



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

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

Mission Strategy of the Embassy of Ireland,
Dar es Salaam, 2017–2021





DEMOCRATIC REPUBLIC
OF CONGO

BURUNDI

TANZANIA

Contents

Summary	1
Our Vision for 2021 And Beyond	2
Mission Strategy Framework	5
Our People	6
Our Values	7
Our Prosperity	9
Our Place in Europe	10
Our Influence	11
Summary Indicative Budget 2017-2021	12
Accounting for Our Performance	13



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Summary



Embassy of Ireland, Dar es Salaam

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.

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.

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 to inclusive economic growth;
- Climate change impacts considered across all programme 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.

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.

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**¹ 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.

1. Ireland will develop a new policy for international development during the timeframe of the Strategy.

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



Sunset Dar es Salaam. Credit: Embassy of Ireland, Dar es Salaam

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.



A woman receives Non Food Items (NFIs) in Nduta refugee camp. Credit: © UNHCR/Sebastian Rich

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.

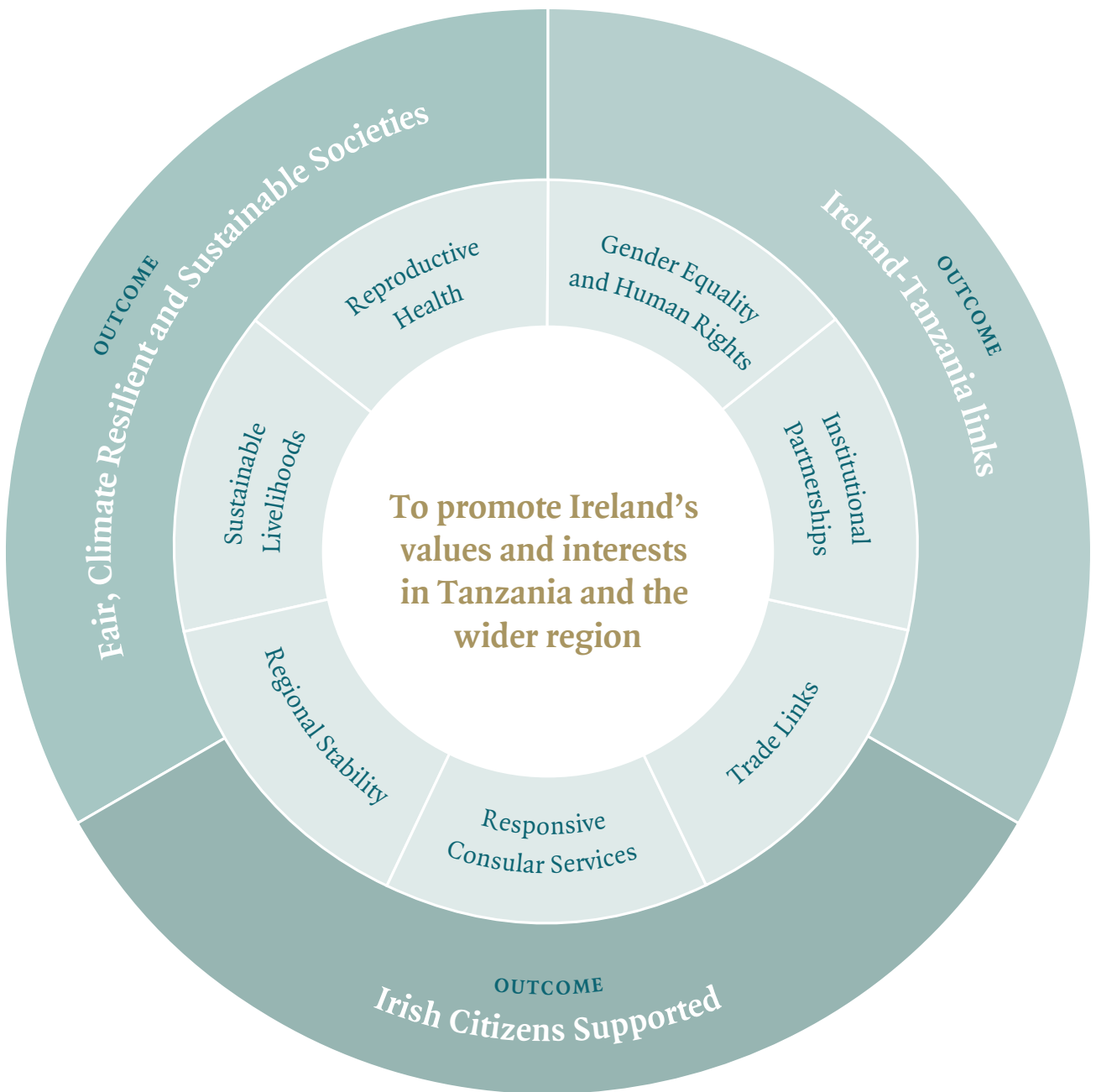
Our adaptive approach will require greater attention to monitoring and tracking of results; we will stop interventions that are not showing results and avail of other opportunities as they arise.

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, aligned to Agenda 2030 and the Sustainable Development Goals, 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.

Framework for Tanzania Mission Strategy 2017-2021



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

Adept 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.



St Patrick's Day Children's Party. Credit: Embassy of Ireland, Dar es Salaam



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 Fairer World

Tanzania remains among the 25 poorest countries in the world. Poverty, while declining, is still very high with 12 million people living below the poverty line. The country has experienced good economic growth in recent years, however many people are excluded and in danger of being left behind. While there has been improvements in child health, progress on health of women and adolescent girls has lagged behind. Gains in providing essential services are undermined by rapid population growth which also increases stress on the environment and natural resources. The maternal mortality rate (one of the best measures of societal progress) is not improving and malnutrition persists, even in food secure regions.

A More Just World

Civil society, media and political space are important pillars of every democracy. An institutional framework for the protection of human rights is in place but implementation could be strengthened. The Constitution prohibits gender-based discrimination, and there has been some progress in enshrining these principles into law and practice, but this remains incomplete. Women and girls face considerable discrimination, violation of human rights and high rates of gender based violence. This is driven by low awareness of rights and poor legal enforcement underpinned by patriarchy systems.

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. Tanzanian peacekeepers are deployed in Eastern Congo. Through its membership of the Southern African Development Community, 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.



Fema Club Credit: Embassy of Ireland, Dar es Salaam

Joselyne Niyongere takes her twin girls for World Food Programme growth monitoring in Nduta camp. Credit: Embassy of Ireland, Dar es Salaam.



Our Values continued...

WHAT WE WILL DELIVER

More sustainable livelihoods for poor women and youth.

Improved reproductive health and nutrition for women and children.

WHAT WE WILL DO

- Promote a *Markets for the Poor* approach through support for the development of selected 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.

WHAT WE WILL DELIVER

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

- 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;
- Deepen our engagement with 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 campaign for SECCO 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.



Our Prosperity

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. Portraying Ireland as a good place to do business, visit and study.

Deepening Engagement with High Potential Markets

With a high annual growth rate, Tanzania is the fastest growing economy in the East Africa Community, benefiting from growth in manufacturing, services, construction and tourism.

Further investment will be central to Tanzania's ability to take advantage of technological advances and make economic progress. Opportunities exist to deepen Ireland's engagement with this growing market.

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 DELIVER

Enhanced institutional partnerships and cooperation facilitated by the Embassy.

Expanded linkages on trade, investment and culture.

WHAT WE WILL DO

- Support regional trade integration recognising the impact this can have on broader prosperity and growth;
- Adapt and develop the scholarship programmes offered by the Embassy to professionals to study in Ireland. The programme will place particular emphasis on supporting female candidates, and building capacity in key sectors related to trade and investment;
- Facilitate strengthened institutional and people to people links between Ireland and Tanzania, particularly in the field of innovation and higher level education;
- 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;
- Organise events to promote Irish culture and build Ireland's brand;
- Seek to ensure Irish culture is well reflected in EU cultural initiatives so as to further promote Ireland and our mission's objectives.



Our Place in Europe

A Strong European Voice in the World

Ireland's capacity to promote our values and advance our interests through the projection of our foreign policy is greatly enhanced by EU membership. The social dimension of the EU, with its focus on human rights, labour rights, gender equality, non-discrimination and environmental protection, reflects a distinctively European set of shared values.

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.

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 focussed 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 demarches; participate, as appropriate, in any EU Election Observation Missions to Tanzania, Burundi and DRC, in order to amplify our objectives 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.



Fellowship alumni student award in Ireland 2017. Credit: Embassy of Ireland, Dar es Salaam



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, feels valued and is clear on their contribution.

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.



Moya Brennan performing at the Ambassador's Residence, March 2017.
Credit: Embassy of Ireland, Dar es Salaam.

Summary Indicative Budget 2017–2021

Strategic Result	Summary Indicative Budget Tanzania Mission Strategy 2017–2021 (in €000's)					
	2017	2018	2019	2020	2021	Total 5 year
Adept and responsive consular and diaspora services	Costs will come primarily from Embassy Admin Budget and Programme Support					
More sustainable livelihoods for poor women and youth	3,000	3,200	4,000	5,000	6,000	21,200
Improved reproductive health and nutrition for women and children	10,100	10,100	10,000	9,000	8,500	47,700
Democratic space for good governance, human rights and gender equality fostered and supported	1,650	3,000	3,000	3,000	3,000	13,650
Targeted response to promote stability in the Great Lakes sub-region	1,500	2,500	2,500	3,000	3,000	12,500
Enhanced institutional partnerships and cooperation facilitated by the Embassy	120	200	500	800	800	2,420
Expanded linkages on trade, investment and culture	0	1,000	1,000	1,000	1,000	4,000
Programme Quality and Support Costs	730	1,000	1,000	1,200	1,200	5,130
Total Programme Budget	17,100	21,000	22,000	23,000	23,500	106,600
Embassy Administration	1,400 (7.5%)	1,500 (6.7%)	1,500 (6.4%)	1,600 (6.5%)	1,600 (6.4%)	7,600
Total	18,500	22,500	23,500	24,600	25,100	114,200

Accounting for our Performance

Accountability	Mechanism	Frequency
	<i>Responsible: Embassy Senior Management Team, led by Ambassador; Africa Unit; Strategy & Performance Unit</i>	
Accountability for our approach	Performance Measurement Framework (Part A)	Midterm/Final Reviews
	Annual reviews	Annual
	Annual reports	Annual
	Structured monitoring engagement with the Africa Unit	Quarterly
	<i>Responsible: Embassy Senior Management Team with Africa Unit, SMG, Finance Unit, E&A</i>	
Accountability for expenditure and results	Performance Measurement Framework (Part B)	Quarterly internal reviews
	Internal Audits	Annual
	Partner Audits	As per schedule
	Embassy Annual Reports	Annual
	Embassy Evaluation Plan & Outputs	Periodic
	<i>Responsible: Embassy Senior Management Team, Africa Unit, Policy Unit</i>	
Assessment of Strategy implementation	Performance Measurement Framework (Part C)	Quarterly internal reviews
	Annual reviews	Annual
	Mid-term review	2019
	Strategy completion review/evaluation	2021
Assessment of Mission alignment with Departmental priorities	Department of Foreign Affairs and Trade Mission Review	2019

Notes

A series of horizontal lines for writing notes.



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