



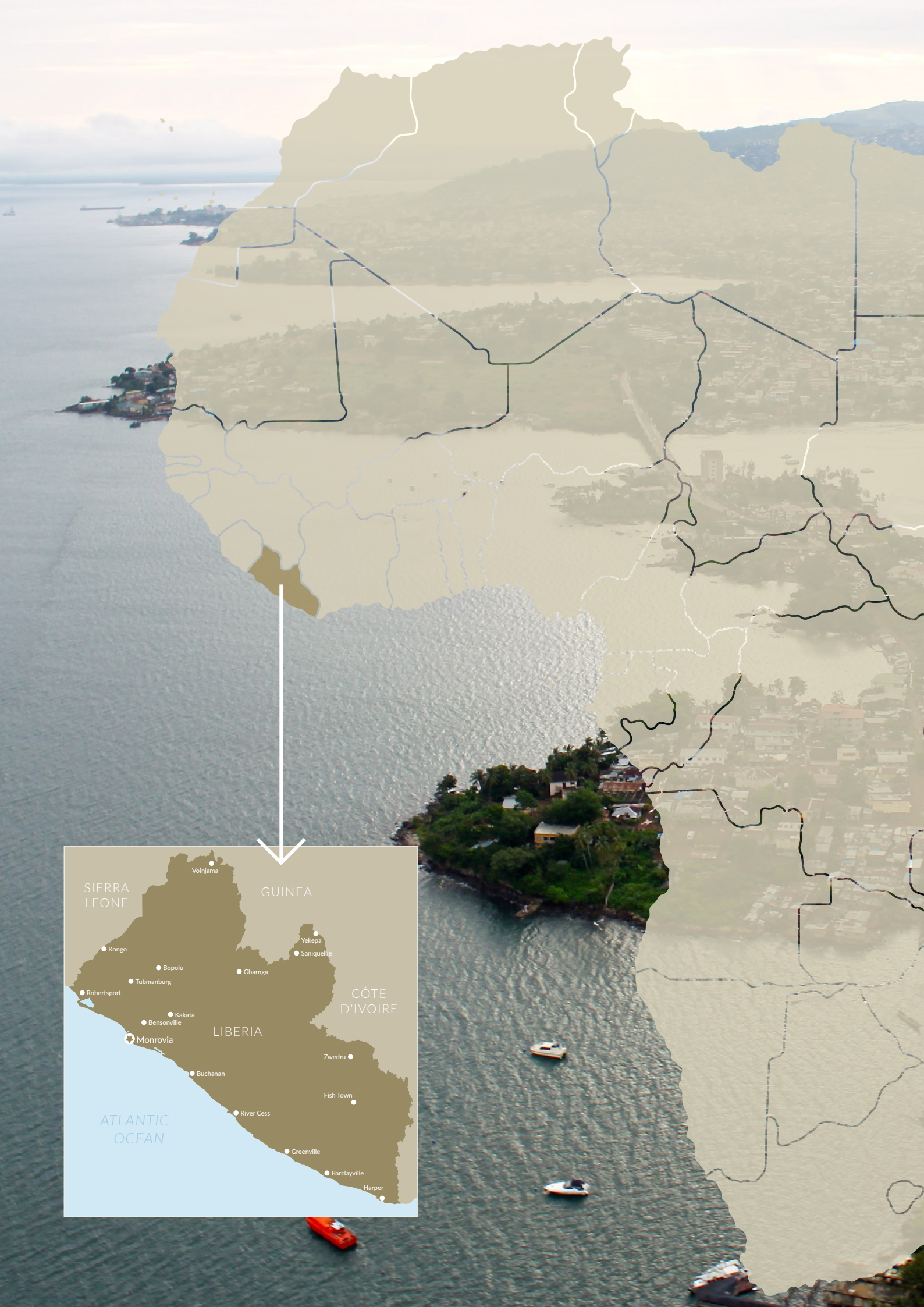
An Roinn Gnóthaí  
Eachtracha agus Trádála  
Department of  
Foreign Affairs and Trade



# **Ireland in Liberia**

Mission Strategy  
2019–2023







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*Cover photo: School children in rural  
Montserrado get a drink from the protected  
well built with support through Irish Aid from  
Action Against Hunger (ACF). Credit: DFAT  
Contents photo: Aerial view of Monrovia.  
Credit: UN Photo/Ari Gaitanis*





*Traditional Liberian dancers perform during a farewell for the United Nations Mission in Liberia (UNMIL) organized by the NGO Liberia Crusaders for Peace in Monrovia in March 2018. Credit: UN Photo/Albert González Farran*



## Summary



President George Weah and Ambassador Lesley Ní Bhriain during her presentation of credentials in Monrovia. Credit: DFAT

Our ambition is to strengthen bilateral relations with Liberia where Ireland's values and interests are advanced.

This five-year strategy sets out Ireland's ambition to deepen development, political and economic cooperation between Ireland and Liberia. With a budget of approximately €21 million over the five-year period, the strategy will be managed by Ireland's newly-established Embassy in Monrovia.

Liberia has made strong progress in maintaining multi-party democracy and consolidating peace and stability. In January 2018, the inauguration of President George Weah marked the first peaceful transition of power in over 70 years. The new Government has committed itself to addressing poverty, inequality, corruption and job creation.

While there have been significant development gains in Liberia in the past decade, the country has faced multiple shocks and the achievement of the SDGs requires concerted international support.

The goal of the strategy, '*Strengthening bilateral relations with Liberia where Ireland's values and interests are advanced*', reflects the opportunities presented by the establishment of a diplomatic presence to deepen our engagement beyond development cooperation to one encompassing political, economic and cultural cooperation.

Poverty reduction, gender equality, nutrition, food security and the promotion and protection of human rights, in particular women's rights, will be priorities for the Embassy throughout this strategy period. In doing so, we will work in close cooperation with Embassy Freetown and build on our experience of working in Liberia over the past decade.

The strategy is strongly aligned with our priorities across the five pillars of the Global Island: Ireland's Foreign Policy for a Changing World – Our People, Our Values, Our Prosperity, Our Place in Europe, and Our Influence and Ireland's Policy on International Development – A Better World.

The initial years of the strategy will have a focus on building Ireland's profile, deepening political and economic relationships while at the same time strengthening operational capacities in order to support a more sustainable development programme in the longer term.

# Chapter 1: Introduction

The strategy takes account of the changing context in Liberia and the establishment of a new Irish Embassy in Monrovia.

## CONTEXT

In the post-war period, Liberia made good progress towards institution-building and conflict prevention. In 2018, the election of President George Weah marked the first peaceful transition of power between democratically elected Presidents since 1944. This significant step was followed shortly afterwards by the withdrawal of the United Nations peacekeeping mission in Liberia (UNMIL) in March 2018.

The new government has committed itself to a national plan for reduction of poverty and inequality, “*Pro-poor*

*Agenda for Prosperity and Development*”. The plan sets out an ambitious programme to achieve the Sustainable Development Goals and leave no one behind. Improved infrastructure, education and health outcomes, and a focus on youth and employment creation are the stated priorities of the new government.

The country remains fragile in spite of its progress in tackling violence, health crises and ending conflict. The Ebola outbreak of 2014-2016, which resulted in the death of almost 11,000 people, eroded years of development gains. Liberia remains one of the poorest countries in the world, ranked 181 out of 189 countries on the 2018 Human Development Index. This is reflected in the high levels of under-five mortality and child stunting and the lack of access to essential services in health, education and water and sanitation. The country also remains extremely vulnerable to external and internal shocks including those induced by climate change. Women and girls face particular challenges with a high prevalence of gender-based violence, teenage pregnancy and lower educational levels.

### Ireland and Liberia at a Glance\*

	Ireland	Liberia
Population (million)	4.8	4.8
Human Development Index ranking	3/189	176/189
Gross national income (GNI) per capita (2011 PPP €)	55,660	1040
Life Expectancy (years)	82.1	63.7
Expected years of schooling	18.8	9.6
Maternal Mortality per 100,000 live births	8	725
Infant mortality rates per 1,000 live births	3	55.9

\*Source: UN Human Development Report 2019





*A village near Boegessay in Rivercess county comes together to build an improved pit latrine with support from Irish Aid through Oxfam International. Credit: DFAT*

## IRELAND'S ENGAGEMENT TO DATE

Ireland has a strong history of engagement in Liberia. Since 2005 combined development funding from Ireland was over €80 million.

In the post-war period our engagement concentrated on measures to consolidate peace and rule of law including support for elections. This complemented Ireland's role in the UN peacekeeping mission where between 2003 and 2007 members of the Irish defence forces were deployed in 2,745 tours of duty in support of the United Nations Mission in Liberia (UNMIL). At any given time during that period, up to 450 Irish defence personnel were present in Liberia.

The opening of Ireland's Development Cooperation Office in 2010 resulted in deeper engagement in security sector reform, support for the health sector and Water and

Sanitation for Health (WASH), and in programming aimed at the prevention of sexual and gender-based violence (SGBV). Ireland also played an important coordination and advocacy role during the Ebola outbreak.

In 2018 the Government of Ireland took the decision to establish a full Embassy in Monrovia, reflecting our commitment to strengthen our relationship with Liberia and to expand our presence in West Africa, as outlined in the *Global Ireland - Ireland's Global Footprint to 2025*.

Ireland provides funding to a range of civil society organisations, both Irish and international, for development and humanitarian work in Liberia. These include Concern, Misesan Cara, Sightsavers and the Carter Centre, IFC-CASA project, UNREACH, Civicus and Global Witness.

## Chapter 2: Guiding Principles

**Ireland's priorities in Liberia are guided by national and international foreign policy objectives and commitments.**

The development of this strategy has been guided by a range of governmental and departmental policies and strategies as well as Ireland's commitments to the Sustainable Development Goals (SDGs).

*Global Ireland: Ireland's Global Footprint to 2025* affirms Ireland's aspirations for a better world and its commitment to the global fight against poverty and hunger and the promotion of equality, justice and sustainable development. In Sub-Saharan Africa, it sets out a range of further measures including the establishment of a full Embassy in Liberia.

- » Reaffirming our commitment to reaching 0.7% of GNI for development assistance by 2030
- » Strengthening our presence in West Africa, moving beyond our traditional focus on aid to building new multi-faceted partnerships and the announcement of an Embassy in Liberia
- » Promoting Ireland's values of peace, humanitarianism, equality and justice, including through our campaign for election to the UN Security Council
- » Contributing to issues of strategic importance for the European Union in the region

*The Global Island: Ireland's Foreign Policy for a Changing World* is the frame of reference for the operation of our Embassy network in key areas of international engagement including the promotion of peace, security and economic prosperity. These priorities are strongly articulated in our work in Liberia:



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.

*A Better World*, Ireland's new International Development Policy, underlines Ireland's commitment to tackling the urgent challenges of our generation, and channelling our energies into four clear policy priorities – (i) achieving gender equality; (ii) reducing humanitarian need; (iii) mobilising climate action and; (iv) strengthening governance. In addition to these priorities, Ireland will channel its work to reach the “*Furthest Behind First*” through three clusters of interventions in which Ireland has proven expertise: people, protection and food.



Building on our national experience, this policy will guide Ireland's international development programme as it expands in line with our commitment to reach the target of allocating 0.7% of GNI to official development assistance (ODA).

On climate change, Ireland's international development cooperation seeks to link local and national challenges and lessons with our engagement at the international level. As such, the work that Ireland does in partner countries speaks volumes and demonstrates our commitment to international agreements and the multilateral system.

- » **Integrating climate action and resilience** into Mission programming will help to reach the overall goals of our Mission to advance sustainable development, improve lives, and reduce poverty and inequality. It also contributes to our on-going efforts to effectively linking international decisions and agreements on climate change with sufficient support measures for people and communities in countries where we work.
- » **Targeting climate action more specifically** presents the opportunity for our Mission to engage in evolving national and sub-national processes in partner countries to align development pathways with the Paris Agreement on climate change, and support measures that are driven by communities, civil society and experts in partner countries. It also opens the door to new relationships, areas of expertise and networks that are working actively in partner countries.

*Global Ireland: Ireland's strategy for Africa to 2025* reiterated these commitments setting out our key ambitions towards the continent: a stronger political partnership, promotion of peace and security, inclusive economic growth, the Sustainable Development Goals, and more ambitious EU-Africa relations.





## Chapter 3: Our Vision for Ireland in Liberia

The strategy sets out the framework for Ireland's bilateral relations with Liberia over the next five-year period, 2019–2023.

The relationship between Ireland and Liberia was strengthened by the establishment of an Embassy in Monrovia in June 2018. A key action in *Global Ireland 2025*, the establishment of the Embassy signals the importance for Ireland in deepening our relationship between the two countries as well as strengthening Ireland's footprint in West Africa.

Our ambition is reflected in the goal of the strategy; *strengthening bilateral relations with Liberia where Ireland's values and interests are advanced.*

The transition of political power in Liberia, which took place in early 2018, presents an opportunity for Ireland to support the country's efforts to consolidate democratic and development gains to achieve the SDGs by 2030. The country remains one of the poorest, most vulnerable countries in the world, where a strong focus on poverty reduction, addressing inequality, in particular gender equality, and the promotion of good governance are priorities.

The establishment of the Embassy and putting the development programme on a sustainable long-term trajectory are two important initial priorities for Ireland.



Through its longstanding partnership with the United Nations Development Programme, Ireland supports the Government of Liberia to sustainably improve the delivery of justice, security and protection services across the country and to provide better access to such services through quality legal aid and increased legal literacy in local communities, with a specific focus on access to justice of women and girls. Credit: UNDP



## AT A GLANCE: IRELAND'S PRIORITIES IN LIBERIA

<b>OUR PEOPLE</b> 	<b>OUR VALUES</b> 	<b>OUR PROSPERITY</b> 
<ul style="list-style-type: none"> <li>» Deliver effective consular assistance and services to Irish citizens in Liberia and actively monitor security and disaster risks to inform crisis preparedness plans.</li> <li>» Maintain and capitalise on our connections with our Global Irish family, including Irish missionaries, NGOs, development and humanitarian workers.</li> <li>» Seek opportunities to raise awareness of Ireland and Irish culture.</li> </ul>	<ul style="list-style-type: none"> <li>» Prioritise the promotion and protection of human rights and gender equality</li> <li>» Work to ensure that women and girls in Liberia are healthier, better nourished and more empowered.</li> <li>» Support citizens to be more engaged in decision-making, political processes and elections.</li> <li>» Seek support for Ireland's campaign for election to the UN Security Council in 2021-2022.</li> <li>» Expand multilateral regional relationships with the Mano River Union and ECOWAS.</li> </ul>	<ul style="list-style-type: none"> <li>» Build people-to-people and institutional linkages and share expertise in areas of mutual interest.</li> <li>» Make strategic use of fellowships for study in Irish higher education institutions</li> <li>» Seek opportunities to improve trade and economic links.</li> <li>» Support Irish businesses to invest in Liberia as the operating environment for the private sector improves.</li> </ul>
<b>OUR PLACE IN EUROPE</b> 	<b>OUR INFLUENCE</b> 	
<ul style="list-style-type: none"> <li>» Increase cooperation with the EU delegation in Monrovia.</li> <li>» Advance shared EU values: peace, stability and development.</li> <li>» Use our voice and influence to shape EU policies and engagement in Liberia.</li> <li>» Provide consular assistance to unrepresented EU citizens as required.</li> </ul>	<ul style="list-style-type: none"> <li>» Build Ireland's profile and strengthen our bilateral relationship with Liberia through the new Embassy.</li> <li>» Strengthen our operational capacity in order to deliver a more sustainable development programme.</li> <li>» Ensure accountability and transparency through robust oversight of expenditure.</li> </ul>	



Our development programme will be at the core of the Embassy's work, focusing on improved health and nutrition services together with support for strengthening institutions and enabling active participation by Liberians in decision-making processes. We will increase our support for improving governance and democratic processes, including elections and the promotion of human rights, especially women's rights.

In doing so we will build on our achievements to date and work in close partnership with the Government of Liberia and other stakeholders.

Over the course of the strategy we will intensify our political engagement around areas of mutual concern. We will develop relationships with Government; media and civil society, diplomatic and business communities. Opportunities for high level visits from Ireland will be sought, particularly to mark the opening of the new Embassy and in the context of the UN Security Council campaign.

We will also strengthen our economic and cultural relationships and ensure effective consular services are provided to Irish people living in Liberia.

We will collaborate closely with Embassy Freetown in implementing the strategy including in our engagement with regional bodies such as ECOWAS and Mano River Union and promote strong cross learning and peer support between the two missions.

Our work will be further developed and expanded over the course of the five-year period as the Embassy is established, our capacity to deliver is increased and as new opportunities arise.

## Chapter 4: Our People



We support Irish citizens travelling, living and working in Liberia and promote awareness of Irish culture.

### SERVING THE IRISH COMMUNITY

Ireland's link with Liberia stretches back over a number of decades from the early activity of Irish Missionaries working in education to the Defence Forces peacekeeping presence. Both are well remembered in Liberia and have contributed to a positive profile for Ireland. Today these links continue through the small but active Irish community, many of whom are involved in development and humanitarian assistance.

The establishment of a diplomatic presence in Liberia has enabled closer connections with the Irish community and planning for a broader promotion and celebration of Irish culture. The first St. Patrick's Day event will take place to mark the official launch of the new Embassy with the Government of Liberia.

People-to-people links are also supported from Ireland by the Liberia Solidarity Group (LSG). This group is dedicated to the creation of a mutual learning partnership between Ireland and Liberia

### What we will do?

- » Provide high quality, effective consular assistance and services to Irish citizens.
- » Facilitate visa requests for travel to Ireland.
- » Maintain and nurture relationships with Irish citizens and the Global Irish.
- » Invest in crisis preparedness and response capacities particularly during periods of increased risk, in close collaboration with our Embassies in Freetown and Abuja.

### PROMOTING IRISH CULTURE

The promotion of Irish culture forms an important part of our public diplomacy work to raise awareness of Ireland and our work in country and in the region.

### What we will do?

- » Maximise St. Patrick's Day events to promote awareness of Ireland and its' culture.
- » Expand our cultural programme through participation in EU week events.
- » Develop a strategic approach to external communications aimed at increasing our profile.
- » Share Ireland's experience on the development of the National Diaspora Policy.

*The Missionary Sisters of the Holy Rosary (MSHR) in Lofa County established Social Empowerment through Learning Liberia (SELL) in 2007. Sr Ann and Sr Bridget, on the picture, had been working in villages raising awareness and building solidarity on issues such as land rights, adult literacy and gender-based violence, before changing its focus to the new challenge of responding to the Ebola virus epidemic in 2014. Credit: DFAT*





## Chapter 5: Our Values



*Through IRC, Ireland has been supporting the establishment of Village Savings and Loans Associations (VSLAs) in Montserrado. Above, a management team reviews the VSLA books after a weekly meeting. Credit: IRC, Liberia*

We will promote our values in support of a fairer, more just, more secure and more sustainable Liberia.

In promoting Ireland's values in Liberia, the context calls on us to ensure that **equity, gender equality and inclusion** are at the centre of the strategy particularly for those **Liberians living outside of the capital, Monrovia**.

Our longer term ambition is that, through our political and policy engagement and development cooperation programmes, we will contribute to two interlinked outcomes:

- » **Poor women and girls are better nourished and live healthier, safer and empowered lives;**
- » **Citizens can participate in inclusive democratic processes.**

Women and girls, particularly those in rural areas, are among the most vulnerable in Liberia as evidenced by the high rates of maternal mortality, teenage pregnancies, and sexual and gender-based violence.

This situation is further compounded by the fact that many citizens, especially women, feel disconnected from the central political system. Control over resources, in particular natural resources and land, remains concentrated.

We will undertake interventions to ensure that poor women and girls have improved health and nutrition outcomes.

At the same time, we will help strengthen state institutions and support Liberians to shape and participate in the decision-making processes that affect their lives.

## Outcome 1: Citizens participate in inclusive democratic processes

Liberia has made strong progress in maintaining multi-party democracy and consolidating peace and stability. However, there are aspects of the political structures that remain fragile. The impacts of two civil wars and the historical legacy of a state set-up to serve a small elite are evident throughout the political and social system. Political power remains centralized in Monrovia. Control over resources, in particular natural resources and land, remains concentrated with distorting effects on legislation and taxation. Accountability and integrity institutions are often under-resourced and have weak capacity. Many Liberians, particularly those living

outside the capital Monrovia, are at risk of being disenfranchised and disconnected from the central political system.

In a legislature of 103, only 12 are women with two female ministers. There are numerous barriers preventing more equitable participation by women. These include cultural norms, lack of access to information and barriers relating to education. While civil society organisations played a significant role in advancing peace in Liberia, capacity issues remain.

### OUTPUTS

1. Strengthened institutional capacity for inclusive democratic governance

2. Increased participation of women in inclusive democratic processes, at local and national level

3. Increased space for civil society to contribute to local and national development

### WHAT WE WILL DO

- » Build on our current partnership with the National Elections Commission to support preparatory work in the run-up to the 2023 elections;
- » Deepen partnership with relevant institutions e.g. Independent National Commission on Human Rights (INCHR), Community Land Development and Management Committee (CLDMC), to strengthen capacity and advocate for better inclusion for all, especially women;
- » Engage actively with other like-minded donors, including the EU, on promoting democracy and good governance.
- » Strengthen support around women's access to information, building on our current partnerships with Carter Center and United Nations Development programme (UNDP);
- » Support interventions aimed at empowering women to become decision-makers, informed voters and election candidates;
- » Share experiences and good practice on the inclusion of women in political processes from other countries, including Sierra Leone.
- » Advocate for the legal protection of civic and political rights and the inclusion of civil society in election processes and in oversight mechanisms for improved access to public services and use of public resources;
- » Identify and support initiatives that increase the representation of minority or vulnerable groups in "mainstream" civil society;
- » Explore opportunities to advance reconciliation and the inclusion of women and girls in consolidating peace, key areas of experience sharing between Ireland and Liberia in the past.



## Outcome 2: Poor women and girls are better nourished and live healthier, safer and empowered lives

High rates of poverty, under nutrition and poor public service provision mean that many Liberians are unable to realize their economic and social rights. Liberia has the lowest physician per capita ratio in the world (0.014 per 1000 people). This makes it near impossible for many Liberians to access basic quality healthcare. Maternal mortality is among the highest in the world at 1072 deaths per 100,000 live births. Access to sexual and reproductive healthcare is poor.

Liberia's food security situation is worsening. Stunting affects 36% of children under-five. Additionally, the Liberian food market is extremely over-dependent on

imported foods. As a result, national food security is exposed to the impacts of inflation and currency shocks.

Sexual and gender-based violence (SGBV) is commonplace, as are harmful traditional practices including female genital mutilation. There is limited and weak accountability, due in part by limited and costly access to statutory justice, and serious deficiencies in traditional justice systems with regard to women's rights. Services for the survivors of SGBV are weak and under-funded, with uptake among women over the age of 18 often limited due to stigma.



Ireland supports the strengthening of institutional capacities for inclusive democratic governance. Credit: DFAT

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## OUTPUTS

1. Primary health services and systems for improved nutrition are strengthened
2. Innovative approaches for household food and nutrition security are tested
3. Services and responses for survivors of sexual and gender-based violence are improved and scaled-up
4. Evidence for community-based approaches to prevent sexual and gender-based violence is generated to inform national policy

## WHAT WE WILL DO

- » Work closely with the Ministry of Health to improve coordination among the range of stakeholders across the health system and to address human resources in the sector;
- » Support initiatives that address the barriers experienced by women and girls in accessing primary health services;
- » Build on our partnership with UNREACH to strengthen the focus on nutrition in the primary health care system.
- » Explore and provide support for innovative approaches to address household food and nutrition security;
- » Develop relationships with national level institutions that will facilitate the scale up of innovative approaches to addressing food and nutrition security;
- » Develop internal capacity of the team and learn from Ireland's experiences in nutrition in Sierra Leone and other key partner countries.
- » Advocate for the integration of services for survivors of SGBV within the primary health services;
- » Support One Stop Centres in health facilities which provide legal, psycho-social and medical care to survivors of sexual violence;
- » Increase access to justice for survivors of sexual assault through scaling up existing work on rule of law;
- » Work in close coordination with other partners to ensure efforts are not duplicated or contradictory.
- » Support research and evidence generation on successful community-based approaches to SGBV prevention including initiatives targeting men and boys as key agents of change;
- » Share learning and experiences from Sierra Leone and other countries on successful approaches to reducing SGBV;
- » Engage in political and policy dialogue with decision makers to ensure successful approaches are reflected in national policy frameworks and programming.



## Chapter 6: Our Prosperity



**We will enhance Ireland's prosperity through people-to-people, business and institutional links with Liberia.**

The Embassy will seek opportunities to build on and strengthen existing institutional linkages, including sharing experiences and expertise in areas of mutual interest thereby putting in place the building blocks for a future relationship beyond development cooperation.

Building relationships with government will allow us to diversify our relations as well as our public profile, supported by strong public diplomacy and strategic communications.

Strategic use of our Fellowship Training Programme and engagement with returning alumni will continue.

The Embassy will continue to offer a range of services including provision of business information and utilising its access to decision-makers and to organise introductions as appropriate. We will continue to liaise with DFAT and relevant state agencies in Ireland to ensure that relevant information and support is available to prospective businesses.

While the Embassy recognises that opportunities for investment by the Irish private sector are currently limited, it will continue to monitor emerging opportunities.

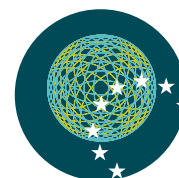
### What we will do?

- » **Share expertise and build collaboration** between institutions in Liberia and Ireland in areas of mutual interest;
- » **Maximize opportunities** to improve trade and economic links;
- » **Support Irish businesses** with relevant economic intelligence and information;
- » **Increase the number of fellows** and build a strong alumni network.



*A street scene in the centre of Monrovia, Liberia.  
Credit: UN Photo/Albert González Farran*

## Chapter 7: Our Place in Europe



### We engage with the European Union to promote Ireland's values and interests in Liberia.

The European Union (EU) is one of Liberia's most important partners. Bilateral EU funding for the period 2014-2020 amounts to approximately €279 million - a significant increase as compared to previous years, with focus on four sectors: good governance, energy, education and agriculture. The programme also provides for crosscutting measures in support of civil society. Ireland's contribution to the EU's support over this period is €2.6 million.

Our EU membership remains an important dimension in our relationship with Liberia. We share many joint priorities in the region, in youth opportunities, peace and security, mobility and migration and cooperation on governance.

The UK's departure from the EU, presents both opportunities and responsibilities in line with our commitments to EU membership and goals, in particular to contribute to the development of EEAS-led strategies and roadmaps for Liberia and to provide informed insight in Brussels-based discussions regarding expenditure allocations.

We will collaborate at technical and political levels, through shared political analysis, joint political (Article 8) dialogue and donor coordination with the government of Liberia. At the centre of this collaboration is a shared focus on issues of peace, stability, democratisation and development, in particular on gender equality,

human rights and civil society space. In addition, we will actively contribute to the development of the EU's long-term strategic thinking for development cooperation as well as influencing technical programme and project design and contributing to and monitoring our implementation of EU strategies for human rights, gender equality and civil society.

In line with *A Better World* and Ireland's new Strategy for Africa, we will increase our influence over EU policies and investments to ensure they contribute to Ireland's strategic priorities. We will continue to take an active role in the EU's political dialogue with Liberia, taking opportunities presented to open dialogue with the government on issues of common interest to the Members States.

Recognising our unique and close partnership with the UK, we will seek to maintain our constructive collaboration post-Brexit, while at the same time strengthening our alliances with the EU and seeking to build new alliances where opportunities present themselves.

The EU-African Union Partnership is at the heart of the continent-to-continent relationship, which the new European Commission has prioritised as a key strategic focus and will be guided by a 'new comprehensive Joint Africa-EU Strategy'. Ireland strongly supports the renewed emphasis on an effective political partnership between the EU and Africa, as reflected in the Strategy for Africa.

#### What we will do?

- » **Maintain close and constructive cooperation** with the EU delegation in Monrovia;
- » **Provide consular assistance** to unrepresented EU citizens as required.





## Chapter 8: Our Influence

**We will mobilise our resources to enhance Ireland's profile and maximise opportunities to advance our values and interests.**

We will strengthen our team at the Embassy to ensure that they are equipped with relevant skills and capacity to manage the programme, political representation, and the anticipated increase in consular responsibilities. Staff recruitment and training will be a priority.

This strategy envisages an initial budget of approximately €21 million for the five-year period. We aim to be flexible and responsive to changing dynamics and emerging opportunities and will adjust plans and budget allocations as needs arise particularly in the outer years of the strategy. Our strong commitment to evidence generation and lesson learning will be key to identifying what works. We will actively promote lesson learning and peer support between Embassy staff in Monrovia and Freetown. A midterm review will provide opportunities to make adjustments as required.

As part of the strategy, the Embassy will develop a public diplomacy and communications strategy to increase visibility of the Embassy's work and to ensure accountability to both the Irish public and the people of Liberia.

We will channel funding through a range of partners with a strong track record for delivery including civil society organisations and UN agencies. Systems strengthening is a critical building block in addressing fragility, building resilience and contributing towards long-term impact and sustainability.

Partners are identified on the basis of their ability to deliver on the agreed results and on the overall objectives of the strategy. In doing so the Embassy will ensure the highest standards of due diligence and compliance. We will resource the Embassy to ensure that strong financial management systems are maintained.

The strategy takes into account the high risk environment including the need to mitigate against fraud and corruption. The Embassy will scale up capacity for oversight and monitoring.

As part of a range of risk mitigation measures, regular monitoring by staff will be undertaken including annual review meetings with partners and visits to projects.

### What we will do?

- » **Invest in the capacity of our staff** to deliver our strategy;
- » **Ensure robust oversight** of ODA expenditure;
- » **Demonstrate openness and accountability** to the public about our work.

This image shows a full page of white paper with horizontal brown ruling lines. The word "Notes" is printed at the top left in a bold, dark grey font. There are 20 evenly spaced horizontal lines across the page, starting from the top margin and ending near the bottom edge.



## Notes

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



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Rialtas na hÉireann  
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