The Global Island: Ireland in Tanzania & the Great Lakes sub-Region

Mission Strategy of the Embassy of Ireland, Dar es Salaam, 2017-2021
## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Summary</td>
<td>1</td>
</tr>
<tr>
<td>Our Vision for 2021 And Beyond</td>
<td>X</td>
</tr>
<tr>
<td>Mission Strategy Logic Model</td>
<td>X</td>
</tr>
<tr>
<td>Our People</td>
<td>X</td>
</tr>
<tr>
<td>Our Values</td>
<td>X</td>
</tr>
<tr>
<td>Our Prosperity</td>
<td>X</td>
</tr>
<tr>
<td>Our Place in Europe</td>
<td>X</td>
</tr>
<tr>
<td>Our Influence</td>
<td>X</td>
</tr>
<tr>
<td>Summary Indicative Budget 2017-2021</td>
<td>X</td>
</tr>
<tr>
<td>Accounting for Our Performance</td>
<td>X</td>
</tr>
</tbody>
</table>
Our Vision for 2021 and Beyond

The purpose of this Mission Strategy is to clearly articulate what we will do, how we will work, and what we will achieve to advance Ireland’s values and interests in Tanzania and the wider region over the period 2017-2021 and how we will build towards progress for the future.

Vision based on our Global Foreign Policy

The Mission Strategy is guided by The Global Island: Ireland’s Foreign Policy for a Changing World. The policy lays down the goals and areas of international engagement to safeguard our peace, security and economic prosperity, and to make a distinctive and principled contribution to the collective international effort to build a better world.

The Global Island identifies five priority areas of focus which underpin our vision:

To serve our people at home and abroad

To work for a fairer, more just, secure and sustainable world

To advance Ireland’s prosperity by promoting our economic interests internationally

To protect and advance Ireland’s values and interests in Europe

To strengthen our influence and our capacity to deliver our goals

Ireland’s Policy for International Development One World, One Future sets out a vision of “a sustainable and just world, where people are empowered to overcome poverty and hunger and fully realise their rights and potential.”

Ireland’s engagement in the international development agenda is focused on three goals:

Reduced hunger, stronger resilience

Sustainable development, inclusive economic growth

Better governance, human rights and accountability

Our priorities in Africa are outlined in Ireland and Africa: Our Partnership with a Changing Continent. The Strategy highlights Ireland’s long-term commitment to Africa and individual African countries, and the connections between the different elements of the relationship - political, development cooperation, inclusive growth, trade and investment.

The Mission Strategy will evolve and adapt in line with our foreign policy over the period.

Summary

This Mission Strategy sets out Ireland’s engagement in Tanzania and the Great Lakes sub-region (Burundi, Democratic Republic of Congo, Seychelles, and Comoros) for the period 2017-2021 and beyond.

Ireland has a long and enduring partnership with Tanzania. It is grounded in a shared history of colonialism and years of people-to-people links, political exchanges and cooperation in development. The Embassy is also accredited to Burundi, Democratic Republic of Congo, Seychelles and Comoros.

Our overall goal is: To promote Ireland’s values and interests in Tanzania and the wider region.

We will build upon our development cooperation programme to strengthen political, economic and diaspora relationships and ensure that we provide an effective service to our people in Tanzania and countries of accreditation.

3 Outcomes to be advanced by 2021:

1. Ireland’s people in countries of accreditation are well served, better informed and more closely linked
2. Ireland’s values and influence contribute to fairer, more just, secure and sustainable societies with a specific focus on women and girls
3. Enhanced people-to-people, business and institutional links between Ireland, Tanzania, and the sub-region

New Directions:

- Positioning of gender equality and women’s empowerment at the centre of our work.
- Facilitation of stronger political, economic, trade, people-to-people and institutional links, between Ireland and countries of accreditation.
- Greater attention to youth and the potential for young women and men to benefit from and contribute amme responses.
- Embassy re-positioned to better understand and respond to regional issues.
- More flexible and adaptable ways of working across the Embassy to take account of changing contexts and local realities.

Strategic Results to be delivered by 2021:

1. Adept and responsive consular and diaspora services
2. More sustainable livelihoods for poor women and youth
3. Improved reproductive health and nutrition for women and children
4. Democratic space for good governance, human rights and gender equality fostered and supported
5. Targeted response to promote stability in the Great Lakes sub-region
6. Enhanced institutional partnerships and cooperation facilitated by the Embassy
7. Expanded linkages on trade, investment and culture

3 Outcomes to be advanced by 2021:

1. Ireland’s people in countries of accreditation are well served, better informed and more closely linked
2. Ireland’s values and influence contribute to fairer, more just, secure and sustainable societies with a specific focus on women and girls
3. Enhanced people-to-people, business and institutional links between Ireland, Tanzania, and the sub-region

New Directions:

- Positioning of gender equality and women’s empowerment at the centre of our work.
- Facilitation of stronger political, economic, trade, people-to-people and institutional links, between Ireland and countries of accreditation.
- Greater attention to youth and the potential for young women and men to benefit from and contribute amme responses.
- Embassy re-positioned to better understand and respond to regional issues.
- More flexible and adaptable ways of working across the Embassy to take account of changing contexts and local realities.

Strategic Results to be delivered by 2021:

1. Adept and responsive consular and diaspora services
2. More sustainable livelihoods for poor women and youth
3. Improved reproductive health and nutrition for women and children
4. Democratic space for good governance, human rights and gender equality fostered and supported
5. Targeted response to promote stability in the Great Lakes sub-region
6. Enhanced institutional partnerships and cooperation facilitated by the Embassy
7. Expanded linkages on trade, investment and culture

The purpose of this Mission Strategy is to clearly articulate what we will do, how we will work, and what we will achieve to advance Ireland’s values and interests in Tanzania and the wider region over the period 2017-2021 and how we will build towards progress for the future.

Vision based on our Global Foreign Policy

The Mission Strategy is guided by The Global Island: Ireland’s Foreign Policy for a Changing World. The policy lays down the goals and areas of international engagement to safeguard our peace, security and economic prosperity, and to make a distinctive and principled contribution to the collective international effort to build a better world.

The Global Island identifies five priority areas of focus which underpin our vision:

To serve our people at home and abroad

To work for a fairer, more just, secure and sustainable world

To advance Ireland’s prosperity by promoting our economic interests internationally

To protect and advance Ireland’s values and interests in Europe

To strengthen our influence and our capacity to deliver our goals

Ireland’s Policy for International Development One World, One Future sets out a vision of “a sustainable and just world, where people are empowered to overcome poverty and hunger and fully realise their rights and potential.”

Ireland’s engagement in the international development agenda is focused on three goals:

Reduced hunger, stronger resilience

Sustainable development, inclusive economic growth

Better governance, human rights and accountability

Our priorities in Africa are outlined in Ireland and Africa: Our Partnership with a Changing Continent. The Strategy highlights Ireland’s long-term commitment to Africa and individual African countries, and the connections between the different elements of the relationship - political, development cooperation, inclusive growth, trade and investment.

The Mission Strategy will evolve and adapt in line with our foreign policy over the period.
The change we want to see
Our longer-term vision is reflected in our overarching goal: To promote Ireland’s values and interests in Tanzania and the sub-region. The Mission has identified three mutually reinforcing outcomes to be advanced in partnership with countries of the region: The delivery of seven linked Strategic Results will contribute to the achievement of these outcomes.

Ireland’s values and influence contribute to fairer, more just, secure and sustainable societies with a specific focus on women and girls

Ireland’s people are well served, better informed, and more closely linked

Enhanced people-to-people, business, and institutional links between Ireland, Tanzania, and the sub-region

What we will deliver
Many Irish citizens live, work, and visit countries in the region. This requires us to not only deliver on existing services but to have contingency plans in place to serve our citizens into the future. Adept and responsive passport, consular and diaspora services will strengthen our networks ensuring that our citizens are informed, supported and linked. Poverty and inequality in Tanzania are deep-rooted and gendered. We recognise that productive economic activities are critical to break the cycle. We will deliver more sustainable livelihoods for poor women and youth which will include a focus on increasing incomes, better opportunities for decent employment and engagement in social protection. We will improve reproductive health and nutrition for women and girls. This will involve building synergies across our efforts on health, nutrition, gender equality and management of climate risks. We will link each of our areas of intervention to our vision of safer and healthier lives for women and children. In line with Ireland’s commitment to democracy, equality and human rights we will strengthen our support for Democratic space for good governance, human rights and gender equality. This will include a strong focus on gender-based violence and women’s movement building.

Overall the region is volatile and will likely remain so over the period of this plan. Insecurity and displacement is likely to impact on Tanzania. The Mission will deliver a more targeted response to promote stability in the Great Lakes sub-region ensuring coherence across our political, development and humanitarian interventions. We will respond to the demand for mutually beneficial country level linkages through Enhanced institutional partnerships and cooperation facilitated by the Embassy. These relationships will generate new ideas, technologies and approaches, strengthen links and build evidence on what works most effectively.

The Mission will step up its work to promote Ireland as a good place with which to do business, to invest in, and to visit, through building ‘Expanded linkages on trade, investment and culture’. This will involve fostering and facilitating further linkages and strengthening networks, including our Mission network, to enhance trade and investment opportunities.

How we will work
Strategic and systematic political and public diplomacy.
The Mission will use political and public diplomacy to foster Ireland’s interests, and values. We will identify and engage with stakeholders on the political opportunities and challenges inherent in achieving this strategy and will communicate effectively Ireland’s values.

Integration of gender equality and climate change adaptation.
The Embassy will assess everything it does to ensure that it contributes to gender equality and the management of climate risks. We will build our understanding of the impact of climate change on women and girls. We will use future scenarios to strengthen climate change adaptation.

Implementation informed by evidence and learning.
Our adaptive approach will require greater attention to monitoring and tracking of results; we will stop interventions that are not showing results and avoid other opportunities as they arise.

Quality assured through robust oversight, value-for-money and risk management.
We will ensure that systems and structures are in place to implement and comply with policies, standards and procedures and effectively manage risks.

We believe that these interconnected outcomes and result areas, advanced in large part by how we work, will provide a strong foundation for the future. A stable and developing Great Lakes region is fundamental for the security and prosperity of all Africans. Our people-centred vision is one of peaceful, inclusive, environmentally-sustainable societies; where poverty, in all its forms, is eradicated; where everyone can share in prosperity; where human rights are protected; gender equality realised; and where no-one is left behind. We will build on this vision for 2030 through successive Mission Strategies that will continue to enhance Ireland’s role and contribution in Tanzania and the region.

6 Adept and responsive passport, consular and diaspora services
7 More sustainable livelihoods for poor women and youth

Outcomes

Strategic Results

Enhanced people-to-people, business and institutional links between Ireland, Tanzania, and the sub-region

Ireland’s values and influence contribute to fairer, more just, secure and sustainable societies, with a specific focus on women and girls

Ireland’s people well served, better informed and more closely linked

To promote Ireland’s values and interests in Tanzania and the wider region
Our Mission Strategy

Our People

Serving our People Abroad

Tanzania hosts a small but active Irish community. While mainly located in Dar es Salaam, there are also small communities in Mwanza, Arusha, Shinyanga, Singida and Moshi. Numerous volunteer and exchange programmes from Ireland take place each year. Other countries of accreditation also have an Irish presence. The Embassy provides visa, passport and consular services and has a crisis management plan in place.

Connecting with the Global Irish Family

Although modest in number, the Irish in Tanzania and the sub-region add a unique and diverse dimension to our relations with these countries. Some of our citizens are missionaries with long and enduring links; others have made the region their home; many more are serving in development and humanitarian organisations; and some are engaged in the private sector. Our wider Irish family includes Irish Alumni and people with social, cultural and political associations. The Embassy has a strong role to play in facilitating communication and connectivity that can evolve to match the needs of this ever-changing diaspora.

What We Will Deliver

Adapt and responsive passport, consular and diaspora services

What We Will Do

- Process passport, visa and other applications for consular services in a timely manner and put in place a system for continued learning within the Embassy on how to improve the quality of the consular services.
- Review and increase as necessary a network of contacts for stakeholders on consular issues in Tanzania and in the delegations of EU Member States in countries of accreditation, as well as maintain an out of hours consular emergency service.
- Regularly review and update the travel advice for our countries of accreditation to enable Irish citizens to make informed travel choices and take steps to mitigate against any travel risks.
- Regularly review and test the Embassy’s Emergency Consular Plan for use in response to large-scale consular emergencies.
- Organise events for the Irish community and undertake visits to regional centres in Tanzania to meet with the Irish community resident outside Dar es Salaam
- Work to build an active network of Tanzanians with links to Ireland through, and to link this network and the wider Irish diaspora with the work of the Embassy

Our Values

Ireland’s foreign policy is anchored in our values of a fairer world, a more just world, a more secure world, and a more sustainable world. These indivisible values, currently under pressure globally are more important now than at any time in our history. All Ireland’s efforts in Tanzania and the sub-region will evolve from these values; our interventions will respond to their interconnectedness; and our value-based approach will be visible and effectively communicated to partners.

A More Secure World

Tanzania continues to provide a stable influence on the East Africa region. The wider Great Lakes region remains volatile and for thousands of refugees Tanzania has been a safe haven. Today, thousands of refugees from Burundi and the DRC have made Tanzania their home. Through the East African Community, headquartered in Arusha, the country is playing an important role as regional peace facilitator in the Burundi crisis, while its peacekeepers are deployed in Eastern Congo. Through its close alliance with South Africa, it continues to wield considerable diplomatic weight in resolving regional conflicts.

A More Sustainable World

Challenges in the sub-region posed by population growth, climate change and management of food, water, and energy security have potential to become drivers of insecurity and obstacles to development. Our efforts will be prioritised on building the capacity of poor people to better prevent, prepare for, adapt to, and recover from crises and shocks. In the absence of real progress on job creation, the large, connected and increasingly well-educated youth in East Africa may join the irregular migration routes to Europe. Radicalisation of youth is also a risk in the medium term, with both the EU and UN planning to support Tanzania in countering violent extremism.
Our Values continued...

WHAT WE WILL DELIVER

More sustainable livelihoods for poor women and youth

Improved reproductive health and nutrition for women and children

Democratic space for good governance, human rights and gender equality fostered and supported

Targeted responses to promote stability in the Great Lakes sub-region

WHAT WE WILL DO

• Promote a Market for the Poor approach in Tanzania through support for the development of select agricultural value chains, including the promoting of climate smart and nutrition sensitive agriculture.

• Support research and adaptive programming to generate evidence on effective approaches to socio-economic transformation.

• Support interventions which specifically focus on the economic empowerment of women and young people.

• Support interventions which enable national social protection instruments to have greater impact for women and youth and explore opportunities to provide direct support to the national social protection system.

• Support national health systems that better respond to the needs of women, mothers and children.

• Extend the coverage of rural Community Health Workers to provide reproductive, prenatal and child health and nutrition care.

• Support the implementation of the National Multisectoral Nutrition Action Plan, particularly for mothers and children under 5 years.

• Help to build national referral systems for high-risk pregnancies and disabilities and in partnership with Irish institutions, develop local capacity in specialist areas.

• Strengthen dialogue with government and partners to promote effective systems to improve maternal and child health and nutrition.

• Democratic space for good governance, human rights and gender equality fostered and supported

• Targeted responses to promote stability in the Great Lakes sub-region

• Support community level initiatives and generate evidence on ways to protect and prevent women and girls from experiencing gender based violence.

• Support initiatives on sexual and reproductive health amongst the most vulnerable groups.

• Support women’s movement building and collective action at grassroots and national level around specific issues and use the experience to inform policy and public diplomacy priorities.

• Support inclusive and sustainable institutions for democracy and accountability, including the media and parliament.

• Reinforce our political engagement through the provision of financial support to human rights actors and institutions to promote democratic freedoms and defend against human rights infringements.

• Build our political analyses, engagement, and reporting on regional context.

• Work closely with HQ to ensure Ireland’s global resources to countries of accreditation are effectively planned and delivered.

• Identify opportunities to work regionally in ways that can build relations with countries of the sub-region, strengthen our campaigns for SIECO and inform our role on the Commission on the Status of Women.

• Work through the EU Heads of Mission to support engagement on conflict resolution and humanitarian response.

• Respond to the needs of refugees and support the communities that host them to sustainably manage the natural resources on which their livelihoods and wellbeing depend.

WHAT WE WILL DELIVER

Promoting Ireland as a destination for education

With more Tanzanians travelling and studying abroad, there are new opportunities arising to build on the long history of personal and institutional links between Ireland and Tanzania in the field of education.

Making the most of our Competitive Advantage

Ireland’s strong national image is one of our greatest assets. Benefits can flow from projecting a strong and clear image of Ireland in Africa

Sustained investment in our image in Tanzania and other countries of accreditation where our visibility is relatively low and our reputation is critical to success.

Supporting Irish Business

Trade between Ireland and Tanzania is modest. However, with a growing workforce, continued high levels of GDP growth, and an ambitious industrialisation agenda, Tanzania has the potential to be a more significant trading partner for Ireland.

WHAT WE WILL DO

• Seek to ensure Irish culture is well reflected in EU cultural initiatives so as to further promote Ireland and our mission’s objectives.

• Organise events to promote Irish culture and build Ireland’s brand.

• Provide information to Irish companies interested in doing business and connect representatives of these companies to key stakeholders.

• Continue to engage with the European Business Group, and particularly make use of it as a tool for advocacy on improving the business environment.

• Explore with government the possibility of signing a double taxation agreement as a means to spur Irish investment.

• Support initiatives which strengthen the environment for trade and business competitiveness in the East African region.

• Adapt and develop the scholarship programmes offered by the Embassy to Tanzanian professionals for study in Ireland, in order to help provide more Tanzanians, particularly women, with the skills to address challenges inhibiting trade and investment in Tanzania, and to increase the number of Tanzanians who can share a positive experience of the benefits of undertaking higher education in Ireland.

• Build our political analyses, engagement, and reporting on regional context.

• Work closely with HQ to ensure Ireland’s global resources to countries of accreditation are effectively planned and delivered.

• Support inclusive and sustainable institutions for democracy and accountability, including the media and parliament.

• Reviews our political engagement through the provision of financial support to human rights actors and institutions to promote democratic freedoms and defend against human rights infringements.

• Build our political analyses, engagement, and reporting on regional context.

• Work closely with HQ to ensure Ireland’s global resources to countries of accreditation are effectively planned and delivered.

• Support inclusive and sustainable institutions for democracy and accountability, including the media and parliament.

• Reviews our political engagement through the provision of financial support to human rights actors and institutions to promote democratic freedoms and defend against human rights infringements.

• Build our political analyses, engagement, and reporting on regional context.
Our Influence

A service responsive to national, regional, and global changes and challenges

It is likely that over the course of this strategy we will see significant change globally, regionally and at national level in the countries of accreditation. Responses will require an approach that promotes inclusive development, equitable growth and realisation of rights. It will also require resolve to seek ways to influence and engage constructively at all levels to counter the trend of narrowing space for political and policy dialogue. As a small country, our voice is amplified through our membership of the EU and UN. Our ability to influence and shape agendas that impact on countries of accreditation will require a sound engagement with national and regional trends and connecting Ireland’s values with evolving priorities. This will grow in importance as we progress our SECCO campaign. In an ever more interconnected world, a strategic, pro-active and coordinated approach to communications is essential.

A Professional and Capable Workforce in a Positive Working Environment

We recognise that managing people and processes is as important as defining strategy. Harnessing our collective human resources to deliver this strategy is essential given the breadth of work across all five themes of our foreign policy. The aim is to better deploy individual capabilities and to have a work culture where everyone is motivated, feel valued and are clear on the contribution they are making to the results we want to achieve on behalf of the Irish people.

What We Will Do

Build a network of contacts across politics, government, private sector and civil society to allow us to understand the countries of accreditation and to communicate Ireland’s interests and values in a compelling way.

Enhance our real-time communication with the Irish community, interested citizens in Ireland and Tanzanian stakeholders.

In line with an adaptive programming approach conduct Annual Reviews to identify progress and any course correction and a Mid-term Review in 2019 to assess all aspects of our approach.

Strictly adhere to Departmental Grant Management Guidelines, Financial Guidelines and Risk Management Strategy.

Review and monitor Embassy structures and functions and makes changes, where required, to ensure the capacity is in place to deliver the strategy.

Coping with Change

We are expert in managing change. We feel comfortable in managing change and understand the need to develop a culture in which change is the norm and is embraced.

What We Will Do

Engage actively in EU Head of Mission and other local EU working groups, and contribute to the preparation of EU Head of Mission reports and EU strategies (e.g. EU Country Strategy on Human Rights and Democracy, EU Country Strategy on Gender Equality) in order to ensure Irish interests and values are reflected in the EU’s actions locally.

Provide timely, insightful and focused reporting and analysis on issues arising in Tanzania, Burundi, DRC and the East African Community to inform the development of Irish positions for discussions in Brussels.

Through our development cooperation work engage, where appropriate, on EU joint programming and European Development Fund programmes; participate, as appropriate, in joint EU demands; participate, as appropriate, in any EU Election Observation Missions to Tanzania, Burundi and DRC, in order to amplify our objective and to demonstrate Irish support to EU engagement.

In the context of the UK’s exit from the EU, maintain significant bilateral engagement with the UK across political, trade, development and consular issues.

Contributing to EU external policies at Country Level

The EU has delegations in Tanzania, DRC and Burundi. The European Union and its Member States as a whole continue to be among the largest donors of official development assistance in the three countries.
<table>
<thead>
<tr>
<th>Accountability</th>
<th>Mechanism</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Accountability for our approach</strong></td>
<td>Responsible: Embassy Senior Management Team, led by Ambassador; Africa Unit; Strategy &amp; Performance Unit</td>
<td>Performance Measurement Framework (Part A)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Annual reviews</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Annual reports</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Structured monitoring engagement with the Africa Unit</td>
</tr>
<tr>
<td><strong>Accountability for expenditure and results</strong></td>
<td>Responsible: Embassy Senior Management Team with Africa Unit, SAMG, Finance Unit, DLA</td>
<td>Performance Measurement Framework (Part B)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Internal Audits</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Partner Audits</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Embassy Annual Reports</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Embassy Evaluation Plan &amp; Outputs</td>
</tr>
<tr>
<td><strong>Assessment of Strategy implementation</strong></td>
<td>Responsible: Embassy Senior Management Team, Africa Unit, Policy Unit</td>
<td>Performance Measurement Framework (Part C)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Annual reviews</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Mid-term review</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Strategy completion review/evaluation</td>
</tr>
<tr>
<td><strong>Assessment of Mission alignment with Departmental prioritie</strong></td>
<td>Department of Foreign Affairs and Trade Mission Review</td>
<td>(TBC)</td>
</tr>
</tbody>
</table>