



An Roinn Gnóthaí Eachtracha
Department of Foreign Affairs



Global Ireland: Ireland in Mozambique

Mission Strategy
2020–2024



Cover Photo:

Gabriela Curtiz is the first woman ever trained as an official Safari Tourism Guide in Gorongosa National Park

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Contents Photo:

Trezeria Jone watering plants at Gorongosa

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Victoria Manejo grows coffee at Gorongosa
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Summary

Ireland's goal is to make a distinctive and principled foreign policy contribution that benefits the Republic of Mozambique, the Kingdom of Eswatini, the Republic of Madagascar and Ireland.

This Mission Strategy, covering the period 2020-2024, sets out Ireland's ambition for and relations with Mozambique and two countries of accreditation – Eswatini and Madagascar. It will seek to advance Ireland's foreign policy in Mozambique and accredited countries as part of the ambitious agenda of *A Global Ireland: Ireland's Global Footprint to 2025* and *Ireland's Strategy for Africa* which set out a global and African engagement that is rooted in the fundamental principles of justice, human rights, and the rule of international law.

Ireland has had a development cooperation programme in Mozambique since 1996. Building on the work, achievements and lessons learned over this period, this Mission Strategy will have a priority focus on Mozambique with the aim of promoting prosperity, reducing inequality, and enhancing peace and security, with a particular emphasis on reaching those furthest behind first. At the same time, this strategy will seek to deepen Ireland's diplomatic and political relationships with Eswatini and Madagascar.

Managed by Ireland's Embassy in Maputo, the achievement of this strategy is linked to six Outcome Areas:

- » Progress towards more peaceful, safe and prosperous societies;
- » Improved business and fiscal environments;
- » Delivery of high-quality consular services and assistance;
- » Improved social services, with a focus on education, health and social protection;
- » Strengthened governance and accountability;
- » A capable Team Ireland working politically for greater impact.

The Mission Strategy will see a deepening of Ireland's political engagement bilaterally and as a committed EU Member State, and an expansion of our relations with regional organisations such as the Southern African Development Community, amplifying Ireland's voice in support of a more equal, stable and prosperous world.

With Ireland elected to a non-permanent seat on the United Nations Security Council for 2021-2022, Ireland's Embassy will work closely with other members of the Council, regional organisations and UN and EU Member States to forge consensus and peaceful resolutions to conflict. Through our combined political, diplomatic and development cooperation engagement, we will further Ireland's policy priorities of gender equality, strengthened governance, climate action and reducing humanitarian need as set out in Ireland's Policy for International Development, *A Better World*.

The first year of the strategy, 2020, has coincided with the outbreak of the Covid-19 pandemic, bringing unprecedented and unforeseen social and economic challenges for the first years of the strategy and further highlighting our global connectedness and interdependence, as well as the importance of global solidarity.

Chapter 1: Introduction



Students at Guava School
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Mozambique, Eswatini and Madagascar are dynamic, rapidly changing countries and important partners for Ireland. This strategy takes account of the changing context globally and in each country and builds on Ireland’s experience to date in Mozambique and the region.

THE GLOBAL CONTEXT

There are significant changes in the global economic, social, environmental and development landscape. Eradicating poverty has become more complex and aid is no longer used to only address income poverty but also a large variety of development challenges including climate change, inequality and insecurity. The Sustainable Development Goals also set an agenda which acknowledges that new approaches are needed to tackle an integrated set of challenges that can only be addressed through international collective coordination and action. Furthermore, the global crisis created by the Covid-19 pandemic has exposed a range of underlying global structural inequalities and has put a spotlight on the need to strengthen multilateral cooperation, governance and, above all, global solidarity.

Mozambique, Eswatini and Madagascar represent three diverse countries in the Southern African Development Community (SADC), differing from one another greatly in terms of size, population and geography. They are among the poorest countries in the world and while facing a range of economic, social and environmental challenges, each country is pursuing ambitious economic integration as a tool for achieving sustainable development, broader regional prosperity and greater global competitiveness.

In this changing context, Ireland has the opportunity to do things differently in this new strategy period in Mozambique and the region, and to go beyond a development cooperation partnership to test new ideas, new ways of working, new modalities and new partnerships to deliver on a broad set of social, economic and development objectives.

IRELAND'S ENGAGEMENT WITH MOZAMBIQUE

Ireland has had a development cooperation programme in Mozambique since 1996. Over the past 25 years, the links between Ireland and Mozambique have gone from strength to strength, built on the solid foundation and the good will and access that comes from development cooperation.

In addition to Ireland's traditional support for development cooperation, more recently the Government of Mozambique has requested support from Ireland for peace and security and for business and trade investments. In particular, Mozambican Government institutions are requesting, alongside financial support, Ireland to share our own development experience and expertise with Mozambique, particularly in such areas as education to improve work-readiness and entrepreneurial skills; peace building and conflict prevention; rural development and agri-business; policy making; trade and enterprise development.

While there are many challenges, the next five years present a unique window of opportunity for Mozambique.

The large reserves of natural gas and other natural resources in the northern province of Cabo Delgado are a source of optimism regarding the country's future and its critical role within its Southern African Development Community (SADC) neighbourhood. In this strategy, Ireland will adopt a broad-based and mutually beneficial partnership approach where matters of politics, development and trade are inherently linked to issues of good governance, democracy, peace and security, respect for human rights, sustainable development and the rule of law.

IRELAND'S ENGAGEMENT WITH ESWATINI AND MADAGASCAR

Ireland took the decision in 2017 to establish diplomatic relations with Eswatini and pursued accreditation through Embassy Maputo. Eswatini accepted our request to establish relations with the first Irish Ambassador being accredited in 2019. Ireland seeks to maintain and strengthen bilateral relations and looks to support Eswatini's continued political and economic reform and initiatives to create a more business-friendly environment to attract increased foreign investment.

Ireland is in the process of establishing diplomatic relations with the Republic of Madagascar and will pursue accreditation through Embassy Maputo. Ireland seeks to develop bilateral relations and enhance links with Madagascar to advance economic growth, support the continued reform and strengthening of multiparty democracy, as well as the expansion of the country's role as a leader in both regional and international fora.

Chapter 2: Guiding Principles

This Mission Strategy is guided by Ireland’s values-based foreign policy and international development priorities as well as Ireland’s commitments to the Sustainable Development Goals (SDGs) and seeks to make a distinctive and principled contribution that benefits citizens of Ireland, Mozambique, Eswatini and Madagascar.



Global Ireland: Ireland's Global Footprint to 2025, launched in 2018, sets out how our work will contribute to advancing and defending Ireland's interests and values internationally. It commits to promoting Ireland's values of peace, humanitarianism, equality and justice.

The Global Island: Ireland's Foreign Policy for a Changing World lays down the goals and areas of international engagement to make a distinctive and principled contribution to the collective international effort to build a better world.

Ireland's Strategy for Africa to 2025 sets out our vision for enhanced political, economic, cultural, development and people-to-people relations with Africa, supporting the deepening of partnerships with African countries to pursue shared priorities and address regional and global challenges.

FURTHEST BEHIND FIRST



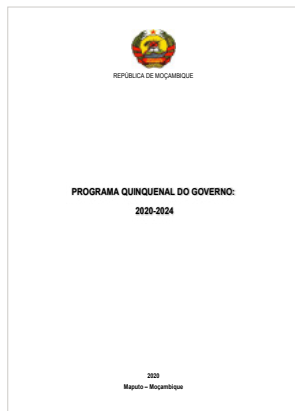
A Better World: Ireland’s Policy for International Development, outlines four clear policy priorities –

- (i) achieving gender equality;
- (ii) reducing humanitarian need;
- (iii) mobilising climate action and;
- (iv) strengthening governance.

Mozambique’s Strategic Plan: This Mission Strategy will also align with and support Mozambique’s Five Year Strategic Plan (Programa Quinquenal do Governo, PQG) for 2020-2024.

This is the key medium-term strategy for all Government of Mozambique sectors and their strategies and policies. This plan has five priorities:

1. Consolidation of national unity, peace and sovereignty;
2. Development of human and social capital;
3. Promotion of employment, productivity and competitiveness;
4. Development of economic and social infrastructure;
5. Sustainable and transparent management of natural resources and the environment.



Chapter 3: Mission Strategy 2020-2024

The purpose of this Mission Strategy is to clearly articulate our vision, commitments and the focus of our efforts in Mozambique and accredited countries over the period 2020-2024 and how our partnership will maximise impact over the long-term through our delivery approach.

THE CHANGE WE WANT TO SEE

This Mission Strategy will have a priority focus on Mozambique with the aim of promoting prosperity, reducing inequality, and enhancing peace and security, with a particular emphasis on reaching those furthest behind first. At the same time, this strategy will seek to deepen Ireland's diplomatic and political relationships with Eswatini and Madagascar. The Mission Strategy outcomes are set out under the five closely interlinked priority areas identified in Ireland's Department of Foreign Affairs Statement of Strategy (2021-2023):

- (i) supporting our people;
- (ii) promoting our values;
- (iii) advancing our prosperity;
- (iv) engaging actively in the European Union; and
- (v) strengthening our effectiveness.

1. OUR PEOPLE

Delivery of efficient services to Ireland's communities in Mozambique, Eswatini and Madagascar, with strengthened cultural exchange and people-to-people and institutional linkages between our countries.

2. OUR VALUES

Support effective governance, strengthened institutions and an empowered people, contributing to just, peaceful and prosperous societies, promoting wellbeing and prioritising the furthest behind first, particularly youth and women.

In line with A Better World, interventions are focussed on:



PROTECTION



A reduction of the furthest behinds' exposure to the risk of conflict, climate change, inequality and extreme poverty through promoting and building resilience, and sharing Ireland's peace building-experience as applicable.

FOOD

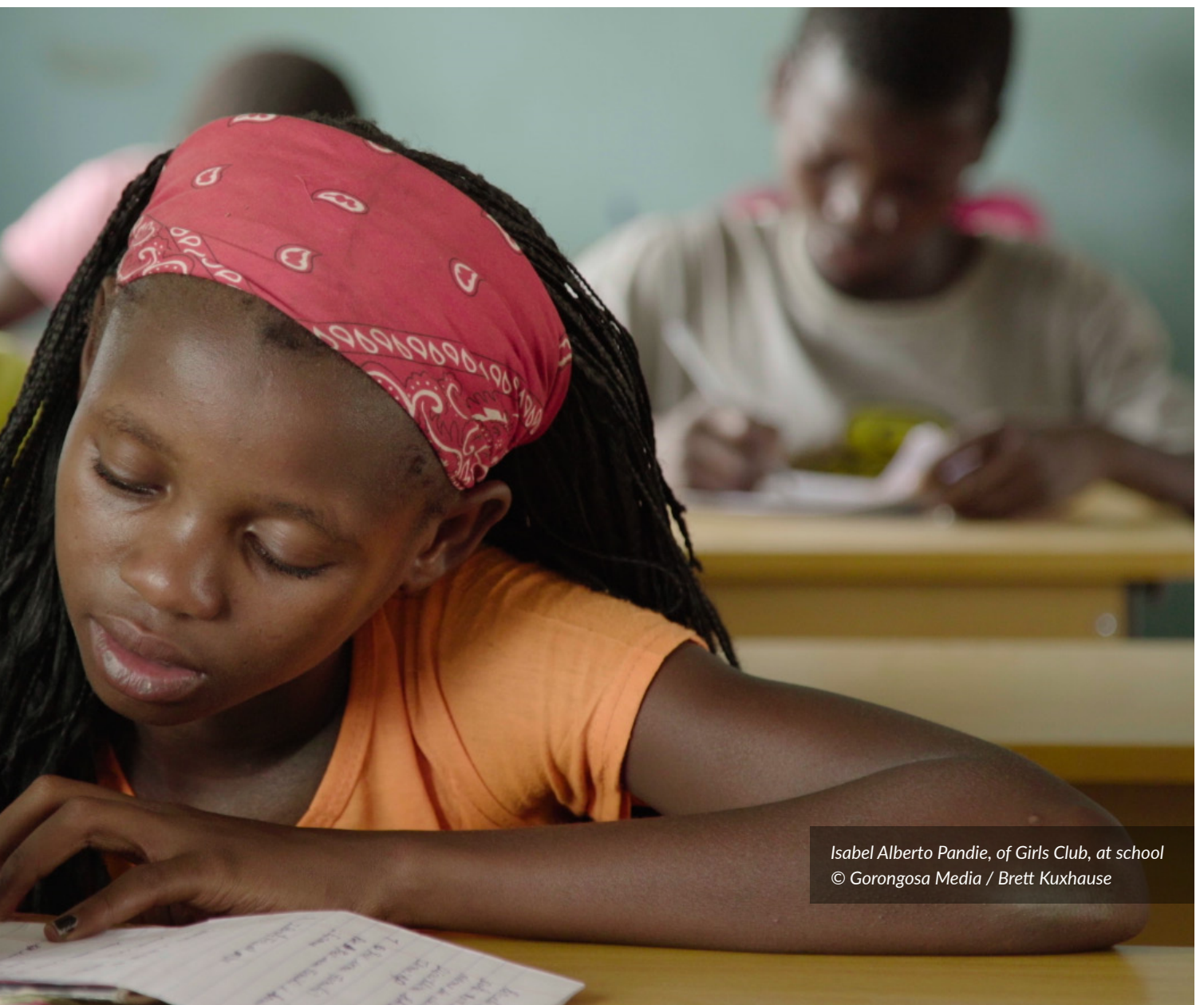


Improvements in sustainable systems which strengthen agriculture and markets for inclusive economic growth, affordable, good nutrition and improved wellbeing.

PEOPLE



Stronger national systems providing quality health, education and social protection to reach the furthest behind first.



Isabel Alberto Pandie, of Girls Club, at school
© Gorongosa Media / Brett Kuxhause



Blandina Imelda of Xiquitsi youth orchestra practising her violin in Maputo © Aaron Cunningham

3. OUR PROSPERITY

Enhancement of Ireland’s reputation as a valued partner contributing to mutual prosperity based on shared values and strengths; focussing on rules based multilateral trade, human capital development and principled trade and investment.

4. OUR PLACE IN EUROPE

Work closely within the European Union to shape European Union policies and programmes and promote and amplify Ireland’s goals and objectives, toward achieving effective, inclusive, sustainable outcomes in Mozambique and accredited countries.

5. OUR EFFECTIVENESS

A capable Team Ireland workforce capitalising on the Embassy’s network and convening power, achieving greater influence and contributing to addressing challenges in Mozambique and accredited countries.



Chapter 4: Our People

We will deliver efficient services to our communities in Mozambique, Eswatini and Madagascar, and strengthen cultural exchange and people-to-people and institutional linkages between our countries.

OUTCOME AREA

Delivery of high-quality consular services and assistance in all countries of accreditation; Strengthened relationships in Mozambique, Eswatini and Madagascar, including an increased number of people-to-people and institutional linkages.

Providing consular services is a core and important function of the Embassy. There is a small but growing Irish community in Mozambique and a growing number of applications for business and study visas to Ireland from Mozambique, Eswatini and Madagascar.

In addition, in a region with a young population and vibrant cultural life, Irish diaspora, culture, arts and sport can be leveraged to great effect to increase the visibility of Ireland and build deeper and broader bilateral relationships. We will seek to foster institutional engagement and exchanges, to build relationships through the diaspora and people-to-people links, to promote Irish culture and sport, and to harness the networks of alumni and business communities from Ireland.

WHAT WE WILL DO

- » Provide responsive and professional consular services and assistance to Irish citizens in Mozambique, Eswatini and Madagascar in line with our Customer Service and Consular Assistance Charters.
- » Actively monitor security risks to ensure travel advice and crisis plans are up-to-date and fit for purpose.
- » Prioritise the facilitation of visa processing for visitors from the region to Ireland which helps to maximise opportunities for business, study, travel, people-to-people linkages and the promotion of Ireland.
- » Reach out to Irish communities and promote cultural relations through support for and staging of a range of cultural, community, sport and heritage projects, including through more effective use of St. Patrick's Day, St. Brigid's Day and Europe week in Mozambique in May each year. We will seek to engage the talents of Irish teachers, artists, sports people and business people living and working in the region and link them with local counterparts and communities.
- » Support exchange programmes through engagement and small grants, including for education, innovation, entrepreneurship, music, arts and sports activities.
- » Promote and scale-up our alumni and fellowship/scholarship initiatives in the region to strengthen linkages with Ireland.



Chapter 5: Our Values

We will support building effective governance, strengthened institutions and an empowered people, contributing to just, peaceful and prosperous societies, promoting wellbeing and prioritising the furthest behind first, particularly youth and women.

OUTCOME AREA

Progress towards more peaceful, safe and prosperous societies, inclusive of all citizens.

Peace, security, and respect for human rights are prerequisites for achieving sustainable development. Conversely, inequality, extreme poverty and marginalisation can be contributing factors for conflict. In Mozambique, Ireland will directly invest in a range of peace building and peacekeeping measures and seek to build an incentive for peacebuilding, and where appropriate, share Ireland's experience and expertise in these areas. In addition, in Ireland's support to development programmes, a conflict sensitive approach will be systematically applied, taking into account both the positive and negative impacts of interventions in terms of conflict and peace dynamics and in particular focussing on reducing inequality, addressing youth employment and women's empowerment.

WHAT WE WILL DO

- » Hold timely high-level consultations with each country. Ensure Ireland's policy positions on national and regional issues at the Council of the European Union, the UN Human Rights Council, the UN Security Council, and other relevant multilateral fora are informed by regular and timely reporting by the Embassy.
- » Engage proactively through the European Union framework and with UN, International Monetary Fund, World Bank and Africa Development Bank, through which significant core and bilateral support is channelled, to advance political dialogue, focussed on promoting peace, security, and respect for human rights and the rule of law.
- » Increase support and engagement with the implementation of Mozambique's 2019 Peace Accord, championing a leadership role for women and seeking to advance the UN Security Council Resolution 1325 on Women, Peace and Security.
- » Step up work on Mozambique's disarmament, demobilisation, and reintegration (DDR) process over the medium and longer term, in particular through sharing Irish expertise and the provision of funding to the UN's Peace Basket Fund.
- » Share lessons from the Northern Ireland peace process including social, political, institutional and economic approaches.
- » Support all dimensions of work in Gorongosa Restoration Project, including conservation, science, tourism and social and economic development which are embedded in the Government of Mozambique's peace, reconstruction, and reintegration plan and for the sustainable reintegration of conflict affected communities and fighters.



Embassy Programme Manager Palmira Vicente with students at Guava School © Mbuto Carlos Machili

- » Link the Embassy's social development work in Niassa Province and the Embassy's policy engagement in the Multi-Stakeholder's Platform Working Group on Pemba-Lichinga, supporting 'at risk' and conflict affected communities in Cabo Delgado and central regions.
- » Invest in social research on the drivers of conflict to produce evidence to inform better state and other actors' decision making on the prevention and resolution of the conflict.
- » In support of peace and security objectives, take a conflict sensitive approach to our support for the furthest behind through our development cooperation programmes, with a strong focus on gender equality, youth employment and economic growth that is inclusive and equitable.



OUTCOME AREA

Improved social services, including a stronger education system with increased girls' participation, improved access to quality health services and working with partners to contribute towards a strengthened social protection

Good health and quality education are the fundamental building blocks for inclusive and sustainable development. In addition, gender, geography and life-cycle-related disparities can lead to major differences in social outcomes. Our approach to supporting basic social services in Mozambique will be driven by a multi-dimensional and multisector approach which advocates for the prioritisation of sustainable, effective, equitable and quality social services enabled by domestic resource mobilisation and decentralised structures.

WHAT WE WILL DO

- » Provide funding, policy engagement and systems strengthening to the Ministry of Education and education partners to support a stronger education system which favours girls' participation and develops their capacity and access to prosper sustainably.
- » Fund, support and help the Ministry of Health and health partners to accelerate their innovation and improve core services for an evolving health sector, delivering improved access to quality services, particularly related to infant and maternal health and communicable diseases.
- » Support and guide investments and policies for a strengthened social protection system that protects the most poor and vulnerable and enables them to realise their full potential.
- » Ensure gender empowerment and Gender Based Violence is elevated as a key issue to be addressed nationally as well as specifically within education, health and in areas of conflict.
- » Initiate dialogue and actions which can reposition the youth bulge as a work-ready demographic dividend.
- » Work directly with the Provincial Governments in Inhambane and Niassa on their communities' specific needs which will also ensure a local level evidence-based approach to policies at central level, including the realisation of decentralisation.
- » Continue humanitarian principled-based responses to emergencies as they arise and resilience work in the aftermath, in particular supporting the building of national capacities for adaptation, preparedness and mitigation.



Musicians from UCD TradSoc perform at Guava School
© Mbuto Carlos Machili

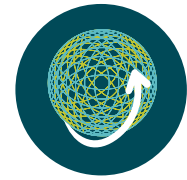
OUTCOME AREA

Strengthened governance, institutions, state accountability and civil society participation in national development processes, which are responsive to citizens' needs.

Effective, accountable and inclusive state and non-state institutions, based on the rule of law, are important conduits for sustainable development. In addition, civil society plays a vital role in building peaceful, inclusive and prosperous societies. Our approach will be to support the strengthening of government systems and structures for improved transparency, accountability and delivery. We will also prioritise strengthening the capability of civil society organisations to support and demand improved governance from the state. Recognising that gender inequalities hold back development, as part of this approach we will promote positive and transformative social and political change for women and girls, and seek to address power inequities between genders.

WHAT WE WILL DO

- » Fund and support actions to build effective institutions for inclusive outcomes towards universal access to health, education and social protection, in support of the Government of Mozambique's own national development plan and the African Union's Agenda 2063 (the master plan for transforming Africa into the global powerhouse of the future), and with a particular focus on women and girls.
- » Support civil society and human rights defenders and their capacity to demand improved governance, accountability and respect for human rights from the government.
- » Support government, UN, civil society and community level initiatives and generate evidence on ways to protect and prevent women and girls from experiencing gender based violence.
- » Work with the European Union and multilateral partners to increase emphasis on effective, accountable governance and to support inclusive and sustainable institutions for democracy and accountability at national and sub-national levels, especially within the decentralisation process.



Chapter 6: Our Prosperity

We will enhance Ireland’s reputation as a valued partner, contributing to mutual prosperity based on shared values and strengths; focussing on rules based multilateral trading, human capital development and principled trade and investment.

OUTCOME AREA

Improved business and fiscal environments with inclusive economic growth and job creation, with a strong focus on youth, women and adolescent girls.

Mozambique, Eswatini and Madagascar, as part of the Southern Africa Development Community (SADC), have huge potential for trade, business and investment. The region is endowed with extensive mineral resources, including the massive gas reserves in Mozambique. There are also significant opportunities for infrastructure development, especially in the development of power projects, roads and rail infrastructure. Added to that is spectacular natural beauty and the tourism industry that continues to develop around this.

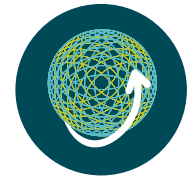
The European Union has an increasingly ambitious approach to partnership with SADC, recognising that the mutual prosperity and security of Europe and Africa are deeply intertwined. Ireland strongly supports this much more ambitious EU approach and is committed to supporting inclusive economic growth and boosting trade and investment between Ireland and Mozambique, Eswatini and Madagascar for mutual benefit.

While our development cooperation programme in Mozambique continues to create a strong identity for Ireland, our profile is not well known at a wider level by citizens. Building recognition and awareness of the Ireland brand is key to strengthening our access and outreach and maximising our external influence. In Mozambique in particular, the ongoing diversification of Ireland’s suite of engagements will provide opportunities to increase our visibility and influence through creating space for public discourse, sharing of Ireland’s economic development experience and facilitating academic, civil society, business and cultural links between Ireland and Mozambique.

WHAT WE WILL DO

- » Work with the European Union Delegation and Member States to support the capacity and the consolidation of the Euro Camaras e Associações em Moçambique (EuroCam), an association of European chambers of commerce in Mozambique.
- » As part of the European Union, we will assist the Mozambican authorities in developing a national Business and Human Rights Strategy and a corresponding action plan which fully considers gender implications, supports its implementation and encourages companies to engage in corporate social responsibility (CSR) activities.
- » Build on people-to-people and institutional links with Ireland, including funding scholarships at Masters level in Ireland for young professionals, building on and expanding collaborations already active in Mozambique and the region.
- » Work collaboratively with Enterprise Ireland, based in Johannesburg, and help to popularise the Mozambique chapter of Business Ireland Southern Africa (BISA).
- » Support Irish businesses to enter the market and grow existing business, including through the emerging Mozambican chapter of the European Union Southern Africa Development Community (EUSADC) Economic Partnership Agreement (EPA) which entered into force in February 2018.
- » Support two-way high-level visits between Ireland and Mozambique, Eswatini and Madagascar and promote and provide practical support to business-to-business exchanges, trade missions, institutional linkages, trade fairs, education fairs, conferences and visa processing.
- » Increase Ireland's profile through enhanced communications with both the Irish and Mozambican public.





Chapter 7: Our Place in Europe

We will work within the European Union to shape European Union policies and programmes, and promote and amplify Ireland’s goals and objectives toward achieving effective, inclusive, sustainable outcomes in Mozambique and accredited countries.

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

The basis for the Mozambique-European Union partnership is the Cotonou Agreement between the African, Caribbean and Pacific states and the European Union. Work is underway in preparation for the post-Cotonou era.

As Mozambique becomes less aid dependent, the European Union has an increasingly ambitious approach to the partnership. The preparatory phase of post-2020 programming for European Union cooperation under

the Neighbourhood, Development and International Cooperation Instrument (NDICI) has begun with a focus on peace and security, as well as leading in trade, investment, human resource development and humanitarian aid.

The European Union and its 12 EU Member States in Mozambique have adopted an Action Plan in support of a practical and pragmatic Working Better Together approach to increase the policy coherence and the leverage of the European Union.

WHAT WE WILL DO

- » Actively engage within the EU Delegation coordination structures in Mozambique, Eswatini and Madagascar to shape the EU political, human rights, economic, trade and development agendas.
- » Ensure Ireland's vision of a more stable, equal and prosperous world is reflected in EU country strategies, policies, and programmes, and actively engage in shaping EU development programmes to ensure they benefit the poorest and most vulnerable groups, including in the Covid-19 response.
- » Concerns about human rights remain a major theme in EU-partner country relations. The Embassy will continue to engage actively to promote respect for human rights, including through regular and effective political dialogue.
- » Pursue stronger, more coherent and effective joint programming for EU institutions and Member States in Mozambique, strengthening links between development policy and political dialogue, and raising the visibility of collective EU action in Mozambique.



Chapter 8: Our Effectiveness

We will build a capable Team Ireland workforce, capitalising on the Embassy's network and convening power, achieving greater influence and contributing to addressing challenges in Mozambique and accredited countries.

OUTCOME AREA

A capable Team Ireland workforce working politically and diplomatically at international, national and provincial level for greater impact.

Having a high calibre, motivated Embassy team with the requisite capacity and skills is key to delivering on the strategy. In line with our new priorities and directions, we will strengthen the capacity of the Embassy team on influencing, political analysis, climate and gender analysis and programming. The management, organisation, team structures and resources will facilitate an integrated approach to the delivery of the strategy priorities across the Embassy.

This Mission Strategy envisions an expansion of our influence through enhanced political engagement with national, regional and multilateral institutions, amplifying Ireland's voice in support of a more equal, stable and prosperous world. The Embassy will play a critical role in building Ireland's knowledge of peace and security

issues within Mozambique, with regular reporting and analysis informing policy positions at the EU, during our term on the UN Security Council (2021-22), and at other international fora.

The Embassy will pursue a Team Ireland approach to work in accredited countries, as well as across the wider region. The Embassy will work in close collaboration with Ireland's Embassies and state agencies across Southern Africa to ensure a cohesive and comprehensive regional approach, increasing our impact and delivering on Ireland's policy goals.

WHAT WE WILL DO

- » Build a strong, effective and capable Embassy team, equipped and motivated to effectively deliver on our commitments in a positive and productive working environment.
- » Ensure effective management practices and a focus on staff wellbeing and resilience, enhanced health and safety and security measures and new ways of working policies and supports, responsive to the ongoing impacts of Covid-19 on the Embassy's operating environment.
- » Deliver a work environment emphasising dignity and respect, supported by effective internal structures and training opportunities, driving staff engagement and performance.
- » Adopt a whole-of-government approach, working collaboratively across Ireland's bilateral and multilateral missions, as well as Irish state agencies, to ensure coherence in promoting regional and global priority issues.
- » Increase Ireland's visibility and influence in Mozambique by taking on strategic leadership roles of relevant coordination mechanisms, including through our offices at the sub-national level in Mozambique.

Chapter 9: Delivering on the Strategy

The Embassy will adopt a results-based management approach that promotes adaptive programming, adjusting to the changing context as required, particularly in response to the new political, development and humanitarian landscape after the onset of the Covid-19 pandemic. This approach will also ensure that progress on results continually informs decision making. A performance measurement framework for the strategy will be developed in Year 1, which will be implemented through the annual business planning and reporting processes.

Active risk management, monitoring and political analysis will remain priorities for the Embassy. Risk assessment, risk monitoring and associated mitigation measures have been emphasised in the strategy planning process. The Embassy will be guided by the Department’s Risk Management Policy in reviewing and managing risk.

An indicative budget of €24 million annually for five years is proposed, with a priority focus on Mozambique. Some modest funding for initiatives in Eswatini and Madagascar will be considered, including accessing the

Africa Strategy and Innovation Fund and the new Ireland-Africa Tech Development Fund, as well as promoting the Africa Agri-Food Development Programme.

Embassy Maputo will manage this budget to ensure a focus on results, mutual accountability and value for money. Allocations will be made through a combination of pooled and core funding to government, civil society and multilateral partners guided by considerations of value for money and development effectiveness. A commitment to flexibility and adaptability underpins the programme design, allowing the Embassy to make adjustments to programme spending as required. The strategy implementation process will include a mid-term review, which will examine quality and results, the balance of effort and spending between the modalities and the different areas of work, as well as the overall budget envelope.

The table below sets out the indicative budget for 2020. The annual budgets for 2021-2024 and breakdown by outcome area will be reviewed on an annual basis.

SUMMARY OF INDICATIVE BUDGET 2020

Outcome Area	2020
Improved equitable access, quality and use of basic health, education and social protection services, particularly for girls and women	14,500
Supporting knowledge exchange and innovative climate smart and gender sensitive initiatives, to build decentralised systems that are responsive to the needs of the furthest behind, thereby reducing humanitarian need and building resilience	4,170
Supporting peace, reconciliation, tolerance and an inclusive society	2,700
Supportive governance, rule of law and civil society space	1,400
Programme Quality and Administration	1,230
Total	24,000



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