



An Binse um Achomhairc i dtaobh Cosaint Idirnáisiúnta

*The International Protection Appeals Tribunal*

# **Strategy Statement**

**2024 – 2026**

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# Foreword by the Chairperson

Looking ahead to 2024 - 2026, this statement sets out the strategic priorities of the International Protection Appeals Tribunal.



Our first responsibility is to provide an effective remedy for applicants for international protection seeking to appeal decisions that affect their lives and families in Ireland and abroad. Our work extends across all aspects of the Irish international protection and wider immigration sphere. In the design and delivery of the Tribunal’s services, we are motivated to fulfil our statutory functions in a manner that ensures that all applicants are treated equally, with respect for their dignity and with due regard to any vulnerabilities they may have. To do this, the Tribunal strives to actively listen to applicants and fully engage with them throughout their appeal journey.

It is our mission to provide an appeal mechanism of the highest quality and to do so in the most efficient, sustainable and user-focused manner, ensuring compliance with national, EU and international law. In that regard, we will continue to work closely with the Department of Justice in achieving and securing adequate resourcing for the Tribunal to enable us to further developing and enhancing the quality and efficiency of the Tribunal’s service delivery.

The coming three years will bring about significant change in the area of international protection throughout the EU, as Member States are preparing for the implementation of the Pact on Migration and Asylum, and we look forward to engaging actively with any reforms that may be relevant to ensuring the provision of an appeals mechanism that is ‘future proof’.

The implementation of our renewed strategy will be possible because of the professionalism, resilience and innovation of the Tribunal staff and the high level of commitment and expertise of the Members of the Tribunal. I am grateful to you all and look forward to leading the Tribunal into the next phase, as we strive to deliver excellence and be a model appellate decision-making authority.

*Hilikka Becker*

Hilikka Becker  
Chairperson

July 2024

# Introduction by the Registrar



The Tribunal's plan outlines its strategic direction for the period 2024 to 2026. The Tribunal's senior management team, in formulating this plan, has worked to underpin the Tribunal's mission under our key strategic priorities.

The needs of the service user are at the very centre of our work and the respect for the dignity of appellants is a primary consideration of the Tribunal in developing its strategy, and in all its work. The experience of appellants and their legal representatives must be one in which they feel they have been treated in a respectful and fair way and in developing this plan, the Tribunal seeks to deliver a service to applicants and all other stakeholders throughout the appeal process that reflects the Tribunal's values of fairness, efficiency, transparency and respectfulness.

The Tribunal is committed during the lifetime of this strategy to deliver an efficient appeals service and will endeavour to identify and implement measures that will deliver a more efficient appeals process to service users. We will continue to look at technological solutions while always remembering the importance of the service user and safeguarding their dignity and right to a fair, transparent process.

I must take this opportunity to thank the Chairperson and Deputies for the continuing support to me and the staff of the Tribunal. I must acknowledge the dedication of the staff of the Tribunal, who continue to rise to the challenge in a busy work environment. Their enthusiasm, resilience and ability to embrace change are vital to the success of the Tribunal.

I also, especially, thank the Members of the Tribunal for their support, patience and understanding as we endeavoured to maintain and improve the delivery of our essential services.

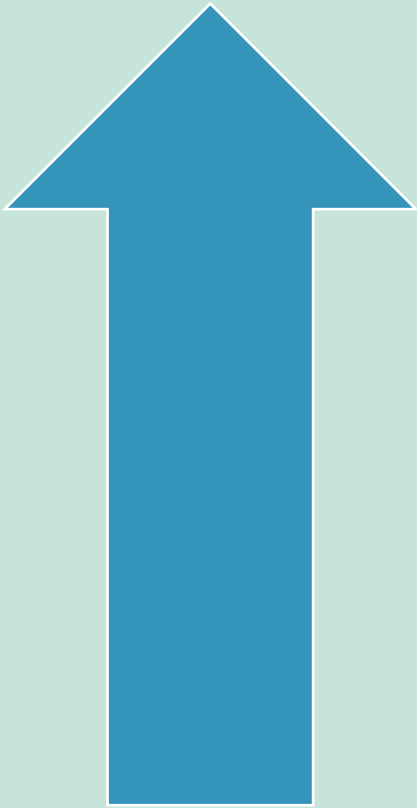
The support of the Department of Justice in assisting the Tribunal to adapt its facilities and operations to meet the ongoing and future needs of the Tribunal, its staff and users is also gratefully acknowledged.

*George Sinclair*

George Sinclair  
Registrar

July 2024

# THE TRIBUNAL'S VISION AND MISSION

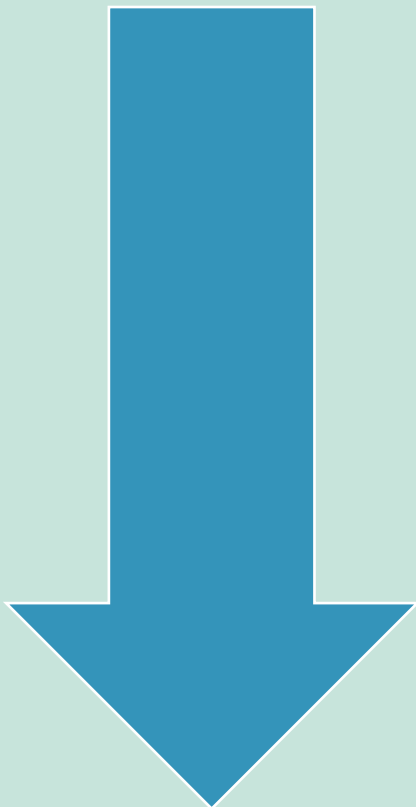


## Vision

A model appellate decision-making authority delivering excellence.

## Mission

To provide an effective remedy within the international protection system that is of the highest quality and to do so in the most efficient, sustainable and user-focussed manner, ensuring compliance with national, EU and international law.



# The Challenges Ahead

Since the adoption of the Tribunal's previous Strategy Statement in 2021, there have been a number of significant changes which will impact on this new Strategy for the years 2014 to 2026.

Applications for international protection are at the historically highest, increasing from 1,566 in 2020 to over 13,000 in 2023, and bringing the number of appeals brought to the Tribunal from 1,262 to 4,775 in the same period. With this trend set to continue not only in Ireland but across the EU, the Tribunal expects to have a caseload of pending appeals above 10,000 by 2025, fundamentally altering our operating environment.

In order to meeting the challenges ahead, the Tribunal will continue to seek timely resourcing to enable it to increase volumes of appeals processing as expeditiously as may be consistent with fairness and natural justice.

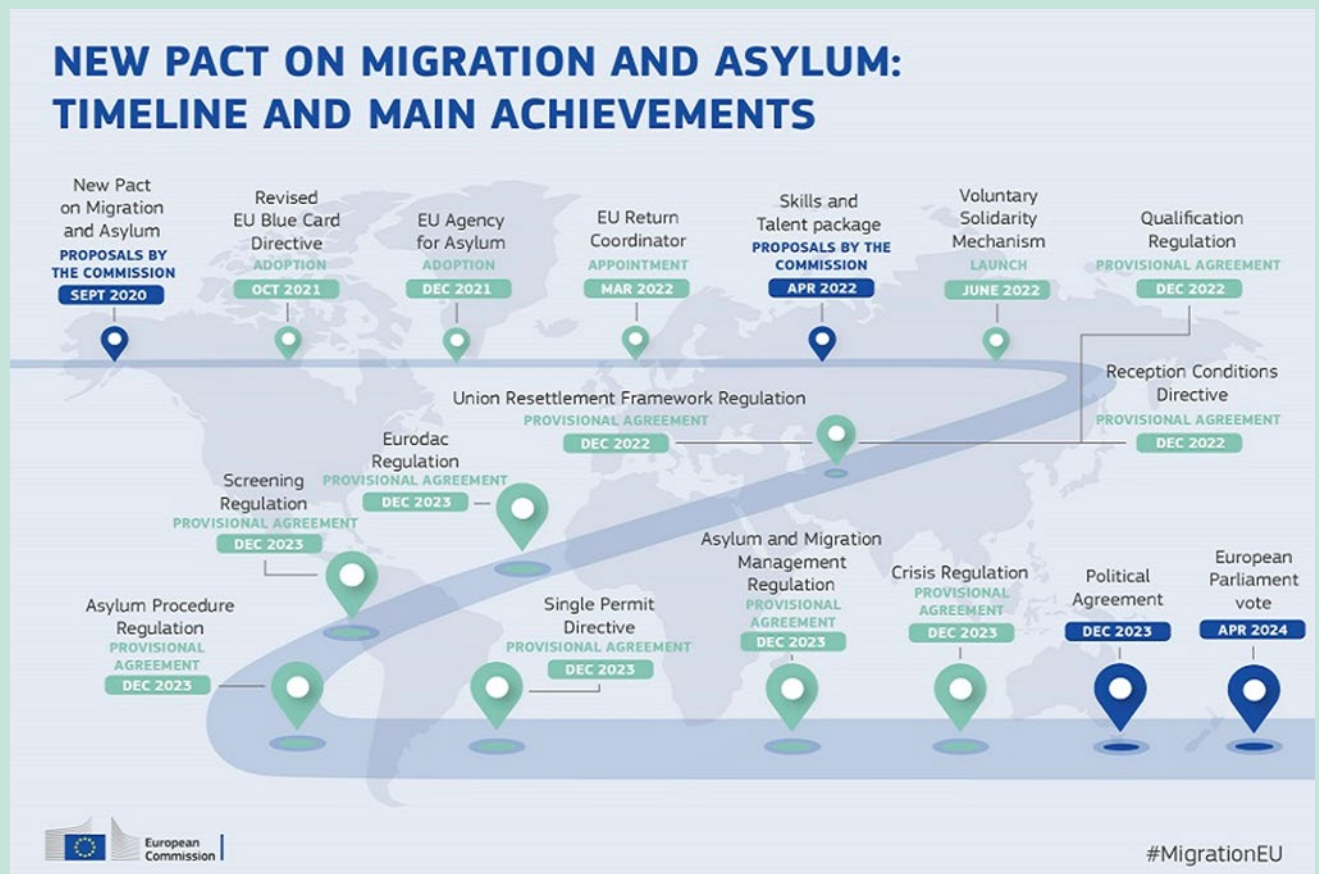
Additionally, the Tribunal will continue to modernise its operations, building on its system of remote audio-video hearings, introduced in 2020. The Tribunal will stay on course for the introduction of a fully paperless appeals system and using digitalisation generally to further increase efficiencies of the delivery of its services to its stakeholders.

The Tribunal is committed to ensuring that its decisions and procedures are in line with the latest EU law developments, most importantly the case-law of the Court of Justice of the European Union, meeting the standards required of it as the equivalent of a court of first instance.

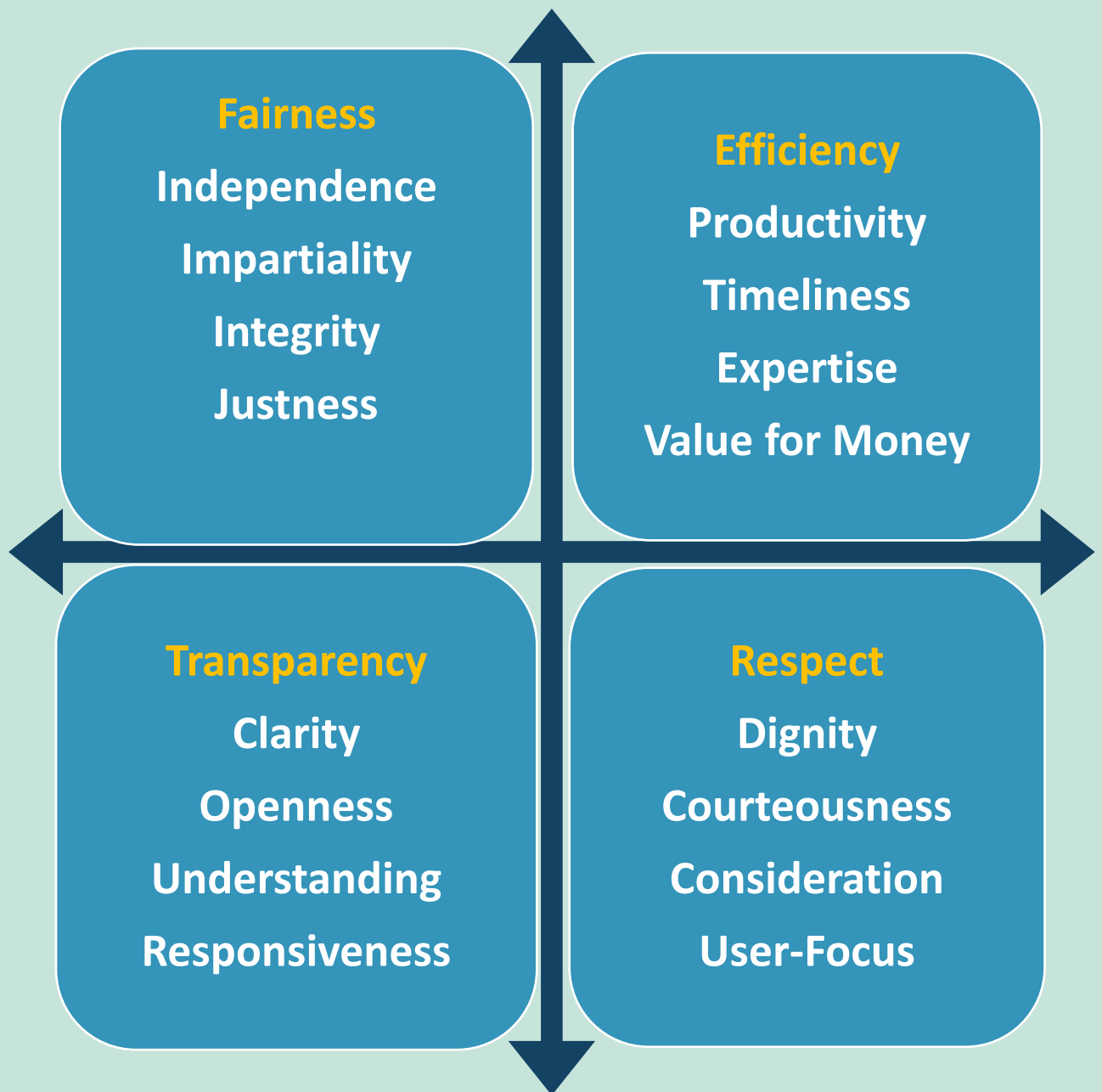
The New Pact on Migration and Asylum is a set of regulations and policies designed to create a fairer, efficient, and more sustainable migration and asylum process for the European Union. Ireland's opt-in to the Pact, agreed in July 2024, will require a radical re-think of our international protection system, including the manner in which an effective legal remedy is provided to applicants.

Throughout the period of this statement, the Tribunal will actively engage and share its expertise with the Department of Justice and other stakeholders

regarding the legal and procedural changes that will be required to ensure that Ireland complies with the Pact and ensuring the continuation of the delivery of an appeals system that meets the highest standards.



# THE TRIBUNAL'S VALUES





# Governance Oversight

The Tribunal falls under the Vote of the Department of Justice. The Department's Secretary General is the Accounting Officer for the Tribunal.

The Tribunal Chairperson makes an annual report to the Minister for Justice not later than three months after the end of each year, which the Minister shall cause to be laid before each House of the Oireachtas not more than 30 days after he or she receives it.

Moreover, the Minister may request a report in relation to any function that the Chairperson performs under the International Protection Act 2015. Additionally, the Chairperson may report to the Minister if it is considered appropriate to do so.

The Chairperson agrees periodical Oversight and Performance Delivery Agreements with the Department of Justice in accordance with the Code of Practice for the Governance of State Bodies.

The Oversight Agreement sets out the broad governance and accountability framework within which the Tribunal operates, and defines the key roles and responsibilities that underpin the relationship between the Tribunal and the Department.

The Agreement relates to the administration and management of the workload of the Tribunal. It does not affect the independence of the Tribunal in the exercise of its functions as a quasi-judicial decision-making body. The current Oversight Agreement is in place for the period 2023-2025.

Additionally, a Performance Delivery Agreement is agreed annually between the Tribunal and Governance Unit in the Department of Justice.

The current Oversight Agreement was instigated under the Tribunal and Department's previous strategy statements and will be reviewed in order to ensure its compatibility with the renewed statements and other relevant developments.

# The Tribunal's Mandate

Part 10 of the International Protection Act 2015 provided for the establishing of the Tribunal as an appellate body providing an effective remedy for applicants for international protection in respect of recommendations of international protection officers. The functions of the members and staff of the Tribunal are also set out in Part 10 of the 2015 Act.

The Act sets out the legislative parameters within which the Tribunal operates. Moreover, the remit of the Tribunal includes appeals under the Dublin System Regulations 2018 against transfer orders made by an international protection officer under the Dublin III Regulation.

The Tribunal's jurisdictional mandate has also been added to by the Reception Conditions Regulations 2018, under which the Tribunal is the judicial authority for determining appeals from decisions made by officials of the Department of Justice, Department of Social Protection, or Department of Children, Disability, Equality, Integration and Youth, as the case may be.

All in all, the Tribunal's current mandate is to determine appeals from first instance recommendations and decisions in respect of:

- International protection;
- Inadmissibility of an application for international protection;
- Consent to make a subsequent application for international protection;
- Transfer orders under the Dublin III Regulation; and
- Reception conditions in the international protection process, including labour market access.

The legislation provides that the Tribunal is independent in its functions, and that the Members of the Tribunal must ensure that the business assigned to them is managed efficiently and disposed of as expeditiously as is consistent with fairness and natural justice. In that regard, each Member of the Tribunal acts independently as a division of the Tribunal.

# The Tribunal's Role as an Effective Remedy

Each of the jurisdictions of the Tribunal relates to a requirement in EU law that the State provide an effective remedy on the matter for the purposes of specific secondary EU law as well as Article 47 of the EU Charter of Fundamental Rights. In respect of reception condition appeals the Tribunal is also the relevant judicial authority as mandated by EU law.

As a 'court or tribunal', for the purposes of EU law, the Tribunal may make a preliminary reference under Article 267 TFEU to the Court of Justice of the EU in the event that the validity of an EU legal measure or the interpretation of a provision of EU law is not clear, and requires clarification in order for the Tribunal to make its decision. In the light of the doctrine of supremacy of EU law, the Tribunal is required to dis-apply any national legal measure that obstructs the full operation of EU law.

In June 2023, the Court of Justice of the European Union issued a judgment in which it stated that the Tribunal as must be regarded as a 'court or tribunal' of first instance, tasked with performing the judicial scrutiny function provided for in Article 39 of Directive 2005/85 in the context of the international protection system in Ireland.



# The Tribunal Team and Resources

## Tribunal Leadership

### **The Chairperson**

The key statutory function of the Chairperson is to ensure the functions of the Tribunal are performed efficiently and that the business assigned to each member is disposed of as expeditiously as may be consistent with fairness and natural justice. For that purpose, the Chairperson issues, inter alia, statutory guidelines to the Tribunal Registrar and to Tribunal Members on the practical application and operation of the provisions of the International Protection Act and on developments in the law relating to international protection.

### **Deputy Chairpersons**

Two Deputy Chairpersons perform such functions of the Chairperson as the Chairperson might assign to them. Currently, the key functions of the Deputies are to assist the Chairperson in facilitating the efficiency of decision making consistent with fairness and natural

justice in relation to (a) the quality of decision-making and (b) the training and mentoring of Tribunal Members.

### **The Registrar**

The key statutory functions of the Registrar are to manage and control generally the staff and administration of the Tribunal. The Registrar is also responsible for assigning appeals to Tribunal Members for determination. The Registrar further performs such other functions as may be conferred on him or her by the Chairperson.

### **Assistant Principal Officers**

The key functions of the three Assistant Principal Officers currently assigned to the Tribunal are to oversee and manage the Tribunal's administrative processes and manage the corporate secretariat function and to lead on business process improvement and data protection and management issues respectively, and to provide support to the Registrar with day-to-day operations.

## Tribunal Staff Team

Staff of the Tribunal are civil servants currently assigned to the Tribunal from the Department of Justice. The number of such staff, including the Registrar, stood at 59 at the start of 2024. The Tribunal leadership continues to invest in and support the staff and Members of the Tribunal, to be a high-performing organisation delivering excellence in the fulfilment of the Tribunal's mission to provide an effective remedy within the international protection system.

The Tribunal is committed to preventing discrimination, promoting equality of opportunity, and protecting the human rights of staff and of those to whom we provide services and meet our obligations under the Irish Human Rights and Equality Act 2014. It ensures the provision of staff training to develop awareness of human rights, equality and supporting those who are vulnerable, in collaboration with the Department of Justice's Human Resources Unit and utilising supports provided through its OneLearning Platform as well as by the Irish Human Rights and Equality Commission.



# Tribunal Membership

The Tribunal Members, including the Chairperson, the Deputy Chairpersons, whole-time and part-time Members are appointed by the Minister for Justice. The latter are engaged on contracts for service to the Minister, whereas the others are engaged on contracts of service to the Minister.

Following legislative change in 2023, the terms of appointment of ordinary Members of the Tribunal have been extended from three to five years.

Members consider appeals, conduct hearings and make decisions in respect of the various matters that come before the Tribunal.

All Members are either barristers or solicitors with a minimum of five years' professional experience.

They are appointed by the Minister following the holding of a competition under section 47 of the Public Service Management (Recruitment and Appointments) Act 2004 and selection by the Public Appointments Service.

This process ensures that Members have the required skills and expertise in respect of international protection and human rights law, and decision-making.

A large number of part-time Members were appointed in 2023 with further recruitment for both part-time and whole-time Members.

# Tribunal Location and Hearings

The Tribunal is located at **6/7 Hanover Street East, Dublin 2, D02 W320**.

In addition to the workspace for administrative staff and Tribunal Members, there are seven on-site hearing rooms, Audio-Visual facilities and a small number of consultation rooms for appellants and their legal representatives on the ground floor of the building.



## Technological Resources

Based on the Oversight Agreement, the Department of Justice provides the Tribunal with shared services including ICT services as needed. Since 2023, there has been a marked shift to the use of ICT for blended home working and oral hearings being conducted via remote audio-video technology. The Tribunal is in the process of a Digital Transformation Programme to manage the current and impending high workload in a co-ordinated and efficient manner, which will require significant input, resources and support from the Department.

# Tribunal Stakeholders

## Applicants for International Protection

The matters that come before the Tribunal go to the core of applicants' safety and dignity, and arise when applicants may be at their most vulnerable and experiencing trauma and personal crisis.

The fundamental role of the Tribunal is to provide an effective remedy for applicants in respect of their claims for international protection and related issues directly impacting them, and their families, ensuring fairness and natural justice. The Tribunal, as an impartial decision-making body, plays a critical role in safeguarding the integrity of the international protection process.

The Tribunal listens to appellants, gives all claims full consideration, and ensures fair hearings. The Tribunal ensures that appellants are respected in their dignity at all times in their engagement with the Tribunal. The Tribunal strives to anticipate and, as needs be, solve problems that can arise in the processes before it. Meaningful, authentic engagement with applicants gives the Tribunal valuable insight and leads to better-informed and sustainable outcomes.

## The Department of Justice

Operationally, all of the Tribunal's processes interlink with processes in the wider international protection and immigration sphere, which matters generally are under the management and stewardship of the Department of Justice. The Tribunal falls under the Vote of the Department, and is dependent on it for its budget and shared services such as information technology and interpretation. The Tribunal monitors its performance to ensure value for money and is subject to Oversight and Performance Delivery Agreements with the Department.

The Tribunal creates opportunities to listen to the representatives of the Department to ensure the smooth running of the international protection



process generally, and in respect of individual cases. Moreover, the Tribunal continues to be actively engaged with the ongoing reform process of the international protection system in the context of the International Protection Office Modernisation Programme and considerations in the context of the reform of the Common European Asylum System arising from the EU.

## Other Key Stakeholders

Beyond the Department of Justice, under whose aegis the Tribunal operates, and the applicants, whose appeals it determines, the Tribunal has critical working relationships with many important stakeholders, including:

- Government Departments, and especially the Department of Children, Equality, Disability, Integration and Youth, and the Department of Social Protection;
- The Office of the Attorney General and the Office of the Chief State Solicitor;
- The Irish Superior Courts, the Courts Service, and other quasi-judicial decision-making bodies;
- The Irish Human Rights and Equality Commission (IHREC);
- The Legal Aid Board and other members of the legal profession;
- The Law Society, the Bar Council, and the Honorable Society of King's Inns;
- Providers of interpretation services, and other relevant service providers;
- The United Nations High Commissioner for Refugees (UNHCR);
- National non-governmental organisations representing and supporting applicants for international protection;
- Asylum courts and tribunals in other countries, especially in other EU Member States and the UK;
- EU institutions, especially the European Union Agency for Asylum (EUAA);
- The International Association of Refugee and Migration Judges (IARMJ);
- Judicial and legal training providers, including the Academy of European Law (ERA), the European Judicial Trainers Network (EJTN); and the UK Judicial College.

# EU Law Developments in the Area of International Protection

The Tribunal is committed to ensuring that its decisions and procedures are in line with the latest EU law developments, most importantly the case-law of the Court of Justice of the European Union (CJEU).

In that regard, the Tribunal engages actively with the European Union Asylum Agency (EUAA) Network of Courts and Tribunals, and Tribunal Members benefit from Professional Development Workshops for judges and tribunal members facilitated by the EUAA, covering all aspects of the Common European Asylum System. The Tribunal is an active participant in and contributor to training and networking opportunities provided through the EUAA, the International Association of Refugee and Migration Judges (IARMJ) as well as the European Judicial Training Network (EJTN).

The Pact on Migration and Asylum, agreed by the European Parliament in April 2024, is a set of new rules managing migration and establishing a common asylum system at EU level that aims to deliver results while remaining grounded in our European values. It builds on and amends previous reform proposals in the area of migration, offering a comprehensive approach that seeks to strengthen and integrate key EU policies on migration, asylum, border management and integration.

Throughout the period of this statement, the Tribunal will actively engage with the Department of Justice and other stakeholders with regard to the legal and procedural changes regarding the provision of an effective remedy to challenge international protection decisions that will be needed to ensure Ireland's full compliance with the New Pact.

# Technology and Modernisation

Digital technologies create new opportunities to re-imagine service delivery, enhancing user experience, and enabling better knowledge management. The Department's strategic focus on investing in ICT systems in the international protection and immigration sphere is timely and the Tribunal will endeavour to use this opportunity to further improve its delivery of an excellent service.

In 2020 the Tribunal moved towards the introduction of a programme to facilitate the holding of oral hearings by way of audio-video link (AV hearing). Following a consultation process with legal representatives and training for Tribunal Members, AV hearings have been held since November 2020 with success. The Tribunal is designated under the Civil Law and Criminal Law (Miscellaneous Provisions) Act 2020 (Section 31) (International Protection Appeals

Tribunal) (Designation) Order 2020 (S.I. 715/2020) to hold hearings remotely, which is to say by means of electronic communications.

The Tribunal views AV hearings as a means of enabling it to make its service much more accessible and user-friendly, particularly from the appellant's perspective, as it will enable it hear appeals sooner which will in turn lead to increased output, while improving the user experience overall.

In 2023, the Tribunal commenced a 'paperless appeal project' which moved into its second phase in February 2024. The Tribunal has also moved from using digital signatures to using electronic signatures in its communications and decision-making.

# The Tribunal's Strategic Priorities

**1. Ensure quality and consistency of decision-making.**

**2. Optimise efficiency of appeal processing.**

**3. Deliver a user-focused appeal service.**

**4. Communicate effectively with service users and other stakeholders.**

**5. Engage and strengthen the Tribunal's synergies across the international protection ecosystem.**

## Strategic Priority 1

### Ensure quality and consistency of decision-making

As its fundamental and primary task, the Tribunal provides an effective remedy for applicants in respect of their claims for international protection. This allows applicants and their families to move beyond the international protection process and plan, and live, the rest of their lives. It allows the State to strengthen and deliver a fair international protection and wider immigration system.

The Tribunal is independent in its functions and enables its Members to manage their work efficiently and expeditiously. The Tribunal uses its expertise in all relevant Irish, EU and international human rights law, and makes decisions with integrity and of the highest quality. The Tribunal's appellate decisions are impartial and just, while also being clear and easily understandable, and respectful of the dignity of appellants.

## To give effect to this strategic priority the Tribunal will:

- Provide appropriate training to the administrative staff of the Tribunal to support the Tribunal in delivering its objectives in the performance of its statutory functions.
- Provide continuous training and mentoring to Members of the Tribunal to equip them with the knowledge and skills required to deliver high quality, consistent, fair and legally robust decisions.
- Continue to develop resources and tools for Members of the Tribunal, including decision templates and guidance notes.
- Continue the development and implementation of the quality review of Members' decisions and transpose learning from judicial review outcomes.
- Further contribute to the development of Members' expertise through participation in training and networking opportunities provided by relevant bodies at national, European and international level.
- Consult and communicate clearly with Tribunal Members on the development of measures to ensure quality and consistency of decision-making.

## Strategic Priority 2

### Optimise efficiency of appeal processing

The Tribunal's appeal processes are efficient and timely. This is required by law, and is a critical way in which the Tribunal shows respect for its users.

The Tribunal protects the fairness, and enhances the efficiency, of the State's international protection system.

As well as ensuring that applicants have an effective remedy that is fair and just, the Tribunal respects applicants in their dignity in their particular circumstances and with any vulnerabilities they may have.

The Tribunal does this in a manner that is sustainable and facilitates and strengthens the delivery of a productive and fair international protection system that provides good value for money in line with national and EU law requirements.

Tribunal planning is flexible and takes account of impacts of changes in migration flows and relevant policy and legislative changes through the design and implementation of contingency plans, ongoing risk assessment and forward looking resource management.

## To give effect to this strategic priority the Tribunal will:

- Collaborate actively with the Department of Justice and other stakeholders with regard to any future legal and procedural changes that may be necessitated should Ireland participate in the EU Asylum and Migration Pact.
- Continue to actively engage with the Department of Justice in relation to legislative changes required to ensure the efficient functioning of the Tribunal consistently with fairness and natural justice.
- Collaborate with the Department in implementing a productive and effective process for international protection appeals and related matters.
- Ensure optimum productiveness and effectiveness of individual business units within the Tribunal in achieving and enhancing efficient outcomes and avoiding or reducing any backlogs, including those brought about by the recent rise in international protection applications and resultant appeals reaching the Tribunal.
- Ensure staff members' goal, tasks, training and development are in line with the Tribunal's strategy, in particular this strategic priority, and monitored on an ongoing basis under the PMDS.
- Continually review and improve efficiencies, including based on stakeholder feedback and guidance from litigation outcomes.
- Consult and communicate clearly with Tribunal Members on the development of measures to ensure optimisation of appeal processing.



## Strategic Priority 3

### Deliver a user-focused appeal service

The Tribunal delivers appeal processes that are personalised, courteous, respectful, timely and responsive. To provide such a service the Tribunal listens to and seeks to understand the needs of its users, and give them full and proper consideration in a timely manner. Thus, in addition to making its services more efficient, the Tribunal ensures that all individuals, the legal profession and statutory bodies, are recognised and respected at all times when engaging with it.

In the context of wider reforms in the international protection and general immigration spheres, the Department of Justice is transitioning from paper-based and labour intensive processes to efficient, robust and user-focused services, in line with its 'Digital First Policy'. Digital technologies and machine learning create new opportunities for the Tribunal to reimagine its service delivery models, enhancing the experience for all users of the Tribunal's services, whether applicants, their legal representatives, the representatives of government departments, or any other stakeholders. The Tribunal will continue to strive to stay in-step with technological advancements that provide opportunities for it to further increase efficiencies in the interest of timely and fair outcomes for appellants.

## To give effect to this strategic priority the Tribunal will:

- Implement and review on a regular basis its [Customer Service Action Plan](#) and [Customer Service Charter](#) for the period of this Strategy Statement, including clear mechanisms for customer feedback.
- Make its services easier to understand by simplifying its processes and providing information in plain and accessible language and ensuring that its website and any future mobile apps are accessible to all, including persons with disabilities.
- The Tribunal is committed to its duty pursuant to section 42 of the Irish Equality and Human Rights Commission Act 2014. In that regard, all staff have completed relevant training and the Tribunal engages with the Irish Human Rights and Equality Commission to develop and implement its policy.
- Engage with applicants and their legal representatives and other relevant stakeholders to better understand and respond to appellant's needs in all processes before the Tribunal.
- Engage with representatives of the Department of Justice and other government departments and stakeholders working on behalf of the State to better understand and respond to their needs in operating appeal processes and in managing the international protection system as a whole.
- Engage openly with appellants and their legal representatives, and with representatives of the Department of Justice, in ensuring the effectiveness and efficiency of remote AV hearings, and ensuring that they are accessible and respectful of applicants while maintaining the integrity of the appeal process.
- Work with the Department of Justice to establish and implement a plan for further digitisation of all Tribunal appeal processes.

## Strategic Priority 4

### Communicate effectively with service users and stakeholders

The Tribunal is clear and open in conveying to its users what it does, how its processes work, and how the Tribunal and its users can engage with each other effectively and in a timely manner.

Understanding and responding well to the needs of its users, taking account of the personal or general circumstances surrounding an appeal, including the appellant's cultural origin or vulnerability, enables the Tribunal to better ensure and safeguard procedural fairness for all those appearing before it.

The Tribunal recognises and considers the diversity and needs of its users and wider stakeholder community and supports them in engaging effectively with the Tribunal.

## To give effect to this strategic priority the Tribunal will:

- Monitor user service and satisfaction. Identify and resolve user service issues.
- Use plain language in all dealings with users, and promote the use of simple and clear language across all user engagement.
- Ensure information and documentation sharing between government departments and the Tribunal proceeds in a manner that is timely and facilitates the operational needs of both the departments and the Tribunal.
- Communicate openly and regularly with all relevant stakeholders on key procedural innovations and other substantive matters.
- Engage with the wider stakeholder community on future strategy development.
- Treat all Tribunal users with impartiality, respect, courtesy and confidentiality.
- Ensure the visibility and accessibility of the Tribunal for all its users in a manner fit for the digital age.

## Strategic Priority 5

### Engage and strengthen the Tribunal's synergies across the international protection ecosystem

The Tribunal works to strengthen collaborative relationships and, in that regard, proactively engages with government departments, agencies, EU and international institutions involved in the international protection system.

The Tribunal provides observations, based on its experience and expertise, to government departments and other stakeholders on developments in the law and operations relating to risks and efficiency gains in the context of the international protection process.

## To give effect to this strategic priority the Tribunal will:

- Provide expert insight relating to its functions to the Department of Justice, including in the context of Ireland's opt-in to the EU Asylum and Migration Pact, which will shape the period of this strategy, and in any future design of a revised process for the processing of international protection applications.
- Seek out, implement and contribute to best practice initiatives, including for training and CPD, in the area of international protection.
- Provide the Department of Justice with timely observations on litigation in respect of matters relating to international protection concerning challenges to decisions of the Tribunal, in order to enhance the State's direction of litigation, in cooperation with the Offices of the Attorney General and the Chief State Solicitor, especially in relation to matters of systemic importance to the international protection process or related national policy.
- When requested, provide the Department of Justice and, as might arise, other government departments with observations and information to assist in identifying legislative needs in the area of international protection and in respect of related matters.
- Provide the Department of Justice and, as might arise, other government departments with observations and information to assist in identifying cross-cutting initiatives and to identify risks and efficiency gains in the international protection process and in respect of related matters.
- Share expertise arising from its functions with other stakeholders, such as the UNCHR, the EUAA Network of Courts and Tribunals, the European Migration Network (EMN), and the International Association of Refugee and Migration Judges (IARMJ), for mutual benefit in respect of efficiency and good practice in decision-making and appeal-processing.

# Performance Delivery and Implementation of Strategy

## Key to successful implementation of this strategy is:

- Support from the Department of Justice in the context of its Oversight and Performance Delivery Agreements with the Tribunal;
- Annual Action Plans setting key actions, ownership, processes, journey mapping, targets and outcomes;
- Annual senior management team business plans translating high-level strategic objectives into key deliverables at all levels of the organisation.

## Reporting on implementation with the achievement of milestones will be by:

- Ongoing monitoring of delivery of strategic priorities by Tribunal senior management;
- Quarterly reports by the Tribunal to the Tribunal's Senior Management Team on the implementation of the Action Plan;
- Ongoing regular engagement with the Civil Justice Governance Function of the Department of Justice, including biannual governance meetings to report on implementation of the PDA in the context of the Oversight Agreement with the Department;
- Annual reports to the Minister for Justice in the context of the statutory reporting requirement pursuant to section 63(8) of the International Protection Act 2015.

# The Tribunal's Strategy Map

## VISION

A model appellate decision-making authority delivering excellence.

## MISSION

To provide an effective remedy within the international protection system that is of the highest quality and to do so in the most efficient, sustainable and user-focussed manner, ensuring compliance with national, EU and international law.

## STRATEGIC PRIORITIES

1. Ensure quality and consistency of decision-making.
2. Maximise efficiency of appeal processing.
3. Deliver a user-focussed appeal service.
4. Communicate effectively with service users and other stakeholders.
5. Engage and strengthen the Tribunal's synergies across the international protection ecosystem.

## UNDERPINNING DELIVERY OF PRIORITIES

Strong and ambitious leadership by the Chairperson and Registrar.

Dedicated and innovative, collegiate staff.

Availability of experienced and expert Tribunal Members.

Strategically focused and supportive Department of Justice.

Experience and support of the EUAA, UNHCR and other Stakeholders.

## VALUES

Fairness

Respect

Efficiency

Transparency