- Implementing Government and EU procurement regulation and guidelines
- Obtaining value for money in the exercise of procurement functions
- Improving competition and facilitate access to the Department's procurement business by the private sector, especially by SMEs
- Identifying and managing conflicts of interest
- Treating participants in an ethical and fair manner
- Administering procurement processes ensuring full transparency

The Department has set procedures for competitive processes depending on the level of expenditure to be incurred. These comply with Irish and EU procurement regulations.

These competitive processes are set out in the Department's Procurement Procedures, which are available to all staff via the Intranet. The Department's Chief Financial Officer is required to approve all contracts signed by the Department with a value of €25,000 or more.

4.4. Evaluation and Audit Unit

The Evaluation and Audit Unit supports the work of the Department by providing an independent evaluation and internal audit function to the Department, and through insight and knowledge of the Department, provides advice concerning corporate performance, governance, risk management and internal control. The Unit reports directly to the Secretary General who approves the annual evaluation and audit work plan.

The Unit conducts evaluations of the Department's policies and strategies that generate evidence to provide accountability for public funding and inform strategic and operational decision-making. The Unit is part of the Irish Government Economic Evaluation Service (IGEES) and as such conducts assignments such as Spending Reviews that are undertaken under the Public Spending Code.

The internal audit function provides independent and objective assurance on the overall adequacy and effectiveness of the Department's framework for governance, risk management and internal control, through risk-based internal audit work plans.

Procedures are in place to track that recommendations arising from audit and evaluation reports are addressed by the Department.

The work of the Unit is supported by the Department's independent Audit Committee that provides an independent appraisal of the Department's audit and evaluation arrangements and reviews the work programmes and reporting of the Unit, and the resources available to the function. The Audit Committee has an advisory role with no executive functions, responsibilities or powers and has no role in approving evaluation and audit reports.

4.5. Passport Office Policy and Legal Unit

A Policy and Legal Unit has also been established in the Passport Service to oversee the effective application of policies, procedures and guidelines and will enhance the audit function within the Service.

4.6. Overseas Development Aid Budget Oversight and Grant Management

The ODA programme is an integral part of our foreign policy, allowing Ireland to contribute to reducing global poverty and improving the lives of some of the world's poorest communities. A Better World – Ireland's policy for International Development - sets out the breath and scope of Ireland's International Development cooperation. Through our ODA programme, Ireland supports developing countries across the world to make real and sustainable changes for the better in the lives of their most vulnerable citizens. Our development cooperation programme provides Ireland with a significant global presence and footprint – including in fragile states and conflict-affected contexts. Each year allocations for the Department's ODA Budget, Vote 27 are submitted to an interdepartmental committee (IDC) for consideration.

A standard approach to grant management is in place in relation to all grants to partner organisations under the Department's ODA Budget, Vote 27. It provides a framework to ensure that those tasked with managing the resources allocated to the Official Development Assistance programme do so in such a way that will deliver optimal results, demonstrate full and transparent financial accountability, generate learning, and support timely and accurate reporting.

4.7. Audit Committee

The Department of Foreign Affairs has an independent Audit Committee, appointed to provide independent advice to the Accounting Officer regarding the suitability and robustness of the Department's risk management and internal control systems and procedures, and the audit and evaluation arrangements.

The Committee is comprised of a maximum of six members, all external to the Department, whose backgrounds include audit, evaluation, risk management, overseas development assistance, and public administration. The Committee meets at least six times a year. The Audit Committee's annual reports are published on the Department's website. The Charter for the Audit Committee can be found at Appendix B.

4.8. Risk Management

The Department's risk management approach is governed by a Risk Management Policy, updated in 2014. The policy seeks to ensure that an awareness of risk and risk prevention and protection informs all aspects of the Department's work. The Secretary General and Management Board approve and implement the Risk Management Policy and are Risk Owners for strategic or cross-cutting risks facing the Department. The Department maintains a Risk Reporting Register and a Management Board High Level Risk Register, which capture the fullest possible risk picture. The Management Board considers risk every two months as a regular agenda item.

The Chief Risk Officer (CRO) is a Management Board member, appointed by the Secretary General, and is responsible for ensuring that risk is identified and managed in the Department. The CRO chairs the Risk Management Committee and is the reporting channel between the Committee and the Management Board. The CRO is supported in his work by the risk management Secretariat in the Strategy, Governance and Change Unit. The CRO is also supported by the Risk Management Committee, which meet every quarter, in overseeing implementation of the Risk Management Policy. Terms of Reference for the Risk Management Committee can be found at Appendix C.

Heads of Unit are responsible for managing risk within their Unit and individual staff members also bear responsibility for risk management. Staff should proactively identify risks and bring these to the attention of management in a timely and effective manner. They should also contribute, as appropriate, to specific planned actions to mitigate risk as detailed in their Business Unit's Risk Register.

4.9. Corporate Services Division

Corporate Services Division plays an important role in governance, particularly through the work of its Security, Coordination and Compliance Unit. This Unit has responsibility for security, health and safety, data protection, freedom of information, records management and customer service.

The Unit is responsible for managing security risks to the personnel and assets of the Department at home and across the mission network. The Unit ensures that personnel have appropriate security information and training resources, secure workplaces and the appropriate policies and planning in place to manage security risks.

The Unit represents the Department on the interdepartmental Government Taskforce on Emergency Management and at the National Emergency Coordination Centre. It also ensures that the Department has the appropriate emergency management and business continuity planning framework in place to promote business resilience.

The Unit works closely with the ICT Unit and other business Units in relation to information security, including classified information, through the National Security Authority for Ireland and other interdepartmental channels.

4.10. Health and Safety

The Department is committed to providing a safe and healthy work environment for all staff in the Department and its Offices, including customers, visitors, contractors and members of the public in accordance with the [Safety, Health & Welfare at Work Act 2005](#) and the [Safety, Health & Welfare at Work \(General Application\) Regulations 2007](#) and other relevant legislation. Across the mission network, all missions are required to adhere to all applicable legislative and other requirements set out by the relevant authorities in the host country.

The Health and Safety team in Corporate Services Division is committed to identifying and then, as far as is reasonably practicable, providing the necessary guidance and policy to eliminate, reduce and control occupational risk, through consultation and engagement with

staff across HQ and the mission network. In accordance with legal and other requirements, health and safety policy is developed through SCCU. Through a process of risk assessment, health and safety risk is required to be identified and controlled at each workplace to protect staff and others affected by our operations. Specific health and safety obligations of the Department are kept under regular review and new requirements are notified to the Management Board and Executive Management Group as appropriate by Security, Coordination and Compliance Unit.

The Corporate Services Management Unit acts as departmental and divisional coordinator including for PQs and memos to Government.

4.11. Mission Reviews

Strategy, Governance and Change Unit has responsibility, as directed by the Management Board, for periodically reviewing the performance at the Department's Missions abroad. Mission Reviews provide an assessment of the performance of Missions in delivering on the Department's High Level Goals and make recommendations for the consideration of the Management Board to address any issues arising and promote best practice. It is the intention of the Management Board that Missions will be reviewed once every ten years.

Appendix 1: Management Board Terms of Reference

1. Vision and purpose

The mission of the Department of Foreign Affairs is as set out in its Statement of Strategy.

The Management Board supports the Minister and Secretary General in the fulfilment of their statutory roles in pursuance of this mission.

The Department and the Management Board are guided in their work by the core values of the Department and by the civil service vision, set out in the Civil Service Renewal 2030 Strategic Framework and in the Department's Corporate Governance Framework. The Board operates to the principles of shared participation and responsibility for the operational success of the entire Department.

2. Department's approach to policy making

The policies pursued by the Department are set at the direction of the Minister, within the framework laid down by the Programme for Government. They are further articulated in the Government's statement of foreign policy, the Global Island, while the Departmental Statement of Strategy sets out how these policies will be implemented and their objectives achieved over a three-year period.

The Management Board supports the Secretary General in the effective implementation of policy, having regard to budget and resource considerations. It ensures an appropriate process of engagement and coordination on policy issues across the Department, with other Government Departments and agencies and external stakeholders.

The Management Board also supports the provision to the Minister of quality, coordinated and timely advice on policy issues, and on strategic matters affecting the Department.

3. Membership

The Management Board currently comprises the Secretary General (Chair), the Deputy Secretary General and all Assistant Secretaries serving at Headquarters, as well a representative of the mission network at Assistant Secretary level. The Director of Strategy, Governance and Change Unit also serves on the Management Board at Counsellor level. Counsellor level Members have the full rights and responsibilities of Board members during their tenure and are expected to contribute fully to the work of the Board.

4. Relationship with Minister, Minister of State and Special Advisor

The Management Board meets with the Minister for Foreign Affairs on a quarterly basis, and more often if required. Matters for discussion with the Minister include but are not limited to:

- Government priorities and implementation of the Programme for Government
- Strategic policy and management issues
- Department performance

Meetings of the Minister with the Management Board supplement and do not replace ongoing interaction between Ministers, Board members and other senior officials. Special Advisers to the Minister may also participate in Management Board meetings, where discussions relate to Government priorities, strategic policy and overall Departmental performance.

The Minister and his/her Special Advisers are regularly briefed on Management Board outcomes by the Secretary General.

5. Roles

The role of the Chair (Secretary General) includes:

- Scheduling and chairing twice monthly meetings
- Finalising the agenda for these meetings with input from Management Board Members and the Strategy, Governance and Change Unit

- Ensuring the Board considers any matters that threaten the propriety or value for money with which the Department carries out its business
- Ensuring that the Management Board considers any significant issues which may impact on the Department's medium term capacity, capability or significant risks to delivery on its objectives, together with details of mitigating actions proposed or taken

The Chair may delegate chairing functions to the Deputy Chair (Deputy Secretary General) as required.

The role of Board Members, complementary to that of the Secretary General/Accounting Officer, includes but is not limited to:

- Regular attendance and active participation at meetings of the Board
- Specific responsibilities assigned to them by the Secretary General or Management Board
- Participating proactively in the management of the whole Department and not focusing only on their own functions in providing leadership and strategic direction, and driving and overseeing the implementation of Departmental strategies
- Using their experience to challenge and critically examine items under discussion by the Board
- Notifying the Board of any matters that threaten the propriety or value for money with which the Department carries out its business
- Notifying the Board of any significant issues that may impact the Department's medium term capacity, capability or significant risks to delivery of its objectives, together with details of mitigating actions proposed or taken.
- Chairing of and/or participation in Sub-Committees and Taskforces established by the Board

The role of the Secretary to the Board includes:

- Preparing draft meeting agendas for consideration by the Chair, based on consultation with Board members, relevant Divisions and Units, Subcommittee secretaries and the Management Board Annual Calendar
- Liaising with the Secretaries of the Board's subcommittees, particularly the Executive Management Group and Policy Development Group, to ensure coherence and integration of agendas across all governance groups
- Circulation of papers to members ahead of meetings
- Preparation of draft meeting minutes for approval by the Secretary General and members and publication for all staff on the intranet
- Clear recording and communication of Management Board decisions to members and relevant colleagues

6. Responsibilities of the Management Board

The Management Board regularly considers the following issues:

- Implementation of the Department's Statement of Strategy
- Business planning
- Operational strategies, as appropriate, for effective Departmental implementation of Government policies
- Risk management
- Business continuity
- Information security
- Budget allocation, performance and review and consideration of significant investment decisions
- Certain HQ assignments and overseas postings
- Major policy and management issues and wider external issues of significance
- Major strategic challenges confronting the Department and strategies affecting the long term interests of the Department (including IT, financial and Human Resource allocation, Human Resources strategies)

- Internal communication, including dissemination of information on the role and decisions of the Management Board where appropriate, driving engagement with staff and communication with external stakeholders
- Opportunities to exploit and embrace technology and innovation to transform service delivery
- Governance arrangements
- Progress and status of major legislative initiatives being undertaken within the Department
- Progress and status of major projects against expected timeframes and budget
- Review of certain documents prior to publication including the Annual Report and the Department's contribution to the Estimates Process
- Ensuring that cross-cutting and longer term issues are fully accounted for in resource planning, policy formulation and advice
- Ensuring that strategic Human Resources and organisational capacity and capability reviews are conducted periodically

In December 2020, the Management Board agreed to implement the Management Board Annual Calendar, included at Annex 1, in 2021. Implementation of the calendar seeks to ensure that the Management Board and its subcommittees deal with governance, compliance and operational issues in a systematic way, while also ensuring time is set aside for regular strategic policy and management discussions.

7. Subcommittees

A number of subcommittees have been established to support the Secretary General and Management Board in their governance of the Department, as follows:

- Executive Management Group
- Executive Management Group – Property Management
- Executive Management Group – Health and Safety
- Policy Development Group
- Policy Development – Peace and Stability Steering Group

- Programme Oversight Board
- Risk Management Committee
- Development Cooperation and Africa Division Senior Management Group
- Passport Programme Reform Board
- ICT, Knowledge Management and Innovation Subcommittee
- Gender, Equality, Diversity and Inclusion Subcommittee
- HR Strategy Implementation Team

Each of these subcommittees is chaired by one or more Management Board members, as nominated by the Secretary General. Membership of the groups is drawn from both the Management Board and wider Department, depending on business needs.

The Management Board annual calendar provides for regular reporting on the work of each of these subcommittees to the full Management Board, to ensure all members have oversight of key work streams. Terms of Reference for each of the subcommittees are included in the Corporate Governance Framework.

From time to time, the Management Board may also establish ad-hoc and time-bound Management Board subcommittees to advance a particular work stream.

8. Management Board routines

The Management Board meets twice monthly, usually on Tuesday afternoons, or more frequently as required.

Papers for consideration by the Management Board should be submitted to the Secretary by close of business on the Thursday preceding the meeting, to allow members three business days to review material.

Papers for discussion should include a clear summary of the issue and its potential implications or consequences, as well as clear timelines for action. A Management Board coversheet should also be submitted with the papers.

Further information on the preparation of discussion items for the Management Board is included at Annex 2.

Board decisions are generally taken by consensus. Where consensus is not possible, the Secretary General will determine a course of action.

9. Communications

The Management Board plays an important role in fostering strong internal communication in the Department and is responsible for ensuring efficient and appropriate dissemination of information throughout the organisation. Where appropriate, members should share information circulated to the Board with Heads of Unit in their Division to develop organisational awareness and buy-in. The Board is also responsible for communicating the context of decisions taken to staff.

Once finalised by the Secretary General and agreed by Board members, Management Board minutes are published to Department's intranet home page. Minutes include a summary of items discussed, decisions reached, and action points, including timeframes.

Board members also record a regular Management Board video update for the intranet home page to communicate key developments to staff. Management Board minutes are also published on the Department's website on a quarterly basis under the Freedom of Information Publication Scheme.

10. Performance and evaluation

The Management Board is subject to a periodic review to measure delivery, performance and effectiveness against its terms of reference, as set out in the Civil Service Governance Code. The Board will define the modalities of the review.

Management Board Annual Calendar 2021

Meeting	Governance/Compliance	Operational/Annual Business Processes	Strategic Management	Subcommittee Reporting	Away Day/ Off-site
12 January		HR 1	Strategic 1: Health Diplomacy		
26 January			Strategic 2: Future of Work	SMG 1, POB 1, Passport Reform 1	
9 February	Risk 1	Finance 1, Business Planning 1	Strategic 3: US Election: Implications		
23 February			Strategic 4: Talent Management		Away Day
9 March		HR 2		ICT Subcommittee 1, GEDI 1	
23 March	EAU 1		Strategic 5	EMG-PM 1	
13 April	Risk 2	Finance 2	Strategic 6		
27 April				SMG 2, POB 2, Passport Reform 2	
11 May			Strategic 7		Away Day
25 May	Health&Safety/Security 1			EMG 1, PDG 1	
8 June	Risk 3	Finance 3			
22 June		HR 3			
6 July	FOI 1	Business Planning 2		SMG 3, POB 3, Passport Reform 3	
20 July			Strategic 8		Away Day
31 August		Finance 4			
14 September	Risk 4			ICT Subcommittee 2	
28 September	Data Protection 1	HR 4	Strategic 9		
12 October	EAU 2			EMG-PM 2	
26 October	Risk 5	Finance 5		SMG 4, POB 4, Passport Reform 4	
9 November			Strategic 10		Away Day
23 November	Health&Safety/Security 2	HR 5, Business Planning 3		EMG 2, PDG 2, GEDI 2	
7 December	Risk 6				
14 December		Finance 6			

Management Board Routines and Documentation in support of effective Governance

Purpose

The purpose of this short paper is to outline the various routines, procedures, and documents involved in the good functioning of Management Board meetings. The paper will support clearer understanding of Management Board processes and outputs. It is for the information of those bringing papers to Management Board.

Overview of Paper

Two areas are covered in this paper:

1. **Agenda Setting** – guidance on the process of setting and structuring agendas
2. **Management Board Documents** – overview of the documents brought to and emanating from MB

Agenda Setting

How

Management Board Agendas are filled following consultation with:

- Management Board Members;
- the Secretaries of the Executive Management Group (EMG), Policy Development Group (PDG), and Policy Oversight Board (POB), the Risk Management Committee (RMC), the Audit Committee, and the Subcommittee on Gender Equality, Equality and Diversity;
- Management Board Annual Calendar

Colleagues in units may also request items be placed on the Management Board agenda. These are considered in consultation with the Chairs and Secretaries of the Boards and Committees listed above.

Final Management Board agendas are signed off by the Secretary General and Deputy Secretary General.

When

In principle, agendas will be closed one week before the date of the MB meeting, following a meeting of the Secretary General, Deputy Secretary General, Director of SGCU and Secretary to the Management Board. This is to allow units sufficient time to prepare and submit the relevant documentation.

To ensure clarity on what is being requested of the MB and in the interest of the most effective use of time, the Management Board agenda is presented in three parts:

1. Items for Decision

To ensure that agenda items seeking decision on the allocation of resources are given sufficient time for discussion, these items are taken first.

2. Items for Consideration

Items requiring the consideration and inputs of the Board follow items for decision. These items require the views of the Management Board to proceed or to guide the direction of their development.

3. Items for Information

Updates from units on operations and business process, and items requiring neither the decision nor the substantive inputs of Management Board to proceed will come at the end of the agenda, prior to AOB points.

Management Board documents

Coversheets

When an item is added to the agenda, it will be clearly communicated whether the item is for decision, consideration, or information. Each will have a unique coversheet to guide units in the preparation of documents to frame the discussion. Coversheet templates are found on the Management Board site on the intranet, and in Annex 1 of this paper.

Papers

To ensure Management Board members have sufficient time to review and consider the items for discuss, papers for Management Board should be submitted to the Secretary to the Management Board by close of business on the Thursday preceding the Management Board meeting. Papers not received by this time will see the item removed from the Management Board agenda. These items will be accommodated at a later Management Board. Items can only be submitted after this deadline with the express permission of the Secretary General.

Decision

Sheets

Following Management Board meetings, should a decision be made to a) allocate resources, b) approve policies or strategies, and c) direct processes, a Decision Sheet will be produced and sent to the lead Units for the item. These will be in pdf format and can thus be placed on the file in Divisions as the outcome of the Management Board discussion. Each Decision will have a unique identifier. The use of an identifier should assist in tracking and building on previous discussions. A sample Management Board Decision Sheet – MB.17.24.2019 – can be found at Annex 2.

The identifier MB.17.24.2019 is made up of:

- MB – Management Board
- 17 – the 17th Management Board of the year
- 24 – the 24th decision taken this year
- 2019 – the year the decision was taken

Annex 1: Management Board Decision Sheets

Paper for decision of the Management Board	
Subject	
Date	
Decision sought	
Context and purpose of discussion	
Next steps	
Associated high level goal	
Associated high level outcome	
Previous subgroup discussion	
Subgroup discussion date	
Resource implications (Staff, budget, time)	
Lead Management Board member	
Accompanying documents	

Paper for consideration of the Management Board	
Subject	
Date	
Input sought	
Context and purpose of discussion	
Next steps	
Associated high level goal	
Associated high level outcome	
Previous subgroup discussion	
Subgroup discussion date	
Resource implications (Staff, budget, time)	
Lead Management Board member	
Accompanying documents	

Paper for information of the Management Board	
Subject	
Date	
Input sought	
Context and purpose of discussion	
Next steps	
Associated high level goal	
Associated high level outcome	
Previous subgroup discussion	
Subgroup discussion date	
Resource implications (Staff, budget, time)	
Lead Management Board member	
Accompanying documents	

Annex 2: Management Board Decision Sheet

Decision Number	Date	Decision Taken	Item	Lead Division	Lead MB Member	Officers Present	Follow up date	High Level Goal	High Level Outcome
MB.17.24.2019	17/09/2019	Approval of Mission Review and recommendations	Mission Review Embassy Atlantis	SGCU	Julie Connell	Nil	Q3 2021	Our Effectiveness: To strengthen our effectiveness and capacity to deliver on our goals	An agile and effective global workforce and organisation and a great place to work

Appendix 2: Management Board Subcommittee Terms of Reference

Terms of Reference for the Executive Management Group

Purpose

1. The Executive Management Group (EMG) is a subcommittee of the Management Board. Its purpose is to support the Secretary General and Management Board in their governance of the Department, as set out in the Corporate Governance Framework, by providing guidance and crosscutting engagement on operational matters.

Role and responsibilities

2. The Executive Management Group does not replace the Management Board, but rather contributes to its effectiveness by considering and developing proposals on operational matters. Discussion of operational issues at the EMG allows for detailed consideration of agenda items by members of the Group, reducing the number of issues that require subsequent consideration by the Management Board, and in some cases, eliminating the need for any further discussion by the Board. In other cases, the EMG may request further development of agenda items before recommending that they are considered by the Management Board.

3. Substantive decisions on the allocation of resources will continue to be taken by the Management Board.

4. The Management Board has tasked the EMG with the following:

- Providing strategic direction on operational issues, including through use of the challenge function
- Driving organisational development and change management across the Department
- Developing integrated work plans, with realistic and agreed timelines, with due regard to the Department's budgetary framework

- Ensuring that agreed change programmes are prioritised and resourced
- Monitoring progress and identifying issues that require Management Board discussion and decision

5. The Executive Management Group will consider, inter alia, proposals and initiatives relating to the following areas:

- Health and safety
- Security and compliance
- Property management
- Passport services
- Consular services
- Communications
- Project management
- Change management
- Implementation of the Global Ireland initiative
- ICT, including implementation of the ICT Strategy
- Human resources, including implementation of the HR Strategy

Membership

6. Membership of the Executive Management Group is drawn from the Management Board, as follows:

- Deputy Secretary General (Chair)
- Assistant Secretary Head of Mission
- Director General, Corporate Services Division
- Director General, Development Cooperation and Africa Division
- Director General, Global Irish Services Division
- Director General, Human Resources and Chief Financial Officer
- Director, Evaluation and Audit Unit

- Director, Strategy, Governance and Change Unit

7. Other members of the Management Board may attend the Executive Management Group when agenda items are crosscutting or impact on their work area.

Procedures

8. The Executive Management Group will be chaired by the Deputy Secretary General, and in his absence, by another EMG member nominated by the Chair.

9. The quorum required for a meeting is four members, which must include the following members – the Chair (Deputy Secretary General or his nominee) and either the Chief Financial Officer or the Head of Corporate Services.

10. The Group will meet twice a month, or more frequently as required. The agenda will be finalised by the Deputy Secretary General (Chair).

11. The Secretary to the Executive Management Group, appointed by the Chair, will work closely with the Secretary to the Management Board to ensure coherence and integration of agendas.

12. All papers for the EMG must be provided by close of business on the Tuesday preceding each meeting. Papers will be made available to Executive Management Group members on the EMG workspace on the intranet.

13. Minutes of each meeting will be approved by the Deputy Secretary General (Chair) and appended to the brief for the subsequent Management Board meeting. Minutes will also be made available to all colleagues on the Executive Management Group intranet site.

14. The Deputy Secretary General (Chair) will brief the Management Board periodically on the work of the Executive Management Group.

15. The Terms of Reference for the Executive Management Group meeting will be reviewed regularly, or as required.

Terms of Reference for the Executive Management Group – Property Management

Background

The role of the Property Management Unit (PMU) has expanded considerably in recent years with the publication of the Global Ireland 2025 Strategy, the phased opening of 26 new missions and significant new projects including Ireland Houses in Tokyo and Abuja. In August 2019, the Evaluation and Audit Unit's (EAU) Readiness Assessment recommended the establishment of a dedicated Property Management Steering Group to provide oversight of the work of the Property Management Unit.

An efficient and accountable decision-making and oversight body for property-related decisions is essential for the Department to deliver a property portfolio that meets its compliance and business needs. The group will also promote more effective strategic planning, including in the balance between leased and owned properties in the portfolio abroad.

Mandate

The role of the group shall be to provide high-level direction to the work of PMU. The group will be an iteration of the Executive Management Group (EMG) – known as EMG – Property Management (EMG-PM). It will be responsible for setting strategic priorities for PMU and ensuring effective, timely delivery and value for money in the programme of work as set out in the Unit's annual business plan, in accordance with the Public Spending and Reform Guidelines/ Public Spending Code. This includes:

- Oversight of the development and implementation of a long-term strategic framework for property management, covering: (i) New missions/large projects; (ii) Property maintenance/small projects; (iii) Fire, Health & Safety and compliance; (iv) Property portfolio and data management; and (v) Acquisitions/lease management.
- Oversight of the implementation of the recommendations in the EAU 2019 Readiness Assessment;
- Champion the implementation of Project Management Methodology in PMU,

- Agreement of the annual work plan and prioritisation of the budget allocation (within overall Departmental Budget as set in the REV Process)
- Strategic assessment, prioritisation and approval of new works (with respect to projects not under management of the POB);
- Receipt of regular progress reports on existing works, including projects under management by the POB;
- Identification of any challenges and opportunities facing PMU and the Department's global property portfolio;
- Reporting to the Management Board on progress towards objectives in PMU's Strategic Framework and annual business plan, including risk management;
- Recommendations to the Management Board on a strategic approach to the effective management of property resources to advance the objectives of the Department internationally
- Oversight of the global property portfolio including the balance between leased and owned properties;
- Keeping under review the organisational capacity and resourcing of PMU.

Membership

The Chair of the EMG-PM shall be the Director General of Corporate Services. The Chief Financial Officer will act as Vice-Chair. All other members of the EMG may attend the EMG-PM as voting members. The Chair and/or Vice Chair and at least two other members of the EMG attending will constitute a quorum.

In addition to EMG members, five additional members will be required to attend the PMSG.

These members are as follows:

- Director of Property Management Unit – Development (PMU-DEV);
- Director of Property Management Unit – Operations and Business Services (PMU-OBS);
- Director of Security Coordination and Compliance;
- A designated senior OPW representative; and,
- A designated external property expert from outside the public sector.

Procedures

PMU shall provide the Secretariat to the EMG – Property Management. The EMG shall sit in Property Management format once every six weeks.

Standing agenda items shall include:

- Adoption of minutes from the previous meeting and follow up on agreed action points
- Update on progress of existing and ongoing works, using the Department's Project Management Methodology and formats where applicable
- Consideration of new works, including home buildings, as well as new/refurbished of missions
- A summary of new and impending lease agreements and any proposals in relation to property acquisitions
- Health & Safety and Security updates
- Agreement on date for next meeting
- Any other business.

All documentation provided to the committee shall be circulated by email at least three working days in advance.

The minutes shall be numbered and include:

- A list of those in attendance
- Confirmation that minutes of the previous meeting have been adopted
- Summary of the key points discussed under each agenda item
- Agreed decisions/actions and the officers responsible for delivery
- Date of next meeting

Terms of Reference for the Policy Development Group

Purpose

1. The Policy Development Group (PDG) is a subcommittee of the Management Board. Its purpose is to support the Secretary General and the Management Board in their governance of the Department, as set out in the Corporate Governance Framework, by providing guidance and crosscutting engagement on policy matters and ensuring policy coherence.

Role and responsibilities

2. The Policy Development Group does not assume the policy formulation role of individual Divisions for areas under their remit, or the overarching role of the Management Board in this area. Rather, it contributes to the effectiveness of the Management Board by acting as a forum for closer integration of policy issues. Discussion of policy issues at the PDG allows for detailed consideration of agenda items by members of the Group. This reduces the scope of the issues that require subsequent consideration by the Management Board, and in some cases, eliminates the need for any further discussion by the Board. In other cases, the PDG may request further development of agenda items before recommending that they are considered by the Management Board.

3. Substantive decisions on policy direction and the allocation of resources for implementation of policy initiatives will continue to be taken by the Management Board, under the direction of the Minister, drawing on the advice of the relevant Division (s) and the views, if relevant, of the PDG.

4. The Management Board has agreed that the PDG will be tasked with the following:

- Consideration, inter alia, of policy proposals and initiatives with a cross-cutting dimension
- Providing regular direction and support to the Policy Planning Unit
- Driving policy development and coherence; including in relation to regional strategies
- Monitoring progress and identifying issues that require discussion and decision by the Management Board

- Horizon scanning of emerging cross-cutting policy issues

Membership

5. Membership of the Policy Development Group is drawn from the Management Board, as follows:

- Deputy Secretary General (Chair)
- Assistant Secretary Head of Mission, appointed by the Secretary General
- Assistant Secretary Head of Mission, appointed by the Secretary General
- Director General, Development Cooperation and Africa Division
- Director General, EU Division
- Director General, Global Ireland Division
- Director General, Ireland, United Kingdom and Americas Division
- Legal Adviser
- Political Director
- Director, Policy Planning Unit
- Director, Strategy, Governance and Change Unit

6. Other members of the Management Board may attend the Policy Development Group when agenda items are crosscutting or impact on their work area.

Procedures

7. The Policy Development Group will be chaired by the Deputy Secretary General, and in his absence, by another PDG member nominated by the Chair.

8. The quorum required for a meeting is four members.

9. The Group will meet twice a month, or as required. The agenda will be finalised by the Deputy Secretary General (Chair).

10. The Secretary to the Policy Development Group, as appointed by the Chair, will work closely with the Secretary to the Management Board to ensure coherence and integration of agendas.

11. All papers for the PDG must be provided by close of business on the Tuesday preceding each meeting. Papers will be made available to Policy Development Group members on the PDG workspace on the intranet.

12. Minutes of each meeting will be approved by the Deputy Secretary General (Chair) and appended to the brief for the subsequent Management Board meeting. Minutes will also be made available to all colleagues on the Policy Development Group intranet site.

13. The Deputy Secretary General (Chair) will brief the Management Board periodically on the work of the Policy Development Group.

14. The Terms of Reference for the Policy Development Group meeting will be reviewed regularly, or as required.

Terms of Reference for the Programme Oversight Board

Purpose

1. The purpose of the Programme Oversight Board (POB) is to oversee the selection, prioritisation, resourcing and delivery of time bound projects; to ensure alignment of the projects with the achievement of the Department's Strategic Goals; and to strengthen the delivery of change using a Project Management Framework.

Role and Responsibilities

2. The POB is a sub-committee of the Management Board chaired by the Secretary General and, in the Secretary General's absence, by the Deputy Secretary General. The quorum necessary for a board meeting is four members, which must include the following members – the Chair (Secretary General/Deputy Secretary General) and either the Chief Financial Officer or the Head of Corporate Services. Where the Secretary General is not present for decisions relating to allocation of resources, subsequent written approval should be provided.

3. In exceptional circumstances where other members cannot participate, they may nominate a Deputy to attend on their behalf.

4. The role of the POB is to select, prioritise and resource priority projects which support the delivery of the Department's high-level goals and to oversee the delivery of the projects. The Board will ensure all projects make best use of the Department's human and financial resources by implementing the Department's framework for project management.

5. Summary Functions of the POB:

- Oversight of DFAT's portfolio of projects from Initiation through to Close-out.
- Select, prioritise, and resource priority projects in line with Departmental HLGs
- Sign-off on project vision, scope, resources (human & financial), risks, governance, timelines at project gates as specified in paras 7-10 below.

6. Initiation Gate

The POB will review the business case for a potential project with a particular focus on:

- Alignment of the project with the Department's strategic objectives.
- Ensuring the project vision and scope are sufficiently well defined and clear.
- Deciding whether the estimated resources (human and financial) and project benefits justify progressing the project to the more detailed Planning stage for further consideration.

The option of not proceeding with the project beyond this stage is a viable outcome of this phase.

7. Planning Gate

The POB will review the PID, Work plan, Risk Register, Budget and Communications Plan with a particular focus on:

- Assessing the costs and benefits of the project and the alignment of the project with the Department's strategy, and deciding whether the project should proceed to the execution stage
- Signing off on the baseline vision, scope, governance, timelines, resources (human and financial), and accepting the risks presented. Note: the presence of the SG as accounting officer allows for human and financial resources to be signed off.

8. Execution Stage

Each project approved for execution will report to the POB on their project progress against the baselines approved on a monthly basis via the Project Management Office (PMO). Project Sponsors authorise changes within the baselines agreed by the POB. Variance to baselines must be submitted to the POB via change request.

The PMO will provide a summary overview of the health of the Programme of projects using Red Amber Green (RAG) status reporting at the start of each meeting of the POB. Any follow up questions arising will be submitted to project sponsors and project managers.

9. Closeout Stage

The POB will review the lessons learned report with a particular focus on:

- The achievement of the project vision and scope.
- Sign-off on final budget for the project and the reassignment of any human resources back to Human Resources for reassignment as appropriate.
- A review of the business benefits of the project against those outlined in the PID.
- Sign off on the lessons learned and close out of the project.

10. Membership

- Secretary General (Chair)
- Deputy Secretary General (alternate Chair)
- Chief Financial Officer
- Director General, Corporate Services Division
- Director General, Development Cooperation Division
- Director General, Global Ireland Division
- Director General, Global Irish Services
- Director, Evaluation and Audit Unit
- Director, Strategy Governance and Change Unit

Secretariat, Meeting Frequency & Documentation

11. The PMO within Strategy, Governance and Change Unit (SGCU) will provide the Secretariat to the POB. The Group will meet every four weeks. The agenda will be finalised by the Secretary General.

12. All papers for the POB must be provided to the PMO by close of business on the Friday preceding each meeting, who in turn will provide them to POB members by close of business of the Tuesday before each meeting. Papers will not be circulated by email or in hard copy but will be accessible to POB members and to all Management Board members on the PMO intranet site.

13. Minutes of each meeting will be available on the PMO intranet site.

14. The Secretary General will brief the Management Board periodically on the progress of the overall programme.

15. The POB Terms of Reference will be reviewed annually.

Terms of Reference for Peace and Stability Steering Group

1. Introduction

As reflected in both Global Ireland 2025 and Ireland's policy for international development, A Better World, a priority for the Department of Foreign Affairs and Trade is to take a more coherent and strategic approach to Ireland's work on peacekeeping, peacebuilding, conflict resolution, political engagement, development cooperation and humanitarian action. This will involve better coordination across government but also within DFAT itself. A starting point for this work is the creation of an inter-divisional structure to coordinate DFAT's humanitarian, development and peace and stability programming with Ireland's diplomacy and political engagement. This structure will build on lessons learned from previous efforts to coordinate these agendas to support the delivery of our foreign policy objectives. The structure will be led by DCAD and Political Division, and will involve regional and thematic desks from across the Department.

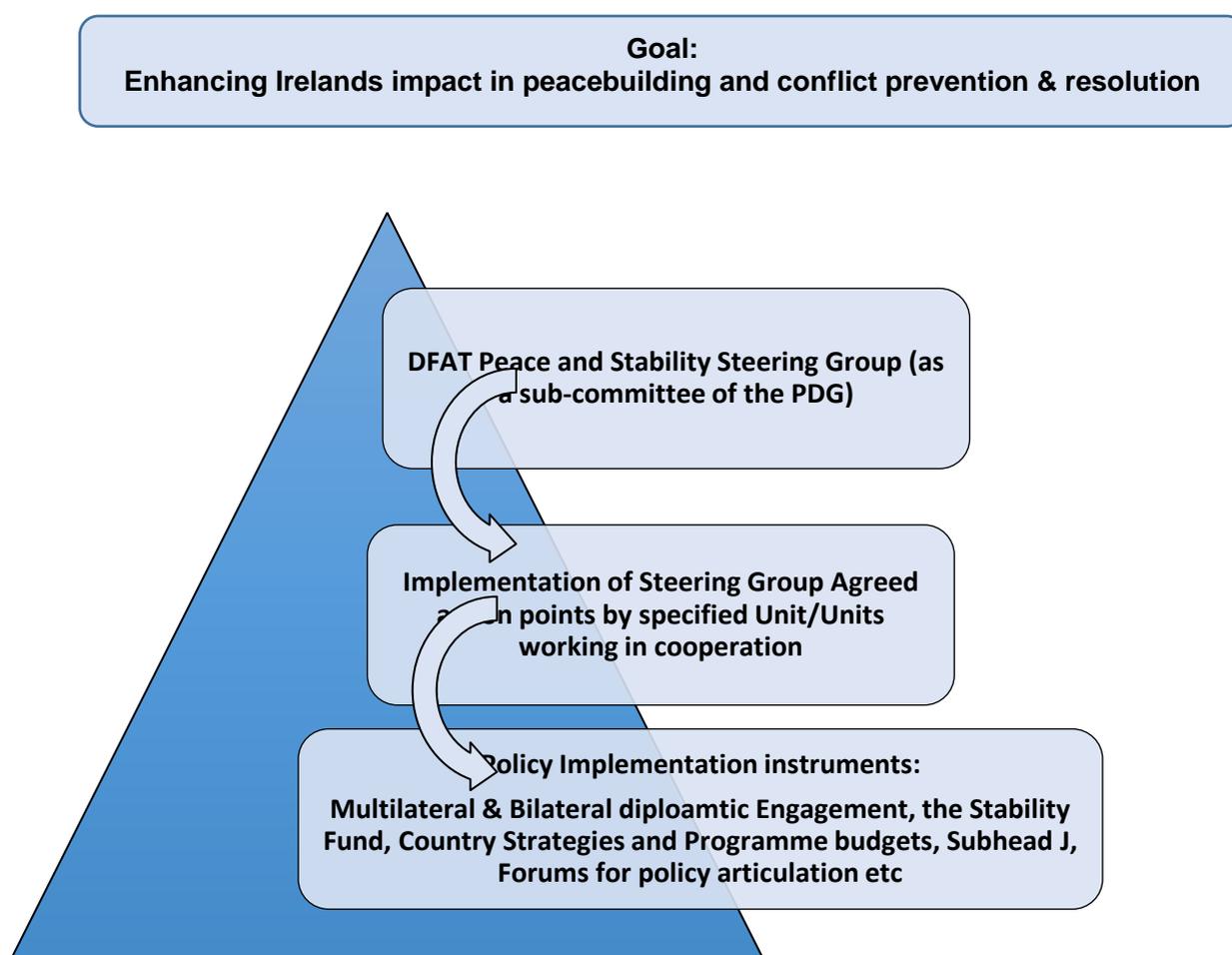
2. Objectives

Better coordination across the Department through the Peace and Stability Coordination Structure should ensure:

- **Unity of Direction:** We will jointly prioritise and coordinate across the full range of peace and stability interventions. We will make coherent, consistent and transparent decisions about where, and on what, we will focus. We will have a unified approach across all HQ Divisions and Missions in order to improve impact and accountability. We will match resources to policy priorities. We will be open about the risks and benefits of our policy decisions.
- **Unity of Message:** Our policy messaging on key issues relating to peace and security will be more coherent, reinforcing our credibility on policy priorities and enhancing our ability to influence. Our messaging from HQ and from Missions will be clear and unified.
- **Enhanced Coherence, Knowledge and Intelligence:** We will build stronger links and closer alignment between thematic policy priorities and geographical areas of intervention. We will, increase our collective knowledge and understanding of specific country and regional contexts as they relate to peace and stability;

- **Effectiveness:** With increased clarity about overall strategic policy priorities and, staff will be enabled to work in an integrated manner to deliver policy messaging and take innovative and impactful programming investment choices.
- **Higher Efficiency and Economy:** Coordination and integration across Units will improve the efficiency of operations, by avoiding overlapping efforts and duplication of work, and maximizing available resources.

3. Structure



4. Purpose and Responsibilities

DFAT Peace and Stability Steering Group

Composition

- Chaired by the Deputy Secretary General. Meets as a sub-Committee of the PDG

- Composed of members of the PDG including the Political Director and the Director General of the Development Cooperation and Africa Division, Directors of CRU and PU, as well as Directors of specified Units relevant to the items under discussion (see Annex 2 for list of units that may be invited to attend Steering Group meetings as relevant).

Purpose

- To meet at least three times a year in order to provide high-level, strategic direction and decision making on peace, conflict and stability issues. Provide tasking to the relevant Units take forward decisions.
- The Steering Group will not act as a coordination or operational structure for clearing briefing/LTTs or approving programmes. The Steering Group will not replace the normal functioning of thematic and geographic units; it will provide strategic guidance and make high-level decisions on priorities for peacebuilding and conflict resolution.
- At every Steering Group meeting action points will be agreed and leads appointed for follow up. Directors of Policy Unit, DCAD and CRU will act as Secretariat for the group.

Responsibilities

- To define priorities (regional and thematic), risk tolerance, direction setting, the alignment of budgets with policy priorities, and ensuring an integrated and holistic approach to peace, stability and conflict policy and programming across the department.
- Following Steering Group meetings, specified Units will be responsible for the follow up to the action points and reporting back to the Steering group on implementation. While leads for each action point will be appointed, there will be an emphasis on increased coordination and collaborative working across Units in implementation of action points.

Policy Implementation instruments:

Policy implementation instruments include the Stability Fund, Country Strategies, Programme budgets and Subhead J. Other instruments may be identified from both Vote 27 and Vote 28 as appropriate. Generally, those members of the Peace and Stability Committee, who oversee these instruments will

- monitor progress against objectives, reporting to the Committee on key results, impact and lessons learned from programmatic or policy activities
- assess risks and implement mitigating actions
- refresh goals and work plans
- identify new work streams
- gather and discuss lessons learned, and share other relevant information
- ensure coordination with other actors in the humanitarian and development spheres.

Terms of Reference for DCAD Senior Management Group

Mandate and context

1. The Development Cooperation Division is a division of the Department of Foreign Affairs and Trade. Its Senior Management Group is a sub-committee of the Department of Foreign Affairs and Trade's Management Board.
2. The Development Cooperation Division manages Vote 27 and comprises a series of HQ-based Business Units. It is the lead Division for all missions in sub-Saharan Africa and also oversees development programmes in Palestine and south-east Asia. The HR complement of the Division comprises diplomatic, general service and development specialist streams with the additional assignation of temporary internships.
3. The Division is headed by a Director General.

Role

4. The role of the Senior Management Group is to support the Director General in the management of the Development Cooperation Division.
5. Specifically, the Senior Management Group functions to support the Division's Director General in the management and administration of Development Cooperation **resources** allocated to the Department of Foreign Affairs (Vote 27); the development and delivery of Ireland's **policy** for international development as defined in One World One Future, Ireland's Policy for International Development; and the management of all aspects of Ireland's relations with sub-Saharan Africa, as articulated in the Africa Strategy.
6. While the Department's **Human Resource** function is centralized, the Senior Management Group also functions to support the Director General in the assigning and management of the Human Resource complement allocated to the Division.

7. The Senior Management Group routinely monitors (and reviews as necessary) the Division's business plan, the risk register, monthly expenditure reports, Audit Committee reports, human resource allocations, evaluation findings, mid-term reviews, etc.
8. The Senior Management Group also approves certain decisions with regards to the day-to-day management and administration of the programme as well as any reallocation of resources across the programme.

Membership and Procedures

9. The Senior Management Group comprises the head of each business unit in the Development Cooperation Division. The Department's Chief Financial Officer is also a member of the Senior Management Group and the Head of the Evaluation and Audit Unit attends in an observer capacity.
10. The Senior Management Group is chaired by the Division's Director General.
11. Meetings are held on a fortnightly basis (in Limerick or Dublin). A calendar for meetings is prepared on a six monthly basis
12. The agenda is managed by the Director General's office with items being proposed in advance by members.
13. Items are confirmed for inclusion on the agenda five working days prior to the meeting and supporting documentation is circulated via the Director General's office a minimum of 48 hours prior to the date of the meeting.
14. The minutes of the meeting are taken by members on a rotating basis.
15. The meeting record is cleared by the Director General and the group's members prior to being made available, along with any supporting documents on a dedicated site on the intranet.

16. In the event that a Senior Management Group member is unable to attend a meeting at which his/her Unit wishes to table an item for decision or discussion, another representative of that Unit may attend for the duration of that agenda item.

17. Other Unit representatives may also be invited to accompany the Unit Head in order to present, or take questions, on specific agenda items.

Decisions

18. The Senior Management Group approves:

- Annual Divisional business plan and risk register, prior to their submission to the Management Board. The Senior Management Team will periodically review progress on business plan and will update risk register as necessary.
- Annual allocation of Vote 27 across the programme, prior to its submission to the Management Board and the Inter Departmental Committee (IDC).
- Operational policy documents or commitments.
- Multi-annual strategic plans prior to submission to the Secretary General and Minister.
- Decisions to grant funds from IDC approved lines within agreed limits
- Decisions to re-allocate funds within agreed limits.

Reporting

19. Members routinely provide updates on the discussions and decisions at Senior Management Group meetings to their teams as part of their regular Unit meetings.

20. The agenda and decisions of Senior Management Group meetings are available on the dedicated area of the intranet

21. The Director General as chair routinely reports on the matters arising to the Secretary General and reports to the Management Board on key issues.

Terms of Reference for the ICT and Knowledge Management Subcommittee

Purpose

The ICT & Knowledge Management Sub-Committee will provide high-level oversight, on behalf of the Executive Management Group, on the implementation of the Department's ICT Strategy. It will also provide strategic leadership and management of the Department's ICT resources and capabilities. It will also ensure alignment of ICT priorities with evolving business needs and ensure that the Department maximises the business value of its ICT investments, whilst also ensuring that its approach to the management of ICT is in line with good international practice.

Authority

The ICT & Knowledge Management Sub-Committee will oversee the implementation of the ICT strategy approved by the Management Board. It will also approve (or where appropriate recommend to the Executive Management Group) new ICT strategies, programmes and projects and prioritise ICT resource allocations to ensure achievement of value for money. It will ensure that the work of the Knowledge Management & Innovation Taskforce is fully integrated with the Department's ICT strategy.

Timeframes, reporting and deadlines

Meetings will take place 4 – 8 times per annum in accordance with an agreed schedule planned well in advance. Reports and papers will be distributed 48 hours before scheduled meetings.

Composition

Membership of the ICT & knowledge Management Sub-Committee will be representative of the Management Board, divisional senior management teams, the Knowledge Management & Innovation Taskforce, and the ICT management team. An external board member will be appointed who has experience in the strategic management of ICT in civil and public service organisations.

- Chief Financial Officer
- Director General, Corporate Services Division
- Director General, Development Cooperation Division
- Director General, Global Ireland Division
- Director General, Global Irish Services Division
- Mission Representative, Ambassador to Portugal
- Mission Representative, Ambassador to South Africa
- Director, ICT Unit
- Director, Strategy, Governance and Change Unit
- Deputy Director, Web and Digital Unit
- External Member
- Secretary, Strategy, Governance and Change Unit

1

Primary areas of responsibility

The ICT Governance Sub-Committee will:

- Provide high-level oversight on behalf of Executive Management Group
- Provide assurance on the implementation of Department's ICT strategy and supporting action plan
- Act as a sounding board for the ICT strategy implementation team
- Provide inspiration, insight, guidance, and support to the ICT strategy implementation team
- Agree implementation roadmap, resourcing arrangements, and regularly review progress including championing the use of the Department's Project Management Office and related Project Management Procedures
- Add distinctive value through members championing one priority each within the overall implementation roadmap (a priority that they are passionate about)
- Act as role models for exploiting the full potential of modern technologies
- The Department has the strategic leadership and management capabilities essential to exploiting the full potential of modern ICT systems

- Deriving from the ICT strategy, approve the ICT Unit Annual Business Plan and MidTerm and End-of-Year Reviews and set priorities with regard to resource constraints
- (where appropriate) and the achievement of value for money
- Ensure that the ICT unit has the capability and capacity to implement actions plans, coevolve a robust enterprise architecture, co-deliver prioritised change programmes and projects, and deliver fundamental ICT services in a cost effective manner
- Integrate cross-Departmental work on Knowledge Management & Innovation into the Department's ICT strategy and related action plan
- Provide a forum to discuss and harness new ICT developments/best practise across industry, civil service, public service and other foreign ministries

Administrative support

A secretariat for the Committee will be provided by the Strategy, Governance and Change Unit. Meeting documents will be placed in an appropriate digital portal and will not be circulated by email. The Secretary to the Committee will prepare minutes from meetings for onward submission to the Executive Management Group and the wider Department.

Communications

The Chairperson will communicate with the Executive Management Group.

Approval/Review date

These Terms of Reference were approved by the Executive Management Group on 2 February 2018. They will be reviewed on an annual basis.

Terms of Reference for Risk Management Committee

The Risk Management Committee was established in 2004 to take forward Risk Management Policy in the Department.

Membership

The Risk Management Committee comprises the Chief Risk Officer, who acts as Chair, and a nominee from each Division and Stand Alone Unit. Divisions with Business Units with discrete areas of responsibility e.g. Human Resources Unit and ICT within Corporate Services Division may nominate more than one representative.

Where a member is unable to attend a meeting, the Head of Division/Stand Alone Unit may nominate an alternate.

Strategy and Performance Division provide the Secretariat.

Evaluation and Audit Unit attend meetings in an observer capacity

Functions

The Committee will:

- Support the Chief Risk Officer in overseeing the implementation of the Department's Risk Management Policy.
- Advise on the Department's risk management policy, methodology and standards and provide feedback on its operation at Divisional and Business Unit level in order to improve and refine the Department's approach.
- Lead on risk management for their Division/Stand Alone Unit and other Business Units for which they have lead responsibility.
- Identify cross-cutting risks
- Review the Risk Register and propose amendments and improvements to the Management Board through the Chief Risk Officer.

Meetings

The Committee meets quarterly

A quorum consists of the Chair and a minimum of five members

Approved minutes are circulated to the Management Board and to Evaluation and Audit Unit.

Appendix 3: Audit Committee

The Audit Committee of the Department of Foreign Affairs (the Department) is formally appointed by, and reports to, the Secretary General of the Department, who is the accounting officer for Votes 28 (Foreign Affairs) and 27 (International Cooperation). As appropriate, it advises the Minister for Foreign Affairs and the Minister of State for Development.

The Committee has a Chair and at least four ordinary members who are drawn from outside the Department (the quorum for meetings will be three members). At least two members of the Committee will be qualified accountants and some members will have professional experience in the area of development cooperation and the evaluation of aid programmes. Additional experience may be co-opted on a consultancy basis. The members normally serve for at least three years with the option to renew for up to three years. The Committee usually meet at least six times each year.

The Committee provides an independent appraisal of the audit and evaluation arrangements, with a view to strengthening internal controls and risk management as well as enhancing the effective operation of the audit and evaluation function within the Department.

The Committee provides an annual report to the Secretary General. This is based, *inter alia*, on:

- A review of the Department's evaluation and audit strategy and the annual work plan.
- Programmes and reports arising from this.
- A review of the implementation of these programmes.
- A review of the resources available for this purpose.
- Monitoring reviews of the internal control systems.
- Monitoring reviews of the risk management systems.
- Monitoring evaluations of aspects of the departments work

The Committee will invite the Comptroller and Auditor General, or his/her representative, to meet with it at least once a year.

The Audit Committee has an advisory role with no executive functions, responsibilities or powers and has no role in approving evaluation and audit reports.

Appendix 4: Organisational Structure

