



# Integrated Country Strategy

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## IRELAND

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## 1. Chief of Mission Priorities

Embassy Dublin will focus our efforts on protecting and advancing U.S. interests by: 1) deepening our security cooperation; 2) promoting fair trade, bilateral investment, and greater tourism; 3) strengthening the shared values that undergird the unique Irish-American relationship; and 4) enhancing regional stability through greater Irish engagement on mutual policy priorities. Embassy Dublin also will seek novel ways to increase Irish goodwill toward the United States and U.S. policies by bolstering our vital people-to-people ties, which anchor this remarkable relationship. We have strategically linked public diplomacy programming to key Mission goals.

Ireland is a thriving, prosperous European country with close bilateral ties to the United States based on long historical bonds and shared values. The Mission strives to strengthen and expand this highly beneficial “two-way street” of trade, investment, and tourism flowing in both directions across the Atlantic. Ireland remains the only country that enjoys a standing annual meeting with the U.S. President, held every March around St. Patrick’s Day. In recent years, we have moved beyond a mere celebration of the relationship into an opportunity to reinforce a broad range of mutual policy interests. The United States continues to contribute to Ireland’s economic success and political stability, including through regular dialogue and a robust slate of exchanges in commerce, culture, education, and other areas. Ireland, in turn, offers an important gateway into the European Union (EU), all the more critical after Brexit.

Ireland has demonstrated the political will to address the challenges posed by terrorism, cyber threats, and malign actions from state and non-state actors. Millions of American visitors and the presence of more than 700 American companies make Ireland a potential target for those seeking to harm U.S. interests. With this in mind, Embassy Dublin has made protecting U.S. citizens and commercial entities our top priority. We will continue encouraging Irish contributions to counter-terrorism efforts and broader coordination on information-sharing. We will prioritize working collaboratively with Ireland and the United Kingdom to ensure our close security cooperation with both countries continues after the UK leaves the EU in 2019. Mission engagement and broader U.S. government assistance is already helping Ireland significantly increase its cyber security capacity. We will continue to work with the Irish government to increase its capability to protect its own infrastructure and vital American interests from cyber attacks.

Ireland places great value on multilateralism. Embassy Dublin will work with the Irish government to ensure it continues to play an influential global role on peacekeeping missions and other U.S. policy objectives. We will assist Ireland as it seeks to expand its international presence, including in its campaign for a seat on the UN Security Council in 2021. Despite its historic neutrality, Ireland cooperates on key security matters, such as providing access for U.S. military aircraft at Shannon Airport. Ireland’s small military

could benefit from participation in the EU's new military mobility scheme, as well as increased Partnership for Peace cooperation with NATO. Even though Ireland is not a NATO member, we will assist to identify areas where its assets can help share the burden of confronting global security challenges.

The Irish remain committed to an open, globally competitive, export-driven economy, fueled by massive foreign direct investment (FDI). Ireland is well-positioned to continue benefitting from transatlantic economic activity even after Brexit. Our SelectUSA office can boost the already impressive FDI stock on both sides of the Atlantic, support the creation of more jobs by Irish-owned firms in America, and ease market access for U.S. exporters by working to level the playing field for them.

While Brexit poses significant external challenges to Ireland's prosperity and stability, we plan to leverage our close relationship with the Irish government to minimize the negative impact on American interests. We will work with Ireland to advance U.S. goals within the EU on the many issues where we share interests, including economic, financial, and digital governance. For more than a generation, the United States has committed to support the peace and reconciliation processes and devolved political institutions in Northern Ireland, and we will continue to support peace and stability on the island.

## 2. Mission Strategic Framework

**Mission Goal 1: Protect the homeland and U.S. interests abroad by strengthening security cooperation and countering the malign influence of state and non-state actors.**

**Mission Objective 1.1:** Enhance Irish efforts to reform and strengthen domestic security structures to better respond to terrorism, cyber attacks, and disinformation.

**Mission Objective 1.2:** Increase Ireland's support for U.S. policy around a range of global objectives, including security, defense, and human rights.

**Mission Goal 2: Stimulate the American economy by boosting Irish investment, advancing fair trade, and promoting U.S. exports.**

**Mission Objective 2.1:** Increase Irish investment across a wide spectrum of industries in the United States.

**Mission Objective 2.2:** Boost U.S. exports to Ireland to improve the existing goods deficit.

**Mission Objective 2.3:** Encourage Irish government policies that promote fair trade and market reciprocity within the EU.

**Mission Goal 3: Strengthen shared values by promoting media engagements, cultural programming, and exchanges that foster the unique Irish-American relationship.**

**Mission Objective 3.1:** Build support among key influencers to advocate for U.S. strategic priorities across a wide segment of the Irish population.

**Mission Objective 3.2:** Increase goodwill for the United States and our policies, and broaden understanding of American culture.

**Mission Goal 4: Increase Irish engagement to promote regional stability.**

**Mission Objective 4.1:** Expand cooperation with Ireland in multilateral fora to advance U.S. objectives.

**Mission Objective 4.2:** Facilitate progress in the Northern Ireland Peace Process through implementation of the Good Friday Agreement, and foster robust cross-border cooperation.

**Management Objective 1: Strengthen regional support relationships and linkages through structured agreements on a shared switchboard, Furniture and Appliance Pool (FAP), consolidated warehousing, and other efficiencies.**

### 3. Mission Goals and Objectives

**Mission Goal 1: Protect the homeland and U.S. interests abroad by strengthening security cooperation and countering the malign influence of state and non-state actors.**

**Description and Linkages:** While Ireland maintains formal neutrality, it has expanded military and security cooperation with the United States in recent years. In line with the 2017 National Security Strategy goal to “Protect the Homeland” and “Preserve Peace through Strength,” Embassy Dublin will continue working with the Irish government to improve Ireland’s burgeoning cyber security capacity, encourage its contributions to defeating ISIS and other transnational terrorist organizations, and expand its defense and security cooperation to counter the malign influence of state and non-state actors.

**Mission Objective 1.1:** Enhance Irish efforts to reform and strengthen domestic security structures to better respond to terrorism, cyber attacks, and disinformation.

**Justification:** Capitalizing on our deep ties and shared values with Ireland, Embassy Dublin will assist the Irish government in reforming and strengthening many of its outdated domestic security structures so it can better respond to global threats. Post will continue harnessing the experience and expertise of the private sector, including the many leading U.S. tech giants operating here, to improve cyber security infrastructure and processes. The Embassy also will employ multilateral tools, strong diplomatic and consular ties, and a wide range of public affairs programming to achieve this objective. Post’s Regional Security Office (RSO) will support Mission efforts to provide security assistance to American citizens and companies in Ireland, including through its connection to the Overseas Security Advisory Council (OSAC) and with host nation contacts.

**Mission Objective 1.2:** Increase Ireland’s support for U.S. policy around a range of global objectives, including security, defense, and human rights.

**Justification:** Post will expand its security and defense cooperation with Ireland in an effort to increase Irish capacity. Irish leadership in the EU, particularly on promoting shared values and advancing U.S. priorities, will be especially important once the UK departs the EU following Brexit. Post will use a range of diplomatic and defense ties, existing multilateral partnerships, public affairs programming, and consular tools to achieve this objective. Post also will collaborate with the Irish government and civil society organizations to enhance respect for human rights, particularly in support of marginalized groups, such as the “Traveler” community, victims of human trafficking, and newly arrived immigrants. Immigration to Ireland has increased dramatically over the past 20 years, changing the Irish demographic. Post will meet its obligations under Presidential Proclamation 9645 “to protect citizens from terrorist attacks and other public-safety threats” by reporting regularly to the President on the status of the Irish

government's performance against baseline information-sharing and identity-management criteria.

**Mission Goal 2: Stimulate the American economy by boosting Irish investment, advancing fair trade, and promoting U.S. exports.**

**Description and Linkages:** This goal directly supports the second vital national interest identified in the 2017 National Security Strategy to promote American prosperity. More Irish investment in the United States will create jobs and add more balance to our two-way investment and trade relationship, as highlighted in the 2018-2022 EUR/E&E Joint Regional Strategy Framework. Similarly, increased U.S. exports to Ireland and the use of Ireland as an entry point for companies to sell their products and services across the EU market and beyond will support U.S. jobs, strengthen U.S. companies, and improve returns to investors. It also will help make the United States a more attractive place for foreign investment.

**Mission Objective 2.1:** Increase Irish investment across a wide spectrum of industries in the United States.

**Justification:** Irish-owned companies increasing investment and jobs in the United States will directly improve American prosperity. To achieve this objective, Post will promote the Department of Commerce's SelectUSA investment program and work with Irish partners in the public and private sectors. These include Enterprise Ireland, the American Chamber of Commerce, the Irish Exporters Association, and the Irish Business & Employers Confederation.

**Mission Objective 2.2:** Boost U.S. exports to Ireland to improve the existing goods deficit.

**Justification:** The United States has a large goods deficit with Ireland due to the high level of exports originating from U.S. manufacturers based in Ireland, particularly in the pharmaceutical, medtech, and ICT sectors. At the same time, the United States holds a surplus in services with Ireland. Post will concentrate its focus on strategic sectors to foster increased U.S. exports to Ireland, making use of the Department of Commerce's strategic model for Europe. Targeted sectors include advanced manufacturing, digital economy, smart cities, cyber security, electrical power systems, marine-tech, medtech, and travel and tourism.

**Mission Objective 2.3:** Encourage Irish government policies that promote fair trade and market reciprocity within the EU.

**Justification:** Ensuring a level playing field will help accrue greater benefits to American workers and capital owners, thereby strengthening the U.S. economy. The Embassy will work with like-minded Irish partners to preserve and improve a fair and reciprocal

economic relationship. In our discussions with Irish officials and business representatives, we will emphasize fair trade enforcement actions and promote free market competition with a goal of updating and improving international trade and investment. In conjunction with urging for a fair playing field, Post will ensure Irish officials understand how the State Department matches visa validity, fees, and visa issuance practices with those of the Irish government.

**Mission Goal 3: Strengthen shared values by promoting media engagements, cultural programming, and exchanges that foster the unique Irish-American relationship.**

**Description and Linkages:** In line with the 2017 National Security Strategy goal to “Advance American Influence” and “Protect the American People, the Homeland, and the American Way of Life,” Post will leverage the media, American cultural organizations and individuals, and opportunities around travel to and from the United States to expand the people-to-people bonds that underpin our strong and beneficial bilateral relationship. Our approach will include a specific focus on engaging with and advocating for American interests and values within the Irish youth population, recognizing that Ireland boasts the largest per capita youth demographic in the EU, including a growing and increasingly multicultural immigrant population.

**Mission Objective 3.1:** Build support among key influencers to advocate for U.S. strategic priorities across a wide segment of the Irish population.

**Justification:** Post will employ a broad range of public diplomacy tools, including traditional and social media engagement, to support and enhance security, economic, and other Mission goals. We also will more directly link public diplomacy efforts to strategic outcomes. This will include highlighting American exceptionalism in areas such as arts and culture, education, the economy, and political leadership. Post will increase its use of cultural programming to expand the pool of key influencers throughout Irish society who better understand and can advocate for American values within their respective communities.

**Mission Objective 3.2:** Increase goodwill for the United States and our policies, and broaden understanding of American culture.

**Justification:** Post seeks to develop a new generation of Irish opinion leaders who are invested in the United States and understand the importance of action on common values and shared priorities. The Embassy will improve already effective and popular platforms – such as the J-1 Summer Work & Travel (SWT) visa program, the Fulbright education exchange, and the International Visitor Leadership Program (IVLP) – to connect the best and brightest Irish and American experts, scholars, and new leaders. As part of Post’s robust exchange programming, we will encourage the Irish government

to meet its obligations “to accept the return of all its nationals [the United States] seeks to expel, remove, or deport” as outlined in Executive Order 13768.

**Mission Goal 4: Increase Irish engagement to promote regional stability.**

**Description and Linkages:** A fundamental responsibility as detailed in the Joint Strategic Plan is to protect American security, renew U.S. competitive advantage for sustained economic growth, and promote American leadership through balanced engagement. Embassy Dublin will leverage high-level diplomatic, interagency, and public affairs tools, plus our strong connections with the private sector, as we partner with Ireland to meet shared global policy priorities. These include strengthening regional stability in Europe, increasing Ireland’s cross-border cooperation with Northern Ireland, promoting shared economic interests within the EU, and expanding burden-sharing on security issues, to enhance American peace and prosperity.

**Mission Objective 4.1:** Expand cooperation with Ireland in multilateral fora to advance U.S. objectives.

**Justification:** Ireland has responded to emerging security challenges, including providing financial and diplomatic support to the Middle East peace effort, humanitarian assistance to Afghanistan and Syria, and resettling refugees from war-torn countries. The Irish government continues to support U.S. military transit flights and refueling stops at Shannon Airport, even in the face of persistent opposition from political and civil society factions. Although the U.S.-Irish relationship is robust, there exist policy issues on which Ireland and the United States have divergent views, including on non-proliferation, climate change, and the Middle East. Pushing Ireland to hard or too fast risks alienating an important partner. We will seek opportunities to persuade the Irish to support U.S. positions or to find ground to reach beneficial compromises without harming our bilateral working relationship.

**Mission Objective 4.2:** Facilitate progress in the Northern Ireland Peace Process through implementation of the Good Friday Agreement, and foster robust cross-border cooperation.

**Justification:** Resolving conflicts within Europe, including through advancing the Northern Ireland Peace Process, will help to increase stability and create greater economic opportunities. We will continue to work with the Irish government to advance peace and reconciliation on the island using the strength of our relations with Ireland and the UK. Stalling or backsliding on the peace process could mean the island is less-equipped to tackle emerging challenges, including those posed by Brexit, and risks a possible return to violence. If violence were to return in Northern Ireland, it also risks spilling into the Republic of Ireland as well.

## 4. Management Objectives

**Management Objective 1: Strengthen regional support relationships and linkages through structured agreements on a shared switchboard, Furniture and Appliance Pool (FAP), consolidated warehousing, and other efficiencies.**

**Justification:** Embassy Dublin is moving towards a leaner management platform, even as logistical support requirements increase. Customs and Border Protection (CBP) pre-clearance operations at Dublin and Shannon airports are a vital resource in working to achieve our Mission Goal of protecting the homeland and U.S. interests abroad. Post anticipates an increase of 10 officers in CBP's U.S. Direct Hire staffing in 2018. These additional staff members will require support from the Community Liaison Officer, Health Unit, Housing Office, and other management platform components.

In most areas, Embassy Dublin will be able to absorb the increased workload with existing staffing; however, the Housing Office is likely to require additional resources to handle the expanded leasing portfolio. This is due to an increasingly tight rental market in Dublin, which has outstripped the capacity of our traditional set of neighborhoods and gone beyond local estate agent expertise. To offset the potential increase in LE staffing needed to support the higher CBP numbers, Embassy Dublin has increased its focus on regional support solutions, with Embassy London as our main partner for shared services.