



Rialtas na hÉireann
Government of Ireland

Global Ireland

Ireland's Global Footprint
to 2025

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Global Ireland

Ireland's Global Footprint to
2025

Ireland is emerging from what has been a lost decade for many of our citizens, and it is clear to me that we are emerging with a greater sense of self-confidence and ambition for what we can do as a country.

That national self-confidence requires that we always be ambitious, visible and active in promoting the interests of our nation on the international stage.

Everyone will be aware of the work our embassies, Defence Forces and agency personnel do in carrying out that mission, and I am hugely proud of their work.

That work is central to ensuring that, while we are small in scale, our engagement in Europe and on the wider international stage means that we can truly be considered an island at the centre of the world. To fulfil that ambition we need to greatly increase our international presence.

Whatever happens in the next few years, one thing is certain. Ireland will always be at the heart of the common European home we helped to build. That is why it's so important that we are actively engaged in shaping and influencing the debate about the future of Europe.

The EU has always offered the promise of a better future, but it is a future that will not be handed to us. We must work to create it.

After Brexit, we will maintain a deep and strong relationship with our nearest neighbour, the United Kingdom, and its constituent parts. This will be underpinned by the Common Travel Area and the Good Friday Agreement. We will also enhance our very close relationship with the US and Canada.

As global economic and political power shifts east and south, Ireland will respond by making new friends and improving long-standing relationships across Asia and the Global South.

Taoiseach, Leo Varadkar

For Ireland, our membership of the European Union and our close working partnership with other member states, has strengthened, rather than diminished, our independence, self-confidence and security .

Although geographically a small island on the periphery of Europe, Ireland's people and our outlook are global, influenced by connecting with people and events around the world.

Tánaiste and Minister for Foreign Affairs and Trade, Simon Coveney

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Foreword

Global Ireland 2025 is an initiative that will help define Ireland's global outlook for our own time and the generations to come.

It is a continuation of a dream for Ireland that has motivated Irish men and women for centuries.

Ireland has always sought to be a good citizen of the world. Since the foundation of the State, we have been a committed and active member of the international community. Shortly before his death in 1922, Michael Collins declared that our national aim was to find a path to freedom based on our country becoming 'a shining light in a dark world'.

Four decades later, Seán Lemass set out a path to national prosperity which, he said, involved recognising that 'events in all parts of the world, and new ideas and developments everywhere, can be of direct and immediate interest to our own people'.

His vision was of an Ireland playing a role in a greater Europe, in the United Nations, and in the world at large. As he said, 'Irish people are citizens of the world as well as Ireland'.

In '*Global Ireland 2025*', we are setting out how we will now take Ireland's global engagement to the next level. Through it, we will double the impact we have in the world by doing things differently, and doing things better. In practice, this means:

- opening up new embassies and consulates in important locations around the world;
- expanding some of the missions we already have;
- investing more in our agencies, such as the IDA, Enterprise Ireland, Bord Bia and Tourism Ireland;
- sharing our culture more widely around the world and deepening links to our global family;
- building new air and sea connections; and
- welcoming more international students to Ireland.

The pressing reasons for doing so now are abundantly clear.

Technology is transforming lives and driving change in every corner of the world. Geopolitical and economic power is shifting south and east. The global trading environment is turbulent, with challenges to the rules-based systems on which we rely. Closer to home, the United Kingdom, our nearest neighbour and largest trading partner is preparing to leave the European Union.

I believe the challenges the world faces demand comprehensive multilateral responses, whether on climate change, security, tax in the new digital world or migration.

We are at a moment in world history where we can turn inwards and become irrelevant, or we can open ourselves to opportunities and possibilities on a global scale that we have never had before.

We grasp this opportunity to open ourselves with both hands because we believe we have much to contribute to the world. We have a role to play and this is our time.

I want Ireland to be able to shape and to influence the critical international debates and events of this generation. I want us to be able to access new and important markets for our exports. I want us to make our contribution to the world, building on our distinctive traditions and sharing our rich and vibrant culture.

Being a citizen of the world in the 21st Century requires a strong and effective international presence, both physically and virtually. *Global Ireland 2025* sets out the building blocks to achieve it.

I believe this is our hour. Winning our independence was not the end, it was a beginning. Today we can be a voice for peace, multilateralism, security, free trade, free markets, sustainability and social justice in the world.

One hundred years ago we were a small island on the periphery of Western Europe. In the next one hundred we will be a nation at the heart of the common European home we helped to build; an island at the centre of the world.



A handwritten signature in black ink, which appears to read 'Leo Varadkar'. The signature is fluid and cursive.

Leo Varadkar
Taoiseach

June 2018

Executive Summary

Since the foundation of the State, Ireland has been a committed and active member of the international community. As an island nation, we value and depend on effective connections with other countries' governments, businesses, administrations and citizens.

We are one of the most outward-looking, globalised nations in the world. Our exports are growing strongly and we are one of the world's most competitive locations for inward investment, with over 210,000 people employed by almost 1,400 IDA-supported foreign multinationals. Our diaspora is estimated at more than 70 million people worldwide and our distinctive culture and heritage are recognised and renowned throughout the world.

Our international relations today are conducted in an environment characterised by increasing global interdependence and growing unpredictability.

The geopolitical, social, environmental, economic and technological challenges that face Ireland and the rest of the world require us to be even more active in promoting our interests and values. The decision of the United Kingdom to leave the European Union, in particular, challenges us to find new markets and new opportunities, as well as to deepen and renew relationships and alliances in Europe and beyond.

Through *Project Ireland 2040*, the Government is investing in future-proofing the country at home. Through *Global Ireland 2025*, we are taking the steps necessary to ensure that we can continue to advance and defend our interests and values internationally.

After a period of retrenchment during the economic crisis, Ireland's international presence is growing again. Nonetheless, in several important respects, it remains comparatively small, especially when the extent of our reliance on external factors for our future prosperity and well-being is taken into consideration.

Global Ireland 2025 is the Government's strategy for doubling the scope and impact of Ireland's global footprint in the period ahead. It represents the most ambitious renewal and expansion of Ireland's international presence ever undertaken.

It will enable Ireland to be more ambitious in advancing our strategic international objectives, promoting our values and exerting our influence, both within and beyond the European Union. It will accelerate progress on diversifying and growing Ireland's exports, inward investment and tourism, particularly in response to the challenges posed by the UK's departure from the EU. It will strengthen Ireland's engagement with our 70 million-strong diaspora, and will bolster our efforts to bring our culture and heritage to the wider world. It will support Ireland's foreign policy objectives including international development, peace, disarmament and security.

The Government has already made a number of important commitments, including the announcement of new embassies to be established in Chile, Colombia, New Zealand and

Jordan, and new Consulates in Vancouver and Mumbai.

Global Ireland 2025 commits to a range of further measures, including:

- Expanding and strengthening our diplomatic and enterprise agency presence across the European Union and its neighbourhood
- Strengthening our presence in the United States, including a new flagship Ireland House in Los Angeles, and expanding our presence elsewhere in the Americas
- Expanding our presence in the Asia-Pacific region, including a new flagship Ireland House in Tokyo
- Strengthening our presence in North and West Africa, moving beyond our traditional focus on aid to building new multi-faceted partnerships
- Strengthening our presence in the Middle East and Gulf region
- Promoting Irish arts, heritage and culture to new generations and new audiences across the world
- Enhancing our digital footprint through a global communications strategy to increase visibility, raise awareness and enhance Ireland's reputation
- Publishing a White Paper on International Development, reaffirming our commitment to delivering 0.7% of GNI to development assistance by 2030 and
- Promoting Ireland's values of peace, humanitarianism, equality and justice, including through our campaign for election to the UN Security Council.

The initiative will deliver a range of benefits including:

- At least 26 new diplomatic missions, enhancing Ireland's impact in shaping the future direction of EU policies, budgets, programmes and legislation, as well as our influence at multilateral institutions including the United Nations
- A significant expansion of the supports for promoting Irish arts and culture internationally
- Accelerated diversification of FDI source markets, doubling growth in IDA-supported project investments from non-US markets in the period 2018-2024
- Accelerate diversification of export markets by Enterprise Ireland clients, with the ambition to:
 - double the total value of EI client exports outside the UK from the 2015 baseline by 2025;
 - double Eurozone exports by 2025; and
 - increase the diversification of client exports into new markets, with at least 70% of exports going beyond the UK by 2025.
- Develop the tourism sector, including by tripling revenues from developing markets, including China, to €600 million a year by 2025, and doubling revenue from both the US and German markets by 2025
- Increase the economic output value of international education to the Irish economy

to €2.7 billion per annum by 2025, and double the number of Government of Ireland scholarships to 120 per annum by 2025

- Develop a new policy and strategic approach to supporting our citizens overseas and diaspora networks internationally, including our traditional, affinity and return diaspora, including the publication of a new diaspora strategy in 2020;
- Implement a global Team Ireland communications strategy to present a unified image of Ireland as a good place in which to live, work, do business, invest and visit.



Ireland's Role in a Changing World

Setting the Context

Having successfully emerged from the financial and economic crisis of the last decade, having restored our international reputation and having re-established sustainable economic growth, Ireland once again has a sense of self-confidence and ambition for what it can achieve as part of the international community.

Ireland's international relations are conducted in an environment characterised by increasing global interdependence and growing unpredictability. The geopolitical, social, environmental, economic and technological challenges that Ireland faces require us to be actively and visibly engaged with the international community, so that we can effectively promote and protect our strategic national interests.

Among the many regional and global shifts that potentially affect Ireland are: the rebalancing of geopolitical and economic power towards Asia; the growing economic potential of African nations; the challenges arising from the UK's departure from the EU; the imperative of responding multilaterally to global challenges such as climate change, migration and international security, and the increasingly uncertain environment for international trade.

Since the foundation of the State, Ireland has demonstrated its capacity to exert influence and make a distinctive contribution on the international stage. Many factors have helped our cause: our leadership on issues such as peacekeeping and security; our long track record in supporting vulnerable countries in their quest for sustainable economic, social and environmental development; a large and committed Irish diaspora overseas; our success in winning foreign direct investment and exporting our goods and services around the world, and international regard

for our rich cultural heritage. A common thread through all these factors is the role of Ireland's representatives, and their ability to build relationships and to exert influence with multilateral organisations and our international partners and networks.

As an island nation at the centre of the world, we value and depend on effective connections with other countries' governments, businesses, administrations and citizens. Our ability to make new connections and deepen existing ones depends on how well we present and represent ourselves internationally. As an outward-looking nation with a long track record of multilateral cooperation and international trade, it is in Ireland's interests to continue to support international rules-based systems, including in the EU and through our membership of multilateral international institutions, including the UN, OECD, WTO, etc.

For Ireland to be truly considered by others as an island at the centre of the world, we must significantly increase the impact and effectiveness of our international presence. This means deepening our understanding and engagement with key international partners, bilaterally and multilaterally, as well as building new relationships – diplomatic, commercial and people-to-people. In doing so, we can be even more ambitious in advancing our strategic international objectives, promoting our values, exerting our influence and defending

our national interests.

Domestically, economic growth is forecast to remain strong over the short to medium term. Current forecasts are for GDP to increase by 5.6% in 2018 and 4.0% in 2019. While GDP is not always the most appropriate indicator for the performance of the Irish economy, other measures – including domestic demand, export-led growth, inward investment, employment, wages and living standards – all point towards robust and sustainable economic development over the medium term. The Government is investing in a renewal of the country's social and economic infrastructure, underpinned by Project Ireland 2040 and the National Development Plan 2018-2027, which have earmarked investment of almost €116 billion in public infrastructure over the next decade.

Given the critical importance to Ireland of being able to shape and influence global events in our interests, it is important that, as we prepare for and invest in the future at home, we engage in a similar review and renewal of our international presence.

Under the Global Ireland Initiative, the Government is committed to doubling the scope and impact of Ireland's global footprint in the period between now and 2025. This commitment will be achieved in part through the plans set out in this document, and in part through related Government initiatives and strategies, including the National Development Plan 2018-2027, the forthcoming White Paper on International Development and Ireland's campaign for a seat on the UN Security Council, each of which have significant implications for Ireland's global impact.

Under the National Development Plan 2018-2027, the Government has already earmarked substantial funding to departments and agencies. This includes

a capital allocation to the Department of Foreign Affairs and Trade of €70 million over the period 2018-2022.

In addition, the Government is strongly committed to the objective of allocating 0.7% of GNI for Official Development Assistance by 2030. To this end, it will publish a White Paper on International Development, which will include proposals to increase our presence and impact in areas of the world where Ireland is targeting its Official Development Assistance.

In July 2018 the Government will launch Ireland's campaign for election to the UN Security Council for the period 2021-2022. If successful, this will place Ireland at the heart of UN decision-making on matters of vital importance, including international peace, security and development. The campaign will also serve to greatly strengthen the awareness of Ireland – who we are and what we stand for – among the international community.

Drivers of Change

The world is changing at a pace unprecedented in human history. New connections and opportunities are being created daily. Emerging technologies are transforming the way humans interact with each other and with the world.

While the global economy continues to expand, the location and distribution of this growth, and the economic power and influence that accompany it, is shifting. Despite the recent financial crisis, global economic output is projected to double by 2030, with growing demand for food, energy and natural resources.

At the same time, the world's population is also growing. The UN estimates that the global population will be almost 8.5 billion by 2030, a rise of 22% since 2010. Most of this growth is to take place in emerging economies and developing regions, which are projected to account for 7.1 billion people by 2030. In the same year, it is forecast that countries of the European Union will represent about 6% of the world's population, down from 8.9% in 1990.

The world is ageing and becoming more urban. Already, more than half the world's population lives in urban areas and, by 2030, the OECD projects that 60% will do so. The global population aged over sixty years is projected to almost double to 1.4 billion by 2030, with 70% of this group concentrated in developing regions.

Climate change and other environmental challenges are increasingly affecting our planet and its inhabitants. Sustainable development has been put to the fore of national and multilateral policy formation, most notably through the UN Sustainable Development Goals process.

The accelerating pace of technological innovation is reshaping our world. Today, there are over three billion internet users, two-thirds of whom live in developing countries. This growth largely driven by mobile broadband, which grew by over 40% in Africa in the period 2011-2014. Simultaneously, the number of mobile-phone subscriptions is approaching parity with the number of people on earth, over half of which are in the Asia-Pacific region alone.

Global economic development is lifting millions out of poverty, while increasing prosperity is changing consumption

patterns, giving rise to demand for education, travel, food and consumer goods and services. Rising GDP is contributing to a growing global middle class, which is projected to reach 4.9 billion by 2030, up from 1.8 billion in 2009. By 2030, Asia alone is expected to account for 66% of the global middle class.

This expanding global economy offers real opportunities for Ireland and the export of our goods and services. However, it also brings increased competition for markets, jobs and investment.

As we prepare for the future at home, renewing our infrastructure and planning for an increased population, we must also ensure that we are ready for the emerging global future. We will need to renew our relationships with the countries and regions that have been the mainstays of our international engagement – especially Europe, the UK and North America – to reflect new realities, including Brexit.

While countries in these regions will continue to enjoy prosperity and global influence, it is clear that the political and economic rise of countries in the east and south will continue. Emerging powers will play a role of growing importance on the world stage as their economic and technological power increases and they become more assertive in pursuing their strategic interests.

Ireland needs to ensure that we are ready for these new realities and opportunities, and are engaging fully with both traditional and newer partners.

Why a Strong International Presence Matters

As a country with a small, open trading economy, Ireland's continuing prosperity depends on our ability to sell our goods and services into international markets, and to attract investment and tourists into the country. This work is underpinned by Ireland's trade strategy, *Ireland Connected: Trading and Investing in a Dynamic World*, the Team Ireland approach and a range of sector-specific strategies aimed at driving economic development in trade, tourism, investment, competitiveness, science, technology and innovation, culture, education, etc. Each and every day, government and agency representatives abroad, aided by support teams at home, are working to identify and take advantage of new opportunities for Ireland.

Their success is enhanced if their work is underpinned, where relevant, by a rules-based approach at global level, driven by strong and effective multilateral institutions and organisations, such as the EU, UN, WTO and OECD, which help shape and drive global efforts to support peace, security and economic development. To ensure that these international rules evolve in line with Ireland's national objectives, we need to be effective in influencing and shaping policy-making at international level.

Ireland therefore invests time and energy in nurturing and developing relationships with the countries, governments and people that can help us to achieve our goals. We do this with countries where we have strong economic and social interests, such as the UK and the US; with fellow EU member states and EU institutions; in global organisations, including the United Nations, and with key influencers in business, civic society and academia.

Ireland's membership of the European Union has been central to the transformation of Ireland's economy and society over the past forty years. Our EU membership has helped unlock Ireland's potential in ways we could not have imagined, removing borders, bringing people together, and integrating economies. Our society and economy have benefited immensely from the creation of the internal market, from the EU's role as the world's leading trading bloc, from the EU Structural Funds and from the Common Agricultural Policy. This has not happened by chance. Ireland invests substantially in ensuring our effective participation as a member of the European Union.

As Ireland and the EU now prepare for the departure of the United Kingdom, we have also embarked on an important journey to define and reshape the future of Europe. The reforms and changes that will be introduced in the coming years will profoundly shape Ireland's future experience of and relationship with the EU. As this debate accelerates, it is essential to Ireland's national interests that we continue to be an effective and influential member of the European Union.

Ireland's diplomatic network, together with officials and agency personnel overseas, is oriented to support economic promotion. The skilled and integrated economic diplomacy undertaken with institutions and governments across the EU and beyond, has increased understanding of Ireland's strong economic recovery, including our successful exit from the EU/IMF programme, and the restoration of international confidence in the Irish economy. In line with *Ireland Connected: Trading and Investing in a Dynamic World*, embassies prioritise engagement with key economic policy-makers, decision-makers and influencers

in order to maximise understanding and support for Ireland's economic priorities.

Ireland's international reputation matters enormously too. It takes time to build, but can be easily damaged. Irish representatives work hard to project and maintain a positive image of Ireland as a good place in which to live, to do business, to invest, to study or to visit. Increasingly, reputation and 'brand' are created, maintained and developed online. Therefore it is vitally important that Ireland has a strong digital presence, driven by our values and objectives, underpinning the work we do to secure the interests and prosperity of our people.

Ireland's longstanding tradition of international engagement in support of peace, security, justice and equality lives on today through the members of our Defence Forces, who serve with distinction in UN and EU peacekeeping missions, including in the Lebanon and Mali, as well as on humanitarian missions such as rescuing migrants from the Mediterranean. Ireland is committed to maintaining and developing our support for humanitarian and peacekeeping missions under the auspices of the UN and the EU.

Our leadership role in international development is underpinned by our Official Development Assistance (ODA), delivered through Irish Aid and other programmes, in close cooperation with international partners and our exceptional NGOs, as part of the wider Irish footprint in the world.

Ireland's commitment to enhancing its impact in international development is evidenced by that fact that, in 2018, we will spend €707 million on ODA. The Government is now considering how Ireland can deliver on its commitment to increase our expenditure on ODA to 0.7% GNI

by 2030. Based on current projections, this would amount to expenditure of approximately €2,459 million per annum by 2030. Alongside our traditional emphasis on areas such as poverty reduction and humanitarian aid, we are increasingly focusing on inputs that can be transformational in a society, including the education and empowerment of girls.

Ireland is a member of a number of International Financial Institutions (IFIs), including the IMF, the World Bank, Asian Development Bank, Asian Infrastructure Investment Bank, European Investment Bank, the European Bank for Reconstruction and Development, and the Council of Europe Development Bank. Our membership of such institutions allows us to actively participate in globally significant policy discussions, and to strengthen our political and economic ties to increasingly important regions.

Ireland is highly regarded for its role in championing the universality and indivisibility of human rights and the protection of those who advocate and defend these rights. We are actively pursuing initiatives we pioneered during our term on the UN Human Rights Council (2013-15), notably the protection and promotion of the role of civil society.

Ireland's strong record at the United Nations of promoting the rights of women and girls is currently being carried forward through our chairing of the Commission on the Status of Women, the principal global intergovernmental body exclusively dedicated to the promotion of gender equality.

The Irish diaspora, the 70 million people around the world who are part of our global family, are also enormously important to

our global presence, as are those who share an affinity with Ireland, whether through culture, education, tourism or contact with Irish communities and businesses abroad. Other diaspora cohorts, such as 'affinity' and 'return' diaspora (those who have lived in Ireland for a period before returning to their home elsewhere), are also potentially influential advocates for Ireland internationally.

We also, of course, look after Irish people who get into difficulties when away from the country. Providing consular support to individuals and families at what is often an enormously stressful time for them – whether through death, injury, imprisonment or other tragedy or mishap – is a vital part of the work that our embassy network does on our behalf. As people travel further for longer, providing that vital support becomes more difficult.

Tourism is one of Ireland's largest indigenous sectors, attracting a record 8.98 million visitors in 2017, supporting over 235,000 jobs in all parts of the country and generating €4.9 billion in economic activity. Tourism Ireland – one of the North-South bodies established under the Good Friday Agreement – promotes Ireland as a tourism destination on an all-island basis. Ireland's international presence – including personnel, marketing collateral and digital presence – is essential to further developing Ireland's tourism sector in both existing and emerging markets.

Cultural engagement offers Ireland many possibilities to make a further strong impact on the world stage. Our culture provides an important link to our diaspora. It is a way to connect especially with second- and third-generation Irish communities and the affinity diaspora. It helps us reach new markets where language can be a barrier.

It features prominently in official and state visits overseas.

The International Education Strategy (2016-2020) has greatly improved Ireland's standing as a world leader in high-quality international education. International students in Ireland make a vital contribution to the development of our education system, to the national economy, and to the revenues of our further- and higher-education institutions. But beyond that, playing a role in educating international students allows us to develop individual friendships and shared understandings that last long after the students have left our shores.

Ireland has a long-established and important tradition of agricultural production, which today sustains communities, supports jobs and contributes to the increasing global challenge of sustainable food production. As the global population increases over the coming three decades by up to one-third, from 7.2 billion today to an estimated 9 billion by 2050, the need for sustainable food production also increases, as does the pressure on limited natural resources such as soil and water. Ireland is leading the way in producing food and food ingredients in a way that protects these natural resources rather than depleting them. Irish agri-food exports are an important contributor to economic growth. *Food Wise 2025*, our 10-year plan for the agri-food sector, envisages that the value of agri-food exports will grow by 85%, to €19 billion by 2025. This has taken on increased importance in light of the UK decision to leave the EU, which reinforces the need to reduce our dependence on the UK market for agri-food exports. Attainment of this growth target depends on the success of Ireland's sales and marketing efforts in existing and new international markets.

As an island nation, high-quality international connectivity is fundamental to our international competitiveness, our trading performance in both goods and services, and our attractiveness as a location for both foreign direct investment and tourism. Maintaining and enhancing our connectivity through continued investment in our ports and airports is crucial, particularly post-Brexit. The Government is committed to developing Ireland's connectivity. *The National Development Plan 2018-2027* provides for an investment of €4.8 billion in infrastructure, including in ports and airports. The Department of Transport, Tourism and Sport, together with Tourism Ireland, will continue to work with ports, airports and commercial operators to develop routes that are strategically important for international trade, tourism, education and cultural links.

A photograph of a person with a backpack walking away from the camera down a cobblestone city street. The street is lined with parked cars and tall brick buildings. In the background, the Manhattan Bridge is visible. The image has a diagonal split: the top right portion is a bright, slightly overexposed view of the bridge and buildings, while the bottom left portion is a darker, more muted view of the same scene. The title text is overlaid on the darker portion.

Ireland's global footprint today

Ireland's international footprint today spans the entire globe. Ireland conducts its international relations with 178 countries through a global network of embassies, consulates and state agency offices in 96 overseas locations.

On any given day, Ireland's political, economic, social, cultural and security priorities are being advanced by over 1,000 public servants and over 600 Defence Forces and security personnel serving on international assignments.

Supported by their colleagues working at home in Ireland, these diplomats, officials, military personnel and other public servants are working to advance Ireland's national interests, to promote our values, to support our citizens, to attract investment and tourism into Ireland, to develop and expand export markets for what we produce, and to support the entrepreneurs and business people who create jobs in the country. They actively promote our international reputation in all its dimensions, from the sustainability and quality of our food, the talent and creativity of our people and our ability to innovate and inspire, to our commitment to international development, peace and security. They do so in close partnership with Irish enterprise, Irish NGOs, especially those active in development and human rights, and our diaspora.

Ireland's diplomatic network overseas consists of almost 700 personnel assigned to 80 missions (61 embassies, 12 consulates and seven other missions, including Ireland's permanent representation to the EU and the UN). Their work is supported by a network of 94 honorary consuls in 59 countries.

Ireland's state agencies operate an extensive network of international offices, including 33 Enterprise Ireland, 21 IDA,

15 Tourism Ireland and 13 Bord Bia offices. Between them, these agencies have upwards of 400 personnel stationed overseas. Officials from a number of Departments are also assigned to embassies and other missions as part of the Irish team overseas, including the Departments of Finance, Business Enterprise and Innovation, Agriculture, Fisheries and the Marine, Education and Skills, Defence, Justice and Equality, and members of the An Garda Síochána.

Ireland's global presence includes four integrated Ireland House operations that bring diplomats and agency personnel together under one roof, working in support of Ireland's interests. In 15 other locations, diplomats are co-located with agency personnel, ensuring strong synergies and value for money. Our global presence also includes strategic partnerships with a number of cultural centres, including the Centre Culturel Irlandais in Paris and the New York Irish Arts Center. The Government is committed to formally developing and expanding the Ireland House model, including a uniform and coherent brand for Ireland abroad, building on the Team Ireland concept of shared services and facilities, and collaborative working practices.



Ireland's Global Footprint

70
MILLION

people in our
Diaspora

80+

Countries where
Irish Aid is
operating

41

State Agency Office
locations

80

Diplomatic
& Consular
offices

94

Honorary Consuls
in 59 Countries

600+

Defence Forces
and Security Personnel
on International
Assignments

Benchmarking Ireland's Presence

While Ireland is already achieving more with fewer resources than many of our competitor countries, it is important that we maintain and develop this high performance into the future.

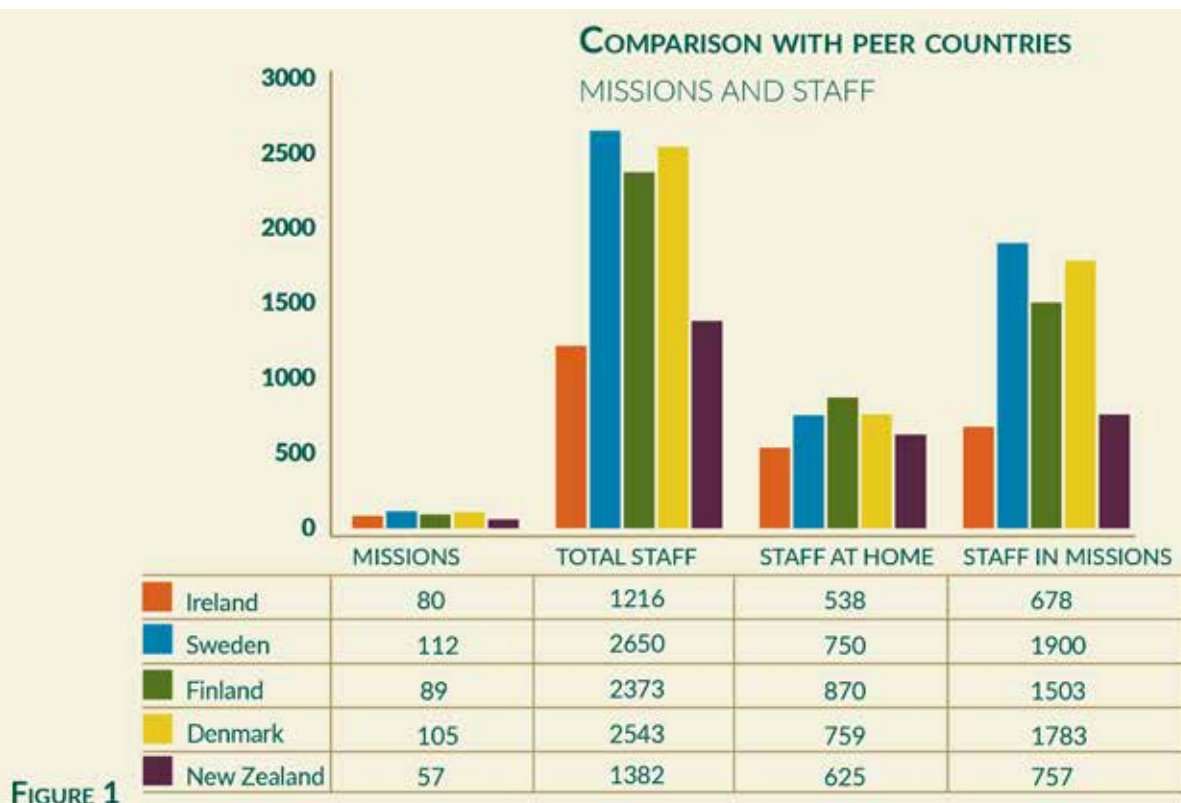
After a period of retrenchment during the economic crisis, Ireland's international presence is growing again. However, in several important respects, Ireland's overseas presence is still comparatively small, especially when the extent of our reliance on external factors for our future prosperity and well-being is taken into consideration.

With 80 diplomatic missions, Ireland ranks 29th out of 35 OECD countries for diplomatic representation, measured as the absolute number of embassies, consulates

and other representations, ahead only of New Zealand, Slovenia, Latvia, Estonia, Luxembourg and Iceland.

There is no typical Irish embassy or mission. They range in size from our largest, the EU permanent representation in Brussels, where around 65 officials from a range of Government Departments are based, to a number of single-diplomat missions. Most missions are relatively small, with just one or two diplomatic staff supported by a small number of locally recruited staff. Ten diplomatic missions are staffed by only a single diplomat.

An informal benchmarking exercise shows that Irish embassies and missions are typically smaller than those of similar-sized countries. While Finland, for example, has 89 diplomatic missions compared to Ireland's 80, it has 1,503 staff based



in missions, compared to Ireland's 678. With an average of 8.4 staff per mission, Ireland's diplomatic missions appear to be significantly less-well resourced than those of Sweden, Finland and Denmark, each of which has average staffing numbers of around 17 per mission, and New Zealand, which has an average of 13 staff per mission.

Similarly, the footprint of Ireland's enterprise agency presence seems to be relatively modest, compared to that of other Small Advanced Economies, with which Ireland routinely competes. The total number of staff deployed in Enterprise Ireland, IDA Ireland and Bord Bia offices abroad is approximately 275. Denmark employs 300 alone through the Danish Trade Council, which is solely responsible for growing the country's exports. While the numbers working for our enterprise agencies abroad are roughly equivalent to those representing Finland or New Zealand, our exports are almost 50% greater than the combined exports of both countries.

UK Trade and Investment (UKTI), meanwhile, has 1,340 overseas staff in 100 countries – almost five times more than the number working abroad in Ireland's enterprise agencies. While UKTI is working on behalf of a much larger economy, Ireland often competes directly against the UK for investment and this competition is likely to intensify after the UK leaves the EU.



Doubling Ireland's global footprint

Introduction

Recognising the importance of our global footprint for our future prosperity and the promotion of our values in the world, the Government has decided to double it by 2025.

Scaling-up will require additional capabilities, resources and skills that can only be acquired and delivered over time. Expanding international networks will need to be supported by reinforced capacity at headquarters in Departments and state agencies in corporate services, policy and advisory areas.

This plan presents a package of short, medium and longer-term targets and goals to ensure that by 2025 we will have doubled the impact of Ireland's footprint in the world.

EXPANDING OUR DIPLOMATIC MISSIONS AND STATE AGENCY PRESENCE OVERSEAS:

A Regional Perspective

Europe



Ireland works actively and successfully to influence the policy and legislative agenda within the EU, advancing and safeguarding our vital interests. We do this through our permanent representation to the European Union in Brussels, through effective engagement with EU institutions – including the European Council, the Commission and the Parliament – and through mobilising our network of embassies in capitals across the European Union.

As a positive and constructive member state, we have succeeded in raising awareness among our partners of the unique challenges that Brexit presents on the island of Ireland, and have secured

their support for ensuring that appropriate and effective solutions are delivered in the negotiations with the United Kingdom.

We also make a strong contribution to the EU's external policies, reflecting our traditional policy of military neutrality, and to peace and security in Europe's neighbourhood.

The Government and people of Ireland are strongly committed to the European Union. In recent polls, over 90 percent of Irish people say they support ongoing EU membership. As a small country, we know that our interests and values are best advanced and protected through a union of 500 million people rather than standing on our own.

Our membership of the European Union has profoundly shaped the country we are today, for the better. It has helped underpin

economic and social transformation in recent decades. As a result, Ireland is a more global, modern and open country. It is vital to our strategic interests that we continue to be able to shape and influence the EU agenda in areas that matter to us.

Having come through an unprecedented economic crisis, the EU is back on a positive trajectory of economic growth. It is looking to a future without the UK as a member state, and with a more extensive agenda than ever before.

It is also facing new and different pressures and tensions, with differing views on the future path it should take. Some within the EU wish to see it continue to integrate further. Others argue for powers to return to national or regional level, or for greater subsidiarity in policy formulation and implementation, including in traditional EU policy areas such as agriculture.

Recent years have also seen increased tension within the Union, driven by the pressures of the economic crisis and increased migration from third countries. This has fuelled a rise in populist politics and euro-scepticism in some member states, resulting in growing friction between some member states and the European institutions.

The Government has made it clear that that Ireland is and will continue to be a central, engaged and active member state of the EU, working to secure a strong and united Europe. However, the EU will be a different place after the UK departs. Ireland will have lost an important ally on many issues of major national interest. We therefore need to redouble our efforts to build relationships and to deepen our understanding of and our connection with other member states, including ones

with which we have traditionally had less extensive engagement.

Much work has already been done on this. The Government has strengthened our permanent representation to the EU in Brussels, and our embassies in certain capitals, including Berlin and Paris, to prepare for Brexit. An enhanced programme of intensified ministerial and official contacts have been underway since the UK referendum on leaving the EU took place.

Ireland has benefited greatly from the decision to maintain an embassy in every EU member state, even during a period of scarce resources during the financial and economic crisis. We are the only small member state to maintain such a presence, and this has proved a valuable asset as we have worked to build support on the unique and important challenges Ireland faces in the ongoing negotiations on Brexit.

We are committed to continuing to invest in and to further developing our relationships with EU partners and institutions, including through further strengthening our permanent representation to the EU in Brussels, and our diplomatic and enterprise presence in partner countries.

Under this initiative, we will:

- Strengthen our permanent representation in Brussels, with both diplomatic and other officials from across the civil service
- Strengthen our embassies in Germany, France, Spain, Italy, the Netherlands, Poland and the Nordic/Baltic countries (2018)
- Open a new consulate in Frankfurt, Germany (2019)
- Continue the policy of maintaining an

embassy in all member states, including as the EU enlarges

- Expand the IDA presence in Paris and in its new European headquarters in Frankfurt
- Expand Enterprise Ireland's presence in Berlin, Budapest, Milan, Lisbon, Madrid, Amsterdam and Vienna
- Augment Bord Bia's presence in Stockholm, Warsaw and Amsterdam
- Increase the number of officers based in embassies that currently have only one or two diplomatic officers

Membership of the EU is also central to our economic model, providing us with a single market of 500 million consumers for our exports and making Ireland an attractive place for investment.

As the Government has made clear, diversifying beyond the UK market – while working to consolidate the exports we currently send to the UK – is an important aspect of the national effort to mitigate the negative impacts of Brexit. This effort to further diversify our markets for trade and investment is already well underway. Further reinforcing our presence in Europe will support this drive, enabling us to better capture and exploit new market opportunities.

Enterprise Ireland is aiming to reduce the proportion of its client exports to the UK to 33% of total exports by 2020, including through a 50% increase in Eurozone exports between 2017 and 2020. Under *Global Ireland 2025*, Enterprise Ireland will increase the diversification of client exports into new markets, with the ambition that 70% of exports will go to markets beyond the UK by 2024.

From an FDI perspective, the UK is, and

will continue to be, a very important source market for Ireland. However, under the Global Ireland 2025 Initiative, the IDA will continue to accelerate its diversification of source markets, doubling growth in project investments from non-US markets in the period 2018-2024.

Tourism Ireland will continue to pursue the market diversification strategy which has seen the economic contribution from Mainland Europe and North America grow significantly. However, Great Britain will remain an important market for tourism to Ireland given its contribution to the regional tourism economy and to season extension objectives.

Given that the EU will continue to be the most important market for Irish goods, we need to be able to shape and inform policy developments and build support for our positions in EU capitals and with EU institutions. We will enhance our diplomatic and enterprise agency presence across the EU, further strengthening our embassies in 'like-minded' countries such as the Nordic/Baltic group and other capitals, and augmenting our single-diplomat missions. Ireland strongly supports the enlargement of the European Union to include the countries of the Western Balkans, once the necessary conditions are met, as an important means to help secure peace, stability and economic development in the region.

United Kingdom

The terms on which the United Kingdom will leave the EU remain uncertain. However, it will, in all circumstances, continue to be our nearest neighbour, the largest market for many of our exports, and the place in which many of our diaspora –

our family members and friends – continue to live, study and work.

The role of the British and Irish governments as co-guarantors of the Good Friday Agreement, the keystone of the process that has secured peace in Northern Ireland and underpins power-sharing and North-South cooperation, will be unchanged by Brexit.

It will be important for us to ensure that the deep and close partnership that we have come to enjoy with the UK in recent years is protected and strengthened in the new context.

The Government has already committed additional resources to our embassy in London to support this work. More needs to be done, including to maintain the value of our exports to the UK, to ensure that our interests are effectively represented in all of its constituent parts, and to ensure that our level of representation matches the importance and depth of the relationship.

Under this initiative, we will:

- Review all aspects of our presence in the UK and strengthen our diplomatic and enterprise teams. As a first step, we will further reinforce our embassy in London and our agency presence in London, Manchester and Glasgow.
- Open a new consulate in Cardiff (2019) and an additional consulate in another UK location post-2019, both as Ireland House facilities, bringing Team Ireland together under one roof

Our Near Neighbours (Eastern Area Partnership, Western Balkans, etc.)

Our relations with our near neighbours have developed within the Eastern Area Partnership, a joint initiative involving the EU, its member states and six partners (Armenia, Azerbaijan, Belarus, Georgia, Republic of Moldova and Ukraine) and the EU relationship with the Western Balkans (Serbia, Montenegro, Former Yugoslav Republic of Macedonia, Albania, Bosnia and Herzegovina, and Kosovo).

The EU supports the European perspective of the Western Balkans and has promised to strengthen and intensify its engagement to support transformation in the region. Ireland strongly supports the EU enlargement process, subject to all criteria being fully met.

The Eastern Area Partnership, which is part of the European Neighbourhood Policy (ENP), aims to build a common area of shared democracy, prosperity, stability and increased cooperation, and to forge bonds that help to strengthen state and societal resilience. Relations with Ukraine are further shaped through the Ukraine-EU Association Agreement, which formally came into effect on 1 September 2017. Ukraine, with a population of over 44 million, is a priority partner within the EAP and, since 1 January 2016, is a party to the *Deep and Comprehensive Free Trade Agreement (DCFTA)* with the EU.

Under this initiative, we will:

- Open a new embassy in Kiev, Ukraine (within a tight timeframe from 2019 onwards)

The Americas



The depth and strength of Ireland's relationships with the Americas, a hugely diverse region, varies greatly from country to country. These relations cover issues that include international relations, trade and investment, culture, education and sustainable development.

Under the Global Ireland 2025 initiative, we will adopt and publish in 2018 a new Americas Strategy to ensure a coherent and holistic approach to our relations with North, Central and South America, setting out priorities for engagement over the term of the initiative.

United States

Ireland's relationship with the United States will continue to grow and evolve, as it has done in the hundred years since independence.

Our traditional ties – familial, political and business – remain strong and important. Our diaspora resident in the US provide us with extra insight and access, and contribute to valuable economic opportunities throughout the United States.

While Ireland's economic relationship with the US continues to be of strategic importance to the country, the policy context in which it is conducted is increasingly complex and less predictable. Around 150,000 people are employed in Ireland by 700 US companies located here

and 70% of FDI into Ireland originates from the US. In the other direction, more than 100,000 people are employed in Irish enterprises located across all 50 states in the US.

As a committed EU member state with automatic access to the single market, Ireland will continue to be a strongly attractive and important location for US companies looking to invest in Europe, as the United Kingdom leaves the EU. Our offering to investors, including from the US, will remain strong, underpinned by our track record of success, the rich stream of talent available here and our competitive tax regime, including for investment in research and innovation.

However, we need to be alert and responsive to policy shifts and developments of significance to us – including those with the potential for negative impacts.

Ireland has already expanded its network in the United States from its traditional base, in cities such as Washington, Boston, New York, Chicago and San Francisco, and the economic hubs of Austin and Atlanta. We now need to build on this by deepening our presence in existing locations and expanding into new locations, including those with strong economic potential.

Under this initiative, we will:

- Redesign the Irish embassy in Washington DC as a flagship for Ireland's representation in the United States
- Strengthen our consulates in Austin, Atlanta and New York
- Launch a new flagship Ireland House in New York

- Open a further Ireland House and consulate in Los Angeles with a strong economic focus, enabling us also to broaden our engagement with the diaspora and pursue other important strategic opportunities
- Strengthen our embassy in Washington, in particular to enhance our ability to influence and understand federal economic policy shifts and to build our communications capacity throughout the US
- Strengthen the IDA's presence in Washington DC, New York, Seattle, Raleigh Durham in North Carolina, and Mountain View in California
- Add to Enterprise Ireland's presence in New York and Boston to enhance its capacity to support Irish exporters, and extend the agency's office and pathfinder footprint in Seattle, Miami and Los Angeles
- Assign a Science Foundation Ireland representative to the US
- Support Tourism Ireland in extending the geographic reach of its marketing programmes into the United States in line with evolving demands and new air services to Ireland

Canada

Ireland's relationship with Canada is based on deeply rooted cultural and people-to-people connections dating back hundreds of years. Today, 4.5 million Canadians claim Irish ancestry, equating to 14% of the country's population.

Ireland has had extensive diplomatic and political relations with Canada since the foundation of the State. These relations were cemented by the establishment of resident missions in Dublin and Ottawa in

1939.

Given increased air links, a vibrant Irish community, the new Canada-EU Comprehensive Economic and Trade Agreement (CETA) and the strength of the Canadian economy, there is considerable potential to increase economic links with Ireland. Canada is a G7 economy with a GDP of over €1.3 trillion, while annual trade with Ireland is already in excess of €2.75 billion.

CETA was provisionally ratified by Ireland in September 2017 and the vast majority of its provisions are already in effect. It abolishes 98% of tariffs between Canada and the EU and facilitates easier market access for Irish business.

Canadian investment in Ireland is estimated at €9 billion and Irish investment into Canada at €4 billion. More than 400 Irish companies were active in the Canadian marketplace in 2016 and a growing number have developed a local presence, in particular in sectors such as financial services and fintech, education, software, digital media and animation, engineering, and food.

Under this initiative, we will:

- Open a consulate in Vancouver to take advantage of new economic opportunities and to support the diaspora community in western Canada, including newer emigrants
- Strengthen enterprise agency presence in Canada (Toronto and Montreal) to maximise our ability to benefit from new opportunities for Ireland arising under the new Comprehensive Economic and Trade Agreement (CETA) between Canada and the EU

- Support Tourism Ireland in extending its marketing reach in Canada, and improve its presence in the country, to capitalise on improved connectivity to Ireland

Asia



Latin America and the Caribbean

Latin America and the Caribbean is a region with 33 countries and a population of some 650 million people.

Total two-way goods trade between Ireland and Latin America and the Caribbean in 2016 was worth €3.25 billion. The EU has free-trade agreements with Mexico, Chile, Colombia, Peru, Ecuador, Central America and most of the Caribbean, and is currently negotiating with MERCOSUR (Argentina, Brazil, Paraguay, Uruguay). With growth rates in the region of almost 5% over the last decade expected to continue, there are strong opportunities for Ireland to deepen our engagement with this region.

Under this initiative we will:

- Strengthen our embassy and agency presence in Mexico
- Expand our agency and pathfinder presence in Brazil, Chile, Colombia and Argentina
- Open new embassies in Colombia and Chile in 2019, extending our reach into emerging markets in Latin America
- Open additional new embassies elsewhere in Latin America and the Caribbean/Central America, reflecting new opportunities and priorities in the region
- Apply for observer status at the Pacific Alliance, the trade bloc established by Chile, Columbia, Mexico and Peru

The global influence and importance of Asia is growing. It is a part of the world that Ireland has traditionally had less contact with, and in which people are less familiar with Ireland – with who we are, what we offer and what we stand for.

It is a region of great diversity, from the established and technologically advanced economy of Japan to the emerging economic and geo-political strength of China and India. By 2030, the OECD projects that China and India together will account for 35% of global Gross Domestic Product (GDP), while OECD countries' share will fall by more than 10%.

On the other hand, it contains many less-developed countries and many small island nations that will be among the first and most severely affected by climate change and global warming.

Ireland's presence in the world has tended to be strongest in those areas where we have closest ties, most notably Europe (in particular the UK) and the United States. We need to consider carefully how best to engage with parts of the world that are less familiar with Ireland, our values and what we can offer. The forthcoming Asia-Pacific Strategy will provide a framework to strengthen our engagement with this important region in the years ahead.

Under this initiative, we will:

- Deliver in 2018 a holistic whole-of-government Asia-Pacific Strategy to set out our ambitions for growing our influence and reach in the region
- Open a new consulate in Mumbai, the commercial capital of India in 2018/19
- Deepen & expand Enterprise Ireland's presence in China, India and South East Asia
- Strengthen immediately our embassies in Tokyo and Bangkok to support our economic agenda and the needs of Irish citizens
- Building on this, launch the flagship Ireland House in Tokyo – among the largest projects Ireland has undertaken overseas
- Open a new embassy in the Philippines to build on traditional links and underpin strong bilateral trade opportunities (within a tight timeframe from 2019 onwards)
- Open a new consulate in China, while examining locations for a further embassy in Asia and reinforcing staffing in existing embassies

The Government is committing resources to a new state-of-the-art Ireland House in Tokyo, Japan – already Ireland's largest trading partner in Asia for services and a growing export market, especially for our food exports – and to building on the potential for growth under the new EU-Japan Economic Partnership Agreement.

The new embassy in the Philippines will build on strong people-to-people links and generate further momentum in bilateral trade, including in the area of food and beverages.

In recent years, Ireland has continued to invest in our presence in China. Under this initiative, this will be sustained and further advanced as connections deepen and our mutual interests grow and develop.

The addition of a consulate in Mumbai, India's commercial capital, will strengthen our presence in one of Ireland's strategic regional partners. We exported €16 billion in goods and services to India in 2016, and the new consulate will allow us to establish an Ireland House to facilitate even greater engagement by our state agencies throughout the western region of India.

Tourism Ireland continues to strengthen its resources in support of new and emerging markets in Asia, in line with enhanced air access and other opportunities.

CASE STUDY:

Ireland house Tokyo

Recognising that Japan is already Ireland's largest trading partner in Asia for services and a growing market for our food exports, in October 2017 the Government announced that it had provided the funding to begin work on a new state-of-the-art Ireland House in Tokyo, which will help us to take advantage of these opportunities.

This project includes the construction of a bespoke, contemporary Ireland House, including office space, an official residence and a large promotion space where Enterprise Ireland client companies and others can display their products and present their services. The building will host business and community events and be a platform to showcase the vibrancy of Irish arts and culture.

Japan is the third largest economy in the world, Ireland's 11th largest trading partner, a like-minded, stable democracy, and an economic and political powerhouse in the region. Ireland and Japan intend to augment further our political and economic relationships in the coming years, including in trade, investment, research, education and tourism.

This project was launched in 2017, the year that marked 60 years of warm bilateral relations between our two nations. The Department of Foreign Affairs and Trade acquired land from the government of Japan in

December 2017 in an excellent location in the Yotsuya district in central Tokyo, and work to build the new Ireland House has begun.

Ireland House Tokyo will blend the best of Irish design and Japanese technology, addressing the particular challenges of construction in the local context while imparting a unique Irish narrative and visual message in Japan. The design will also showcase the best environmental and sustainable building standards, for which Ireland is internationally recognised. The building will use the most recent and innovative space norms and take the best from office and building design both at home and in Japan.

The Ireland House project is a tangible sign of bringing our relations to a new level and is a major milestone marking Ireland's commitment to deepening our strategic partnership with Japan. It will assist Ireland greatly in promoting its influence and engagement with key partners.



Australia and New Zealand



Australia and New Zealand are advanced economies with which Ireland has close and long-standing connections, underpinned by strong people-to-people links. We envisage a deepening relationship with both countries in the context of ongoing trade negotiations with the EU.

Under this initiative, we will:

- Open a new embassy in New Zealand later in 2018
- Augment our diplomatic presence in Australia
- Deepen Enterprise Ireland's presence in Australia

The Middle East, Gulf and North Africa



Stretching from North Africa to the Levant and the Gulf, the Middle East is home to an estimated 450 million people, with high population growth and a number of conflict-affected areas.

The conflict in Syria has given rise to the largest displacement of people since WWII, affecting neighbouring countries. In 2017, the UN identified 50% of global humanitarian needs as arising in the

Middle East, up from just over 10% in 2012; in 2018, the UN estimates that 53 million people in the Middle East need humanitarian aid. Ireland provided €25.5 million in humanitarian aid to Syria in 2017, and €8 million to Yemen. Ireland also has a development programme in Palestine (€11m in 2017).

The Israel/Palestine conflict has persisted as a destabilising factor since 1948 and is the subject of considerable strategic interest to the EU, and public interest in Ireland. As it has made clear, the Government is committed to recognising the State of Palestine as part of a lasting settlement of the conflict. Ireland also has long-standing links to Lebanon where the Defence Forces have served as peacekeepers for decades.

The Gulf region is strategically important for the world, and is beginning to develop its economic potential beyond its traditional strengths in the energy sector. In terms of trade, the energy-rich countries of the Gulf are strong markets for exports of Irish goods and services, with exports greatly outperforming imports. For 2016, Ireland's exports to the Gulf countries alone were worth €3.77 billion.

A new embassy in Morocco will strengthen Ireland's presence in an important region close to Europe's borders. It reflects the priority attached by the EU to sustainable and equitable development in the region, as well as further deepening the bilateral political and economic relationship. Morocco has strong links with Europe as well as with its neighbourhood. The EU is currently negotiating a Deep and Comprehensive Free Trade Agreement with Morocco, the first partner in the Mediterranean region with which the EU has initiated such negotiations, and this will

open up potential for increased bilateral trade.

Under this initiative, we will:

- Open an embassy in Jordan, giving Ireland a more effective strategic presence in the Middle East while also opening new economic opportunities and supporting our development work in the region
- Strengthen our embassy in the United Arab Emirates
- Open an embassy in Morocco to strengthen our presence in north-west Africa and build bilateral trade and investment, including with the wider region (within a tight timeframe from 2019 onwards)
- Review and augment structures at the Department of Foreign Affairs and Trade to ensure that the expanded mission network is fully supported, including for example in the Middle East/Gulf region
- Increase Enterprise Ireland's presence in Middle East markets
- Participate in Expo 2020 in Dubai, to showcase Ireland to a global audience, through a Team Ireland project involving all relevant Departments and agencies.

CASE STUDY:

Irish Food Exports to the Middle East

The Bord Bia Dubai office was established in January 2014 to capitalise on the growing opportunity for Irish food exporters across the United Arab Emirates and greater Middle East region. The office is co-located with Enterprise Ireland and the Department of Foreign Affairs Consular Office (linked to the Abu Dhabi Embassy) on Sheikh Zayed Road in Dubai. In 2016 the Department of Foreign Affairs and Trade also assigned an agricultural attaché to the region to assist in market access and other technical aspects of trade.

Exports to the region have grown from €290 million in 2013 to a record €407 million in 2017, representing an increase of 40% in just four years. Exports to the United Arab Emirates have more than doubled in that time, and it is now one of the few markets outside of the European Union where branded Irish eggs, yoghurt, premium confectionery, breakfast cereal, crisps and gluten-free products can be found on the shelves of the top retailers. And Irish beef and seafood are an ingredient of choice in many of the premium hotels and restaurants that Dubai is so famous for worldwide. Bord Bia has invested in market research and consumer insight projects

across the region to help identify further opportunities.

Since the Dubai office opened, Bord Bia has collaborated with the Department of Agriculture, Food and the Marine, local missions and Enterprise Ireland on separate trade missions to Saudi Arabia, United Arab Emirates and Iran, bringing up to 20 companies to the market on each occasion. Inward buyer visits from the region have increased dramatically and the annual Gulfood Trade Fair in Dubai, the world's largest annual food trade show, has become a fixture in Bord Bia's exhibition calendar.



Sub-Saharan Africa



Ireland is committed to working in partnership with the governments and peoples of African nations as the continent continues to develop economically, politically and socially. Increasingly, this commitment is focused on building partnerships beyond the traditional emphasis on international development and aid, to strengthening bilateral and trade relations.

Nevertheless, our continuing and deepening commitment to development assistance will help us broaden our engagement beyond our traditional areas of focus in English-speaking, and predominantly east, Africa. This will help us to gain insight into and build partnerships with a wider range of countries and stakeholders in Africa, facilitating a more rounded and multi-faceted relationship with the countries on the continent.

Under this initiative we will:

- Immediately strengthen our presence in Nigeria and Kenya
- Deliver a new flagship embassy in Nigeria, linked to a broader strengthening of our presence in West Africa as the Irish Aid programme expands
- Build on Enterprise Ireland's footprint in South Africa, Nigeria and Kenya by increasing headcount in other African markets and extending the pathfinder network
- Open two embassies in West Africa, in particular to serve our interests in the Sahel and Francophonie West Africa

- Establish a full embassy in Liberia (to replace the Development Office in the country)
- Look to leverage the presence of multinationals in Ireland to support our work in driving economic development in Africa, including through innovative uses of technology, to be reflected in the forthcoming White Paper on International Development
- Develop and deepen Ireland's institutional linkages with Africa, including through our applications to become a member of the African Development Bank, and an observer member of the International Organisation of La Francophonie – the organisation of French-speaking countries

An expanded presence in North Africa will allow Ireland to provide more extensive supports to Irish citizens, and to support our economic development objectives and our wider policy objectives for the region.

An expanded presence in West Africa, in particular, will enable Ireland to play a more influential role in locations including the Sahel (the arc of countries from West to East Africa under the Sahara), and to engage on the challenges facing countries in French-speaking West Africa.



EXPANDING OUR GLOBAL FOOTPRINT: A Thematic Perspective

Bringing our Culture and Heritage to the Wider World



Ireland's unique culture and heritage – our art, literature, sport, language, music and dance – provide powerful ways to introduce ourselves and to express our national identity. It is often the first encounter that people from other parts of the world have with Ireland, and is a powerful point of connection with our diaspora.

Cultural and heritage connections have a value in and of themselves. They help us explain ourselves to others, and to reach closer understandings – but in a world of increasingly fierce global competition for investment, tourism and export markets, they also help to distinguish Ireland and to open doors in a welcoming and encouraging way.

Promoting Ireland's Cultural Heritage Internationally

Culture Ireland supports Irish artists performing internationally. In 2016 alone, it supported Irish artists at over 450 events in 60 countries, with over 4.5 million live audience members and an audience of 15.5 million through online, radio and television channels. Investment by Culture Ireland at these events generated the equivalent of 260 full-time jobs for Irish artists abroad.

Culture Ireland is advancing several

innovations to promote Irish arts and culture to new audiences and new generations. In North America, it is engaging with over 60 Irish cultural centres to establish a network to promote Irish arts and artists outside of the main cultural hubs. It is also promoting GB18, a programme to celebrate and renew the unique cultural relationship between Ireland and Great Britain, which expands the reach of Irish culture to new audiences in cities and towns outside of the main culture hubs.

The Creative Ireland Programme is aiming to create a compelling and imaginative proposition about Ireland, based on our culture and creativity, so as to enhance our international reputation and increase our influence in the world. The international events of the 2016 Centenary celebrations demonstrated the added value of taking a strategic and curated approach to the promotion of our culture overseas. We will develop mechanisms to ensure that curated programming is focused on areas of strategic value.

Film Production

Ireland is also increasingly a centre of excellence for film, animation and TV production, opening windows into Ireland for new audiences and future visitors, and creating job opportunities for Irish artists and technicians. The Irish film sector has received international acclaim in recent years, including multiple Academy Award nominations. Screen Ireland works in conjunction with the enterprise agencies to support the development of the Irish

film sector, which makes a substantial contribution to inward investment, and is a high-impact way of promoting Ireland on the global stage. Government policy supports the sector through Section 481 tax relief, international film co-production treaties, an annual international programme of Irish film festivals, and through engaging high-profile talent to project a positive image of Ireland and reflect Ireland as a creative place.

The Irish Language

The Irish language, one of Europe's oldest languages still in use, is thought to have been spoken in Ireland for over 2,500 years. The Department of Culture, Heritage and the Gaeltacht provides funding for teaching Irish in over forty foreign universities in the United States, Canada, Great Britain, Austria, Germany, the Czech Republic, Poland, France, Sweden and Slovakia.

The number of students taking these courses, which currently stands at over 2,000, is increasing year on year. The objectives of the funding is to promote and foster goodwill for the Irish language outside Ireland and to provide a platform on which the Irish language can be accessed and showcased as an international language.

Funding is open to applications from third-level institutions abroad wishing to provide Irish language courses as part of their academic programme. The funding is administered on behalf of the Department in the USA and Canada by the Fulbright Commission (www.fulbright.ie) and the Ireland Canada University Foundation (www.icuf.ie) respectively. The Department provides funding directly to institutions in Europe and further afield.

Sport

Sport provides the world with a window into Ireland and the Irish people, and provides Irish people at home and abroad with a powerful means of expressing our identity on the international stage. Ireland's rich and unique sporting heritage, the continuing competitiveness of our athletes and teams internationally, and the continuing attractiveness of Ireland as a location for visiting sports enthusiasts, all represent opportunities for Ireland to increase the impact of our global footprint. The forthcoming publication of a new national strategy for sports will elaborate on measures through which the Government will continue to support Irish sports people competing internationally, as well as develop the potential of sports tourism as a growth sector in the economy.

Under this initiative we will:

- Enable Culture Ireland to implement a seven-year programme of international promotion of Irish arts and culture, including targeting growth markets for trade and tourism
- Promote Culture Ireland's GB18 programme, focused on celebrating the unique cultural relationship between Ireland and Great Britain
- Implement the international objectives in Government policy for Culture, Language and Heritage, including under Project Ireland 2040's new 10-year, €1.2 billion capital investment plan for Culture, Language and Heritage, and the stated objective of doubling current expenditure on the arts
- Appoint locally based cultural officers to New York, London, Paris, Berlin, Beijing and Los Angeles, followed over time by further appointments in other regions,

- including in Tokyo
- Appoint high-profile actors and artists as Cultural Ambassadors for Ireland
- Convene a conference of cultural stakeholders to discuss how best to establish curated and strategic cultural programmes that advance our global visibility and strengthen our global relationships
- Open the Irish Arts Center in New York
- Support the development of an Irish Arts Centre in London
- Establish a network between Irish cultural centres across Europe and North America to promote Irish arts and artists both in and beyond the main cultural hubs, including through developing the historical network of Irish Colleges in Europe
- Establish a short-term graduate recruitment programme in major cities, including New York, London, Beijing and Sydney, to raise awareness and increase the impact of Culture Ireland's work
- Expand Ireland's network of international film co-production treaties, including with China, and increase opportunities for Irish producers to co-produce more effectively with international producers, media organisations and major studios
- Double the size of Ireland's film production sector through the recently rebranded Screen Ireland, which has been allocated €200 million for a 10-year capital investment programme under the National Development Plan
- Boost Screen Ireland's presence in Los Angeles
- Launch a MOOC (an online course aiming for unlimited participation) with an accredited qualification in the Irish Language and Irish Traditional Culture, achieving an estimated 15,000 to 20,000 participants in the first run of the programme, with a majority of overseas participants
- Implement an annual programme of region-specific international campaigns promoting Ireland's culture and media to both new and growth markets and audiences.

CASE STUDY:

New York Irish Arts center

The New York Irish Arts Center, founded in 1972, showcases Irish culture through performance, exhibition and education. With the Government's strong support and financial assistance, it is undertaking an ambitious redevelopment project to construct a new state-of-the-art Irish Arts Center.

This project is emblematic of the importance of Irish communities and cultural organisations abroad partnering with the Government as it looks to double Ireland's global footprint. In addition to the State's own offices abroad, Irish cultural institutions around the world can and will make an invaluable contribution to doubling Ireland's reach and impact. Irish culture has a seminal role to play in engaging younger members and the next generations of our diaspora, which is central to Ireland's diaspora policy, and in extending Ireland's reach into new communities, new generations and new geographical areas.

The new Irish Arts Center will project a dynamic image of Ireland and Irish America across the US and will facilitate extensive Irish-related cultural and community programmes. It will showcase high-quality contemporary Irish

culture across all art forms and also provide an invaluable resource for the Irish emigrant community and wider Irish diaspora in the US.

The new Irish Arts Center will be a cultural flagship in a key global city, and will permit established and emerging Irish artists across a range of disciplines to have a permanent creative home in the US. This will provide a gateway for them to reach important New York and US audiences, to connect with peer artists and cultural institutions in a global cultural capital and to gain exposure to media coverage that will raise their international profile and lead to further international opportunities – increasing the impact and reach of Irish culture in a real and tangible way with important Government support.



Education



International Education

International Education is an important aspect of Ireland's global footprint. It helps to promote Ireland's positive reputation internationally, contributes substantially to the domestic economy and the revenues of higher-education institutions, enables the Irish education sector and individual institutions to broaden and deepen their international partnerships, increases the diversity of the student population, and expands Ireland's formal and informal connections internationally.

Irish Educated, Globally Connected, the current five-year strategy for International Education, sets out the Government's vision "for Ireland to become internationally recognised for the development of global citizens through our internationalised education system and a market leader in attracting international student talent".

Ireland has made excellent progress in becoming internationally recognised as a world leader in delivering high-quality international education. The medium to long-term policy objective, in line with international best practice, is to move towards having international students constitute 15% of the overall population of full-time students in Ireland.

Under the current strategy, the economic value of International Education in Ireland is targeted to grow to €2.1 billion per annum by 2020, and it is anticipated that its economic contribution will continue to grow in the medium to long term, particularly

post-Brexit.

Global competition in all aspects of international education is increasing. The dominance of English-speaking countries in the provision of education programmes is being challenged by non-native English-speaking countries delivering programmes through the medium of English. Competitive pressure is also increasing in other areas of international education such as fee levels, immigration rules and employment opportunities. Disruptive technologies, new modes of delivery and transnational provision are transforming the landscape.

The Department of Education and Skills is overseeing a whole-of-government approach to further promote Ireland as a location for international education. Enterprise Ireland operates the Education Ireland initiative to promote Ireland in existing and emerging markets.

Under the Global Ireland 2025 Initiative, we will progress towards achieving the challenging target of 15% international students in the overall student population through a number of measures, including expanding the Government of Ireland Scholarship scheme; increasing the in-country promotion of Ireland in new and emerging markets (such as Vietnam, Thailand, South Korea, Africa and South America), through marketing campaigns and locally recruited pathfinders; expanding the Academic Mobility Fund, and achieving greater impact in terms of international research collaborations and partnerships.

Foreign Languages

Ireland's global footprint is greatly affected by the capacity of our citizens, our businesses, and our officials to

communicate and do business in foreign languages. This represents a long-term challenge for the education system.

Languages Connect, Ireland's Strategy for Foreign Languages in Education, sets out the Government's strategy for 2017-2026. It includes measures to improve language proficiency, diversify and increase the uptake of languages learned, and enhance employer engagement in the development and use of trade languages. The strategy aims to increase the number of students in second and third-level who are studying foreign languages as part of their curriculum, and to increase the number of Irish participants in Erasmus.

Under the initiative, we will:

- Introduce Mandarin Chinese as a full curricular subject in the Leaving Certificate, and introduce curricular specifications for heritage speakers of Polish, Lithuanian and Portuguese, with implementation in 2020 for first Leaving Certificate exam 2022
- Increase the number of postprimary schools offering two or more foreign languages and increase the number of students sitting two languages for state examinations by 25% by 2026
- Increase the proportion of higher-education students studying a foreign language, in any capacity, as part of their course to 20% by 2026

Team Ireland - Supporting Tourism, Trade and Investment



Through its work at home and abroad, Team Ireland – our embassy network and state agencies working in close conjunction – has been highly successful in increasing our exports to existing and new markets, and attracting economic activity, investment and tourism to Ireland.

Economic diplomacy undertaken across the EU and with strategic partners in governments (including the US) has increased understanding of Ireland's strong economic recovery, including our successful exit from the EU/IMF programme, and the restoration of international confidence in the Irish economy.

Ireland's trade strategy, *Ireland Connected: Trading and Investing in a Dynamic World*, sets out how we will be ready to face one of the most dynamic and challenging external environments in many decades.

We will reinforce Team Ireland at home and overseas, ensuring that we harness the collective capabilities of our Government departments, agencies, embassies and public bodies to deliver on our ambition for Ireland's economic growth and sustainable full employment.

In further developing the Team Ireland approach, we will continue to enhance the mobility of officials across the diplomatic and civil services, including between the Departments of Business, Enterprise and Innovation, Finance, and Foreign Affairs and Trade. We will also continue the newly inaugurated annual Team Ireland

conference, a key platform in driving a whole-of-government approach. A more comprehensive Ireland House network will be progressively rolled out across key markets as a means of maximising our collective impact.

Tourism Ireland is the North-South body with responsibility for marketing the island of Ireland overseas. Jointly funded by the Irish Government and the Northern Ireland Executive, it operates under the auspices of the North South Ministerial Council (NSMC). Tourism Ireland markets the island of Ireland overseas as a holiday and business tourism destination, and currently delivers marketing programmes in 23 international markets, reaching an estimated global audience of up to 600 million per year. Tourism is now one of Ireland's largest indigenous industries, supporting over 235,000 jobs in all parts

of the country and generating €4.9 billion in 2017, from a record 8.98 million visitors. A recent strategic review has identified potential for substantial further growth from the US, mainland Europe and new and emerging markets, and Tourism Ireland is working to accelerate growth from these markets.

IDA Ireland works to attract foreign direct investment (FDI) into Ireland. With only 1.8% of EU GDP, Ireland wins 4.5% of foreign investment to Europe and 7.5% in the areas that the IDA targets. For the past six years, Ireland has been ranked as the best country in the world for attracting high-value FDI. Today, more than 1,300 IDA client companies employ over 200,000 people – one in 10 of those in work – in Ireland (see Figure 2). All of the top 10 global pharmaceutical companies and 14 of the top 15 medical device

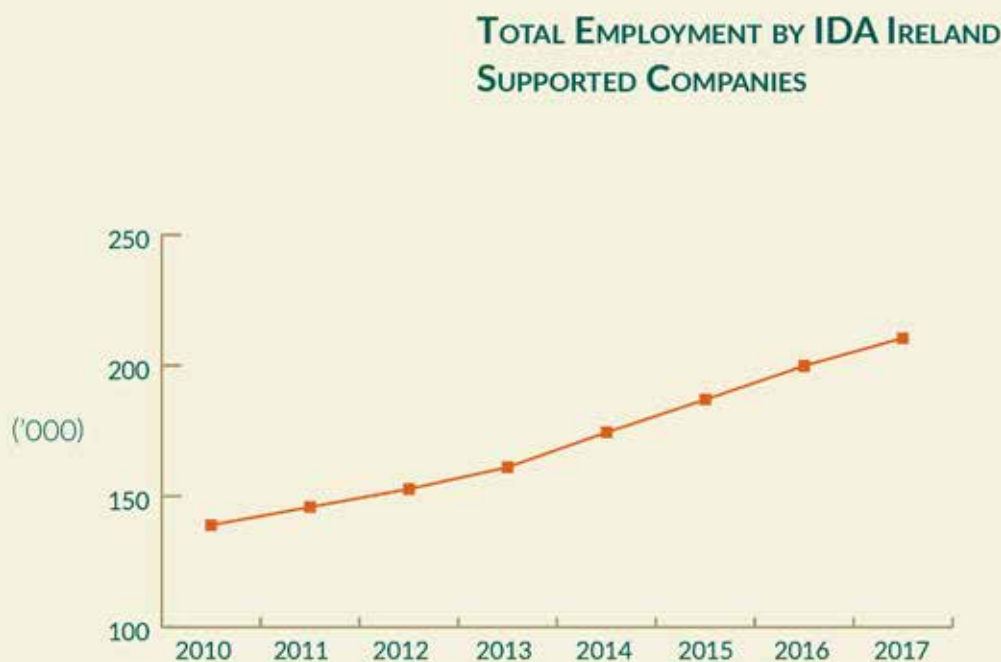


FIGURE 2

manufacturers have a presence in Ireland. In the technology sector, all of the top 15 US technology companies and 8 of the top 10 global software companies have operations here.

Enterprise Ireland works to support Irish companies exporting to every corner of the world, helping them to start, scale, innovate and win export markets in an increasingly competitive environment. The companies that Enterprise Ireland works with employ 209,000 people throughout Ireland, and generated exports valued at €21.6 billion in 2016 (see Figure 3).

Science Foundation Ireland, the national foundation for investment in scientific and engineering research, works to “progress Ireland’s society and economy by supporting

the best scientific and engineering research while building an awareness of the role, impact and opportunities that science creates”. It works internationally to enhance cooperation and collaboration, to support investment in Ireland and to work with foundations and groups that fund research of strategic interest to Ireland.

The Department of Finance manages Ireland’s relationship with a number of International Financial Institutions (IFIs), which provides Ireland with a voice at important fora on global economic and international development issues. Ireland is a member of the International Monetary Fund (IMF), World Bank Group (WBG), Asian Development Bank (ADB) Group, Asian Infrastructure Investment Bank (AIIB), European Investment Bank (EIB),

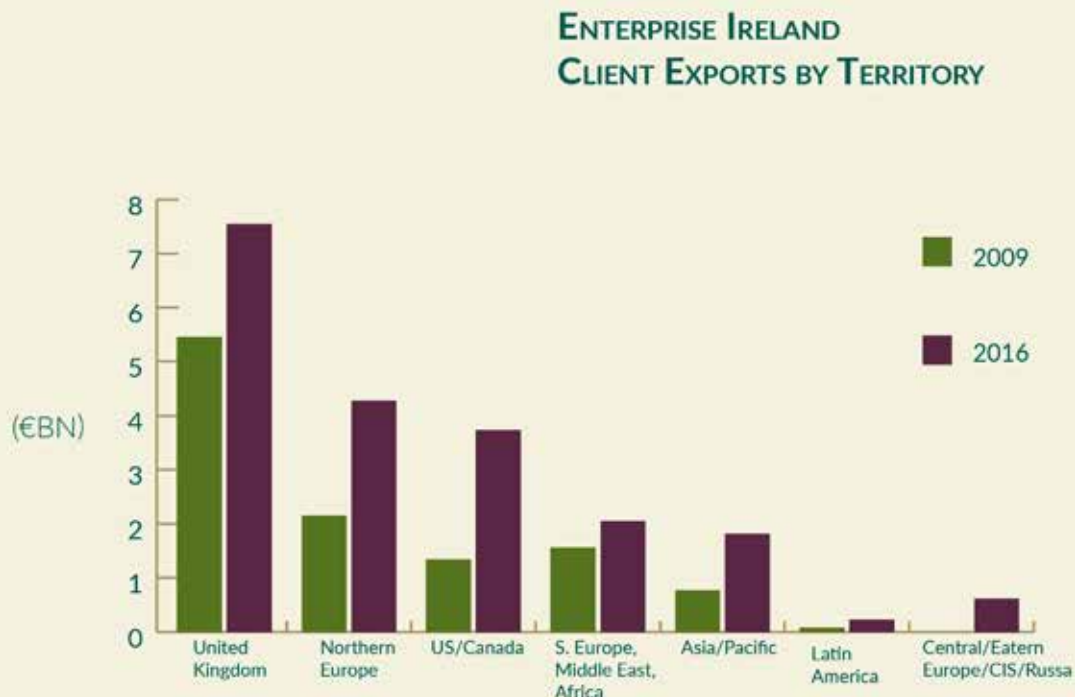


FIGURE 3

European Bank for Reconstruction and Development (EBRD), and the Council of Europe Development Bank (CEB). Ireland has commenced formal membership negotiations with the African Development Bank (AfDB), and will also evaluate potential membership of other development banks such as the Inter-American Development Bank (IADB) and the Caribbean Development Bank (CDB). This would further help to extend Ireland's international development reach.

The Department of Agriculture and Marine and Bord Bia support the development of Ireland's food, drinks and horticulture sectors, which are vital sectors for economic growth and employment. Exports reached a record €12.6 billion in 2017, and are targeted to grow to €19 billion by 2025, under the *Food Wise 2025 strategy*. While the UK and the EU continue to be priority markets, the range of markets for our food exports is increasingly diversified. Exports to countries outside the EU have grown strongly, from €1.75 billion in 2010 to €4 billion in 2017.

The pursuit and development of new export markets for Irish agri-food is central to the strategic development of the sector. The UK's decision to leave the EU presents significant new risks and challenges for the agri-food sector in particular. Under this initiative, we will:

- Accelerate market diversification for trade, tourism and inward investment across all regions
- Increase revenues from developing and priority tourism markets
- Appoint additional diplomatic and agency personnel to locations, as specified in this strategy document
- Appoint additional departmental

attachés to strategic embassy locations and to our permanent representation to the EU in Brussels

- Appoint contracted Bord Bia representatives in overseas markets, including North, West and Southern Africa, Japan, South Korea and Saudi Arabia
- Expand the Bord Bia Fellowship and Global Graduate programmes in locations including France, Germany, Italy, Netherlands, Poland, Spain, Sweden, UK, USA, China, Singapore, Russia, UAE, Africa, Japan, Vietnam and Australia
- Continue to strengthen the Team Ireland approach, at home and overseas, including further development of the Ireland House model, the Team Ireland annual conference, and the implementation of a Team Ireland communications strategy and digital platform

Irish Diaspora and Irish Citizens Abroad



Connecting with our diaspora

There are an estimated 70 million people in the Irish diaspora. *Global Irish*, Ireland's diaspora policy, sets out the Government's vision for a vibrant, diverse global Irish community, connected to Ireland and to each other.

In March 2017, the Government approved in principle the holding of a referendum to amend the Constitution to extend the

CASE STUDY:

London Irish Centre: The Heart of the Irish in London

In 1955 the London Irish Centre opened its doors to meet the needs of newly arrived Irish immigrants. Initially providing accommodation and welfare services, the centre quickly became an important social and cultural venue.

The Centre receives significant annual support through the Irish Government's Emigrant Support Programme. This support has assisted the London Irish Centre in responding to the complex and changing needs of London's diverse Irish community.

More than six decades since it opened, the charity continues today to represent the vibrant heart of the Irish community in London, serving the Irish in London seven days a week, 52 weeks of the year. It is the largest Irish welfare charity in Britain and the largest Irish community centre outside of Ireland. In recent years, the centre's events programme, both cultural and social, have generated a strong sense of Irish community and connection to Ireland for large audiences.

Care is at the core of their work. The charity supports the most vulnerable members of our diaspora right across London. This includes advice services and crisis assistance, dedicated outreach, advocates and case workers for older Irish people, day services with nutritious meals, accessible social groups and activities to combat loneliness, the provision of small crisis grants, family tracing and assistance in returning to Ireland.

The charity manages London's leading Irish cultural programme, welcoming over 20,000 people every year. It offers space and assistance to over 400 Irish community events, and provides support and advice to a wide mix of Irish artists and cultural organisations. Its Irish library holds over 6,000 books and its educational programme is high-quality and fast-growing.

The centre offers a warm and welcoming connection to a vibrant and supportive Irish community – spread across London. Through online networks, the events programme, volunteering and befriending opportunities and the community centre, all are welcome to participate.

www.londonirishcentre.org

www.facebook.com/londonirishcentre

www.twitter.com/LDNIrishCentre

www.instagram.com/londonirishcentre



franchise at presidential elections to Irish citizens resident outside the State, including citizens resident in Northern Ireland. The Government is committed to holding a referendum on this issue and has indicated that it will take place in June 2019.

We celebrate the fact that, in large part, the Irish abroad are successful, resourceful and creative people, with both the capacity and the desire to contribute to Ireland's economic and social development, and to protect and enhance our international reputation.

The Government also works to promote the welfare of the Irish diaspora, recognising that our relationship with them is inherently valuable, and should be nurtured and developed.

We are committed to developing, deepening and modernising the networks we have with the diaspora. These links, traditionally maintained through our embassies and missions, but increasingly forged and maintained in the digital space, help us to support their welfare and their activities, to maintain a sense of connectedness, to support their input to our national life, and to explore new business opportunities.

Ireland has become a very diverse society in recent years, with a large increase in immigration. Many of our new immigrants have made Ireland their permanent home, opting to become Irish citizens. They actively contribute to the life of their local communities and to the Irish economy.

As a consequence of our increased internationalisation, Ireland can now count among its diaspora the 'reverse diaspora' – the growing number of people who have spent time living, studying and working in

Ireland and then returned to their home countries, often with Irish-born children. We want these young Irish people to retain their links with Ireland and have pride in their Irish citizenship, and are exploring new ways to connect with our evolving diaspora communities.

Supporting Irish Citizens Abroad

Irish people are travelling more frequently, for shorter periods, to more diverse locations than ever before. There has been a threefold increase in the number of visits abroad by Irish people in just two decades, with 7.9 million trips in 2017. This growth is expected to continue, with well in excess of 8 million trips projected by 2020.

As more Irish people than ever travel to new and more far-flung destinations, the demand for Consular Protection (Crisis Response and Consular Assistance) is increasing. Our missions abroad provide an important safety net for our citizens, giving advice and assistance in many parts of the world. Through resources on the ground and at home, including in a stand-by Consular Crisis Centre in Dublin, the Department of Foreign Affairs and Trade deals with tens of thousands of requests for assistance annually – including serious consular emergencies and cases of Irish people injured, hospitalised or dying abroad.

In 2017, the Department supported over 3,000 Irish citizens in distress abroad, including over 320 bereavements of Irish citizens. This was a big increase on 2016 support levels, with a 21% increase in the number of deaths abroad, a 13% increase in the number of Irish citizens detained abroad, and a 17% increase in the number of complex assistance cases

involving persons with mental health issues. Projections are that demand will continue to increase in the coming years.

Security and Defence



Ireland supports international security and defence objectives primarily through our involvement in the institutions, programmes and initiatives of the United Nations and the European Union. Our tradition of participation in peacekeeping and crisis management operations adds weight to our voice and influence at the UN and EU, helping Ireland to promote its values of justice and tolerance and to advance our strategic national interests.

Ireland is currently seeking election to the UN Security Council for the period 2021-22. If successful, this would place Ireland at the heart of UN decision-making on matters of vital importance, including international peace, security and development. A strong and vigorous campaign will help to strengthen awareness of Ireland – who we are and what we stand for – across the entire UN membership. It will also help advance our wider strategic international interests, raising Ireland's profile and boosting our reputation as an ideal partner for trade, investment and tourism.

The year 2018 marks the 60th anniversary of Irish participation in UN peacekeeping missions. The commemorations will include events to honour the members of the Defence Forces who have served overseas, including the 86 women and men who have died while on overseas service.

As of June 2018, 639 Defence Forces personnel are deployed on nine different UN, EU and NATO-led missions in Africa, Europe and the Middle East, and to a range of international organisations and national representations. The main overseas missions in which Defence Forces personnel are currently deployed are the United Nations Interim Force in Lebanon (UNIFIL), the United Nations Disengagement Observer Force (UNDOF) in Syria and Operation Sophia, the EU naval mission in the Mediterranean.

The National Development Plan (NDP) provides for a capital allocation of €541 million for Defence for the period 2018 to 2022. This allocation emphasises the importance attached by Ireland to ensuring that the Defence Forces have the capabilities necessary to deliver on all the roles assigned by Government, including Peace Support Operations. It enables a programme of sustained equipment and infrastructural development across the Army, Air Corps and Naval Service, as identified and prioritised in the 2015 White Paper on Defence which sets out the policy framework for the development of defence in the period to 2025.

Ireland is actively supporting the efforts to build mediation capacity at the UN, in the EU and other international organisations. We are sharing the lived experience of the Northern Ireland Peace Process with other countries and peoples seeking to resolve or avert conflict; for example, through our multi-faceted support for the peace process in Colombia. We are also prominent in efforts to develop global standards to
As Ireland is an island, high-quality international connectivity is fundamental to our international competitiveness,

tackle the underlying causes of conflict and tension, as well as the machinery to oversee their implementation, in the areas of human rights, gender equality, disarmament and non-proliferation.

One of the key objectives of the White Paper was to give appropriate underpinning to Ireland's engagement in international bodies, particularly the UN and EU. The White Paper committed to Ireland's continuing proactive engagement with the UN, the EU, the OSCE and NATO Partnership for Peace (PfP), with a view to developing and deepening relationships.

Following the publication of the White Paper in 2015, 88 projects were identified for implementation. Of these, a number have particular significance internationally, including:

- Commit to develop capabilities and capacities to support a comprehensive approach to crisis management, including joint initiatives with like-minded states
- Review Ireland's declared contribution to the UN's Peacekeeping Capability Readiness System
- Build on existing bilateral arrangements through staff exchanges, bilateral MOUs and exploring the option of defence attaché appointments to certain countries
- Engage with NATO through the Connected Forces Initiative (CFI), the Planning and Review Process (PARP), and the Operational Capabilities Concept (OCC)
- Identify opportunities to expand Ireland's participation in multinational capability development projects within

the framework of the European Defence Agency

- Engage with other stakeholders to explore the contribution of gender-focused measures in peacekeeping
- Develop a Peace and Leadership Institute of international standing

In conjunction with their participation in peace support missions, the Defence Forces have been involved in humanitarian activities overseas for many years. The main source of funding towards this humanitarian work comes in the form of a financial subvention from Irish Aid. Since the return of the Irish Battalion to UNIFIL in mid-2011, Irish Aid has funded a number of projects identified and supported by Irish battalions.

In the case of UNIFIL projects, Irish Aid can make available funding of up to €80,000 per annum – up to €40,000 for each contingent – towards the support of micro-project activities to be undertaken by or with the support of contingents of Defence Forces personnel serving with UNIFIL. A key aspect of our approach to international peace support operations is the engagement of the Defence Forces personnel at all levels with the local communities. The increased funding (up from €40,000 per annum) allows Ireland to be more visible and more active in Lebanon in the years ahead. This strengthens both the bonds of friendship between our two countries and the excellent relationship that Irish personnel have with the local community, which is essential in the execution of their peacekeeping duties.

Ireland has traditionally been in the vanguard of international efforts to control, reduce and eliminate nuclear, chemical and biological weapons. We are also to the fore

in multilateral attempts to control, reduce and eliminate indiscriminate conventional weaponry, which fuels tension and enables violent and destructive conflict. We are members of the six-nation core group which has been internationally honoured for driving the negotiations leading to the adoption of the Treaty on the Prohibition of Nuclear Weapons in 2017. This treaty complements and builds on the 1968 Nuclear Non-Proliferation Treaty (NPT) which itself resulted from an Irish initiative. We are continually engaged in the effort to press forward with implementation of international agreements to control conventional weapons, notably the Cluster Munitions Convention concluded at the Croke Park Conference chaired by Ireland in 2008.

CASE STUDY:

Peacekeeping on the United Nations Interim Force in Lebanon

Ireland joined the UN in 1955, and has maintained an unbroken record of service on UN peacekeeping missions since 1958.

The largest overseas mission on which Defence Forces personnel are currently deployed is the United Nations Interim Force in Lebanon (UNIFIL). This mission was established in 1978 to supervise the withdrawal of Israeli forces and restore peace and security following the Israeli invasion of Lebanon. Forty years on, the mission continues to play a vital role in stabilising southern Lebanon, and in particular the area adjacent to Israel.

Since 2000, with the withdrawal of Israeli forces, UNIFIL has continued to operate in southern Lebanon. In 2006, as a result of the outbreak of hostilities between Israel and Lebanon, the UN Security Council decided to extend the mandate of UNIFIL and increase its troop strength from approx. 2,000 troops to a maximum of 15,000. Its role was extended to include monitoring the cessation of hostilities, supporting the Lebanese armed forces and helping to ensure humanitarian access to civilian populations and the voluntary and safe return of displaced persons.

Around 10,500 troops and more than 800 civilian personnel, drawn from 40 countries, are currently deployed to UNIFIL, under the overall command of Force Commander Major General Mike Beary of the Irish Defence Forces.

The Defence Forces currently have approx. 380 personnel serving on the mission, and this number may be further increased. The 111th Infantry Battalion is based in Sector West of UNIFIL's area of operations, in the vicinity of At Tiri, with two posts on the Blue Line that separates Lebanon and Israel. The battalion is tasked primarily with patrolling, reconnaissance and occupying static posts while operating

in close coordination and cooperation with the Lebanese armed forces in Sector West of UNIFIL's area of operations.

Over 32,000 tours of duty have been completed by members of the Irish Defence Forces during the 40 years of UNIFIL operations. A total of 47 Irish personnel have lost their lives in the service of peace while deployed to UNIFIL.



Development Assistance and Multilateral Engagement



Despite global economic progress, the world remains marked by inequality and unacceptable levels of poverty. Fragile states and intra-state violence are an increasing source of insecurity, affecting human rights, the rule of law and development.

As a reflection of its values and its own historical journey, Ireland remains committed to solidarity with the world's poorest people, which is given expression through our development cooperation programme and our response to humanitarian crises.

A new White Paper on International Development will allow us to take stock of the implications of a fast-changing global environment and prioritise our role within it. We will aim to continue to lead and participate in collective global aspirations for a better world, as reflected in the Sustainable Development Goals. Our vision of this world is anchored in our values, working towards a world that is more equal, peaceful and sustainable. We will work towards fulfilling the ambition set out in the SDGs Agenda 2030 of leaving no-one behind.

We will, for example, build on our own experience of the transformative effect that education has had on our country and the history of our development. We believe that education is a fundamental right and that the education of girls, in particular, has far-reaching effects, empowering girls and

women and transforming societies.

Under this initiative, we will:

- Publish a White Paper on Ireland's international development cooperation programme
- Commit to delivering 0.7% of GNI to development assistance by 2030
- Support this commitment by deepening our relations at the UN and EU on development issues and strengthening our presence in relevant multilateral institutions
- Identify core partners with whom we can deliver our policy priorities, for example, our commitment to double our contribution to the Global Partnership for Education (bringing Ireland's contribution to €25 million over the next three years), and maintain and expand that support in coming years
- Strengthen our capacity to work with like-minded countries and institutions on development and humanitarian issues, as Ireland's development cooperation programme expands
- Strengthen our presence in the EU, and the UN in New York and Geneva
- Appoint dedicated diplomatic resources to work alongside UN agencies in Nairobi and the OECD in Paris, building on the posting of a dedicated officer to the African Union in Addis Ababa in 2018

Ireland's intention to become a member of International Financial Institutions that include the African Development Bank, Inter-American Development Bank and Caribbean Development Bank will increase our input and influence and feed positively into expanding our global footprint and the growth of our international development

CASE STUDY:

Finishing School: Supporting students to stay in school for longer

Munyes Michael is an exception. Aged 24, he holds a Bachelor Degree in Business Studies with Education and is currently working as a Community Facilitator with a local land rights organisation in Uganda.

Munyes comes from Karamoja in Uganda, where more than four-fifths of adults are illiterate. Almost half of the school-going population aged six to 24 have never attended school. Many children drop out before they complete primary or secondary education. Karamoja is the poorest and most marginalised area of the country, and is emerging from years of conflict.

Munyes is a former recipient of the Irish Aid Bursary Programme. Over the past ten years, it has supported over 2,000 socio-economically disadvantaged students to attend post primary education by providing school fees, school books and materials, mentoring and career guidance. For Munyes, this Irish Aid programme changed his life.

“Life was really challenging before joining high school. I repeated Primary Leaving Examination (PLE) for three consecutive years - 2004, 2005 and 2006. Although I obtained good grades, the family was unable to send me to secondary school. In the course of my primary education, my old mother used to burn charcoal to provide scholastic materials. I also worked for people by fetching water, collecting firewood in return for some small payment. My life has changed from the time I secured the Irish Aid scholarship. I lacked nothing as my school fees were paid. I used to receive all scholastic materials. At the university, we were given pocket money, transport to and from home, accommodation paid for... without the bursary programme, I would not be what I am today.”

In a region where fewer than one in ten children attend second-level education, Irish Aid is supporting children to transition from primary to secondary education, and to

complete their schooling. This equips young people to make progress in their lives, with improved choices and opportunities to access the job market.

Ireland's development programme in Uganda has a strong focus on improving education access and quality. In 2018, close to €4.5 million will be spent on education. As well as providing bursaries, Irish Aid work with UNICEF and other partners to support improvements in school management, teacher capacity, and reducing violence against children in schools.



cooperation programme.

Under an expanded international development cooperation programme, we will also deepen our relationship with Europe's partners in Eastern Europe and the Middle East, and look to do so also with small island developing states in the Caribbean and Pacific.

We will also continue to work and engage closely with Irish civil society organisations – such as Concern and Trócaire – in humanitarian and development contexts. The work that these Irish organisations do, and the Irish people that work for and with them around the world, are a very positive part of our footprint as a country. They make us proud.

Connectivity



As Ireland is an Island, high-quality international connectivity is fundamental to our international competitiveness, our trading performance in both goods and services, and our attractiveness as a location for both foreign direct investment and tourism.

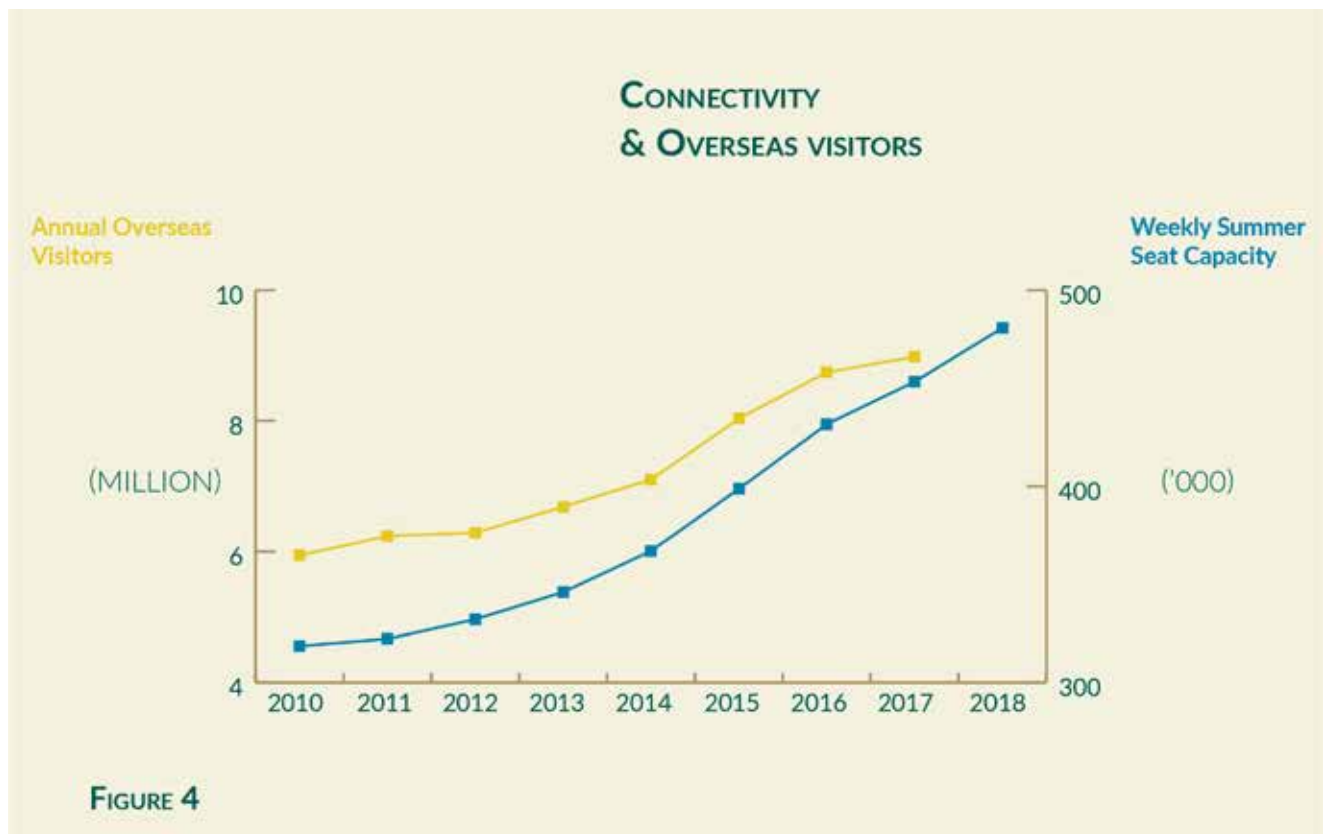
Maintaining and enhancing our connectivity through continued investment in our ports and airports is crucial, particularly in the post-Brexit environment. The Government is committed to leveraging opportunities for growth through international connectivity by investing in the physical infrastructure necessary to ensure Ireland is an attractive and viable location for commercial operators.

The importance of high-quality international connectivity is recognised in Ireland's *National Development Plan 2018-2027*, which provides for an investment of €4.8 billion over the period, to achieve a number of strategic priorities in line with the *National Ports Policy* and the *National Aviation Policy*. These include signature projects already underway, including the second runway for Dublin Airport and the Port of Cork-Ringaskiddy Redevelopment.

Over 34.7 million passengers passed through Irish airports in 2017 and the network is expected to deliver around 45 million passengers a year by 2027. Expanded services are critical to strengthening the trade, tourism, education and cultural links between Ireland and the world. Seat Capacity continues to increase year-on-year with over 480,000 seats per week to Ireland from all markets in the Summer of 2018, a 6% increase on Summer 2017 capacity (see Figure 4).

The Department of Transport, Tourism and Sport, alongside Tourism Ireland, will continue to work closely with airports and airlines to actively pursue routes of strategic importance. While decisions on direct flights are largely driven by commercial considerations, we will take the steps necessary to ensure an optimal environment to allow for improved and, where possible, direct links between Ireland and a number of regions. Where direct flights are announced, we will seek to maximise the potential for increased tourism and trade from those locations through concerted promotional activity.

The first ever direct commercial flights from the Asia Pacific region to Ireland are now in operation, with scheduled flights from Dublin to Beijing and Hong Kong.



This represents one of the most significant developments between Ireland and the region in recent years.

Improved air connectivity is essential to further developing the potential of trade and tourism between Ireland and the Americas region. Recent improvements in connectivity between Ireland and North America are associated with increased bilateral business and tourism links. Ireland now enjoys direct flight services to Washington DC, New York, Chicago, Boston, Providence, Los Angeles, San Francisco, Atlanta, Charlotte, Hartford, Philadelphia, Seattle, Miami, Montreal, Toronto, St John's and Vancouver. Further potential direct connections to other locations, including Texas, will be explored.

While maintaining and growing North American routes is hugely important, opening routes to the rest of the Americas must also be a priority. We will support the airlines in their efforts to open new routes, and work to further expand air connectivity between Ireland and the Americas, with a particular focus on establishing the first direct routes to Latin America.

We are also seeing the benefits of increased air connectivity with the Gulf and Middle East, where we currently have 35 direct scheduled flights both ways every week, or five flights daily in both directions. Ireland has also seen a large increase in the number of passengers coming from Africa, with the opening of direct flights from Addis Ababa.

In the context of Brexit, we will keep our sea links under review, as well as the essential landbridge for Irish exports and imports.

Our Ports of National Significance (Tier 1) – Dublin, Cork and Shannon Foynes – are cumulatively investing almost €350 million in new facilities. This will enhance international maritime connectivity, provide for future increases in trade and improve the ports' capabilities to handle larger vessels. In addition to this investment by the port companies, the State is investing in landside connectivity to the ports to improve journey times and better connect the ports with their regional and local hinterlands. These investments include the ongoing development of the M11 connecting to Rosslare Europort, the planned M28 Cork to Ringaskiddy and its port facilities, and the N21/N69 Limerick/Adare/Foynes route, which serves the port facilities at Foynes.

Ireland is well served by ferry links to the UK and continental Europe. These links are frequent and competitive, and are vital to facilitate trade and tourism. There are currently six shipping lines providing passenger and ro-ro services. Depending on the time of year, there are up to 226 weekly departures from Ireland to Britain and continental Europe. In addition there are 15 lo-lo-only operators, with 64 weekly departures from Ireland. In 2017-2018, additional freight capacity was introduced on the Rotterdam-Zeebrugge-Dublin route. In 2018, new passenger/freight services commenced between Cork and Santander.

The shipping industry has shown itself to be responsive to market demand. Ireland has low barriers to entry in its shipping and ports sectors, making it relatively easy

for new routes to be opened or additional capacity added on existing routes.

Ports and shipping companies are currently exploring the feasibility of new shipping routes directly to continental Europe and increasing capacity on existing routes, particularly in the context of Brexit.

Communications



Ireland's Digital Footprint

Over the past two decades, Ireland's international digital presence, through websites and social media, has become an increasingly important part of our global footprint. For many millions of people every year, the first or latest impressions they have of Ireland are shaped through digital content and digital services. Storytelling around powerful imagery continues to be one of Ireland's greatest strengths online, and will remain an asset to the country as we continue to tell our story.

As the deployment and consumption of digital technology continues to increase, the digital marketplace is going to become more crowded. Ireland will have to compete cleverly to continue to have an impact on our target markets.

Ireland's international reputation is a crucial aspect of our ability to exert influence and advance our international policy objectives. Our international reputation is developed and managed differently across the world, depending on a variety of local factors. In an age of increasingly fast-moving media, we need to make sure that we are resourced and able to influence developments and to tell our story, including to key influencers.

As Ireland's presence has grown internationally, different state actors have identified and targeted different audiences with different messages. Over time, what has emerged is a fragmented digital architecture, and there are now significant

opportunities for increased cross sector collaboration and economies of scale.

In line with international good practice (e.g. Sweden, Finland, Estonia, Denmark), Ireland will now adopt a more unified approach to our international communications and digital footprint. An optimised digital presence, based on an overarching proposition of the values and characteristics of Ireland, will be developed, building on and complementing the extensive sectoral expertise and industry knowledge of the state agencies and embassies.

Under this initiative, we will:

- Implement a global communications strategy to increase visibility, raise awareness, and build the reputation of Ireland. This communications strategy will be driven by Ireland's values and objectives, and will help project a unified, positive image of Ireland as a good place in which to live, to do business, to invest, or to visit. This strategy will include the following actions:
- Implement a co-ordinated, cross-departmental, multi-agency approach to communicate Ireland's message internationally
- Develop an enhanced, integrated Ireland House model both online (www.ireland.ie) and with relevant missions, including Tokyo, New York and Los Angeles
- Develop Global Ireland digitally, with an integrated strategy to support Ireland's international goals and ensure local support of Team Ireland digital platforms
- Operate the new international portal, www.ireland.ie, as a central

digital hub for information relating to the Government's international engagement, with connections to all embassies and agencies in countries abroad. This portal provides a platform for showcasing Ireland and engaging with specific targeted international audiences on tourism, trade, education and cultural promotion, as well as in relation to the diaspora, and Ireland's foreign policy and international development priorities.

- Implement a social media programme, and corresponding media communications programme, with targeted media partnerships, to promote Ireland internationally
- Develop and implement a programme to optimise the visual identity for Ireland's embassies, consulates and other diplomatic missions abroad and for the wider communication around foreign trade missions, in line with the new streamlining of the Government of Ireland identity at home
- Examine opportunities to expand Ireland's communication and digital impact around the world and awareness of it at home through partnerships or collaborations with relevant media outlets
- Leverage data and insights into perceptions of Ireland, and the global media eco-system, to ensure a consistent global image and messaging is delivered for Ireland

Citizen Engagement

A structured programme of engagement will be developed and implemented to communicate on a continuing basis to our citizens at home and overseas Ireland's long-term international policy objectives. The primary focus of this programme will be on partnering with the education sector at primary, second and third levels, with the objective of engaging students in the general debate regarding Ireland's place in the world and our approach to international affairs. This engagement will also leverage the significant resources, particularly at third level, that could be aligned to and supportive of the objective of doubling the impact of Ireland's global footprint.



Doubling the Impact of our Global Footprint

Doubling the Impact of our Global Footprint by 2025



Implement

€1.2bn

Capital Investment Plan
for culture, language, & heritage



Allocate

0.7%

of GNI for ODA
by 2030



x2

Growth in
Investment from
non-US Markets



600

Sites 'Greened' for
St. Patrick's Day



€2.7Bn

The value of international
education to
the Irish economy



Cultural Officers



x2

Tourism Revenue from
US & Germany



€600m

Tourism Revenues
from Developing Markets



Double Value of
EI Client Exports



120

Government of Ireland
Scholarships per annum



4000

Number of students
overseas studying Irish



At Least

26

New Diplomatic
Missions



Further
Strengthen
Ireland's
International
Reputation

Measuring Progress and Impact

Implementation of this initiative will deliver important benefits to Ireland and its people. To ensure that the proposed approach remains the right one, including over time and in light of future developments, it is important to measure not just the number of actions taken, but their impact, including to ensure their continuing relevance and value for money. In achieving this, delivery of the expected benchmarks and benefits set out below will be a priority.

Expanding our Missions

- Open at least 26 new diplomatic missions, as set out in this document
- Ensure increased impact in shaping the future direction of the EU, its policies, budgets, programmes and legislation in areas that are of strategic importance to Ireland
- Maintain support among our international partners for Ireland's unique concerns in the negotiations on Brexit – including on the peace process and Northern Ireland – and our interest in a deep and comprehensive future relationship with the UK
- Maintain a strong relationship with the UK and its constituent parts as it leaves the EU – mitigating potentially negative impacts for the country
- Increase diversification in trade and investment flows, generating greater economic opportunity for Ireland, including in countries and regions in which Ireland is currently less well-known
- Advance Ireland's economic and trading interests in multilateral contexts, including the WTO and OECD, secure greater support for a rules-based world trading environment, benefiting Ireland's exporters, supporting inward FDI and increasing opportunities for our enterprise and people

International Development

- Advance Ireland's values and signature foreign policies, including the promotion of peace, disarmament, human rights, greater equality, and justice, developing our strategic interest in a safer, more peaceful, more equal, more prosperous world; and providing the basis for a successful campaign for election to the UN Security Council.
- Contribute to the global fight against poverty and hunger, and the promotion of equality and justice and sustainable development, amplified in line with a well-managed expansion in our aid programme, working towards 0.7% of GNI by 2030

Digital Footprint

- Implement a global communications strategy that is co-ordinated across all relevant stakeholders in order to present a unified image of Ireland as a good place in which to live, work, do business, invest and visit
- Develop an enhanced Ireland House model both online (www.ireland.ie) and with relevant missions, and establish www.ireland.ie as the central digital hub for information relating

to the Government's international engagement, providing a platform for showcasing Ireland

- Develop Global Ireland digitally, including a comprehensive social media programme, and a corresponding media communications programme with targeted media partnerships, to promote Ireland internationally
- Implement a programme to optimise the visual identity for Ireland's embassies, consulates and other missions, fully aligned with the new streamlining of the Government of Ireland identity at home
- Deliver consistent global image and messaging for Ireland through leveraging data on and insights into perceptions of Ireland
- Expand Ireland's digital reach into 10 new tourism markets
- Expand the digital reach of exporting firms through Enterprise Ireland's Irish Advantage campaign to 40+ sectors and 70+ markets
- Improve Ireland's 'brand' reputation and recognition on relevant country brand and sector-specific indices (e.g. FDI reputation, Tourism reputation, Agri-food reputation, etc)
- Double the number of countries and individual sites where the St Patrick's Day Greening initiative takes place each year from 45 to 90 and 300 to 600 respectively

Culture and Arts

- Grow Culture Ireland-supported activities internationally to reach live audiences of 5 million, and media/online audiences of 20 million per annum
- Establish Irish Cultural Centre networks

in all priority markets

- Support Irish Arts Centres in New York, Paris and London
- Implement an annual programme of region-specific international campaigns promoting Ireland's culture and media to new and growth markets and audiences, over the period 2018-2025
- Double the number of students overseas studying the Irish language to 4,000 per annum by 2025

Tourism, Trade and Investment

- Accelerate diversification of FDI source markets, doubling growth in IDA-supported project investments from non-US markets in the period 2018-2024
- Accelerate diversification of export markets by Enterprise Ireland clients, with the ambition to:
 - double the total value of EI client exports outside the UK from the 2015 baseline by 2025;
 - double Eurozone exports by 2025; and
 - increase the diversification of client exports into new markets, with at least 70% of exports going beyond the UK by 2025.
- Develop the tourism sector, including by tripling revenues from developing markets, including China, to €600 million a year by 2025, and doubling revenue from both the US and German markets by 2025

Education

- Accelerate progress towards the target of having international students represent 15% of the total full-time student population
- Increase the economic output value of international education to the Irish economy to €2.7 billion per annum by 2025
- Double the number of Government of Ireland scholarships to 120 per annum by 2025
- Increase the number of higher-education students availing of a mobility opportunity under the Erasmus+ programme from 3,700 in 2017 to 5,400 in 2026
- Map the locations of international alumni who will be key to developing networks of interest for Ireland as it increases its global footprint
- Introduce a curricular specification for new learners of Mandarin Chinese for the Leaving Certificate and curricular specifications for heritage speakers of Polish, Lithuanian and Portuguese, with implementation in 2020 for first Leaving Certificate exam 2022
- Increase the number of postprimary schools offering two or more foreign languages and increase the number of students sitting two languages for state examinations by 25% by 2026
- Increase the proportion of higher-education students studying a foreign language, in any capacity, as part of their course to 20% by 2026

Diaspora

- Develop a new policy and strategic approach to supporting our citizens overseas and diaspora networks internationally, including our traditional, affinity and return diaspora
- Complete a review of implementation of the current diaspora policy in 2018. Work on a new strategy will begin in 2019 with a view to its launch in Q1 2020.
- Develop and implement a capital investment programme for global cultural infrastructure in high-profile cities, as a strategic means of supporting the Irish diaspora
- Broaden and deepen Government support for location-specific and sector-specific diaspora business networks
- Deliver a technologically enabled diaspora engagement project to link the global Irish diaspora with local communities, or specific communities of interest, in Ireland

Implementation and Oversight

Successful implementation of Global Ireland 2025 will require multi-annual cross-government coordination involving all relevant Departments and agencies.

A Senior Officials Group chaired by the Department of the Taoiseach will oversee delivery of the initiative and prepare an annual progress report for Government, which will identify priority initiatives for each subsequent year. The Senior Officials Group will submit progress reports to a Cabinet Committee.

The initiative will need to be flexible and dynamic to respond to both domestic and international developments, ensuring that our footprint develops in a way that best meets our needs as a country.

The Government is firmly committed to realising the step-change described in this initiative, doubling the impact of Ireland's global footprint between now and 2025. It recognises that this will require substantial additional resources, both human and financial, and that this needs to be prepared for and delivered in an orderly way.

Ensuring that the necessary resources are in place will be part of the ongoing process of oversight and monitoring, and subject to discussion between relevant Departments and the Department of Public Expenditure and Reform, through the annual Estimates process.

Appendix – Indicative list of international organisations to which Ireland is affiliated

ABIS Group (Austria, Belgium, Croatia, Ireland, Luxembourg, Netherlands, Portugal and Switzerland)

Administrative Commission for the Coordination of Social Security Systems

Advisory Centre on WTO Law

Asian Development Bank

Asian Infrastructure Investment Bank

Australia Group

Bank for International Settlements

Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal

Bonn Agreement

British-Irish Council Sectoral Group on the Misuse of Substances (BIC)

CANCON (European Guide on Quality Improvement in Comprehensive Cancer Control) – part of a European Joint Action

Climate Technology Centre and Network (CTCN)

Common Security and Defence Policy

Community of Democracies

Comprehensive Africa Agriculture Development Programme (CAADP)

Consultative Group of International Agricultural Research (CGIAR)

Convention on the Control and Marking of Articles of Precious Metals

Council of Europe

Council of Europe Development Bank

Council of Europe's Committee on Bioethics

Economic and Monetary Union of the European Union

ELIXIR

Energy Charter Secretariat

EUCARIS

EUREKA!

Euro-Atlantic Partnership Council

Eurocontrol

European Aviation Safety Organisation (EASA)

European Bank for Reconstruction and Development

European Broadcasting Union

European Central Bank

European Civil Aviation Conference (ECAC)

European Commission Expert Group on Cancer Control

European Consortium for Ocean Research Drilling (ECORD)

European Cooperation in Science and Technology (COST)

European Defence Agency

European Development Fund

European External Action Service

European Investment Bank

European Maritime Safety Agency

European Microfinance Network

European Molecular Biology Conference (EMBC)

European Molecular Biology Laboratory (EMBL)

European Monitoring Committee for Drugs and Drug Addiction (EMCDDA)

European Network & Information Security Agency (ENISA)

European Observatory on Health Systems and Policies

European Space Agency

European Union

Eurostat

Financial Action Task Force (FATF)

Food and Agricultural Organisation (FAO)

Geneva Centre for the Democratic Control of Armed Forces (DCAF) / International Security Sector Advisory Team (ISSAT)

Global Alliance for TB Drug Development (TB Alliance)	(ILZSG)
Global Alliance for Vaccines Immunisation (GAVI)	International Maritime Organization
Global Biodiversity Information Facility	International Monetary Fund
Global Environment Facility	International Olympic Committee
Global Facility for Disaster Reduction and Recovery (GFDRR)	International Organization for Migration (IOM)
Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM)	International Organization for Standardization
Global Partnership for Education (GPE)	International Red Cross and Red Crescent Movement
Green Climate Fund	International Renewable Energy Agency (IRENA)
ILAC and IAF General Assembly & Technical Committee (International Laboratory Accreditation Cooperation) (International Accreditation Forum)	International Social Security Association
Inter-Governmental Authority on Development (IGAD)	International Telecommunication Union
Inter-Parliamentary Union	International Trade Union Confederation (ITUC)
Intergovernmental Oceanographic Commission	International Transport Forum
International Atomic Energy Agency (IAEA)	Interpol
International Bank for Reconstruction and Development	ISO/CASCO WG 42 (International Organisation for Standardization)
International Centre for Settlement of Investment Disputes (ICSID)	MINURSO
International Chamber of Commerce	Missile Technology and Control Regime (MTCR)
International Civil Aviation Organization	MONUSCO
International Council of Nurses	Multilateral Investment Guarantee Agency
International Court of Justice (ICJ)	Multilateral Organisation Performance Assessment Network (MOPAN)
International Criminal Court (ICC)	North Atlantic Coast Guard Forum
International Development Association	Nuclear Energy Agency
International Energy Agency	Nuclear Suppliers Group
International Energy Forum	OECD Working Group on Manufactured Nano-materials
International Finance Corporation	Office of the UN High Commissioner for Human Rights (OHCHR)
International Fund for Agricultural Development (IFAD)	Office of the UN High Commissioner for Refugees (UNHCR)
International Hydrographic Organization (IHO)	Organisation for Economic Co-operation and Development (OECD)
International Labour Organization (ILO)	Organisation for Economic Co-operation and Development (OECD) Tourism Committee
International Lead & Zinc Study Group	

Organisation for the Prohibition of Chemical Weapons (OPCW)	UN General Budget
Organization for Security and Co-operation in Europe (OSCE)	UN Industrial Development Organisation (UNIDO)
Organization of American States	UN International Strategy for Disaster Risk Reduction (UNISDR)
Paris Club	UN Office for the Coordination of Humanitarian Affairs (OCHA) / UN Central Emergency Response Fund (CERF)
Partnership for Peace	UN Population Fund (UNFPA)
Permanent Court of Arbitration	UN Volunteers Programme (UNV)
PESCO	UN Women
Pompidou Group	UNAIDS
Quality Assurance Scheme Development Group	UNDOF
Regional Cooperation Council	UNECE Working Party 15 on ADR
RESPER (Réseau permis de conduire / Drivers License Network)	UNESCO
Scaling Up Nutrition Movement	United Nations
Small Advanced Economies Initiative	United Nations Interim Force in Lebanon
Stockholm Convention on Persistent Organic Pollutants (POPs)	United Nations Mission for the Referendum in Western Sahara
UK/NI/ROI Chief Nurses Working Group	United Nations Mission in the Democratic Republic of Congo
UN Children's Fund (UNICEF)	United Nations Sub-Committee of Experts on CLP (UNSCE – CLP)
UN Common Fund for Commodities	United Nations Truce Supervision Organization
UN Conference on Trade and Development (UNCTAD)	Universal Postal Union
UN Convention on Biological Diversity	UNRWA
UN Convention on the Law of the Sea (UNCLOS)	Vienna Convention for the Protection of the Ozone Layer / Montreal Protocol on Substances that Deplete the Ozone Layer
UN Convention to Combat Desertification (UNCCD)	World Bank Group (WBG) – IDA, IBRD, etc
UN Democracy Fund (UNDEF)	World Customs Organization
UN Department of Peacekeeping Operations (UNDPKO)	World Food Programme (WFP)
UN Department of Political Affairs (UNDPA)	World Health Organization (WHO)
UN Development Programme (UNDP)	World Intellectual Property Organization (WIPO)
UN Economic Commission for Europe (UNECE)	World Meteorological Organization (WMO)
UN Educational, Scientific and Cultural Organization (UNESCO)	World Trade Organization (WTO)
UN Environment Program (UNEP)	Zangger Committee
UN Framework Convention on Climate Change (UNFCCC)	

Published: June 2018

ISBN 978-1-4064-2987-9

ISBN 978-1-4064-2987-9



To be purchased from
GOVERNMENT PUBLICATIONS,
52 ST. STEPHEN'S GREEN, DUBLIN 2.
(Tel: 076 1106 834 or Email: publications@opw.ie) or through any bookseller.

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