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Rialtas na hÉireann
Government of Ireland

Citizens Information Board

Strategy 2026–2029

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Foreword

We are publishing this Strategy 2026–2029 at a complex and dynamic time for the Citizens Information Board (CIB), the organisations we fund and support, and the wider public service landscape.

How people access services and engage with information is changing rapidly. While digital channels continue to expand, the value of trusted, person-to-person support remains essential, particularly for people in vulnerable situations. At the same time, the prevalence of misinformation reinforces the need for information that is accurate, accessible and trusted.

In this environment, CIB and the Service Delivery Companies play a critical role as part of Ireland's democratic infrastructure. Our work ensures that people—including people with disabilities, people who rely on services in different languages, and people facing complex or crisis situations—can access clear, reliable information and supports that enable informed decisions and meaningful participation in society.

Trusted public information must continue to evolve. Through the responsible use of digital tools and innovation, we have a clear opportunity to extend reach, improve accessibility, and strengthen understanding while maintaining the independence, accountability and public trust that define our services.

This strategy builds on a strong foundation established over the past three years. It maintains a focus on governance and oversight, while placing a sharper emphasis on service delivery, impact and public value.

At its core, this strategy is about people.

Our goal remains clear: to be a trusted, authoritative and accessible source of information, advice and advocacy for everyone, with services that are seamless, responsive and inclusive by design.

This strategy has been shaped by extensive engagement across CIB, the Service Delivery Companies and key stakeholders. The commitment, professionalism and insight demonstrated throughout this process reflect a shared ambition to lead and deliver.

We thank all who contributed, including colleagues across CIB, the Department of Social Protection, Citizens Information Services, Citizens Information Phone Service, the Money Advice and Budgeting Services, MABS Support and National Traveller MABS, the National Advocacy Service for People with Disabilities, the Sign Language Interpreting Service and the Register of Irish Sign Language Interpreters.

At its core, this strategy is about people. Its success will be driven by the collective effort of our staff and Board, the staff, boards, scheme staff and volunteers across the Service Delivery Companies, our partners in the Department of Social Protection, and the people who rely on our services every day. Together, we are well placed to deliver a modern, inclusive and trusted public information service for Ireland.



Graham Long,
Chief Executive



Catherine Heaney,
Chair

Building on Strategy 2023–2026

CIB's 2023–2026 Strategy focused deliberately on strengthening the foundations that enable consistent, effective delivery across the Citizens Information Board (CIB) and the network of Service Delivery Companies (SDCs). Over this period, the progression of governance, systems and standards was prioritised to ensure organisational resilience and clarity of role within a complex delivery model.

This strategic focus has strongly positioned CIB to move into the next phase of organisational development, with well-developed oversight arrangements, improved digital capability and a clearer basis for communications and demonstrating value.

The Board of CIB played a central role throughout this period, providing strategic direction and stability during a time of sustained external pressure and change.

2023–2026 Key Achievements:

- Reorganisation of the Board of CIB to oversee Strategy 2023–2026
- Continued improvement in the accessibility and usability of citizensinformation.ie
- Introduction of CIB's AI tool, AskCI
- Development of CIB's Digital Strategy 2026–2029
- Development of CIB's first comprehensive Communications Strategy
- Significant upgrade of CIB and Service Delivery Company Information Communications Technology (ICT) and call-centre infrastructure
- Enhanced governance frameworks across CIB and SDCs
- Introduction of an Impacts Framework to support consistent measurement of outcomes across CIB and the Service Delivery Companies.

These developments represent a significant step towards positioning CIB as a leader in digital transformation and trusted AI-enabled public services.

The development of the CIB Digital Strategy 2026–2029 represents a key enabler of this next phase, setting a multi year direction for digital capability that supports CIB and SDC staff, volunteers and service users while reinforcing the organisation's commitment to people centred service delivery.

Collectively, these achievements provide a robust platform for the 2026–2029 Strategy, enabling the organisation to place greater emphasis on service growth and evolution, communications and the protection of trust in public information. As ever, the service user will remain central to our work over the next three years, providing a point of reference for all of our different activities.

Vision, Mission and Values

In developing Strategy 2023–2026, the Board took a long-term view across three strategy cycles. We are pleased that the mission, vision and values set out in the previous strategic cycle were identified in the development of this strategy as a continuing and important lens for decision-making across the organisation, and so remain unchanged for Strategy 2026–2029.



Informing Strategic Development

This Strategy has benefitted from extensive engagement with key stakeholders across the Citizens Information Board (CIB), Service Delivery Companies, the Department of Social Protection, and external partners. Consultations were designed to gather strategic level insights ensuring that the strategy reflects both organisational experience and external expectations.

Engagement included a combination of workshops, surveys, and individual meetings with:

- CIB Board and Committees,
- CIB Senior Management Team,
- CIB Management Team and staff,
- SDC Chairs, management and staff,
- Government and oversight bodies,
- External partners.

As part of this broader consultation, five separate workshops and a staff survey were held, which yielded 186 responses from staff in the 22 Service Delivery Companies.

The workshops and surveys were used to complement structured discussions, providing breadth of input and thematic insight into priorities, risks and opportunities.

This engagement highlighted a strong shared emphasis on protecting trust in public information, widening access through balanced, people centred service models, and strengthening governance, oversight and organisational readiness. The process demonstrated the depth of commitment and professionalism across CIB and Service Delivery Company staff, with contributions that were thoughtful and constructive. These insights directly informed the selection and framing of the strategic objectives for the 2026–2029 period.

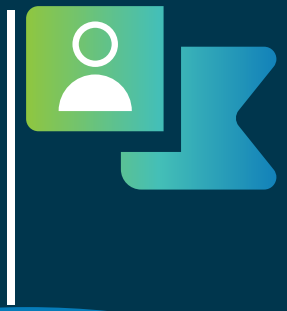
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Strategy Overview



Our Vision

An Ireland where everyone has seamless access to a trusted, independent source of information, advice and advocacy.



Our Mission

To enable the delivery of quality information, advice and advocacy services to the public, based on a foundation of strong governance, systems and standards.

Objectives

- **Trusted information**
- **Broaden access and enhance service user experience**
- **Capability and our workforce**
- **Governance, oversight and support**
- **Communications and engagement**

Our Values





Availability

We will support service development and delivery so that trusted information, advice and advocacy is available to the public in formats that meet their needs. In doing so, CIB will be strongly guided by our Public Sector Duty requirements, ensuring that those who need most support are prioritised.

We will collaborate with the DSP, the Service Delivery Companies, users and other organisations to design accessible, seamless services.



Sustainability

We will embed sustainability in all of our decision making and ways of working, ensuring that CIB-funded services are resilient and fit-for-purpose in the long term. Sustainability will be reflected across CIB's workplace, the environment, funding, and, crucially, in how services are delivered to the public.



Accountability

We will operate strong systems of governance and oversight to drive performance.

We will use public funds prudently to deliver positive outcomes for the public.

We will work with the DSP, the SDCs and other organisations to ensure that trusted information, advice and advocacy is available to the public in a timely and accessible way.

Citizens Information Board

CIB is the national agency which supports the provision of information, advice and advocacy on a broad range of public and social services. We provide the citizensinformation.ie website, mabs.ie website, information publications and social policy reports. We also support the inter-organisation project, Abhaile.

Our Mandate

CIB is under the aegis of the Department of Social Protection and is governed by the Comhairle Act 2000 (as amended).

CIB's mandate, as defined by the amended Act, is to:

- Ensure that individuals have access to accurate, comprehensive and clear information relating to social services
- Assist and support individuals, in particular those with disabilities, in identifying and understanding their needs and options
- Promote greater accessibility, coordination and public awareness of social services
- Support, promote and develop the provision of information on the effectiveness of current social policy and services and to highlight issues which are of concern to users of those services
- Support the provision of, or directly provide, advocacy services for people with a disability
- Support the provision of advice on personal debt and money management through the Money Advice and Budgeting Services (MABS)

Citizensinformation.ie

CIB's main website, citizensinformation.ie, contains over 1,300 pages with information on the full range of public and social services. It integrates verified information from sources across the public sector, aiming to be accessible to the widest possible audience.

In a recently conducted survey, citizensinformation.ie was highly rated on the usefulness (88%), quality (87%), and independent nature (86%) of the information and advice provided online.

Further, some key metrics demonstrate the value of the website to the public:

- In 2025, 8.6 million unique users accessed citizensinformation.ie
- On Budget Day 2025, over 150,000 people accessed the site in a single day, demonstrating CIB's role during moments of national importance

AskCI

In late 2025, CIB soft-launched AskCI (askci.ie), an AI-powered chatbot that helps people to find information on public services and entitlements in Ireland. It uses generative artificial intelligence (AI) technology and content from citizensinformation.ie to respond to user questions.

Service Delivery Companies

CIB provides infrastructure, funding and support for a network of 22 Service Delivery Companies (SDCs). The SDCs provide crucial, frontline, person-to-person services. The SDCs are companies limited by guarantee, with voluntary boards of directors and with support provided by staff, scheme staff and volunteers.

CIB funds, oversees and supports a network of Service Delivery Companies to deliver frontline information, advice and advocacy services to the public. CIB's direct supports to the SDCs encompass areas as wide as ICT, eLearning, HR advice, premises advice and insurance.

These SDCs are broadly organised into three diverse areas, with different but overlapping contexts and challenges:

- Eight regional Citizens Information Services (CIS)
- Citizens Information Phone Service (CIPS)
- Eight regional Money Advice and Budgeting Services (MABS)
- National Traveller MABS (NT MABS)
- MABS Support
- National Advocacy Service for People with Disabilities (NAS)
- Sign Language Interpreting Service (SLIS)
- Register of Irish Sign Language Interpreters (RISLI)

The broad Service Delivery Companies (SDC) network represents a significant national and community asset, with key strengths including:

- Combined national coverage and strong local presence, enabling SDCs to respond to community needs within a clear statutory and governance framework
- Boards of directors who bring diverse expertise and experience to the oversight and provision of services
- Skilled staff and volunteers who bring expertise, empathy, and local knowledge to the people who use the service
- Strong local presence supporting access for the whole community, including people with disabilities, migrants, people who are digitally excluded or experiencing vulnerability
- Practical assistance for people navigating complex systems, understanding their rights, responsibilities and entitlements, and accessing public services
- Multiple access routes, including face–to–face, phone–based, digital, and specialist supports, providing choice and flexibility for service users
- An established governance relationship that supports accountability while enabling local responsiveness

The support of the Service Delivery Companies, including directors, staff and volunteers, will be essential to meeting the objectives of this strategy, as will the insights of people who use the services.

Strategy Background and Context

As the Citizens Information Board (CIB) enters the next strategic phase, it is imperative that the organisation remains grounded in the realities of its broader operating environment.

To inform this 2026–2029 strategy, CIB updated a comprehensive environmental scan that was produced as part of the 2023–2026 strategy to assess the external conditions shaping its operating context. The original and updated scans considered a range of interconnected factors, including macroeconomic and social conditions, demographic change, public service capacity and system pressures, digital transformation and inclusion, and the evolving information environment.

The updated scan reinforced trends highlighted by both CIB and Service Delivery Companies staff during consultations, and confirmed that CIB, like other organisations, is operating within an increasingly dynamic external environment. This is placing sustained pressure on resources and service demand. Ongoing global volatility, cost-of-living pressures, climate-related disruption, and issues such as access to affordable housing are shaping how people experience public services in Ireland. These conditions are translating into sustained demand for clear, impartial and trusted information, advice and advocacy, delivered through both CIB's direct services and the network of Service Delivery Companies.

Rising living costs and financial pressures also reinforce the importance of financial literacy as a preventative support. The MABS companies play a key role in strengthening people's ability to manage financial decisions, reduce vulnerability and build resilience.

Trusted Information

The information environment has changed fundamentally since the previous strategy. While access to information has expanded, trust in information sources is becoming ever more fragile. The growth of mis–, dis– and mal–information, alongside the rapid emergence of artificial intelligence (AI) as a primary route for accessing information, has altered how people find, consume and apply advice. CIB and the Service Delivery Companies play a critical role in countering misinformation and disinformation by providing trusted, independent, and accessible public service information.

In 2025, citizensinformation.ie recorded over 8 million unique users and more than 27 million pageviews, reinforcing its role as a trusted national reference point. Views also spiked in moments of high public need, such as during Budget announcements and policy changes.

However, as AI-enabled tools increasingly surface information through 'zero click' searches and summaries, direct website access is declining and is no longer a sufficient indicator of reach or influence.

For CIB, this reinforces the strategic importance of its role as a steward of accurate, neutral and structured public information. Ensuring that CIB-verified content continues to inform the public, regardless of access route, while maintaining trust, clarity and accessibility across new information pathways, is now a core operating challenge. It also necessitates a re-examination of how CIB's impact and reach are measured, as traditional metrics such as website views alone will no longer provide a complete picture of impact or value to the public.

STRATEGY BACKGROUND AND CONTEXT (CONTINUED)

As AI increasingly influences how people access and interpret information, CIB envisages an evolving role as an AI input organisation, contributing trusted, accurate and impartial public information to emerging digital and AI enabled systems. This includes both CIB managed systems and third party tools that members of the public are increasingly using to navigate public services, rights, responsibilities and entitlements.

In this context, CIB's established strengths in neutrality, independence and public trust position it as an important element of Ireland's democratic infrastructure.

Broaden Access and Enhance Service User Experience

As Ireland's population continues to diversify and grow, and demand for services increases, it is essential that access can be widened across multiple channels and that those who need support can access it in a timely and effective manner. Ensuring that digital, phone-based and face-to-face access routes are maintained and broadened across the Service Delivery Company network remains crucial for CIB.

Through citizensinformation.ie and the infrastructure, funding and oversight that CIB provides to the SDC network, the organisation enables service delivery at national scale while remaining closely connected to community-level experience.

In 2025, the network of SDCs operated from hundreds of locations nationwide, alongside national phone and digital services, supporting wide geographic coverage and multiple access routes for the public.

Person-to-person services remain crucially important. As an example, in 2025, just under 70% of the 384,088 individuals supported by CIS were assisted in person, with 92% of these seen on a drop-in basis, highlighting the continued need for accessible, people-centred support in local settings. CIB is committed to the growth of person-to-person supports to meet current and future demand.

Service user feedback consistently demonstrates strong satisfaction when access is achieved. National feedback shows high levels of trust, clarity and support.

Consultation feedback indicates rising demand and increasing complexity in the needs of those accessing the person-to-person services. In parallel, changes in how public services are delivered have led to a greater reliance on Service Delivery Companies for direct, in-person support. In this context, ensuring that services remain accessible, sustainable, and responsive to people's experience is central to meeting current and future needs.

STRATEGY BACKGROUND AND CONTEXT (CONTINUED)

Capability and our Workforce

CIB's work is carried out by highly-skilled staff with expertise across a very wide range of areas.

For this strategy, continuing to develop CIB's staff members will be even more crucial as organisations across the world begin to introduce new approaches to how work and services are designed and delivered.

Ensuring that our staff members are equipped with forward-looking and emerging skillsets, especially in the context of AI-enabled workplaces, is a key component of this strategy, as is continuing to foster a professional, supportive and inclusive workplace.

Governance, Oversight and Support

The emphasis placed in the 2023–2026 strategy on governance, compliance, systems and infrastructure has ensured that CIB enters the current period with strong organisational foundations. This focus was a deliberate response to the inherent complexity of CIB's operating model, which combines the direct provision of national services with a statutory governance, funding and oversight role in relation to the Service Delivery Company network.

It will be essential that this foundation is maintained and developed during the next strategic cycle.

While beyond the scope of this strategy, consultations highlighted a clear consideration for future strategic cycles: to examine the complex interplay between CIB's governing legislation and its relationship with the SDCs. This complexity can contribute to operational challenges and may benefit from simplification, which would require a review of the existing legislation.

In 2025, CIB further advanced the development of service user impact frameworks, moving beyond reporting on activity to gain a better understanding of outcomes and public value across the different services. This work strengthens the organisation's ability to demonstrate tangible impact, support continuous improvement and inform strategic decision-making.

Communications and Engagement

As traditional service channels such as CIB's websites are increasingly used in an ecosystem of AI information retrieval, it will be vital that CIB and the Service Delivery Companies maintain public awareness through external engagement, dynamic communications and campaigns across different channels.

Wider communication will also allow for wider dissemination of key messages, including, for example, on information as a counter to misinformation, financial planning and budgeting, and developments in rights, entitlements and responsibilities.

The impact framework provides a strong basis for communicating the role and public value of CIB and the SDCs, and will be central to planned communications over the strategic cycle.

STRATEGY BACKGROUND AND CONTEXT (CONTINUED)

Strengthening Our Role

As public services become more digitised, with online entry points and onboarding, individuals increasingly require support not only to access information, but to interpret it, apply it to their own circumstances, and take action. Information alone is often insufficient, particularly for people facing complex or intersecting challenges.

The Citizens Information Board (CIB) and the Service Delivery Companies (SDCs) are uniquely positioned to act as a trusted intermediary between the public and the wider public service system. This role builds directly on CIB and the SDCs' core strengths of trust, neutrality, and independence, as well as close connection to lived experience through SDC frontline services and social policy feedback.

People-centred support, delivered locally and nationally, remains central to enabling understanding, informed decision-making, and effective engagement with public services.

The 2026–2029 strategy is explicitly focused on sustaining and strengthening CIB's role as a champion of trusted information and enabler of support for communities across Ireland.

Themes

In developing this strategy, CIB has identified a number of provisional themes that we expect to return to and that will inform how we structure events, communications and development areas over the lifetime of the strategy. These themes are:

- **Misinformation and Disinformation:** How CIB and the Service Delivery Companies can act as a counter to it
- **Financial Literacy:** How MABS can promote this crucial life skill
- **Inclusive Service Delivery:** How CIB and the SDCs can equip staff to respond effectively and empathetically to people with diverse needs, experiencing vulnerability, or barriers to accessing services



Strategic Objectives and Goals: 2026–2029 Strategic Plan



Trusted Information

Champion and reinforce CIB's position as a trusted, independent source of information for people in Ireland.

Work proactively and collaboratively with partners across the ecosystem to act as a counter to mis–, dis– and mal–information.

Refine and target our engagement approaches to purposely connect with a diverse range of audiences.



Broaden Access and Enhance Service User Experience

Broaden and grow access to services through a well-balanced mix of channels, while keeping high-quality person-to-person support at the core.

Through collaborative work with the Service Delivery Companies, contribute to improved service user experience across different service offers.



Capability & Our Workforce

Support CIB staff to continue strengthening their capabilities, with a clear focus on digital skills and emerging skillsets.

Sustain a professional, inclusive and supportive workplace where CIB staff are enabled to deliver quality work.



Governance, Oversight & Support

Further strengthen and embed robust governance capability and systems within CIB.

Continue to clarify and enhance CIB's governance and oversight role with the Service Delivery Companies.

Sustain the provision of effective infrastructure and operational supports to enable the work of the Service Delivery Companies.

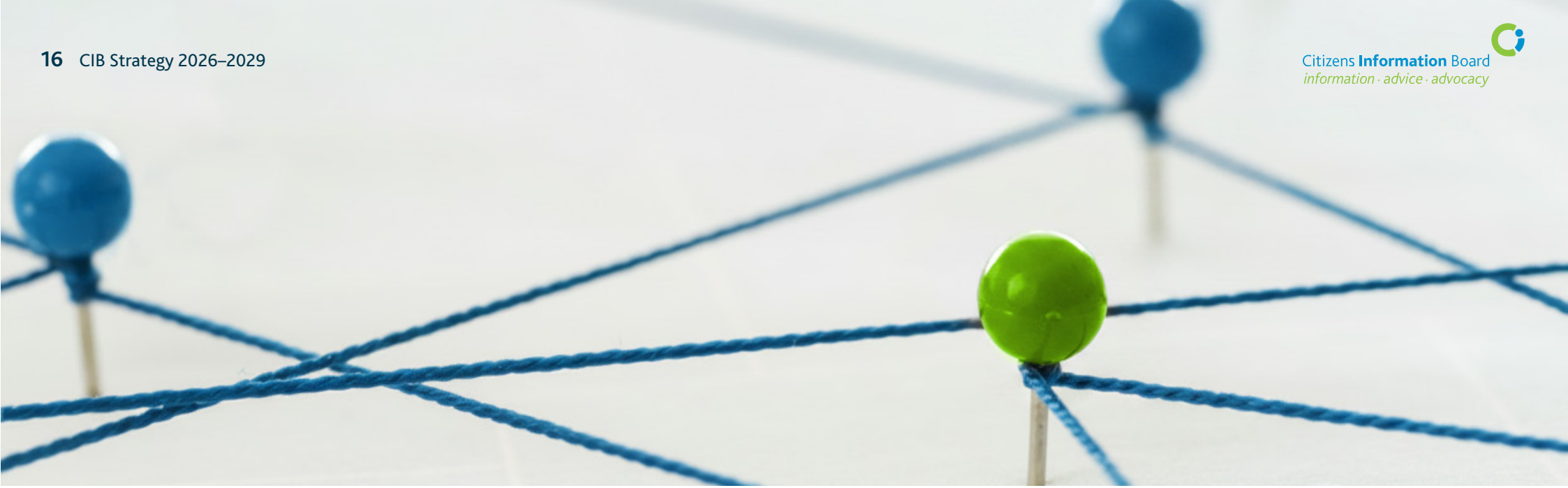


Communications & Engagement

Increase awareness and understanding of CIB's services and the services delivered by the Service Delivery Companies.

Strengthen CIB's profile with key sector partners through collaboration, clear branding and evidence of impact.

Maintain constructive engagement with the Service Delivery Companies on governance, standards and service-related matters.



Implementation

CIB will work closely with the Service Delivery Companies across the implementation of this strategy to ensure success, as their alignment and support will be vital.

For CIB, milestones and targets across the organisation will be aligned to the strategic objectives, allowing all staff a clear line of sight from their work to CIB's strategic achievements.

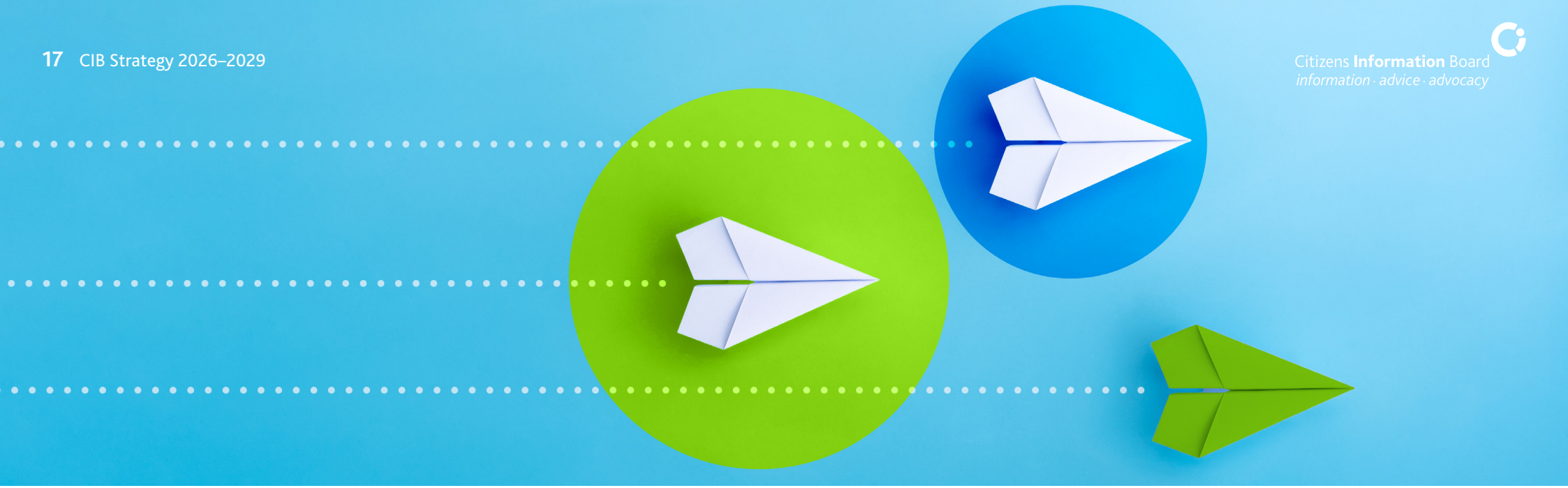
Funding, Resourcing and Responsiveness

Delivery of this strategy is subject to the availability of funding, which is sought and allocated on an annual basis through the public expenditure process.

CIB will prioritise activity within the resources available to it in each year of the strategy, with a focus on maintaining trusted information provision, supporting and growing frontline delivery through the SDCs, and communicating the value and accessibility of the network. Where external conditions change or resource pressures arise, reprioritisation may be required in order to respond to emerging needs.

In the event of a significant external shock requiring a frontline response, for example an economic downturn, CIB may need to reprioritise resources across the network. Under this scenario, it is expected that trusted information will be retained as an objective, with focus also placed on supporting and enhancing frontline services and messaging.

The ambitions set out in this strategy reflect CIB's current operating context and capacity, while recognising that additional or sustained investment would enable the organisation to deepen impact, extend reach and further strengthen its role within Ireland's public service and democratic infrastructure.



Governance and Monitoring

The Board of CIB is responsible for the development of the Strategy 2026–2029 and for monitoring its implementation. The Minister for Social Protection approves CIB's strategy, in line with the Comhairle Act 2000 as amended.

The Board is supported by its committees, each of which will oversee delivery of relevant strategic objectives, action plans and work plans within their remit, and monitor associated risks. The committee structure may be adapted to best engage with the objectives of this strategy.

Oversight of strategy delivery will be supported through regular strategic monitoring by Senior Management, with progress, risks, and emerging issues reported to the Board and its committees as appropriate. This approach is designed to support timely assurance, informed decision-making and course-correction over the life of the strategy.

A mid-point evaluation of the strategy will be undertaken during the strategy period to assess progress and inform any necessary adjustments.

Our Public Sector Duty

CIB is subject to the Public Sector Duty under Section 42 of the Irish Human Rights and Equality Commission Act 2014. In fulfilling this duty, CIB is required to have regard to the need to eliminate discrimination, promote equality of opportunity, and protect the human rights of those to whom it provides services, with particular consideration given to individuals and groups experiencing disadvantage.

This strategy has been developed with those obligations at its core. CIB's role as a provider and steward of trusted information, advice and advocacy places it in a critical position within Ireland's public service system, particularly for people who may face barriers in accessing information, navigating complex administrative processes, or exercising their rights and entitlements.

Across the period 2026–2029, the Public Sector Duty will be reflected in how CIB:

- Prioritises access to clear, impartial and accessible information for those who need it most
- Supports inclusive service models across digital, phone based and face to face channels
- Works collaboratively with Service Delivery Companies to ensure services are responsive to diverse needs and local contexts
- Embeds equality and human rights considerations into governance, oversight, policy development and performance monitoring

By integrating Public Sector Duty principles into strategic objectives, implementation planning and governance arrangements, CIB will continue to ensure that equality, inclusion and human rights are not treated as standalone considerations, but as foundational elements of how the organisation plans, delivers and evaluates its work.

Supporting Society

Alongside the Comhairle Act, the Citizens Information Board and the network of Service Delivery Companies play a wider role across EU and Government legislation, policy and strategy. Our involvement in these broader strategies both informs and enhances CIB's Strategy 2026–2029.

Government Policy or Strategy	Our Contribution
EU Democracy Shield	CIB provides and funds trusted information, advice and advocacy and as such is a crucial part of Ireland's democratic infrastructure, representing an organisation — and a network of Service Delivery Companies — operating under the objectives of the EU Democracy Shield
Programme for Government 2025	CIB plays an explicit role in supporting commitments to counter disinformation by acting as a trusted public information source
The National Counter Disinformation Strategy	The strategy specifically names CIB as a provider of trustworthy information
Harnessing Digital — The Digital Ireland Framework	CIB enables access to digital public services while addressing digital exclusion CIS developed the Digital Help Service to assist people in accessing and using digital government services
National Financial Literacy Strategy	This strategy includes a wide range of actions for MABS and National Traveller MABS
Adult Literacy for Life Strategy	CIS and MABS are identified as key channels for providing information to the public about available literacy, numeracy and digital literacy supports
Ireland's Diaspora Strategy 2026–2030	CIB's Returning to Ireland portal, which has been viewed more than 1.5 million times by more than 700,000 people, is referenced as a key resource in the strategy
Autism Innovation Strategy 2024	CIB, CIS and NAS have named roles under this strategy in relation to eLearning and up-to-date information
National Human Rights Strategy for Disabled People 2025–2030	CIB, SLIS and RISLI are directly involved under the spotlight policy area, *Strengthening the pipeline of Irish Sign Language Interpreters*
Irish Sign Language Act 2017	Both SLIS and RISLI are carrying out crucial elements of this legislation, including facilitating access to interpretation and maintaining a register of interpreters

Acronyms and Definitions

Acronym	Description
AI	Artificial Intelligence
CIB	Citizens Information Board
CIPS	Citizens Information Phone Service
CIS	Citizens Information Services
DSP	Department of Social Protection
EDAP	European Democracy Action Plan
EU	European Union
HR	Human Resources
ICT	Information and Communication Technology
MABS	Money Advice and Budgeting Service
NAS	National Advocacy Service for People with Disabilities
NT MABS	National Traveller Money Advice and Budgeting Service
RISLI	Register of Irish Sign Language Interpreters
SDC / SDCs	Service Delivery Company / Companies. This refers to the 22 companies that CIB funds and supports
SLIS	Sign Language Interpreting Service

Definition	Description
Misinformation	False or misleading content shared without harmful intent though the effects can be still harmful, e.g. when people share false information with friends and family in good faith (EDAP)
Disinformation	False or misleading content spread with an intention to deceive or secure economic or political gain and which may cause public harm (EDAP)
Malinformation	Generally true information that is being shared at a time or in a way that intends to inflict harm on a person, social group, organisation or country (United Nations)

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