

Ireland in South Africa and the Southern African Sub-Region **Embassy Pretoria Strategy**

2017-2021

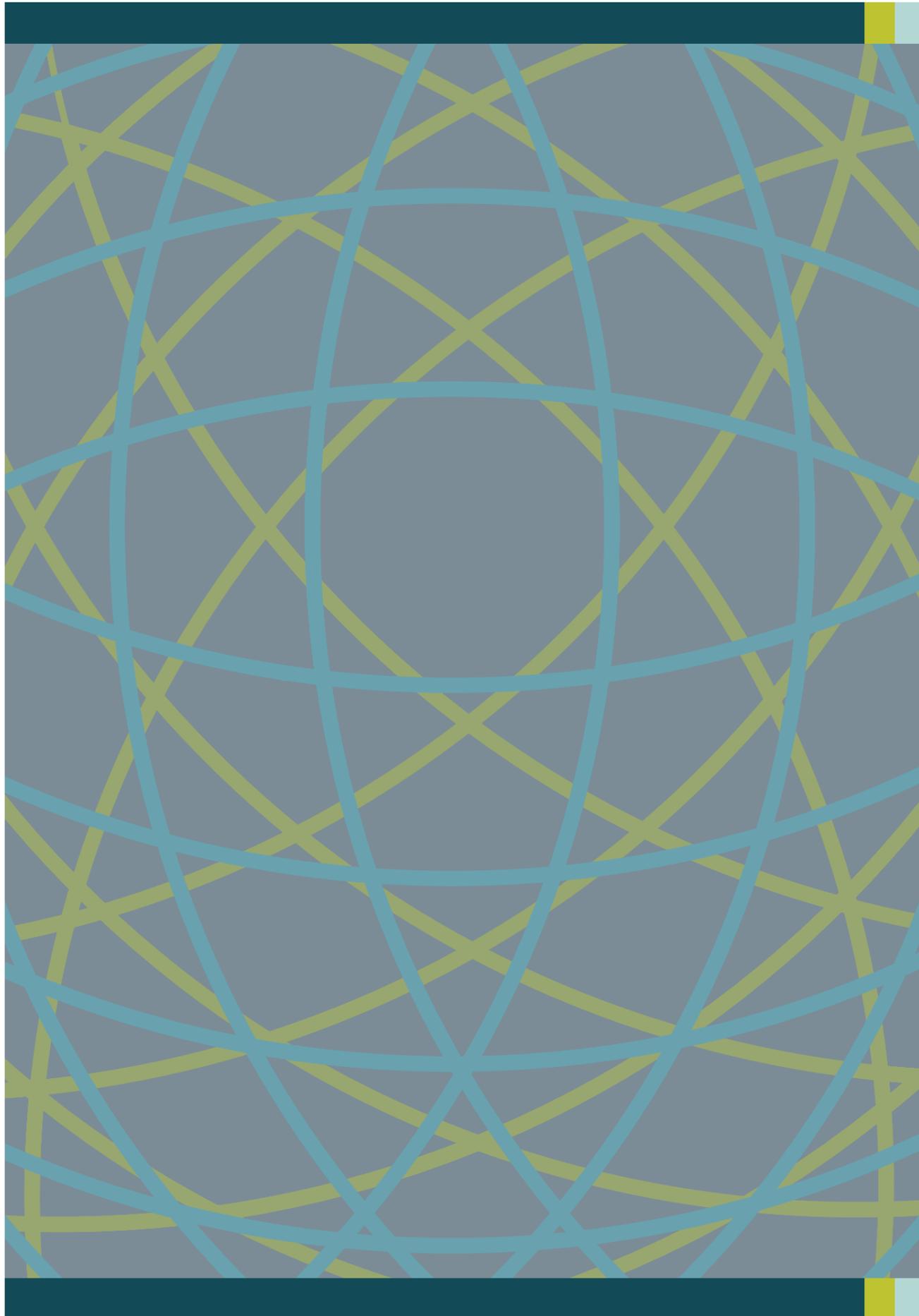


Irish Aid

Rialtas na hÉireann
Government of Ireland



An Roinn Gnóthaí Eachtracha agus Trádála
Department of Foreign Affairs and Trade



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SUMMARY

This Strategy sets out Ireland's role in South Africa and other countries of accreditation in the sub-region (Zimbabwe, Lesotho, Botswana, and Mauritius) over the five-year period 2017-2021.

BACKGROUND

The Irish Government established an Embassy in South Africa in 1994, following the country's transition to democracy. The intervening years have seen significant expansion in the role of the Mission. This has been influenced by the Department's increased trade promotion mandate, the growth of consular work to serve the large Irish community, the integration of the previously separate Irish Aid programme, and the review of Ireland's African Embassy network and countries of secondary accreditation.

The work of the Embassy is unique in its breadth across all five themes of Ireland's foreign policy - Our People, Our Values, Our Prosperity, Our Place in Europe and Our Influence. The countries of engagement reflect a wide range of political, economic, trade, consular and development issues and challenges. There are an estimated 35,000 Irish passport holders in South Africa and a vibrant and growing diaspora and Irish business community. South Africa is also an important hub for trade and investment in the region.

Despite some progress and reduction in macro poverty levels, the context across the

region reflects a fragile political economy. Large sections of the population, by virtue of ethnicity, gender, political persuasion or geography, are marginalised and excluded from accessing opportunities and benefits in societies where inequalities are deepening.

WHAT WE WILL ACHIEVE

Our longer-term vision is reflected in our overarching goal: **"Ireland's values and interests applied to optimise benefits for citizens of Ireland, South Africa, Zimbabwe and other countries of accreditation"**.



Two outcomes to be achieved by 2021:

- > Strengthened environment for Ireland's citizens, diaspora, business, trade, people-to-people and other linkages with South Africa and other countries of accreditation;
- > Enhanced enabling environment and space in South Africa, Zimbabwe and the region to tackle exclusion, inequality and denial of human rights, including those of women and girls.

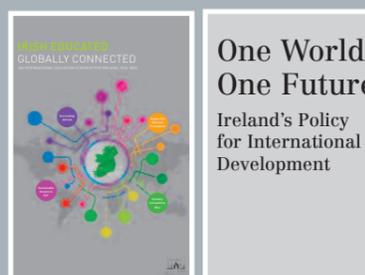
Nine outputs to be delivered:



- > An adept, prepared, consular service, well-placed to respond to change;
- > Irish diaspora informed, supported and linked;
- > Opportunities for Ireland's trade, investment, tourism and culture expanded;



- > Educational linkages, networks and cooperation increased;
- > Effective channels for political engagement and influence in South Africa and regionally;
- > Civil society's capacity to promote good governance and human rights improved;
- > Opposition to Gender Based Violence and support for GBV survivors strengthened;
- > Innovative health and disability models targeting women and children;
- > Policy and practice focused evidence on regional conflict and humanitarian crises.



HOW WE WILL WORK

- > **Strategic and systematic political and public diplomacy.** The Mission will use political and public diplomacy in countries of the region to promote Ireland's interests, culture and values; to support Irish citizens resident in or visiting the region; and to demonstrate that Ireland is a good place in which to do business, to study and to visit. On the basis of our values we will advocate for human rights, gender equality, ending gender based violence and ensuring economic growth is inclusive and equitable. Strategies will include enhancing links with key stakeholders in Government, civil society and other spheres. Additional focal areas will include our cooperation at multilateral and EU levels.
- > **Strategy implementation informed by evidence and learning.** The Mission will establish partnerships with highly regarded academic and other institutions to provide access to robust evidence. Moving to a multi-year strategy will require greater attention to monitoring and tracking of results, and allocation of increased resources to secure and strengthen capacity for this. Six monthly reports and Annual and Mid-Term Reviews will be essential to guide this whole-of-Embassy Strategy. Careful selection of partners and the existence of quality expertise in the region will support these processes.
- > **Quality assured through robust oversight, value-for-money and risk management.** Embassy structures will ensure that systems are in place to implement and comply with policies, standards and procedures. Management will ensure that risks are proactively identified and assessed with controls developed to ensure effective mitigation. We will systematically review the allocation of human and financial resources,

and re-programme where necessary, to ensure that they are optimally deployed and able to deliver on outputs and outcomes. The Embassy will further develop evaluation and learning including an evaluation framework to accompany the new Strategy.

NEW DIRECTIONS

- > Strengthened political, trade and development cooperation in the region, including a more strategic and policy focused relationship with South Africa.
- > In line with revised accreditations, considered engagement with Botswana and regional organisations, including the Southern African Development Community (SADC).
- > Scaled up engagement and investment in Zimbabwe, in line with Ireland's policy commitment to engage in fragile situations.
- > Increased engagement with Irish State Agencies to boost Ireland's trade and economic efforts.
- > Increased engagement with the Irish diaspora, including through the provision of improved consular services.
- > Deepened focus on inclusive development, gender equality and human rights and their inherent connections.
- > A more flexible and adaptable approach to programme design and implementation that takes account of political realities and local context.
- > New relationships and partnerships built on the basis of Ireland's commitment to realise the 2030 Agenda to meet the universally agreed Sustainable Development Goals (SDGs).



CHAPTER 1

OUR VISION FOR 2021 AND BEYOND

The purpose of this Embassy Strategy is to clearly articulate what we will do, how we will work, and what we will achieve to benefit citizens of Ireland, South Africa, Zimbabwe and other countries of accreditation over the period 2017-2021 and how we will build towards progress for the future¹.

In 2011 the Government of Ireland launched *Ireland and Africa: Our Partnership with a Changing Continent*. The Strategy highlighted 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. Six years on, the Africa Strategy continues to underpin our engagement with the Continent and will continue, with some updating, to shape our partnership over coming years.

Ireland can relate to many facets of southern Africa. We identify with colonisation, struggle and liberation and have historic experience of famine and migration. We understand the scourge of conflict and the dividends of peace. Ireland has in recent years seen the positive impact brought about by changes in law that recognise the rights of all citizens, regardless of sex or gender orientation.

On the economic side we have learned lessons from our financial crises and recovery.

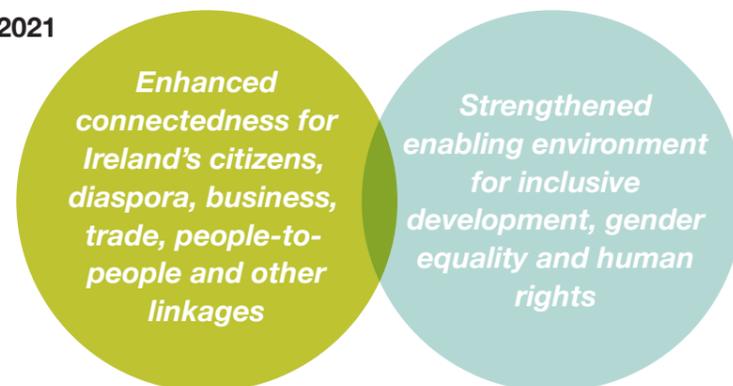
We have much to offer, and benefit from, through enterprise, trade and investment. Crucially, we understand that our prosperity, security and well-being is influenced by global events and interwoven with the rest of the world, including Africa.

The Global Island: Ireland's Foreign Policy for a Changing World provides clear priorities for Ireland to **"make a distinctive and principled contribution to the collective international effort to build a better world"**. We believe that the Mission can contribute to positive change, but we are also realistic. We have initiated an integrated whole-of-Embassy approach that makes best use of our modest human and financial resources to build synergies across political, development, trade, community and consular work.

The change we want to see

The Mission has identified two mutually reinforcing outcomes to be achieved in partnership with countries of the region. (Fig 1)

Fig 1: Outcomes by 2021



¹ This Strategy is based on *'Ireland, South Africa, Zimbabwe and other countries of Accreditation: Directions Paper 2017-2021'*, and a number of Embassy-led *Context Analysis Papers* (available separately). The Directions Paper was approved by HQ Recommendations Meeting in December 2016.

We believe that these interconnected outcomes and outputs, when achieved, will provide a strong foundation for the future. A thriving southern Africa is fundamental for the security and prosperity of all Africans, as well as citizens of Ireland and the world. 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 embed Ireland's role in SA and the region.

WHAT WE WILL DELIVER

Across all our work we will bring a more structured approach to influencing and political diplomacy. We will create more **'Effective channels for political engagement and influence in South Africa and regionally'** both as an output in itself, and a means to deliver the other eight outputs.

To achieve **Outcome 1**, we will deliver four linked outputs. The shifting and increasingly complex context globally and in the region, requires a renewed **'Adept, prepared Consular service, well placed to respond to changing contexts'** to not only meet its traditional role but to have contingency plans in place to protect Irish citizens into the future.

Building on current good practice of deepening and cultivating diaspora networks within and across the different countries will lead to an **'Irish diaspora informed, supported and linked'**.

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. **'Opportunities for expansion of Ireland's trade, investment, tourism and culture'** in all countries will be realised by fostering and facilitating further linkages to strengthen networks and reduce obstacles and restrictive legislation for Irish business.

We will respond to the demand for skills and education, especially for youth, by creating **'Increased educational linkages, networks and cooperation'** building on Ireland's strong reputation and expertise in these areas. The Embassy will demonstrably and transparently connect the skills requirements of South Africa with Ireland's strategy on international education.

To achieve **Outcome 2**, we will deliver four mutually supportive outputs. Recognising the strong role and importance of civil society we will provide support for them to be better able to deliver on their mandate. We will work collaboratively with other partners, donors, and joint mechanisms, particularly in Zimbabwe, to ensure **'Civil society's capacity to promote good governance and human rights is improved'**.

Given the extent and debilitating effects of gender based violence, we will engage with a number of strategic partners and programmes in South Africa, Zimbabwe and regionally. This will work to influence state and non-state actors to provide better coordinated, more comprehensive and accessible GBV response services to ensure that **'Opposition to Gender Based Violence and support for GBV survivors is strengthened'**.

Recognising the particular challenge of neglected health and rights of marginalised women and children across our countries of engagement, we will invest in a small number of **'Innovative health and disability models targeting women and children'**. These tactical relationships will generate new and improved ideas, technologies and approaches and build evidence on what works most effectively.

Given that the region remains extremely vulnerable to crises and shocks, including climate change, we will invest resources in regional capacity to research, monitor and report on the context. Our support will produce **'Policy and practice focused evidence on regional conflict and humanitarian crises'**. This will allow us to shape and inform political responses, scale up humanitarian action if required, and keep our HQ-level geographical, thematic and policy units well-informed.

MISSION STRATEGY LOGIC MODEL

OUR PEOPLE



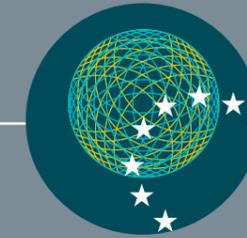
OUR VALUES



OUR PROSPERITY



OUR PLACE IN EUROPE



OUR PLACE IN IRELAND



APPROACHES ACROSS
ALL OUTCOMES &
OUTPUTS

Strategic and systematic political
and public diplomacy.

Strategy implementation
informed by evidence and learning.

Robust oversight value-for-money,
and risk management.

GOAL

Ireland's values and interests are promoted to benefit citizens of Ireland, South Africa, Zimbabwe and the southern African sub-region

OUTCOMES

Enhanced connectedness for Ireland's citizens, diaspora, business, trade, people-to-people and other linkages, with South Africa and countries of accreditation.

Strengthened enabling environment for inclusive development, gender equality and human rights

OUTPUTS

1	2	3	4	5	6	7	8	9
An adept, prepared, consular service, well placed to respond to changing contexts	Irish diaspora informed, supported and linked	Opportunities for Ireland's trade, investment, tourism and culture expanded	Educational linkages, networks and cooperation increased	Effective channels for political engagement and influence in South Africa and regionally	Civil society's capacity to promote good governance and human rights improved	Opposition to Gender Based Violence and support for GBV survivors strengthened	Innovative health and disability models targeting women and children	Policy and practice focused evidence on regional conflict and humanitarian crises

CHAPTER 2

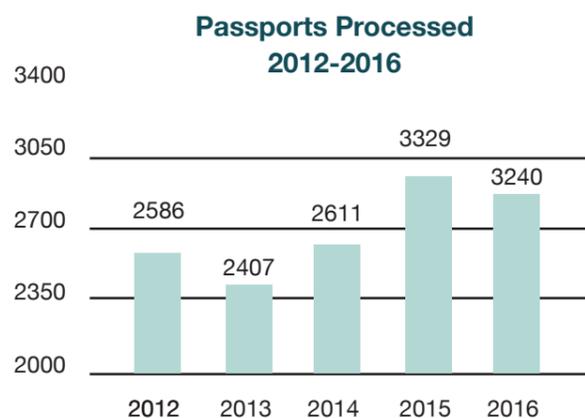
OUR PEOPLE



SERVING OUR PEOPLE ABROAD

There are an estimated 35,000 Irish citizens in South Africa, by far the largest Irish community on the continent. In Zimbabwe there are some 1,000 Irish citizens. Lesotho, Botswana and Mauritius have smaller Irish populations.

Demand for consular services has increased significantly over the past three years. Embassy Pretoria has one of the highest passport workloads across the DFAT Mission system.



Substantial increases have also occurred on Visa and Foreign Birth Registration (FBR) applications. These trends are likely to continue, particularly on FBRs where the worsening state of the South African economy and uncertainties over “Brexit” mean that more South Africans are seeking to take advantage of their Irish citizenship entitlements.

The Embassy also maintains a small consular liaison office in Cape Town to serve the large Irish population there. The Honorary Consul in Harare and his assistant also provide consular services to Irish citizens in Zimbabwe as well as those who wish to visit Ireland for business, study or tourism purposes. The Honorary Consuls in Gaborone and Maseru will provide similar services to Irish citizens in Botswana and Lesotho respectively.

The Embassy and our consular offices also provide support and assistance to Irish citizens who find themselves in difficulty or distress. Examples include issuing emergency travel documents, assisting with medical evacuation and repatriation of remains of Irish citizens, pursuing the extradition of persons wanted in Ireland to face serious charges, and liaising with the police in regard to homicide or other serious crimes perpetrated against Irish citizens. The Embassy has also developed crisis response plans to assist Irish citizens in the event of a major consular emergency in our countries of accreditation.

CONNECTING WITH THE GLOBAL IRISH FAMILY

Ireland has a unique and important relationship with its diaspora. Many people in the southern African sub-Region identify strongly with their Irish heritage or have a connection with Ireland and Irish culture.

The Irish nation cherishes its special affinity with people of Irish ancestry living abroad who share its cultural identity and heritage”.

Article 2, Irish Constitution

Associations are active in the Embassy’s areas of accreditation including the Irish South African Association (ISAA) which has Chapters in Gauteng (Johannesburg/Pretoria), KwaZulu-Natal (Durban) and Western Cape (Cape Town), the Irish Association of Mashonaland in Zimbabwe, the Business Ireland Southern Africa network (BISA), the SA Gaels (a Gaelic Games organisation) and the Irish Missionary Community.

What we will deliver

An adept, prepared, consular service, well placed to respond to changing contexts



President and Sabina Higgins celebrating with the SA Gaels

What we will do

- > Provide support and protection to Irish citizens travelling, living and working in South Africa, Zimbabwe and other countries of accreditation in a context of increasing complexity and security risk.
 - > Place the welfare of Irish citizens and their families at the heart of our consular response, focusing on those most in need.
 - > Regularly review and update crisis response plans for each country.
 - > Build our evidence and analysis of the multiple aspects of insecurity in the region.
 - > Build capacity for crisis response within
- > Embassy teams including documentation of lesson learning from experience.
 - > Continue to strengthen customer-focused consular services, systems and standards on the basis of evidence, regular monitoring of targets and customer satisfaction ratings.
 - > Ensure safer, more secure accommodation at the Embassy and in Cape Town for our staff and consular customers.
 - > Pro-actively liaise with Consular and Passport Divisions at HQ to implement new strategies to enhance consular and passport services.

CHAPTER 2

OUR PEOPLE



Irish South African Association (Cape Town Chapter) celebrating St. Patrick's Day

- > Deepen engagement and cultivate Irish diaspora networks with those who are Irish, of Irish descent or have a connection to Ireland.



Irish Diaspora informed, supported and linked

- > Link, in an inclusive way, with people who wish to maintain a connection with Ireland, and with each other.
- > Support a wide range of activity in South Africa and the region designed to build on and develop two-way diaspora engagement and engage with diaspora in order to benefit from their particular insights.

- > Conduct a mapping in 2017, in conjunction with the Honorary Consul in Gaborone, to better understand the context and needs of the Irish community in Botswana.
- > From a public diplomacy perspective, seek to build better linkages with media, to increase our social media presence and public outreach and to boost the Embassy's profile among both the international community and other stakeholders in countries of accreditation.
- > Continue to work with diaspora groups to build their capacity to become robust organisations that can provide support and services and use resources effectively.
- > Pilot an initial phase of Alumni Associations in 2017, building on the Kader Asmal Fellowship and Irish Aid Fellowship Training Programme.
- > Engage in ongoing review, including building evidence from southern Africa, to effectively implement the Government of Ireland's Diaspora Policy.

CHAPTER 3

OUR VALUES



A FAIRER WORLD (POVERTY AND INEQUALITY)

While extreme poverty has declined, the southern African sub-region continues to face significant disparities in levels of poverty and inequality. In South Africa this is made worse by the legacy of apartheid. Across the region unemployment is high, particularly among young people in the 15-24 year-group. Additionally there is a mismatch between skills available and those the economy requires for growth.

Women are more likely to be unemployed than men. Linked closely to unemployment and income inequality is a skewed spatial development with poor infrastructure and few work opportunities for rural people. As a result, the sub-region is experiencing massive movement of people to urban centres, particularly in South Africa, in search of a better life.

Countries of secondary accreditation are no less complex. Zimbabwe has experienced political and economic decline. Lesotho, small, mountainous, and completely landlocked by South Africa, is a least developed country in which about three-fourths of the people live in rural areas and engage in subsistence agriculture. Mauritius, by contrast is relatively stable, continues to register positive growth and benefits from a strong service and tourism industry. Botswana, despite continued economic growth, faces high levels of poverty and inequality, as well as low human development indicators. Unemployment has remained persistent and as a consequence, income inequality is among one of the highest in the world.



Sonke Gender Justice (Embassy Partner) conducting community mobilisation on gender based violence

CHAPTER 3

OUR VALUES



LGBTI Rights Activist Panti Bliss visits South Africa in 2017 with the support of Embassy Pretoria

A MORE JUST WORLD (HUMAN RIGHTS, GENDER INEQUALITY)

South Africa has one of the most progressive constitutions in the world where a broad range of human rights are enshrined but challenges in implementation remain. Gender inequality and GBV remain serious challenges. Countries of the sub-region are in general deeply patriarchal societies where social norms legitimise male dominance over women and girls. One insidious example of this is the prevalence of gender based violence (GBV), a violation of women's human rights, which is endemic and manifests in multiple ways.

Despite progress in treatments the prevalence of HIV remains a concern. For example, women 14-24 years are four to eight times more likely than

their male peers to become infected reflecting women's biological, social and economic vulnerability. However, a gap remains with regard to the generation and application of evidence of the risks of the intersectionalities of HIV, gender inequality and human rights violations.

A MORE SECURE WORLD (POLITICAL ECONOMY, SECURITY AND FRAGILITY)

Southern Africa is relatively more secure and peaceful than other regions of the continent. However, South Africa is seeing disruption and protest increasing, particularly within the student population and in local communities around service delivery. The economy, political accountability, corruption and racism continue to dominate political discourse.

In Zimbabwe and South Africa the uncertainties around the transition of power and further economic deterioration is leading to growing social unrest. This in turn has led to an accompanying increase in violations of human rights, a shrinking of the democratic space and rejection of the principles of good governance.

The state of governance in Zimbabwe is becoming more and more exclusionary and the space for civil society will continue to shrink as internal political dynamics subsume the State. This complex political environment and the unpredictable and often opaque nature of policy making, represents a real challenge for the Embassy as we seek ways to influence and engage constructively.

A MORE SUSTAINABLE WORLD

The countries of engagement are part of a volatile and fragile region in terms of political, economic and environmental interconnectedness. Impacts include forced migration, increased GBV, hunger and epidemics.

The Southern African Development Community (SADC) has identified a range of environmental and sustainable development challenges that persist despite progress made in environmental management by countries of the region. These include land degradation, deforestation, loss of biodiversity, pollution, inadequate access to clean water and sanitation services, and poor urban conditions. It recognises that the poor, in particular, are victims and unwitting agents of environmental degradation.

The chronic nature of crisis perpetuates and deepens communities' vulnerabilities, and this is worsened by climate change as witnessed by the recent impact of El Niño. This chronic crisis had a knock-on effect in areas such as security, trade and economics, as well as further regional

destabilisation. Migration impacts are felt northwards and southwards, generating increased xenophobia and human rights violations. Crisis response has strengthened in the region but remains largely externally driven and insufficiently evidence-based.

The Embassy has limited funds to help support responses to these challenges but it will assist through making available, to key stakeholders and players, insightful and timely information to guide planning and actions. It will also use political and public diplomacy to promote, to partner governments, regional policies over narrow national interests; and to point out inherent contradictions in objectives or policies that might have a detrimental effect on sustainable development and thus on current or future generations.

PARTNER PROFILE: INSTITUTE FOR SECURITY STUDIES (ISS)

In line with the Department's focus on building a more secure and fairer world, the Embassy's new strategy will include a partnership with the Institute for Security Studies (ISS). ISS is an African Research and Policy Institute working to improve governance, human rights and human security in Africa. With offices in Pretoria, Dakar, Addis Ababa and Nairobi and an extensive network of staff based all over Africa, the Institute works closely with the African peace and security architecture including the African Union, SADC and ECOWAS, providing technical assistance and capacity building in the field of human security. The 5 year partnership between the Embassy and ISS is aimed at building civil society's capacity to improve good governance and human rights and includes the provision of tailored research and analysis, strategic convening of stakeholders and policy advice to the Embassy, other Irish Embassies in Africa and the wider Department.

CHAPTER 3

OUR VALUES



What we will deliver

Civil society capacity to promote good governance and human rights improved
Opposition to Gender Based Violence and support for GBV survivors strengthened

What we will do

- > Expand our efforts to promote good governance, democratic processes, rule of law and protection of human rights through better linking our development funding with strong political and public diplomacy.
- > In line with Ireland's commitment to civil society, strengthen efforts across all of our work to create and maintain a safe and enabling environment for civil society actors.
- > In recognition of the growing complexity across all countries of Ireland's accreditation support in-depth and comprehensive analyses on changing context and trends.
- > As the strategy evolves, adapt funding mechanisms to respond to new priorities (including the role of women in peace and security and Fellowship opportunities on peace, security and human rights).
- > Scale up our visibility and resources in Zimbabwe; promote a more democratic and rule of law based governance structure (also beneficial for the Irish community and more supportive of future economic investment).

PARTNERSHIP MODEL ZIMBABWE – TRANSPARENCY, RESPONSIVENESS, ACCOUNTABILITY, AND CITIZEN ENGAGEMENT (TRACE) FUND

The TRACE programme is a multi-donor mechanism which aims to enhance state accountability and build democratic space. The overall goal of the programme is to empower citizens to hold the Zimbabwean state to account for its use of resources and its respect for human rights and democratic principles. This is done through the provision of financial and technical support to civil society organisations across a number of thematic areas and strategic interventions.

The programme is a consultative harmonised approach between donors, the Secretariat, partners and other actors, and is implemented through a grant making and partnership process. It encourages innovation, coalition building and collaborative approaches within civil society and between civil society and the private sector, professional associations, and religious bodies, in order to achieve collective action.

Opposition to Gender Based Violence and support for GBV survivors strengthened

What we will do

Support partners and programmes in SA, Zimbabwe and the region to use analysis and evidence to translate into application of best practice on what works to tackle GBV.

PARTNER PROFILE THE CENTRE FOR SEXUALITIES, AIDS AND GENDER (CSA&G) AT THE UNIVERSITY OF PRETORIA

In response to fragmentation in sectors and challenges in making visible the experience of grassroots practice, all funded partners who work on social justice, human rights and gender will be supported by the CSA&G to strengthen their practice and influence. Fresh ways of critically engaging with and generating evidence, will allow partners to better capture and make visible learning from practice. Over the five years of the Strategy this initiative will contribute to cross border and South-South cooperation (starting with SA and Zimbabwe). Building and promoting southern-led knowledge will help shape responses on complex and interlinked issues such as gender based violence, HIV and human rights in ways that can qualitatively inform policy dialogue and practical decision-making.

- > Direct our efforts in both SA and Zimbabwe, towards better GBV sector coordination and strengthened analysis that can contribute to improved service delivery.
- > In SA work with a smaller number of strategic partners who are well positioned to influence and achieve results within the sector including in improved coordination and impact.
- > Across all of the countries of accreditation, including SA, Lesotho and Zimbabwe, engage with EU Steering Committees on Gender.
- > Identify opportunities which new accreditations will bring to engage with regional institutions on gender equality and GBV.

- > In Zimbabwe support UN approaches to enhance the protection of women and girls against sexual and gender-based violence exacerbated by political transition, conflict and humanitarian crisis.

Innovative health and disability models targeting women and children

What we will do

- > Based on our values, identify niche areas for Ireland's support to health and disability innovation where we can add value and build wider learning for adaptation and scale-up.
- > In line with our commitment to the neglected health and rights of women and children, identify targeted areas of unmet need.
- > Focus attention on critical gaps in health system strengthening of maternal, neo-natal and child health services; sexual and reproductive health of adolescents; and GBV and HIV intersections.
- > Advocate for a focus on prevention and the need to address root causes of poor health and disability including poverty, inequality and human rights violations.
- > Target vision and preventable blindness (as one of the most common disabilities experienced in South Africa) with a particular focus on children and young people.
- > Promote increased incorporation of conflict-sensitive and longer-term development approaches to achieve health outcomes in protracted crisis.

CHAPTER 3

OUR VALUES

PARTNERSHIP MODEL THE HEALTH DEVELOPMENT FUND (HDF) IN ZIMBABWE

*The HDF in Zimbabwe is a model consistent with the **New Deal Principles for Engagement in Fragile States** and the **Stockholm Declaration on Addressing Fragility and Building Peace in a Changing World**.*

Zimbabwe had a highly effective health system in the 1980s and 1990s but recent political and economic challenges have undermined this system, causing it to deteriorate to a near-collapse state. The Health Transition Fund (HTF) established in 2011, and its successor the Health Development Fund (HDF) 2016–2020, are Multi-donor pooled funds. Managed by the UN (UNICEF and UNFPA) the HDF uses development aid in more innovative ways to better respond to protracted health crises, fund health systems and scale-up interventions in an otherwise politically and fiscally risky environment. Donors include Irish Aid, DfID, EU, Sweden and GAVI (Global Alliance for Vaccinations). This innovative process is underpinned by a strong analysis of risk, robust risk mitigation and a sense of solidarity and trust among partners.

Policy and practice focused evidence on regional conflict and humanitarian crises

What we will do

- > In line with Ireland's commitment to the World Humanitarian Summit outcomes advocate for a long-term view among all partners on prevention and addressing root causes, increasing political diplomacy for prevention and conflict resolution, and bringing humanitarian, development and peacebuilding efforts together.

- > Support the capacity of regional structures on preparedness, early warning and mitigation through support to assess, track and report on current and evolving conflict, climate change, and humanitarian crises.
- > Position the Mission in regional dialogue, highlighting obligations to track progress towards the Sustainable Development Goals, to address stresses and shocks, to protect the most vulnerable, and to *leave no one behind*.
- > Support the UN system (through OCHA) to enhance the evolving and exceptional potential of South Africa to be a humanitarian hub for the region.
- > In line with our new accreditation to SADC, identify opportunities to enhance coordination and cooperation and strengthen oversight and response capacity of the SADC humanitarian response (promoted through OCHA).
- > Raise the profile and leverage support for better evidence at EU, Heads of Mission and Cooperation meetings and other fora. The Institute of Security Studies assistance in providing timely evidence to the Mission and its partners will help in this regard.
- > Support analysis that identifies and addresses the needs of internally displaced persons (IDPs) and refugees which can enhance the self-reliance of refugees, IDPs and host communities to deal with the challenges.

CHAPTER 4

OUR PROSPERITY



DEEPENING OUR ENGAGEMENT WITH PRIORITY MARKETS

South Africa has the largest economy in the Sub-Saharan region. It has an important role in building economic stability in the region, including through its membership of BRICS and the Southern African Development Community (SADC).

Irish companies currently provide direct employment to some 13,000 local workers in South Africa.² Exports in goods from Ireland to South Africa totalled €229m in 2016. Imports of goods from South Africa in the same period were €93m. The most recent figures available from 2015 show that exports of services to South Africa totalled €944m with imports of services from South Africa of €206m.

Enterprise Ireland (EI) opened a regional office in Johannesburg in February 2012 and currently has in excess of 300 Irish clients exporting to Africa, about 200 of which export to South Africa. The Johannesburg office covers all of Sub-Saharan Africa. EI has also established a local presence in Nigeria (Lagos) and Kenya (Nairobi). Ornuu (formerly the Irish Dairy Board) established a packing, storage and delivery base in Port Elizabeth in 2013 to service markets in South Africa, Nigeria, DRC and elsewhere in Africa. The IDA makes regular visits to explore regional opportunities for inward investment.

The Embassy has established a Local Market Access Team which is chaired by the Ambassador. The Embassy Team works closely with the State Agencies, in particular Enterprise Ireland, to



Ambassador MacGabhann at the opening of Shanahan Engineering's new offices in Johannesburg.

² QK Meats, Kerry Foods, Glanbia, ESB International and Mainstream Renewable Power are among the most prominent Irish companies who are currently operating in the South African Market.

CHAPTER 4

OUR PROSPERITY



further Ireland's economic objectives and to assist EI to achieve its business objectives in the Region. It also supports individual Irish companies who are already established in the Southern African market or who are trying to enter that market.

Embassy Pretoria was instrumental in the establishment of Business Ireland Southern Africa (BISA), a business network for promoting and assisting business interests and relationships between South Africa and Ireland, as well as in the region more broadly. There are chapters in Johannesburg, Durban, and Cape Town in South Africa and in Harare, Zimbabwe. In 2016 a new chapter was established in Maputo. The Embassy is also assisting BISA in exploring the possibility of establishing a BISA Chapter in Mauritius.

MAKING THE MOST OF OUR COMPETITIVE ADVANTAGE

The Embassy encourages South African investors to look on Ireland as the gateway to an EU market of 500 million consumers. Regional awareness is raised on the fact that global firms continue to make Ireland their choice to set up operations to reach the European market and there has been notable success to-date.

The uncertainties arising from the UK's decision to exit the EU, together with the poor economic outlook in this Region, has led to leading Southern African companies looking elsewhere for investment opportunities. To this end, the Embassy is actively engaging with and assisting IDA in making connections and building a platform on which to engage with potential investors.



The Nelson Mandela Statue in Johannesburg, South Africa, joins Tourism Ireland's Global Greening, to celebrate St Patrick's Day 2016.

What we will deliver

Opportunities for Ireland's trade, investment, tourism and culture expanded

What we will do

- > Increase dialogue with other Irish Missions in Africa, including with Commercial Attaches, where these exist; with the new Africa Unit, and with the Trade and Economic Division.
- > Diversify Ireland's trade profile in the wake of the British referendum. Partners such as the IDA have identified as a key target South African investors seeking to exit an uncertain South African economy;
- > Build relationships with political and private sectors actors from all sides, to attract business and investment in Ireland and to promote Ireland as a place to do business, to study or to visit. This will be achieved through the ongoing relationship with DIRCO but will also include working with the Department of Agriculture on regulatory issues for food market access and the Department of Home Affairs on trade-related issues such as visa policy.
- > In Mauritius develop institutional linkages between economic and regulatory agencies which has been proposed by the Mauritius authorities.

Educational linkages, networks and cooperation increased

What we will do

- > Work with Enterprise Ireland and with individual institutes of Higher Education to attract students from South Africa and other countries of accreditation to study and research in Ireland.

- > Deliver a more responsive, differentiated Fellowship programme for South Africa, Zimbabwe, Lesotho and the region.
- > Provide support for the development of new Alumni Associations.
- > Strengthen existing, as well as develop new, mutually beneficial educational linkages, networks and cooperation which have the potential to link in with Irish business in South Africa and the region.
- > Strengthen linkages between local technical and vocational training colleges in creating opportunities for employment for young people, the Department of Higher Education and Training in South Africa and where possible, educational institutions in Ireland.

PARTNER PROFILE

INTERNATIONAL YOUTH FOUNDATION (IYF)

This partnership evolved from findings of a Youth Labour Marker Survey (*that showed young people, both men and women, on artisan/trade training pathways lacked the attitudes, behaviours and work-readiness skills necessary to access and succeed in apprenticeships and employment*). The Embassy supported a pilot in 2015/16 to deliver the **IYF Passport to Success** curriculum in the TVET (*Technical Vocational Education & Training*) system at the College of Cape Town. The pilot was a huge success. In 2017 the Embassy provided support for a 'Planning for Scale and Sustainability' phase. This will translate into a 5-year programme of support over the timeframe of the Strategy that will ensure Colleges, in addition to providing technical courses, also build the 'soft' skills required by disadvantaged young people to participate effectively in the workplace.

CHAPTER 5

OUR PLACE IN EUROPE



A STRONG EUROPEAN VOICE IN THE WORLD

The EU remains fundamental to our interests, to our security and prosperity, and to the well-being of the Irish people. The Africa Strategy states that 'Ireland will continue to use its position within the EU to support a focus on the needs of the poorest and most vulnerable, especially in sub-Saharan Africa. We are committed to playing a more active role in regard to EU policy on Africa in the future'.

The European Union is of fundamental importance for Ireland in all areas of our membership. The Embassy engages across the broad agenda of EU decision-making at country level to safeguard and promote the interests of Ireland and to shape the EU and its global engagement.

CONTRIBUTING TO EU EXTERNAL POLICIES AT COUNTRY LEVEL

The EU relationship with South Africa is at the level of a **"Strategic Partnership"**- one of only 10 such relationships the EU maintains with third countries, and as such is the prism through which Ireland can seek to exert most influence on and on behalf of South Africa. Embassy Pretoria participates in a number of EU meetings at HoM and counsellor level (Political, Cultural, Development, Economic, Trade and Consular) in South Africa. Engagement in Lesotho is mainly

through the HoMs meetings and in Zimbabwe through EU Development and Political Counsellor meetings.

The Embassy works closely with the Africa Unit and Ireland's delegate to the Africa Working Party (COAFR) to ensure Ireland's views are inputting into all discussions of relevance to us. The Embassy reports on political developments, most often in South Africa and Zimbabwe and occasionally on developments in DRC. The aim is to keep both HQ and our delegate to COAFR informed and to ensure the views of the Embassy are communicated back to HQ in advance on important discussions on the COAFR agenda. Reporting and political analysis on South Africa and Zimbabwe is done in real time.

The main areas of EU support in the region are trade and regional integration and support for regional political cooperation and capacity building for the SADC Secretariat. Priorities identified for Africa-Europe partnership in upcoming years resonate well with those of Ireland i.e. more resilient states and societies and creation of more and better jobs, especially for youth. Embassy Pretoria will work to ensure that women's and girls' rights are not lost but are a major focus in these endeavours and that growth policies prioritise cohesive inclusive economies and societies, rather than short term gains.

What we will deliver

Visible and influential engagement in the EU in South Africa and other countries of accreditation

What we will do

- > Promote good governance, support for democratic processes, the rule of law, and the protection of human rights in all political dialogue and EU fora.
- > Respond to requests for input to the Desk, Perm Rep Brussels (COAFR and PSC) ensuring that positions developed and priorities are informed by local and country level perspectives.
- > Actively engage in the development of EU strategies for South Africa and other countries of accreditation.
- > Take the lead, where appropriate, in drafting sections of EU policy, in line with our values and priorities.



Ambassadors Liam MacGabhann (Ireland) and Philippe van Damme (European Delegation, Zimbabwe) on the occasion of the signing of the Agreement for co-location of Irish Aid at the EU Delegation Office in Harare, accompanied by EU and Irish Aid staff

- > Ensure direct engagement by the Ambassador, with other HoMs, to influence political reports which are sent back to Brussels.
- > Promote, with other Member States, the positive value of EU and SADC economic agreements.



CHAPTER 6 OUR INFLUENCE



A SERVICE RESPONSIVE TO NATIONAL, REGIONAL, AND GLOBAL CHANGES AND CHALLENGES

The span of this Strategy 2017-2021 will be a period prone to major global challenges which, while unpredictable, will be certain to impact at national and local levels across southern Africa. The threat of a less cooperative, more inward-looking world also creates the need to address global risks (economic, environmental, geopolitical, societal and technological) and the interconnections between them.

As we commence this new Strategy top global risks include:

1. Rising income and wealth disparity
2. Changing climate
3. Increasing polarisation in societies
4. Rising cyber dependency

The situation in Africa is further complicated with 43% of the population under age 15. This 'youth bulge' has the potential to evolve into a workforce that helps drive Africa's growth, or alternatively into large groups of dissatisfied and disaffected youth.

Response by Ireland to these very significant challenges will require support for strategies that can promote inclusive development, equitable growth and realisation of rights. It will also require resolve to seek ways to influence and engage constructively at all levels at a time when the space for political influence and policy dialogue is narrowing.

What we will deliver

Effective channels for political engagement and influence in South Africa and regionally

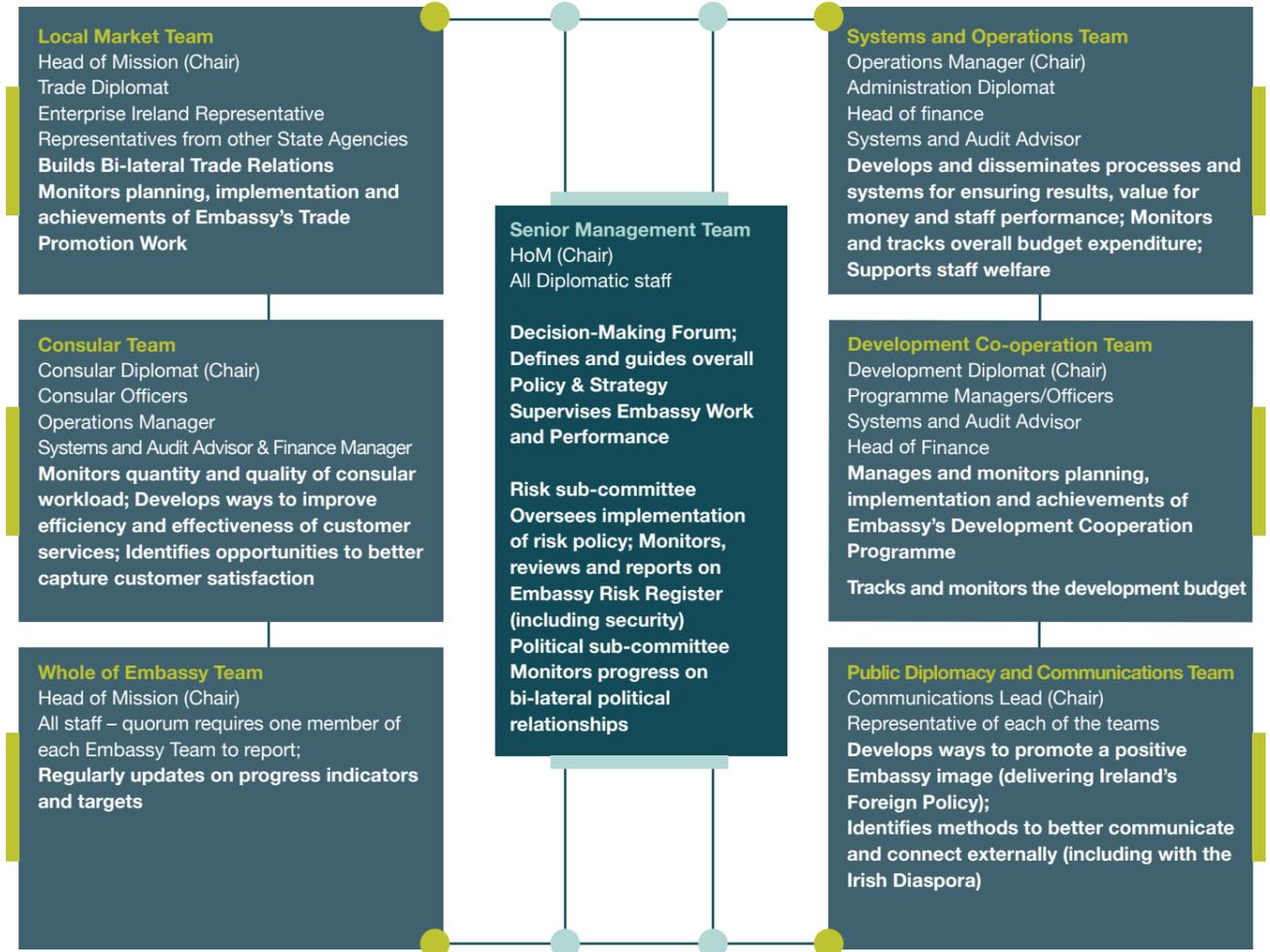
What we will do

- > The Embassy will use political engagement with selected partners, including the EU, to increase visibility for, and to promote, Ireland's values and interests consistently and appropriately across all of the Embassy's work.
- > Strengthen Ireland's political engagement with, and in, South Africa, Zimbabwe, Lesotho, Botswana and Mauritius; recognising that different approaches to engagement will be required in each area in accordance with the specific context.
- > Scope opportunities and challenges in engaging directly with SADC and other regional bodies and adapt strategy accordingly.
- > Apply an increasingly regional lens in our dialogue and interventions such that opportunities for increased regional security, economic integration and environmental management are recognised and promoted.
- > Build support for Ireland's candidacy to the UN Security Council in 2020. Awareness will be fostered amongst countries of accreditation, about Ireland's support for global, regional and national security frameworks, of the contribution Ireland has made to the UN in areas such as peacekeeping, disarmament, development and human rights and of our current policy positions at multilateral level.
- > Work on building our knowledge of the influencing environment in order to better plan, target and execute our work in this area.

A Professional and Capable Workforce in a Positive Working Environment

We recognize that managing people and processes is as important as defining strategy. Harnessing our collective human resources to deliver on outcomes and outputs is essential given the breadth of work across all five themes of our Foreign Policy. The aim is to better deploy individual capabilities and motivate the entire team to work cooperatively to deliver results.

EMBASSY STRUCTURES AND FUNCTIONS



How we will work

- > In close collaboration with the Africa Unit, DCD Policy Unit and wider divisions of the Department including Consular, Trade, Finance, and Evaluation and Audit.
- > Through active implementation of the Performance Management Development System (PMDS) paying close attention to staff training.
- > Structured around six internal teams and a whole-of-Embassy reporting arrangement:
 - ✓ The **Senior Management** team, led by the Ambassador, is the key decision-making forum that defines and guides overall policy and strategy.
 - ✓ The **Systems and Operations** team ensures that the practical day-to-day core functions of the Embassy are developed and effectively delivered.
 - ✓ The **Consular** team monitors the quality and quantity of the consular workload and develops ways to improve efficiency and

effectiveness of customer services.

- ✓ The **Development Cooperation** team plans, implements, and monitors Ireland's development cooperation in line with Ireland's international development policy and evolving best practice.
- ✓ The **Public Diplomacy and Communication** team develops ways to promote a positive image of the Embassy and its work and communicates externally including with the substantial Irish diaspora.
- ✓ The **Local Market** team, led by the Ambassador and including external representation from Enterprise Ireland, is responsible for promoting and building bilateral trade relations.
- ✓ The **whole-of-Embassy** team provides regular updates on progress and results. Emphasis will be given to tracking of results in line with the Performance Measurement Framework

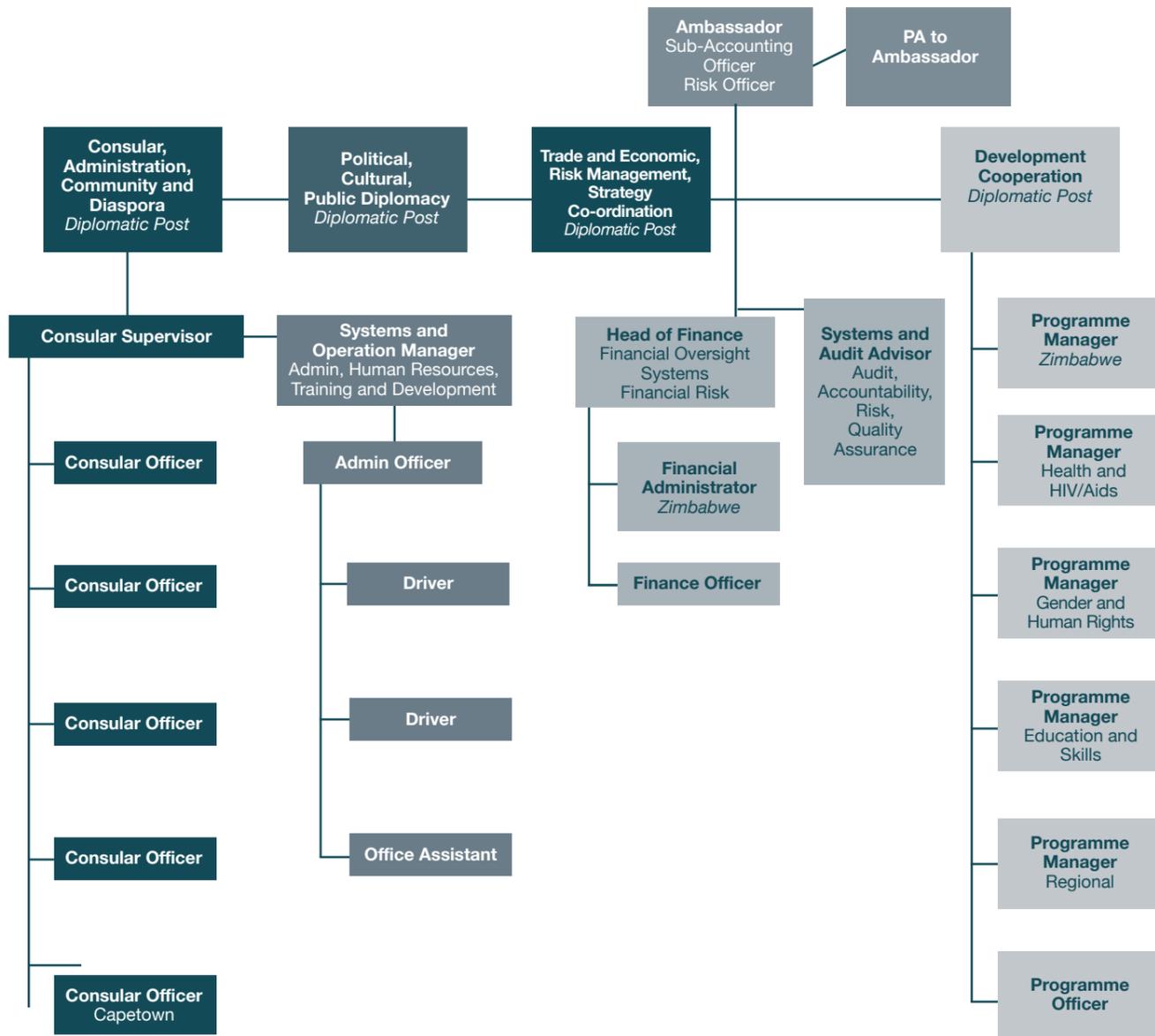
CHAPTER 6

OUR INFLUENCE



Embassy Organogram

The Ambassador, as sub-Accounting Officer, has primary responsibility for whole-of-Embassy lead, financial oversight and risk management. The Ambassador is supported by four additional diplomatic staff and 22 local staff across 3 locations (see below).



AN OPEN AND ACCOUNTABLE MISSION DELIVERING BEST PRACTICE IN GOVERNANCE

Budget and Risk Management

How we will work

- > Strictly adhere to Departmental Grant Management Guidelines, Financial Guidelines and Risk Management Strategy.
- > Conduct Annual Audits.
- > Monitor, review and report on risks on a regular basis to identify emerging risks and adapt measures to mitigate impact.
- > Adopt a strategic partnership approach that allows for adaptability, experimentation, and learning with an emphasis on stronger monitoring, dialogue, and action to scale back, where there are early signs of failure (only possible if no. of partnerships is limited).
- > Closely monitor Embassy structures and functions and take change action if, and where, required.
- > In line with an adaptive programming approach, conduct more regular planning,

monitoring and review exercises, including systematic annual reviews (with HQ Units input).

- > Develop a succinct and realistic Performance Measurement Framework commensurately aligning with all five areas of the Global Island *Statement of Strategy* (no later than 6 months after final approval of the Strategy).
- > Strengthen the focus on results, delivery and effectiveness in ways that are consistent with the context analysis and evidence on how development, and societal change, take place.
- > Embed a learning and adaptation approach that prioritises building evidence on what is working well and what needs to be done differently.
- > Build incrementally towards a greater regional focus in the context of contributing to regional problem solving.
- > Conduct Annual Reviews to identify progress and any course correction and a Mid-term Review in 2019 that assesses all aspects of the whole-of-Embassy approach and has a focus on decisions and potential expansion of Ireland's engagement in Zimbabwe and the region.

CHAPTER 6

OUR INFLUENCE



Indicative 5-Year Budget

	2016			2017			2018		
	Grants	Prog. Support Costs	Admin	Grants	Prog. Support Costs	Admin	Grants	Prog. Support Costs	Admin
South Africa	2,580	220		1,400	300		1,700	300	
	2,800			1,700			2,000		
Zimbabwe	2,500	300		3,200	300		3,200	300	
	2,800			3,500			3,500		
Regional Response	400	100		730	70		900	100	
	500			800			1,000		
Total Devt Budget	6,100			6,000			6,500		
Embassy Admin			1,558			1,600			1,600
Embassy Capital						50			50
	7,658			7,650			8,150		

2019			2020			2021			Total 5 Year
Grants	Prog. Support Costs	Admin	Grants	Prog. Support Costs	Admin	Grants	Prog. Support Costs	Admin	
1,700	300		1,700	300		1,700	300		
2,000			2,000			2,000			
3,500	300		4,000	400		4,000	400		
3,800			5,000			5,000			
900	100		1,300	200		1,300	200		
1,000			1,500			1,500			
6,800			8,500			8,500			36,300
		1,600			1,600			1,600	8,000
		50			50			50	250
8,450			10,150			10,150			44,550

Figures are €'000s (thousands of euros).

CHAPTER 6

OUR INFLUENCE



Mission Strategy Risk Register

No.	Description of Risk	Type of Risk	Likelihood ranking (1-5)	Impact ranking (1-5)	Multiplied risk
1	Negative impact on political, trade and broader relations with South Africa if the current visa waiver status for South Africans entering Ireland is removed.	Financial, Operational, Reputational Strategic	3	4	12
2	Failure to identify and manage security and welfare issues leads to a deterioration in well-being and/or security of staff.	Operational, Reputational	3	4	12
3	Deterioration in political, security or humanitarian situation in countries of accreditation leads to loss of life and increase in vulnerability of the population.	Strategic, Operational, Reputational	3	3	9
4	Policy shifts in SA (or other countries of accreditation) impact negatively on bilateral trade.	Strategic, Operational, Reputational	3	3	9
5	Failure to prevent fraud, corruption and mismanagement in partners results in loss of funds, poor delivery of results and damage to Ireland's reputation.	Financial, Operational, Reputational	2	4	8
6	Deterioration in political or security situation in countries of accreditation detrimentally impacts the Embassy's ability to deliver the Embassy Strategy outcomes and outputs.	Financial, Operational, Reputational Strategic	2	3	6

No.	Description of Risk	Type of Risk	Likelihood ranking (1-5)	Impact ranking (1-5)	Multiplied risk
7	Embassy Security- Visa/Passport/FBR fraud or theft undermines operations and reputation.	Financial, Reputational	2	3	6
8	Results not effectively captured, communicated and evaluated limits ability for evidence-based formulation, implementation and adjustment of strategy as well as influencing policy.	Operational, Reputational	2	3	6
9	Deterioration in political and/or security context has significant negative impacts on Ireland's citizens in SA, Zimbabwe or other countries of accreditation.	Operational, Reputational	2	3	6

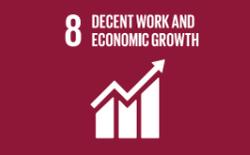
APPENDICES

ANNEX 1 ACCOUNTING FOR OUR PERFORMANCE

Accountability	Mechanism and Responsibilities	Frequency
Accountability for expenditure and results	Responsible: Embassy Senior Management Team with Africa Unit, SMG, Finance Unit, E&A <ul style="list-style-type: none"> ■ Performance Measurement Framework ■ Internal Audits ■ Partner Audits ■ Embassy Annual Reports ■ Embassy Evaluation Plan & Outputs 	Quarterly team reviews Annual As per schedule Annual Periodic
Accountability for Whole-of-Embassy approach	Responsible: Embassy Senior Management Team, led by Ambassador; Africa Unit; Strategy & Performance Unit <ul style="list-style-type: none"> ■ Annual reviews ■ Annual reports ■ Structured monitoring engagement with the Africa Unit 	Annual Annual Quarterly
Assessment of Strategy implementation	Responsible: Embassy Senior Management Team, Africa Unit, Policy Unit <ul style="list-style-type: none"> ■ Annual reviews ■ Mid-term review ■ Strategy completion review/evaluation 	Annual 2019 2021
Assessment of Mission alignment with Departmental priorities	<ul style="list-style-type: none"> ■ Department of Foreign Affairs and Trade Mission Review 	(tbc)

ANNEX 2

ALIGNMENT OF STRATEGY TO THE SDGS, IRELAND'S AFRICA STRATEGY, IRELAND'S POLICY FOR INTERNATIONAL DEVELOPMENT - ONE WORLD, ONE FUTURE AND ITS FRAMEWORK FOR ACTION

		
OUTCOMES	<ul style="list-style-type: none"> Enhanced connectedness for Ireland's citizens, diaspora, business, trade, people-to-people and other linkages, with South Africa and countries of accreditation. 	 
	<ul style="list-style-type: none"> Strengthened enabling environment to promote inclusive development, gender equality and human rights in South Africa, Zimbabwe and regionally. 	 
OUTPUTS	1. An adept, prepared, consular service, well placed to respond to changing contexts	
	2. Irish diaspora informed, supported and linked	
	3. Opportunities for Ireland's trade, investment, tourism and culture expanded	
	4. Educational linkages, networks and cooperation increased	
	5. Effective channels for political engagement and influence in South Africa and regionally	 
	6. Civil society capacity to promote good governance and human rights improved	
	7. Opposition to Gender Based Violence and support for GBV survivors strengthened	
	8. Innovative health and disability models targeting women and children	 
	9. Policy and practice focused evidence on regional conflict and humanitarian crises	 

			One World, One Future Ireland's Policy for International Development
OUTCOMES	<ul style="list-style-type: none"> Trade and Economic Relations Political Relations The Development Partnership 		Key decisions and priorities: <ul style="list-style-type: none"> Whole-of-government approach Stronger economic partnerships Focus on countries that are fragile Reinvigorated approach to human rights Changed and more rounded relationships Think and act beyond Aid
	Trade and Economic Relations - Strengthen local ties with Irish connections (people & companies).- Work to ensure assistance and support to Irish business.-Maximise benefits of international education, fellowships, alumni and academic collaboration		<ul style="list-style-type: none"> Build public understanding and harness the contribution of Irish people and institutions Outcomes 5, 7 <ul style="list-style-type: none"> Inclusive and sustainable economies Marginalised citizens better able to attain a decent living
OUTPUTS	Political Relations <ul style="list-style-type: none"> Scale-up economic and political dialogue with the SA Government. Pursue more regular, structured and high-level contacts. Give strong support for African regional integration as engine of stability/growth. 		 Statement of Strategy Outcome: A service that is responsive to national and global changes and challenges, delivering for Government and Citizens
	The Development Partnership <ul style="list-style-type: none"> Ireland's development cooperation programmes are at the heart of our foreign policy. Step up dialogue on political, economic and social issues with African partners. Ireland's development cooperation to continue to emphasise building of local systems and solutions 		Outcomes 10, 9, 8 <ul style="list-style-type: none"> Poor and marginalised citizens realise their rights and actively participate in the development of their societies Public governance systems/structures are more responsive & accountable to citizens Reduced inequalities between women and men in accessing resources & benefits Outcome 1 <ul style="list-style-type: none"> When crises and conflicts occur, the loss of life is minimised and human suffering is alleviated

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