

COVERING RESTRICTED

Reference:

From: Mrs K Vineall  
Date: 23 July 1997

RMO  
Ms Bharucha, IPL NZO  
Deputy Heads of Department)  
(see attached list)

} Separate copies

DUBLIN 1996-7 PERFORMANCE ASSESSMENT

1. I attach extracts relevant to your department from Dublin's assessment of performance of their 1996-97 objectives.
2. We would like to acknowledge these with a composite reply. Please let us know if you would like us to make any comments, commendations or queries on the objectives in which your department has an interest. (I would be grateful if departments which are the main interface with OGDs on these subjects could consult them as necessary before replying.)
3. Please reply if need be by Monday 4 August. Nil returns are not required.

~~Just~~ 4/8

Kate Vineall,

only received for today, so have to do  
this. we will go back to have a meeting  
to co-ordinate the response - Mr. Terry  
& Mr. Waters's answers of this will have  
use.

4/8

Mrs K Vineall  
RID W140

0171 270 2356

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- Consular Division**
- CRD**
- Economic Advisers**
- ESED**
- EUD(E)**
- EUD(I)**
- Information Department**
- JEPD**
- MVD**
- OED**
- Sec Pol Department**
- DIO (C) 3, MOD**

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**RESTRICTED****DUBLIN : OBJECTIVES 1996/97****SECTION ONE: LONG TERM OVERALL POST OBJECTIVES****1. BILATERAL RELATIONSHIP/POLITICAL SECURITY**

To develop a deeper and more normal bilateral relationship with the Irish in key areas of mutual interest, in particular Northern Ireland, and also including EU matters and other areas of practical benefit, and to ensure, as far as possible, that Irish policy makers and commentators take full account of UK interests: a more normal bilateral relationship will make a positive impact on efforts to achieve a political settlement for Northern Ireland and to enhance the security of the United Kingdom from terrorism.

**2. EUROPEAN UNION**

To encourage the understanding and support of the Irish Government and public, on all EU issues of concern to us, and to foster an increasing dialogue.

**3. ECONOMIC**

To promote an economic approach by the Irish Government which is in the UK's interests and to ensure that long-term trends and policy concerns are appropriately taken into account by UK Departments when formulating policy.

**4. COMMERCIAL**

To help British companies win business in the Republic of Ireland and assist Irish companies to source products from the UK. To protect when necessary British commercial interests in the Republic of Ireland.

**5. CONSULAR/ENTRY CLEARANCE**

To improve the standard of passport and visa services on offer to customers in the Republic, and to help UK citizens as necessary with patience, courtesy and effectiveness.

**6. MANAGEMENT**

To maintain and improve where possible the effectiveness and efficiency of the Embassy. To maintain staff morale.

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SECTION TWO: DUBLIN: OVERALL SHORT-TERM OBJECTIVES 1996/97

OBJECTIVE AND MEANS                      PRIORITY                      OUTPUT MEASUREMENT                      PERFORMANCE ASSESSMENT

**NORTHERN IRELAND**

1. Political Development

To ensure British policy on Northern Ireland is drawn up and presented so as to secure maximum co-operation from the Irish Government and others in the Republic, to enable HMG to achieve its objectives: through timely advice to London and Belfast on Irish thinking, on policy formulation and presentation, in partnership with NIO and FCO; talking to Irish Ministers and officials (DFA, Dept of Justice, Dept of Taoiseach) Fine Gael, and Labour backbenchers, opposition parties and media; specific briefings arranged for TDs, political parties and other interested groups; ~~sponsored visits and NIO programmes;~~ identification of events

A

Irish commitment to successful development of talks for a political settlement in Northern Ireland, in partnership with HMG.

Better informed and supportive Irish public

Greater sympathy and understanding on the part of at least some Fine Gael, Fianna Fail and Labour backbenchers.

Visits by 2 groups of TDs to NI.

Cat I/II visits to London with NI

- Foreign Affairs SubCtee
- ~~Sops Dublin visit~~
- ~~More NI Minister visits~~

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OBJECTIVE AND MEANS

PRIORITY

OUTPUT MEASUREMENT

PERFORMANCE ASSESSMENT

North and South suitable as pegs for visits in each direction.

2. Arms and Security

To make a significant contribution to close co-operation on decommissioning paramilitary weapons, and further improvements in cross-border security co-operation: through providing timely advice to London on Irish thinking, policy formulation and presentation; lobbying and informing Irish Ministers, officials, security and media contacts, particularly on the need for more commitment of resources on the Irish side; further training and liaison opportunities for the Irish if they can absorb them; more visits in both directions.

A

Joint approach to decommissioning.

NI security forces increased satisfaction.

Full take up of available training and liaison opportunities.

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OBJECTIVE AND MEANS

PRIORITY

OUTPUT MEASUREMENT

PERFORMANCE ASSESSMENT

BRITISH-IRISH RELATIONS

3. To maintain the momentum of the exercise to thicken the relationship between the two Governments launched at the Anglo-Irish Summit in December 1995: through identifying projects of mutual benefit; increased Ministerial visits in both directions; public presentation eg at 6 monthly Summits; overcome residual Irish reticence about exercise.

A

Successful visits and Summits.  
Positive media coverage.

Closer and more regular consultation between officials.

EUROPEAN UNION

4. To ensure Ministers and Whitehall officials receive high quality analysis, reporting and advice on handling all EU issues and to lobby in support of UK objectives: through (i) contacts with Irish Ministers, officials, journalists, academics and other opinion formers; (ii) timely advice and reporting; (iii) promoting meetings between Irish and UK experts.

A

- Better informed and supportive Irish Government machinery.

- Whitehall satisfaction.

- Full co-operation on a range of key issues.

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OBJECTIVE AND MEANS

PRIORITY

OUTPUT MEASUREMENT

PERFORMANCE ASSESSM

5. To increase understanding and support for UK positions: through contacts as above, plus public speeches, articles for newspapers, radio interviews etc.

A

- Articles placed, positive media coverage, speeches given.

6. To provide an effective and efficient Embassy input into the Irish Presidency: by reporting on positions and lobbying, organisation of visits.

A

Whitehall satisfaction with service, successful visits.

ECONOMIC AND SOCIAL

7. To promote deeper co-operation between the UK and Ireland in areas of mutual interest: employment, drugs, financial services, transport, energy, social welfare and health: through Visits by Ministers and officials in both directions, organising relevant seminars, and regular reporting of thinking and developments in Ireland.

B

Whitehall satisfaction with advice and reporting.

Seminars/meetings organised.

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FROM CO-ORDINATION LEGISLATION & SERVICES

OBJECTIVE AND MEANS

PRIORITY

OUTPUT MEASUREMENT

PERFORMANCE ASSESSM

8. To provide regular economic analysis and reporting: through contacts with Ministers, officials, economists, journalists and others.

B

Regular quarterly reports and ad hoc letters on topical issues. Positive feedback from Whitehall.

9. To provide reporting and advice on labour market, social welfare and health issues as priorities allow: through contacts with Ministers, officials, economists, journalists and others.

B

Positive feedback from Whitehall.

AGRICULTURE

10. BSE

To enlist and maintain Ireland's support for a gradual lifting of the EC ban on beef and beef products: through lobbying Ministers and officials. Promoting increased Ministerial and official contact.

A

Support from the Irish Government at Council and in Committee. Sympathetic handling by Irish Presidency.

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OBJECTIVE AND MEANS

PRIORITY

OUTPUT MEASUREMENT

PERFORMANCE ASSESSM

11. Environment/Nuclear

To manage matters relating to the British nuclear industry (particularly Sellafield) such as to minimise any negative impact on wider UK/ROI relations: through frequent contact with Irish Ministers and officials, with the SPII, and with Greenpeace and the media (when necessary). Close liaison with BNFL; Inter-governmental ~~agreement on nuclear~~ safety.

A

Reasonable harmony at inter-governmental level. Toning down of critical statements in media. ~~Fewer letters from major~~ anti-Sellafield campaign.  
  
Satisfactory continuation of negotiation process.

COMMERCIAL

12. In accordance with the agreed Market Plan to promote awareness amongst UK companies of the Republic of Ireland as an open and expanding market; to help them in the penetration of the market and to help Irish companies and State Organisations in their sourcing and procurement needs to the benefit of UK

A

Increased exports.  
  
No. completed.  
  
No. ~~undertaken~~  
  
No. attended.  
  
No. of visits.

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<u>OBJECTIVE AND MEANS</u>	<u>PRIORITY</u>	<u>OUTPUT MEASUREMENT</u>	<u>PERFORMANCE ASSESSMENT</u>
<p>companies: through full implementation of the Action Plan in the Market Plan; Market information Reports/Sector Reports; seminars in UK; exhibitions in the Republic of Ireland; local visiting programme.</p> <p><b>CULTURAL</b></p>			
<p>13. To ensure that maximum use is made of the resources available to the British Council and for FCO scholarships to support the Embassy's objectives: through BC Director attending office meetings weekly; reviewing every two months Embassy/Council co-ordination by DHM and Director.</p>	A	<p>Heightened public profile for BC cultural events and FCO/SAS: public recognition that <del>BMG</del> seeks to make a positive impact on cultural life in Ireland.</p>	
<p>14. To maintain quality and number of FCO scholars: by extending commercial sponsorship, choosing shortlist and interview scholarship candidates in conjunction with BC and effective follow-up with ex-FCOSAS scholars.</p>	B	<p>More companies involved in sponsorship for 1997/8 academic year.</p> <p>New system for monitoring in place. Use of annual reception/lunch to target useful individuals.</p>	



**BRITISH EMBASSY DUBLIN. 1996/97 OBJECTIVES PERFORMANCE**  
**ASSESSMENT**

**Overall Summary**

1996/97 was a productive year for the Embassy, with considerable success in meeting all objectives, in particular:

- The standard of chancery reporting, especially on NI and EU/economic matters, has been clearly appreciated in Whitehall.
- A successfully managed Irish EU Presidency.
- A marked increase in trade promotion activity.
- Efficient and effective management and consular work demonstrated by meticulous handling of local budget and prompt responses to passport and visas applications, which have increased significantly.

**Detail**

NB. The following paragraphs follow the same order as the Embassy's overall short-term 1996/97 objectives, and set out progress in relation to the means and output measurements in these objectives. Paragraph number and subheadings refer to those in the overall short-term objectives.

## 1. Northern Ireland Political Development:

- Increased reporting on internal political developments and on government and opposition views towards Northern Ireland, with very positive feedback from the NIO and FCO - and on a number of occasions from NIO Ministers, who made clear they value this as a contribution to policy making.
- Strengthened contacts with Parliamentarians, particularly in BIIPB, the Oireachtas NI sub-committee and in Fianna Fail. Contacts with DFA, Department of Justice and Taoiseach's Department were either maintained at existing levels or increased.
- Close relations were maintained with the media, which we believe enabled more balanced coverage on NI issues. Under Embassy's auspices, NIO officials visited Dublin to provide in-depth briefing to correspondents.
- Embassy provided briefing to a number of political groups and universities (including Glencree, Meath Peace Group, UCG and TCD). Arranged for Orange Order to visit Dublin to meet cross-party group of politicians.
- Eight visits by NIO Ministers, including two by the Secretary of State, on top of IGC and Adare meetings evidence of increasing normality of relations and opportunity to put across our position on Northern Ireland.

- Regular Embassy attendance at NIOIC. Papers provided an information effort in the Republic for both NIOIC and NISIC.

- 15 Irish political correspondents visited London to meet the Prime Minister and Bath to attend the BIIPB Plenary as Category I FCO visitors.

- Embassy visits to Limerick, Cork, Waterford, Galway and Donegal provide opportunity to assess views outside Dublin.

## 2. Arms and Security

- Discussions on decommissioning paramilitary weapons continued between the two governments throughout the year.

- Training and liaison contacts with the defence forces increased.

- HMS Manchester visited Cork for 50th celebrations of Irish Naval Force.

- Minister for the Armed Forces met the Irish Defence Minister for the first time.

- Cross-border security operation continued to develop.

~~IRISH-UK RELATIONS~~

- First official visit by Irish President to the UK since Independence - a historic symbol of irreversible shift in Irish public opinion towards a more normal relationship.

- Continued development of East/West thickening exercise with increased contacts and cooperation in all areas.

4-6. European Union

- Significant increase in effort, particularly reporting on the Irish Presidency, EMU and IGC.

- Increased contacts with officials and Ministers enabled improved understanding of British views. Articles by Foreign Secretary and the Prime Minister played in the national press.

- Successful management of arrangements for EU Presidency, with particular Whitehall praise for handling of Summit.

7-9. Economic and Social

- High level of reporting on key issues with positive feedback from Whitehall.

- Regular contact between Ministers and Officials during Irish EU Presidency and beyond.

**10. Agriculture**

- Close contact with officials and Ministers during and beyond the Irish Presidency has seen development of Irish attitudes towards BSE to the point that they are keen to see the ban on beef and beef products lifted, particularly in Northern Ireland, provided that decision made on scientific evidence.

**11. Environment/Nuclear**

- Increasingly harmonious relations at official level, together with greater openness (from HMG and the industry itself) have helped to keep our differences over nuclear issues from adversely affecting the wider bilateral relationship. Prospects for a conclusion of the Inter-Government agreement on nuclear safety considerably brighter than for some time.

**12. Commercial**

- UK exports increased by 17.5% in 1996 to 88.5 billion.
- A total of 21 Trade Missions visited the Republic in 1996/97 (up by 14 over 1995/96).
- Local enquiries increased dramatically. The Embassy mounted stands at three major trade fairs and participated in a total of 85 exhibitions and special events.

- Co-sponsorship has increased public awareness of the programme.

- Regular and effective consultation between the Embassy and the Director of the British Council.

#### 14-15. Information

- Increased number of Ministerial articles placed in national press.

- Regular updates of distribution lists have ensured information material is closely targeted.

#### 16. Consular Entry Clearance

- All passport applications and consular cases handled within Citizen's Charter timescales.

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- A total of 21 Trade Mission visited the Republic in 1996/97 (up by 14 over 1995/96).
- Local enquiries increased dramatically. The Embassy mounted stands at three major trade fairs and participated in a total of 85 exhibitions and special events.

- Embassy staff attended 17 seminars in the UK and produced 220 market information reports.

- Objectives were achieved overall with the exception of local company visiting, as resources were not available because of increased activity in other areas.

### 13. Cultural

- Maximum use made of British Council expertise and management services to maintain level of commercial co-sponsorship of Chevening Awards.

- Co-sponsorship has increased public awareness of the programme.

- Regular and effective consultation between the Embassy and the Director of the British Council.

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CC

\*\*\*END\*\*\*

Ina 4/8/97  
Ina & Alister } for info & Y/A  
Cornel O'Hara } with & earlier  
1/8/97. } papers. Fiona McCoy

cc. David O'Connell <sup>Mr 1/8</sup>  
- to see + file  
means  
JRM

1/8/97. Many thanks.

2. We now understand  
that Cent Soc (Mrs Brown)  
are examining and  
preparing a composite  
report to Mr Ingram.

3. Mr Gibson and Mr Burt  
are to discuss (on their return  
from leave) how DED shared  
printise to N/S projects. James Ray

To: Mr Ray

From: Fiona McCoy

**NORTH/SOUTH CO-OPERATION**

We discussed this issue and I agreed to catalogue the events surrounding the Minister's request and handling of replies:

- 10 June 1997 DJ Watkins note to PS/Ingram  
(NIO actioned and requested DED to forward reply through their Private Office)
- 16 June 1997 Mr Ingram's note to Murphy/Worthington/Dubs -  
issued from NIO.  
(Mr Gibson advised me CMB will co-ordinate DED reply and other depts will respond separately to Minister)

It was agreed any returns received in this office from other depts would be passed to NIO who would subsequently pass into Minister.

The following list details the departments and dates their returns received in DED Private Office:

DFP	8/7/97
DED	11/7/97
NIO	11/7/97
DANI	17/7/97
DHSS	24/7/97
DOE	30/7/97.

Fiona.

FIONA MCCOY  
1 August 1997