



External Relations, Global Relations Strategy

MAY 2023



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Introduction by the Minister for External Relations

The Government of Jersey's refreshed Common Policy on External Relations published in November 2022 reflects the Island's continuing growth on the international stage and establishes the guiding principles under which we will operate during this term of office.

The Common Policy emphasises the importance of an outward-facing and forward-looking approach to Jersey's international engagement and provides the impetus for the External Relations Minister and Department to continue building links in the United Kingdom, Europe and across the globe.

This Global Relations Strategy specifically focusses on the priorities for and engagement with key jurisdictions outside Europe. This work is undertaken by the dedicated Global Relations team, which was established in 2017 to further explore and maximise opportunities for the Island outside of our immediate locality. This is particularly important following Brexit.

Building the networks and shaping the narratives that can contribute to the Island's international success is an ongoing process. It is a long-term project that requires careful consideration and consistency. Accordingly, this is an updated Global Relations Strategy, and the third iteration. It runs from 2023 to 2026 and builds on the progress made by the team

and Minister so far to cultivate Jersey's overseas relationships.

Raising awareness of Jersey's distinct personality and unique cultural character can provide new opportunities for our people and our businesses. Working with other jurisdictions can be mutually beneficial, opening the door to the innovation and solutions that Jersey and its partners need in order to thrive. Positioning Jersey as a connected, responsible and relevant global actor will enhance the Island's ability to create strong and lasting international relationships.

While the External Relations Minister plays a leading role in this important work, it is undertaken very much in collaboration with the whole Council of Ministers. We will be supporting Ministerial colleagues in all portfolios to achieve their international objectives for the benefit of Islanders.

A handwritten signature in black ink that reads "Philip Ozouf". The signature is written in a cursive, slightly stylized font.

Deputy Philip Ozouf
Minister for External Relations

Purpose

The purpose of this document is to:

- Set out the Government of Jersey’s strategy for engaging with priority international partners;
- Provide information on current priorities, and activities undertaken in line with the Global Relations Strategy.

Summary

The long-term vision of the Global Relations Strategy is to position Jersey as a more influential international partner, with an enhanced external network and connectivity on the global stage. This enhanced position will support the Government of Jersey’s wider objectives by protecting and promoting Jersey’s interests, profile and reputation as an open, attractive, mature and effective international actor in both the political and economic spheres.

The core objectives of the Global Relations Strategy are threefold: to increase **Jersey’s positive visibility; improve access to decision-makers;** and **expand the Island’s international connectivity** with priority partners – promoting, protecting and serving Jersey’s profile, reputation and interests internationally.

We recognise the importance of building broad-based and sustainable government-to-government relationships with priority partners across a range of jurisdictions based on common interests.

We operate a tailored approach to Jersey’s engagement with priority partners based on the identification of shared interests and opportunities for mutual cooperation, maintaining a strategy underpinned by the “four P’s”:

- **Prioritisation** to achieve maximum impact with available resources by carefully selecting and considering priority jurisdictions for enhanced engagement.
- A **protect** approach to strengthen established areas of cooperation.
- A **promote** approach to build cooperation in areas of potential mutual benefit.
- A **pursue** approach to remain an agile and flexible to opportunities that arise.

We advocate a strategy of long-term resource allocation, informed by regular reviews, to enable high quality governmental, political and commercial relationships with priority partners.

This will be **Phase III** of the team’s strategy and will run from **2023 until 2026**.

Phase I of the Global Markets strategy was delivered in 2017-2019. **Phase II** of the strategy covered the period 2020 to 2022 and aligned with the Council of Ministers’ Common Strategic Policy 2018 – 2022, and with resources identified through the Government Plan 2020 – 2023.

Context and rationale

Jersey is an outward-looking economy, which has substantial business links to jurisdictions all around the world. The Island is world-famous for its export of the unique Jersey Royal New Potato and Jersey Cow, with demand for Jersey milk and oysters from customers beyond our shores. Jersey is also a well-recognised Professional Services Centre: the Island is a custodian of £1.4 trillion of wealth, of which around three-quarters originates from non-UK domiciled beneficial owners. Underpinning this success is an acknowledgement of the need to win business from around the globe.

The Council of Ministers' Common Policy on External Relations mandates the Ministry of External Relations to enhance Jersey's engagement in target jurisdictions; it also directs the Council of Ministers to: "promote Jersey's relationships with existing and emerging major economies and develop the Island's reputation as a centre of excellence and outstanding place to do business". It further sets the objective that Jersey should: "sustain a strong international profile that reflects the inherent value of Jersey's global connectivity, supported by participation in relevant international agreements, engagement with overseas governments, and by relationships with the diplomatic community".

The Government of Jersey has finite resources, so there is a need to focus on areas where we can achieve maximum impact. Accordingly, this strategy proposes an approach based on strict prioritisation. Having conducted detailed comparative market analysis, the Ministry of External Relations is focusing on broadening and deepening Jersey's governmental, political and commercial relationships with priority partners which offer the greatest opportunity for the Island.

Positioning Jersey as a more active and influential partner on the global stage will require the further development of Jersey's policymaking in the international sphere. This will include efforts to widen the Island's growing network of bilateral international agreements – most immediately Bilateral Investment Treaties, Double Taxation Agreements, Memoranda of Understanding and, where appropriate, Asset Return Agreements – as well as Jersey's participation in multilateral associations, organisations and treaties.

Though the practicalities of Britain's decision to leave the EU remain a reality for Jersey, the next stage of the United Kingdom realising its international ambitions presents opportunities for Jersey. The Global Relations strategy emphasises that Jersey must continue to build its international economic connectivity by continuing to expand its own treaty network and where appropriate, by participating in the UK's agenda of Free Trade Agreements (FTAs) and other related agreements as set out in the Government's International Trade Architecture (ITA) strategy.

The example of Bilateral Investment Treaties (BITs) in particular displays Jersey's growing ability to operate as a well-recognised international partner. The Global Relations team has worked closely with the UK Government over many years to enable Jersey to negotiate and conclude its own BITs, which provide additional protections through arbitration routes and equity of treatment to investors operating between two jurisdictions.

The maturing of Jersey's global presence will also require efforts to widen and deepen its commitments as a responsible global actor. The Global Relations team continues to engage with priority jurisdictions across a range of policy areas to ensure that the Island can benefit from knowledge-sharing and can contribute to the development of international standards and responses to key global events.

The Government of Jersey recognises the importance of proactive engagement in fast-growing areas of international cooperation, such as the coordinated response to climate change. The Global Relations team will support the Government of Jersey's wider efforts to combat the climate emergency through developing links with like-minded partner jurisdictions, enhancing the Island's participation in international climate bodies, and regular horizon-scanning to inform the development of Jersey's domestic policies.

Objectives

The overriding vision of the strategy is to position Jersey as a more influential partner on the world stage with greater external influence and connectivity, maintaining an outward facing economy supported by maturing political and economic relationships that protect and promote the breadth of the Island's interests, profile, and reputation. Thereby leading to enhanced levels of government-to government engagement, increasing Jersey's positive visibility, improving access to decision-makers, and positioning Jersey as an open, attractive, mature, and effective international actor both politically and commercially.

This will be delivered through three principal objectives:

1. Increasing Jersey's positive visibility

...Through promoting the Island's interests on the international stage, raising the Island's positive international profile and therefore protecting its reputation.

2. Improving access to decision-makers

...Through building relationships with key government ministries, politicians and leaders of industry, securing Jersey's participation in international multilateral events and conferences, and maximising the benefits of inward visits to the Island and outbound visits to target jurisdictions at ministerial and official level.

3. Expanding the Island's international connectivity

...Through identifying, coordinating and facilitating opportunities for Jersey with priority partners to ensure the Island has the right global network to support its international ambitions. This includes putting in place the appropriate structure of treaties and agreements across the full range of Jersey's interests helping to position the Island as an outward looking and effective international partner.

Policy approach

The strategy seeks to position Jersey as a more influential partner on the international stage, identifying potential new partnerships and strengthening people-to-people links to further develop the Island's connectivity, capacity and links with global partners. In so doing, the strategy also looks to strengthen and maintain Jersey's reputation as the high-value, well-regulated international partner of choice for target markets in Africa, Asia, the Middle East and North America.

The re-establishment of a separate Ministry of External Relations as a distinct government department speaks to the special role of the Ministry in serving as the outward-facing part of the Government of Jersey. The Global Relations team and the wider department will continue to contribute to the wider objectives of the Government as set out in the current and future versions of overarching documents such as the Common Policy on External Relations, the Common Strategic Policy and the Island's Government Plan.

The 2023 – 2026 Global Relations strategy will maintain an engagement approach based on 4 'P's – reflecting the nature of, and aspiration for, Jersey's existing relationships with priority partners.

A **Protect** approach, where Jersey has established relationships, with significant and long-standing political and economic ties. Jersey's engagement will focus on strengthening and safeguarding existing partnerships, to broaden and deepen cooperation at all levels.

A **Promote** approach, where Jersey has developing relationships with strong potential for the Island to build greater political and economic ties. Jersey's engagement will seek to catalyse, energise and promote high-potential partnerships.

A **Pursue** approach, where Jersey has comparatively underdeveloped relationships, with few significant political or economic ties and limited potential at this stage. Jersey's engagement will be reactive rather than proactive but must remain agile and flexible to seize opportunities as they arise.

All of these approaches are underpinned by **PRIORITISATION** to achieve maximum impact with priority partners. Figure 1 (below) provides a summary of Jersey's engagement approach.



Figure 1

Delivering the objectives contained in this Strategy will require a whole-of-island approach (see Fig 2 below), with the Ministry of External Relations acting as catalyst, coordinator and enabler. Government cannot shoulder the entire burden for delivery and implementation; instead, it should continue to build partnerships with key stakeholders in industry and the broader island and international community (See Fig 3 below).

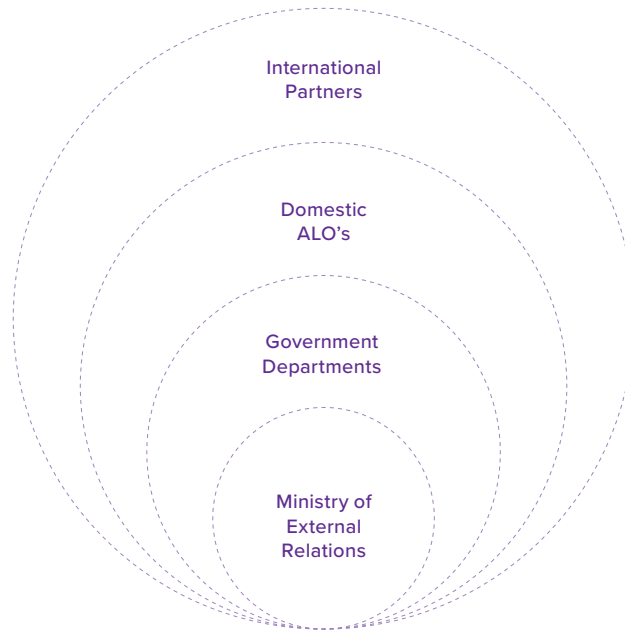


Figure 2



Figure 3

Themes

The Global Relations team will work with Government of Jersey departments to support the delivery of their international objectives. This includes working across key themes and workstreams that represent spheres of common interests identified internally with Government of Jersey stakeholders and externally with priority partners. This list is not exhaustive but includes:

- **Financial Services:** working alongside colleagues across the Government of Jersey, Jersey Finance and the Jersey Financial Services Commission to support the international reach and sound regulation of Jersey's largest economic sector in line with the Policy Framework for Jersey Financial Services Industry.
- **Education:** supporting the work of the Children, Young People, Education and Skills Department within the Government of Jersey and supporting their ambitions regarding the internationalisation of education, including the extension of international partner school programmes.
- **Non-Financial Services Trade:** supporting the delivery of the Trade, Investment and Growth Framework and International Trade Architecture (ITA) strategy to ensure Jersey can maximise its participation in the UK's FTA programme, and assist the Economy department and Jersey Business in circumstances where local firms are seeking to expand their trade internationally.
- **Financial Crime:** working alongside Financial Crime colleagues in the Government of Jersey Financial Services Unit to ensure Jersey firms are aware of evolving international standards, including the current regulations outlined by the Financial Action Task Force (FATF). Specifically, monitoring jurisdictional risk at a national level and adopting a coordinated approach to risk analysis for financial services for new jurisdictions in line with the National Strategy for Combatting Money Laundering, the Financing of Terrorism and the Financing of Proliferation of Weapons of Mass Destruction.
- **International Development:** to support the work carried out by Jersey Overseas Aid to ensure their humanitarian aid and overseas development assistance programmes are supported both locally and internationally
- **International Compliance:** Global Relations will support for the implementation of international sanctions through the Financial Sanctions Implementation Unit.
- **Digital:** supporting the work of local digital sector policymakers, businesses and users in the promotion of international opportunities and collaboration.
- **Culture & Sport:** to promote the Island's cultural and creative initiatives through supporting the work of key stakeholders such as the Arts, Culture, Heritage, and Sport department, Jersey Heritage, ArtHouse Jersey and sports organisations through international cooperation and partnerships.
- **Environment:** increasing engagement with international partners in the areas of climate change, conservation, sustainability, and Environmental, Social and Corporate governance (ESG) to demonstrate Jersey's thought leadership in this area, raise Jersey's profile and to support the delivery of Jersey's Carbon Neutral Roadmap.
- **Diversity & Inclusion:** providing support to Government policy leads, key arms-length bodies and civil society organisations in their international engagement across areas such as human rights, gender equality and democratic institutions.

Regional Priorities

The strategy is based on an analysis of trends and opportunities derived from publicly available data taken from international organisations such as the World Bank, OECD and EU and grouped into categories of: Economy; International Standing; International Taxation; Regulatory Alignment and Risks. The analysis intentionally takes a broad view and compares 117 jurisdictions around the world across all geographic regions outside of Europe. It seeks to identify the opportunities for increasing government-to-government engagement, interest and cooperation. It should also be noted that this analysis also considers the UK's trade agenda of FTAs. A sample, high-level analysis is shown below:

Sub-Saharan Africa

Rationale

The Government of Jersey can take a leadership role as a partner for Africa to deliver sustainable growth by providing access to capital markets, investor protection, and expertise in governance capacity-building.

- The continent remains the global centre for population and economic growth: by 2050 it is predicted that a quarter of the world's population will be African, and this boom will continue to be supplemented by establishment of the largest free trade area in the world following the recent conclusion of the African Continental Free Trade Agreement.
- Jersey already enjoys a strong set of relationships across Africa, which encompasses partnerships with priority jurisdictions in Western, Eastern and Southern Africa. These relationships are also spread across a variety of focus areas, from sustainable investment to cultural collaboration to capacity-building and overseas development assistance (ODA).
- Jersey is already a conduit for between 0.5% and 1.5% of all foreign investment into Africa and, utilising its experience as a Professional Services Centre, the Island is well-placed to play a significant role in the future prosperity of the world's fastest-growing continent.
- Jersey has negotiated a range of international agreements with partners in sub-Saharan Africa including Double Taxation Agreements (DTAs), Asset Sharing Agreements, and Memoranda of Understanding (MoU) on cooperation and knowledge-sharing.

Engagement

The Government of Jersey's focus in Africa is to ensure that the Island continues to play a key role as a responsible and long-term partner across the continent, which can be achieved through different forms of engagement.

One example was displayed in the hosting of a capacity-building visit to Jersey by representatives from various agencies from Rwanda in 2022, who learnt more about Jersey's financial and regulatory systems in order to inform the ongoing development of Rwanda's own financial centre. The visit also represented an opportunity for Jersey stakeholders to develop their own understanding of efforts to mitigate risks and tackle financial crime in a fast-growing economy such as Rwanda.

Jersey's efforts to be a responsible and reliable partner can also be demonstrated in the long-term project to enable the safe return to Kenya of recovered state assets and illicit funds. Following the signing of the multilateral Framework for the Return of Assets from Corruption and Crime to Kenya (FRACCK) in December 2018, the Government of Jersey has since been working with key partners in Kenya to conclude a bilateral Asset Recovery Agreement to

enable the safe return of funds under the Framework. This Agreement was signed by Jersey's Attorney General and the Kenyan High Commissioner in London in March 2022 and enabled the stolen funds to be returned safely to Kenya to assist with the nation's public health response to the Covid-19 pandemic.

The Government of Jersey also recognises the crucial role of long-term partnerships in securing stable and beneficial relationships. The Global Relations team will continue to work closely with industry and representative bodies to focus effort where government engagement can have the greatest impact. In particular, the team will maintain and enhance ongoing work to secure with key partners further bilateral agreements relating to tax, investment and government cooperation.

The Government will continue to utilise these forms of engagement, recognising Africa's key role in the global economic and political narrative for many years to come. The team will also focus its efforts on tailoring its approach between individual jurisdictions, recognising that a bespoke approach is required to reflect the diverse cultures, political regimes, economic priorities and collaborative opportunities across the vast region contained within Sub-Saharan Africa.

Americas

Rationale

The Island has clear and historical links with North America that stretch back to the 17th Century and the creation of a territory in the embryonic United States that continues to bear Jersey in its name today. These deep links with New Jersey have served as the launching pad for Jersey's engagement with the US in the 21st century.

By developing relations with key diplomatic stakeholders, it is hoped that the existing Jersey – US relationship will be further strengthened post Brexit with support from the UK. Being mindful of the ongoing UK-US FTA conversations there is an opportunity for Jersey to develop its own unique island identity in terms of trade capability and state-level strategy, the latter of which represents an attractive strategy for the Island given size and resource.

Commercially, the US represents an important growth market with Jersey Finance's figures showing that there was exponential growth in the number of US Managers and US fund structures established on-island in 2020 and 2021. In summary, the US is a key international partner, one which Jersey is developing a closer relationship with based on shared interests, values and commercial objectives.

Engagement

Jersey has already negotiated a Memorandum of Understanding (MoU) with the New Jersey Big Data Alliance (NJBDA), as well as a Co-operation Agreement between the twinned cities of St Helier and Trenton. In Spring 2022 a new MoU was signed between Oregon and Jersey Education as part of a reciprocal school exchange programme that commenced in September 2022. This totals three existing agreements between Jersey and the US, evidence of the strength of growing the partnership.

The intention is to further develop the Government of Jersey's relationship with the US Embassy in London to deepen the intrinsic links between Jersey and the US. Given the similarity of stances on a macro geopolitical level, Jersey looks to become a trusted partner to the US politically and economically.

Middle East and North Africa

Rationale

The Government of Jersey has a key role to play in maintaining and deepening governmental and political relationships in the Middle East and North Africa that will underpin and sustain strong trade links.

This region is strategically positioned between East and West meaning it can provide access to new markets by facilitating business flows across the globe.

Middle Eastern countries seeking economic diversification have several characteristics that complement Jersey's business model (asset-rich, low-tax) and there is strong potential for Jersey to harness new business and develop meaningful relationships in the region.

Many of the Gulf States in particular are used to dealing with Jersey and share similarities in terms of their political stability through royal Heads of State, and a historical focus on trade, innovation and heritage.

In recent years, the region's increasing need to vary its political and economic relationships has encouraged new areas for potential collaboration, not least that relating to the reduction or offsetting of carbon emissions and support for ESG finance initiatives.

Engagement

Jersey has already negotiated two Double Taxation Agreements (DTAs) in the region and in November 2021 signed a Bilateral Investment Treaty (BIT) with the United Arab Emirates, Jersey's first such agreement. This is an indication of the strength and confidence in the commercial and political relationship.

The Government of Jersey believe that the region will remain a crucial focus for engagement at all levels through the period covered by the strategy, and the Global Relations team will be responsible for seeking further such agreements and relationships to support Jersey's ambition to become a more connected international partner.

An important aspect to build upon will be the increasing engagement across issues relating to sustainable finance and the environment. In 2021, representatives from Bahrain participated in a climate change webinar hosted by Jersey and in 2022 Jersey attended the UN Summit on Climate Change (COP27) hosted by Egypt. With the UAE's turn to host coming in 2023, it is clear that such opportunities will only increase.

Asia

Rationale

China accounts for over 14% of the world's economy, with an average annual growth of rate of 10% since the turn of the millennium.

India was forecast to be the world's fastest growing economy in 2022. It is already the world's fourth-fastest-growing economy, with 8.9% GDP growth in 2021. The scale of opportunities is vast in a country that will soon overtake China to be the world's most populous. The purchasing power of their middle-class and the country's anglophone and Commonwealth connections make it an attractive proposition for the Island.

The other countries of East Asia have their own impressive growth stories, growing middle-classes and maturing governments. Increased consumption and consumerism means that there is a growing trend and strong desire for quality products and services.

Engagement

There is a growing trend and strong desire for quality products and services in China. China is an established goods export market for Jersey (Jersey Dairy, Jersey Oysters).

Jersey has strong educational links to China, including a twinning programme with local schools, the teaching of Mandarin locally, and a Memorandum of Understanding signed with the Chinese Education Association for International Exchange in 2019 that has resulted in annual educational webinars.

Jersey also has an established and long-standing business relationship with Hong Kong given the similarities between the Special Administrative Region and the Island as offshore financial centres.

The Government of Jersey has cordial relations with India but needs to strengthen its governmental and political relationship in order to access and benefit from India's huge market potential.

India can be described as a relative frontier market for Jersey – with strong potential for growth in the wealth management sector and significant opportunities for further inward investment. An expanded bilateral treaty relationship would increase Jersey's attractiveness as a centre for pooling inward investment into India especially in the context of the country's recovery from COVID-19.

Though China and India are the economic lynchpins of engagement in East Asia, Global Relations is starting to engage more with other countries in the region given the wealth of opportunities they too present. The Government will continue to support the longstanding commercial links with Singapore, develop new relationships with growing middle income economies such as Malaysia and, closer to home, ensure the increasing Asian diaspora communities from Thailand and The Philippines feel supported during their time living and working on Jersey.

In addition, members of the important ASEAN political bloc, Regional Comprehensive Economic Partnership (RCEP) and Comprehensive Trans-Pacific Partnership (CPTPP) trade blocs all have various strengths that Global Relations will analyse in 2023 and conduct scoping work with to test their appetite for increased government-to-government relationships.

Delivery

Bilateral

Effective delivery of the Government of Jersey's bilateral approach with priority partners will include the following elements:

Negotiation and conclusion of bilateral international agreements – including, where desirable, a broad-based **Memorandum of Understanding** (MoUs) to showcase cooperation and demonstrate the added value that partnership with Jersey can bring across a range of areas of common interest.

The MoUs provide a framework within which to further knowledge-sharing and international cooperation across a range of sectors, such as tourism, conservation, agriculture, heritage, digital, culture and education.

The strategy also places great importance on expanding Jersey's network of international agreements with priority jurisdictions that underpin trade flows. These agreements strengthen

the ties between partner jurisdictions, encourage greater business flows, and promote Jersey's good reputation as a trusted and responsible international actor. This includes negotiation of **Double Taxation Agreements (DTAs)** and **Bilateral Investment Treaties (BITs)**.

The Jersey model DTA is based on the OECD Model Convention and has been updated with the latest international standards in line with the anti-Base Erosion and Profit Shifting (BEPS) project.

The Jersey model BIT was developed with the benefit of expert legal advice and has been tailored specifically to reflect the nature of Jersey's sophisticated, service-driven economy. It is a modern, balanced legal instrument and includes best practice in investment treaty design.

Taken together, DTAs and BITs can provide tax certainty and investor protection, thereby supporting investment-hungry economies by facilitating inward Foreign Direct Investment (FDI) into target markets. They can also serve to increase Jersey's attractiveness as a hub for capital deployment and deal structuring, not least as a global centre for listings on the London Stock Exchange.

In addition to the extension of Jersey's network of bilateral international agreements, the Global Relations team will during Phase III continue to work closely with colleagues across External Relations to support the ongoing consideration of new and revised trading relationships emanating from the UK's withdrawal from the European Union. The nature and extent of Jersey's possible inclusion in new or continuity UK **Free Trade Agreements**, for instance, will be informed by a number of factors including Jersey's existing relationship with the partner jurisdiction(s). This will be particularly relevant in scenarios involving UK negotiations with Global Relations priority jurisdictions.

Whilst the work about the practicalities of extension of these agreements and the extent to which Jersey will want to be involved will be the remit of the International Trade Unit (ITU) within External Relations, the approach to which is set out in the published ITA strategy, Global Relations has an important role to play in holding the diplomatic relationships with new FTA partners and using in-country networks to leverage the commercial opportunities Jersey's participation in these agreements will bring about. The work of the Local Economy department will help coordinate local stakeholder engagement in this workstream as will the adoption of Jersey's first **Trade, Investment and Growth Framework (TIG)**.

Identification of levers and drivers – the Global Relations team will seek new ways to elevate and enhance bilateral relationships so that Jersey can 'punch above its weight' internationally with our partners of choice.

Consistent inward and outward visits – non-EU countries are, by definition, located beyond Jersey's immediate neighbourhood. Achieving greater visibility and gaining access to key decision-makers therefore requires a regular programme of inward and outward visits to build trust and sustain momentum.

Effective use of the Foreign, Commonwealth and Development Office (FCDO) platform – the Global Relations team maintains strong working relationships with British diplomatic personnel in British High Commissions and Embassies in priority jurisdictions. This will assist with providing in-country expertise and access to decision-makers to ensure well-targeted engagement and effective management of reputational risk. The team is also working with colleagues in the FCDO to increase Jersey's own in-country footprint in priority jurisdictions as appropriate.

Long-term and strategic approach – effective diplomacy involves the patient cultivation of long-term relationships based on trust. The Government of Jersey's Global Relations strategy recognises that building market access through high-quality government relationships takes persistence, patience and is a long-term investment.

Cross-government coordination – The quarterly **Global Coordination Group (GCG)** will continue to ensure that there is a genuinely whole-of-Island approach to delivering this strategy. The group includes a range of representatives from government departments and arms-length bodies who have an interest in the international-facing part of Jersey's engagement and provides a governance role in reviewing country strategies.

These areas of engagement across workstreams and delivery partners will be supported by initiatives of the Global Relations team, including:

Bilateral Programme Fund: The Bilateral Programme Fund is the first bespoke funding mechanism to sit with in External Relations that can provide financial support for projects related to Jersey's diplomatic objectives. This is now entirely administered within External Relations for the benefit of collaborative projects with domestic and international stakeholders. The fund will now be utilised to support the work of the European Relations team as well.

Multilateral

Engagement with relevant multilateral organisations will complement Jersey's bilateral diplomacy with national governments. It provides a cost-effective means of expanding diplomatic connections with a broad range of partners gathered in a single location, such as at well-attended international fora such as the International Monetary Fund (IMF), World Bank, and Commonwealth meetings. It is also an opportunity to promote Jersey's expertise within priority sectors (e.g., on tax transparency and anti-corruption) to a wider audience and burnish the island's reputation as a responsible international actor. The top priorities for Global Relations' multilateral engagement are:

Commonwealth: developing Jersey's proud history of active engagement with Commonwealth institutions, such as the Commonwealth Secretariat, Commonwealth Parliamentary Association (CPA), the Commonwealth Enterprise and Investment Council (CWEIC), and Commonwealth Games, including those that took place in Birmingham in 2022. The Government of Jersey also attended the Commonwealth Women's Forum and Commonwealth Business Forum in Rwanda in 2022, which was a key opportunity to showcase Jersey's varied contribution as a member of the Commonwealth family. The team will develop a bespoke Commonwealth Strategy, following on from the current interim version, later in 2023.

OECD: continuing engagement on tax transparency and good governance through the Global Forum on Transparency and Exchange of Information and the Inclusive Framework on Base Erosion and Profit Shifting (BEPS). This includes participation in OECD governance groups and contributing to capacity building and knowledge transfer.

UN: develop stronger ties to UN institutions in areas of interest/expertise e.g., asset recovery. Regular attendance at UNODC meetings such as UNCAC Conference of State Parties and Global Forum on Asset Recovery.

World Bank / International Monetary Fund: attendance at annual meetings to engage with senior business executives and Ministers from priority global markets and participation in the Commonwealth Finance Ministers' Meeting. Washington-based summits are also a chance to further USA engagement.

Outcomes

Desired Outcome	Key Areas of Focus 2023-2026
Jersey is positively viewed by international partners.	<p>Proactive media engagement in priority jurisdictions to showcase the full Jersey 'Offer' and deliver Key Messages.</p> <p>Collaboration with Key Decision Makers in-country via social media to raise Jersey's profile domestically.</p>
Jersey has enhanced access, connectivity and influence on the global stage.	<p>Increase frequency and seniority of the target country's engagement with Jersey. Improve official-level and Ministerial access.</p> <p>Develop focussed MoUs (where relevant) containing offers of government-government capacity building and knowledge sharing.</p>
Jersey has increased business flows to, and from, high-potential growth markets.	<p>Develop Jersey's treaty instruments and progress international agreements with priority partners.</p> <p>Support the objectives set out in JFL business plans and the Trade, Investment and Growth & Financial Services Policy Frameworks to secure Jersey's future as a leading international professional services centre.</p>
Jersey supports innovation, enterprise and investment across all sectors.	Develop broad-based MoUs with priority partners across a range of sectors, such as tourism, agriculture, heritage, digital, culture and education.
Jersey has a clear and coherent narrative on- and off-Island.	<p>Publish revised Global Relations public strategy.</p> <p>Coordinate with Island identity policy board to ensure coherent approach to the Island's international identity.</p>

Challenges & Mitigations

Whilst seeking to encourage the diversification and sophistication of Jersey's global relationships, the strategy also acknowledges the challenges posed by a number of factors which, when taken together, serve to limit Jersey's relative influence as an international actor.

Jersey's constitutional relationship with the United Kingdom denotes that the latter is formally responsible for the Island's defence, international relations and good governance. Jersey is not recognised internationally as a sovereign state, and cannot sign up to international agreements entirely under its own aegis, thus limiting its ability to operate with maximum agility and flexibility with global partners.

The Island therefore relies upon its strong relationship with the UK Government, which helps to support Jersey's ambitions to progress its bilateral and multilateral objectives. The UK Government recognises the Island's distinct international personality and has committed to supporting the development of this personality – which has been informed in Jersey by the work of the Island Identity project – even where this may differ from that of the United Kingdom.

In global terms, Jersey remains a small and narrowly understood jurisdiction. This poses challenges in terms of visibility and reputation, positive changes to which require substantial resource commitments in an increasingly 'busy' and competitive environment for jurisdictional share of voice. Jersey is required to prioritise accordingly, identifying a set number of key partner jurisdictions and concentrating upon specific areas of potential collaboration in order to make a telling impact that can enhance the Island's international profile.

Furthermore, making positive changes to the Island's international reputation – where Jersey is often caught up in wider narratives relating to "tax havens", or else subsumed into the UK's responses to key issues and events – is not a quick fix. Negative impressions of international finance centres such as Jersey can prove obstinate, and it is reasonable to expect that the Island will continue to face criticism given its strength in, and resulting focus upon, the financial services sector.

It is also undeniable that events, both domestic and regional, have affected global perceptions of Jersey. The Island is not immune from the impacts of wider geopolitical currents – and it is often these media reports that represent international partners' first interaction with Jersey.

In attempting to mitigate these mixed perceptions, the Global Relations team will continue to promote a diverse programme of engagement with priority partners. This engagement will not only seek to highlight areas of potential cooperation outside of financial services (including culture, climate, tourism, and wellbeing), but also to make clear the benefits of Jersey's strengths in financial services that – though the promotion and practice of sound regulatory principles, knowledge exchange and sustainable investment – can serve the interests of international partners as much, if not more so, than they do Jersey.

Risk & Compliance

Engaging effectively with global markets presents a wealth of opportunities for Jersey. There is, however, some risk in increasing cooperation with emerging economies. Some countries may not yet have well-developed governance, institutions and robust regulation. There can also be low investment in education and skills, which further increases political, economic and human rights risks.

Accordingly, the Global Relations strategy seeks to take a balanced approach that manages and mitigates risk. At the heart of this approach is careful and constant collaboration with colleagues in the UK's network of overseas diplomatic missions – and with the Foreign, Commonwealth and Development Office (FCDO) in London. As a British Crown Dependency, Jersey can obtain enormous benefit from close cooperation with the British diplomatic network – providing in-country knowledge, analysis and advice that allows Jersey to shape and, where necessary, adjust its engagement to reflect local circumstances.

Jersey's strong institutions and robust regulatory environment can provide an example for partner countries seeking to develop structures that are appropriate to their needs. In turn, capacity building and knowledge transfer can create an environment in which it is easier for companies to do business and incentivise economic development.

Risk	Mitigation
Political risk Unexpected changes, instability, human rights abuses.	Media monitoring of trends and activity; engagement with FCDO in the UK and in country; internal review of engagement; advice to Jersey Ministers.
Economic risk Economic conditions unfavourable for trade, sanctions and embargoes.	Monitoring trends; close cooperation with the Financial Crime Team, JFL and JFSC; discussions with industry and swift implementation of all UN and UK autonomous sanctions without delay.
Cultural risk Inability to appreciate cultural differences/ language barriers.	Thorough research and briefings; cultural element to outward visit programmes; in-country briefings with British Embassy; sharing experiences across government and non-government organisations; Pre-meetings with Embassies and High Commissions in London.
Financial risk Under or overspend budget.	Forward planning; consultation with Ministers; utilise networks and existing resources; sharing resources; careful travel planning to minimise cost; adherence to the Government's Travel Policy.
Reputational risk Negative media coverage, high-profile criticism, misperceptions and lack of awareness.	Proactive engagement with domestic and foreign media; social media monitoring; developing a broad programme including cultural and social elements; providing evidence of concrete objectives and tangible outcomes.

International Sanctions

Jersey takes its obligations as a responsible international actor extremely seriously. The Island has a hard-earned reputation as a robustly regulated international finance centre, with a positive track record of helping to enforce the agreed actions of the international community.

Jersey's international sanctions regime is based upon clear requirements placed on the financial services industry to undertake robust checks on clients they are acting for and to monitor these relationships against ongoing sanctions listings.

Jersey continues to work in close and constant cooperation with the UK on the fast and effective implementation of and compliance with international sanctions. This properly reflects the Island's constitutional position, and it is why Jersey enjoys an excellent record for implementation of all UN and UK sanctions against countries, regimes or individuals believed to be violating international law without delay.

External Relations remains in continuous dialogue with the Office of Financial Sanctions Implementation within HM Treasury, and the Foreign Commonwealth Development Office regarding UK and international sanctions, and responds swiftly and appropriately to international developments.

Human Rights

Jersey is aligned with key partners such as UK, USA and the EU in its belief that achieving progress on human rights, particularly in countries deemed to have a poor record, is best pursued through a process of constructive engagement at both political and commercial levels. The Ministry of External Relations follows the principle that increasing commercial and political engagement with partner governments will enable stronger relationships, with more influence, through which to promote Jersey's values.

Jersey supports and aligns with British foreign policy in giving priority to the protection and promotion of human rights, including through the UK's use of its membership of international bodies such as the UN Human Rights Council, to deliver public messages on human rights. The Ministry of External Relations also seeks, in coordination with the UK Government, to deliver private messages to those partners on the basis that this offers the best chance to deliver meaningful change on issues that may be considered sensitive by the partner in question.

At a local level, Jersey has a consistent record of implementing international sanctions (UK and UN), including sanctions and restrictive measures applied on jurisdictions and individuals because of human rights abuses. Jersey's Common Policy on External Relations recognises that "international identity is developed effectively through meeting international standards and obligations".

The Global Relations team regularly monitors developments in priority countries, including on political affairs, economic activity and human rights reports. Officials in the Ministry are in regular contact with counterparts at British Embassies and High Commissions in priority countries, and with counterparts on FCDO desks in London. This ensures we coordinate our approach on human rights with the UK, which exercises the ultimate international responsibility, on behalf of the Crown Dependencies, in this area.

The Government of Jersey also plays an active role in the reporting of our compliance and implementation of Human Rights Treaties that have been extended to the Island by the United Kingdom. External Relations is responsible for the cross-Island coordination of these reports which are submitted to the United Kingdom for the inclusion in their State-Party reports that are submitted to the United Nations on a 4-5 yearly cycle. Jersey also contributes to the United Kingdom's Universal Periodic Report on Human Rights, most recently in February 2022. The following core UN Human Rights Treaties have been extended to Jersey as of the end of 2021:

- Convention on the Rights of the Child
- Convention on the Elimination of All Forms Discrimination Against Women
- Convention Against Torture
- International Convention on the Elimination of All Forms of Racial Discrimination
- International Covenant on Economic Social and Cultural Rights
- International Covenant on Civil and Political Rights

The team will continue to work closely with colleagues in UK Government, partner jurisdictions, international bodies and civil society to ensure that Jersey's overseas engagement is consistent with evolving developments across human rights, including the ongoing alignment with the Island's treaty obligations. This work will remain a foundation of Jersey's impact as a responsible global actor.

Media & Communications

This strategy seeks to increase awareness of the Ministry's work both on and off Island. The intention is to highlight and promote Jersey's existing international connectivity and will provide interested members of the public with information and opportunities to become more involved in the Ministry's international activities.

The Ministry is also increasingly focussed on the use of 'digital diplomacy' as part of the broader suite of tools for outreach. Since 2021, the Ministry of External Relations has had a dedicated Twitter handle, @GlobalJerseyCI, which allows the direct dissemination of information to followers. The External Relations Twitter page has brought with it a new way for the department to interact with key stakeholders and international partners. This has helped with the promotion of External Relations activity, raise the visibility of the department with priority partner governments and has helped usher in a new form of diplomatic engagement for External Relations.

The Ministry will also consider ways to engage more effectively with Jersey's overseas diaspora. It is hoped that this will provide a platform to engage with Islanders who can promote Jersey's national and cultural identity overseas.

Evaluation: Metrics / Key Performance Indicators

Measuring diplomatic influence and the impact of 'soft power' is difficult. Nevertheless, it is important to establish an appropriate monitoring and evaluation process to ensure value for money and to be able to assess impact and effectiveness.

The Global Relations Team use quarterly Key Performance Indicators (KPIs) to measure the impact and effectiveness of the strategy and approach. The KPIs reflect a balance of quantitative and qualitative data, and direct and indirect measures.

The focus is on measuring 'outcomes' rather than just 'outputs', wherever possible, given that the overall objective is to enhance Jersey's relationships with priority partners.

The team has identified specific KPIs to measure activity aligned to the three objectives of the overall strategy:

- **Increased positive visibility.**
- **Improved access to decision-makers;**
- **Greater International Connectivity.**

These KPIs will help inform the prioritisation of GoJ activity and determine future resource allocation.

The data will be captured according to information available and reviewed annually to drive performance and value for money.

The Global Relations Team works with key stakeholders such as Jersey Financial Services Commission, JFL, Jersey Overseas Aid, Jersey Business and others to capture this data annually according to information available.

Accountability

The proposed strategy will be subject to ongoing review by officers according to KPIs. The International Advisory and Trade Group (ITAG), attended by Ministers and senior officials, will review progress on the Global Relations strategy on an annual basis.

