



**Kingsley Aikins
Nicola White**

Global Diaspora Strategies Toolkit



**Harnessing
the power
of global
diasporas**



'Around the world, even as we pursue a new era of engagement with other nations, we're embracing a broader engagement – new partnerships between societies and citizens, community organizations, business, faith based groups.'

President Barack Obama

Global Diaspora Strategies Toolkit



Contents

Foreword	i
Introduction	iii
Acknowledgements	vii
The Authors	xi

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Foreword

Ironically, with more and more people living and working further and further from their place of birth the world is growing smaller and the sense of need for connecting and attaching to their native homelands increases. These bonds of ethnicity represent great platforms for increasing the influence of countries abroad and for developing support from their successful expatriates. The potential for these flows of influence, information and income are staggering. With 215 million people living away from their home country, they represent very significant concentrations of resources and advocacy.

This has been the experience of The Worldwide Ireland Funds. Over three

decades and across 12 countries, we have raised over \$350 million for projects supporting peace and reconciliation, arts and culture, education and community development. However we have realized, almost by default, that we are not just a fundraising body. We are a movement whose members are committed to improving Ireland and its communities through philanthropy, access and advocacy.

Of course, we are far from alone and have learned a great deal from others. Indeed the purpose of this Toolkit is to collate, analyze and learn from the experience of diaspora organizations around the world. We hope that this

Toolkit will help inform and promote discussion on a fascinating topic which will shape politics and policies across the world in remarkable ways.

We salute the United States Secretary of State, Hillary Clinton, for the focus and attention she is giving to this topic and for organizing the most extensive Forum on Global Diaspora Strategies in May 2011. We are most grateful to all

who contributed and shaped this Toolkit and helped us learn through their insights and experiences.

The mobilization of diasporic communities can be an immense force for good in terms of delivering material and moral support to their homes and increasing mutual understanding. We hope this Toolkit will inform people's understanding of that potential.

Kieran McLoughlin

President and CEO, The Worldwide Ireland Funds



Introduction

Welcome to the Global Diaspora Strategies Toolkit which was produced to coincide with the Hillary Clinton Global Diaspora Forum in Washington. Firstly, congratulations to the Secretary and the State Department for bringing focus, interest and attention to an area that continues to have a profound effect on the world and will only increase in the future.

I have had the privilege of working for one of the world's premier diaspora organizations, The Ireland Funds, for twenty one years until recently. During that time I could see the power of philanthropy and how it can be harnessed to get people engaged in their countries of origin,

heritage or interest. From a philanthropic involvement many other relationships can develop in the areas of trade and investment, education, culture, sport, tourism to name a few. In my career I also worked overseas for the Irish Trade Board and IDA Ireland and could see how diaspora relationships can be used to drive exports and inward investment.

In all of these activities the fundamental key to success is developing networks. In diaspora issues networks really do matter. The US State Department's Professor Anne-Marie Slaughter put it succinctly in her essay 'America's Edge-Power in the Networked Century':

‘We live in a networked world. War is networked ... diplomacy is networked ... business is networked ... media are networked ... society is networked ... even religion is networked. In this world the measure of power is connectedness. The twentieth century world was, at least in terms of geopolitics, a billiard ball world described by the political scientist Arnold Wolfers as a system of self contained states colliding with one another. The results of these collisions were determined by military and economic power ... now the world is driven by networked clusters of the world’s most creative people. In a networked world power flows from the ability to make the maximum number of valuable connections. The issue is no longer relative power but centrality in a dense global web. Where you are from means where you can, and do, go back and whom you trust and network with.’

The object of this Toolkit is to put together in one publication and website a review and audit of what is happening in the world of global diaspora strategies both by category and country. It is by no means exhaustive or prescriptive and aims to cover a wide range of initiatives. There is no ‘one size fits all’. Every country does it differently, some better than others and some not at all. Also, it’s not easy and many initiatives fail. The last decade has seen a veritable explosion of activity with individuals, organizations, companies and governments trying to figure out what action to take and who should take it, who should fund it and what model to follow. Often the debate is over the role of government - should they be facilitators or implementers? What is certain is that we can learn much from each other and

this Forum will be an excellent opportunity for dialogue, debate and discussion.

There are now over 215 million people living in a country other than the one in which they were born and that is a number that has doubled in the last 25 years. It represents 3 per cent of the world’s population. One person in thirty three is an international migrant and every year 3 million people migrate. Annual rates of immigration to the US have increased from just over 320,000 annually in the 1960s to close to a million today. In 2000 the number of foreign born legal immigrants residing in the US was 31 million, representing 12 per cent of the US population. This is projected to rise to 48 million by 2025 and to 60 million by 2050. Now because of technology, transport and communications, and, possibly for the first time in history, geography does not dictate identity. People can be both ‘here and there’, fully committed to the country they live in but also closely connected to their country of origin, heritage or interest. This ‘hyphenated’ existence can be mutually very beneficial. More and more national governments are introducing diaspora strategies and recognizing the role that key members of the diaspora can play in developing their home economies without having to return home permanently. Brain drain can become brain gain and brain exchange. Technology and, in particular social media, means that connections can be made on a one to one individual basis and people who never engaged with diaspora organizations can be connected with their home country and with each other in powerful and creative and innovative ways.

Patterns of migration have changed in ways that will strengthen the potential for

enhanced diaspora engagement. Overall, migration is far less permanent than it was in previous decades. Both temporary migration and ‘circular’ migration (individuals who periodically move back and forth from their home country to the host country, often for seasonal work) are increasing. In addition there is a growth in the number of truly ‘transnational citizens’ those who have permanent residences in both host countries and their countries of origin. As a result, enduring notions of ‘community’ are being redefined. Networks are being built and enhanced based on interest rather than location – the tyranny of distance and geography is finally being broken.

This Toolkit has erred on the side of including more rather than less. Inevitably,

however, given the explosion of activity in this area in the last few years, significant initiatives will have been missed for which I apologize and it would be repetitive to go into too much detail on many programs that are similar. Many countries have very significant diasporas and the potential exists to engage with these groups to benefit the home and host countries. Also this Toolkit is more interested in the programs rather than the countries with the focus being on global best practice and what countries can learn from each other. In short, for the first time ever in history, through diaspora engagement and activity, the world can be brought to home countries and home countries can be brought to the world.

Kingsley Aikins

Diaspora Matters



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Section 1

Introduction to Global Diasporas



Contents

Introduction	1
Appreciate changing migration patterns	5
Define the diaspora	8
Segment the diaspora	11
Understand the 'mile wide – inch deep' versus 'inch wide – mile deep' conundrum	14
Build a mutually beneficial relationship with the diaspora	20
Endnotes	26



Section 1

Introduction to Global Diasporas

Introduction

What made China the world's factory? What made India the world's technology hub? What made Israel a leading innovation centre?

Connecting with their diasporas in the United States.

Today the world is more globalized, interconnected and interdependent than ever before. The recent economic crisis that has been besieging the world shows us that it is no longer possible for any nation state to consider itself an 'island', nor is it possible to be immune to the ebbs and flows of global economics.

In order to be able to fully leverage this globality, it is essential that countries design and implement comprehensive diaspora strategies for engaging with their global citizens and friends. The size of a country's populace can no longer be calculated within the contours of its borders, rather it must be viewed through the global lens of migration

and encompass those who are defined as ‘the diaspora.’ As noted by Dolman ‘The past few decades have seen rapid growth in the movement of goods and factors of production. The volume of international trade grew twice as fast as world output during the 1990s and the volume of foreign direct investment (FDI) grew twice as fast as trade. Economies are rapidly integrating and becoming more closely dependent upon each other. The international movement of people is an important feature of this integrated global economy.’¹

Considering the diaspora as a national asset is certainly not a new phenomenon. Diaspora strategies that extend across a range of social, cultural, political, educational and financial dimensions are now being implemented by both developing countries and developed countries, including New Zealand, Scotland, South Africa, Canada, Australia, Singapore, Israel, Ireland and India, to name but a few.

Boyle and Kitchin define a diaspora strategy as ‘an explicit and systematic policy initiative or series of policy initiatives aimed at developing and managing relationships between homelands and diasporic populations. These policy initiatives vary from highly formalized and structured programs to projects that are quite light in conception and application. A diaspora strategy is perhaps best thought of then as an overarching framework for providing a level of coherence to the range of diaspora policies devised and implemented by a variety of agencies.’²

Although there can be many facets to a country’s diaspora strategy, it can be said

that, by and large, countries tend to pursue similar initiatives, with much in common in terms of philosophy and approach but there is no ‘one size fits all’ diaspora strategy.

Obviously countries differ greatly in terms of their macroeconomic circumstances, the history of their diaspora, their size, geography and general resources to successfully pursue a diaspora strategy.

Also, as many of these initiatives have been enacted recently it is too soon to assess them fully. Moreover, it has been purported that ‘many diaspora programs are ‘living dead’ – they are not failures and they generate enough interest to maintain their funding, yet their development impact is very limited.’³ However, the fundamental difference between those countries that will ultimately succeed and those that will fall short of expectations lies in one thing only – excellence in execution.

Successfully engaging the diaspora is a long-term ‘hearts and minds’ business that requires perseverance and patience and there remains a wide gap between the promise and delivery of diaspora contributions. As noted by the Migration Policy Institute, ‘Although some initiatives are quite innovative and many show promise, a closer look at these efforts suggests that translating diasporas’ promise into reality is more easily said than done. While many governments acknowledge the importance of diaspora engagement, many still lack the capacity to design and implement effective policies on a meaningful scale. This explains the gap between essentially ‘paper schemes’ and truly effective policies and programs that actually make a difference.’⁴

Understanding the basics

- **Who?:** Governments around the world should begin to think about their diasporas in new ways and seek to build mutually beneficial relationships and partnerships with them. Rather than viewing them as being ‘lost’ to the homeland, they can re-engage with the homeland through strategic diaspora initiatives such as formal mentoring programs, investment and trade programs, and cultural initiatives. They do not need to return in order to make a difference.
- **Why?:** Global diasporas constitute an obvious collective of people through whom networks can be created and individuals mobilized for mutual benefit of both diasporas and the home country.
- **How?:** Global diasporas serve as an important conduit, facilitating the two-way flow of capital. That capital presents itself in every form be it human, social, intellectual, cultural or financial. Looking at capital flows alone, the transfer of funds in the form of remittances, bonds, philanthropy or business investment is massive by any scale, and growing.

Learn the key lessons

A country’s diaspora constitutes an immense source of ‘soft power’. By implementing a comprehensive diaspora strategy this can be harnessed and converted into ‘hard impacts.’ The key to success is developing a series of well-researched initiatives and, as previously noted, ensuring excellence in execution. Some of the other key issues to consider in relation to designing, implementing and executing global diaspora strategies include:

- For the first time ever, technology allows countries to connect with their diaspora at a mass level. The opportunity exists to create global electronic portals to include all diaspora members and diaspora-related organizations. Such a portal would enable individuals and groups to connect with their home country and with each other.
- The key to success is identifying exceptional people and organizations in the diaspora and connecting them with exceptional people and organizations in the home country. A small number can make a huge difference and one-to-one relationships are key. Strong home institutions are needed to support initiatives.
- The challenge is to identify and engage those with ‘affluence and influence’ who are in a position to connect with the home country. Early identification with leaders and keeping in contact on an ongoing basis for a long period of time is essential.
- The four step process of Research, Cultivation, Solicitation and Stewardship from the donor development world of philanthropy is equally applicable and

effective in developing relationships and building networks with the diaspora. Technology is not a substitute for face-to-face introductions – diaspora networking is a contact sport. The key is to move from transactions to relationships.

- To be effective there must be ‘asks and tasks’ of the key leaders in the diaspora. They need to be engaged in small groups with specific projects over a limited time frame. If not, initial enthusiasm will fade quickly. Recognize that diaspora members do not have to return home to play a significant role in the economy. Brain drain can lead to brain gain and brain exchange in a productive cycle. Circularity is now a feature of migration.
- Regular and relevant meetings in the home and host countries are essential to keep diaspora members informed, engaged and active. They need to feel that they are being listened to and involved in decision-making processes in order to maintain interest and momentum. Structures should be set up to ensure ongoing participation.
- Cultivation and engagement of the next generation is important. Countries need to put in place a series of initiatives that will attract the next generation of the diaspora. In this regard they have much to learn from Taglit-Birthright Israel and MASA programs.
- Countries also need to develop programs that engage baby boomers, the huge and growing cohort of our populations aged over 60.
- The role of Government is to act as facilitator rather than implementer of programs. It has a pivotal role in giving its ‘imprimatur’ and support, making clear to diasporians that they are regarded as important and involving them as participants in meetings, fora and policy making. Government, by being accessible, has an enormous role to play.
- The diaspora can contribute to defining their home country’s value proposition and nation brand. Moreover, the diaspora has the potential to play a crucial role in FDI and in nurturing the venture capital industry. Countries should learn from the experience of Israel and India in this regard and examine how these countries engaged their diasporas in both these areas.
- Culture is the underlying glue that can bridge diaspora strategies and is all about creativity, innovation and personality. Other countries’ agencies such as the British Council, Alliance Francaise, the Goethe Institute and the Confucius Institute recognize this and invest considerable resources in the promotion of their culture overseas. Many countries are not yet competitive in this area – but have a vast reservoir of potential.

Appreciate changing migration patterns

Understanding the reality of the ‘Global citizen’ in the 21st century is a prerequisite to designing a diaspora strategy because patterns of migration have changed in ways that strengthen the potential for diaspora engagement. The unprecedented movements of diaspora in large scale and higher percentage and frequency have set a global demographic trend that marked the 20th and 21st centuries.⁵ And it looks as though this trend will inevitably continue as processes of urbanization and globalization continue their advance, and the full impact of climate and population changes take effect.⁶

What were once globally dispersed communities are now more interconnected and interdependent than ever. Indeed, there is a continual growth in the number of truly ‘transnational citizens’, those who have permanent residences and often business associations in both host countries and their countries of origin. As a result, enduring notions of ‘community’ are being redefined.

If migration continues to grow at the same pace as over the past 20 years, some analysts predict there could be 405 million international migrants by 2050, up from today’s estimated 215 million.⁷ Looking at these figures it can be estimated that 1 out of every 33 persons in the world today is a migrant. It is reported that economic migrants currently account for over 85% of total migrants with the remaining 15% being refugees.⁸ Female migrants represent a significant portion of total migrants with 49% of total in 2010.⁹ Globally, there are some 48 million international migrants under 25 years of age, representing nearly 23% of the total migrant population.¹⁰ The latter two statistics are important to note as emerging diaspora networks are increasingly gender and next-generation focused. Examples include the Filipina Women’s Network, the Turkish Women’s International Network, The Ireland Funds Global Young Leaders Program and the Young Barbadian Professionals Society, to name but a few.

Global best practice in engaging the next generation: Taglit-Birthright Israel

Taglit-Birthright Israel is one of the most successful diaspora programs in the world and was launched out of a concern about the continuation of Jewish culture and heritage. In the US census of 1990 it was discovered that 51 per cent of Jews are married to non-Jews, with only 16 per cent of children from mixed marriages brought up as Jews. About 100,000 Jews are born every year and 75 per cent of the world’s Jewish population lives in the US. Taglit-Birthright Israel brings Jewish young people aged 18–26 to spend 10 days in Israel. Research has shown that 10 days in Israel is more effective in instilling Jewish pride and heritage than 5 years in a Jewish school.

Over 260,000 individuals from 52 different countries have participated since the trips began in 2000. Funded in 2000 by Charles Bronfman and Michael Steinhardt in cooperation with the Israeli government, private philanthropists, the Jewish Agency for Israel and Jewish communities around the world, the Birthright Israel program has invested over \$400 million on educational trips to Israel. Top educators, historians and tourism professionals were recruited to plan the program for which demand is very high. Registration is conducted online and each round is massively oversubscribed. It brings in considerable revenue to the Israeli tourism industry.

Taglit-Birthright Israel has set the goal of sending 51,000 young Jewish adults to Israel annually by 2013, which means that one in every two Jewish young adults worldwide would participate in a Birthright Israel trip. In January 2011, the Government of Israel announced it would contribute \$100 million in funding over the next three years to assist Birthright Israel achieve that goal. According to a recent study by Brandeis University's Cohen Center for Modern Jewish Studies entitled 'The Impact of Taglit-Birthright Israel: 2010 Update' participants in the 10-day Israel trips are more confident advocates for Israel, are more likely to feel very connected to Israel, and are 51% more likely to marry a Jewish person than their peers who applied for but did not go on a Birthright trip.

Most migrants live in Europe, Asia and North America, with growth rates in North America and Europe standing at about 10% and 8% respectively during the period 2005–2010.¹¹ According to the World Bank, the top migrant destination countries are the United States, the Russian Federation, Germany, Saudi Arabia, and Canada.¹² There is also a global trend that the migrant population is moving 'from south to north, and from east to west' towards seven of the world's wealthiest countries – with less than 16% of the total world population, yet 33% of the world's migrant population is

found in those seven countries.¹³ According to the World Bank, the Mexico-United States corridor is the largest migration corridor in the world, accounting for 11.6 million migrants in 2010. Also, it is interesting to note that only 37% of migration in the world is from developing to developed countries. The majority of migration occurs within countries in the same category of development: approximately 60% of migrants move either between developing or between developed countries (the remaining 3% move from developed to developing countries).¹⁴

Top emigration countries in 2010

■ Mexico	11.9 million	■ Bangladesh	5.4 million
■ India	11.4 million	■ Pakistan	4.7 million
■ Russian Federation	11.1 million	■ United Kingdom	4.7 million
■ China	8.3 million	■ Philippines	4.3 million
■ Ukraine	6.6 million	■ Turkey	4.3 million

Source: *The Migration and Remittances Factbook 2011*, World Bank.

There are a number of categories of migrants as illustrated by Dustmann below.

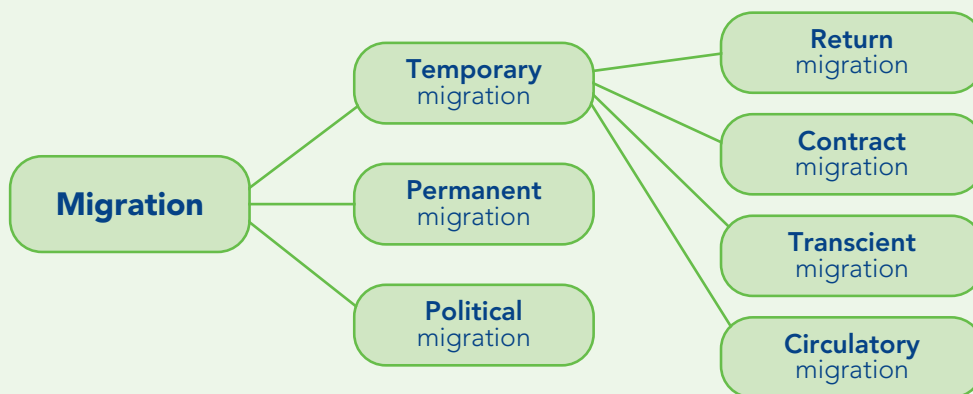


Figure taken from Dustmann ‘Temporary Migration and Economic Assimilation’ IZA Discussion Paper No. 186, August 2000

Dustmann defines *transient migration* as a situation where the migrant moves between different host countries without necessarily returning home; *contract migration* as a temporary migration where the migrant lives in the host country for a limited number of years, which is regulated by a contract; and *return migration* describes a situation where migrants return to their country of origin by their own choice, often after a significant

period abroad.¹⁵ As illustrated from the diagram above, migration is far less permanent than it was in previous decades with increasing categories of temporary migration emerging.¹⁶ A 2007 paper published by the Migration Policy Institute described circular migration as ‘a continuing, long-term and fluid movement of people among countries that occupy what is increasingly recognized as a single economic

space.¹⁷ In other words, circular migration encompasses individuals who move back and forth from their home country to the host country and ‘circulatory migration is usually induced by a seasonal excess demand for labour in the immigration country, which cannot be supplied by the native work force at adequate prices.’¹⁸

It is interesting to note that temporary migrants in developed countries outnumber permanent migrants three to one, and between 20%–50% of migrants leave their host country within 3–5 years.¹⁹ Dustmann and Weiss have suggested that in the UK the percentage of migrants who return to their country of origin within 10 years is between 30% and 50%, and after 20 years, a further 15–30%.²⁰ Mayr and Peri provide detail on the extent of return migration of foreign-born in the USA and their findings suggest return rates of 20–30% after 20 years.²¹ ‘They may return bringing with them experience and entrepreneurship ... They come and go several times following a dynamic process of brain circulation.’²²

Diaspora strategies that promote brain circulation are extremely important

particularly for smaller countries which tend to have higher rates of skilled emigration.²³ This trend is heightened during a recessionary period where skilled citizens are forced to emigrate in search of employment. The current economic emigrant wave in Ireland is an example of this – with, on average, 1,000 young people leaving every week in search of greater career prospects abroad. This brain drain has been described as ‘the human capital flight’ and it is an inevitable consequence of emigration. Therefore, it is critical for countries to introduce diaspora strategies which can convert the brain drain into brain gain and brain circulation.²⁴

What these statistics fundamentally illustrate is that most countries are experiencing increasing migration flows. Inward, outward, temporary, permanent, circular – people are constantly moving and our definitions pertaining to the homeland community must also reflect this. Moreover, increased migration signifies an increased potential for engaging with the diaspora. As emigration increases, so too does the size of the diaspora.

Define the diaspora

In designing a diaspora strategy the first question that must be answered is ‘what is meant by diaspora?’ Put simply, diaspora is ‘that part of a people, dispersed in one or more countries other than its homeland, that maintains a feeling of transnational community among a people and its homeland.’²⁵

The word diaspora comes from the Greek *dia* meaning ‘through’ or ‘over’ and

speiro meaning ‘dispersal’ or ‘to sow.’ Diaspora traditionally referred to a very specific situation: the exile of the Jews from the Holy Land and their dispersal throughout the globe. In recent years, ‘the notion of diaspora has moved from religious, migration and cultural studies to the policy realm as well. Diasporas have come to be seen as central in relation to a range of

issues, from struggles for political recognition of nation states over identity politics to transnational mobilization of development and reconstruction projects. Migrants' contributions to development in terms of remittances, investment and democratization are also receiving growing attention.²⁶ As noted by Ionescu, 'countries have adopted different ways of referring to their diasporas and the profusion of existing terms is the sign of the policy interest in these populations: nationals abroad, permanent immigrants, citizen of (X) origin

living abroad, non-resident of (X) origin, persons of (X) origin, expatriates, transnational citizens.'²⁷ These terms are used to cover multiple realities that differ from country to country: 'people settled in a host country on a permanent basis, labour migrants based abroad for a period of time, dual citizens, ethnic diasporas, citizens of the host country or second-generation groups.'²⁸ There is no doubt that the traditional narrow definition of diaspora has given way to a looser use of the term and its adoption by many other countries.

Elements relative to defining diaspora

- **Time:** When does a 'migrant' cease to be one and become part of the 'diaspora'? Given the increase in circular migration it is difficult to limit today the notion of diasporas to those who are settled 'forever' in a country other from where they were born. The modern notion of 'diasporas' has lost its dimension of irreversibility and of exile. Migrants go to work abroad, sometimes under specific government schemes, decide to stay longer, to return and to leave again. It appears that countries supporting temporary labour migration are also concerned with diaspora contributions, such as the Philippines, Bangladesh, Ukraine, Kenya, Ethiopia or Uganda.
- **Place of birth:** Second and third-generation migrants born to immigrant parents abroad can have a stronger feeling of belonging to the diasporas than first generations and retain some form of commitment to, and/or interest in, the country of origin of their parents. Thus place of birth does not itself define belonging to a diaspora.
- **Citizenship:** Many nationals acquired the citizenship of their host country. Their contributions therefore would not be included in 'migrant workers' remittance flows, for instance, whereas they may well be interested in investing in different ways in their home country. Thus, we do not qualify diasporas according to their citizenship.

- **Identity and belonging:** Butler’s definition of diasporas draws attention to the intangible dimension of the term. Being part of a diaspora implies a sense of identification with a group, or the feeling of belonging to a certain identity. Families play a role in supporting or rejecting this identification, as do legal norms (citizenship for second generations), educational programs and the possibility to travel. Ministries for expatriates, as well as consulates and embassies are beginning to pay more attention to the ‘feeling of belonging’ and to the non-material dimension of engaging with diasporas. However, if symbolic inclusion matters, it needs to be translated into actual inclusion (legislative and institutional realities).

Taken from Ionescu, D. (2006) Engaging Diasporas as Development Partners for Home and Destination Countries: Challenges for Policymakers (IOM Migration Research Series Paper No. 26) (International Organization for Migration, 2006)

The International Organization for Migration provides a broad definition of diasporas as ‘members of ethnic and national communities, who have left, but maintain links with, their homelands. The term ‘diasporas’ conveys the idea of transnational populations, living in one place, while still maintaining relations with their homelands, being both ‘here’ and ‘there.’²⁹ Cho expands upon this definition by noting that ‘diaspora brings together communities which are not quite nation, not quite race, not quite religion, not quite homesickness, yet they still have something to do with nation, race, religion, longings for homes which may not exist. There are collectivities and communities which extend across geographical spaces and historical experiences. There are vast numbers of people who exist in one place and yet feel intimately related to another.’³⁰ Safran purports that the defining characteristics of diaspora are that:

- 1 they, or their ancestors, have been dispersed from a specific original ‘center’ to two or more ‘peripheral’, or foreign, regions;
- 2 they retain a collective memory, vision, or myth about their original homeland – its physical location, history, and achievements;
- 3 they believe that they are not – and perhaps cannot be – fully accepted by their host society and therefore feel partly alienated and insulated from it;
- 4 they regard their ancestral homeland as their true, ideal home and as the place to which they or their descendants would (or should) eventually return – when conditions are appropriate;
- 5 they believe that they should, collectively, be committed to the maintenance or restoration of their original homeland and to its safety and prosperity; and
- 6 they continue to relate, personally or vicariously, to that homeland in one way or another, and their ethnocommunal consciousness and solidarity are importantly defined by the existence of such a relationship.³¹

Cohen has also formulated five different categories of diasporas: victim, labour, trade, imperial (which may be considered a form of trade diaspora), and cultural (not indigenous to the area from which they dispersed, i.e., Caribbean) diasporas.³² Sheffer suggests that ‘modern Diasporas are ethnic minority groups of migrant origins residing and acting in host countries but maintaining strong links with their countries of origin – their homelands.’³³ Docker defines diaspora as ‘a sense of belonging to more than one history, to more than one time and place, to more than one past and future.’³⁴

It is evident from the above discussion that no clear consensus exists on the definition and conceptualization of the term diaspora. Providing a definitive definition

for the modern concept of diaspora is beyond the scope of this toolkit because as noted by Palmer ‘If all movements of people do not result in diasporas, what, then, distinguishes diasporas from other movements of people?’³⁵ However, ‘almost everyone seems to agree that diaspora, in its most basic sense, refers to a scattering of peoples who are nonetheless connected by a sense of a homeland, imaginary or otherwise.’³⁶ While it is important to define what it is meant by diaspora, it is equally important not to get caught up in unnecessary semantics when designing a diaspora strategy. Perhaps the best way to define a diaspora for the purposes of designing diaspora strategies is to segment the diaspora.

Segment the diaspora

‘Diversity in the world is a basic characteristic of human society, and also the key condition for a lively and dynamic world as we see today.’

Jinato Hu

While it would no doubt be potentially beneficial to a country to increase the numbers who may be officially part of the diaspora, it is important to recognize each diaspora is a diffuse group. As noted by Wickramasekara ‘diaspora communities are quite diverse: initial migration motives, skills, ethnic profiles, duration of stay (old and new diasporas), migratory status, destinations (South–North and South–South diaspora).’³⁷ Indeed, a fundamental difference exists between diaspora members who were born

and educated in the homeland and live overseas and those who are second and third generation diaspora members. It is thus important to recognize the heterogeneous nature of diasporas and reflect this in diaspora strategies.

Segmentation of the diaspora can be categorized in the following way:

- Lived diaspora – individuals born in the home country who now live permanently or temporally in a host country

- Ancestral diaspora – individuals with ancestral links to the home country (for example second and third generation diaspora members). The experience of The Ireland Funds is that sometimes later generations become even more committed to the land of their ancestry than their parents or grandparents.
- Next generation diaspora – these are younger members of the diaspora, typically under the age of 35, who are fundamental to engage in order to ensure the sustainability of current diaspora strategies.
- Returning diaspora – diaspora members who have lived in a host country and who have come back to the home country.
- Affinity diaspora – nationals of other countries who work or study or who once worked or studied in the home country but have since re-migrated.³⁸

The last category, namely affinity diaspora, is an important group within the diaspora which should be engaged through a specific and distinct diaspora policy. ‘An affinity diaspora is a collection of people, usually former immigrants and tourists or business travelers, who have a different national or ethnic identity to a nation state but who feel some special affinity or affection for that nation state and who act on its behalf, whilst resident in the state, after they return home, or from a third country.’³⁹

In the UK, the Institute for Public Policy Research published a paper which examined the increasing trend of immigrants subsequently ‘re-migrating’ to another country and it proposed that governments may want to find ways of encouraging these migrants to return some time in the future or

maintain contact with them in their countries of onward or return migration.⁴⁰ It is important to note that the retention of highly skilled migrants is as significant as attracting them in the first place. While such immigrants may not formally be a part of the diaspora, they will hold an affinity to the country and should be engaged in diaspora strategies.

An example of an interesting initiative engaging affinity diaspora members is the State Alumni program. The State Alumni website is an online community of alumni of US government-sponsored exchange programs. The Bureau of Educational and Cultural Affairs at the Department of State launched State Alumni in April 2001 as a pilot program for alumni in Eastern Europe and the former Soviet Union. The staff of the site continuously solicits feedback from alumni. New features such as ‘Alumni Resumes’ and the alumni listserv were created at the request of alumni. In December 2003, the State Alumni website expanded to include alumni from the East Asia/Pacific region. In June 2004, the website opened to the South Asia region and opened to alumni in Western Europe and the Western Hemisphere in fall 2004. In June 2005, African alumni were eligible to participate in the website, and in November 2005, with the addition of alumni from the Near East region, State Alumni opened to all alumni around the world.

A further example of the importance of the affinity diaspora members can be found in Dr. Stanley Quek. Originally from Singapore, Stanley Quek was educated at Trinity College Dublin and despite returning to Singapore he has maintained strong close ties with the Irish Universities and Medical Schools Consortium, organizing and recruiting appropriately

qualified Singapore applicants for all the Irish medical schools since the 1980s. He was also the Republic of Ireland's Honorary Consul General in Singapore serving the Irish communities in Singapore, Brunei and Indonesia in the 1990s before the Irish Embassy was established in May 2000 as a

result of significant increases in Irish consular and trade activities. He now serves as the Chairman of Board of The Singapore Ireland Fund. Had he not been educated in Ireland and developed an affinity to the country his engagement with the country would probably never have materialized.

Honorary Brits Abroad: Developing the notion of a 'secondary diaspora'

Tim Finch, Institute for Public Policy Research (IPPR), UK

- Recent IPPR research suggests that there may be as many as 5.6 million British nationals living overseas, making the British diaspora one of the biggest in the world. (Global Brit: Making the most of the British diaspora, June 2010). These Britons maintain an attachment to the UK through family and friends, through the BBC and – not least – through following British football clubs on satellite television. They often form British societies and business groups. But the concept of diaspora is largely alien to them. Unlike many other national groups abroad there is little understanding of the notion that they are a form of 'soft power' for the home state.
- Interestingly, if anything, we found a keener sense of the potential for this role among former immigrants to the UK, who had returned to their home country. (Shall We Stay or Shall We Go? Re-migration trends among Britain's immigrants, August 2009) Returning migrants we interviewed for a 2009 report spoke of their continuing affection for and interest in the UK and suggested they would be willing to play an informal ambassadorial role for the UK in their home countries if the UK government would find that useful. At present, like British nationals abroad, the attachment to the UK by returning migrants is largely through family or through the media. Around one in five of those we surveyed were members of alumni associations – the British universities are particularly assiduous in this regard. But contact with other British associations, the British Council or British embassies or high commissions were minimal.
- We suggested that these returnees could be viewed by the UK government as a 'secondary diaspora' of 'honorary Brits abroad' and could be developed as a major asset for the UK. We know from other research that returning migrants often bring new ways of thinking with them – so-called 'cultural remittances' – on, for example, gender equality or attitudes to human rights. In our remigration report we spoke to people in Pakistan who said they would be willing to foster

closer understanding between that country and the UK based on their time living in the latter – surely a useful initiative given the growing tensions between the two. ('Development on the Move: Measuring and Optimising Migration's Economic and Social Impacts', May 2010). Nigerians who had formerly lived and worked in the UK were keen to help encourage business links. These days it is much more difficult for countries like the UK to project power and influence through military might, dominance of world trade or post-colonial relationships, so alternatives will need to be found if these countries want to continue to play a role in global affairs. Forging stronger and more formal links with the 'secondary diaspora' of returning migrants might well be a good way forward.

Members of diasporas have different backgrounds, motivations and connections to the home country and they require individualized strategies of engagement. There is no 'one size fits all' policy, rather a plethora of tailored, highly researched and strongly executed policies must be introduced to ensure that each diverse segment of the diaspora recognizes the fundamental role and

potential it possesses in shaping the homeland's future – economically, culturally and socially.

Active segmentation would result in a more focused and strategic approach in engaging the right people of the diaspora with the right purpose. In effect then each country has hundreds of diasporas rather than one single homogenous diaspora. This is both a strength and a weakness.

Understand the 'mile wide – inch deep' versus 'inch wide – mile deep' conundrum

Countries sometimes try to engage as many members of the diaspora as they can and often through online portals. However, it is evident that although a lot of people may fall into the catchment of the diaspora, not all of them resonate or relate to being a member of the diaspora. Just because individuals are, statistically, a member of a diaspora does not mean they have a sense of belonging.

Many diaspora initiatives have failed because they did not identify the highly

motivated individuals who were willing to stick with the initiatives for a long time, battling against the odds and lending credibility to it. This is the 'mile wide – inch deep' versus 'inch wide – mile deep' conundrum. They are not mutually exclusive but countries have to decide where to put the emphasis. As noted by Larner, there is a need for diaspora strategies to 'distinguish between 'alumni models' that involve mass mobilization and the 'overachievers model'

that focus on elite actors and target those who can influence corporate investment and decision-making processes. The former are essential and serve an important purpose in increasing overall awareness of a country, an interest in culture, a support for tourism, etc. whereas the latter are a more effective means of generating economic engagement among the relevant members of the diaspora for the express intent of improving trade, investment, innovation and industrial development.⁴¹

Casting the net – extended citizenship

The difficulty in defining a diaspora is something that governments also face when deciding who is entitled to citizenship – for example, with which generation should the right of citizenship and nationality end?⁴²

Most countries cast the net widely to include as many people as possible. To achieve this objective a number of countries have extended their notion of citizenship in order to attain a greater level of engagement from their diaspora. For example:

India

India is a major country of origin with an estimated 25 million Indians overseas, spread across 189 countries. To engage with as many of its diaspora as possible, India has introduced a number of different categories of overseas Indians: Non-Resident Indians (NRIs); People of Indian Origin (PIOs) and Overseas Citizenship of India (OCIs). The latter scheme was introduced in 2005.

Although not ‘dual citizenship’, OCI offers a series of benefits such as multiple entries and multipurpose lifelong visas to visit India.

OCI holders do not receive an Indian passport (although they receive a document

that is similar in appearance) and have no voting rights. The scheme has proven to be very popular with 168,000 OCI visas issued in 2008 and over 575,000 since inception.

According to Thomas Abraham, chairman of the Global Organization of People of Indian Origin ‘The OCI status is more about emotions than economics. There is sentimental value, especially for people with children who want their children to stay connected with their country of origin.’ This is a way of enlarging the pool of engaged members of the Indian diaspora, recognising their contribution and making them feel part of the global ‘Team India.’ It is clear that India’s relationship with its diaspora is mutually beneficial, not one-dimensional.

Poland

Poland has introduced the ‘Poles Card’ (Karta Polska). It is given to people with documented proof of Polish roots, or ‘a connection with Polish culture’, who also display at least a ‘passive understanding’ of the Polish language. Applications for the document will be approved and issued by Polish consuls in their respective countries. A holder of the Karta Polska has the right to: exemption from the obligation to have a work permit for foreigners; set up a company on the same basis as citizens of Poland; study, undertake a doctorate and participate in other forms of education, as well as participate in research and development work. The holder retains the right to: apply for scholarships and other forms of aid for foreigners; partake in preschool, primary and secondary education in Poland; use healthcare services in an emergency; enjoy a 37% discount on public transport omnibus, flier and express rail travel, and free admission to state museums.⁴³

Pakistan

Pakistan, like India, has also introduced a form of extended citizenship for its diaspora members. The Pakistan Overseas Card (POC) is issued by the National Database and Registration Authority to eligible overseas Pakistanis. Benefits to POC holders include: visa-free entry into Pakistan; indefinite stay in Pakistan; exemption from foreigner registration requirements; permission to purchase and sell property; right to open and operate bank accounts; and substitute for the Computerized National Identity Card (CNIC) where proof of identity is required.

The National Identity Card for Overseas Pakistanis (NICOP) is issued to Pakistani workers, emigrants, citizens, or Pakistanis holding dual nationality and holder to visa-free entry to Pakistan. It is mandatory for all non-resident Pakistani nationals to get a NICOP who have lived abroad for over six months. Holders of NICOP are entitled to: visa free entry in to Pakistan; protection of the Government of Pakistan in any foreign country or state; and entitlement to membership of the Overseas Pakistanis Foundation (OPF).

Other countries such as Lebanon have considered introducing similar cards for its diaspora members.⁴⁴ Ethiopia has created an intermediate status for members of their diaspora, in addition to or instead of creating a right to dual nationality. According to a government proclamation issued in 2002, ‘foreign nationals of Ethiopian origin’ are to be issued special identity cards that entitle the holder to various benefits. A foreign national of Ethiopian origin is defined as follows: a foreign national, other than a person who forfeited Ethiopian nationality

and acquired Eritrean nationality, who had been an Ethiopian national before acquiring a foreign nationality; or at least one of whose parents, grandparents or great-grandparents was an Ethiopian national.⁴⁵ Holders of such cards enjoy rights and privileges that other foreigners do not, including visa-free entry, residence, and employment, the right to own immovable property in Ethiopia, and the right to access public services.⁴⁶

In 2010, the Irish government announced plans to introduce a certificate of Irish heritage for up to 70 million people of Irish descent around the world who do not qualify for citizenship. Full details of how the new Certificate of Irish Heritage will be administered have yet to emerge. The certificates may allow discounts on many services in Ireland including air fares, hotel accommodation and a range of other tourist-related activities. The certificates will be issued by a third-party business working with the Irish government.

While the above diaspora strategies enhance data registration, they also contribute to shaping the national definition of diasporas (citizens or nationals abroad, second and first generations, non-resident nationals, etc.).⁴⁷ Such strategies also strengthen the diaspora’s sense of truly ‘belonging’ to the homeland and this may, in turn, result in greater economic, cultural and social engagement.

Reel in the ‘key influencers’

It is important to remember that quite often it is a small fraction of the overall number of the diaspora that are the ones who are going to make the difference. As noted by Kuznetsov ‘Migrants are usually concerned with getting ahead individually and are not

concerned with collective diaspora identity, and those personal ambitions drive the nature of the projects they sponsor at home, which is often limited to unpublicized sporadic and individual efforts.⁴⁸ Countries need to know how to identify, cultivate, and engage that fraction. In order to increase the likelihood of success in terms of diaspora engagement, countries should attempt to identify and engage the following members within the diaspora:

Tipping agents

Individuals make things happen, but inspired and passionate individuals make great things happen. As the old saying goes ‘who ever saw a monument to a committee.’ If you accept this then it is important to identify, research, cultivate and ask diaspora members

who are going to be in positions of influence years before they actually get into that position to become strategically engaged. These people are called ‘tipping agents’ – people who can ‘nudge’ a deal in a certain direction, act as brand ambassadors for their home country, who can be the ‘eyes and ears’ on the ground and can watch out for future opportunities for their home country. It can be especially important for inward investment decisions particularly, where deals may be 50/50 and small factors could sway a decision in one direction or another. The key to having effective ‘tipping agents’ is to keep in constant contact, to inform them of developments in the home country and make them feel part of the national team. Though essentially business related there often can be many other spinoffs.

Tipping agents in action

‘A number of Indian expatriates who had immigrated to the United States in the 70s and 80s had become CEOs and senior executives at American technology companies. These executives played a critical role in giving their companies the confidence to outsource work to India. They were also patient sponsors as Indian firms gradually learned how to meet US quality and delivery requirements. They saw that India presents an opportunity in terms of R&D and knowledge process outsourcing but, as everyone else, they knew that India is not an easy place to do business because of red tape, infrastructure bottlenecks, and other problems with investment climate. They had to develop a viable project of R&D outsourcing which took into account the constraint, convinced the top management that the project was indeed viable and once the project was approved, they delivered on it. For example, Alok Aggarwal, then Director of Emerging Research of IBM not only developed plans for an R&D outsourcing center; he had to relocate to India to make it work. The project did work so betting one’s reputation and credibility on a risky venture was apparently worth it.’

Taken from Kuznetsov ‘Mobilizing intellectual capital of diasporas: from first movers to a virtuous cycle’ (2008) 9 Journal of Intellectual Capital 2 p. 269

First movers

First movers can be described as ‘investors who could come first to an emerging market of the home country, and by doing this could change market expectations and advance an inflow of more conventional FDI.’⁴⁹ Similarly, they have been defined as ‘economic agents who are ready to take additional risks and, when successful, are seen by their peers as role models for replication and follow-up.

And by being the first movers, diaspora representatives have a chance of becoming leaders, mentors, partners and godfathers of the local private sector.’⁵⁰ In Section 3 of the toolkit the potential for diaspora members to attract foreign direct investment is explored in more detail. For the purposes of this section it is important to be aware that engagement with ‘first movers’ should form an important part of any diaspora strategy.

First mover, Detroit to Cork: Henry Ford

Over 160 years ago, Henry Ford’s grandfather, John, and father, William, left their Irish homeland in search of prosperity in the ‘New World.’ Never in their wildest dreams could they have imagined that William’s eldest son would grow up to establish one of the greatest business empires in the world. Henry Ford’s inventions and production methods were to change the lives of millions and the effects of his genius would be felt all over the world – not least in the land of his ancestors, Ireland. In the summer of 1912, Henry Ford made an important trip to reconnect with his Irish roots. Escorted most of the time by European Ford officials, Henry and his travelling party also visited France and England. On another trip to Ireland in 1917, Henry Ford established Henry Ford & Son Ltd. It began as a private venture and later became a division of Ford Motor Company. As Ford historian Bob Kreipke explains ‘Henry Ford’s family roots drew him to Ireland. He knew what he was able to do socially and economically in the United States, and he figured he could apply that model to the depressed area of Cork.’ Of course the most important piece of history for those in Ireland is the fact that Cork’s Marina was the choice made by Henry Ford when he established the first Ford manufacturing facility outside the US in 1917. In 1926 he had declared that: ‘My ancestors came from near Cork, and that city, with its wonderful harbour, has an abundance of fine industrial sites. We chose Ireland for a plant because we wanted to start Ireland along the road to industry. There was, it is true, some personal sentiment in it.’ Henry Ford serves as an example of a ‘first mover’ who, due to his ancestral connections with the homeland, chose it as the country to expand his company.

Taken from Grimes, T. (2008) Starting Ireland on the Road to Industry: Henry Ford in Cork. PhD thesis, National University of Ireland, Maynooth.

Change agents

Change agents can be described as members of the diaspora who bring new ideas and new ways of investing into their countries of origin and thereby contribute to its development. One of the main types of change agents include diaspora philanthropists whose philanthropic endeavors result in societal change for the homeland. There are countless case studies of diaspora philanthropists as change agents. For example, Do Nguyen, a Vietnamese American co-founded The DOVE Fund in 2000 (The Development of Vietnam Endeavors). The Fund undertakes development projects such as the building of schools and wells. Monetary and volunteer support comes from businesses and individuals, many of whom are Vietnam war veterans, as well as from events such as dinners, auctions, and golf outings.

The DOVE Fund began working with communities in Do's home province of Quang Tri, an area in central Vietnam badly impacted by the war, and has since expanded to other areas. As a South Vietnamese scholarship student who was never able to return home after the Saigon government's fall to the communists, Do feels that he is now able to contribute to the building of his homeland through his personal contributions, as well as through his ability to act as a bridge to American volunteers and supporters who wish to work in Vietnam but would otherwise lack the cultural and linguistic knowledge necessary to work effectively in the country.⁵¹ Change agents within the diaspora often play critical roles in the re-building of communities in their home country after a natural disaster or post-conflict.

Change agent: Dr. Mohamed 'Mo' Ibrahim

Dr. Mohamed 'Mo' Ibrahim is a Sudanese-British mobile communications entrepreneur. Born in the Sudan, Ibrahim earned a Bachelor of Science from the University of Alexandria. In 1974, he started working in England and earned a master's degree from the University of Bradford in electrical engineering, and a PhD from the University of Birmingham in mobile communications before joining British Telecom.

He worked for several other telecommunications companies before founding Celtel which he sold for €2 billion and is one of Africa's most successful businessmen. After selling Celtel, he set up the Mo Ibrahim Foundation in 2006. The stated aims of the Foundation are to: stimulate debate on good governance across sub-Saharan Africa and the world; provide objective criteria by which citizens can hold their Governments to account; and recognize achievement in African leadership and provide a practical way in which African leaders can build positive legacies on the continent when they have left office.

According to Kuznetsov ‘Many diaspora initiatives failed because they did not identify such champions and make sure they stay involved for a sufficiently long time. In the absence of individuals with high personal credibility, there is very little that can lend credibility to an incipient Diaspora process.’⁵² Furthermore, it is important to note that diasporas do not need to be large to have an impact once tipping agents, first movers or change agents are involved. Take for example Ramón L Garcías, the Chilean CEO of InterLink Biotechnologies based in New Jersey and his engagement with Fundación Chile. After jointly reviewing their portfolios of initiatives, Fundación and Interlink founded a new, co-owned company to undertake long-term research and development projects. These projects were needed to transfer key technologies to Chile

to sustain the competitiveness of its rapidly growing agribusiness sector. Without the combination of García’s deep knowledge of Chile and his advanced US education and exposure to US managerial practice and experience as an entrepreneur, the new company would have been inconceivable.⁵³ As noted by Kuznetsov ‘García’s collaboration with Fundación Chile suggests that diasporas do not need to be large and voluminous to produce an impact: 10 cases of ‘Ramón Garcia’ could transform entire sectors of the economy in relatively small countries like Chile. Moreover, García’s collaboration with Fundación Chile suggests that even sparsely populated, informal diaspora networks linking small home countries with their talent abroad have some institutional resources, and may prove capable of developing more.’⁵⁴

Build a mutually beneficial relationship with the diaspora

‘We have been putting into practice partnerships based on shared values, mutual respect, and mutual responsibility. These partnerships are not only with governments but they are with citizens like all of you who can help us generate local, regional and global progress.’

Secretary of State, Hillary Clinton

Presidential Summit on Entrepreneurship, 23 April 2010

If a diaspora strategy is to be sustainable, it must result in creating mutually beneficial relationships and partnerships between the homeland and the diaspora. The importance of harnessing a ‘mutually beneficial relationship’ was acknowledged by

Ambassador J C Sharma of India who stated that ‘The destinies of India and the diaspora are intertwined. It is in the interest of both to develop a mutually beneficial relationship. It is an important tool for India’s soft power diplomacy. Diaspora is an important

'Ask not what your country can do for you – ask what you can do for your country.'

John F. Kennedy

resource in India's aspirations to be a developed country and a knowledge superpower by 2020.⁵⁵ All too often we tend to ask, 'What can the diaspora do for us?' In engaging the diaspora, this question must also be extended to include 'what can we do for the diaspora?' Both of these questions are explored below.

What the diaspora can do for the home country

Although the network of a diaspora is undoubtedly a strategic and valuable asset in today's globalised world, it is generally recognized that engaging the diaspora is by no means a silver bullet solution, nor is there, as previously noted, a 'one size fits all' approach that is likely to be appealing to or effective in interacting with this geographically, socially and economically diverse body of people. However, it is essential to comprehend that they represent a market, a sales force, a constituency and an ambassadorial corps through which they can bring 'the world to the homeland' and 'the homeland to the world'. Put simply, 'diasporas may improve access to capital, knowledge and new technology, and play an important role for social development, growth opportunities, and connection between markets and countries.'⁵⁶

Ionescu suggests that although studies can quantify the level of remittances and investments, it is more difficult to accurately evaluate the cultural and human impact of diasporas on their home and host countries:

'changing role models, influencing gender roles, altering demographic and familial behaviors and perceptions of what a successful life should be.'⁵⁷ Orozco summarizes the economic involvement of diasporas under the 'Five Ts': tourism, transportation, telecommunications, trade, and transmission of monetary remittances.⁵⁸

It is now undisputed that diaspora members can play a fundamental role in their home country. Some of the ways in which the diaspora can benefit the home country include, but are certainly not limited to:

- Helping to redefine a homeland's value proposition and providing assistance in increasing the brand value of the homeland.
- Converting brain drain into brain gain and brain circulation.
- Acting as global 'search networks' for developing local industry and assist in the creation of global knowledge networks to support the growth of indigenous companies. For example, key members of the Taiwanese government and leading overseas engineers in Silicon Valley played such a role in the establishment of a successful venture capital industry in Taiwan.⁵⁹
- Contributing to the expansion of global trade with their knowledge of home country markets, as the case of Chinese, Mexican and Indian diasporas do. A more recent linked trend has been reverse outward investment by major Indian and

Chinese companies to Europe and the United States arising from a combination of business opportunity, trade relations and diaspora networks.⁶⁰

- Contributing to the development of the homeland and assisting in relief and aid efforts.
- Acting as ‘talent accelerators’ for the homeland’s next generation through mentoring, internships, and other training and educational opportunities that will offer opportunities to ‘internationalize’ the next generation of leaders.
- Contributing to the economic progress of the homeland through financial instruments such as remittances and diaspora bonds.
- Increasing the home country’s impact on the international stage if members of its diaspora hold prominent or influential positions in international organizations. This has diplomatic and reputation benefits for the home country.⁶¹

What the home country can do for the diaspora

Rewards and recognition

Over the past several years, many countries in developing their diaspora strategies have included a mechanism for formal recognition. While it may be considered unnecessary, an act of recognition or expression of appreciation is likely to ignite a positive reaction from particular segments of the diaspora and would help highlight many of the efforts made on the part of particular individuals or organizations, which can otherwise go unrecognized. Having a mechanism through which to thank diaspora members will potentially increase engagement, raise awareness and generate substantial good will. In short, there is much more upside than downside. Possible systems for reward and recognition include:

‘Tangible benefits that can accrue to a home country from its diaspora; expats can prompt bilateral trade, promote FDI, act as business middle men. And when they return home, as they usually do, they bring with them new skills and experiences and networks.’

Michael Fullilove, Program Director
Global Issues, The Lowy Institute

‘In the arena of human life the honors and rewards fall to those who show their good qualities in action.’

Aristotle

- The creation of a formal civic honors system, such as the Order of Canada, Legion d'Honneur in France, the Order of Australia, the British Honors List;
- Universities acknowledging successful members of the diaspora either in the form of honorary degrees or through appointments as visiting fellows, adjunct faculty members, etc.;
- Recognition could come through the network of the home country's embassies and consulates around the world;
- An invitation to a small gathering hosted by a visiting member of the home country's Government is a form of recognition in and of itself. Diaspora members like to feel that if they are giving of their time and expertise to advise on particular matters a fitting form of acknowledgement is access to Government at senior levels;
- Sponsoring trips home to meet domestic companies whom diaspora members could potentially assist is also seen as a form of acknowledgement; or
- Membership in some recognized body of advisors, with a working title. Such an appointment suggests that the person is in a privileged position to help homeland companies, agencies, organizations or Government and is an acknowledgement of his/her global expertise.

Examples of recognition systems

■ Pravasi Bharatiya Samman Awards

The Pravasi Bharatiya Samman Awards are an expression of honor by the Government of India to members of the Indian diaspora. The award ceremony has been constituted to acclaim those overseas Indians who have done exceptional work in their chosen

field/profession. It has been organized by the Ministry of Overseas Indian Affairs every year since 2003. Pravasi Bharatiya Samman awards are reserved exclusively for non-resident Indians and persons of Indian origin. The awards are conferred on those overseas Indians who have made an outstanding contribution towards fostering better understanding abroad of India and its civilization; for persons who have extended their support to India's causes and concerns; and for those who made her proud by brilliant performance in their field of merit.⁶²

■ World-class New Zealand Awards

Now in their eighth year, the World Class New Zealand Awards are one of the country's most important accolades for outstanding individuals who have made major contributions to New Zealand's success on the world stage. The annual red-carpet, black tie awards hosted by the Prime Minister are attended by 500 New Zealand business leaders.⁶³

■ Zimbabwe Achievers Awards

The Zimbabwe Achievers Awards aim to recognize the commitment to excellence, creativity, innovation and dedication of Zimbabweans in the United Kingdom who have continued to expand on their talents and skill-set whilst celebrating their heritage. Categories for awards include: business woman of the year, business man of the year, sports personality of the year, event of the year, and outstanding contribution.

■ Governor-General's Achievement Award Scheme (Jamaica)

In 1991 the Governor-General's Achievement Award Scheme was established to

'If cherishing the diaspora is to be more than a sentimental regard for those who leave our shores, we should not only listen to their voice and their viewpoint. We have a responsibility to respond warmly to their expressed desire for appropriate fora for dialogue and interaction with us by examining in an open and generous way the possible linkages. We should accept that such a challenge is an education in diversity which can only benefit our society.'

Former President of Ireland, Mary Robinson,
February 1995

acknowledge and award the meaningful contribution of individuals at the community level. This Awards Scheme celebrates the success of these volunteers and highlights the impact of the award recipients on community and national life. There are three categories of awards under the Governor-General's Achievement Award Scheme, one of which is the Governor-General's Jamaican Diaspora Award for Excellence. This award was presented for the first time in 2008 and is given to three individuals who demonstrate exceptional service to Jamaica and communities in their countries of residence – United Kingdom, Canada and the United States of America. These awards are presented biennially to three individuals.⁶⁴

Remember forgotten diaspora members

It must be remembered that while there are a great number of high level influencers within the diaspora, there may also be vulnerable and forgotten members of the diaspora,

particularly older persons living in isolation, poverty and deprivation without the support of family and friends. Any diaspora policy must also provide for these members of the 'Forgotten Diaspora' – most of whom would have made provision for their homeland throughout their lives through substantial remittances or other means.

An example of a diaspora initiative reflecting this need is The Ireland Funds philanthropic campaign entitled 'The Forgotten Irish' which is principally directed at those Irish migrants who went to Britain in the second half of the twentieth century. The majority left to find work, and sent billions of pounds home to their families. At the end of their working lives, many had the means to go home, however, many are still in Britain, often living in isolation, poverty and deprivation – without the support of friends or family. It has been estimated that there are in the region of 100,000 'forgotten Irish' living in Britain

'A test of a people is how it behaves toward the old ... the affection and care for the old, the incurable, the helpless are the true gold mines of a culture.'

Abraham Heschel

with varying levels of need, ranging from homelessness and deprivation to social exclusion, or simply crippling loneliness. Furthermore, The Forgotten Irish Award was

created by the Funds to recognize the efforts made by a group or individual toward helping the vulnerable and elderly Irish community in the UK.

The NIRSA Diaspora Strategy Wheel and Ten Principles of Good Practice

Prof. Mark Boyle, Prof. Rob Kitchin, and Dr. Delphine Ancien, NUI Maynooth, Ireland⁶⁵

- 1 A diaspora strategy should be centralized enough to ensure that a common identity, sense of purpose, collective consciousness, economies of scale, and strategic priorities can be achieved, but loose enough to let a thousand flowers bloom. Coordinated anarchy is not entirely indispensable.
- 2 A diaspora strategy cannot privilege economic ties over social and cultural networks and still be sustainable.
- 3 A diaspora strategy needs to be mutually beneficial for both home countries and diasporic populations.
- 4 Countries that know their diasporas well will be better placed to engage them.
- 5 Diaspora strategies should define ‘diaspora’ as broadly as possible to avoid racialising national social, cultural, economic, and political policies – and should include affinity diasporas policies where appropriate.
- 6 The diaspora needs to be consulted before any diaspora strategy is rolled out; diaspora strategies must be coauthored if they are to work.
- 7 Diaspora strategies need to be transparent and need to be held accountable, but given the specificity and the many intangible benefits of policy interventions, distinctive and unique policy impact analysis tools and evaluative frameworks and metrics need to be developed.
- 8 There is no ideal institutional framework for coordinating diaspora strategies; each country needs to devise forms of engagement which reflect their own institutional histories, social, cultural, economic, and political needs, and the histories, structures and organization of their diaspora.
- 9 Diaspora strategies need to be brought into the growing international conversation about best practice and should pro-actively affiliate themselves with networks involved in policy dissemination.
- 10 Diaspora strategies need to be underpinned by a philosophically grounded rationale which resonates with the country’s deepest social, economic, cultural, and political needs at any point in time. Shallow slogans might lead to short-term gains but will fail over the long term; a meaningful overarching identity will galvanise and energize.

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Section 2

Diaspora Matters



Contents

Build a brand	31
Nation branding	31
Branding for diaspora organizations	44
Networking matters	47
Appreciate the diversity of diaspora networks	48
Learn the 4-step process to networking the diaspora	55
Explore the role of government	59
Facilitator rather than implementer: why?	60
The importance of institutions	61
Tap into technology	66
Run an effective diaspora organization	71
Set your organization's compass	71
Implement a workable strategic plan	72
Build big hairy audacious goals (BHAGs)!	73
Listen to your diaspora	73
Develop the 'elevator speech'	73
Learn the fundraising facts of life for non-profit diaspora organization	74
Endnotes	76



Section 2

Diaspora Matters

Build a brand

‘Brand value is very much like an onion. It has layers and a core. The core is the user who will stick with you until the very end.’ **Edwin Artzt**

Nation branding

Nation branding: ‘The strategic self-presentation of a country with the aim of creating reputational capital through economic, political and social interest promotion at home and abroad.’¹

The term ‘nation branding’ was first coined by Simon Anholt in the 1990s. It refers to the application of corporate

marketing strategies to individual countries. According to Jeremy Hildreth, Head of Place Branding at Saffron Brand Consultants:

- Brand = substance + feeling
- Brand = reality + story
- Brand = truth + imagination
- Brand = fact + impression²

The aim of nation branding is to create and promote a distinct self-image and international reputation that will most effectively serve a nation's interests.³ When we speak of 'the brand' of a country, it generally means the common images, perceptions and associations people have with that country. Every country has a brand, whether it likes it or not. So, it should be strategically managed to challenge the unfavourable stereotypes and close the gap between perception and reality.⁴

A country's brand can affect every interaction with the outside world. That's most obvious in trade, investment and tourism, but it also affects how the country's citizens are treated when they go abroad to study, work or conduct business.⁵ As a result the competitiveness of nations and the branding of countries has become an immutable law of global capitalism.⁶ While it is always subjective, a strong brand can be a country's greatest asset and the diaspora can play a fundamental role in shaping and selling the brand abroad. It is important to note, however, that 'Country branding requires persistence because it seeps ever so slowly into the minds and hearts of the target audiences. It requires a very solid foundation because, like the cathedrals of the past, it is a work that will continue and even outlive several generations.'⁷

Unsurprisingly, therefore, nation branding as a concept and practice has captured the attention – and financial resources – of national governments. As noted by Aronczyk, countries such as Poland, New Zealand and Taiwan have recently jumped on the 'brandwagon', engaging the profit-based marketing techniques of private enterprise to create and communicate a particular version

of national identity.⁸ Indeed, countries all over the world are shaping and re-shaping their national identities as they compete for tourism and inward investment. Examples of country branding programs include: South Africa – Alive with possibility; Thailand – Amazing Thailand, and Puerto Rico – Tropical Paradise.

Historically, nation brands have tended to develop spontaneously without any intervention from State or other sources, based on the ebb and flow of news and events and on their external transactions. One needs only look at India, perceptions of which have changed considerably over the past five years from what they were ten or fifteen years ago. Where once it was associated with spirituality and poverty, now it is associated with software and highly educated people. None of this is managed; it's all spontaneous.⁹ However, in recognition of its increasingly strong brand, India is taking a more strategic approach to 'Brand India.' For example, India Brand Equity Foundation (IBEF) is a trust established by the Ministry of Commerce with the Confederation of Indian Industry and its primary objective is to promote and create international awareness of the 'Made in India' label in markets overseas and to facilitate the dissemination of knowledge of Indian products and services. Towards this objective IBEF works closely with stakeholders across government and industry.

The Nation Brands Index, managed by Simon Anholt and the international polling firm Global Market Insite (GMI), is currently the only major source of comprehensive, numerical data on the relative strengths of national brands. The aim is to create a comprehensive and empirically

sound measurement of a nation's international reputation on which to base future branding efforts. The overall results of Nation Brands Index 2010¹⁰ were:

- 1 United States
- 2 Germany
- 3 France
- 4 United Kingdom
- 5 Japan
- 6 Canada
- 7 Italy
- 8 Switzerland
- 9 Australia
- 10 Sweden

Speak with one voice

With a nation brand program, every act of promotion, exchange or representation by government, civil society, business, and national sports becomes an opportunity to build the country's reputation and promote other products. This means that all stakeholders should be united by the nation's brand vision and shared values to work together and align their behaviour to a common national strategy.¹¹

One of the most important factors in branding is getting the message clear. In a lot of countries different agencies deliver different messages overseas and often work in isolation from each other. As suggested by Anholt, 'You have the tourism board saying how wonderful the country looks and how welcoming the people are. You have the investment-promotion agency saying almost the opposite, that it's super modern and full of cars and roads and

railways. And you have the cultural institute telling everybody how wonderful the film industry is. And you have the government occasionally doing public diplomacy, and perhaps occasionally attacking its neighbors. They're all giving off completely different messages about the country.'¹²

There is a need for greater coordination and collaboration in selling a country overseas and indeed engaging the diaspora in that task. All involved in this endeavour should be aware of each element of the country's brand mix – be it investment, trade, tourism, culture, entertainment, sport, philanthropy – and understand how they all interact. As noted by Simonin, 'lack of integration on these various fronts leads to fragmentation and can be seriously counterproductive. How do simultaneous campaigns and branded messages such as "Visit Britain", "Visit England", or "West Midlands, the Heart of England" fit with one another? Are they synergistic or do they compete for resources and attention?'¹³ To overcome any confusion in relation to a country's brand, Mathias Aktotia, CEO of Brand Ghana, proposes that 'Country branding takes an integrative and concerted effort by all concerned stakeholders. Success requires collaboration of many of the senior-most figures in the country – both in government and the private sector.'¹⁴ This is because 'the international "audience" is only likely to form a coherent and positive opinion of the country if the majority of the messages they receive from it are broadly aligned.'¹⁵

The role of diasporas in nation branding

Dr Keith Dinnie, Founder of Brand Horizons and author of *Nation Branding: Concepts, Issues, Practice* (Butterworth Heinemann, 2008)

Engagement with diasporas is assuming ever greater importance in today's networked world. Beyond the significant economic contribution that diasporas can make to their origin countries, diasporas can also play a key role in countries' nation-branding strategy. Nation branding is often misperceived as being nothing more than the crass application to nations of slogans, logos and advertising. However, such a view misses the holistic approach that characterises good nation branding, in which stakeholder collaboration plays a role as important – if not more important – than the visual trappings of the nation brand. In this perspective, diasporas represent one of the nation brand's most influential and important stakeholder groups.

Diaspora mobilisation and engagement should represent a key element of a country's nation-brand strategy. The diaspora may be viewed as a pre-existing network of potential nation-brand ambassadors awaiting activation. Although the terminology of nation branding is not used by the World Bank Institute in its groundbreaking book *Diaspora Networks and the International Migration of Skills: How Countries Can Draw on Their Talent Abroad* (Kuznetsov, 2006), many of the issues addressed in that text are relevant to the objectives of a nation-branding strategy. For example, Leautier states that the people in diaspora networks 'can be crucial bridges between state-of-the-art in policy, technological, and managerial expertise and local conditions in their homeland',¹⁶ a view that is shared by Kuznetsov and Sabel (2006) who identify policy expertise and managerial and marketing knowledge as the most significant resources of diaspora networks.¹⁷ However, this intangible benefit of diaspora networks is complemented by the more tangible financial benefit offered by diaspora networks through the provision of FDI and individual remittances. China, for instance, has benefited hugely from its diaspora in terms of FDI – the Chinese diaspora has provided an estimated 70 per cent of recent foreign investment.¹⁸ For other countries, remittances play an equally crucial role in the home country's economy. Haiti and Jordan, for example, both receive the equivalent of about 20 per cent of GDP from remittances.¹⁹

However, little research has been conducted with regard to the most appropriate structures and processes that can facilitate the effective contribution of a country's diaspora to the country's nation-branding strategy. Some countries have been more energetic than others in attempting to engage with

their diaspora. South Korea, for instance, has established the Overseas Koreans Foundation which encourages education exchanges, cultural and business networking, and research into overseas Koreans' agendas. During a ceremony marking the fourth anniversary of Korean Day, the important role of the Korean diaspora was acknowledged by Prime Minister Kim Hwang-sik who stated that 'the growth of overseas Korean communities is a symbol of the Republic of Korea reaching out to the world'. It could be argued that this form of 'reaching out to the world' through the diaspora is far more effective than mere marketing communications, the route that has unfortunately been chosen by many countries in their nation branding.

Diasporas can make both tangible and intangible contributions to their origin country. Tangible contributions include remittances and investment, whilst intangible contributions include professional expertise, international networks, and cultural ambassadors. Diasporan investors are unlike other investors in that they are often motivated by more than just economic gain. For many diasporan investors, a sense of patriotism drives their desire to help their homeland's economy to prosper. Some countries have set up organizations and initiatives to harness this diasporan investor goodwill. India, for instance, has established The Ministry of Overseas Indian Affairs (MOIA), whose mission it is to connect the Indian diaspora community with its motherland. MOIA attempts to achieve this mission by providing information, partnerships and facilitations for all matters related to overseas Indians. Another country that has actively and strategically sought to engage with its diaspora is Scotland, through the GlobalScot program. GlobalScot is targeted specifically at highly skilled professionals. Criteria for membership of GlobalScot include a requirement for members to be influential and active in one of Scotland's key economic sectors; have a strong affinity with Scotland; be based in a target country location; and be motivated and able to participate.

As has been illustrated with the examples above, some countries have been proactive and strategic in engaging with their diasporas as an indispensable element of their nation-branding strategy. However, other nations have been much slower off the mark. For most countries, there remains much unrealised potential in the domain of diaspora mobilisation and nation-branding strategy.

Branding Kenya through diaspora engagement

Wangui Iregi, Brand Kenya

The image that any given country projects to the rest of the world is a major determining factor of the country's potential success in the global economic race. Countries with good reputations are admired all over the world. A country with a reputation for peace, security, political fairness and stability will attract investors like a magnet, as the world inches more and more towards the realisation of near-total globalisation. Similarly, a country with a reputation for natural beauty, hospitality and vibrant cultures will have tourists pouring in from all corners of the world. Foreign investors and tourists top the list of foreign revenue earners for many countries, followed closely by export products. However, unlike before when countries depended on traditional advertising to attract these foreign market interests, the last decade has seen the emergence of country branding as a creative and self-sufficient way for countries to build up their nations and present them to the rest of the world, competitively.

Role of diaspora in country branding

The Brand Kenya Board is Kenya's nation-branding corporation. The board was founded in late 2008, when Kenya was in most need of an image and perception overhaul in the wake of the widely publicised post-election crisis. The organization's mandate revolves around building a favourable image for Kenya abroad, as well as cultivating a sense of deep-rooted patriotism among its citizens; with the Kenyan diaspora included. Brand Kenya has been making major progress in diaspora engagement by pursuing innovative ways to utilise the diaspora for the good of the country brand. Diaspora engagement is one of the most rewarding country branding strategies as it presents an avenue for the diaspora to market Kenya to foreign audiences at a personal level, thus making the country brand more trustworthy to potential visitors.

Brand Kenya is encouraging members of the diaspora to do this by being good brand ambassadors, which entails representing Kenya in a good light through their words and actions while they engage in everyday interaction with the native citizens of their host countries. We often hear statements such as 'it took Oprah to invest in a girl's school in South Africa'! Many have argued that there aren't similar initiatives coming from Africa's own icons. Or is it a case of Africa not recognising its own? Where are Kenya's Oprahs? Do they exist yet nobody knows about them? Brand Kenya Board has embarked on initiatives to sensitise their diaspora to their roles as brand marketers and ambassadors.

They aim to highlight the Kenyans in the diaspora who are doing a lot more than we hear or read about. The board recently attended the UK Diaspora Property and Investment Expo during which the UK-Achiever awards were held. This presented an opportunity to start identifying future brand ambassadors. After the Expo the team went to Bedford and Scotland to meet the Kenyans in the diaspora to educate them on their roles as Kenya's brand ambassadors. Kenyans in the diaspora are best placed to be the greatest country and brand ambassadors and have the power to correct any misconceptions that the external world has of Kenya. They can be great ambassadors of economic change if they are sensitised and presented with the relevant information. Kenya has a wide base of strategically positioned diaspora all over the world, especially in countries like the US, UK, Dubai and South Africa.

The remittances flowing to Africa and specifically to Kenya represent a significant share of the GDP, stimulating the economy by increasing currency flow and purchasing power; in 2010, the remittances from the diaspora added up to Ksh152 billion. For most people, the significance of the diaspora to the economy is in the form of remittances, which though important, are only a tip of the iceberg in the extensive potential of diaspora contribution in nation building. Brand Kenya is facilitating a shift in focus from remittances to the creation of a platform for the development of ideas on how best to encourage the diaspora to promote the country brand and enhance national development.

So, how else can the diaspora contribute directly to Kenya's growing economy? A common way to get the diaspora directly involved in the socio-economic development of their ancestral country is through facilitating channels for them to invest in the country. Poverty levels in Africa will not be reduced by remittances but, rather, by empowering communities to access production skills, tools and assets that will assist in the generation of wealth.

The establishment of the Kenya Overseas Business Alliance (KOBA) in 2010 represented a major leap forward for members of the diaspora who wished to invest in their home country. KOBA was created to smooth over the challenges that plagued both foreign investors and members of the diaspora seeking to invest in the country. Some of the ways in which KOBA is effectively doing this is by conducting research on factors affecting and influencing different types of businesses in Kenya, thereby providing foreign investors with relevant information to assist them in their business endeavours within the country. KOBA also partnered with Brand Kenya in 2010, a move that started bearing fruit within a month of the Investment Expo and road show which were held in the UK and brought positive exposure to the country brand.

Another way in which the diaspora can give back to their country of origin is through philanthropy. Many members of the diaspora are willing to offer help to their countrymen wherever it's needed, as in the case of the food shortage crisis currently facing the nation. Since the drought started biting, donations have been pouring in from diaspora members all over the world, through the Red Cross Society of Kenya. The donations offered by diaspora members can also be channelled into other crucial avenues such as healthcare and education. Some of most active philanthropists from the diaspora include Susan Mboya who set up the Zawadi Africa program which helps gifted girls from poor families to pursue higher education in the US. Others include brothers, Fred and Milton Ochieng, US-based students who set up a healthcare facility in their native rural village in Lwala.

The diaspora is also expected to play a huge role in marketing Kenyan products abroad. This will be further facilitated by the implementation of the 'mark of identity', a stamp of identity identifying the country's exports as products of Kenya. The use of the mark of identity is part of Brand Kenya's long-term strategy to brand the nation through product exports. The diaspora is also expected to play a crucial role in promoting other Kenyan products such as music and film. Kenya's entertainment industry is growing fast, with enormous talents to match. When the movie *The First Grader* premiered in London, Brand Kenya rallied an impressive number of diaspora members to generate publicity for the movie, as well as broadcast the news about the movie's premier. *The First Grader* went on to win four awards in various international events in 2010 as well as being hand-picked by National Geographic for distribution to audiences in the US.

How the government is facilitating diaspora engagement

The diaspora presents a great source of foreign skills, innovative ideas and expertise that is needed in the Kenyan economy. The Kenyan diaspora, which is precious to the nations in which they live, is underutilised in Kenya. Yet the diaspora represents an incredible human resource of expertise, knowledge, experience, entrepreneurship and enthusiasm that can be influential in the growth of the economy. As a nation, what are we doing to harness and effectively utilise these skills in mentorship, skills transfer, benchmarking, external resource mobilisation and lobbying in the West and East? The government has been supportive enough of efforts to engage the diaspora by corporations like Brand Kenya. But the most significant progress made by the Kenyan government is the promulgation of the new constitution, which allows provision for dual citizenship. This has

come as great news for many members of the diaspora as it will allow them and their families to get closer to their motherland without ultimately having to sacrifice their ties to their host nation. The provision of dual citizenship will allow diaspora members to invest and interact freely within Kenya, therefore opening up an avenue for the exchange of ideas and the introduction of technological advancements which the diaspora are exposed to in their host countries, but are otherwise new in Kenya. The government has also set up policies to increase the attractiveness of Kenya's job market so as to encourage the return of the diaspora, as well as to reduce the occurrence of 'brain drain'. One such policy has been to call for the re-hiring of qualified and skilled human resources from the diaspora. This is important as it will enable Kenya to acquire experts in fields of modern science as Kenya takes baby steps towards making its mark in scientific achievements in the region. Some of the recent scientific achievements that Kenya has seen in the last year include the production of a pneumonia vaccine and the commencement of titanium mining amid talks of the establishment of a nuclear plant, which, if well managed, is bound to earn the country a lot of money.

The Kenyan government has also put a lot of resources into the growth of ICT in the country. Kenya's most major technological breakthrough can be attested to by the formation of M-pesa, the world's only operational 'money through phone' transfer service. The simplicity and significance of M-pesa has caught the admiration of many, including Bill Gates, who hailed it as groundbreaking. Gates offered the service a major donation to be channelled into improving the working quality of the money transfer service. The effort that the government is putting into technology is to ensure that Vision 2030 is achieved and also, that by the year 2030, Kenya will have achieved enough technological sophistication to create job opportunities for diaspora members working in high-end technological careers.

Kenyans in diaspora can do a lot more if offered the right initiatives and incentives. It has been argued that the Irish, Jews and Indians in the diaspora are the ambassadors of their nation's brands, and yet some argue that Africans in the diaspora have collectively failed to take ownership of their nation's brands. Kenya seems to have woken up to the fact that its diaspora can significantly contribute to the development that is needed in the country. However, diaspora members need to be made aware that while they are a nation's best brand builder, they can equally be the biggest brand destroyers. They need to take a step back and understand that any negative and non-factual information they provide shapes their nation's brand. They should therefore seek to understand and locate their own actions in the value chain of the country's nation-building exercise.

Engage brand ambassadors – your diaspora

‘Overseas Indians worldwide who are our brand ambassadors produce an economic output of about \$400 billion ... the fact that every tenth Indian-American is a millionaire and every fifth start-up company in the Silicon Valley is owned by an Indian, has doubtless, enhanced the image of India.’

Overseas Indian Affairs Minister Vayalar Ravi, 2007

The best brands understand that word of mouth is more powerful than advertising, and a brand needs good ambassadors.²⁰ In promoting a country’s brand, its diaspora are the most powerful brand ambassadors it has. Many countries have been slow to capitalise on the willingness of their diaspora to help in their nation-branding strategy. As is pointed out in the 2009–10 Trinidad and Tobago Business Guide, ‘Trinidad and Tobago’s large global diaspora, much of it centred in the major metropolitan capitals, provides a ready-made network and an interesting investment proposition.’ In order to mobilize its diaspora, the home country needs to develop a structure and process to ensure that diaspora members who wish to help in the country’s nation branding can do so. Remember that diaspora members embody the essence of the nation’s brand and can bring the brand to life. Nothing sells a product better than a personal connection or a recommendation from a friend. Affinity diaspora members can also play a fundamental role in promoting a country’s brand; as they have either worked or studied in the country, they have a fundamental understanding of the core strengths and values of the country, which they can promote abroad.

The Presidential Council on Nation Branding (PCNB) was established on 22 January 2009 to enhance Korea’s national status and prestige in the international community by implementing systematic and comprehensive strategies. It held a seminar entitled ‘The Role of the Diaspora in Nation Branding’ at which 50 experts from home and abroad looked at success stories and proposed ways in which Koreans living overseas could effectively contribute to shaping a positive image of their home country. The proposals made at the seminar are currently being reviewed by the council for further development. Copenhagen is also turning to its diaspora members to promote the city abroad. The Copenhagen Goodwill Ambassador Corps is part of Copenhagen Capacity’s and Wonderful Copenhagen’s marketing strategy for the region. The purpose of the corps is to market the capital region abroad via personal relationships. The target group is decision makers in international companies (tipping agents) and the idea of the corps is that Danish diaspora members are the best people to sell Copenhagen. The position of goodwill ambassador is honorary and the appointment is exclusive and subject to subject approval.²¹

'Branding the Philippines begins inside the heart of every Filipino and Filipina, whether he or she lives at home or abroad. They, more than any expensive advertising campaign, have the power to become the country brand's ambassadors if we can just ignite in them a deep sense of pride in their country and the confidence to carry this out successfully. All they need is a rallying point, and this is precisely what a country brand is about.'

Junie S. Del Mundo²²

Host Nation Days

Countries around the world have begun to host 'Nation Days'. This is an innovative and fun way to promote the country's brand and, in doing so, engage with global diaspora members.

For example, every year the Overseas Singaporean Unit hosts 'Singapore Day' in a different city. In 2007, 6,000 Singaporeans celebrated the day in New York. In 2008, 11,000 Singaporeans gathered in Melbourne for Singapore Day. In 2009, 12,000 Singaporeans attended Singapore Day 2009 in London. This year, Singapore Day will be celebrated in Shanghai. During the day diaspora members can enjoy a showcase depicting how Singapore is developing into a global city with a promising future for all Singaporeans.

G'Day USA is an annual program designed to showcase Australian business capabilities in the US – Australia's largest trading and investment partner. Over the last seven years, G'Day USA has brought together industry leaders and key people in government, business, tourism, academia and the arts to successfully cultivate and enhance the long-term and deep Australia-US relationship. The result is one of the most effective, far-reaching and comprehensive

annual national promotions across many areas important to both Americans and Australians. The 2011 G'Day USA 14-day program brings new business, art, education and tourism events to eight cities (Los Angeles, San Diego, San Francisco, Sacramento, Denver, Houston, Boston and New York), with the goal of strengthening bilateral collaboration and realising new business opportunities. Over 30 events will reach targeted audiences in the eight cities through conferences and forums, networking, product sampling and promotions.

Africa Day is an annual commemoration of the establishment of the Organization of African Unity (OAU) on 25 May 1963. On that day 32 independent African states signed the founding charter in Addis Ababa, Ethiopia. In 2002, the OAU became the African Union. Africa Day is celebrated around the world.

Other countries use global cultural events to promote their nation brand and engage with diaspora members. Ireland sees nearly every country in the world celebrate its culture on St Patrick's Day, 17 March. This day provides for the global promotion of 'Brand Ireland' over a number of days. For example, on 14 March 2011, New York Stock Exchange and the Irish American Business

Association, in partnership with *Business & Finance*, hosted ‘Ireland Day’. More than 350 Fortune 500 company executives, US corporations, venture capitalists, market makers, as well as some of the leading international Irish business leaders and executives descended on Wall Street for the event. The aim of the event was to showcase Ireland as a place to do business, focus positive international media on the country and create a debate on the key issues for the country and its role in the global economy.

Regional diaspora networks also organise nation days. Brazil Day in New York originally celebrated Brazil’s Independence Day. Since 1984, that small celebration has grown, up to the point of attracting over 1.5 million people in 2009; it is now considered the world’s biggest Brazilian event outside Brazil and one of the Big Apple’s greatest ethnic events. Brazilian Day Festival is not simply a party celebration; it has become an opportunity for the Brazilian community to reach out in the United States. On that day, Brazilians join each other from different parts of the world (many coming from Brazil just to attend the festival) to show their pride, advertise their culture and experience the nostalgic and anonymous feeling of being an immigrant away from home.

During a ‘Marketing Norway’ seminar in San Rafael on 19 September 1992, the Royal Norwegian Consul General asked the leaders of several Norwegian/American organi-

zations what they thought of having a festival to celebrate the 150th anniversary of Edvard Grieg’s birthday. This idea was met with enthusiastic approval, and that is how Norway Day Festival came into being. The first festival was held on 9 May 1993 in San Francisco’s Fort Mason Center. Now, more than 5,000 people attend each year. The main purposes of the festival are to promote and maintain a mutually satisfactory relationship between Norway and the US; to help descendants of Norwegian immigrants to appreciate and retain contact with their heritage; and to promote ‘Modern Norway’ by drawing attention to all the good things that have been accomplished by ‘Norway Today,’ especially in the areas of technology, ecology, and world diplomacy.

Remember, culture matters

The power of culture should not be underestimated when developing strategies for engagement by the diaspora and branding a nation. It plays an essential role in the process of enriching a country’s brand image. The value of culture in national branding is that, like geography, it is a truly unique feature of the country. A key benefit of basing the branding process on culture is that it helps countries to identify their most authentic competitive advantages.²³ Respected brands build trust, add meaning to their offerings and say what they stand for and why people should support them.

‘Culture is the whole complex of distinctive spiritual, material, intellectual and emotional features that characterises a society or a group. It includes creative expressions, community practices and material or built forms.’

The UN World Commission on Culture and Development Report

Culture is also one of the main catalysts in attracting members into the diaspora and is the fundamental premise upon which every dimension of diaspora engagement develops. Although it cannot always be seen, it is always felt. 'Representing and promoting culture is an essential component of enriching the nation brand, and ... over time, it alone has the power to turn simple clichés into something more fair, something believable, something rooted in truth and history.'²⁴ Few countries have as powerful a cultural brand as Ireland. It is the door to the heart of the country and its people and is all about history, heritage and identity.

Other countries are also using culture as the bridge between the homeland and diaspora. The British Council is the leader in this field. Founded in 1934, its remit is 'to build mutually beneficial cultural and educational relationships between the United Kingdom and other countries, and increase appreciation of the United Kingdom's creative ideas and achievements.' It has a budget of over £560 million. Its overseas network extends to 233 locations in 107 countries and territories, employing over 7,000 people. There are 70 British Council Teaching Centres in 53 countries.

The Alliance Française is an organization whose mission is to promote French language and culture outside France. There are 1,135 associations in 138 countries and the Alliance is the largest cultural organization in the world.²⁵

The Confucius Institute is a Chinese non-profit organization promoting Chinese language and culture around the world. The first Confucius Institute was opened in 2004 and there are now 328 institutes in 82 countries. The Chinese Government aims to establish 1,000 Confucius Institutes by 2020.²⁶

The Goethe-Institut has 50 years' experience teaching German as a foreign language, teacher training and developing curricula, examinations and course materials. It is a non-profit German cultural institution operational worldwide, promoting the study of the German language abroad and encouraging international cultural exchange and relations. Partners of the Institut and its centres are public and private cultural institutions, the federal states, local authorities and the world of commerce. In 2005, along with the Alliance Française, the Società Dante Alighieri, the British Council, the Instituto Cervantes and the Instituto Camões, the Goethe-Institut was awarded the Prince of Asturias Award for outstanding achievements in communications and the humanities.

For more information on the role of culture in nation branding, see the insert entitled 'How do you build a country brand?' by Saher Sidhom, Global Planning Director, Great Works, Stockholm and London, located at the back of the toolkit.

Branding for diaspora organizations

Just like with consumer products, a diaspora organization should not be regarded as a generic entity. When this happens an organization can lose its personality and character. This is especially relevant when there are a number of diaspora organizations trying to connect with the same diaspora members. A decade ago branding was a foreign term to most diaspora organizations. More and more, organizations are discovering that a strong brand is not a luxury but a necessity. It is an organization's DNA. Once regarded as only relevant to laptops, soup and cars, a strong brand is perhaps even more critical to the success and sustainability of diaspora organizations.

For diaspora organizations, it is about building deep, meaningful and long-term relationships with diaspora members which, in essence, is all about emotions. Human beings are powered by emotion not reason. The neurologist Donald Calne put it succinctly: 'The essential difference between emotion and reason is that emotion leads to action and reason leads to conclusions.' Speaking about the GlobalScot network, Kuznetsov suggests that 'People will only get involved in a network like this if they want to, not because someone tells them to.'²⁷

Branding is the process of creating a clear, consistent message about your organization. A strong brand can give diaspora organizations what might be called reputation insurance. Diaspora organizations must build brands that connect with diaspora members' core values; preserve and value the traditions

of the diaspora; and unite them under a common sense of identity and integrity. Trust is the key, and trust is not an event; it is not deserved but has to be earned.

A brand is a set of promises and expectations that exists in the hearts and minds of your diaspora members. Because the brand resides in your members' minds not yours, you must understand the needs of your supporters. As noted by the President of NEPOMAK, a diaspora organization for young Cypriots around the world: 'As an organization, NEPOMAK exists to meet the needs of its members. Therefore, by providing members with multiple touch points for NEPOMAK (primarily driven by local member organizations), NEPOMAK is able to gauge what members want and through structured planning, NEPOMAK is able to deliver these activities.'

To help with branding, get your organization to consider the following questions:

- What's the one thing you do better than anybody else?
- Does everybody know where the organization is going?
- Do you have a memorable tag line or slogan?
- Why should someone become a member?
- Is it easy for diaspora members to connect with you?
- Does your organization have a personality?
- Do you 'live the brand' every day?

Tell stories

'Stories live in your blood and bones, follow the seasons and light candles on the darkest night; every storyteller knows she or he is also a teacher.'

Patti Davis

Storytelling is a key foundational element of a strong diaspora organization brand. Everyone in the diaspora world has great stories to tell, and they probably don't tell them often enough and to enough people. Yet these stories can impact hundreds, if not thousands, of people. Diaspora organizations should focus on one story and tell it convincingly.

In a world built on the rigor of scientific thinking there is still a need for creative storytelling. Well-told stories take people on a journey out of the here and now and their current environment, moving them into the virtual world of the story. Stories can give diaspora members a sense of connectedness, allowing them to remap their own lives accordingly. The listener is invited to live the story and think actively about the implications. Stories turn people into emotional participants.

Connect the head with the heart

It is always important to remember that diaspora engagement is an emotional process and sometimes what diaspora

members feel is more important than what they think. The cause must catch the eye, warm the heart and stir the mind. Nations, companies, committees and individuals are not motivated by statistics, graphs and strategies but rather by ideas, philosophies and hopes, which bring a tear to the eye and a lump to the throat when presented with passion and conviction. At special events, look for ways to create magic moments – include memorable elements that make the experience really special. The best way to create a magic moment is to show the impact of your work. You want to move events from 'ho-hum' to 'wow' with carefully planned moments of emotional spontaneity.

One of the most powerful ways of connecting the head and the heart of diaspora members is through visits to the homeland. Countries around the world are now inviting their diasporas to conferences back in the homeland, promoting structured visits home for the next generation and increasingly attracting diaspora tourism.

'Know India' program: connecting the head with the heart

Formerly known as the Internship Program for Diaspora Youth, 'Know India' is a three-week internship program for diaspora youth conducted by the Ministry of Overseas Indian Affairs with a view to promoting awareness of India, its socio-cultural diversity, its all-round development, its emergence as an economic powerhouse, India as a centre of higher education and the ongoing developments in various fields, including infrastructure, information technology, etc. The participants from countries with large populations of People of Indian Origin (PIO) are selected based on recommendations made by Indian missions/posts abroad. They are provided with full hospitality and are reimbursed 90 per cent of the international airfare cost. Feedback below from recent participants in the program demonstrates how effectively it connects the head and heart of diaspora members.

'Goa was amazing in all aspects. It was truly an amazing, humbling, exciting, educational, fun and beneficial experience. The village visits were the highlight and I would love the opportunity to come back.'

Poonam Harry, South Africa

'I just want to thank everyone involved in making this program possible because this, by far, was one of the most exciting, eye-opening, and unique programs I have ever taken part in. I was able to network with PIOs from all over the world and gain a much better understanding of the complex history, culture and politics that define India. Thank you once again for selecting me to be a participant, taking care of all the accommodation, and giving us this selective and once-in-a-lifetime opportunity.'

Nupur Agrawal, US

Build pride

Pride is a very powerful emotion. Much of what you do for your organization is to develop a sense of pride amongst diaspora members which will encourage word-of-

mouth endorsement – the most powerful selling device you have. You want to make your board members so proud that they will become zealots and insist that their friends and peer groups support you.

'Those of you who decide not to stay in Israel but to go back have a very important mission. We expect you to be proud ambassadors of our country.'

Natan Sharansky, Chairman, Jewish Agency

Networking matters

'The way of the world is meeting people through other people.' **Robert Kerrigan**

Over the past decade there has been a growing public fascination with the complex 'connectedness' of global society. At the heart of this fascination is the idea of a network (a pattern of interconnections among a set of things), which comes up in discussion and commentary on an enormous range of topics, including its role in diaspora engagement.²⁸

A network can be described as a group of actors that either know about or can learn about each other's characteristics.²⁹ Network members must reap certain benefits from their participation in the network,³⁰ and networks can influence larger social processes by accessing human, social, natural, physical and financial capital, as well as the information and knowledge content of these.³¹

At the heart of many diaspora strategies lies the creation of networks. Diaspora networks aim to establish and foster communication and exchanges between members living abroad and to link them to their counterparts in their country of origin.³² The educational, social, cultural and professional advancement of their members is also high on the priority list of the different

networks;³³ this is because 'diaspora networks speed the flow of information, the lifeblood of science and commerce.'³⁴

Diaspora networks are crucial in assisting in the economic, political and social development of their home countries. Indeed, one of the powerful roles that networks play is to bridge the gap between home and host countries. 'This is especially true of the overseas Chinese (including those in Hong Kong and Taiwan), who handle some 70% of foreign direct investment into China. They have three advantages: they speak the language, they understand the culture and they have *guanxi* (connections).'³⁵ As was stated in *The Economist* article 'Tribes Still Matter', 'Brainy globetrotters are rarely rootless. Even the most cosmopolitan usually feel an affinity with others who share the same language, culture or heritage. That is why diaspora networks are so powerful, and why some of the world's most influential people rely on them so heavily.'³⁶ Indeed, 'diaspora networks mesh so well with the architecture of the modern knowledge society that they are coming to be seen as one of its natural building blocks.'³⁷

'Networking is the backbone of international business, underpinning every successful company no matter where in the world it operates. Effective networking opens new doors of opportunity in business, allowing companies to identify new markets, obtain fresh leads and extend their operations into unfamiliar areas. By sharing information, contacts and resources, businesses can achieve far more than they ever could in isolation.' **GlobalScots**

Appreciate the diversity of diaspora networks

'Architecture is the art and science of designing structures that serve our common purposes, built to last and to withstand stress. And that is what we seek to build; a network of alliances and partnerships, regional organizations and global institutions that is durable and dynamic enough to help us meet today's challenges.'

US Secretary of State Hillary Clinton

Address to the Council on Foreign Relations, 8 September 2010

As with the diaspora itself, there is great diversity when it comes to the types of diaspora networks that have developed. It is important to know the different models of networks in order to determine which model may work best to engage a particular diaspora. According to Kuznetsov, 'The defining characteristic of networks of expatriate professionals (diaspora networks) is that they pertain to talent, be it technical, managerial, or creative. Talent is an elusive category, but a powerful one.'³⁸

Global diaspora networks

Some diasporas are vast and global. For example, there are an estimated 70 million in the Irish diaspora, 25 million non-resident Indians and 60 million overseas Chinese, including significant numbers in nearly all countries. They create a web of cross-border connections.³⁹ Some countries have cast the net wide in terms of engaging diaspora members and have developed global diaspora networks. The global networks may be just country-specific or they may be specialized global networks for particular professions in the diaspora. As noted by Ancien, Boyle and Kitchin, 'Global knowledge networks are

transnational networks linking global regions with the homeland, including trade missions, business forums, philanthropy, mentoring, advice and access to decision makers.'⁴⁰

Kutznetsov has set out several important points to consider when establishing global diaspora networks:

- It is essential that there is a formal framework in place to maintain relationships and make sure that ideas are followed through.
- However, if you formalise a network too much, you can kill it off. That has also been a common mistake of many developing countries – they try to put together a program that is very formal and it kills all the spirit of entrepreneurship and intrinsic motivation. People will only get involved in a network like this if they want to, not because someone tells them to.
- Organizations should avoid launching a network in a blaze of publicity with a big conference before it has been tried and produced some successes. Rather, a conference should be a way of celebrating credibility through showcasing proven successes.⁴¹

Furthermore, he suggests that successful diaspora networks combine the following three main features:

- Networks bring together people with strong intrinsic motivation.
- Members play both direct roles (implementing projects in the home country) and indirect roles (serving as bridges and antennae for the development of projects in the home country).
- Successful initiatives move from discussions on how to get involved with the home country to transactions (tangible outcomes).⁴²

Examples of leading global networks include Advance Australia, GlobalScots, ChileGlobal, The Ireland Funds and KEA New Zealand. For further information on these networks please see the section entitled ‘Learn from others: Diaspora organizations share their stories.’ Other examples of global diaspora networks include: *NLBorrels* which is a global network of Dutch expatriate professionals and entrepreneurs, dedicated to facilitating social interaction, career advancement and exchange of information of interest to the Dutch community living abroad. It currently has 5,500 members in the US and an additional 6,500 members in 81 countries worldwide;⁴³ *International Council of Russian Compatriots (ICRC)* was founded at the end of 2002 and its main aim is to consolidate the Russian diaspora and to attract the intellectual, economic and financial resources of Russian compatriots who are living abroad;⁴⁴ *Organization of the Swiss Abroad (OSA)* represents Swiss expatriates’ interests in Switzerland and is supported by 750 Swiss expatriate associations and Swiss

institutions all over the world. Every year, several hundred Swiss living all over the world meet at the OSA’s Congress of the Swiss Abroad;⁴⁵ and *Nigerians in the Diaspora Organisation (NIDO)* which is a non-profit organization with its current focus is on professional networking, social advocacy, education, healthcare, technological and economic empowerment, as well as skills and cultural exchange projects in Canada and Nigeria. NIDO is recognized by the Nigerian government as the umbrella organization for all Nigerians around the world and as the vanguard of Nigeria in the international community, promoting the country’s image abroad. NIDO also assists in promoting Nigeria as an investment destination in Africa.⁴⁶

Regional diaspora networks

Given the amount of resources and time needed to establish a successful global diaspora network, some organizations have decided to focus on connecting with diaspora members in particular regions. The benefit of regional diaspora networks is that they allow for a more personalized and focused engagement with diaspora members within a smaller geographical framework. Regional diaspora networks can also act as a catalyst to creating global diaspora networks by building on the success of the regional network. The ‘Ireland Reaching Out Project’ (www.irelandxo.org) is an example of how local areas can develop their own targeted diaspora initiatives and is based on a simple idea - instead of waiting for people of Irish descent to come to Ireland to trace their roots, local Irish regions go the other way. At town land, village and parish level, local Irish communities identify who left their

neighborhoods and trace them and their descendants worldwide and engage with them and invite them to become part of an extended ‘virtual community’ with their place of ancestral origin. Part of this program is an annual ‘Week of Welcomes’ which is held in each parish or community in which these newly identified people are invited to return. Over time the objective of this program, which was founded by returned Irish emigrant, Mike Feerick in 2011, is to systematically identify and unify members of the diaspora, based on their ancestral origins and engage them in terms of them being advisors, investors and promoters of Irish products. Other examples of regional diaspora networks include: *BayBrazil* which fosters communication and entrepreneurship among professionals in the San Francisco Bay area who work with or wish to develop connections with Brazil; *The Lansdowne Club* in Sydney, Australia which has over 2,000 members made up of business professionals who are Irish and living in Australia and Australians who have business interests in Ireland. It is now a vibrant and active business network which has spread to other cities in Australia and New Zealand and runs a series of events annually with their St. Patrick’s Day lunch now the largest of its kind in the world and is attended by the Prime Minister of Australia and other leading political and business leaders; *Uhollanzi Kenya Association* which is the only registered Kenyan diaspora association in the Netherlands. Its goals are to support and promote the welfare of Kenyans in the Netherlands in collaboration with local authorities and partners as well as to enhance Kenyan migrants’ capacity to meaningfully give back to their country of origin; and

United Haitians in the United Kingdom network is made up of a group of Haitians, Haitian descendants, and friends of Haiti, living in the United Kingdom. Its main goal is to make a positive contribution in the development of Haiti and to keep the Haitian culture alive in the United Kingdom. They financially support worthwhile non-governmental and sustainable educational projects throughout Haiti with an emphasis on children’s school fees, uniforms and supplies.

City diaspora networks

A number of organizations around the world are now focusing on connecting with their diaspora members and, moreover, affinity diaspora members by launching city diaspora networks. Indeed, the affinity diaspora is an important segment of the diaspora to engage in building such networks, as so many people move to cities to work or study for certain periods or take repeated city breaks. Take the United States, for example, while many people have an affinity to the country as a result of spending time there, typically, it is with a particular city that people identify as their place of affinity.

New Orleans is a great example of this and the power of the affinity diaspora network in connecting with the city. These ‘affinity diaspora’ are people, for whom, as the song goes ‘know what it means to miss New Orleans’ and return to the city for one season, reason or another and ‘let the good times roll.’ The other New Orleans diaspora refers to the population evacuated or forced to flee from New Orleans, Louisiana, by the effects of Hurricane Katrina in the late summer of 2005. Drawing from these two different diasporas (a displaced one within its own country and a large affinity diaspora)

New Orleans is an interesting case study on attracting and engaging diaspora populations. Famous playwright, Tennessee Williams himself could be considered an affinity diaspora member of New Orleans, (Mississippi born, Missouri raised and later lifetime traveler) he considered New Orleans his 'spiritual home' and was a resident of the city many times throughout his life. It is here that he is honored by an annual literary festival which brings Williams and literary fans from around the country and world to celebrate. These same 'friends' of the city and festival were much of the affinity diaspora who have contributed to a continued festival and its subsequent successes (particularly after 2005). The cultural branding of New Orleans has been responsible in no small part for the success of its rebuilding. Programs geared at drawing the affinity diaspora into the city (whether in support for events or to invest) have been invaluable during the five years of rebuilding and reshaping the city. The New Orleans Football team (The Saints) also provide a diaspora meeting point and especially at games in Atlanta and Houston (where many New Orleanians resettled) have become a time of both cheering the team but also the city itself. Specific festivals such as Essence, Decadence, VooDoo, French Quarter and the New Orleans Jazz and Heritage Festivals (to name a few) all annually re-engage the affinity diasporas' interest and economy.

Furthermore, people are often extremely proud of the particular area that they are from within a country, and city diaspora networks allow them to connect directly with that area. An example of such a network is the 'Friends of Belfast City' network. This is an initiative, started in 1998, which promotes

partnerships between Belfast and North America, primarily in the areas of business and investment. With almost 600 members from the areas of business, law, academia and government, including individuals from organizations such as Liberty Mutual Insurance, Lehman Brothers, McKinsey & Company, Harvard University and Columbia University, the Friends of Belfast network offers a range of contacts for Belfast organizations working in the US and Canada.

Women and diaspora networks

Female migrants represent a significant portion of total migration, making up 49 per cent of the total in 2010.⁴⁷ As a result, women's diaspora networks are increasingly being created as a way of uniting women from the homeland with other women from the diaspora. 'All over the world there is an important and wide-spread presence of migrant women's networks ... These networks are very active in supporting women, in promoting their needs, their rights, and in simply bringing women together. These are more formal and institutionalised types of networks.'⁴⁸

An example of a women's diaspora network is the Turkish Women's International Network which is a global networking platform for women with family, cultural or professional ties to Turkey. The vision of the network is to build a global community of professional Turkish women to cross-pollinate ideas, inspiration and connections; start a mentorship program to mentor younger Turkish women in university programs across the globe; and launch the Turkish WIN 'Angels and Advisors' program to connect entrepreneurs to a capital and advice network. The founder of TurkishWIN,

Melek Pulatkonak, states that the motivation for establishing the network was because, ‘As a professional Turkish woman living abroad, I feel the need to connect to a platform where I can network, celebrate the successes of trailblazers, learn from experts in their fields and tap into the power of a large trust network within my community. I know many strong, successful and amazing Turkish women. I am confident there are hundreds or thousands whom I do not know. As an entrepreneur, I decided to do something about it and launched TurkishWIN.’

Examples of women’s diaspora networks include Swedish Women’s Educational Association, Indus Women Leaders, Diaspora African Women’s Network (DAWN) and the Filipina Women’s Network (FWN).

Next generation diaspora networks

Countries and diaspora organizations are increasingly realising how important it is to attract the next generation of diaspora leadership. Furthermore, younger members of the diaspora are leveraging networks with their diasporic peers as a way of building professional contacts. As a result,

next generation diaspora networks are gaining increasing prominence. Examples of next generation diaspora networks include NEPOMAK (World Organization for Young Overseas Cypriots), The Ireland Funds Global Young Leaders Program and the Young Barbadian Professionals Society (YBPS). Members of the Young Barbadian Professionals Society were either born in Barbados or have Barbadian ancestry.

YBPS is comprised of a group of individuals with diverse professional and social interests. Its identity is not only based on the professions and education of its members but is deeply rooted in their respect and love for the Barbadian and Caribbean heritage. The YBPS mission is to garner the intellectual capital of its members to further advance positive transformations in the global Barbadian and Caribbean communities, through the society’s economic development, education, and philanthropic programs.

The YBPS Mentoring Committee sponsors an e-mentoring program that partners members of the society with undergraduate students of Barbadian heritage in the US.

The Worldwide Ireland Funds Young Leaders

Caitlin McCormack, Regional Director, The American Ireland Fund, New York

The American Ireland Fund Young Leaders began in Boston in 1991 as an idea not only to bring youth into the organization, but also to ensure longevity. They were to be the next generation of leadership for Irish-America and, indeed, for the American Ireland Fund. After hosting a few smaller gatherings and St Patrick’s celebrations in Boston, it wasn’t long before they started another chapter in New York.

Over the following decade the Young Leaders had established a presence within the Fund, but were not yet able to contribute hugely in their fundraising. In 2005, the Fund

invested significant time in the Young Leaders, particularly in the New York chapter. During that year the Young Leaders program was rejuvenated. Having raised only \$10,000 in 2004, they increased that number ten-fold, raising \$100,000 in 2005.

This dramatic change to the group as a fundraising entity brought the Young Leaders to where they are today as a global force. Over the following five years, from 2004–2009 the Young Leaders surpassed their lofty goal to raise \$1million dollars. Reaching that \$1 million goal a year early was a benchmark for the Young Leaders, encouraging them to establish chapters in Washington DC, Chicago and Philadelphia.

The Young Leaders have now expanded across the country into Dallas, San Diego and San Francisco, and also have chapters internationally, in Dublin and Sydney, Australia. It was only in 2010, in fact, that the Dublin Young Leaders emerged in response to the economic crisis in Ireland. The US chapters are now not only giving to Ireland but with Ireland, and have graduated into a truly remarkable network. Many of them have made it to the top of the ladder in their fields and are in a real position to give back to Ireland.

The success of the Young Leaders program can be attributed to the calibre of their events, the strength of their network and their membership program. The Young Leader's fundraising events have become staples on the social calendars of the cities in which the Fund has established chapters. They have honoured such celebrity guests as Denis Leary, Conan O'Brien and Jimmy Fallon, along with many professional athletes and renowned, late author, Frank McCourt. They were recently featured in a segment on the Good Day New York morning show and have been written about in magazines and newspapers globally.

The quality of the Young Leaders' events has attracted a very strong network of bright and successful people. Being a part of the network is attractive to many of our members because of the connections people make, not just for business, but also socially within a group of people who are passionate about their success and passionate about the work of the Fund.

Finally, signing up as a member of the Young Leaders allows entrance to these events and this network, as well as access to the senior leadership of the Fund, particularly through the benefit of the mentorship program offered at the top level of membership. Most importantly, the Young Leaders are dedicated to the Ireland Funds and its basis of philanthropy and giving back to the hundreds of worthy and wonderful causes it supports.

The Young Leaders have gained incredible momentum in recent years and are looking forward to their second Annual Young Leaders International Summit in Limerick this June at the Worldwide Ireland Funds Conference. They will continue to strengthen their new chapters as well as using their impressive network to its full potential. Already a hugely successful initiative, the Fund is excited by what is to come for the Young Leaders. Where will they pop up next?

Alumni diaspora networks

The business of international education, or export education as it is referred to in technical economic parlance, represents a major opportunity for countries to develop a network of affinity scholarly/alumni networks. Demand for education beyond boundaries has increased by 40 per cent over the past decade and is forecast to reach 6 million by 2020.⁴⁹ In 1995, 90,000 US students went to college overseas; in 2007, 250,000 US students went to college overseas.⁵⁰ In 2008, there were 300,000 international students in UK universities, paying more than £3.6 billion in fees. Britain attracts more students from abroad than any country outside the US.⁵¹ The US State Alumni is an example of a diaspora network seeking to engage international students who pursued studies in the US. Furthermore, scholarly networks are being established by diaspora members from the same home country who are studying abroad.

These are important networks for countries to consider developing, as increasing numbers of graduates are emigrating. Through these networks graduates can still engage with the university and indeed the home country. Take for example, the alumni of the Indian Institute of Technology which is a group of 15 autonomous engineering and technology-oriented institutes of higher education, established and declared as Institutes of National Importance by the Parliament of India. According to a recent study, the alumni of the seven Indian Institutes of Technology (IITs), now in senior positions in industry and government across the world, have a total budgetary responsibility of \$885 billion.⁵² Furthermore, one in 100 IIT alumni

has started his own company with over 40 per cent of them being serial entrepreneurs.⁵³ It is of little surprise that global alumni IIT networks are emerging. The IIT alumni either help their alma mater in the form of donations, or by preferential job opportunities extended to students from the IITs. Other examples of such networks include the India Manchester Graduate Network, the Association of Norwegian Students Abroad, the Moroccan Association of Researchers and Scholars, and ASciNA, which is a network of Austrian scientists and scholars in the US and Canada.

Professional and specialist knowledge diaspora networks

Many countries now talk about becoming knowledge-based smart economies. There is increasing acceptance that talent and skills are the most precious assets of the world economy. At the heart of many of diaspora strategies lies the creation of networks, and increasingly 'knowledge networks', of highly skilled professionals who when better connected to each other and to the home country can greatly assist in the success of the smart economy. As noted by Ancien, Boyle and Kitchin, 'Specialist knowledge networks are sector specific (for instance biotechnology, ICT, law) and generate dense and specific ties to the homeland to aid the expansion of respective sectors, for instance through providing knowledge, mentoring, expertise and finance (venture capital).'⁵⁴ Members of such networks are highly skilled and highly qualified and contribute to the development of their place of origin, through their skills input.⁵⁵ The focus of such networks is 'upon dual social and business networking

and the exchange of contacts, skills, advice and ideas'.⁵⁶ Such networks are often initially formed by a small number of tipping agents, first movers or change agents within the diaspora. Examples of such networks include the Irish Technology Leadership Group, the Association of Thai Professionals in America and Canada

(ATPAC), the Global Network of Korean Scientists & Engineers (KOSEN), Silicon Valley Indian Professionals (SIPA), The Indus Entrepreneurs (TiE), the Chinese American Engineers and Scientists Association of Southern California (CESASC), The African Network (TAN) and the Korea IT Network (KIN).

Learn the 4-step process to networking the diaspora

Networking is not a social event, rather it is a process in which you 'contact, connect, involve and evolve' a relationship over time. It can be broken down into four steps: 'research, cultivation, solicitation and stewardship', which are powerful ways of engaging key diaspora members when setting up networks.

Underpinning this networking process are a number of concepts to consider such as Dunbar's rule, the value of weak connections, social capital, the need to move from a 'transactional' to 'relationship' mindset and the importance of managing your online and offline networking.

- **Dunbar's 150:** Robin Dunbar is a Professor of Evolutionary Anthropology at the University of Oxford. His research concludes that there is a 'cognitive' limit to the number of 'inter-personal' relationships we can manage in our networks – somewhere around 150.
- **The value of weak connections:** while we are limited in the number of inter-personal relationships we can manage in our networks, there is no limit to the number of contacts we can maintain through email and social media. This highlights the importance of managing both online and offline networking.
- **The funnel of serendipity:** as you busy yourself responding to individuals in your network you may be pleasantly surprised by what comes back from the network as a whole.
- **Social capital as a measure of trust and reciprocity in our network:** quite simply, those with more social capital have broader and deeper networks and tend to be more effective in what they do.
- **Echo chambers:** emphasise the importance of meeting people outside of our usual networks.

Step 1: Research

'Research is creating new knowledge.' Neil Armstrong

As previously noted, it is important to remember that quite often it is a small fraction of the overall number of the diaspora who make a difference, and it is important to research who exactly these members are. As suggested by Kutznetsov, 'One cannot overestimate the role of individuals in mobilising the diaspora ... Individual champions make connections, allay scepticism and propose project ideas ... many diaspora initiatives were unsuccessful because they failed to identify such champions.'⁵⁷

Good prospect research helps you to determine, evaluate and qualify the individuals who will become leaders within a diaspora network. Prospect research is ideally about getting as much information as possible to decide the right time, project, setting and person to ask to become an ambassador within the diaspora. The objective is to generate an active prospect list.

You do this by 'rating and screening' each contact for his/her capacity and propensity to engage in a diaspora initiative.

Take, for example, the importance of research in the GlobalScot network. Membership of the network is by invitation only, as it insists on the highest standards in order to maintain its reputation as a world-class resource for Scottish businesses. Nominees are then assessed by the International Networks Team in Scottish Enterprise according to their personal achievements, standing in their industry, and ability to contribute to the industry sectors that have been identified as important to Scotland's future growth. Following successful evaluation, an application will then be forwarded to the First Minister of Scotland, who, upon approval, will write personally to the individual, officially inviting him/her to join the GlobalScot network.

Step 2: Cultivation

'Though the land be good, you cannot have an abundant crop without cultivation.' Plato

Cultivation is the process of moving people from a state of unawareness to informed understanding, sympathetic interest, engagement, commitment and, finally, passionate advocacy. The engagement of diaspora members evolves over time – initially impulsive, it gradually becomes

habitual, thoughtful, strategic and, ultimately, inspirational. The task of cultivation is to move people along this continuum towards commitment. Much of cultivation is about having conversations and getting to know leading diaspora members at a number of different levels. Through this process you

learn about diaspora members' current level of engagement with the homeland, their hopes for the future of the homeland, what goals and objectives they have in their life and perhaps what legacy they want to leave. It is about consciously bringing key diaspora members on a relationship journey – building their awareness, increasing their knowledge, and generating their interest in, involvement with, and, finally, commitment to, you, your organization and the network.

One way in which countries are cultivating key diaspora members is through the organization of conferences in the homeland for key diaspora members. An invitation from a government or head of state seems to carry more clout than that from a regular diaspora organization. No country organizes more visits home for its diaspora than Israel. Often called missions, they are an integral part of the relationship with the diaspora and are regarded as a vital way of keeping people informed and up to date. All the various agencies and federations make this a part of their annual programs and a way of seeing how their contributions

are used. They also host numerous meetings and conferences overseas.

In 2009, the Irish Government hosted the Farmleigh Global Irish Economic Forum. It brought together, for the first time, the most influential members of the global Irish community with a record of high achievement in business and culture, as well as a number of individuals with a strong business connection to Ireland. Over the course of the Forum, attendees explored how the Irish, at home and abroad, and those with a strong interest in Ireland, could work together to contribute to economic renewal and to build new connections between Ireland and its global community. As a result of this cultivation the Global Irish Network was formed by the Irish Government in 2010. The Global Irish Network currently has over 300 members based in 37 countries. This direct access to key private sector decision makers across the globe has the potential to deliver real, tangible economic benefits for the Irish at home and abroad. Regional meetings of the Global Irish Network have taken place in Britain, France, Germany, Australia, the US and China.

Step 3: Solicitation

'You create your opportunities by asking for them.' Shakti Gawain

For diaspora engagement to be effective there must be 'asks and tasks.' Key diaspora members need to be engaged in small groups with specific projects over a limited time frame. If not, initial enthusiasm will quickly fade. Indeed, 'the most common mistake in trying to harness a diaspora is to be carried away by discussions without turning them into

tangible outcomes. People like to see tangible outcomes ... These tangible activities can be referred to as transactions or projects.'⁵⁸ Therefore, it is critical to solicit diaspora members for specific projects. A diaspora network should not just be a network in which to network, it should be a network which strategically engages its members.

Step 4: Stewardship

'Indifference is the essence of inhumanity.' George Bernard Shaw

The Merriam Webster Collegiate Dictionary tells us that the word 'stewardship' first appeared in the 15th century and is defined as 'the conducting, supervising, or managing of something; especially: the careful and responsible management of something entrusted to one's care.' For the purposes of diaspora engagement, stewardship means thanking and recognising the contributions made by diaspora members to the homeland. In the world of email, voicemail, iPods, blogging, twittering and podcasting, a one-time thank you letter is not enough. Retention of key diaspora members' engagement is of utmost importance, and stewardship is a critical part of the 4-step networking process. As in all business,

satisfied customers are your best sales people. In Section 1, ways of recognising and awarding diaspora members were explored, and they are pivotal in terms of stewardship.

Measurement of outputs is also another important form of stewardship for diaspora networks. It is important to assess the successes and failures of networks and to provide members of the network with evaluative feedback on progress. As noted by Kuznetsov, 'a serious limitation [is]: the inability to track the outcome of exchanges and communications between network members ... and those who operate it cannot learn from the successes and failures of the transactions they help generate.'⁵⁹

Explore the role of government

Martin Russell, IRCHSS Postgraduate Scholar, The Clinton Institute for American Studies, University College Dublin

‘Successive Irish Governments have built a multi-layered relationship with the global Irish community, one that has marked us out as a role model for many other countries. The Government and the global Irish community have in the past worked closely together on issues such as the peace process in Northern Ireland and the rewards of such cooperation have been considerable. Now is the time to shape a more strategic relationship which will bring benefits both to Ireland and to our global community and which has a more developed economic focus. Our global Irish community constitutes one of the most powerful and far-reaching resources at our disposal and, using our worldwide network of Embassies and Consulates, we have identified some of the most successful individuals from that global community.’

Former Minister for Foreign Affairs, Micheál Martin TD

April 2009, following his convening of the Global Irish Economic Forum in September 2009⁶⁰

The above statement captures the simultaneous simplicities and complexities associated with pursuing diaspora strategies. With these in mind, the precise role a government should play in a diaspora context can be highly contested. Given the plurality of approaches adopted by different countries, it is difficult to prescribe any single coherent policy program that a government might adopt in shaping its diaspora strategy. However, there is broad consensus that the role is usually located somewhere between two approaches. On the one hand, a government can adopt an implementer role. This locates the government as a central force in creating

and accomplishing the strategy. On the other hand, a government can also adopt a facilitator role, encouraging and developing multi-layered networks with diaspora members and groups. Looking at the various countries, ‘government involvement tends to vary along a continuum from minimal involvement to heavy involvement. Most commentators feel that government’s role should be as facilitator rather than implementer and that government has an important role in giving its blessing, support and, in some cases, finance to diaspora initiatives.’⁶¹ The most obvious issue here is establishing why this remains the dominant perspective.

Facilitator rather than implementer: why?

1 Diaspora engagement

Diaspora strategies, like most other forms of engagement, are fundamentally based on networks. Given the volume of diaspora networks co-existing in terms of engagement with the home country, the optimum situation is for governments to create conditions conducive to the existence of a variety of organizations, facilitate collaboration and cooperation between the networks and home situations, provide access to the diaspora for dialogue with government representatives, and fast track promising ideas and/or work in partnership with private sector initiatives. Governments need to be aware that successful diaspora engagement is heavily reliant on dynamic and innovative individuals and organizations at home and abroad.⁶² It may be more difficult for a government to merge these objectives through an implementer role. If a government decides to adopt an implementer role then the engagement emphasis is shifted to the government in creating and sustaining suitable networks or policies. Meanwhile, a facilitator role is in itself a form of network. The government is drawn into a more consistent, coherent and communicable engagement with the diaspora. As such, the diaspora is given much more ‘face time’ with the government within the strategy. Therefore, the strategy obtains a larger capacity-building mechanism that works

favourably in terms of the realisations and aims indicated above. This, if correctly utilised, can contribute to a growth of mutual trust and understanding between government and diaspora.

Such strategies, in a practical sense, ‘do not need to be over-determined and can be quite light in conception and application, and are best thought of as an overarching framework for providing a level of coherence to the range of concrete diaspora policies devised and implemented by a variety of public, private, and voluntary agencies.’⁶³

2 Agency and sustainability

One of the most obvious benefits a government can draw from a facilitator role is that of increased agency within the diaspora strategy. This approach encourages more relationships and engagements, which in turn can be used to provide a greater sustainability for the strategy. In this context, the public, private, and voluntary sectors are more systematically engaged, multiplying the central interlocutors in the strategy. Meanwhile, an implementer role reduces such agency and this can be problematic. In essence, a facilitating role places a larger emphasis on sustainability than an implementer role by diversifying agency and producing greater transparency. This can help to encourage and develop a mutual trust and understanding between government and diaspora.

3 Stake

An integral aspect of a successful and sustainable diaspora strategy is that all the participants in the strategy have a stake. The centrality prescribed to a government in an implementer role may create an imbalance in the stakes held by the participants.

Furthermore, it can upset the wider diaspora relationship, as, depending on the strategy implemented, certain sections of the diaspora may feel excluded. In terms of a facilitating role, the government is quite often an equal among its diaspora partners, reducing any concerns regarding possible exclusion of sections of the diaspora. In addition, this role tends to promote more strategic relationships and partnerships. This can have a significant impact in terms of engagement and sustainability, as already discussed.

It is important to acknowledge at this point that while there is an emerging consensus that governments should adopt a

facilitator role rather than an implementer one, they can co-exist. The most obvious issue in this regard is striking a workable balance that will develop the strategic aims outlined above. A prime example of where the two approaches coincide is India. India's success has largely resulted because the government made the development of a diaspora strategy a key national priority. This development has been in collaboration with prominent national bodies such as the Confederation of Indian Industry and The Indus Entrepreneurs (TiE). This example suggests that, depending on the demands placed upon a diaspora strategy, elements of each approach may need to be incorporated into the decision-making process. Consequently, this exposes another strong thematic influence in terms of the role a government adopts in a diaspora strategy – the institutionalisation of the strategy.

The importance of institutions

Institutions, at home and abroad, will help to direct the circulation of a diaspora strategy. It appears that the key in relation to the role a government plays in diaspora strategy is strong institutions at home and abroad and the government working in partnerships.⁶⁴ Clearly, as we have seen above, a facilitator role for a government offers a preferable platform for such

partnership between institutions. The interesting aspect here, however, is that the creation of such institutions may offer governments who have already adopted an implementer role a chance to dilute their engagement and move towards a facilitator role. Such innovation is an important tool for governments in deciding what role to play in diaspora strategies.

'India's engagement with its diaspora is symbiotic, the strands of both sides of the relationship are equally important to create a resilient and robust bond. To engage with the diaspora in a sustainable and mutually rewarding manner across the economic, social and cultural space is at the heart of the policy of the Ministry. To create conditions, partnerships and institutions that will best enable India to connect with its diaspora comprehensively is central to all our programs and activities. As a new India seeks to become a global player of significance, the time has come for a strong and sustained engagement between India and overseas Indians. The time has also come for overseas Indians to benefit from the exciting opportunities that India provides.'

Government of India, Ministry of Overseas Indian Affairs, Annual Report 2009–2010

Institutions play many key roles in deciding the role a government will take in a diaspora strategy. Initially, they can become the core of an implementer model of engagement. The large number of diaspora ministries emerging illustrates awareness by governments that diaspora strategies need to be institutionalised. Paradoxically, this should not be misconstrued as a strong implementer model as most ministries are supplemented by many subdivisions that concern themselves with a more facilitating program. The importance of partnership leans towards a facilitating role rather than an implementing one as it creates better opportunities for the transfer of many of the key ingredients of a successful diaspora strategy. For example, a facilitating role produces more networked sources of funding, ideas and innovation for a diaspora strategy. The interconnectivity of partnership also offers the opportunity for the development of mutual understanding,

trust and benefits among the individual elements of the diaspora strategy. Among its central benefits is the diversification of cost, which is arguably becoming one of the most influential themes in deciding a government's role in a diaspora strategy due to the continuously challenging economic climates that governments and diasporas now work in. Of emerging importance here is the partnership between the three relative components of a diaspora strategy, the home country, host country and the diaspora themselves. It is of great importance that a workable balance is struck between these components, and partnership offers the best vehicle for this. The institutions involved in the process reflect this.

Institutions abroad

Embassies and consulates remain among the most important institutions in terms of diaspora engagement.

An International Organization of Migration paper argues that:

‘Consulates are in a unique position to gauge diaspora needs and partner with other actors in the private and public realm. They can play a key role for countries with well established diaspora policies, where consulates are given special recognition and resources, as well as for those with frail policies, where consulates often appear to be the sole link to diaspora populations. More than ever, governments are instructing their consulates to interact with migrants more systematically. A review of embassy and consulate websites of 30 origin countries with active diaspora policies suggests an extensive consular presence in the top destinations of their respective diasporas. The services offered at consulates varied, ranging from language instruction and the provision of notary services, to issuing identity cards and organising discounted tour packages to the homeland – for business and leisure. Many consulates provide information on developments at home – particularly those relating to business and other opportunities – as well as implementing programs on culture, education and economic development.’⁶⁵

This institutionalisation of the strategy is essential as it offers a strong point of engagement, or contact, between central elements of the strategy. Additionally, this type of engagement conveys the plurality of diaspora needs and engagement which occur across a wide spectrum of social, political, and cultural realms.

Other innovative institutions service these demands. For example, diaspora councils can ‘also be an excellent source of funding and technical know-how. Councils typically advise the government on diaspora-related matters, with minimal cost to the government.’⁶⁶ The Institute for Mexicans Abroad includes a Consultative Council (CCIME). This is an advisory and consultative board which provides a direct link for diasporas with their homeland, thereby extending their stake in the relationship. Diaspora councils are particularly significant

since they bring resources to the table in terms of ‘contacts, funding and ideas for implementing programs.’⁶⁷ They are also an ‘excellent source of feedback from, and relevant information about, the diaspora – information that diaspora institutions can use to justify requests for larger funding, among other things.’⁶⁸ Other governments have created welfare funds and diaspora foundations to engage their diaspora. Examples of these welfare funds can be found in Bangladesh, the Philippines and Sri Lanka.⁶⁹ All such institutions play key roles in servicing the diaspora strategy.

An underlying foundation to all of these institutions remains the importance of the relationship between the home and host country. The institutions described here can play an influential role in establishing coherent relationships between these parties. They are a progressive vehicle and provide

beneficial common ground between home and host country. For example, many destination countries ‘support their own diasporas abroad (such as Australia’s fellowship initiatives for its expatriates, funded by the National Health and Medical Research Council), whilst also incorporating programs supporting diaspora communities within its borders. For example, in March 2008, the United Kingdom’s development agency – the Department for International Development (DFID) – initiated a GBP3 million (USD 4.7 million) program with Voluntary Service Overseas (VSO – a UK-based international development charity) to support and help people from diaspora communities to work as volunteers in their countries of origin (VSO, 2008).’⁷⁰

It is important to remember that the diaspora may be constructed as a representation of their home country in their host country. This comes with significant opportunity and responsibility. The triangular relationship between home, host, and diaspora is enhanced by the relationship between institutions abroad and at home. In order for these types of institutions to have the greatest impact they depend on strong institutions at home. Institutions abroad can service the demands of the diaspora but they also need to be serviced at home.

Institutions at home

While it may be argued that institutions abroad service a diaspora strategy, it can be argued that institutions at home sustain it. The two are relative and interdependent, but without the formation of strong home institutions the institutions abroad may struggle to survive. As noted by Kutnetsov, ‘While individuals are crucial to initiate the process,

home country organizations are what sustain it. The quality of home country organizations appears to be the single most important determinant of diaspora initiatives.’⁷¹

Theoretically at least, this suggests that one of the perceived benefits of a facilitating government role is that it produces a larger base of home institutions that in turn work towards sustaining the strategy. For example, GlobalScot relies on all the strengths of Scottish Enterprise (its home organization – a highly capable local economic development organization) to sustain it. Interestingly, the governmental role in Scotland’s diaspora strategy is widely accepted as a centralised implementer role. Evidently, the importance of partnership is not lost in this framework. Furthermore, this example illustrates that the distinction between the local and global is complex within diaspora strategies. In terms of a government’s role in a diaspora strategy, the local and global can and arguably should be partners in terms of knowledge exchange, capacity and network building. This can not only be conducted by individuals but also by associations and organizations, organic or otherwise.

As we have seen, a facilitating role reduces governmental involvement to a position of partner. In addition to this, the importance of institutionalising the partnership is that the diaspora achieves one of its fundamental aims in pursuing engagement. The diaspora is engaged with the home country and subsequently can be viewed as a stakeholder in the current and future development of the home country. The importance of home country institutions to the sustainability of a diaspora strategy also holds another basic lesson in terms of

diaspora strategies. The coordination of capital, programs and efforts is paramount in a successful diaspora strategy. Much like the needs of the diaspora, a facilitating role offers the government a wider stake in this coordinating effort. Whilst the institutions at home may be established by government, the importance of governmental support to these institutions gives the government a parallel stake. Simply put, totality (implementer role) very rarely works in terms of diaspora strategy but plurality (facilitator role) often does.

Concluding remarks

The above arguments must be contextualised within a wider discussion on the evolving nature of diasporas. These policy contentions will not remain set in time and will change. Also, different governments will have to engage with diasporas that are at differing stages of development. Indeed, governments themselves will be at differing stages of development. This may well create certain roles for a government in a diaspora strategy and indeed design the strategy itself. What is important is that governments and diasporas are proactive and engage with the past by drawing comparable lessons from the ideas, capacities and frameworks introduced by earlier diaspora strategies. Obviously, given the case-specific nature of diaspora engagement, it is undesirable to transfer full models of engagement from one country to the next. However, this does not undermine the fact that certain elements of methodology and content of one country's policy may hold lessons for another.

In relation to this, a government's role in a diaspora strategy needs to be calculable

and measurable. Creating, facilitating or implementing '... diaspora programs often involves significant investment by states and other organizations with respect to staffing and infrastructure, program content development and delivery, and on-going evaluation and expansion. As a result, agencies running programs seek to measure their success with respect to investment. Measures of success can focus on both tangible and intangible outcomes, and in the case of business-related ventures inevitably concern an economic assessment of the return on investment.'⁷²

This, of course, is relative to a government's capacity and to the expected outcomes of the strategy. Concurrently, governments and diasporas have to be realistic. It is clear that a facilitating role for a government in a diaspora strategy offers greater opportunity in terms of engaging its diaspora. In even the most basic interpretation, it is a much more inclusive and transparent paradigm than an implementer framework. It appears that it will remain the preferred choice of governments as it enables them to adopt a 'reductionist' approach, particularly in terms of cost, whilst multiplying their presence within the strategy. The approach also acknowledges that 'governments alone cannot drive diaspora engagement, which is, by definition, a partnership between the diaspora and some actor in the country of origin or destination.'⁷³ More importantly, it refrains from reverting to a traditional interpretation of diaspora as an untapped pool of resources, and advances more progressive frameworks of equality, stakeholding and partnership.

Tap into technology

For the first time ever technology allows countries to connect with their diasporas at a mass level. The opportunity exists to create a global electronic portal to include vast numbers of diaspora members and diaspora-related organizations. Such a portal would enable individuals and groups to connect with the homeland and with each other. Ding describes how this new connectivity afforded by a digital diaspora is having a major impact on national image building and economic development in China.⁷⁴ However, it is important to note that technology does not substitute for face-to-face introductions – diaspora networking is a contact sport.

Web 2.0 technologies, such as blogs, wikis and social networking platforms, are playing an increasingly important role in enabling the emergent digital diaspora in countries around the world.⁷⁵ For example, in 2010, Tourism Ireland launched a campaign with a difference to connect with the diaspora throughout Britain. Using Twitter, the campaign – which is called ‘My Irish 140’ – encourages people with Irish ancestry, and those who feel a connection with Ireland, to explore that connection and talk about it in their Twitter stream. LinkedIn is home to a number of large online diaspora groups such as the: the Chinese-Speaking & China-Experienced Business

Executives, IIT Alumni LinkedIn Group (over 17,000 members), and the Brazilians Abroad Network Group.

Furthermore, a number of countries are now creating online portals to connect with their diaspora communities. For example: the *Overseas Singaporean Portal* aims to engage Overseas Singaporeans, of which there are over 140,000, to connect them back to Singapore and with each other;⁷⁶ *OneVietnam Network* is the first online global network for the worldwide Vietnamese community;⁷⁷ *Global INK* is a secure portal providing a framework of moderated online communities to harness knowledge catering to different focus areas of the Indian diaspora;⁷⁸ and *RendezVous353* is an Irish focused social networking website geared towards helping users find common interests and connect;⁷⁹ *Jamaica DiasporaConnect* has been developed to connect members of the Jamaican diaspora with each other and with Jamaica, and it is funded under the European Commission-United Nations Joint Migration and Development Initiative (JMDI);⁸⁰ and *Yabiladi* (‘My Country’ in Arabic) is one of the most popular internet portals established by a group of Moroccan diaspora members to foster connections among the Moroccan community.⁸¹

'The age of globalisation and the onset of the internet have redefined all boundaries of time and distance – reshaping not just economies but fundamental human relationships and the development of our society. Its forces are powerful, at times beyond our wildest imagination. We will do well to harness this to our advantage – to use this tool to bring us closer together, to stay together as one people, overcoming the constraints of physical distance.'

Mr Wong Kan Seng, Deputy Prime Minister and Minister for Home Affairs
Speaking at the launch of the Overseas Singaporean Portal, 26 August 2006

The 'net' generation of the diaspora

Technology is also a fundamental way to connect with the 'next/net generation' of diaspora members. Probably the defining and distinguishing characteristic of the 'net generation', i.e. those born between 1977 and 1997, more often described as generation Y, is the much more varied media diet they have compared to their parents. The 'netgeners' don't passively watch one form of media but actively engage using many – computers, cellphones, iPads, blackberries, televisions, etc. They use these media simultaneously and don't just observe but participate. For diaspora organizations to access this cohort, they need the technology and personnel and they need to engage in two-way relationships and realise that their information is going to be moved around through clicking, cutting, pasting and linking to other material. Social networking sites allow people to 'bounce' information rapidly and extensively. As noted by Grossman, the Overseas Chinese Network (OCN) website (www.overseaschinetwork.com), for example, includes sections for blogs, discussion forums, listings of events and job opportunities. OCN also maintains a presence on such social networking platforms as Facebook, LinkedIn, Xing and Plaxo.⁸²

Gateway Ireland

Imagine if ... the Irish came together from all the disparate corners of the world, with their stories, their wisdom and inventions, their hopes and dreams, their music and songs. What would we do? What could be achieved? Our storytellers, from fireside to Facebook, a gathering. What might it look like?

Today around the world, it is evident that the power and potential of the internet and social networking to communicate on an unprecedented scale is influencing and effecting change in ways which would have until recently been unimaginable.

In a recent speech, following on events in the Middle East, the US Secretary of State, Hillary Clinton says:

Online everyone has a voice ... We shape and are shaped by what happens there ... Two billion people are now online, nearly a third of humankind. We hail from every corner of the world, live under every form of government, and subscribe to every system of beliefs. And increasingly, we are turning to the internet to conduct important aspects of our lives.

Hillary Clinton, US Secretary of State, 15th February 2011

It was at the Global Irish Economic Forum held at Farmleigh in 2009, that John McColgan (Producer/Director, *Riverdance*) first proposed the development of a national website initiative, its mission *to connect Ireland to the world and the world to Ireland*.

The opportunity now exists to connect the Irish diaspora in ways previously unimaginable. We are now creating a global economic portal which will impact on the economy and culture of Ireland reinforcing Brand Ireland in countries where Ireland has an established presence and penetrating new markets from China and Russia to Brazil, India, South Africa and South America.

During the feasibility period scores of meetings were held with key organisations, agencies and individuals. These parties were invited to the Gateway Ireland Seminar – Connecting the Dots, held at Dublin Castle in May 2010. The support and enthusiasm clearly evident on that day, and since has given confidence in the fact that the vision for Gateway Ireland is shared by the likes of the IDA, Tourism Ireland, RTÉ and by leaders in both business and arts communities.

We are now in a new and exciting phase of the project, the purpose of which is to listen to and actively engage with the diaspora.

Gateway Ireland's first online application focuses on providing individuals in Ireland and around the world with a platform to express their affinity with Irishness. This approach goes beyond the traditional separation between the diaspora and people on the island of Ireland to acknowledge that Irishness can be at home wherever it finds itself. The initiative also recognises the diverse values and openness needed when leveraging national or cultural identity to make connections that reach beyond existing, or traditional, constituencies.

The platform is quietly building as we speak. It is currently being stress-tested by the technology, stakeholder and Irish communities around the world. We will launch an online presence with a new brand and a specific application in May this year.

While we step up our engagement with the wider community, John McColgan's original vision remains the same. As we listen to what the community is telling us, this will inform and define the direction we take in the journey ahead. This is the exciting challenge for Gateway Ireland – it will always be a work in progress built by an ever-expanding community connected by a common sense of Irishness.

In a world context, we believe that Gateway Ireland is a thought leader at the forefront of a 'win the future' vision. The power and influence can only be imagined ... we are imagining. (www.gateway-ireland.com)

'The Internet is becoming the town square for the global village of tomorrow.'

Bill Gates

The power of mobile technology – ezetop

ezetop is an example of a company who are using mobile technology to facilitate communication between diasporas and their homeland. It enables diasporas to instantly send airtime minutes to cell phones of friends and family back home. With this airtime they support their family, send gifts to loved ones and communicate with their friends at home.

For example, a Haitian worker in New York can go to www.ezetop.com, or visit a local store, and instantly transfer \$10 to the cell phone of his wife back home in Port au Prince. Since ezetop was established in 2007, diaspora have used ezetop's service over 10 million times to transfer airtime to the cell phones of their loved ones back home. Families have instantly benefitted from this airtime, without having to travel to a bank to collect it.

Today ezetop partners with more than 150 emerging market mobile operators including Airtel, Claro, Digicel, Etisalat, MTN and Orange Group. In July 2010, Quentin Hardy of Forbes magazine described ezetop as having the potential to transform peoples' lives through the use of its technology. In just over four years of operation, ezetop has transferred more than \$150m of airtime and now reaches more than 1.1 billion customers instantly.

'There are 4 billion cell phones in use today. Many of them are in the hands of market vendors, rickshaw drivers, and others who've historically lacked access to education and opportunity. Information networks have become a great leveler, and we should use them together to help lift people out of poverty and give them a freedom from want.'

US Secretary of State, Hillary Clinton

Run an effective diaspora organization

Set your organization's compass

'What comes first, the compass or the clock? Before one can truly 'manage time' (the clock), it is important to know where you are going, what your priorities and goals are, in which direction you are headed (the compass). Where you are headed is more important than how fast you are going.' **Unknown**

Every diaspora organization needs a compass to steer it through the good and the bad times when building diaspora initiatives to engage with the diaspora. A combination of core values and a mission statement is the most important compass your organization can have. For every decision, action and interaction it will determine the right way to run your organization. Quite simply, unless an organization has a clear idea of its strategy and direction, it will never reach its full potential.

Core values define and lead to the vision and, ultimately, the mission of an organization. In the visioning process, the core values are defined first – then the vision. The organization's values are supposed to capture the overall culture of the organization and should reflect the core values of the diaspora. Values are the shared beliefs that lead to long-term investment. People only give to, ask for, join or source organizations whose values they share. Values are the basis of issues and issues drive membership. Shared values are the basis of member loyalty and retention.

Every diaspora organization needs to have a vision – how and where would you like to see your organization in one, five, ten years' time? Soon after the completion of Disney World someone said, 'Isn't it too bad that Walt Disney didn't live to see this!' Mike Vance, Creative Director of Disney Studios replied, 'He did see it – that's why it's here.' Indeed, the very essence of great leadership is to have a vision. If the vision is the dream, the mission statement is the game plan. Essentially, your mission is the goal – the reason for being. Try answering the question, 'Why was this organization established?' The answer will be your first attempt at writing your mission statement or indeed remembering it. Now is a good time to examine the mission of your diaspora organization and see if it is still relevant to the needs of the diaspora or if it needs to be tweaked or fundamentally changed. A mission statement does not have to be a complex in-depth piece. It should be something that can easily be remembered by the diaspora members. A great mission statement is also an organization's best public

relations tool. Write it. Know it. Spread it. To echo the sentiments of George Barna, ‘Vision has no force, power, or impact unless it spreads from the visionary to the visionless.’

Examples of diaspora organization’s mission statements include:

- *Diaspora African Women’s Network*: ‘The mission of the Diaspora African Women’s Network is to develop and support talented women and girls of the African diaspora focused on African affairs.’
- *The Ireland Funds*: ‘The mission of The Ireland Funds is to be the largest worldwide network of people of Irish ancestry and friends of Ireland dedicated

to raising funds to support programs of peace and reconciliation, arts and culture, education and community development throughout the island of Ireland.’

- *The Indus Entrepreneurs (TiE)*: ‘The mission of TiE is to promote entrepreneurship through mentoring, networking and education. The vision of TiE is to be recognized as the global organization fostering entrepreneurship.’
- *ChileGlobal*: ‘Our mission is to support the development of innovation, highly qualified human capital, and business creation at home. Network members offer their time, experience, contacts, knowledge and skills for this purpose.’

Implement a workable strategic plan

‘Strategic planning is worthless unless there is first a strategic vision.’

John Naisbitt

A strategic plan provides vision for your diaspora organization. Embarking on a strategic planning process takes time and commitment. Pursued wisely, it is also an effective tool for engaging the diaspora and gives them a comprehensive understanding of the workings, constraints and opportunities of the organization. Strategic planning is also a useful tool for changing the way of functioning from reactive to active. The strategic plan should be custom-designed to the specific needs and strengths of the

organization’s structure, current situation and diaspora. The bedrock of any successful strategic plan is a warts-and-all consideration of capabilities and strengths, weaknesses and limitations and it should articulate specific goals and describe the actions and resources needed to accomplish them. It does not need to be a long and complex document. ‘The best business plans are straightforward documents that spell out the “who, what, where, why, and how much”.’ (Paula Nelson)

Build big hairy audacious goals (BHAGs)!

'The tragedy of life does not lie in not reaching your goal. It is in having no goal to reach. It is not a calamity to die with dreams unfulfilled but it is a calamity not to dream.' **Benjamin Mayes**

All diaspora organizations need BHAGs because diaspora members are motivated by lofty goals. BHAGs can be qualitative or quantitative. They are easy to understand

and people get them right away. BHAGs refer to the future and how you translate your mission into a great tomorrow. Architect Daniel Burnham summed it up:

'Make no little plans. They have no magic to stir men's blood and probably themselves will not be realised. Make big plans; aim high in hope and work, remembering that a noble, logical diagram once recorded, will never die, but long after we are gone will be a living thing, asserting itself with ever-growing insistency. Remember that our sons and grandsons are going to do things that would stagger us. Let your watchword be order and your beacon beauty. Think big.

Listen to your diaspora

For too long it was thought that the only way to increase influence was to increase talking. However, the loyalty and engagement shown by people who feel heard and understood is so much greater than that exhibited by people

who feel bombarded with messages. The reality is that listening is a most effective and persuasive strategy in diaspora engagement. Nothing builds trust, loyalty, commitment, enthusiasm and action like feeling heard.

Develop the 'elevator speech'

In a fast-moving world drowned in messages, your organization needs to have the 'Elevator Speech' that everybody associated with you, including your staff and board, can deliver. What this means is that you need to be able to answer the following questions before the elevator gets to the tenth floor:

- Why does your organization exist?
- What does it do?
- How does it do it?
- Where is it going?
- Why is it deserving of support?

Learn the fundraising facts of life for non-profit diaspora organizations

Many diaspora organizations are run as non-profit organizations or have a philanthropic arm to their work. Therefore, it is important to recognize that as the world moves into a new era of philanthropy, which is marked by a change of vocabulary, new ways of giving and new types of donors will evolve. It is all about dealing with change. The strategies that brought diaspora organizations to where they are today will not necessarily get them to where they want to go tomorrow. Success in the past is no guarantee of success in the future. To quote Charles Darwin, 'It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change.'

The task now is to position our diaspora organizations to prosper in this era of the 'new normal', where the old relationships between government, business and non-profits have changed. It is a time of great challenge but also great opportunity. There will be winners and losers.

It is critical that everyone involved in fundraising understands the following:

- 1 Money is not given – it has to be raised.
- 2 It does not come in – it has to be gone after.
- 3 It is not offered – it has to be asked for.
- 4 Money is the oxygen of your organization.
- 5 Money is not raised at your desks.
- 6 Asking is your greatest fundraising tool.
- 7 Money is attracted by strength, not weakness.
- 8 People like to support winners.
- 9 People need to be inspired by a vision.
- 10 If you're not asking your donors for money, somebody else is!
- 11 You are not entitled to support, but only entitled to earn it.
- 12 It's not only about generating money; it's about generating friends too. People who don't like you won't give to you.
- 13 It's about selling not begging. So, be ready, willing and able to 'sell' your organization and its mission and vision.
- 14 You don't decide today to raise money and then ask for it tomorrow; it takes time, patience and planning to raise money. It's a marathon, not a sprint.
- 15 Recessionary times don't affect all non-profits equally.

One of the main challenges currently facing the non-profit sector is to encourage givers to be more strategic, more focused and intentional rather than simply responding to ad hoc requests. To do that a number of things need to happen:

- 1 The philanthropic infrastructure has to develop and that includes consultants, brokers, media, advisory sources, etc.
- 2 The government needs to create conditions conducive to giving, use tax as an incentive, and reform outdated trust legislation that affects wealth transfer.
- 3 The media needs to spread the message, and we need ‘poster children’ to come forward to encourage others.
- 4 There is a need to build capacity in the sector through training and connecting people and organizations with excellence overseas, and we need to teach people to listen and to ask.
- 5 Diaspora organizations should make it easy for talented volunteers to get more involved and to attract experienced people who are retiring from the corporate world.
- 6 There is a need to increase the number of fundraisers and attract talented people to the sector who see it as a long-term career.
- 7 Diaspora organizations should attract donors who will make ‘transformational’ gifts that can be invested in developing the sector and bringing it to the next level.
- 8 Diaspora organizations need to encourage and promote the growth of tax-efficient donation vehicles.
- 9 Diaspora organizations should highlight the powerful role philanthropy has played and continues to play around the world and the joy it brings to people’s lives as donors and recipients.
- 10 Diaspora organizations should encourage a ‘give while you live’ attitude and show that ‘the more you give the more you get.’

Remember what donors are looking for

It is important for diaspora non-profit organizations to remember that most philanthropic investors are looking for:

- a compelling mission that engages them in issues
- a clear vision that brings about change
- a solid track record
- a high return on their investment
- professional staff with energy, empathy and enthusiasm
- potential for leverage/matching funding
- timely and open response to enquiries
- access to different people in your organization
- regular information and feedback
- the chance to be part of decision making
- thanks and recognition
- an opportunity to have fun in a collegial environment with people they like and who share their values
- emotional involvement
- a way to give back and do something significant
- the chance to ensure that others have what they did or didn’t have

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Section 3

Diaspora Strategies for Engagement



Contents

Introduction	81
Realign remittances	83
Issue diaspora bonds	88
Promote diaspora philanthropy	92
Encourage FDI and DDI	99
Attract venture capital and support for indigenous industry	104
Export and import education	111
Organize visits to the homeland	117
Diasporas role in peace initiatives	124
Culture – the catalyst to connecting	131
Endnotes	139



Section 3

Diaspora Strategies for Engagement

Introduction

The diaspora can be seen as a global tribe united by history, culture and shared experiences and networked through technology and they are a vital channel through which they can bring ‘the world to the homeland’ and ‘the homeland to the world.’ In a highly competitive world this potential network offers many advantages for their home countries of which some have yet to take full advantage. While many countries have begun to court their diasporas actively, the priorities and policies of countries vary widely.

This next section of the Toolkit details a variety of policies and initiatives that have been undertaken by various countries. These reviews are not intended to be exhaustive, nor is it assumed that each category of initiative may be applicable to every country. Indeed, it is important to note that what works for one country may not necessarily work for another. Each country has its own set of unique characteristics and strengths, its own diverse culture, and most importantly, its own distinct diaspora community or indeed communities. However, the strategies

set out below provide countries with an overview of the multiple options for engaging the diaspora – financially, culturally and socially. At present many countries approach to its diaspora takes the form of what might be referred to as a developmental state, lightly incubating initiatives which have emerged organically from an already existing diasporic community. An interesting topic for evaluation is how the initiatives presented here might be used to develop a more sophisticated, co-ordinated and targeted strategy for engagement of the diaspora and the development of mutually beneficial relationships and partnerships.

A critical element for the future success of any diaspora policy will be prioritization. Initiatives must also be targeted, with specific objectives, measurable outcomes and full accountability. Implementing a successful national strategy for engaging the diaspora takes time, preparation, patience and proper execution. While many countries have attempted to introduce diaspora strategies, not all have succeeded. There are a multitude of reasons that can lead to the failure of diaspora strategies and it is important to be aware of these and learn from the mistakes of others to ensure that they are not repeated in future diaspora policies. First, as previously noted, diaspora initiatives are relatively

simple to initiate but difficult to maintain unless tangible results materialize. There tends to be no shortage of interest and conferences on diaspora issues, but without specific ‘takeaways’, or projects, the initial enthusiasm dissipates and runs out of steam. Furthermore, the key stakeholders must collaborate in the diaspora strategy and the most obvious stakeholder, but the one which is not always engaged in the designing of policy, is the diaspora itself. It can be assumed that diaspora members would agree with the following: ‘The greatest compliment that was ever paid me was when one asked me what I thought, and attended to my answer’ Henry David Thoreau. Returning to the 4 step networking process – diaspora members need to be researched and cultivated before they can be solicited and stewarded.

There is also a tendency to announce initiatives with great fanfare but without carefully mapping out their implementation. Countries must strategically and systematically engage the diaspora and, to that end, design a policy that harmonizes current and future initiatives.¹ However, as previously noted, what will distinguish success from failure in any diaspora strategy will ultimately be one thing – excellence in execution. To quote Booker T. Washington ‘Excellence is to do a common thing in an uncommon way.’

‘I have always been conscious of the need for India to be sensitive to the hopes, aspirations and concerns of its vast Diaspora. We invite you, not only to share our visions of India in the new millennium, but also to help us shape its contours. We do not want only your investment. We also want your ideas. We do not want your riches – we want the richness of your experience. We can gain from the breadth of vision that your global exposure has given you.’

Atal Bihari Vajpayee, Former Prime Minister of India

Realign remittances

'One must be poor to know the luxury of giving.' George Eliot

As noted by Grieco, Cortes et al. there is no single, standard definition of remittances, and authors and organizations have used the term to discuss a variety of resources.²

However, remittances can be defined broadly as the monetary transfers that a migrant sends to his/her country of origin or, in other words, financial flows associated with migration. Most remittances are personal cash transfers from a migrant worker or immigrant to a relative in the homeland. It can be funds invested, deposited, or donated by the migrant to the country of origin.³

Remittances are not a new phenomenon in the world, being a normal concomitant to migration which has ever been a part of human history. Several European countries,

for example Spain, Italy and Ireland, were heavily dependent on remittances received from their emigrants during the 19th and 20th centuries.⁴ Long-distance money transfer services, such as the informal, Islamic *Hawala* network of money brokers common in India, can be traced back to the eighth century, and the successors of this system, despite now channeling billions of dollars per year from industrialized countries into developing nations, and employing large banks and money transfer operators such as Western Union or MoneyGram as intermediaries, are still principally cash-to-cash transfers that do not pass through the formal financial sector.⁵

'It is estimated that one person out of every ten in the world is personally affected by the hundreds of billions of euro in remittances that are sent every year by migrants to families back home. These flows of human and financial capital have profound implications for the economies and societies of the sending and the receiving countries.'

**Moira McCarthy, *A Study of Migrant Remittances from Ireland*,
Translocations: Migration and Social Change 2009**

Facts and figures

- In 2010, worldwide remittance flows are estimated to have exceeded \$440 billion. From that amount, developing countries received \$325 billion, which represents an increase of 6% from the 2009 level.
- Recorded remittances in 2009 were nearly three times the amount of official aid and almost as large as foreign direct investment (FDI) flows to developing countries.
- High-income countries are the main source of remittances. The United States is by far the largest. Saudi Arabia ranks as the second largest, followed by Switzerland and Russia.
- Remittance flows to developing countries proved to be resilient during the recent global financial crisis—they fell only 5.5% in 2009 and registered a quick recovery in 2010. By contrast, there was a decline of 40% in FDI flows and a 46% decline in private debt and portfolio equity flows in 2009.
- Top 10 remittance recipients in 2010 (billions): India (\$55), China (\$51), Mexico (\$22.6), Philippines (\$21.3), Bangladesh (\$11.1), Nigeria (\$10), Pakistan (\$9.4), Lebanon (\$8.2), the Arab Republic of Egypt (\$7.7), Vietnam (\$7.2)

Source: 'Migration and Remittances Factbook 2011' published by the World Bank.

The impact of migrant remittances cannot be underestimated as they contribute to foreign exchange, going a long way to help countries acquire vital imports or pay off external debts. Remittances also play an important role in reducing poverty.⁶ A study conducted by Gyimah-Brempong and Asiedu found that the effect of international remittances in reducing poverty is far higher than the effect of domestic remittances in reducing poverty. It also found that remittance increases the number of children in a family that attend school, suggesting that international remittances increase human capital formation and decrease poverty in the long run.⁷

Promoting remittance flows is usually one of the first diaspora strategies employed by countries looking to financially engage their diaspora and to increase capital flows back into the home country. Remittances can be seen as the necessary embryonic step in cultivating revenues for homelands and can prove important for improving the credit-worthiness of a nation. However, as countries develop further capital flow strategies, reliance on remittances invariably decreases.

At the sending end, migrants need to be able to transfer funds through a fast, efficient, competitive and secure financial system. At the other end, recipients need

'Governments must develop their legal and regulatory frameworks, as remittance service providers move beyond simple cash-out systems and design and deploy innovative and functional financial products and services linked to remittances that facilitate savings, loans, mortgages and insurance.'

Michael Fuchs, Advisor to the World Bank's Africa Region on Finance and Private Sector Development

access to deposit accounts, so they can save, build credit histories and invest in their future.⁸ The problem associated with the cost of sending remittances has long been highlighted. For example, the Trade Union Congress of the Philippines (TUCP), a labor group, cited a World Bank study in 2009 which found that Filipinos pay charges of between \$6.93 and \$19.05 to remit just \$200. To overcome this problem the '5 x 5' Goal was set at the L'Aquila G8 summit in July 2009 to halve the cost of remittances over the next 5 years. The World Bank predicts that reducing the cost of remittance transfers by 5 percentage points would save remittance senders an average of \$3.5 billion annually.⁹

However, it has been suggested that while remittances are an important lifeline in many developing countries, they can also foster a dependency on outside flows of capital instead of prompting developing countries to create sustainable, local economies. The more a country depends on inflows of funds from remittances, the more that it will be dependent on the global economy staying healthy.¹⁰ For that reason there has been a move to realign

remittances so as to maximize the development impact of remittance flows as they have the capacity to be a transformational asset for the receiving country.

The International Fund for Agricultural Development (IFAD) is home to the Financing Facility for Remittances. It aims to reduce costs and increase options for poor rural households by creating partnerships between rural finance institutions and remittance operators. It is funded by the European Commission; Inter-American Development Bank; Consultative Group to Assist the Poor; Government of Luxembourg; Ministry of Foreign Affairs and Cooperation, Spain; and United Nations Capital Development Fund. The Facility increases economic opportunities for poor rural people by supporting and developing innovative, cost-effective and easily accessible remittance services. It awards grants of up to \$250,000 per project. The projects selected are focused on three major activities: promoting access to remittances in rural areas; linking remittances to rural financial services and products; and developing rural investment opportunities for migrants and community based organizations.¹¹

BRIDGE initiative

Led by the US Department of State's Bureau of Economic, Energy and Business Affairs, the US has committed through the BRIDGE Initiative to work with El Salvador and Honduras to develop and support partnerships with strong and reliable in-country financial institutions to maximize the development impact of remittance flows from the US and to help establish strong foundations for sustainable, inclusive, and transformational economic growth. Under the BRIDGE Initiative, strong in-country financial institutions in Honduras and El Salvador will be able to partner with the US and multilateral partners to help explore options to use their remittance flows safely and soundly as an asset to raise lower-cost and longer-term financing for infrastructure, public works, and commercial development initiatives that are currently lacking in these countries. USAID-supported market assessments confirmed the feasibility of BRIDGE's goals in Honduras and El Salvador. Based on previous successful efforts in Latin America, Europe, the Middle East, and Africa, BRIDGE will not impact the basic transfer of remittances. The millions of households in El Salvador and Honduras that depend on remittances as income and for basic daily living expenses will not see their regular payments disrupted by this effort.

Moving from remittances to microfinance

'Give a man a fish, he'll eat for a day. Give a woman microcredit, she, her husband, her children and her extended family will eat for a lifetime.' **Bono**

According to Johnson and Sedaca many experts feel that increasing the involvement of credit unions and microfinance institutions (MFIs) in the remittance transfer process is a promising means to expand financial access to the poor, particularly in rural areas with no access to the larger commercial banks.¹²

Microcredit and microfinance are relatively new terms in the field of

development, first coming to prominence in the 1970s and they are recognized as effective tools to alleviate poverty. 'Broadly speaking, microfinance for loans (i.e., microcredit) is the provision of smallscale financial services to people who lack access to traditional banking services. The term microfinance usually implies very small loans to low-income clients for self employment,

often with the simultaneous collection of small amounts of savings.¹³ Microfinance is also the idea that low-income individuals are capable of lifting themselves out of poverty if given access to financial services. While some studies indicate that microfinance can play a role in the battle against poverty, it is also recognized that is not always the appropriate method, and that it should never be seen as the only tool for ending poverty.¹⁴ There are said to be at least nine traditional features of microfinance:

- 1 Small transactions and minimum balances (whether loans, savings, or insurance)
- 2 Loans for entrepreneurial activity
- 3 Collateral-free loans
- 4 Group lending
- 5 Target poor clients
- 6 Target female clients
- 7 Simple application processes
- 8 Provision of services in underserved communities
- 9 Market-level interest rates.¹⁵

It is reported that microfinance institutions are increasingly looking to diasporas as a source of funding for small enterprises.¹⁶ To that end, the World Diaspora Fund (WDF) was launched in 2010 and it is an initiative of the Working Group of the International Migrants Remittances Observatory for Least Developed Countries in partnership with several public and

private organizations. The WDF is intended to offer migrants a secure investment vehicle (microcredit organizations) that will contribute to the development of their countries of origin. The WDF will invest through loans, guarantees, or even taking stakes in microfinance institutions in the South. The Fund will also participate in financing infrastructure identified by the migrants.¹⁷ The Fund will invest through guarantees, loans and equity in microfinance institutions that are regulated and sustainable. It will also participate to the co-financing of infrastructures proposed by the migrants.

Furthermore, organizations such as Kiva.org provide a channel through which diaspora members can provide microfinance to the homeland. Kiva is a non-profit organization with a mission to connect people through lending to alleviate poverty. Leveraging the internet and a worldwide network of microfinance institutions, Kiva lets individuals lend as little as \$25 to help create opportunity around the world. Kiva works with microfinance institutions on five continents to provide loans to people without access to traditional banking systems. One hundred percent of the loan is sent to these microfinance institutions, which Kiva call Field Partners, who administer the loans in the field. Since Kiva was founded in 2005 it has made \$203 million in loans through 568,876 Kiva lenders with a 98.65% repayment rate.

'If you look at Kiva.org, people with a very modest amount of money can make a huge positive impact all around the world. There are so many people who want to give but don't really know how to do it. Through Kiva.org, people around the world can become micro-bankers to developing world entrepreneurs, who have their own ideas, so we can give them a chance to raise their kids with dignity, send their kids to school, and in troubled places like Afghanistan we can marginally increase the chance that peace can prevail, because people will see there is a positive alternative to conflict.'

Bill Clinton, 42nd President of the United States

Issue diaspora bonds

'The rationale behind diaspora bonds is twofold. For the countries, diaspora bonds represent a stable and cheap source of external finance, especially in times of financial stress. For investors, diaspora bonds offer the opportunity to display patriotism by helping their country of origin.' **Ketkar and Dilip**¹⁸

Although remittances are the best known flow of monies from the diaspora to its homeland, there are other instruments that can capture some of these monies as well. Foreign currency accounts and bonds are designed to specifically attract the migrants' monies. A diaspora bond is a debt instrument issued by a country – or potentially, a sub-sovereign entity or a private corporation – to raise financing from its overseas diaspora.¹⁹

Foreign currency bonds have been around for at least as long as remittance bonds but once again are targeted to migrant workers abroad. As explained by Lowell, the bonds are denominated in a foreign currency and bearer certificates are issued, permitting the holder to redeem them for cash

anonymously. High interest rates and premium exchange rates are given.²⁰ These schemes are thought to attract remittances into formal banking, although they may be most attractive to professional and higher-income migrants.²¹ As noted by Ketkar and Dilip 'Diaspora bonds are often sold at a premium to the diaspora members, thus fetching a 'patriotic discount' in borrowing costs. Besides patriotism or the desire to do good in the investor's country of origin, such a discount can also be explained by the fact that diaspora investors may be more willing and able to take on sovereign risks of default in hard currency as well as devaluation as they may have local currency liabilities and they may be able to influence the borrower's decision to service such debt.'²²

Bonds – why does the diaspora invest?

Nielsen and Riddle examined why members of the diaspora invest in their homelands. They observed that emotion, sense of duty, social networks, strength of diaspora organisations and returns are important factors.²³ Furthermore, it is suggested that ‘beyond the psychological benefits of ‘doing good’ holders of diaspora bonds may believe that holding such bonds allows them some degree of policy influence back home.’²⁴ In many respects a diaspora bond involves an appeal for a sense of patriotism. Diaspora savings can be channeled to projects that have multiplier effects in the home country, rather than being transferred in the form of transfers that have little or no multiplier effects.

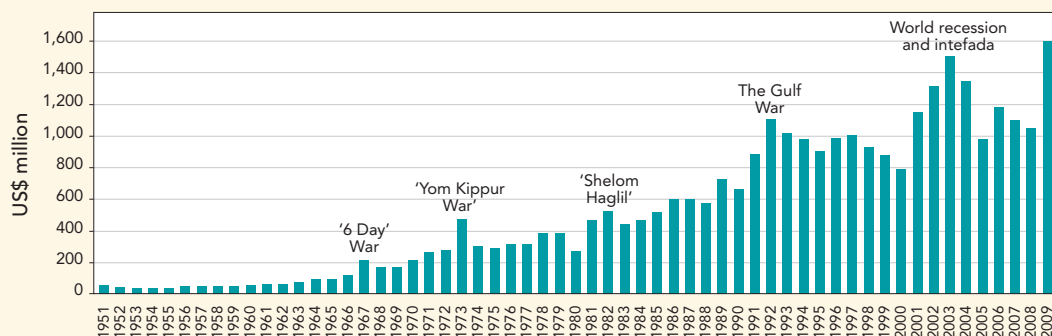
What countries have done this well?

Increasingly countries are exploring the option of issuing diaspora bonds to bridge financing gaps. Such countries include Jamaica, Grenada, Nepal, Zimbabwe, the Philippines and Greece. In 2007 the Government of Ghana issued a \$50 million ‘Golden Jubilee’ savings bond targeted at Ghanaians both in Ghana and in the

diaspora.²⁵ The Government of Sri Lanka has also sold Sri Lanka Development Bonds since 2001 to several investor categories including non-resident Sri Lankans.²⁶ It is interesting to note that it has been suggested that sub-Saharan African countries could raise \$5–\$10 billion by issuing diaspora bonds and \$17 billion by securitizing future remittances and other future receivables.²⁷

Some of the first diaspora bonds were the State of Israel Bonds issued in 1951. As can be seen in Figure 1, Israel has had a very positive track record, consistently raising over \$1 billion each year.²⁸ Ketkar and Dilip report that Israel views this financial vehicle as a stable source of overseas borrowing as well as an important mechanism for maintaining ties with diaspora Jewry. Nurturing of such ties is considered crucial as reflected in the fact that the Development Corporation of Israel offerings of diaspora bonds are quite extensive with multiple maturities and minimum subscription amounts that range from a low of \$100 to a high of \$100,000.²⁹ Over \$26 billion in proceeds from such issuance has been used in transportation, energy, telecommunications, water resources, and other essential infrastructure projects.³⁰

Figure 1: Taken from ‘Funds raised through Israeli Bonds platform’ (Israeli Ministry of Finance, 2009).



The Indian government has consistently pursued diasporic capital. Between 1991 and 2000 it issued 3 separate savings schemes aimed at the diaspora. In 1992 the government issued ‘India Development Bonds’ and in 1998 and 2000 it launched ‘Resurgent India Bonds’ and ‘India Millennium Development Bonds’.³¹ Each offering was targeted towards infrastructure financing in India. The basic assumption in defining these efforts is that despite increasing globalisation people still like to ‘think local’. Studies of investment by

nonresident Indians indicate that ‘emotional ties with India’ ranks as the single highest motivating factor spurring these diasporic capital flows.³² Israel and India have raised over \$40 billion through issuing diaspora bonds. There is scope for other countries with large diasporas to issue diaspora bonds to raise finance for development. Israeli bonds have a minimum investment of \$25k with 2, 5, 7 and 10 year maturities, and are targeted towards but not limited to their diaspora. Indian bonds are limited to investors of Indian origin.

Comparison of diaspora bonds issued by Israel and India

Israel	India
Annual issuance since 1951	Opportunistic issuance in 1991, 1998, and 2000
Development oriented borrowings	Balance of payments support
Large though declining patriotic discount	Small patriotic discount, if any
Fixed, floating rate bonds and notes	Fixed rate bonds
Maturity 1 to 20 years with bullet repayment	Five year with bullet maturity
Targeted towards but not limited to diaspora	Limited to diaspora
Direct distribution by Development in Corporation for Israel (DCI)	State Bank of India (SBI) distribution in conjunction with int’l banks
Registered with US SEC	No SEC Registration

Taken from Ketkar & Ratha ‘*Diaspora Bonds: Tapping the Diaspora During Difficult Times*’ (2010) 1 Journal of International Commerce, Economics and Policy 2

Greece aims to launch its first diaspora bond to US retail investors in the first half of 2011. Under the program, Greece aims to raise up to \$3 billion from the bonds, which will be sold in a series of tranches every six months to a year. After the US issue, Greece also aims to issue similar bonds to the Greek diaspora in other countries, with the next program likely to target Greek-Canadians.³³ It is important to highlight that ‘If banks and other issuers want to tap the US retail market, they likely will have to register their diaspora bonds with the US Securities and Exchange Commission, whose customary disclosure requirements could prove daunting for countries with weak financial institutions. But countries with a significant diaspora presence in Europe, where regulatory requirements are relatively less stringent, may be able to raise funds there. Diaspora bonds might also be issued in Hong Kong SAR, Malaysia, Russia, Singapore, and South Africa.’³⁴

Given the evident success and financial yields of the issuance of diaspora bonds in India and Israel, it is surprising that so few other countries have yet to follow suit. Ketkar and Dilip suggest that reasons for this may include:

- There is limited awareness about this financing vehicle. Governments and other entities are often deterred by the

complexities of bond instruments.

Lacking the capacity to undertake bond issuance, they take the easy way out of depending upon national banks to generate local and foreign currency deposits (LCDs and FCDs) from diaspora investors.

- Many countries still have little concrete appreciation of the capabilities and resources of their respective diaspora
- The failure of many potential issuers to plan ahead. Indeed many potential issuers resort to whatever instruments are at hand at the last minute of need. Furthermore, many also abandon their plans for using new financing mechanisms as soon as the financing gap goes away.
- Countries that have a hostile diaspora are unlikely to succeed in raising financing through diaspora bonds. Also countries with political insecurity and weak institutional capacity would find it hard to market diaspora bonds unless credit enhancements are provided by more creditworthy institutions.³⁵

Suggested key factors for the success of diaspora bonds are the absence of civil strife in the home country, the ability to meet registration requirements and a sizeable first generation diaspora.³⁶

Promote diaspora philanthropy

Life's most persistent and urgent question is: what are you doing for others?

Martin Luther King, Jr

The word philanthropy, of Greek origin, means 'love of humankind' and in its modern sense means private contributions for public purposes by individuals, corporations and foundations. It is sometimes called 'the kindness of strangers' and is all about what is called the 3Ts – Time, Treasure and Talent. The industry is rapidly globalizing and philanthropy is now front-page news.

Philanthropy recognizes that neither the government nor the market place can do everything especially in the areas of education, healthcare and the arts, and that partnerships are going to become increasingly important. Philanthropy recognizes the role and impact an individual can have. A better world cannot be brought about by some master strategy created by a central agency. It can only emerge from the bottom up – produced by many creative citizens and organisations willing to grapple with issues and bring about change for the common good in issues they feel passionately about whether it is in their own parish or village or in a community halfway across the planet. Many people in the diaspora often first connect with their homeland through philanthropy. They then become more engaged by travelling to the homeland and visiting projects. This 'philanthrotourism' often leads to deeper engagement with the homeland in areas such as trade and investment, education and culture. As donors

develop a greater appreciation and understanding of the homeland and its needs, they begin to focus on areas of particular interest and they begin to make investments.

As the world emerges from the banking crisis and attendant economic recession the prospects for an increase in global philanthropy look bright. This is driven by a number of factors:

- 1 The number of very wealthy people in the world is growing and this will lead to issues of intergenerational transfer which will benefit philanthropy. According to *The Economist* 'the richest one per cent of the world's adults control 43 per cent of the world's assets, the wealthiest ten per cent have 83 per cent.'³⁷ In the US individuals are the largest source of giving according to Giving USA. Charitable contributions exceeded USD 300 billion in 2009, or 2.1 per cent of GDP and have remained roughly constant despite the recession. Individuals are responsible for 82 per cent of this, foundations 13 per cent and corporations 5 per cent.³⁸
- 2 Demographic issues and the huge numbers of baby boomers will also help. In the US 77 million people were born between 1946 and 1964 and they are turning 60 at the rate of over 10,000 a day. They are the most healthy, wealthy,

educated cohort in the history of mankind with expanding life expectancy. People who reach 65 have on average 18 more years to live.

- 3 Technology is making the connectivity between potential donors and projects much easier and the ubiquitous nature of social media networks allows large numbers of small donors to participate in global philanthropy (Kiva is a leader in this field). The emergence of the cell phone as a means of money transfer has speeded up response rates (see for example – ezetop). Individuals are joining with likeminded people through social media to bring about change. Technology also allows for greater reporting back to donors on the effects of philanthropy.
- 4 Philanthropy is becoming front page news as witness the attention given to the Billionaires Pledge initiative of Bill Gates and Warren Buffett which has attracted over 55 pledges by March 2011. Huge new foundations are being established with global remits.
- 5 Businesses are embracing causes and there is a move from corporate social responsibility to corporate citizenship. Reputation management, the rise of conscience consumers who want to do business with organisations whose values they share and the battle to attract and retain staff are factors here.
- 6 The non-profit sector is becoming more professional, providing more accountability and becoming more innovative which is attracting high quality staff looking for substantive and meaningful careers in the sector.

- 7 Governments are reducing spending in core areas, particularly education, healthcare and the arts and the private sector will have to pick up the slack.

An increasing number of diaspora philanthropy organisations have been established to engage the diaspora in philanthropic initiatives that benefit the homeland. These include;

The American Indian Foundation: The American Indian Foundation (AIF) is devoted to catalyzing social and economic change in India. AIF was born out of relief efforts following the Gujarat earthquake of 2001 and is the largest US diaspora philanthropy organization focused on India. Since inception, AIF has benefited more than 1.5 million people by implementing programs through over 115 Indian non-governmental organizations and has annual fundraisers in New York, San Francisco, Los Angeles, Boston, Chicago, Dallas, Washington DC and Seattle.

Brazil Foundation: The Brazil Foundation was created in June 2000 and aims to be a bridge between the US and Brazil generating resources for programs that transform the social reality of Brazil. Donors choose and recommend a specific Brazilian non-profit organization or project they would like to invest in. Brazil Foundation screens the organization to assure for quality and accountability and disperses funds. Additionally, the Foundation can also provide the donor with project monitoring and evaluation services. With offices in New York and Rio de Janeiro the foundation captures donations from individuals and socially

responsible corporations in the US and transfers them to social programs throughout Brazil that focus and support projects specifically involved with education, public health, human rights, citizenship and culture.

Give2Asia: Give2Asia was founded in 2001 with the goal of helping donors overcome the many challenges of international giving. Since then Give2Asia has and continues to help thousands of individuals, companies and foundations meet their philanthropic objectives. Their experience and local presence in over 20 countries helps to ensure that local groups large and small have the resources to carry out their good work. Their footprint in Asia serves the needs of multi-national companies, as well as Asia-based foundations with projects in multiple communities. The organisation has made investments with the Skoll Foundation, the Omidyar Group, The Asia Foundation, the Caterpillar Foundation, Johnson & Johnson and many others. Give2Asia's success has helped make possible over \$150 million in giving in their first 10 years.

The PhilDev Foundation: Established in 2000, the Philippine Development Foundation (formerly Ayala Foundation USA) is a public charity with 501c3 status. As the bridge between US-based Filipino individuals and communities, and Philippine-based social development institutions, PhilDev becomes a mechanism by which donations and other forms of support can reach intended beneficiaries in the Philippines. PhilDev's vision is to empower a global Filipino community, through diaspora engagement, and is committed to sustainable and equitable development in the Philippines and enhancing the lives of its people.

Detailed case studies on the Turkish Philanthropy Funds, The Ireland Funds, the Jewish Federations of North America and the Pakistan Centre for Philanthropy can be found in later sections of the toolkit. Furthermore, Weil, Gotshal and Manges LLP has provided a detailed insert in the toolkit on the legal aspects on running a nonprofit diaspora organization.

The importance of individual contribution

'A man of humanity is one who, in seeking to establish himself, finds a foothold for others and who, desiring attainment for himself, helps others to attain.'

Confucius

As previously noted change agents can be described as members of the diaspora who bring new ideas and new ways of investing in their countries of origin and thereby contribute to its development. One of the

main types of change agents include diaspora philanthropists whose philanthropic endeavors result in societal change for the homeland. Take for example, Jim Clery (not his real name) is an Irish-born American

Ireland Fund supporter based in California. An innovative entrepreneur, he invented a unique piece of technology. He eventually sold the company and retired relatively young. He mentors Irish hi-tech companies attempting to break into the US market. He owns a home in Ireland and brings many people here. He funds community projects and secondary school scholarships in his county of origin in Ireland. He invests heavily in national cultural projects in Ireland. He believes he has an obligation to give something back. He now invests commercially in companies in Ireland and the US that have come to him through

The Ireland Funds network. His investments include an agreement that a certain percentage of any future sale of the company go into philanthropic projects in Ireland. He is also playing a leadership role in another diaspora organization, the Irish Technology Leadership Group in Silicon Valley. Jim Clery, an immigrant who left Ireland with little in the 1960s is now interacting with his home country through investment, education, mentoring, culture and philanthropy. There are many potential Jim Clerys. The challenge is to find them, cultivate them and ask them to participate.

Chuck Feeney – Ireland

An Irish-American born in New Jersey during the Great Depression, Chuck Feeney became a multibillionaire many times over in the 1960s and 1970s when he founded the Duty Free Shoppers Group. Feeney was uncomfortable with his great wealth and has spent the last quarter of a century giving it away. Until recently, much of this was done anonymously through Atlantic Philanthropies who have donated vast sums to universities, research institutions, social programs, community enterprises and charities around the world but most of all in Ireland where more than \$1.2 billion has been given away. Over \$750 million was given to Irish universities. A modest man who eschews publicity Feeney believes in the concept of ‘give while you live’ and has decided that Atlantic Philanthropies will be a limited life foundation that will cease when he dies, which means a further \$3 billion will be distributed. His motivation for now coming forward, he says, is to inspire other wealthy people to follow his example.

Kirk Kerkorian's – Armenia

Kerkor 'Kirk' Kerorian is the Armenian-American president/CEO of Tracinda Corporation, his private holding company based in Beverly Hills, California. He was born in California to Armenia immigrant parents on June 6th, 1917. Kerkorian is Armenia's largest diaspora donor. He has given at least \$240 million through the Lincy Foundation since Armenia gained independence from the Soviet Union in 1991. The bulk of this money has been allocated and spent since 2001 on various infrastructure projects, including the repair of 420 kilometers of major highways and the construction of 3,700 new apartments in Shirak and Lori, two regions devastated by a catastrophic earthquake that struck Armenia in 1988. He received Armenia's highest state award, the title of 'national hero,' during a rare visit to Yerevan in 2004. Then-Armenian President Robert Kocharian cited the reclusive tycoon's 'exceptional services' to the country where his parents were born.

The Hariri Foundation and the power of one individual

David Thompson, Vice President, The Hariri Foundation

Since its establishment in Washington, DC in 1985, the Hariri Foundation-USA has been a major focal point of the Lebanese American community in the Washington metropolitan area and beyond. This was especially true during the lifetime of its founder and benefactor, the late Mr. Rafik B. Hariri, former Parliamentarian and Prime Minister of Lebanon. Mr. Hariri's visits to Washington were always accompanied by a large gathering of the Lebanese American community and the many American friends who helped to advance the work of the foundation as it pursued its mission of building up the human resources of Lebanon through education. One of the chief means of maintaining communication with the Lebanese diaspora has been the newsletter of the foundation, the Hariri-Gram. Maintaining an up-to-date public relations data base of the contact information for several thousand recipients enabled the foundation to sustain a direct link with the Lebanese American community. The foundation also uses e-mail to maintain communication with its contacts who number well over 4,000. For a good number of years the foundation provided a valuable service to Lebanese professionals who registered with the Career Programs department of the foundation. These were professionals who had substantial work experience in the United States and Canada but who were interested in returning to Lebanon or another middle eastern country for employment. By sending their resume and a registration form to the Career Programs department, these professionals became eligible to receive periodic notices of job

openings in Lebanon and other Arab countries from the Hariri Foundation-USA. In addition to sending the professionals notices of job openings, Career Programs also sent the prospective employers the resumes of interested job applicants. For several years in the 1990s the Hariri Foundation encouraged its former sponsored scholars to establish alumni chapters in the United States and Canada as a venue for networking and social gatherings.

The diaspora can help the development of philanthropy in the homeland in a number of ways:

- By making outright gifts of cash, stock or property and visiting projects.
- By making wills and bequests and other ‘planned giving’ products.
- By adopting specific philanthropic projects in the homeland and acting as mentors to them.
- By encouraging the Government in the homeland to create more conducive conditions for giving, particularly in relation to the taxation environment.
- By investing in capacity building in homeland nonprofit organisations. One practical example of that would be offering to facilitate internships and exchanges of key personnel in the non-profit organisations they support in their own country.
- By helping the non-profit sector develop best practice in new emerging areas such as venture philanthropy, social entrepreneurship, philanthrocapitalism, etc.

Relief and aid from diaspora members

Diaspora members often engage with the homeland through relief and aid efforts in the aftermaths of natural disasters in

the homeland. To harness the generosity of the diaspora in relation to relief efforts, a number of organizations have been established:

- *Fund for Armenian Relief*: The Fund for Armenian Relief (FAR) was founded in 1988 in response to a devastating earthquake. FAR provides short-term emergency relief and implements long-term programs for the economic growth and social development of Armenia. It helps the most vulnerable segments of the population – children and the elderly – and prepares the youth and professionals to drive the country’s new democratic state. FAR implements a wide range of programs in Armenia and Karabagh: from emergency relief to construction to education, medical aid, and economic development. Since its inception, FAR has channeled more than \$265 million in humanitarian assistance to Armenia. Headquartered in New York City, it also has offices in Armenia and in the Nagorno-Karabakh region of Azerbaijan. Its diverse programs include a Homeless Children’s Center, an Information Technology Center, educational scholarship programs, a Medical Education Program, soup kitchens, and senior centers.³⁹

■ *The Haitian Diaspora Federation:* The mission of the Haitian Diaspora Federation (HDF) is to help create a stronger and more prosperous and equitable Haiti by mobilizing the Haitian diaspora resources to address the reconstruction, and sustained economic growth and development of Haiti. The Haitian Diaspora Federation (HDF) is a broad-based alliance of Nonprofit Organizations (NPOs) under one umbrella to amplify the voice of the Haitian Diaspora. In partnership with the international community, the Government of Haiti and other sectors, HDF will focus the Diaspora's energy and resources on the ongoing relief and the longer term reconstruction efforts to rebuild a stronger, more vibrant and socially just Haiti. The Federation seeks to harness resources for the Haitian Diaspora organizations and ensure their active integration and participation, along with the international donors' aid, in the delivery of an integrated plan of relief, restoration and local capacity-building for the short and long-term welfare of the victims within Haiti's long-term comprehensive reconstruction and sustainable development.⁴⁰

The sense of duty to assist in the rebuilding efforts, to reach out to those in the homeland, to connect as a global community are often major catalysts in the diaspora becoming fundamental players in relief efforts.

Conclusion

The four-step donor cultivation process which The Ireland Funds follows – Research, Cultivation, Solicitation and Stewardship – is as applicable to all aspects of working with members of the diaspora as it is with developing philanthropic gifts. The key is to understand the needs of the donor as much as the needs of the organisation. This then is the nub of successfully engaging influential members of the diaspora, i.e. researching their areas of interest and finding their passion, cultivating that interest through a series of structured and relevant interactions, presenting an opportunity for a specific involvement and investment and then following up regularly, based on a belief that this initial engagement is the start of a long, fruitful and mutually beneficial engagement. In short, it's all about 'asks and tasks.'

'Diaspora philanthropy can be said to represent the essence of the power of diaspora engagement. What greater privilege is there in life than giving back to your family – whether it's one's immediate or transnational family? Philanthropy is often equated to money, but its true definition of 'caring for humankind' extends far beyond this and the legacy generated by diaspora philanthropy will ensure that the diasporas engagement will have a lasting effect on the future of the homeland. Indeed, 'Real generosity toward the future lies in giving all to the present.' **Albert Camus**

Encourage FDI and DDI

As noted by Riddle, Brinkerhoff and Nielsen ‘Transnational entrepreneurs and the ideas, resources, and employment opportunities they bring can exact a profound impact on the economic and social development of their home countries.’⁴¹ This is particularly evident in diaspora-driven FDI into the home country from the host country. Diaspora-driven FDI can also be referred to as DDI (Diaspora Direct Investment) and its importance and potential for homeland countries is heightened given that world FDI flows declined by over 20% in 2008 due to the financial crisis.⁴²

According to Debass and Ardovino, DDI is distinct from FDI in that it relies on ‘a transnational social network made up of migrants and migrant mechanisms operating between host and home countries. The migrants are the linchpin because they have a unique knowledge of their homeland and culture. These factors make the migrants a more viable facilitator of capital acquisition and investment.’⁴³ In illustrating this point Leblang provides the example that a migrant community from India residing in the US can provide US investors with a signal of the work ethic, labor quality, and business culture that exists in India. These signals enhance the quality of information that US investors have about India allowing them to make forecasts about their ability to invest in potentially profitable assets offered on the Indian market.⁴⁴ Indeed, ‘migrant networks influence investment by facilitating the familiarity effect and by decreasing constraints imposed by information asymmetries and transactions costs.’⁴⁵

‘Companies like Yahoo, Hewlett Packard and General Electric have opened R&D centers in India largely because of the confidence engendered by the presence of many Indians working in their US operations. This points to the cognitive effects arising from the projection of a coherent, appealing, and progressive identity on the part of the diaspora which signals an image of prosperity and progress to potential investors and consumers.’⁴⁶

So why do diaspora members provide direct investment in their home country? Nielsen and Riddle have conducted extensive research into answering this question and they suggest that ‘Some diaspora members are interested in investing in their homeland because they expect a financial return; others are driven by the possibility of social recognition from within their diaspora communities and organizations. The investment interest of other diaspora members may be motivated by the potential emotional satisfaction they will receive when investing in their homelands.’⁴⁷

It is evident that, whatever the motivation may be, diaspora members are playing an increasingly important role in increasing FDI flows into their home country and determining the destination of outward direct investment from the home country. ‘Contacts and social networks (known in China as *guanxi*) are one of the essential ingredients for the Chinese when doing business. The presence of overseas Chinese in a certain country may therefore reduce the risks and costs associated with identifying business opportunities by Chinese companies,

'The diaspora was well positioned to do business with China because of its widespread entrepreneurial experience, specialized knowledge and relationships which allow them to overcome language, cultural and legal barriers which frustrate non diaspora investors. Their non financial motivation to reconnect with their homeland is also seen as an important stimulus for early stage investment.'

Richard Davone

thus favoring Chinese outward FDI.⁴⁸ With many economists believing that China is on track to be the world's largest economy by 2030, it is no surprise that FDI has been a major factor in the emergence of China as a manufacturing and trading powerhouse in the 1990s.⁴⁹ The importance of Chinese DDI is evident from the fact that about 80 per cent of all foreign investment – some \$200 billion which has poured into China since 1980 has come from overseas Chinese.⁵⁰

Similarly, 'the strong ties between the Italian diaspora and their homeland have also boosted inward FDI. In this case the mechanism at work was constituted mainly

by the valuable information on business opportunities in Italy that companies managed by emigrants utilized to invest in Italy from abroad.'⁵¹ Speaking on the role of investment by the Caribbean diapora, Rampersad notes that the diaspora is 'deeply sympathetic to nation building... [and is] more inclined to invest their resources beyond the call of duty because their drive is more zealous and passionate than potential non West Indian investors.'⁵² Furthermore, 'the Diaspora is amongst the best equipped to shoulder the responsibility as the sons and daughters who have proven their abilities in the global market place.'⁵³

Israeli Intel innovator – bringing FDI to the homeland

Dov Frohman, an Israeli, was a leading scientist with the Intel Corporation in the US. He was offered the opportunity to return home to Israel to take up a research and teaching position at the Hebrew University of Jerusalem. Intel did not want to lose him – he was a talented scientist who had invented and developed the erasable programmable memory chip (EPROM). To avoid losing him, Intel established its first integrated circuit design centre outside the US, in Haifa, and asked Frohman to lead it. The rest, as they say, is history. Israel went on to become a leading centre of worldwide integrated circuit design and manufacturing.⁵⁴

An interesting initiative in promoting DDI is the African Diaspora Marketplace (ADM). The ADM is a business plan competition designed to support economic development in Sub-Saharan Africa and allows the US-based African Diaspora community to directly invest in viable small and medium enterprises. In 2010, fourteen diaspora-driven businesses in seven countries were awarded matching

grants ranging from \$50,000 to \$100,000. Winning entries ranged from a commercial plant tissue culture business that uses biotechnology to increase yield and quality of produce for Ethiopian agriculture producers, to a franchise business model that will empower female nurse entrepreneurs to improve access to healthcare and reduce the burden on government hospitals in Ghana.

Types of DDI roles

- **The brain gainer:** In many countries, talented and highly educated émigrés have returned to their home countries to tap into promising opportunities there. As these professionals return to their countries, they bring knowledge and technology as well as capital and access to advanced markets in developed countries. Furthermore, they can serve as advisors and role models to domestic businessmen and even advise government officials on effective oversight and regulatory issues.
- **The altruistic technologist:** Diasporas are major conduits of technology and business know-how to their home countries and are prompted by altruism and a general goodwill to invest in their home countries. DDI is also superior to FDI because diaspora groups are better informed about the capabilities and technology necessary for working in their home country. Due to the diasporas cultural and socio-economic linkage with their home countries, their importation of technologies will be in tune with local realities and cultural sensitivities. Thus, they are more likely to import and implement appropriate technologies than foreign investors who have little experience doing business in the homeland.
- **The brave capital investor:** Palestinian, Armenian and Cuban diaspora interest in homeland investment is driven by a perceived ethnic advantage and this makes these brave investors more likely to engage in DDI, given known risks. Altruism and a sense of cultural connectedness are also significant factors in such decisions. Diaspora investors' willingness to invest and develop world-class industries in Taiwan and China, in spite of questionable fundamentals and serious business impediments, provides striking evidence of this fact in support of their superior abilities in coping with the shocks.
- **The catalyst:** Many scholars have noted a catalytic effect of DDI on FDI. In China and Israel, diaspora investors and entrepreneurs played a critical role in attracting non-resident FDI by setting up joint ventures and promoting export for domestic companies.

- **The diplomat:** DDI works in the interest of US commercial policy and diplomacy. First, it expands market-driven economies amenable to US economic interests. DDI can also be a powerful vehicle for commercial diplomacy. Commercial diplomacy in the form of sustaining and supplementing positive linkages between Western developed economies and the global economic system, provides a powerful foundation for many foreign policy and national security goals.

Taken from DeBass and Ardovino 'Diaspora Direct Investment (DDI): The Untapped Resource for Development' (United States Agency for International Development, May 2009)

Benefits of diaspora-assisted FDI

There are a number of important factors that favour diaspora-led FDI activities versus the normal investment attraction approaches.

- Firstly, diaspora members are an excellent resource beyond pure capital. They occupy an intermediary position between the flows of capital, labour, knowledge and a host of other resources.⁵⁵
- Additionally, they assist in the transference of a variety of skills to the country of origin in the form of tacit knowledge.
- Diaspora members not only serve as important potential investors, but can be seen as the 'first-movers' into a country which may act as a catalyst for further investment by nondiaspora members. In relation to the Armenian diaspora, Freinkman notes that 'when compared to the average economic agent, diaspora businessmen and professionals face a lower risk of becoming the first movers. They benefit from a specific informational advantage: common cultural background and established social links between diaspora and local entrepreneurs help them to reduce transaction costs of new entry and building new partnerships.'⁵⁶
- Emotional connections to their country of origin and feelings of duty and obligation may motivate diaspora members to invest despite unfavourable economic conditions.
- Members of the diaspora may help to encourage FDI by providing market and operational information about the homeland to potential investors and brokering relationships with buyers, suppliers, partners, government officials and lending institutions in the homeland.⁵⁷
- Beyond direct investment, diaspora members can support the Government's investment agency's objectives in a variety of other ways including assisting in the flows of venture capital and in the academic space by connecting to international peers and collaborators to create global innovation networks.
- Diaspora members often have knowledge about investment opportunities, information about regulations and procedures, or familiarity with language and customs of the homeland that can decrease the transaction costs associated with cross-border investment.⁵⁸

A practical example of the last point is provided by Schulte who suggests that

Turkish migrants living in Germany are more likely to invest in their homeland rather than in, say China, because language and cultural knowledge more than compensate for what may be marginally lower returns.⁵⁹ For this reason it can be said that ‘DDI is superior to other forms of FDI because diasporas have a better grasp and understanding of the local business environment. They are better informed and equipped to manage uncertainties in their home country and, consequently, able to absorb political risk and economic shocks.’⁶⁰

Opportunities for strengthening FDI/DDI in the homeland

The diaspora can undoubtedly play a decisive role in assisting homeland agencies in the attraction of new inward investment and also in building investments already made in the country. Ways in which they can be leveraged to bolster investment include the following:

- Helping the homeland to define its new value proposition.
- Serving on task forces that are either sectoral, regional, or topic specific as a means of increasing the knowledge base of the governmental agencies. They can provide insight into market dynamics, the competitive landscape, local laws, differences in the regulatory environment, etc.
- Assisting with the evolution of brand of the homeland and helping to position the country to succeed in today’s globalised economy.
- Assisting with the understanding and formulation of foreign policy that may have a critical impact on the homeland’s economic well-being. For example,

developments in US trade, investment and taxation policy could have a major economic impact on the homeland, and informed members of the diaspora living in the US can help to understand and potentially mitigate such changes.

- Assisting with the understanding of key industry verticals and facilitating access to investment in areas such as high value manufacturing, global services, and research, development and innovation specifically in sectors such as life sciences, ICT, services, digital media and consumer brands.
- Making key introductions.

Increasingly countries are putting in place Investment Promotion Agencies (IPA’s) to chase mobile foreign direct investment. Many of these IPA’s have developed global networks of offices and supporters. Although difficult to measure there is no doubt that many of these agencies rely heavily on diaspora connections whether as investors, door openers, introduction agents, advisors and influencers. Motivated by a desire to help their ancestral homelands many of them are willing to ‘go the extra mile’ and willing to ‘nudge’ a deal in favor of their homeland. Many inward investment decisions are 50/50 calls and having ‘tipping agents’ in place can be helpful and ensure that the home country gets a fair hearing. The lesson is that these relationships have to be researched and cultivated long before these decisions are made. Long term hearts and minds cultivation is critical. Building networks of likeminded people in specific industries means that there are mutually beneficial outcomes. However, if the business proposition does not stack up then the deal will fail.

Attract venture capital and support for indigenous industry

'The real source of wealth and capital in this new era is not material things, it is the human mind, the human spirit, the human imagination, and our faith in the future.'

Steve Forbes

According to Mason and Zhou 'Venture capital is widely regarded as being a critical element in a country's innovation system. It plays a pivotal role in the entrepreneurial eco-system, providing long-term capital and expertise to support the development of young companies, especially in technology sectors, with the potential for fast growth.'⁶¹ The value of venture capitalism can be seen by looking at the followings statistics:

- Venture-backed companies in the US account for more than 12 million jobs or 11 percent of total private sector employment.
- Venture-backed companies also have a significant impact on US revenue. With almost \$3 trillion in revenue – equivalent to one-fifth of the country's gross domestic product in 2008.
- Since its formative years in the early 1970s, the US venture capital industry has invested approximately \$456 billion in more than 27,000 companies.
- For every dollar of venture capital invested from 1970–2008, \$6.36 of revenue was generated in 2008.⁶²
- Many of the defining US firms of the last three decades, including 3Com, Amgen, AMD, Compaq, Cisco, Federal Express, Genentech, Intel, Oracle and Sun Microsystems, were first funded by venture capitalists.⁶³

Diaspora can help attract venture capital funding – lessons from other countries

In addition to playing a critical role in helping to attract foreign direct investment, the diaspora has an equally significant role to play in facilitating the flow of venture capital and investment in domestic indigenous companies. Moreover, there is much the diaspora can do to assist in the growth of indigenous companies, beyond the provision of monetary investment. To date, many countries, have done a reasonably good job at leveraging the diaspora to aid in the development of indigenous companies, yet an opportunity clearly exists to develop a more systematic approach to their engagement and a stronger sense of shared accountability. Other countries have also looked to leverage their diaspora networks to further facilitate the flow of venture capital.

One of the leading countries in this regard is India. By the turn of the century members of the Indian diaspora in the US were playing a key role in developing the IT industry in India. They established the International School of Business in Bangalore. Many Indian professors in the US took sabbaticals to teach there. Many Indians returned and started hundreds of IT companies. Delegations of venture capital companies visited India from the US to

'India is a land of opportunity that places a premium on enterprise and creativity ... I invite you, the Overseas Indians, to make use of the investment and business opportunities that India now offers. This is the time for all of us to become strategic partners in India's progress.'

Dr. Manmohan Singh, Hon'ble Prime Minister of India

explore potential investment opportunities (The Irish Leadership Technology Group in Silicon Valley has done this recently in Ireland). Many venture capital companies in the US require their start-up companies to have a back end in India in order to save on R&D costs. More than 300 start-ups have some form of back end in India and front end in the US.⁶⁴ In 2007, the Ministry of Overseas Indian Affairs and the Confederation of Indian Industry established the Overseas Indian Facilitation Centre to expand the economic engagement of the Indian diaspora with India and facilitate effective knowledge exchange. It aims to promote overseas Indian investments and facilitate business partnerships. Its stated vision is to be a one stop shop for Global Indians to facilitate investment into India.

Indeed, many countries are increasing looking to its diaspora to facilitate the flow of venture capital. The Technology Business Acceleration program (TechBA) was proposed in 2004 by FUMEC to the Ministry of Economy of Mexico (SE) after an analysis of the Silicon Valley experiences

of other countries. A business development organization working with Mexican start-ups and well-positioned companies in their international business strategies, Tech BA has a great multinational network of companies, consultants and organizational participants that facilitate the landing of companies and foster high tech business. Each year, Tech BA Silicon Valley supports over 50 companies entering the US market. Companies are selected based on their readiness, innovation potential, commitment to discover new opportunities, and growth rate. Each company is mentored during the preparation of their product or service marketing plan and sales strategy, prior to entering the sales phase of the program. Since launched Tech BA has supported about 1,500 Mexican companies worldwide, generating \$100 million in direct US sales and \$600 million in indirect sales.

Another excellent initiative in engaging the diaspora in facilitating the flow of venture capital and investment in domestic indigenous companies can be found in the Irish Technology Leadership Group (ITLG).

Fostering Irish entrepreneurship, investment and innovation: The Irish Technology Leadership Group

The Irish Technology Leadership Group (ITLG), founded by John Hartnett, is a group of Irish and Irish American senior executives based mainly in Silicon Valley, active in the global technology industry, committed to ensuring that Ireland remains a strategic area of investment and opportunity for US technology companies, and committed to supporting the global growth and development of Irish-based technology companies. ITLG is a networking organisation which focuses on supporting the growth and development of small and start-up Irish technology companies seeking to leverage both the US marketplace and the US technology investment community. It also seeks to support US technology companies based in Ireland to ensure that Ireland continues to be seen as a strategic area of real investment and opportunity. ITLG has 1,500 members and organizes business visits, innovation award ceremonies and leadership seminars. It is supported by an advocacy group of executives and professional advisors from both the public and private sector. The chairman of ITLG is Craig Barrett, former CEO and President of Intel.

In July 2009, ITLG signed a transatlantic collaboration agreement with Trinity College Dublin and University College Dublin to drive innovation and create new business opportunities for emerging Irish companies and to advance the goals of the Irish Government's Innovation Alliance. One of the objectives of this agreement is the creation of a venture fund that will support companies spinning out from the recently announced Trinity College Dublin/University College Dublin research centre.

Two spin-offs have emerged from ITLG. The Irish Innovation Centre in San Jose, California is an incubator that provides Irish or Irish-American start-ups with office space, legal and financial advice, administrative support and networking opportunities. ITLG also launched another initiative, the Irish Technology Venture Fund. Investors, with the support of the Irish Government, have put in their own money to create a source of capital for young companies in need of investment.

An important way in which the diaspora can act is as a conduit of investment capital to indigenous industry. Israel is at the top of the league tables in this respect and has an enviable track record of success in linking its international diaspora to home-based companies. Through a variety of programs, Israeli companies have broader access to

venture capital funding, knowledge of export markets, assistance with IPOs, etc. Two of the most successful programs Yozma and BIRD, are detailed below. Although there are many factors contributing to the success of high-tech industry in Israel, there is little doubt that diaspora networks have played an important role.

Yozma

Opportunity

Recognising the potential of the Israeli hi-tech industry, the government decided in 1993 to establish a viable venture capital industry and allocated \$100 million for that purpose.

How it worked

Under this program a collection of funds – Yozma (which means initiative in Hebrew) – was established. Under the Yozma initiative, 10 venture capital funds were formed in partnership with leading foreign venture investors. The total capital of each fund was \$20 to \$25 million of which the government's share was 40 per cent and the foreign investors' 60 per cent.

Key feature

A major attraction of the Yozma program was the foreign investors' option to buy out the government's share at a pre-agreed price for a period of 5 years. In addition, Yozma was allowed to invest a certain portion of its capital directly.

Success

This initiative proved to be extremely successful. Ten venture capital funds were formed with a total of \$210 million under management and 15 direct investments were made by Yozma itself. Nine out of the fifteen direct investments enjoyed successful exits, either through IPOs or through acquisition. The program attracted major international venture investors like Advent, MVP, CMS and Walden from the US, Damier-Benz, DEG, Van Leer Group, TVM from Europe and Oxton, AVX, Kyocera and Vertex from the Far East. It was not surprising that 9 out of the 10 funds exercised their option and bought out the government's share. From the modest beginning of the Yozma Program, a thriving independent local venture capital industry has been established comprised of close to 80 venture capital funds, with the total capital under management in excess of \$10 billion.

BIRD

Opportunity

BIRD stands for the Israel/US Industrial Research and Development Foundation. It was set up by the Israeli Parliament, the Knesset and the US Congress in 1979.

How it worked

Each partner put up \$65 million in an endowment fund and the interest was to be used to invest in hitech companies in Israel. It was based on the premise that there was only a very small domestic market for any particular Israeli hi-tech product and essentially none in adjacent markets. There was an absence in Israel of an adequate and dedicated source of equity finance like that in Menlo Park which fuelled the Silicon Valley phenomenon.

Success

The strategy for the success of BIRD was to identify as many ideal target US companies as possible and acquaint them with the possibilities of a BIRD project within Israel. BIRD was a success because it worked from the market back. In total over \$100 million was invested in 393 projects which had \$3 billion in sales.

African countries are also very active in promoting venture capital through its diaspora. VC4Africa is a fast growing social network for investors and entrepreneurs dedicated to building businesses in Africa and currently have over 10,000 members. It facilitates 364 active forum discussions, 157 events focused on business in Africa, 38 incubators and 886 community generated

blog postings. It has hosted self-organized VC4Africa meetings in Kampala, Nairobi, Kigali, Johannesburg, Lagos, Abuja, Tunis, San Francisco, Atlanta, New York, Washington DC, London, Amsterdam and Leuven. In 2011 it launched its new matchmaking platform VC4Africa.biz. It currently has 66 ventures from 19 African countries open for funding.

'Statistics aside, it's our member's success stories that are the most important to us. We get really excited when we find out Brian from Next2.Us has found a distributor for his mobile services in Kenya or Rick from MarketFleas has been contacted by an investor just three days after registering his plan to build a business in South Africa. And we are really rooting for 26 year old Valery who saw his inbox fill with e-mails from possible partners/investors after his recent interview about Agro-Hub, a mobile SMS service for farmers in Cameroon.'

Ben White, Founder, VC4Africa

'Entrepreneurs and their small enterprises are responsible for almost all the economic growth in the United States.'

Ronald Reagan

It has been said that the value of venture capital lies 'in providing not only money but also ancillary services, such as selecting good firms, mentoring entrepreneurs, hiring executives, formulating strategies, and 'professionalizing' companies.'⁶⁵ The diaspora can role a fundamental in both providing investment to start-up companies in the homeland but, moreover, in providing the ancillary services outlined above.

The diaspora as entrepreneurs

Often the significance of diaspora members as entrepreneurs themselves is overlooked and yet research would indicate that as a collective group, not only are they more inclined to start their own enterprises, they are also more likely to succeed than those without international experience. An example of innovative program promoting diaspora entrepreneurship is IntEnt which is based in the Netherlands. Founded in 1996, it provides support to diaspora entrepreneurs in the Netherlands that would like to set up a new business in Surinam, Ghana, Turkey, Morocco, Ethiopia, Afghanistan or Curacao. The basic principle behind IntEnt is that migrants, once they have settled in the Netherlands, can be catalysts for the development of their country of origin. IntEnt assists in obtaining finance and has a guarantee fund to issue supplementary guarantees. Also IntEnt offers business

advice during and after the start-up in developing countries.

It is interesting to note that Somali diaspora entrepreneurs are one of the major investors in Somalia and provided on average 80% of the start-up capital for small and medium enterprises. The investment activities and profits generated contributed to the economic recovery and livelihood of the Somalia economy. Many members of the Somali diaspora who return to the home country establish businesses as a sole entrepreneur or as a group and pool their resources together. Investment in small business enterprise is spread over various sub-sectors such as small scale industries, telecommunication, remittances and trade.⁶⁶

Perhaps the leading organizational example of organized support on the part of the diaspora for indigenous entrepreneurship is The Indus Entrepreneurs (TiE) which is a global professional diaspora network. As noted by Robertson 'these kinds of professional diasporic networks can become the means through which social networks are extended to their home countries, kickstarting developments sufficiently for these entrepreneurs to return to invest significant time, knowledge and capital in their home country. In the case of the Indus Entrepreneurs, this meant investing back in Bangalore in India, and establishing a Silicon Valley like cluster there.'⁶⁷

The Indus Entrepreneurs: The world's largest non-profit organisation fostering entrepreneurship globally

- The Indus Entrepreneurs (TiE) is a non-profit organisation for overseas Indians committed to promoting entrepreneurship globally through mentoring, networking and education. TiE has come to represent talent, ideas and enterprise
- TiE was founded in 1992 in Silicon Valley by a group of successful Indian entrepreneurs, corporate executives and senior professionals and it was founded on the belief that nurturing entrepreneurs will lead to the virtuous cycle of wealth creation, and encapsulates the true spirit of giving back to the community.
- TiE currently has 13,000 members and 2,500 charter members in 56 chapters across 13 countries. TiE charter members are successful entrepreneurs who have reached a stage in their professional lives where they are ready, willing and able to contribute to fellow members, and give back to society
- Their annual flagship event, TiEcon, is the largest professional conference for entrepreneurs worldwide. TiE also has an array of programs, including Special Interest Groups, TiE Institute, Deal Flow TiE meetings, TiE Young Entrepreneurs, TiE Women's Forum and CEO Forum. All chapters sign an affiliation agreement and are linked through a technology platform – TiE Global System
- TYE Global is a unique program that helps high school children learn about the challenges and rewards of becoming an entrepreneur. The aim of the TiE Young Entrepreneurs (TYE) Global Program is to empower our youth to become the next generation of entrepreneurs, by coaching them on topics on business basics, leadership and overall development .In 2010, the TYE curriculum was taught in 9 locations around the world – Atlanta, Boston, Carolinas, Seattle, San Diego, Austin, London, Delhi and Jaipur.
- Every year TiE holds more than 500 events, with over 70,000 attendees worldwide.

For further reading on diaspora entrepreneurship see the insert in the toolkit entitled 'Take Advantage of your Diaspora Network' by Isenberg and Kerr.

Export and import education

'Young people should be at the forefront of global change and innovation. Empowered, they can be key agents for development and peace. If, however, they are left on society's margins, all of us will be impoverished. Let us ensure that all young people have every opportunity to participate fully in the lives of their societies.' **Kofi Annan**

As it has been previously outlined, global knowledge networks can play an instrumental role in the economic and industrial development of a country. Whereas in the past the fear of a brain drain caused policy makers to look unfavorably on professional emigration, the world has evolved to an accepted norm that two-way flows of human capital bring immense benefits. In other words, migration is a source of brain gain and brain circulation that enhances the intellectual capital of nations. But aside from all the positive externalities brought about by scholarly exchange and professional migration, the business of international education, or export education as it is referred to in technical economic parlance, represents a major opportunity for countries, one where they can position themselves as a centre for educational excellence.⁶⁸ Furthermore, the diaspora can be used to communicate the homeland's high-quality education system, greatly enhancing the brand and reputation.

International education – the potential

Countries can derive major benefit from the recruitment of international students. International education is essentially an export business since the tuition paid by

students generates substantial revenue earnings for the economy. In addition to program fees, each international student makes a significant contribution to the economy through spending on accommodation and living expenses. The statistics are impressive:

- Demand for education beyond boundaries has increased by 40 per cent over the past decade and is forecast to reach 6 million students by 2020.⁶⁹
- In 1995, 90,000 US students went to college overseas. In 2008, over 262,000 US students went to college overseas⁷⁰ US student participation in study abroad has more than doubled over the past decade.
- Between 1978 and 2008 some 1.39 million Chinese went abroad to study.⁷¹
- 690,923 international students were enrolled in US universities during the 2009/10.⁷²
- Together, the top three sending countries China, India and South Korea comprise nearly half (44%) of the total international enrollments in US higher education.⁷³
- Transnational education is increasing (where students study for a foreign qualification either in their home country or a third country.) A study of figures provided by the Higher Education Statistics Agency

(UK) shows that there were 340,000 students on programs outside of the European Union who were studying for a UK degree or another higher education qualification. The vast majority of these students were not British.⁷⁴

- There is now a massive pool of international students looking for new places to

learn. UNESCO estimates there are 138 million students worldwide seeking university degrees. With private universities in the US costing in the region of \$50,000 per year for four years, there are distinct opportunities to promote international educational institutions as attractive locations for international students.⁷⁵

Top 10 countries of destination for US students to study abroad

1	United Kingdom	33,333
2	Italy	30,670
3	Spain	25,212
4	France	17,336
5	China	11,064
6	Australia	10,747
7	Mexico	9,461
8	Germany	7,355
9	Ireland	5,785
10	Costa Rica	5,383

Top 10 countries sending students to the US

1	India	103,260
2	China	98,235
3	South Korea	75,065
4	Canada	29,697
5	Japan	29,264
6	Taiwan	28,265
7	Mexico	14,850
8	Vietnam	12,823
9	Saudi Arabia	12,661
10	Turkey	12,263

Taken from Institute of International Education, Media Planner 2010 at 3.

International students also contribute to the country's economy and reputation in other important respects:

- International students contribute to employment creation directly and indirectly.
- International graduates promote and support country's reputation abroad and help to establish an international profile for education in that country.
- They bring a foreign affairs benefit to the host country which other industries cannot

match – the country's geopolitical standing is enhanced.

- Additional 'spin off' benefits are generated through the access, contacts and positive relationships provided by graduates/alumni when they return to their own countries.
- International students develop and retain a special bond with the host country that is likely to pay dividends in many unforeseen ways over the coming decades.

- International students can provide a potential source of skills for the host country if the country is faced with further skills shortages in the future.
- International students will become affinity members of the diaspora.

Attracting diaspora students

Countries, in their efforts to attract international students, are also focusing on targeting diaspora members to study in the homeland by offering financial incentives to do so. For example, the Indian government offers a special scholarship program for the children of persons of Indian origin (PIOs) and non-resident Indians (NRIs) to pursue undergraduate professional and general courses in India. The scholarship is open for undergraduate courses in disciplines including engineering, architecture, technology, liberal arts, commerce, sciences, and law except for medical and related courses. The scholarship offers 75% of the institutional economic cost or US\$3,600, whichever is less.

Similarly, the Ireland Homecoming Study Program which was launched in 2010 is a new initiative that is open to the children, grandchildren and great-grandchildren of Irish emigrants who are interested in completing a semester of study, two semesters or an entire undergraduate degree at one of Ireland's Institutes of Technology. Students who qualify will benefit from the new 'Irish Diaspora tuition

fee' which is up to 40% less than the standard rate for non-EU students. For the first time the Irish Diaspora have been recognized and rewarded by the Irish state through the creation of a reduced tuition fee for the (non-EU resident) Irish Diaspora. Students also have the opportunity to live with Irish families during their stay in Ireland, further adding to the students cultural experience and strengthening the students cultural link with Ireland.⁷⁶

Twinning programs between schools in host and home countries are also becoming increasingly popular. The Jewish Federation's Tel Aviv/Los Angeles Partnership School Twinning Program is the only initiative in existence that connects schools in Los Angeles with schools in Tel Aviv. This powerful program has supported 60,000 students, parents, and faculty through jointly prepared curricula, teacher training, and delegation exchanges. Students from Tel Aviv come to Los Angeles; students from Los Angeles go to Tel Aviv. Visiting students live with a host family and study history, literature, language, pluralistic Judaism, Zionism, and the sciences at their partner school. The cultural and educational exchange between students transforms school cultures, transcends the distance between Israel and LA and creates a shared Jewish identity and destiny.

One of the leading global diaspora strategies in encouraging diaspora students to return to the homeland to study is MASA.

MASA – global best practice in engaging diaspora students

MASA brings 9,000 Jews to Israel every year to study for a year in Israeli universities. Although not free this is highly subsidised and a series of partnerships have been established with US universities, e.g. Harvard, who are putting increasing pressure on their students to study overseas, a trend that is increasing under the Obama administration. MASA's mission is to provide every young Jewish adult throughout the world, aged 18–30, the opportunity to participate in a long-term Israel experience. MASA is an umbrella organisation of over 160 long-term programs in Israel for young Jewish adults throughout the world, including GAP year programs, study abroad programs, internships, volunteer and Jewish studies programs. Israel promotes MASA as an opportunity to spend time in a country which is not only the birthplace of the participants' heritage but also an acknowledged leader in world technology and innovation. MASA programs run from 5 months to a year. In the US more and more universities such as Harvard, Yale and Princeton are recommending a year of study abroad before coming to college. They call it 'taking a year on'. Israel has recognized this as an opportunity and is offering college credits that are accepted in the US and elsewhere. Résumé enhancement is a strong motivator to study overseas. MASA is a project of the Government of Israel and Jewish communities around the world represented by the Jewish Agency for Israel and its partners, United Jewish Communities/the Federation of North America and Keren Hayesod – United Israel Appeal.

Overseas schools for diaspora children

Governments in home countries in connecting with the diaspora have established overseas schools in host countries for children of diaspora members. Through these schools, children living in host countries can main both an educational and cultural tie to the homeland. An example of this is the Philippine Schools Overseas program. These schools are registered educational institutions operating outside the

Philippines and implementing the educational curriculum approved by the Department of Education in the Philippines. They have been established to address educational needs of children of Filipinos overseas, and ultimately, facilitate their reintegration into the Philippine educational system upon their return to the Philippines. The schools also serve as a venue for teaching Filipino culture and heritage among Filipino youth overseas. There are currently 41 Philippine Overseas Schools operational in 9 countries.⁷⁷

The Chinese School Association in the United States (CSAUS) is a not-for-profit organization. The purpose of the Association is to strengthen the cooperation among Chinese schools, promote Chinese language and culture education in the US, and enhance the cultural cooperation and exchange between China and the United States. Since its establishment in 1994, CSAUS has grown from the original 5 schools into a large organization with 410 member schools across 43 states. It covers all the major and medium metropolitan areas in the US. Currently, CSAUS schools have over 100,000 students and 7,000 teachers. In other words, CSAUS has offered services to and exerted impact on tens of thousands of families, as the largest Chinese organization in the US.⁷⁸ Furthermore, many Japanese Saturday Schools or Chinese After Schools are established in the US which teach ethnic languages and cultures for children of diaspora members. Unlike students in the international schools, those children are sent to American schools for formal education and go to heritage schools during the weekends or evening.⁷⁹ These schools provide an opportunity for young members of the diaspora to learn about their homeland culture and traditions from an early age.

Role of diaspora in homeland educational institutions

The Irish diaspora has a long tradition of donating to educational institutes and schools in Ireland. A leading example of this is the contributions made by supporters of The Ireland Funds to integrated education schools in Northern Ireland. Integrated Education has been hailed as one of the most significant social developments within Northern Ireland over the last 20 years. Integrated Education brings together children from Protestant and Catholic backgrounds who might otherwise never meet. Its emphasis on respect, tolerance and conflict resolution teaches children to live as adults in a pluralist society, recognizing and accepting their similarities and differences. For over 25 years, The Ireland Funds donors have supported the belief that integrated schools have a vital role to play in building a shared future for the people of Northern Ireland. The Ireland Funds have helped to open schools and sustain the movement, rooted in a handful of parents who knew change would come only when Catholic and Protestant children could learn together.

It is evident from this story that the diaspora can play a fundamental role in the promotion and advancement of universities and schools in the homeland. The most obvious way to do so is through philan-

'The Indian community, living abroad, is unanimous in believing that their role in strengthening the educational infrastructure in the country is equally crucial. This aspect of the diaspora's relationship with their homeland is manifested in more than one way, the most prominent of which is the philanthropic activities that the NRIs take up in several parts of the country. Education holds the key to the future.'

Department of Higher Education of the Government of India

'Education is an admirable thing, but it is well to remember from time to time that nothing that is worth knowing can be taught.'

Oscar Wilde

thropic donations to third level institutions and donations by diaspora members to their alma maters in the homeland are ever-increasing. 'In a major boost to enhancing world-class research facilities at the Indian Institute of Technology (IIT), two of its alumni have given a \$6 million donation to their alma mater as a 'give back' during its golden jubilee celebrations. General partner at Kleiner Perkins Caufield & Byers and co-founder of Sun Microsystems Vinod Khosla and Advisory Director of Goldman Sachs Avi Nash announced donations of \$5 million and \$1 million respectively for their alma mater IIT Delhi and IIT Mumbai. The 'gift' by Khosla is the largest by a single individual in the history of IIT Delhi, and will help maintain and enhance the excellence of the school.'⁸⁰

Diaspora members who may not have studied in the homeland may also wish to make contributions to enhance the educational opportunities for younger members of the homeland. The Zimbabwe Diaspora Scholarship Fund provides financial support to talented but economically disadvantaged students to develop the next generation of professionals in Zimbabwe.⁸¹ Similarly, the United Macedonian Diaspora (UMD) announced its scholarship program to assist young Macedonians pursuing an undergraduate degree in the US, Canada, or Australia. UMD will award up to three scholarships annually, in the amount of

\$1,000.00 each for full-time undergraduate students at an accredited American, Australian, or Canadian college or university. Applicants must be undergraduate students of Macedonian heritage.

Mentorship and talent acceleration programs

The diaspora can act as 'talent accelerators' for the home country's next generation through mentoring, internships, and other training and educational opportunities that will offer opportunities to 'internationalize' the next generation of leaders.

- The US – NI Mentorship Program is a planned one-year work placement program for residents of Northern Ireland to work in a corporation in the US. The program is supported by The American Ireland Fund and the Northern Ireland Science Park. The objectives of the program are: develop the future business leaders and entrepreneurs of Northern Ireland; develop the skills needed to grow the economy of Northern Ireland; improve the essential business, management and leadership skills of participants; and provide participants with first hand international experience. Each year qualified candidates will be selected to work with a mentor (many of whom are Irish diaspora members) at a US firm and gain valuable experience in a corporate environment.⁸²

- Many GlobalScot members are providing Scotland's young learners with some of their insight and experience. For example, one such initiative connects a GlobalScot member with a secondary school in Scotland. Through the program, the member provides pupils with an entrepreneurial role model through a host of activities including: email mentoring, site visits and guest lectures during trips to Scotland, staff development and management consultancy for principals, and videoconferencing and web streaming on selected topics.⁸³ Furthermore, in conjunction with the Saltire Foundation, GlobalScot members are providing international internship placements for third year students at Scottish universities.
- In 2010, the Irish Government announced funding of €135,000 towards a new Farmleigh Fellowship Program, which provides 25 Irish participants the opportunity to work in Asia for four months, and to participate in a joint MSc

degree in Asian Business Management from UCC and Nanyang Business School in Singapore. The project was developed by a number of Singapore-based business-people in the Irish diaspora who were present at the Global Irish Economic Forum held in Dublin in 2009.

The act of mentoring has a longstanding history dating back to the Ancient Greeks with Socrates serving as mentor and teacher to his student, Plato, and throughout the centuries, mentoring has been utilized in many specialized professions including academia, business, and the arts.⁸⁴ Undoubtedly, many of the key influencers in the diaspora had their own mentors during their lifetime and would be well positioned and willing to pass on their experiences to the next generation of leaders in the home country. The challenge with all the programs is scalability and finding the funders and the resources to impact thousands rather than hundreds of younger members in the diaspora.

Organize visits to the homeland

'The use of traveling is to regulate imagination by reality, and instead of thinking how things may be, to see them as they are.'

Samuel Johnson

A core element of many diaspora strategies is to encourage temporary or permanent returns to the homeland. Short, targeted visits by highly skilled expatriates can serve as an important channel for knowledge transfer. For instance, half of the foreign-born professionals in America's Silicon

Valley report returning to their country of origin at least once a year, many of them more often, which in turn helps explain the substantial exchange of information about technology, jobs and business opportunities within immigrant professional networks. In turn, 40 per cent of Silicon Valley's foreign-

born professionals report that they would consider returning home permanently – a phenomenon positively correlated with age.⁸⁵

Given that it is both easier to implement and less dramatic for the returnees, many recent initiatives have focused on temporary return. Engaging diaspora youth through structured home visits and more precisely attempting to provide formative experiences in the home country for the diaspora youth is a very effective instrument for encouraging further transformation towards a brain gain.⁸⁶ This type of strategy seems to suggest that an important ingredient in a sustainable diaspora engagement is a generational dynamism. For example:

- *Lebanese Emigrants Youth Camp*: this annual camp is a free summer camp held in Lebanon for participants between the ages of 17 to 24 who are of Lebanese origin. In 2010, the summer camp hosted 200 young people from 22 different countries across the globe.
- *JAMPACT's 'Annual Service Trip'*: is conducted as a part of JAMPACT's charitable initiatives centered on educational institutions in Jamaica and offers an opportunity for the organization's members and supporters to connect with the community they serve and submit their resources to helping four basic schools located in inner city Kingston.

A further interesting initiative is the United Nations Development Program (UNDP) which runs a program for the Transfer of Knowledge through Expatriate Nationals (TOKTEN) that aims to persuade migrants established abroad to return to their country of origin at least temporarily. This may serve as a model program for other countries to follow. Assignments generally last from three weeks to three months, but some expatriates have returned permanently. It is probably the longest standing and most successful program aimed at a transfer of competencies without being linked to permanent return. The TOKTEN program for Lebanon is often cited as one successful model and result. TOKTEN consultants receive no payment, only a per diem allowance, insurance policy and reimbursement for travel expenses. The fee for an average TOKTEN consultant is about one-quarter that of a traditional international expert consultant. This feature of the program makes it popular and financially efficient, but limits participation to those diaspora members who are in a position to forgo their professional earnings for periods of volunteer consultancy. There are many ways to promote short visits to the homeland amongst diaspora members and these are explored below.

'Educating the mind without educating the heart is no education at all.'

Aristotle

'Travel is more than the seeing of sights; it is a change that goes on, deep and permanent, in the ideas of living.'

Miriam Beard

Diaspora tourism

Tourism is the world's fourth most valuable export, after fuels, chemicals and automotive products, while for many developing countries it is the number one export category. Diaspora tourism has created a significant market niche for itself in recent years, marked by the intensification of globalization and transnationalism. The homing desire of various diasporas has become a marketing target for various players in the tourism industry. Even those who do not have direct links to Ireland nurse the desire to visit the land of their ancestors. Diaspora tourism can be divided into three distinct segments – heritage, residential and festival:

- Heritage tourism is predominantly driven by diaspora tourists who wish to discover their ancestry and heritage.
- Residential tourists encompass diaspora members who live and work abroad and who have invested or plan to invest in property in their country of origin.
- Festival tourists include diaspora tourists travelling back for important events and festivals such as Easter, Christmas, weddings and christenings.⁸⁷

Tourism has an importance beyond its direct economic impact, and to reduce the significance of diaspora tourism purely to an economic niche would mean denying it of its real worth. Tourism is essentially an advertising voice to the world, an empathetic connection to the world, an ability to bring back the diaspora, getting them to consider buying more produce from the homeland, coming back for further visits, buying a home in the homeland, investing in the homeland, returning to the homeland full-time. It should be looked at through a variety of angles, among them the context of promoting the identity and culture of the homeland.

Some countries are targeting their diaspora for inbound tourism. One such example is Scotland who designated 2009 as Homecoming Scotland. For further information on diaspora tourism please see the insert by Kathleen Newland of the Migration Policy Institute entitled 'Diaspora Tourism' at the front of the toolkit.

'Where we love is home, home that our feet may leave, but not our hearts.'

Oliver Wendell Holmes

Homecoming Scotland

Homecoming Scotland 2009 was a series of events designed to attract people of Scottish ancestry to visit Scotland. The campaign, organized by EventScotland and VisitScotland on behalf of the Scottish Government, and part-financed by the European Regional Development Fund, claims that ‘for every single Scot in their native land, there are thought to be at least five more overseas who can claim Scottish ancestry.’ Recognizing the importance of Homecoming was a means of boosting tourism to support the Scottish economy at this time. 2009 was the 250th anniversary of the birth of Robert Burns, the national poet. In addition to Burns-related events, the other four themes of the Homecoming were Scotland’s culture and heritage, great Scottish minds and innovations, golf and whisky.

The Year of Homecoming consisted of a program of over 300 events, festivals and activities running from Burns Weekend, January 24th–25th, until St Andrews Day on November 30th. One particular event which was organized was called ‘The Gathering’. On the 25th and 26th July 2009 Edinburgh witnessed one of the largest clan gatherings in history. Holyrood Park hosted a Highland Games and Scottish Festival over two days, then on the Saturday evening Clan members paraded up the historic Royal Mile and took their seats on the castle esplanade for a Clan Pageant. Homecoming Scotland 2009 motivated people with Scottish ancestry and those with an affinity for, and love of, Scotland to ‘Come Home’ and join in an inspirational celebration of Scotland, past, present and future.

Genealogy can also promote diaspora tourism to the home country. According to Fowler genealogy is ‘the account of descent from ancestor by enumeration of intermediate persons; the investigation of the pedigree of a particular person or family.’⁸⁸ Genealogy comes third as the most popular subject on the internet. Furthermore, anecdotal evidence points to the existence and potential growth of genealogy tourism, alleged to be one of the fastest growing hobbies in the world.⁸⁹

Genealogy diaspora tourism is a great way to engage the ‘baby boomers’ in the diaspora. When thinking about the future

and indeed diaspora strategies, it is natural that we tend to focus on the next generation. In doing so, however, we sometimes forget the baby boomers. In the US there were 77 million people born between 1946 and 1964. They are now turning 60 at the rate of 10,000 a day.⁹⁰ By 2030 there will be more people aged over 50 than under 18. They are the healthiest, wealthiest and best educated cohort in the history of mankind. As they enter into their ‘third act’ these ‘young old’ are not buying into the old retirement ideal, and after their working careers are over they are having a temporary pause before taking up the next challenge. They are curious, keen

to travel and want to try new things. They want to learn. They are conscious of their good fortune and want to give back to society in a meaningful way. They are the segment that shows most interest in researching their ancestry. Just as the next generation needs specific strategies of engagement so, too, does the ‘grey’ market.⁹¹

Diaspora conferences

A recent feature of other countries’ diaspora strategies is the extent to which governments are organising events in the home country and inviting key members of the diaspora to attend – and they are responding. An invitation from a government or head of state seems to carry more clout than if from a regular diaspora organisation. As previously noted, countries such as Australia, Israel, Scotland and Ireland have organized conferences in the homeland to engage diaspora members. Examples of other such conferences include:

India – Pravasi Bharatiya Divas

In 2003 the first major Indian diaspora conference was held which attracted more than 2,000 overseas Indians from 63 countries. The Conference was co-sponsored by the Indian Government and the Federation of Indian Chambers of Commerce and was opened by then- Prime Minister Vajpayee. One of the main focuses of PBD 2011, which was attended by over 5,000 delegates, was on the young overseas Indian. In an endeavor to connect with and engage the younger generation of the overseas Indians with emerging India, a plenary session on ‘Engaging with the young overseas Indian’ was organized. There were also parallel interactive sessions on topics

important to the diaspora including:

- (a) industry round table: interaction between diaspora and Indian industry leaders;
- (b) information, communication and entertainment; and
- (c) celebrating the Global Indian.

PBD conventions provide a platform for exchanges of views and networking to overseas Indians on matters of common interest and concern to them. They also help the Government of India to better understand and appreciate the expectations of the overseas Indian community from the land of their ancestors and more importantly, acknowledge the important role played by them in India’s efforts to acquire its rightful place in the comity of nations. Regional PBD’s are also organized overseas and have been held in New York, Singapore, South Africa and The Hague.

Barbados – Inaugural Barbados Diaspora Conference

In 2010, the Government of Barbados organized the Inaugural Barbados Diaspora Conference. Themed ‘Strengthening the Bonds that Unite Us’ the conference explored ways to realize national objectives pertaining to the diaspora, which are under the remit of the Council for Investment, Exports, Foreign Exchange and the Diaspora. It also gave Barbadians and Friends of Barbados residents abroad the opportunity to discuss ways in which they can make tangible contributions to the development of the homeland. The conference was attended by over 300 delegates. Speaking at the opening of the conference the Minister of Foreign Affairs and Foreign Trade, Senator Maxine McClean, stated that ‘while not every overseas Barbadian intended to return they were all anxious to find avenues to contribute to our

'One's destination is never a place, but a new way of seeing things.' Henry Miller

national development', and he recognized that 'we needed to create a comprehensive structure to embrace the Barbadian Diaspora as an integral part of the economic, social and cultural development of Barbados.'⁹²

Cameroon Diaspora Economic and Trade Forum

In 2010, the Cameroon government organized the first-ever economic and trade forum that brought together home-based development stakeholders and 300 key members of the Cameroon diaspora to brainstorm on how the diaspora could contribute to the country's economic development. Many agreed it was a milestone in efforts to promote economic growth by encouraging cooperation between the government and its citizens living abroad. The government has stated that the forum will be held annually and is part of a plan to raise Cameroon to the rank of an emerging economy by 2035.⁹³

These conferences provide an important forum for home countries to listen to the diaspora and provide them with an opportunity to voice their ideas for ways they can engage with the homeland and home institutions. It is important that countries remember that conferences should not just be a networking event for diaspora members. In order to maintain the enthusiasm stemming from these conferences, countries must implement reporting and

follow up mechanisms to ensure that ideas generated at the conferences become tangible and real initiatives.

Diaspora volunteering

Encouraging members of the diaspora to volunteer their time and talent to projects in the homeland is an emerging strategy promoting diaspora engagement through visits home. The inherent interconnectivity in the process and outcome of this type of engagement positions it as a significant contributor to any sustainable diaspora strategy. Governments, at home and abroad, are becoming more and more aware of the natural benefits these programs hold because diasporas often have 'the connections, knowledge, and personal drive to volunteer outside the framework of organized volunteer programs.'⁹⁴

Apart from the theoretical benefits of diaspora volunteering, they also have several practical or instrumental benefits. The process and cost of assimilation is generally reduced with diaspora volunteering as diasporas tend to be familiar with the demands, needs, and terrain of the home country, a feature that has been described as the 'allure of the concept of diaspora volunteering.'⁹⁵ This, in turn, increases the likelihood that co-ordination of aims and objectives will become easier. Furthermore, diaspora volunteer programs promote brain gain and brain circulation.

Clusters of diaspora volunteer programs

- 1 Programs that target subgroups of highly skilled volunteers: including those with expertise in entrepreneurship and business growth, public health, post-conflict relief and recovery, higher education, and public policy advice and capacity building. These diaspora volunteers often resemble discounted consultants in providing expert insight (and occasionally services) and the missions are relatively short although occasionally repeated.
- 2 Programs that target youth volunteers: these programs target youth volunteers in the diaspora for a period of community-based service work in their ancestral countries. The terms of service for diaspora volunteers in these programs are typically longer and aim to provide a formative experience for the volunteers and a transformative interaction for the host communities.
- 3 Multipurpose programs: they aim to attract a wide range of diaspora volunteers including both youth and highly skilled diaspora volunteers.

Taken from Terrazas, *Connected Through Service: Diaspora Volunteers and Global Development*, Migration Policy Institute, August 2010

An example of a popular diaspora volunteer programme is Birthright Armenia. Birthright Armenia has partnered with dozens of existing internship organizations and study abroad programs to give young diasporans a unique and personal immersion experience in Armenia. These organizations and programs plan each diaspora volunteer's jobsite or community service placement, Birthright Armenia does the rest. Through its complementary services and financial incentives, Birthright Armenia offers each participant the means and opportunity to experience Armenia.

The UK Department for International Development (DFID) also offers a diaspora volunteering program. The program is structured around a partnership between DFID and VSO (Voluntary Service Overseas),

a mainstream international volunteering and development organization.⁹⁶ VSO took the idea of a diaspora specific volunteer program to DFID, and in 2006 the UK government's White Paper for DFID proposed to 'expand opportunities for ... diaspora communities to volunteer in developing countries.'⁹⁷ From September 2005 to March 2008, VSO worked directly with 18 diaspora organizations to develop international volunteering programs, sending 269 diaspora volunteers to countries in Asia and Africa. In the same period, the demand from diaspora organizations for support grew from 29 to over 50.⁹⁸ In March 2008, the DFID assigned £3 million (over three years) to support and develop an initiative to encourage people from diaspora communities to volunteer to help fight poverty in developing countries.⁹⁹

The programs implemented are broadly aimed towards capacity building through transferring skills and knowledge networks. In addition to this, the VSO has innovatively helped to create the Diaspora Volunteering Alliance (DVA). The DVA is a group of diaspora organisations that agree on shared values and objectives, explore different perspectives of volunteering and development, share experiences, skills and knowledge, take collective decisions, and engage with issues of migration and development.¹⁰⁰

It is obvious that diaspora volunteering will continue to grow as the needs of diasporas and governments move closer

together. It remains a vehicle to close the remaining gap between the two. Diasporas can use volunteering as a bridge to their homeland. Governments can use it as vehicle of transformation. The success of diaspora volunteering is partially its ability to create a stake for diasporas and governments alike in a diaspora strategy. Its essence, however, are the real and tangible benefits volunteering can provide for diasporas and governments of both developing and developed countries. This, of course, will take time, patience, and commitment which are the building blocks of volunteering and, indeed, diaspora strategies.

Diasporas role in peace initiatives

There is an emerging realization that diasporas can play a remarkably important role in peace initiatives in their home countries. Historically, much of the analysis has centered on how diasporas act as spoilers to peace processes and help to exacerbate conflict. Meanwhile, recent interpretations have offered a comparative approach and see diasporas as a constructive force in terms of peace initiatives. Within this debate, the realization of a constructive presence for diasporas in peace initiatives is an important first step. Firstly, a diaspora can encourage dialogue within itself. It is generally accepted that diasporas are not singular, homogenous groups. As such, there may be multiple and competing views on a homeland conflict. Through dialogue, within and across the diaspora, this competition is transformed to a position of mutual trust and understanding. The skills and processes

involved in such dialogue can act as a model for, or complement, the wider peace initiative. In terms of conflict transformation, diaspora networks can provide invaluable advantages for a peace initiative. They can provide much needed support for the initiative. They can be beneficial in terms of promoting long-term engagement (key to post-conflict development), building internal and external structural support, and access. Diaspora networks can open access to previously unreachable fields. For example, a strong lobby movement in the host country may provide impetus and strength to a peace initiative as seen in the Irish case. This can introduce innovative elements into protracted conflicts. This has a relative effect in forming partnerships.

One of the most instructive examples of this was the role the Irish diaspora, in particular Irish-America, played in the peace

process in Northern Ireland. As noted by Cochrane, Baser, and Swain ‘while Irish-America did not *cause* the peace process in

Northern Ireland, it certainly did help *facilitate* it once the conflict actors began the long journey out of violent conflict.’¹⁰¹

The Northern Ireland Peace Process: a diaspora members’ story

Padraig O’Malley, John Joseph Moakley Distinguished Professor of Peace and Reconciliation, University of Massachusetts Boston

I sometimes look back and reflect, with some whimsy on the irony of the fact that had I not left Ireland in 1967, I most likely never would have become involved with the conflict in Northern Ireland, other than as a passive observer from a comfort seat in Dublin, probably working for some quasi government agency and working myself up the career ladder. When I left Ireland in September 1967 for graduate school in the US, my focus was entirely focused on academic success – getting out of Ireland had been one of my life’s priorities and the unfolding drama in Northern Ireland (NI), the first civil rights’ marches were events I watched on television or read about with quasi detachment. Bloody Sunday on 30th January 1972 changed all that.

With other native born Irish and Irish Americans, many ‘more Irish than the Irish themselves,’ all of us regulars at the Plough and Stars in Cambridge, the Irish bar of flavor in the late 1960s and 70s, we created the Committee for an Irish Forum (CIF), the umbrella organization for my future activities. First was a concert for the families of the victims of Bloody Sunday, organized within weeks, allowing us to hand deliver to each of the families in Derry a cheque for \$1,000. Today that might seem like a small sum but the people we reached out to were the working class Irish and Irish American community in Boston – South Boston and Dorchester – for whom the cause was great but the means to help very limited.

That concert and our experiences in Derry, the overwhelming gratitude of the families, the stories of a brutal RUC (the special arm of the police force formed back in the 1920s with the primary purpose of policing Catholic nationals), the bitterness of the divide between Catholics and Protestants, the Lagan a natural barrier of division, the sights and sounds of war torn Derry, the hubris of the British army presence on the streets, were the catalyst for most of what would follow. Here the ‘seeds’ of involvement were planted that would ultimately culminate in the great Indaba, (Zulu word for ‘gathering’) that brought delegations led by the leaders of all the parties to the conflict in Northern Ireland, who were also among their party’s chief negotiators in the embryonic peace process underway, to a secure military base in Arniston, South Africa in July 1997 where they were closeted for four days with

the chief negotiators from all the parties in South Africa – ranging from far left to far right – that had reached South Africa’s historic settlement in 1994. Other events paved the way to Arniston. In 1975, we organized a weeklong closed conference at the University of Massachusetts Amherst, which brought together over 30 + members of paramilitary organizations, including the Ulster Defense Association (UDA) both wings of the IRA (Official and Provisional), the Irish Republican Socialist Party (IRSP), cross community NGOs, partisan NGOs, constitutional politicians from both sides, journalists and union leaders, among them the including the Ulster Workers’ Council (UWC), which had brought down the Sunningdale Agreement in 1974. Certain agreements were reached at Amherst – the UDA promised not to kill Catholics randomly in retaliation to the IRA targeting of all who wore or had worn the uniform of the Crown but they were promises not kept. Again, the funding was raised locally, again, the same network that had made the Bloody Sunday concert possible was called on, and again, it rose to the occasion.

Subsequently, I was able to draw on the contacts made at Amherst to write *The Uncivil Wars: Ireland Today*, (1983) which was based on interviews with all leading protagonists to the conflict and attempted to show how each party perceived the conflict through its particular prism and their perceptions of various overtures periodically made by other parties. The book was very well regarded as impartial by all parties in Northern Ireland, although some reservations were received. I had, so to speak, a little political capital to work with and the credibility that accompanied it. The Ireland Funds (IF) entered the picture when the CIF hosted two symposia (1982 and 1984) at the John Fitzgerald Kennedy Presidential Library, Boston (and here I should make special mention to Professor Catherine Shannon, Wakefield State College) helping to fund the participation of Unionist and Nationalist leaders appearing on the same platform and opening themselves to questioning from the public that attended. The Airlie House conference in Virginia, which brought together senior leaders of all political parties in the Northern Ireland, Britain, and the Republic of Ireland, together with senior civil servants both from the Northern Ireland Office, the Department of Foreign Affairs in Dublin and a cluster of Whitehall Foreign Office mandarins took place in January 1985, and again the IF stepped into the financial breach.

It was the first occasion on which the Democratic Unionist Party (DUP), with a delegation led by deputy party leader, Peter Robinson, participated in such an event – a breakthrough of sorts. Unfortunately, given US State Dept restrictions on visas Sinn Fein was not invited to participate, but a more compelling reason for its absence was the fact that no other party would participate if there was a Sinn Fein presence. There were barriers yet to be overcome.

That conference could not have taken place were it not for the support of The Ireland Funds, but also the support of a wide network of contacts among the Irish and Irish American communities. The Diaspora, now more educated in the nuances of the conflict was coming to realize that getting leaders on both sides of the divide out of the confines of the narrow ground of Northern Ireland to secluded surroundings in the United States where they could establish personal relationships and talk frankly, contributed mightily to fostering confidence building measures.

In the late 1980s I had begun to document the transition from apartheid to democracy; in 1992, the CIF cemented a relationship between Northern Ireland and South Africa (and here special mention is due to Michael Donlon) when it brought 30 political leaders and NGOs from Northern Ireland and South Africa to the University of Massachusetts Boston for a three day symposium at the Kennedy Library on the ‘The Role of a Bill of Rights in a Divided Society.’ Here crucial relationships were established among the South Africans and the Northern Irish that were subsequently nourished and resulted in numerous ongoing relationships, and opened the way to Arniston.

My work in South Africa enabled me to establish relationships with the leaders of all the parties involved in the negotiations that began in 1991. Observing the behaviors of South African protagonists and comparing them with the behaviors of Northern Ireland leaders back to the 1970s led me to the premise that people from divided societies are in the best position to help people in other divided societies; that peoples from divided societies share behavioral, political, social and psychological traits, not seen in people in more ‘normal’ societies, traits that predispose them to see things through prisms that are different than the prisms societies not subject to the vagaries of protracted conflict perceive the same events. Most importantly I became well acquainted with Roelf Meyer, who headed the apartheid government’s negotiating team and Cyril Ramaphosa who led the ANC negotiation team and was able to persuade both to come to the University of Massachusetts Boston in 1993 where they were joint commencement speakers and the recipients of honorary degrees. That three day trip strengthened the relationship among the three of us.

And so, in 1996, after multiple conversations with party leaders in Northern Ireland, stretching over two years, I broached the proposition to Meyer and Ramaphosa that the Northern Irish had much to learn from the way in which South Africa had conducted its negotiations and reached accommodation and that they should take a trip to Belfast to assess the readiness of the parties in Northern Ireland to engage in such a process. They came to Belfast in June 1986, again with the assistance of The Ireland Funds, met with each party for two hours, returned to

South Africa, and informed President Nelson Mandela that they believed South Africa had something to give and the Northern Irish something to learn. True to himself Mandela sought from each party a written request for assistance, which I ‘extracted’ from each in the following months.

In July 1997, the Great Indaba convened at Arniston, by the government of Nelson Mandela and the University of Massachusetts Boston. From Northern Ireland, twenty of the key negotiators across all party lines, arrived at Oliver Tambo airport in Johannesburg, Unionist coming in through a flight from London and nationalists in a flight through Paris and they were whisked by military aircraft to Arniston. As part of the pre Arniston agreements the Democratic Unionist Party(DUP) delegation, led by Peter Robinson were accommodated at one end of the complex with its own residential and restaurant facilities and the Sinn Fein delegation, led by Martin McGuinness at the other end. At that point Unionists were insistent that they would not share the same space where there was a Sinn Fein presence (the IRA had rescinded its 1994 ceasefire) and when President Mandela came to address them, I had to ask him whether he was up to tolerating a little bit of apartheid, at which he laughed and proceeded to address both delegations separately – and give different messages to each. Ironies abounded: Only one copy of Mandela’s autobiography was available (brought by my colleague Margery O Donnell) which Mandela, a co Nobel Prize winner in 1993 gave to David Trimble, leader of the Ulster Unionist Party, with the inscription ‘Dear David, you are one of the few people who can bring peace to your troubled land. I know you can rise to the occasion. Your friend, Nelson.’ Mandela had won Trimble’s heart! Two years later Trimble was co winner of the Nobel Prize for Peace.

The trip to South Africa and the dialogue there – South Africans sharing their experiences and Northern Ireland identifying with different aspects of those experiences and sharing their own, created a bond between the two, resulted in an open line of communication, and thus an indirect ongoing ‘conversation,’ perhaps unknownst to themselves, between the DUP and Sinn Fein. A senior member of the ANC took Sinn Fein under his wing and a senior member of the old National Party took the DUP under his, and although the DUP and Sinn Fein were not engaging in direct talks at that time, they had pipelines to each other as the two South Africans apprised each other of the conversations they were having and passed observations up the pipeline.

After the Good Friday Agreement/Belfast Agreement was reached in 1998, the Northern Irish parties, across the divide, were effusive in their praise of the South Africans contribution, of how the lessons of Arniston and the value of follow up

contacts had eased their paths to agreement. This conference and the ongoing behind the scenes dialogue that followed were a contributing factor to the Northern Ireland peace agreement in 1998. And again there is irony: Peter Robinson (DUP) who was adamant that his people would have no direct contact with Martin McGuinness (Sinn Fein) and his delegation today are First Minister and deputy First Minister of Northern Ireland, sharing one office. And there was an unintended consequence: because of the bonds established among negotiators on all sides from both countries they have jointly intervened in other conflict situations, especially in Iraq where their efforts in Helsinki with Iraqi leaders were instrumental in leading to the signing of the Helsinki Agreement in Baghdad in July 2007 – a set of principles and mechanisms to bring sectarian violence under control and preempt its resurfacing.

In all of these engagements of the Northern Irish with themselves, of the Northern Irish with the South Africans, of the key players in both jointly reaching out to Iraq, countries, the Irish Diaspora in the United States was pivotal. Without The Ireland Funds not much might have been possible, but it was the grassroots Diaspora of the ‘little’ people, people with little means and often with conflicting beliefs regarding Northern Ireland who, nevertheless, intuitively knew that that there would never be peace in Northern Ireland or an end to conflict there unless all parties – men of violence and nonviolence, sat around the same table, treated each other with respect, educated themselves to an understanding of the position of the ‘other’ and laid the groundwork for a compromise that resulted in a win-win outcome. The contribution of the ‘wee’ folk was as significant as that of the highly organized and sophisticated Ireland Funds but rarely acknowledged. On this page I applaud their contribution and dedication over three decades. In the course of those years they became aware of the power of their collective engagement, but they never realized the extent of their impact – a strung out chain of people bound by links of heritage and culture who contributed, in the most unexpected ways, in helping to bring closure to one of the last century’s most intractable conflicts.

From the mid-1980’s, there was a stunning shift in the shape of diaspora support for peace initiatives in Northern Ireland. Whilst there had always been an element of a moderate, nonviolent framework to parts of their presence in the

conflict, Irish-America adopted a much more instrumental and nuanced role. This resulted in a strong belief that peace was not only preferable but also possible. Political lobbying in the host country, the formation of strong and well connected networks, the

advancement of corporate Irish-America, and a redrawing of earlier perspectives were the hallmarks for this new Irish-American involvement. A new generation of individuals, groups, and ideas helped to engage pre-existing perspectives and ultimately change them for the better. For example, financial support was re-conceptualized along more productive lines particularly through philanthropic donations and the support of The Ireland Funds.

This brief illustration of Irish-America's role in the Northern Ireland conflict and peace process seems to suggest that the assertion that diasporas can have a constructive role in homeland conflict is correct. However, it is evidently not without challenges. It will take time, effort and patience to change destructive patterns of engagement. Interestingly, if this can be achieved, a diaspora is hypothetically better situated to engage with a peace initiative. For example, any attempt to overcome division in terms of opinion and perspective will usually need dialogue, negotiation, and settlement. These are some of the core

capacities for a peace initiative and this experience can be vital, as illustrated by the Irish case. Furthermore, another insightful contribution that can be drawn from the Irish-American experience is that the peace initiative or process needs to be inclusive. A diaspora can contribute to this by facilitating depoliticized discussions and acting as a mediator of sorts. It is clear from the above that diasporas are also key to ensuring that peace initiatives are sustained. This broadly comes under the umbrella of long-term political and financial support. Diasporas acquire and experience a diversity of ideas, practices, beliefs, and networks that enable them to become vehicles for sustained and constructive engagement in peace initiatives, whether directly or indirectly. However, it is important to not lose sight of the fact that viewing diasporas as a constructive force is still emerging. It is clear, however, that diasporas have the capacity, ability and courage to become important players in peace initiatives in their homelands. The peace process in Northern Ireland stands as testament to this.

'I have heard from leaders of several countries who have studied not only what happened in Northern Ireland but what happened in the Irish American community to enable it. And one of the ways that worked was through this Fund [The Ireland Funds]... And efforts are now underway to engage communities in America with ties to Mexico, Haiti, Kenya, Bangladesh, Nigeria, and other countries. These communities of the diaspora fill a critical niche. We want to begin to support them to do what the Irish American Community has done: to reach back, to make contributions, and to assist on the road to peace.'

Hillary Clinton, The American Ireland Fund 18th Annual Gala, March 2010.

Culture – the catalyst to connecting

‘Culture is the whole complex of distinctive spiritual, material, intellectual and emotional features that characterises a society or a group. It includes creative expressions, community practices and material or built forms.’

The UN World Commission on Culture and Development Report

The power of culture must not be underestimated when architecting strategies for engagement of the diaspora. Culture is one of the main catalysts in attracting members into the diaspora and is the fundamental premise upon which every dimension of our diaspora develops. Although it cannot always be seen, it is always felt.

Culture is a term used loosely and often to reference a wide range of experiences and culture is many things to many people. It can be understood as shared values, ideas and hopes but it is also the expression of those things through arts, music, religion and even (or especially) food. Culture is a unifying feature of various groups, be it through common language, background or religion, and is the way in which we can talk about and understand the shared experience and perspective of different individuals. Indeed, culture can be representative of shared values, goals and attitudes of a group and can also be a forum for the expression of soft power, diplomacy and networking. Arts organizations promoting cultural traditions or heritage (crafts, arts, dance) all are meeting points for

people to express shared culture and interest. They are also one of the most inclusive ways to broaden the reaches of affinity diaspora.

Culture is intrinsic to the mobilizing of diaspora populations and is the common thread that can bring groups together from different countries, or around shared interests, language, hobbies or regions to organize. In understanding diaspora, culture is the meeting point where initiatives can get their strongest roots. Countries trying to reach their diaspora populations simultaneously need to pull out the strongest aspects of their culture to build upon foundationally for strategies and policy and recognize the diversity within their culture. This balance between universalism and collective identity and respect for differences within any group is one that can be a difficult balance to strike. Many countries have successfully used shared culture to bring about diaspora engagement and examples of arts or food festivals or celebration days around the world are common for many countries and communities and can be a place for different sub-groups of a culture to come together.

‘A nation’s culture resides in the hearts and in the soul of its people.’

Mohandas Gandhi

Culture Ireland

Eugene Downes, Chief Executive, Culture Ireland

Long before globalisation was formally recognised, the Irish diaspora existed as a globally dispersed cultural presence, and has played a key role not just in disseminating, sustaining and promoting Irish culture around the world, but also in helping to shape new creative developments. Diaspora and exile have been central to the lives and creative work of many of our greatest artists, including Wilde, Joyce and Beckett. With ever-increasing global mobility, many leading Irish artists and cultural entrepreneurs now work or live abroad for extended periods, building high-level international cultural and business networks for Ireland.

Establishment of Culture Ireland

Culture Ireland was established in 2005 under the aegis of the Minister for Arts as the national agency for the promotion and advancement of Irish arts worldwide. To date it has supported and promoted more than 2000 Irish artistic initiatives and events in over 74 countries, ranging across music, theatre, dance, literature, film, visual art and architecture. Its programs include:

- mounting showcases and promotional missions at key international festivals and arts markets through the year;
- supporting the presentation of Irish arts events and projects abroad through a funding scheme which is open to both Irish artists/companies and international venues/festivals;
- managing strategic initiatives in response to Government priorities, for example, a programme of Irish-Chinese artistic collaborations during Shanghai World Expo 2010, and 'Imagine Ireland' in the United States in 2011;
- inviting international programmers and promoters (i.e. buyers) to travel to Ireland to see new work and engage with Irish artists and companies.

Imagine Ireland Initiative

Imagine Ireland is a special year-long initiative showcasing Irish arts and culture in the US. Its objectives are to:

- reinvest in the unique cultural relationship between Ireland and America;
- strengthen links with the Irish diaspora, while expanding the reach of Irish culture to new audiences;
- enhance Ireland's reputation and profile, with benefits for Irish tourism, trade, investment and innovation.

The programme includes more than 1,000 Irish artists in more than 400 events taking place in more than 40 US States throughout 2011. Partners include leading US cultural organisations e.g. MoMA, New York Public Library, Lincoln Center, BAM, National Gallery of Art, Kennedy Center, Museum of Contemporary Art in Chicago, and the Los Angeles Philharmonic.

Strategic steps leading to Imagine Ireland

In March 2009, the Irish Government published a Strategic Review of Ireland-US Relations. This was the first major Irish foreign policy document which identified culture as a key driver for Ireland's international relations. In his speech in New York launching the Review, the then Irish Prime Minister requested that Culture Ireland mount a series of strategic events in the United States in 2011. This high-level strategic positioning was key in securing the special funding for the Imagine Ireland initiative (€4m).

Another key strategic development enabling Imagine Ireland was the Global Irish Economic Forum at Farmleigh, Dublin, in September 2009, which prioritised culture as a unique long-term strength for Ireland, a vital door-opener for Irish business, and the most effective means of strengthening links with the global Irish community.

In 2010, the Irish Government created the new position of Cultural Ambassador for Ireland, and during his visit to Washington DC for St Patrick's Day, the Taoiseach announced award-winning actor Gabriel Byrne as the first appointee to this innovative role. Mr Byrne has been centrally involved in the development of *Imagine Ireland*, personally curating a retrospective of Irish film at MoMA and working closely on major projects at the New York Public Library and Lincoln Center for the Performing Arts, amongst others.

'Sport has a unique power to attract, mobilize and inspire. By its very nature, sport is about participation. It is about inclusion and citizenship. It stands for human values such as respect for the opponent, acceptance of binding rules, teamwork and fairness. Sport is a powerful tool to strengthen social ties and networks, and to promote ideals of peace, fraternity, solidarity, non-violence, tolerance and justice.'

United Nations Sport for Development and Peace¹⁰²

Sports – a playing field for diaspora engagement

Sport is a medium through which diasporas can form dialogue, connections, and networks. Importantly, it is an invaluable tool for diasporas to not only engage their own cultural heritage and orientation but that of their host country. As Darby and Hassan have noted, 'As well as providing countless hours of enjoyable distraction from the rigours of everyday life, sports, both those that the Irish encountered in their new host societies and those that they brought with them, have performed a number of crucial functions. For some immigrants, sport eased their assimilation and facilitated a degree of acceptance in what could be hostile and unwelcoming environments. For others, proficiency and success in sports allowed for the promotion and preservation of a strong sense of ethnic pride and identity.'¹⁰³ It promotes inclusion through diversity and equality, drawing diasporas into a sustainable relationship with their home and host country. Sport is instructive in that it dilutes difference; it encourages all ages, capabilities, gender, and race. It is a community building mechanism, at home and abroad.

Sport allows diasporas to maintain a tangible and recognizable cultural link with the country of origin. For example, the Gaelic Athletic Association provides a contact information booklet for its overseas units. In this booklet, contact details are listed for clubs in Asia, Australasia, Britain, Canada, Caymen Islands, Europe, New York, and North America. The GAA Asian Games, to be held in Korea in 2011, attracts over 800 players from Asia Pacific. Likewise, other sports illustrate that support can be just as constructive as any participation. In recent years, Irish rugby has undergone a remarkable transformation in interest at local, national and international level with a reported 40 million overseas viewers watching Ireland compete in the 2009 Six Nations competition.¹⁰⁴ Similarly, outside of Ireland, sport generates massive diaspora interest. Official supporters clubs, of which diasporas can play an important role, maintain this interest. They become networks and communities within themselves. A prime indication of this would be that many leading sports club now have their website available in a wide range of languages, and they also form associations and hold events with their international audiences in the hope

of engaging with their supporters abroad. Cricket, for example, in Indian and Pakistani diaspora communities in the US, has transcended borders of simply a game. It is now a form of national consciousness, community, and friendship.¹⁰⁵

The Croatian World Games (Hrvatske Svjetske Igre) is a further example of how sport can connect a diaspora. The Games something similar to the Olympics, where athletes of Croatian heritage from all around the world compete as representatives of their host countries. 750 competitors from 25 countries participated in the first Games in 2006.¹⁰⁶ Similarly, the Pan-Armenian Games are a multi-sport event, held between competitors from the Armenian diaspora and Armenia. They consist of various competitions in individual and team sports among the Armenian athletes. It takes place in Yerevan, the capital of Armenia. The Games are open to Armenian passport-holders (irrespective of national origin) and citizens of other countries who have Armenian descent. Spouses of those of Armenian descent are also eligible to compete. The First Pan-Armenian Games took place from August 28th to September 5th, 1999. Delegations from 62 cities and 23 countries participated in the Games. In 2007, a total of 2500 sportsmen from 94 cities of the world will take part in the Fourth Pan-Armenian Games.

These examples illustrate that diasporas and sport can help form a network of individuals and communities across a diaspora. Within this, it is also apparent

that sport initiatives need to occur across host countries. Alternatively, in terms of maintaining a cultural link it is important that sport remains integrated in the home and host country. Consequently, sport is a diplomatic tool for diasporas and governments alike. It is within these multiple relationships that we can see how beneficial the relationship between sport and diasporas can be.

The United Nations and the International Organisation of Migration have, in the past, combined to promote sport initiatives to contribute positively in many regions.¹⁰⁷ For example, in 2006 a Sports Carnival was organised in Sri Lanka for the victims of the 2004 tsunami that affected the region. Diasporas can play an important role in such initiatives through allocation of their time and efforts. Similarly, in the aftermath of the earthquake in Haiti, sport played a therapeutic role in many of the camps set up. This can be particularly beneficial for the youth. Diasporas and sports can be a powerful humanitarian tool. In other countries, sporting initiatives have been given prominent roles in challenging many problematic social, cultural, and political issues. In 2008, a 'Play It Safe' nationwide sporting campaign in Zimbabwe helped to raise awareness to promote safe migration and raise awareness of the risks and realities of irregular migration and HIV/AIDS. Campaigns such as these illustrate how sport and diasporas can combine to become an informative and constructive force in even the most challenging contexts.

'A people without the knowledge of their past history, origin and culture is like a tree without roots.'

Marcus Garvey

The arts – drawing in the diaspora

The arts is a term which is used to describe a vast sub division of culture and encompasses visual arts, literary arts and the performing arts – music, theatre, dance and film, among others. There are an infinite number of diaspora-related arts initiatives around the world. Take for example Riverdance. Riverdance is a theatrical show consisting of traditional Irish dancing and music and is, in essence, the story of Irish culture and of the Irish immigration to America. 15 years after it originally debuted, Riverdance continues to be performed all over the world and the show has played nearly 10,000 performances in 40 countries, and more than 22 million people have seen it live in four continents. The show also enjoyed a prosperous run on Broadway for 18 months. Below is a short outline of a number of organizations that using the arts to engage the diaspora:

- *Turkish Cultural Foundation*: founded in 2000, the Foundation is a nonprofit organisation based in the US which aims to promote and preserve Turkish culture and heritage worldwide, through original programs and help to build cultural bridges between Turkey and other countries to support a better understanding and appreciation of Turkish cultural heritage. It has also launched two separate web portals on

Turkish music and cuisine. In 2010, it distributed grants totaling \$2.1 million to support Turkish arts projects.¹⁰⁸

- *Global Society for Latvian Art*: The Global Society for Latvian Art is a nonprofit organization in the US which was incorporated in 2004. Its mission is: to promote, preserve, and exhibit works of art created by artists who were exiled from Latvia as a result of the Second World War as well as other artists of Latvian descent; to promote and encourage global communication among persons interested in Latvian art and culture; to establish and operate a center for Latvian diaspora art dedicated to collecting, studying, exhibiting and preserving such art; and to work with all existing Latvian-American organizations.
- *Museum of the African Diaspora*: The Museum of the African Diaspora (MoAD) is a San Francisco based nonprofit which opened in 2005. As a dynamic, world class institution, MoAD brings people of all ages, ethnicities and backgrounds together so they can enjoy, study and appreciate, through enriching exhibitions, public and educational programs, the culture, history and art of people of African descent within the US and throughout the world. MoAD is uniquely positioned as one of the only Museums in the world focused exclusively on African Diaspora culture and on presenting the

rich cultural products of the people of Africa and of African descendant cultures across the globe.¹⁰⁹

- *Diasporic Vietnamese Artists Network:* the DVAN's aim is to promote artists from the Vietnamese diaspora whose work in literature, visual art, film and performance art enriches communities and strengthens ties between Vietnamese across the globe. It undertakes to support this body of work through cultural events, exhibits and publications that explore connections between art and society. It provides resources and promotes the work of Vietnamese artists in the United States, France, Canada and Australia, as these countries host the largest Vietnamese communities overseas.¹¹⁰
- *Russian Mir Foundation:* the goal of the Foundation is to support, enhance and encourage the appreciation of Russian language, heritage and culture. Russkiy Mir promotes the teaching of the Russian language within Russia and abroad – both to new learners of the language and to those who already know Russian and wish to recapture or

maintain their fluency. Russkiy Mir also brings Russia's history to life, and showcases vibrant examples of Russian art and culture around the world and reconnects the Russian community abroad with their homeland, forging new and stronger links through cultural and social programs, exchanges and assistance in relocation.

Such organizations not only promote the arts of the home country, they also play a fundamental role in strengthening the national brand of the country. As previously noted, branding centers on culture – the stronger the culture, the stronger the brand. Diaspora members through philanthropic initiatives can also play a pivotal role in the promotion of the arts both in the home country and globally.

The arts are a powerful medium for diaspora engagement. Through dance, music, art, and literature diaspora members can connect the head with the heart, the host country with the home country, the past with the present, and their identity with their heritage.

Conclusion

This section illustrates the diverse nature of strategies that are designed to engage a diaspora. We have seen how diasporas have become important stakeholders in a wide range of strategies once they have become engaged. The important step remains formulating a constructive platform from which to engage a diaspora. As we have seen, these strategic methods of engagement can take many shapes and sizes. They occur across a wide spectrum of areas, including the cultural, economical, educational, social, and political spheres. Broadly, this represents a remarkable asset for diaspora strategies.

Generally, no one-size-fits-all-model is available. In essence, each case will need to innovatively engage their diaspora. That said, elements of one strategy may hold relevance for another. The participants in a strategy can learn from each other, i.e. they also need

to engage with each other. One country's lessons can mean another country's success. This comparative approach opens up important new opportunities.

Whilst most strategies will have specific elements, there are some common features to a strategic engagement of diasporas. The strategy must be based on the premise that diasporas want to be engaged. Also, successful engagement is based upon awareness that there will be variations within this premise. Diasporas have a multitude of reasons, motivations, and interests. Any strategy designed to engage them must be aware of this. For example, this section clearly distinguishes the plurality possible in diaspora engagement. Working with this plurality provides a strong platform for a coherent, transparent, sustainable and ultimately successful diaspora strategy.

Endnotes

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Section 4

Learn from Others

Diaspora organizations
share their stories



Contents

Introduction	147
What to do and what not to do: AFFORD'S experience in diaspora engagement for development	148
ChileGlobal – talent network for innovation	151
Taglit-Birthright Israel	155
The Bangladesh Enterprise Institute: lessons learned and the way forward	157
The Grenada Diaspora Organization	163
Advance Australia	166
GlobalScot – building international business networks for Scotland	168
Homecoming Revolution – connecting the South African diaspora	173
Government of Jamaica forges formal partnership with diaspora to achieve goals of Jamaica's national agenda	175
Diaspora philanthropy and the Pakistan Centre for Philanthropy	178
NEPOMAK diaspora engagement model	181
Turkish Philanthropy Funds	185
Development Foundation for Zimbabwe – profile of programmes and activities	186
The Ireland Funds – the global Irish making a difference together	188
Jewish Federations of North America: Israel and overseas	191



Section 4

Learn from Others

Diaspora organizations share their stories

Introduction

Don't reinvent the wheel, just realign it. **Anthony J. D'Angelo**

Diaspora engagement is not about breaking the mould – it's about learning what other countries have done well and evaluating whether such a strategy, depending on your country's unique strengths, could work as a successful model of engagement in your country. Below you'll find a number of case studies from diaspora organisations which have kindly contributed to the Toolkit. They share their experiences and the lessons they have learnt in developing diaspora strategies.

Their stories will inspire others to reach out in innovative and strategic ways to develop a mutually beneficial relationship with their diaspora. There is no uniform strategy – each country and diaspora has unique elements. These examples are not intended to be prescriptive – merely to show what other countries are doing in the area. To an extent the name of the country is irrelevant – the key is to identify programs that may work elsewhere.

What to do and what not to do: AFFORD'S experience in diaspora engagement for development

Gibril Faal, Chairman of African Foundation for Development (AFFORD-UK) London

Introduction

In the field of diaspora engagement, governments and big institutions share some unflattering habits. For AFFORD, these ineffectual institutional practices have been instructive on 'how not to do diaspora engagement'. In this paper, we look at three specific problems and how AFFORD, in its own way, has sought to introduce structure and consistency in diaspora engagement for international development.

Participation, not consultation

Institutions tend to seek engagement through 'consultation' rather than facilitating substantive 'participation'. This is problematic because the diaspora (and civil society groups generally) is often not a mere 'informant', but an actor and active participant in the development process. The diaspora can play a key role as an 'informant' in the formulation and development of policy, practices and initiatives, but it is vital that their role as actors and participants is not relegated. We believe that in diaspora and civil society engagement, 'participation' is often more important and appropriate than 'consultation'.

Dynamism, not mediocrity

Even then consultations tend to be superficial and perfunctory – satisfying short term policy 'needs' of the institutions, rather than the longer term programme 'wants' of the diaspora. There is also an unhealthy frequency of celebrity endorsement and headlining publicity. Inevitably, the organi-

sations and individuals consulted tend to be those who are visible and available, not necessarily those who are suitable and knowledgeable. This produces policies and programmes that may not be irrelevant, but tend to lack ambition and thrust, and sometimes appear patronising. This approach risks excluding the practitioners and dynamic protagonists, who are busy doing – rather than talking about development – and begins the process of institutionalising mediocrity.

Recognition and support

Through engagement, institutions often learnt about innovative and effective practices and initiatives developed and undertaken by the diaspora. These are sometimes adopted, repackaged or re-presented into formal programmes, without due recognition or significant involvement of the diaspora. This becomes more frustrating for the diaspora, when non-diaspora and larger actors are given funding and principal roles to deliver these 'new' packages. The common institutional justification for such approaches is that the diaspora lacks the capacity for the necessary scaled-up delivery. This merely highlights the fact that engagement without appropriate capacity-building and support is also an inherent weakness in the institutional approach to diaspora engagement.

Omissions and commissions

The problems identified above set back the process of diaspora engagement in many ways. They cause cynicism and alienate some

of the most dynamic actors in diaspora and development, whilst reinforcing the cycle of mediocrity and short term opportunism for both the institutions and elements within the diaspora. These approaches must be omitted as counterproductive and retrogressive.

On the other hand, those interested in diaspora engagement need to commit to positive, productive and enlightened approaches, that create synergies and lasting mutual benefit. AFFORD acts as a catalyst in extending and enhancing the role of the diaspora in development. In the past 15 years, it has developed guiding principles on achieving best practice in diaspora engagement. We believe that diaspora engagement initiatives, activities and processes must always have two entrenched and fundamental principles, i.e. always generate short term practical benefits; and build medium and long term capacity to enhance participation.

Commitment to providing practical benefits

In the past ten years, diaspora organisations have been developing professional outfits with paid staff. However, most diaspora individuals and organisations still undertake their roles in international development as a vocation and as volunteers. Diaspora professionals and workers acquire skills, technical experience and income from their varied ‘day’ jobs; and then apply these intellectual and material resources to the development of their countries of origin or ancestry. This approach is an important characteristic of diaspora contribution to development. As such, the most effective and productive diasporans need to be focussed and purposeful due to pressures on their time. The best forms of

diaspora engagement would ensure that irrespective of long term goals, proposed activities and initiatives would yield immediate practical benefit to the suitable diaspora people invited to take part. Such benefits may include acquisition of specific skills, access to resources or exposure to new opportunities relevant to the development work of the individuals or groups. With this principle in mind, consultation exercises can be transformed into more participatory forms of engagement, which in turn relieves the exasperation of ‘consultation fatigue’.

Whatever the nature of the engagement, one can make a virtue of devising, integrating and optimising relevant short term practical benefits. This makes the engagement more meaningful for all parties and attracts the interest and commitment of the more purposeful members of the diaspora. AFFORD in its role as a catalyst have sought to demonstrate these virtues.

There use to be a false perception (which still exists in some quarters) that it is extraordinarily difficult to engage young members of the African diaspora in substantive and technical aspects of continental African development. This perception was partly premised on the fact that the negative mainstream images of Africa alienates young people, who cringe at the thought of associating with such African misery and backwardness. However, 10 years ago, AFFORD started its annual Africa Diaspora and Development Day (AD3) as a showcase and networking event. This was used as an opportunity to engage with young members of the diaspora. Instead of ‘inviting or consulting’, AFFORD developed a programme whereby these young people became the key facilitators, moderators and

organisers of technical AD3 workshops, seminars and lectures, with high profile guests including Africa's first and only female Nobel Laureate Prof Wangari Maathai. The young participants benefited from: intensive structured training on facilitation; opportunity to apply their training at a high profile event; opportunity to invite their colleagues and friends to see their work; opportunity to be active contributors to the creation of innovative African development networks, etc. For AFFORD, the effective engagement led to: commitment and input from young Africans – who continue as key participants and leaders in the diaspora development sector; conceptualisation of new and innovative development initiatives; access to new so-called 'hard-to-reach' constituencies, etc.

For the diaspora, involvement in development is not only a professional exercise, but a practical form of self-help. For those with serious commitment to development, the glamour of association with governments and other powerful institutions wears away quickly in the absence of practical benefits. AFFORD has applied the principle of 'entrenched practical' benefits to many other initiatives over the years – in the process – gaining and retaining the collaboration, contribution and commitment of different sections of the diaspora. We have found that genuine and serious application of the 'practical benefit' principle (however small the benefit is) leads to meaningful engagement. AFFORD as a civil society organisation shares a trait with governments and institutions in that it sometimes seeks to change behaviour or encourage particular practices. However, without the inherent influence and affluence of institutions, we depend on substantive

input and support from the diaspora. Steadfastness and consistency in providing practical benefits to the diaspora whenever we engage with them has enabled us to achieve outcomes disproportionate to our size.

Capacity to participate

When diaspora engagement exercises are successful, it should lead to the creation, extension or enhancement of policies and programmes. Furthermore, the diaspora needs to be able to capitalise and play an enhanced role in the new scenario. Taking youth engagement as an example, the people who take part in AD3 engagement have the chance to progress to enhanced and professional roles in international development. Similarly, diaspora organisations and individuals need fair opportunities to be active and substantive actors in the new or enhanced institutional programmes that emerge from the engagement process.

Currently in the United Kingdom, all diaspora organisations fall within the category of 'small organisations' as none has yet broken the barrier of an annual turnover of £1m. This evidences the fact that capacity and size are key restraining factors affecting diasporas and their organisations. As such, good diaspora engagement activities need to incorporate capacity-building as a core feature. Otherwise, one is caught in the frustrating situation of being pioneering and innovative in generating developmental solutions, yet being denied the chance to deliver scaled-up projects. Lack of 'capacity to participate' is a real and actual form of exclusion, the very opposite of what one seeks through diaspora engagement.

At AFFORD, our strategic priority is job creation through enterprise development and

productive remittances. All our programmes seek to engage the diaspora in a manner that yields practical benefits in the short term and enhances their long term capacity to contribute to job creation. Interestingly, AFFORD and other diaspora organisations that engage with government and institutional partners, need to be beneficiaries from this principle themselves.

Like in many other forms of relationships, there is no panacea for achieving excellence in diaspora engagement, however, a well-conceived and empirically-tested list of omissions and commissions, goes a long way in generating mutual gains.

For further information please visit www.afford-uk.org

ChileGlobal – talent network for innovation

Molly Pollack, Director, ChileGlobal

Following other network experiences and encouraged by the World Bank's Knowledge for Development Program, Chile started a connection among successful Chilean entrepreneurs and executives living and working in foreign countries, with interest in contributing to Chilean economic development. The network, called ChileGlobal, was started in 2005.

This model seeks to stimulate the participation of emigrants in the development of their countries of origin, mitigating the negative effects produced by a country's brain drain and turn it into 'brain circulation' or 'brain exchange'.

It is run by a Technical Secretariat at first installed in Fundación Chile, a private non-profit institution that has played a significant role in Chile's technological development. Successful in its efforts, the network was considered a national public interest project and financed by Chilean public funds until 2009. In 2010 ChileGlobal was settled as

part of the Fundación Imagen de Chile, a public-private institution in charge of promoting the Chilean image around the world. Consequently, ChileGlobal members will play an important role as 'Ambassadors' of the Chilean image, within their countries of residence.

Chilean immigrants are characterized by a high average level of education, usually higher than their host country's average. Consequently, there is a Chilean talent elite composed by people who have studied abroad, belong to professional networks of well-known universities, and developed a prolific net of contacts with well positioned persons around the world. Organized, they are making a significant contribution to their home country as investors, promoters of technology transfer and providers of international support for local firms and entrepreneurs.

Today ChileGlobal is formed by around 400 members, distributed in the USA,

Canada, Mexico, Brazil, Argentina, Australia, China, Spain, Sweden and England. Within this program, members offer time, experience, contacts, knowledge and skills to help internationalize Chilean companies. The mission of this program is to increase the exposure of Chilean businesses and entrepreneurs to international business ideas and knowledge and to help those with the potential to grow to choose the most appropriate domestic and international opportunities.

Phases of development

Up to date, ChileGlobal has evolved through four phases: 1) pilot project, 2) expansion and strategic activities, 3) establishment of focus areas and activities and 4) development and consolidation. Each phase has been shaped by members' interests, expertise and enthusiasm to contribute.

Potential members must be influential people, recognized by their sector, dynamic residents abroad, motivated and able to participate. Once registered, members receive information about the network, while they provide their profile, interests and expertise. Members are then invited to information and working meetings where their concerns and interests are discussed.

The key ingredient for an active network is the role played by the Technical Secretariat. This articulating unit acts as a brokering service to facilitate connections and outcomes. Given previous unsuccessful network development experiences at home and low level of confidence at the beginning of the project, it was no easy mission responding to member expectations. Once trust increased, the challenge was gathering and packaging results as success stories to

stimulate further demand. This process has proved to be essential to sustain members' interest and involvement.

At present, ChileGlobal is concentrated on three areas of action: Human Capital Development, Support of Public Policies on Innovation, and Business Development. Improvements in these areas are considered a requirement by network members to generate and promote conditions that enable business and innovative projects at home.

Given network operations, the ChileGlobal Secretariat is responsible for mobilizing and matching members with Chilean counterparts (in the academic, private, and public sector), therefore acting as a broker bringing together supply and demand. In the case of each line of action and given its limited resources, the Technical Secretariat works via public-private partnerships to carry out each program effectively.

As previously mentioned, given ChileGlobal's basic Technical Secretariat infrastructure, initiatives are generated by means of connecting available resources with other agents, such as ProChile (Export Promotion Agency, Ministry of Foreign Relations), by which its geographical nodes were developed and its operations expanded. Through this partnership, ProChile's commercial offices around the world give ChileGlobal assistance in helping identify potential network members.

The Chilean Economic Development Agency (CORFO) is also a strategic partner of ChileGlobal since its creation. CORFO has actively participated in member activities, seminars and workshops and given its public interest work, ChileGlobal's basic financing

was provided by this institution during three years, from 2007 to 2009.

Among the initiatives two should be highlighted: (a) facilitating and organizing internships for young Chileans at member enterprises, (b) mentoring of Chilean entrepreneurs in new sectors. Additionally, members participate on expert meetings in Chile and other countries and offer lectures at Chilean universities.

Another line of action is related to the role of selected members as active participants in policy formulation and projects related to innovation. ChileGlobal members provide key information and strategic advice to government agencies whose main theme is innovation.

Though ChileGlobal was created as a network of business owners, it has evolved to be a network of all kinds of successful professionals and business owners. Developing and carrying out successful business transactions proved to require a major time commitment and a great amount of trust. ChileGlobal's Technical Secretariat generates multiple business contacts, linking members to counterparts in Chile and vice versa. Confidentiality is always a key issue, thus monitoring these transactions becomes a challenge. Nonetheless, ChileGlobal can account for success stories that include foreign direct investment, technology transfer, human capital development, and the support of public subsidies. The cases of Synopsys and Phytomedics illustrate this example.

Synopsys, Inc.

Synopsys, Inc. is a world leader in delivering semiconductor design software, intellectual property (IP), design for manufacturing (DFM) solutions and professional services

that companies use to design systems-on-chips (SoCs) and electronic systems. The company's products enable semiconductor, computer, communications, consumer electronics and other companies that develop electronic products to improve performance, increase productivity and achieve predictable success from systems to silicon.

After years of expansion the company had reached the level of annual sales of \$991.9 Million USD (Fiscal 2005) and 4,852 employees, with various software development centers around the world and needed to choose either to expand an existing development center or create a new one. Raúl Camposano, Senior Vice President and Chief Technology Officer of Synopsys and member of ChileGlobal, helped push for the decision to set-up a center in Santiago, Chile, with a direct investment of \$5 Million USD. Feasibility studies were conducted by Fundación Chile that later helped obtain Chilean government incentives for this company. Furthermore, to create the highly skilled human capital necessary for this center, the 'Synopsys Programming Course' was offered to engineering students at the Universidad de Chile in order for them to later opt for a Synopsys position at the Santiago Development Center. By means of articulating a public-private partnership, new highly skilled paying jobs were created and fresh capital was invested in the country.

Phytomedics Chile

Triggered by the partnership of two ChileGlobal members, the creation of a technology innovation consortium took place with the purpose of developing natural products derived from Chilean plants with nutraceutical and botanical drug applications.

Constituted by Phytomedics Inc., InterLink Biotechnologies, Fundación Chile, Rutgers University and The University of Illinois, this international consortium will build Phytomedics Chile, a company that seeks to establish international alliances for the commercialization of unique high-value added products.

In order to guarantee scientific security and effectiveness, the company took on the pre-clinical development of selected products for a three year period with the support of its partners and 50% of CORFO co-financing (USD\$ 1,500,000 in investment).

Lessons from the experience

One lesson learned from this experience is the importance of considering from the beginning of the network how it is going to be sustainable in the long run. It is important to have a high level of political support within the country to ensure a quick response at home that responds to the expatriate Diaspora interest. ChileGlobal has mobilized a number of highly qualified Chilean citizens living abroad, helped materialize some ventures in Chile involving expatriate business, and launched several examples of good practices. However, it

remains to be seen if the sustainability of this effort and its capacity to scale-up these initiatives runs smoothly. There is optimism in this regard given the results to date and the interest shown by relevant government institutions, including Ministries and by private sector associations.

Another lesson derived from this experience is the great importance of starting a network of talents based on quality and not in quantity, as most networks are usually organized. This choice has proved to be a sound decision, given the need to focus energy and resources on the development of a small network of high quality resulting in high impact. Partnerships with public and private institutions from the innovation world are one of the key factors explaining ChileGlobal's success.

It is important to underscore that ChileGlobal members represent a changing target: their interests, availability and willingness to contribute and commit are dynamic and may shift. This is a factor to be taken into account to be able to adjust goals and activities accordingly.

For further information please visit www.chileglobal.org

Taglit-Birthright Israel

Doron Karni, Taglit-Birthright Israel

Background

The National Jewish Population Survey published in 1990 shocked the Jewish world. The survey, which focused on the Jewish population of the United States, revealed several startling statistics depicting a growing distance between Diaspora Jewry and their heritage. In a community that had been consistently growing stronger since it emerged from the shadow of the holocaust, the NJPS survey forecast exactly the opposite – that the largest Jewish community in the world had begun to grow more and more distant from its heritage. Connections between Diaspora Jewry and the State of Israel were seen to be on the decline, and perhaps most glaring was an assimilation rate of more than 50% – a clear threat to the future of the community as a whole.

Several key figures in the Jewish world, from both North America and from Israel, set out to reverse this trend, and the project that emerged was Taglit-Birthright Israel. Taglit was based on two key ideas: the first, that a short-term trip to Israel would help connect individuals to their heritage by reconnecting them with their roots through the method of experiential education. The second was that the only way to reach the most disconnected, the most assimilated – those who would least be interested in such a trip – was to present it as a free gift with no strings attached.

With these ideas in mind, the standards were set: any individual (aged 18–26) with at least one Jewish parent, who had never before been to Israel on an educational trip,

was eligible for the gift. These standards were critical – the condition of it being a first-time educational trip would focus the project’s reach on the most assimilated, and the age bracket of 18–26, which at the time was said by most to be ‘too old for participants to change their sense of self-identity’, turned out to be exactly right. At the same time, a rigorous process was begun to build an educational program, which would set standards for each trip and devise an experience that would expose participants to the wide range of what Israel had to offer, through the carefully planned prism of building a Jewish identity. The educational program was coupled with the funding of independent research and a careful system of oversight and evaluation, so that the program’s actual impact could be measured.

The program was built as a unique partnership, the likes of which had never been seen before in the Jewish world, the partners of the program were three, Jewish philanthropists from North America, the Government of Israel, and local Jewish communities around the world. Each partner would fund a third of the program, and a joint steering committee would oversee the project’s professional staff, headquartered in Jerusalem.

Success

The first planeload of participants touched down in 2000, such that in its first few years the project had to survive amidst the Second Intifada, a time when the media was filled

with reports of violence and terrorism, and when many educational trips to Israel dwindled or even collapsed. Yet the project survived and even thrived, and as of today, Taglit-Birthright Israel can count more than a quarter of a million young Jews as its alumni.

Even more importantly, careful attention to and investment in oversight and evaluation has continually raised the quality of the trip. Independent research shows that non-religious alumni of the project are 51% more likely to marry Jews than those who did not participate, 46% more likely to feel strongly connected to Israel, and even 35% more likely to strongly support the idea of raising their children as Jews (among those not yet married). These numbers, rather than the quantity of those who have come on the trip, are the true measure of success.

At the same time, the project has seen exponentially growing demand, too. For the coming summer, 40,000 individuals registered to participate from North America where there were only 15,000 available spots. This is true even though the vast majority of registrants who are waitlisted do not reapply in subsequent rounds.

In 2011, Taglit-Birthright Israel will bring 33,000 participants from around the world, and recent increasing investment from the partners means that by 2013, the project will bring 51,000 young Jews per year – representing a majority of world Jewry. Soon, more than half of the Jews of the Diaspora will have gone through the rite of passage of the Taglit-Birthright Israel experience.

Projects

As Taglit-Birthright Israel comes to terms with its new role as the main bridge between Israel and Diaspora Jewry, it has sought new

ways to strengthen the bond between Israel and Diaspora Jewry. One of the earliest ideas that has become a mainstay of the trips was the Mifgash, a program where a group of Israelis (at the same age as the Diaspora participants) are placed with each group for between 5–10 days. This has been cited by participants as the most meaningful element of the program by far, and it does more than give Israel a personal face – lasting relationships have been forged between Israel and non-Israeli alumni.

This summer, a new initiative will be piloted, a post-trip fellowship for business-oriented Diaspora Jews. The idea with this project, currently titled ‘Birthright Excel’, is that it will forge a connection between the future business leaders of the Jewish community in the Diaspora and the business world in Israel, such that a bond will be created that will manifest itself in their future professional careers and ultimately benefit both Israel and their home countries.

Summary

Ultimately, it has been our experience that an educational trip to Israel serves as an incredibly powerful tool to connect Diaspora communities to their cultural heritage. With a carefully built educational program based on an experiential model, as well as successful marketing and funding, and strong emphasis on the research that monitors the results, we believe that Taglit-Birthright Israel has changed and continues to change the future of the Jewish people, and has begun to reverse the disconnect that showed itself nearly 20 years ago.

For further information please visit

www.birthrightisrael.com

The Bangladesh Enterprise Institute: lessons learned and the way forward

Rashedur Rahman, The Bangladesh Enterprise Institute

Diaspora communities are of migrant origins but cherish a strong sentimental and material bond with their homeland and have a noteworthy role in development and economic growth of both the host countries and home countries. Bangladesh has been a major beneficiary of the growing trend towards global migration. The oldest and most well established Bangladeshi communities are seen in the UK and the USA. Diaspora linkages have evolved through the maintenance of family ties, regular visits to Bangladesh, participation in cultural and other events organized by the local Bangladeshi community, formation of organizations, professional, business, cultural and political interaction, which encourage and promote links between the Diaspora community and Bangladesh. The fact that Bangladesh TV channels can now be seen in the US and the UK, their access through the internet to Bangladeshi newspapers and a good number of publications brought out by the Bangladeshi Diaspora have fostered a greater sense of belonging to what was once their homeland.

The Bangladesh Enterprise Institute (BEI) recognized the importance of Diaspora contributions and initiated a one-year project in September, 2009 to establish an effective Bangladeshi Diaspora network for the socio-economic transformation of Bangladesh. The project was undertaken in collaboration with the Asian Tiger Capital Partners and was facilitated by the Department for International Development (DFID). The purpose of the

project was to identify the potential of the Bangladeshi Diaspora in the economic growth of Bangladesh through leveraging knowledge and skills transfers and improving its global commercial interface. The Project also promoted the establishment of an effective Diaspora Knowledge Network (DKN) of British Citizens of Bangladeshi origin and organizations and individuals in Bangladesh.

The outcome of the project includes a Strategy Paper titled *Beyond Remittances: A Strategy to Unlock the potential of Bangladeshi Diaspora*, completion of six high level seminars, circulation of an e-newsletter among the Non-Resident Bangladeshis (NRBs), development of a dedicated website, preparation of a database of the NRBs and establishment of the DKN.

The interaction with the Bangladeshi Diaspora in the UK was viewed without exception as a timely initiative and was welcomed by all the different groups and individuals we met during the past year in the UK and in Bangladesh. It was evident that while many initiatives had been taken to engage the Diaspora in the UK and a number of associations, organizations and bodies had been formed over the years to promote the interests of the Bangladeshi Diaspora, that there was no coherent strategy to effectively engage the Diaspora. In the case of the Bangladesh Government (GOB), notwithstanding the existence of a Ministry of Expatriate Affairs, it was clear that measures taken by the Government were of an adhoc nature and lacked coordination. The

Bangladesh High Commission in the United Kingdom did engage the Diaspora to the best of its ability but was severely hampered by the lack of both human and financial resources, the absence of a clearly defined policy on how best to engage or leverage the Diaspora, the lack of coordination within GOB and the bitter factionalism and political rivalry within the Bangladeshi Diaspora itself.

A number of interesting ideas and proposals were put forward during the meetings that Iftu Islam and I had both collectively and individually with different groups and individuals in the Diaspora. We were also made painfully aware that a large number of the persons we interacted with had a variety of complaints about the way they were treated during visits to the Bangladesh High Commission in London and the consulates in Manchester and Birmingham. There were complaints about the quality of consular services and about their treatment by the Immigration and Customs authorities in Dhaka. Mention was made about how some of them had tried to invest in Bangladesh with very unhappy results; others expressed an interest to invest in Bangladesh but voiced their concern about the lack of adequate support from key agencies in the Government; they also mentioned the delay in obtaining approvals, lack of infrastructure, corruption, the difficulty in meeting key people in the Government. Some mentioned that their local partners in Bangladesh had cheated them and the difficulty in finding trustworthy partners as well personnel, to employ in Bangladesh. A number of suggestions were put forward on the need for better services from different branches of GOB and also the High Commission and its two sub-offices in the UK.

During the tenure of the present Government a number of ministers, advisers and senior officials have visited the UK and met with the Diaspora. In addition an assortment of delegations representing different associations as well as individuals have visited Bangladesh during this period. In fact this process of interaction has been taking place even before Bangladesh became an independent country. The Bangladeshi Diaspora is rightfully proud of the role it played during the Liberation War in support of their ancestral homeland. However, what has changed is the realization that the Diaspora could and should play a much more proactive role in supporting the growth and development of Bangladesh. There is recognition today within the Diaspora that they can and would like to do much more to help Bangladesh become a middle income country by 2020. This new sense of interest is based on the financial growth and increased level of prosperity of the Diaspora, the emergence of a second and third generation who are highly qualified professionals, lawyers, accountants, bankers etc. In fact, Diaspora members may be much more effective than other foreign investors. First, they may be more likely to invest in economies that others would consider high risk, simply because they have better knowledge and relationship opportunities that other investors lack. Second, they can combine this knowledge with the skills, knowledge, and networks they have cultivated abroad, yielding important synergistic advantages.

The issue then is what can be done to realise the full potential of the Bangladesh diaspora?

A recommendation is to start with small commitments and small projects, increasing

the scale and scope of projects gradually with the accumulation of trust and experience, thereby winning over sceptics who may have had unsatisfactory experiences in the past. Commitments may start with occasional lectures at a home country university or the supervision of a talented student's project and eventually move on to a large research or business project

A lesson from the academic research as well as the practical experiences of Diaspora networks around the world is that some keys to success for Bangladesh to replicate the effectiveness of its Diaspora strategy include: 1) Have a strong home country institution to facilitate Diaspora exchanges with a comprehensive global database of NRBs both individually and groups. This need to be structured by region and professional associations; 2) Ensure engagement is mutually beneficial to both NRBs and the home country; 3) Host governments and the multilateral agencies can play an important role in both funding and facilitating the growth of vibrant Diaspora networks. But there is no reason over the longer-term not to expect them to become self-sustaining as the commercial benefits become more firmly established, most notably in the case of The Indus Entrepreneurs (TIE), a key global Indian technology/business Diaspora network and AFFORD, an African Diaspora organization in the UK.

Clearly the first priority is the need for a well defined strategy with a plan of action which is owned both by GOB as well as the Diaspora. Such a strategy should encompass a wide range of stakeholders in both countries, in particular, the British government. It is interesting to note that in the efforts to promote better interaction

between the Diaspora and GOB, the role of the British Government, has so far been quite insignificant. This does raise the question, should the British Government join hands with GOB in forging a joint strategy to leverage the Bangladesh Diaspora? This could certainly be discussed by the two governments at a conference with the participation of a representative group from the Diaspora. In order to prepare the ground for such a meeting a draft strategy paper could be prepared by a small task force. The Task Force could look at the best practices followed in the case of other Diasporas in the UK and elsewhere, most notably the Indian Diaspora in the UK and the US. There are also important lessons to be learned from initiatives taken by several other countries, most notably China, the Philippines, New Zealand, Cyprus, Jamaica to mention a few countries, which have taken important initiatives.

It is suggested that in the second phase of the Diaspora project the following action may be taken:

- 1 A detailed survey may be undertaken of the Bangladeshi Diaspora in the UK.
- 2 The work on the data base, website and the newsletter may be continued.
- 3 A small task force can be established with the participation of representatives from GOB, AT Capital, BEI, DFID (Bangladesh), BBCC and one or two persons from the Bangladesh Diaspora. The Task Force will be asked to prepare a strategy paper and a plan of action which could be discussed in July/August, 2011 at a conference to be held in Dhaka or the UK, with wide representation from the Diaspora.

- 4 One very important point which came up several times during the various meetings held last year with members of the Diaspora was the need for a youth exchange programme. Such a programme would depend entirely on the amount of funding available to support such exchanges. The essential idea is to have perhaps 20–30 students every year from the Bangladesh Diaspora, who have completed their A levels or are studying at University, to come and spend one to two months as interns in Bangladesh attached to a research institute such as BEI or at a firm, company or financial institution such as AT Capital. The idea is to give them a firsthand exposure to developments in Bangladesh. Students could also do the internship with Grameen Bank, BRAC or one of the many NGOs in Bangladesh.
- 5 In addition to the Youth Exchange Programme it is proposed that there should be a programme based on the old UNDP Tokten programme, which would bring experts in different fields from the Bangladesh Diaspora to Bangladesh. The experts could be attached to different Ministries, firms or Universities, where they would provide their services.
- 6 One of the most successful programmes undertaken by the Indian Diaspora in the US has been the mentoring services provided to young entrepreneurs in the IT sector. If in no other field the Bangladesh Association of Caterers can provide a training course for members from the Bangladesh Diaspora willing to become entrepreneurs or set up their own restaurants, on how best to go about doing so, if they had the benefit of some mentoring.
- 7 The subject of encouraging the Diaspora to invest in Bangladesh has been pursued for many years with, generally speaking, disappointing results. The present government has promised the establishment of a Bank for overseas Bangladeshis. It will be important to ensure that this Bank is established with the minimum of hassle but that it succeeds in providing the necessary support to members of the Diaspora keen to invest in Bangladesh. In the meantime the very useful work in support of improving remittances undertaken by DFID should continue. Other ideas to promote investment may also be explored, such as the establishment of a Special Economic Zone in Sylhet. The holding of regular investment seminars both in Bangladesh and in the UK may be encouraged. What is important though is to ensure that GOB delivers on the promises that it makes at these conferences.
- 8 During the last Awami League Government a Minister for Investment promotion work was appointed at the Bangladesh High Commission in London. The person was from the Diaspora and therefore had a wide range of contacts, although it has to be acknowledged that the principal reason for his appointment arose out of his political affiliations and the fact that he had rendered many years of service to the Awami League. If such an appointment is made, it is important that the person chosen for the job has the right qualifications. In any event it is important that the High Commission is strengthened and perhaps a separate wing for Diaspora Affairs and Services is

opened at the High Commission, with at least two or three officials appointed from the Diaspora itself.

- 9 The Ministry of Expatriate Affairs needs to be strengthened and made more active. It needs to provide a 24 hour hotline service where members of the Diaspora can go with their complaints and problems and receive immediate assistance.
- 10 It is suggested that similar to the practice followed by the Govt. of India that GOB should sponsor every year an annual conference for the Diaspora with the participation of the Prime Minister and the entire cabinet. Awards and prizes should be given to members of the Diaspora in recognition of their work in support of the Diaspora and their contribution to Bangladesh's development.
- 11 In the efforts to develop a joint strategy for the development of the Bangladeshi Diaspora in the UK, with the participation of GOB, the British Govt. and representatives from the Diaspora, a high level Advisory Council can be established; similar to what has been done in the case of the Indian Diaspora. In addition joint teams drawn from both governments, the two High Commissions, in London and Dhaka, and representatives from the Diaspora can tour the UK every year and hold dialogues with different groups and associations from the Diaspora to discuss a broad range of subjects of interest to both countries, as well as the Diaspora.
- 12 Consideration can be given to the establishment of a Foundation to support charitable work both in Britain and in Bangladesh, as well as to support a scholarship programme, support research work and generally undertake the kind of work done by well known foundations in the US and UK. The Foundation will promote philanthropy within the Diaspora but the emphasis will be to make the Diaspora understand the importance of independent professional management, in sum, to understand the concept of sensible giving.
- 13 Leveraging the credibility and global interface of the Diaspora as part of the Bangladesh Re-branding Strategy. Close collaboration with the UK Diaspora for the upcoming Nov 26/27 Bangladesh Brand Conference would be an example of potential partnership in country brand building.
- 14 Diaspora engagement strategy should also be incorporated into the National 'Digital Bangladesh' initiative, it is worth noting that Information technology (IT) has emerged as an essential enabler of Diaspora knowledge transfer and exchange. Among other things, it holds great potential for providing the information system which would include a searchable database of Diaspora members and their skills on the one hand, and opportunities/needs in the homeland on the other. In fact, the Internet is the main tool of the intellectual/scientific Diaspora networks studied. It is IT that has enabled Diaspora connections to the homeland to evolve from 'sporadic, exceptional and limited links' to 'systematic, dense and multiple' ones.

As noted by Yevgeny Kuznetsov, while individuals are crucial to initiate the process, home country organizations are what sustain it. The quality of home country organizations appears to be the single most important determinant of Diaspora initiatives. Even where Diasporas are massive, rich, entrepreneurial, and enthusiastic about getting involved – as in the case of Armenia – they often run up against the binding constraint of home country organizations. This is why Chile and Scotland, with their effective home country organizations, have had much more success in interactions with their Diasporas, even though their Diasporas are small and less wealthy than the Diasporas of Argentina and Armenia. Reinforcing the institutional strength and capacity of a focal Diaspora organization in

the UK such as BBCC as well as a corresponding Diaspora organization in Bangladesh will be a critical part of moving forward with a successful Diaspora strategy given the disparate and heterogeneous nature of the Bangladeshi Diaspora. Where home country institutions are weak, donors, who are already engaged with the country despite its institutional weaknesses, can play an important role in mobilizing the Diaspora. Using the Diaspora as a partner for development provides donors with an additional tool and can be a cost-effective channel through which to provide development assistance, with considerable upside gains if things turn out well.

For further information please visit www.bei-bd.org

The Bangladesh Enterprise Institute (BEI) is one of the leading think-tanks in Bangladesh, and has extensive experience in facilitating public discourse, undertaking advocacy for national policy development, conducting research, and supporting NGO partners to contribute to public policy debates. The Institute promotes issues of importance to the private sector and seeks to initiate essential measures to influence policy for the development of a market-oriented economy. The Institute has established for itself a reputation for excellence in its research and advocacy work and has a proven track record in bringing together stakeholders from a diverse segment to create consensus in developing action plans based on priorities of reform. BEI enjoys wide recognition of its leadership clout and research niche in informing and influencing public policy. For additional information about BEI, please log on to www.bei-bd.org.

The Grenada Diaspora Organization

Jerry Edwin, Executive Director of the Grenada Diaspora Organization

The Grenada Diaspora Organization (GDO) has estimated that from 1886 to 1980 over 200,000 Grenadians have migrated from their homeland and have settled in four countries which today contain the largest footprint of expatriates from the Spice Island. In order of immigrant population, Grenadians abroad have settled in the United States, the United Kingdom, Trinidad and Tobago and Canada. According to 2000 United States Census data, Grenadians like most Caribbean-Americans are among America's rising middle class with a median income exceeding \$51,000 per household. The World Bank estimates that in the developing world only the Philippines exports more of its college educated citizens. Recent data on remittances from the Bank also indicates that financial transfers from Grenada's nationals abroad contributes more than one-third of the island's gross national product and is the leading source of income ahead of construction, agriculture and tourism. Though the picture remains incomplete, taken together, we believe that this small island nation of only 100,000 people with a consistent annual out-migration rate of almost 2% must undertake a set of carefully designed initiatives to capitalize on the strength of its diaspora and its strong linkages to the homeland.

In 2007, we at GDO designed a systematic approach that would connect Grenadians abroad to stakeholder institutions and organizations at home. In the course of our research into this project, we

interviewed other Caribbean organizational leaders and government officials who were involved in similar efforts since the migration patterns, culture and history of our regional neighbors were similar. Almost from the beginning, it was clear that our Jamaican neighbors had moved the farthest to consolidate relationships with their diaspora and had developed an approach that Grenadians abroad could use as a model. Notwithstanding the size of Jamaica's diaspora (officially more than 500,000 in the US alone) the similarities in terms of footprint, cultural assimilation, employment and education mirrored not just Grenada's but that of many other CARICOM expatriate communities in London, New York, Toronto and Miami.

In New York City there are over 40 Grenadian hometown associations comprising former civil servants, secondary school students as well as parish groups. Because many of these expats have resided in North America and the United Kingdom for almost 30 years (Grenada experienced a major population exodus from the island during the period of the socialist revolution 1979–1983) their communities now include local social clubs and religious organizations in the countries they now call home. All together their numbers are quite impressive. In the early 1990s a study conducted by the City University of New York estimated that there were over 60,000 Grenadians residing in New York City. That is quite a staggering number considering the size of the population on the

island (100,000) and the continuing immigration abroad coupled with the fact that New York City is the number one destination for most of the island's migrants.

GDO was thus confronted with an imperative of how to actuate these set of facts with a systematic program that would lead to involvement of our diaspora in national development. To be sure, not all of our diaspora residents are favorably disposed toward this project and political alliances have alienated many based on the government in power in St. Georges. Yet as we approached the community at home and overseas we were greeted with widespread support for a plan of action that would connect the two communities. We had designed an architecture that housed people into action groups then into sectors (health, education, immigration, disaster relief) and then connected them to organizations at home that would benefit from their professional skills, goods and services transfers and participate with them in solving their own organizational issues. At the same time those organizations in Grenada would form welcome committees for returning nationals either as permanent residents or for their children in summer and holiday educational programs.

In the summer of 2008 we learned that the former Jamaican Prime Minister P.J. Patterson had failed to convince Jamaicans that a diaspora bond could succeed in improving the island's stagnating economy. We approached the financial team responsible for designing the proposed Jamaican diaspora bond and from this vantage we gained valuable insight into the regulatory requirements of the securities markets where litigation hucksters prey on

vulnerable issuers in the hope of collecting quick monetary settlements. Added to this are the enormous costs that sovereigns must commit when targeting retail investors to their debt products. It was thus clear from the onset that the Grenada diaspora needed to thread carefully in this area of high finance while navigating a course to ultimately benefit our nation's economic growth and development.

We soon realized that the demographic profile of our diaspora presented a class of potential investors that could convince government officials to design and issue a bond. At the same time we knew that Grenada's external debt had exploded to an unsustainable level and an added debt burden through a diaspora bond would be a least favorable option for the new government. The idea that a small island nation could tap its diaspora and transform its economy and in the process obtain funds for its struggling health care sectors, water sanitization plants, agribusiness, inter-island travel facilities, eco-tourism initiatives and so on was not to be taken lightly in the face of sobering economic realities.

We therefore marshaled relevant data from international agencies, national census departments and travelled to Grenada in March 2010 at the invitation of the Prime Minister to make a case for a diaspora bond to the Cabinet and to audiences around the island. There was unanimous support for the idea. Back in New York we held open forum at local churches and travelled to Washington D.C. to dialogue with community leaders from Virginia, the Capitol and Maryland who embraced the idea of investing their foreign capital in the country of their birth. True to form, the

‘patriotic discount’ which foreign nationals accord their home countries was on full display. This is the idea that diaspora residents will forego higher returns from investments in foreign financial markets and accept lower returns by investing in their home countries for patriotic reasons.

Still unsolved was the quagmire of Grenada’s debt ratio which was in excess of 125% and would rise even higher if a diaspora bond were to be issued. Eventually we arrived at a solution that could provide an answer for ourselves and our neighbors like Trinidad, Guyana, Jamaica and Haiti all who have large diaspora footprint in North America and face severe economic challenges.

Our solution for small economies that want to access their diaspora for development funds is that they issue a diaspora ‘bond’ but that instrument cannot be a drag on government obligations. The instrument is called a bond but in reality it is a Certificate of Deposit. Haiti, Jamaica and Guyana have sizeable diaspora and should consider issuing a diaspora bond that is structured as a Certificate of Deposit to avoid costly regulatory and registration fees and which also adversely impacts their high debt ratios. Against a backdrop of financial crisis in the developed world, diaspora residents are receiving considerably higher returns on savings accounts and from CDs in local banks than in North America or Europe. We suggest that diaspora bonds from these small islands should not be a traditional debt instrument instead, a consortium of local banks should act as trustees for the government earning commissions from the sales of these deposits that are marketed to

foreign nationals. Present day communications technology and the vibrant and active community networks will easily and quickly spread the word about the diaspora ‘bond’.

According to our estimate, Grenada can raise upwards of \$40m USD within six months of issuing this instrument. From our discussion with several local bankers they are prepared to design this special CD since current legislation already provide for such Special Funds that target economic development. At a diaspora conference in Grenada this past summer the Finance Minister urged attendees to support our proposal.

In 1951 Israel began issuing true diaspora bonds followed in 1991 by India and many other developing countries with large diaspora have turned to this option. Today, Greece is turning to its diaspora to fight off a crippling national bankruptcy. For Grenada and the small island nations of the Caribbean the traditional debt instruments are not an option for reasons already outlined. There have been many declarations from government leaders about involving our diaspora in national development and based on our work directly with organized diaspora groups we believe that innovating the diaspora bond model can achieve many important objectives.

Engaging diaspora nationals in homeland development provides a long-term connection to the home country that is both a source of individual pride and national aspiration. This is the challenge that we believe is met by the diaspora bond which connects people to purpose that is more rewarding than the financial benefits that can come from this initiative.

Advance Australia

Serafina Maiorano, CEO, Advance Australia

Advance is Australia's leading global 'people to people' network of Australians and alumni of Australian universities abroad. Advance's patron is the Hon Julia Gillard, Prime Minister of Australia. Our founding patrons are Lachlan Murdoch, Anthony Pratt and Peter Lowy. We are supported by the Australian Government through the Department of Foreign Affairs and Trade, and the Department of Innovation, Industry, Science and Research, as well as donors, universities and corporate global partners.

Advance has a global reach of 80 countries, with offices in New York, San Francisco, Hong Kong and London. With a growing membership of over 24,000 Australians, alumni of Australian universities and 'Friends of Australia' in key global cities around the world, a strong commitment to business volunteerism, our extensive industry, government, corporate and academic networks in the US, Asia, UK, EMEA and Australia, we galvanise our talent pool for the economic, cultural and social advancement of Australia. Our members and non-Australian friends represent extensive networks, spheres of influence in key overseas markets.

Advance achievements

Advance embodies the best of Australia and Australians – dynamic, professional, innovative, cross cultural, competitive, global thinking, fun and the 'can do' attitude for which we are admired.

- Founded in 2002 as a not-for profit entity in the US, established in the UK and Hong Kong.
- Largest and highly valued global network of senior Australian expatriates, alumni and mentors. Membership of over 24,000 – both Australians and Friends of Australia.
- Reach to 80 countries including Australia's largest markets, US, China, India and Japan.
- Eight (8) global industry networks including financial services, green technology, life sciences, creative industries, professional services, media, communications and technology, social entrepreneurship, academic and research.
- Successful delivery of fully integrated overseas programs to accelerate the successful commercialisation of Australian innovation with a track record of bringing results.
- Successful in partnering with Australian government agencies, institutions and accessing private sector investments.
- Successful delivery of leading global thought leadership. Summits such as: Advance Women's Leadership Summit held at the Sydney Opera House in March 2011; Advance Emerging Leaders India Summit 2010 in New Delhi in May 2010; Advance Asia 50 Summit held in Shanghai in March 2009; Advance Global 100 Summit held at the Sydney Opera House in December 2006.

- Successful delivery/promotion of over 100 events worldwide annually.
- Global advisory board consisting of Australian captains of industry around the globe.
- Successful media partnerships. The media coverage Advance attracts is global and represents our leadership as Australia's largest international diaspora network.

Advance programs

Advance offers a host of global programs and services:

- *Global thought leadership summits* – Established and emerging leaders from Australia's diverse diaspora (Australian born and Australian educated) and their global peers meet at Advance Summits to explore and disseminate ideas, to connect with other members of this important 'brain trust', and to share global best practices. Initiatives from the Summits often contribute to society and produce tangible results. The Advance Summits represent a unique opportunity to also network with peers, and gather clear and intelligent insight into critical global trends and solutions that will influence Australia's growth and its place in the world. Each year Advance hosts a Summit in a different global city as part of our commitment to showcase and harness the talent and expertise of Australia's diaspora, and provide feedback to assist with government and business decision-making.
- *Boosting jobs through the global commercialisation of Australian innovation* – Advance delivers tailored programs to fast track successful commercialisation, which includes globally experienced management, mentors and advisers; global finance introductions; critical global 'street-level' business and social networks; a global knowledge network to increase commercial success; and programs that affect cultural change within our innovation system. Advance's programs are designed to deliver programmatic value to the ecosystem in the critical phases of commercialization, by tapping into its global networks of professionals and service providers that are motivated to help and are willing to invest time and share their knowledge and social capital.
- *Global events* – to promote Australian business, talent and innovation via live events, online programs and podcasts.
- *Australian leadership promotion* – to empower influential Australians overseas to identify international investment, cultural and business opportunities.
- *Industry networks* – to recognise and link Australians overseas in key industry sectors, such as financial services, green sector, life sciences, media, communications and technology, arts, academic and research, professional services and social entrepreneurship.
- *Online communication channels* – to reach members around the world with valuable, relevant and up-to-date content, targeted by industry, geography, education, profession and demography.
- *Talent return and mobility* – to provide a web portal with job opportunities, repatriation information and seminars for Australians overseas seeking to return to Australia or migrate to other countries.

'The Advance network brings together an amazing array of distinguished and rising Australians – leaders across prominent institutions and corporations and entrepreneurs at the forefront of new ventures. This network brings to a focal point our nation's achievements. But more importantly, this network provides a vehicle for forging new connections with fellow Australians living abroad, sharing insights from their experiences, and discussing ways of further promoting our nation.'

The Honourable Julia Gillard MP · Prime Minister of Australia

For further information please visit
www.advance.org

GlobalScot – building international business networks for Scotland

Marina Maciver, Senior Manager, GlobalScot

GlobalScot is an international business network that seeks to harness the powerful Scottish business diaspora that can be found across the world. Established in 2001, it was designed as a long term approach to address market failure and was designed and created by Scottish Enterprise. Scottish Enterprise is Scotland's main economic development agency, funded by the Scottish Government, and aims to deliver a significant, lasting effect on the Scottish economy. Our role is to help identify and exploit the best opportunities for economic growth. We support ambitious Scottish companies to compete within the global marketplace and help build Scotland's globally competitive sectors. We also work with a range of partners in the public and private sectors to attract new investment to

Scotland and to help create a world-class business environment.

The GlobalScot network is made up of over 650 senior business people based across the world, and across Scotland's key sectors. The membership has committed to assist Scotland and our business ambitions. This assistance ranges from market advice and contacts to much deeper levels of engagement including advisory roles on industry bodies and non executive roles within Scotland's most ambitious companies (See appendix for some examples of company support).

Leveraging this international network makes a real difference to Scotland and contributes to those economic indicators that are at the core of the Government's economic strategy to ensure long term sustainable economic growth for Scotland.

The success of the network has been a result of the very deliberate business to business focus of our activity.

Since its inception, GlobalScot has helped to realise the aspirations of Scottish companies who seek opportunities to grow their business. The most recent independent evaluation of GlobalScot (Frontline 2007) showed that the net annual GVA figure attributable to the GlobalScot network for 2006 was £2.7m, and that ‘GlobalScot provides a unique service for this group of companies and a high degree of additionality.’

The membership

Membership of GlobalScot is by invitation only, personal and non-transferable. Members are formally welcomed to the network by Scotland’s First Minister, following a nomination process.

In order to maintain the quality and integrity of the network, we are careful to ensure that all our members are actively engaged and that the composition of the membership accurately reflects the needs of our customers as well as the priorities of Scottish Enterprise and the wider Scottish economy.

There are currently over 650 GlobalScots in the following regions across the world:

- Europe, Middle East and Africa – 35%
- USA – 35%
- Asia – 18%
- Scotland – 12%

These members are represented across the following sectors:

- Digital Markets and Enabling Technologies – 12%
- Life Sciences – 15%
- Business Services – 13%

- Financial Services – 13%
- Energy – 10%
- Food and Drink – 4%
- Government – 1%
- Tourism – 1%

The balance of our existing membership is not currently aligned to the above sectors but have a range of experience across various business disciplines.

Making connections

One of the key aims of GlobalScot is to engage with Scottish companies, and this is done through a number of channels and partners. Scottish Enterprise works with over 10,000 companies, and of those 2,000 are intensively account managed. GlobalScot support is actively targeted at these companies through account managers. Working with partners in the public and private sector we also engage with companies and organisations to support their work for example universities and industry bodies.

The global nature of the network means that it in order to facilitate introductions on a day to day basis technology has been developed to support this. We have a website and members only community area where requests for help can be targeted, profiles can be searched, discussions and advice can be posted and members can virtually connect.

Diaspora engagement is an important part of Government policy from a number of perspectives including culture, tourism, and business. We work closely with the Government and agencies to ensure we are aligned and share opportunities, while retaining our very clear focus on creating a strong business to business network.

Activity

Annually GlobalScots will make over 600 connections that will convert into benefits for Scotland's businesses. These connections are linked to Scottish Enterprise's business plan priorities and focus primarily on internationalisation, commercialisation, company growth and key sector engagement.

Some recent GlobalScot projects include:

- 2009 GlobalScot International Conference – 106 GlobalScots and 233 Scottish Companies attended and over 150 meetings took place (see appendix for the initial evaluation results).
- Offshore Technology Conference, Houston – 70 meetings between Scottish Companies and GlobalScots.
- Bio 2010, Chicago – 10 GlobalScots participated in a roundtable advising the Life Science team on propositions.
- SaltireFoundation – 64 internships were provided by GlobalScots.
- Leadership Masterclass with John Stewart, Chairman of Legal & General – 45 Scottish companies attended.
- GlobalScot, Laxman Badiga, CIO of Wipro – a 3 day programme including 12 inward investment and company meetings, as well as a keynote speech at and an industry event.
- In November 2010 New York hosted a GlobalScot Connect event. Over 60 GlobalScots and representatives of some of Scotland's most exciting growth companies attended the event, themed 'Leadership and Ambition'. The programme included 80 face-to-face connections with GlobalScots based in the USA, along with workshops, mentoring, support and advice from leading business people.

- GlobalScot, Brian McBride, MD of Amazon UK – spoke about leadership to 300 Headteachers, Senior Managers, teachers and staff from the Easterhouse Learning Community in Glasgow.
- Dubai was the location for the GlobalScot Middle East connect event, in February 2011. Attending were 25 GlobalScots from the region providing advice and support to Scottish companies with ambitions to trade in the Middle East, along with promoting inward investment opportunities in Scotland.

Communications

The GlobalScot team engages with the membership in a number of ways to ensure they are active and informed. These include GlobalScot.com, the member's only community area that virtually connects GlobalScots with Scottish companies, a bi-monthly digital magazine, a Linked In group and events. In addition to this each GlobalScot has a relationship manager, who is their link, and is responsible for understanding each member, their past contribution, and how they want to engage moving forward. GlobalScots often develop strong relationships with other members of the Scottish Enterprise team, including sector specialists and local contacts within Scottish Development International (SDI), the trade and investment arm of Scottish Enterprise, Highlands and Islands Enterprise and the Scottish Government.

Lessons learned

The GlobalScot Network is celebrating its 10th anniversary in 2011. It has evolved since then, reflecting feedback from the

membership and Scottish companies as well as changes in the domestic and global economy. Some key lessons learned:

- Network effectiveness requires active management, providing opportunities for connections to be made.
- Planning is required to manage demand for the network.
- Regular general and personal communications to the membership is critical.
- Capturing skills and competencies is an important part of effectively matching members with opportunities.

GlobalScot case studies

Mackays

Fifteen years ago, when Paul Grant MBE bought the Arbroath company, none of their product went overseas – the company had never looked beyond the UK market. Today, Mackays are the fastest-growing imported brand in their field in the USA, and they now export 35 per cent of their output to 43 markets across the world. Mackays are a member of Scotland Food and Drink, which has a key focus on market development in North America. The support provided by Jody Hall is one example of the assistance available to Scottish companies to help them identify and build international sales. The Scotland Food and Drink Strategy aims to grow exports of food and drink to £5.1bn by 2017. Mackays' agreement with HEB in Southern Texas will underpin their position as number one British supplier of preserves in the US. It's a market worth around £100k–£150k a year to the company, reckons Grant. 'It all began with a meeting with Scottish Development International at

the Fancy Foods Show in New York just a year ago. From there we were put in touch with Scottish Enterprise's GlobalScot team and they set up a conference call with Jody Hall. I gave him the top line and sent him some samples which he passed on to the appropriate people. Jody has been having conversations with my American imports man for the past four or five months and now Mackays will be available in 113 stores across Texas.

Polybius

In the summer of 2008, David Goutcher was a former policeman, out of work – and facing some major career decisions. The winter of 2010 saw the 43-year-old father of four leading a computer games business that's heading for a £5million annual turnover, with the prospect of adding around 6000 hotels worldwide to his client base. There's also a book release and a TV deal in the offing. It's an incredible story, and one in which the GlobalScot network and Scottish Development International (SDI) have played a major part but, like many successful businesses, it was born out of a simple idea.

Since that first sale around 18 months ago, Polybius have added clients such as the Jumeirah group, the Hilton, Center Parcs, Macdonald hotels and the Four Seasons to their customer base. David is happy to acknowledge the 'major role' played by the GlobalScot network and SDI in helping him develop the business. Through SDI he has enjoyed a very successful introduction to the Hilton group, while GlobalScot introductions include the Disney organisation. David explains that 'I reckon the GlobalScot network is unique in the quality of the people it brings together – and they are all

there to help. They are not looking for business in return, they are genuinely interested in seeing fellow Scots succeed and branch out internationally. 'There are very few groups in the world that give you direct access to people like the head of Walmart in America. You can contact them direct and they'll take time out of their day to help you. There's nothing like it anywhere else. There are also events such as GlobalScot Connect. It was at the Connect gathering in New York that I met Andy Mooney, the Chairman of Disney Consumer Products. 'He gave me tremendous advice and I look forward to having more talks with him early in the new year with the possibility of perhaps a business tie-up further down the line.

Bio 2010

The three key Life Sciences propositions came under scrutiny from a panel of industry experts and business leaders at the 2010 BIO Conference in Chicago in May. A roundtable discussion chaired by Rhona Allison, Scottish Enterprise's Senior Director of Life Sciences, produced a lively two-hour session on Scotland's work on Transitional Medicine; Stem Cell and Regenerative Medicine; and the Edinburgh BioQuarter. The event brought together a rare meeting of GlobalScots from a wide geographic area with representatives from SDI, Scottish Enterprise, Edinburgh BioQuarter, Scottish Stem Cell Network, University of Edinburgh and the Scottish Academic Health Sciences Collaboration. 'It was a very worthwhile exercise,' said Rhona Allison. 'We had some very good feedback from our Global Scots. It was very focused.' It's not every day that

the chance presents itself to meet so many important figures in Life Science at once. Allison agreed: 'It was very opportunistic but it worked out wonderfully well. 'We sent out the information beforehand and we were clear on what we wanted from the GlobalScots. We were asking them: are these the right companies and the right individuals within them that we are targeting?' 'Sometimes, with meeting like these you find you do not make much progress, but this time it was very successful. It worked really well because it was a small focus group.' She added: 'We got some excellent leads from BIO and we are already putting together plans for next year's BIO to make our presence there even more effective.'

2009 GlobalScot International Conference

The theme of the 2 day event was 'Scotland's Global Opportunity – Great Minds & Innovation'. The conference was targeted at GlobalScot members, based globally, and relationship managed Scottish companies and universities. 106 GlobalScots attended, including some that had travelled from as far as New Zealand and Singapore plus 233 representatives from Scottish organisations.

Connections made: 150 1-2-1 meetings between Scottish participants and GlobalScots were scheduled in advance of the event. 70% of GlobalScots and 60% of Scottish companies identified new business leads as a result of attending the conference.

For further information please visit www.globalscot.com

Homecoming Revolution – connecting the South African diaspora

Brigitte Britten-Kelly, Managing Executive, Homecoming Revolution

Emigration is nothing new for South Africa. Triggered by turbulent political situations, there have been peaks and troughs in emigration throughout its' short history. Inspired by Nelson Mandela's speech in Trafalgar Square in 1999, The Homecoming Revolution was founded in 2003 by a passionate South African, Angel Jones, as a non-profit, independent organisation with the aim of reversing the brain drain. The launch of the campaign showed the number of South Africans wanting to return and it was vital that for the organisation to succeed that it stand alone and have its own management structure. Sponsorship funding was agreed with First National Bank who saw the opportunity not only as part of a proudly South African message but also the role that they could play in making the transition home through streamlining banking process. What started as a small launch quickly spread into a global campaign as thousands of South Africans around the world wanted to return home. The Homecoming Revolution plays a vital role in encouraging and assisting South Africans abroad to return home.

It is an organisation that has been recognised by the President, the Government and many business and civil society leaders. It has been acknowledged as the voice on many issues including skills shortages and skills repatriation, the psyche of returning South Africans and those in the Diaspora. The Homecoming Revolution is made up of passionate individuals who do what they do

because they believe in taking a pro-active approach to building South Africa's future.

South Africa, like any developing country has many challenges. Chronic skills shortages in some areas, over-supply of labour in others, and unemployment at more than a third of people of working age means that the country is dealing with many complex issues that won't go away overnight. There is no magical wand for resolution but the first step is recognising that South Africa's main problem isn't money but a lack of skilled people who can assist in growing the economy and creating jobs. The Homecoming Revolution has played a strategic role in ensuring that both the private and public sectors recognize the value of the South African Diaspora in this matter and that as a country we mobilize recruiters and employers to take action in facilitating their return.

'The Homecoming Revolution has been a vital part in the way South Africa has been perceived abroad and at home, through its own citizens. Through constant communication, passionate South Africans and highlighted opportunities, this campaign has been a credible source of information for global South Africans. For the people, by the people. Being independent is one of the key reasons we were able to be successful. A team who had lived the experience offering the advice, and the people who had returned telling their unedited stories, gave those thinking or yearning the confidence to make the decision. All the research that we

conducted also showed us that it was a heart over head decision.’ Says Martine Schaffer, director and consultant for Homecoming Revolution.

Over the past seven years The Homecoming Revolution has built up a database of over 20,000 people and has a range of communication channels and tools for engaging with the Diaspora:

- An active website that helps the South African Diaspora to keep in touch with what is happening on the ground in South Africa. The website provides useful information for returning, and testimonials of those that have done it. It includes a range of practical information on everything to do with moving back to South Africa.
- A careers portal which features updated job vacancies directly from the companies that are looking for skills as well as from agencies that have positions for homecomers.
- First National Bank are proud sponsors of the campaign. They assist South African expats with opening bank accounts, finding out about homeloans, car finance, bringing money in to South Africa, long term and short term insurance.
- An interactive blog provides a safe space for the South African Diaspora to engage with one another, share stories of returning home and discuss topical South African issues.
- International careers exhibitions hosted annually in London connect South African employers with top South African talent wishing to return home. Alongside this, other service providers offer relevant information about moving home, from

shipping, schooling and immigration for non-South Africans. This is further complemented by workshops and top speakers who address topical South African issues.

- Entrepreneurship events have been organised in key markets to provide a platform for South Africans in the Diaspora to get all their questions answered with regards to starting a business in SA. Homecoming Revolution and its’ partners, have inspired and encouraged many South Africans abroad to kick start their business ideas, return home and create jobs through entrepreneurship.
- Local events help returnees to settle in and provide valuable networking opportunities.
- Adhoc Research projects on some of the main issues facing returning South Africans. The organisation tries to influence change on the things that are stopping great South Africans from returning.

In addition to assisting South Africans to return home, the Homecoming Revolution acknowledges the important role that the Diaspora plays in shaping the future of the country. With this in mind the organisation has launched an online giving community to enable South Africans living abroad to connect with thousands of good causes from all over South Africa. The campaign, ‘It Feels Good To Do Good’, encourages South Africans around the world to give their time, money, goods or skills to various causes throughout South Africa.

The Homecoming Revolution network consists of influential and passionate South Africans around the globe. The main target market is professional South Africans in the UK, London in particular, followed by the

USA, Australia, Canada and Dubai. The demographics and psychographics of South Africans in these countries vary greatly and what works for one market may not be applicable to the other.

The success of the campaign is that it portrays a very realistic, honest picture of life in South Africa. The Homecoming Revolution knows it can be a trade off to come home, but they sincerely believe the trade off is worth it. The bulk of the campaign features stories of people who've already returned, because there's no better

proof than the frank, believable tales of diverse individuals who've grappled with the decision themselves. Some homecomers have started their own businesses, some are nurturing a family, some are climbing up the corporate ladder and some are working at grassroots level – all are making an immense impact on nation building, the economy and human capital in South Africa.

For further information please visit www.homecomingrevolution.co.za

Government of Jamaica forges formal partnership with their diaspora to achieve the goals of Jamaica's national agenda

Mrs. Geneive Brown Metzger, Consul General of Jamaica, NY

With a Diaspora population almost equaling that at home, Jamaica is committed to engaging its Diaspora, concentrated in the United States, Canada and the United Kingdom. The almost (US) \$2 billion that Jamaicans send home annually is the largest earner of foreign exchange in Jamaica. Yet it is only one aspect of support by Jamaicans abroad to their island home.

Both the Government of Jamaica and its Diaspora have forged a formal partnership, whose mission is to realize the goals of the country's national agenda. Hence, Jamaicans abroad play a role in many key aspects of society, such as healthcare, education, investment and trade, and tourism.

The Government of Jamaica launched its formal Diaspora initiative in 2003 under the auspices of the Ministry of Foreign Affairs

and Foreign Trade within which the Diaspora and Consular Affairs Division was established. Foreign missions, i.e., consulates, embassies, and high commissions, are the bridges to the Diaspora. They implement Diaspora strategies and programs in the host countries.

A network of Diaspora Chairs, known as the Jamaican Diaspora Advisory Board, in the United States, Canada and the United Kingdom, advises the Jamaican government on matters relating to their respective communities. Advisory Board Chairs interface with community groups to consolidate and advocate interests or concerns. These Chairs are appointed by the Government of Jamaica for a limited term. The Board meets with their respective communities on an annual basis and collaborates with the Ministry of Foreign Affairs

and Foreign Trade on the staging of a biennial Diaspora convention.

The convention brings together each Jamaican Diaspora location, including alumni associations, interest groups in healthcare, education and business, foundations, and social groups ranging from cricket to domino clubs. Conference objectives include placing on record the country's appreciation for contributions made by Jamaicans residing abroad to national development; using the conference to involve Jamaicans overseas more comprehensively in the economic, social, political and cultural aspects; and to develop the necessary structures to strengthen the relationship between the two groups.

The following are highlights of Jamaican Diaspora Engagement initiatives:

Health: Medical missions are a key component of the Jamaican Diaspora contribution to Jamaica's health care system. These missions whose delegations comprise a diverse team of physicians, dentists, nurses and volunteers from these countries, provide much-needed medical services and supplies that would otherwise not be readily available to Jamaica, especially in the more rural, isolated Jamaican communities and parishes. A Committee comprising prominent friends of Jamaica, Jamaican business leaders and physicians, is focused on developing a public/private partnership model to support major health care projects in Jamaica, such as the building of health clinics in rural Jamaica.

Education:

- The Union of Jamaican Alumni Associations (USA) Inc. (UJAA) is a non-profit umbrella organization comprised of alumni associations that include Jamaican primary, secondary and tertiary educational institutions. The Jamaican Diasporan community strongly supports Jamaica's education with 50 formal alumni organizations in the Northeastern U.S. alone. They organize fund raising initiatives and social events and contribute to Jamaica's schools with state-of-the-art equipment and supplies, such as books, computers, pencils, paper and other important school-related materials.
- 'Handbook for Jamaican Students Entering Schools in the United States of America'. The UJAA-published Handbook was developed to assist the U.S. public educational community – primary and secondary school teachers, many based in New York City and Connecticut, in gaining a fuller understanding of the public school system in Jamaica and to better evaluate and raise academic standards for newly arrived students emigrating from Jamaica. The Handbook contains a description of schools, types of examinations and terminology unique to Jamaica's school system.
- Special School Teacher Trips: The UJAA organizes special trips, where Jamaican school teachers in the U.S. can meet their peers or counterparts in Jamaica and hopefully gain a better understanding of Jamaica's school system and the environment and culture that Jamaican students are emigrating from.

Global diaspora skills database initiative:

The absence of a well-populated and current database of Jamaican nationals has been a huge challenge. To that end, The Diaspora Foundation in Jamaica is spearheading the development of a global database of Jamaican nationals – with a focus on garnering information on the professional skills of its Diaspora. The database will be an information reservoir for the Jamaican government and the private sector that will include professionals in technology, healthcare, accounting, financial services and business.

Critical conversation series: In an effort to share ideas, learn about best practices and discuss challenges and successes of the Jamaican Diaspora initiative, the New York Consulate collaborates with the Diaspora Advisory Board, NE to undertake a series of conversations uniting Jamaican community leaders and representatives from other foreign missions charged with Diaspora affairs. Topics of interest include: how to strategically use community organizations, engaging young Diasporans in community activity and the role of the Diaspora to attract trade and investment, leveraging remittances for sustainable development.

Online interactive community events calendar and organizational database:

Launched by the Consulate General of Jamaica, N.Y., the site includes a monthly

listing, detailing important special events, including annual banquets, cultural programs, fundraisers and other activities hosted by Diaspora organizations for the Diaspora community. More than 150 Jamaican community organizations in the Tri-State area (New York, New Jersey and Connecticut) are represented, as well as some 50 alumni groups in New York.

About the Author

Mrs. Geneive Brown Metzger, Consul General of Jamaica, NY, was appointed Jamaica's eighth Consul General to New York City in February 2008, covering a jurisdiction of 33 states, Puerto Rico and Bermuda. Her work in Diaspora engagement has focused on developing relationships between Jamaican entities and the U.S. private and public sectors in order to drive growth and development in health care, education, business/entrepreneurship and sports in Jamaica. She participated in the United States Agency for International Development/Migration Policy Institute Think Tank on Diaspora. Mrs. Brown Metzger is a founding member of the Caribbean American Chamber of Commerce and Industry (CACCI), the Union of Jamaican Alumni Associations (UJAA), and has served on several trade and investment boards in the USA.

For further information please visit www.congenjamaica-ny.org

Diaspora philanthropy and the Pakistan Centre for Philanthropy

Anjum R Haque, Executive Director, Pakistan Centre for Philanthropy

Globalization as a phenomenon has overwhelmed the world in a multiplicity of manifestations. The most potent of these is the communication revolution which has increased mobility phenomenally reducing the globosphere into a nutshell. The ease of movement opened an array of economic possibilities for nationals of economically depressed countries by connecting them with a new world of opportunity and increasing prosperity. Thus a cascade of human migration resulted spreading across borders, countries, regions and continents, comprising both blue and white collar workers equipped with an array of competencies ranging from the skilled to the unskilled and the professionals to the amateurs. While this phenomenon provided sustenance to the host countries without doubt, it also eventually became a source of sustenance for the home countries of the migrants. Economic prosperity being the motivating force behind the migrants, they necessarily maintained strong links with their homelands and their families who now became the recipients of large chunks of the earnings of these workers. Remittances emerged as an important economic indicator, especially for underdeveloped countries where they began to exceed foreign direct investment as well as overseas development aid. While surprised attention was being drawn to the scale of remittances, there was a concomitant interest in the rapidly growing potential of migrant philanthropy.

Given the socio economic condition of countries in Asia, remittances cannot be considered as social investments or philanthropy per se being a source of sustenance for the families of the workers who continue to live in the motherland. They however, do contain a significant proportion of funds that are diverted to philanthropy. It is very difficult to gauge those figures. However the magnitude of the amounts being received for example in Pakistan can support a purely introspective perception, if such an assessment were to be made. At the present point in time, Pakistani websites are reflecting the global size of the Pakistani Diaspora at 7 million and the level of remittance received from them at US\$ 4.531 billion in the 2009–2010 financial year.

Significant research has now been undertaken into the character and the potential of Diaspora Philanthropy in many countries of the world. It is important to note that while the impulse to give may be universal, the form and function is highly personalized. The impetus is to a large extent religious across the world, but again, the preferences are the choice of individuals. Philanthropy is one of the potent ways in which human beings feel and find connectivity with the Divine as giving is a divine act in the finer analysis of existence. Doherty in her excellent work on Philanthropy, (2007)* has cited an array of examples from different countries of the world reflecting the personal choices of givers:

- 1 Najam's groundbreaking study of Pakistani-American giving, research findings clearly indicated 'the single most important giving impulse is the desire to directly help individuals in need' (Najam). 42 (PCP: 2005).
- 2 A study of Kenyan Diaspora emphasizes that a strong societal ethic of sharing with individuals who have less is a primary motivator for Kenyan philanthropy (Copeland-Carson).
- 3 A philanthropic survey conducted by the Sampradaan Indian Center for Philanthropy found that the most important reason for giving was a feeling of compassion, and that 90% of the respondents donate directly to individuals while only about half tend to support organizations.
- 4 In a survey of giving among wealthy individuals in six Asian countries, many respondents indicated that the most important impact of their philanthropy was the visible difference it made to individual lives and well-being (APPC).
- 5 Diaspora philanthropy and philanthropy in general is directed towards individuals primarily because: Philanthropy is largely faith based and seeks a direct relationship between the giver and the needy; Non profit institutions have not been able to inspire confidence; In the APPC six country study, a governments' lack of commitment to equitable human development and pervasive corruption were key obstacles to giving.
- 6 However, rapid economic growth in Brazil, China and India has opened up avenues for institutional giving. Low levels of trust in institutions have also been ascribed to low economic development.

* *Reference: Diaspora Philanthropy: Influence, Initiatives and Issues.*
Paula Doherty Johnson. The Philanthropic initiative Inc and Global Equity Initiative, Harvard University, May 2007.

In Pakistan, the only scientific research conducted on Diaspora Giving is the one quoted above, commissioned by the PCP and executed by Dr. Adil Najm on the Pakistani Diaspora in the US. The findings of the research find everyday echoes in all spheres of giving whether at the local level or in the Diasporas in other countries. The research very clearly brought the preference of givers for reaching individual beneficiaries. The reasons cited included: superiority of giving to individuals rather than institutions with personal networks playing an important role, lack of trust in nonprofit and philanthropic institutions, a sense of faith based moral duty to give directly to the poor and deserving individuals in dire need, over and above a motivation of faith and giving not necessarily directed to faith based organizations. There are multiple structural hindrances for Diaspora giving, the first being the chronic lack of trust in the civic sector followed by a lack of convenient mechanisms for the transfer of funds and a lack of information about organizations among others.

Organizations like the PCP seek to increase the levels of giving both locally and from the Diasporas. Given the potential that the Diasporas possess it is only logical to find ways and means of supporting their giving especially through organized institutions. This would help not only increase giving but also strategize giving by changing it into a channel that can create social assets in the country. Individual relief will always remain

a powerful motivating force for givers but there is enough room to elicit support for the creation of social assets as they will be a permanent contribution to the social development of the country and help plug the social deficit which exists in the agendas of developing states. The PCP, though not having been able to completely implement all the recommendations of the Diaspora study has made efforts in the following areas:

Building confidence in Pakistan's civic sector

Bridging the trust deficit between donors and recipient organizations was a critical requirement. PCP has initiated an independent certification programme for civil society organizations. The process consists of a robust evaluation scheme which includes desk reviews and field visits of applicant organizations resulting in a Certification based on a thorough evaluation of an organization's administrative, programmatic and financial systems. This Certification has received Governmental recognition in the shape of tax exemption granted to the organizations so certified. Government support and recognition has led to the process being recognized by international and national donors some of whom have made it a requirement for their funding. The process and the instruments of PCPs Certification have been based on international best practices after studying the models of several countries. The PCP has to date certified over 200 organizations.

The PCP in collaboration with the Asia Pacific Philanthropy Consortium's project of *Sustaining Diaspora Philanthropy Efforts for the Development of Communities of Origin in Asia* has developed an online database to provide an authentic knowledge source to help enhance, highlight and streamline the impact of Diaspora Philanthropy in Pakistan. This interactive web source includes, on the grant givers end, a database of Diaspora organizations and facilitators and on the grant seekers end, a list of local projects and organizations that can be supported by Diaspora communities. This effort is expected to improve both the trust deficit factor and the lack of information factor bridging the gap between bona fide donors and trustworthy recipients, thus improving and enhancing Diaspora contributions.

PCP plays a vital role in the dissemination of information to both CSOs and donors including Diaspora communities. Reliable information improves linkages and networking. PCP is in the process of developing an online philanthropy portal, Give2Pakistan. The portal will serve as a hub of information containing lists of donors, their formal procedures and requirements designed to make grant-seeking and grant giving a viable and efficient procedure. The data base would have detailed up-to-date profiles of both grant-makers and grant-seekers.

For further information please visit www.pcp.org.pk

NEPOMAK diaspora engagement model

Christos Karaolis, President of NEPOMAK

NEPOMAK is the World Organisation for Young Overseas Cypriots. It was founded in 2002, and has 8 member organisations – in the UK, USA, Australia, Greece, Canada, South Africa, Rest of Africa and Rest of Europe. NEPOMAK is a non-profit organisation, with its aims being to:

- Bring together young Cypriots, and provide them with tools and opportunities to maintain their culture and understand their heritage;
- Keep the Cypriot community as vibrant as possible outside Cyprus; and
- Promote a just and viable solution to the Cyprus issue.

Through multiple channels, NEPOMAK is able to reach out to over 15,000 young Cypriots around the world and is run on a daily basis by 150 voluntary committee members around the world who operate its regional, national and global committees.

Focus

The Cypriot diaspora is estimated to be around 500,000 individuals (60% of the population of Cyprus). NEPOMAK is focussed on young Cypriots aged between 18 and 30 who live outside Cyprus. In order to apply for full membership of NEPOMAK individuals need to have at least one Cypriot grandparent.

Organisational structure

NEPOMAK is run by a 22 member global Executive Council, which is composed of

individuals from the national Executive Councils of each of NEPOMAK's 8 member organisations. Each national organisation has its own Executive Council that runs local activities and administers national and global programmes. As NEPOMAK is run by volunteers, forward planning is crucial as the organisation is run by individuals who are simultaneously working or studying. Therefore, at the start of each year, on a global and national level, events and targets are agreed by the national and global Executive Councils, and monitored to ensure the organisation continues to move forward. Within this structure of global and national Executive Councils, there are very clearly defined roles for the global and national organisations. These roles are guided by the overriding principle that decisions about events should be taken as locally as possible, because those closest to members are best placed to decide on the events that would most appeal to the local diaspora.

Engagement model with the diaspora

NEPOMAK seeks to engage with the young Cypriot diaspora through various channels:

- Globally (by organising global programmes/online media).
- Locally (by administering global programmes/online media/targeted events that members want).
- Through partnerships (by developing strong partnerships with other diaspora/Cypriot organisations).

At the heart of NEPOMAK's engagement model is a belief that it is the members' needs and wants that guide the activities, opportunities and programmes that NEPOMAK provides. Therefore, the opinions of members are actively sought out through surveys, open strategy days and global conferences.

Global engagement

Globally, NEPOMAK brings together the national member organisations and in doing so shares ideas, experiences and best practices, realises economies of scale and offers members the unique opportunity to build their own global network with young Cypriots around the world. NEPOMAK currently operates three global programmes with places allocated to young Cypriots from NEPOMAK's member organisations around the world:

- *NEPOMAK Discover Cyprus Programme (NDCP)* – established in 2004, NDCP is a 3 week cultural tour and language course hosted in Cyprus. 50 young Cypriots aged between 18–22, from around the world, participate in the programme every year. To date over 400 individuals have participated in NDCP. This is an inspiring programme helping many young people connect with their roots, as well as encouraging them to become involved in the Cypriot diaspora both locally and globally (e.g. 30% of the NEPOMAK.uk Executive Committee attended NDCP and 40% of the NEPOMAK Australia Committee attended NDCP). This programme is delivered in partnership with the University of Cyprus and Youth Board of Cyprus.

- *NEPOMAK Young Community Leader's Programme (NYCL)* – newly launched in 2011, this programme is a long-distance learning diploma uncovering the history of Cyprus, which runs for one academic year, and culminates in a week-long tour of Cyprus. This programme is targeted at young Cypriots over the age of 24. NEPOMAK delivers this programme in partnership with the Open University of Cyprus and Cyprus Ministry of Foreign Affairs.
- *NEPOMAK Professionals* – launched in December 2010, this network is designed to connect young Cypriot professionals around the world.

The NEPOMAK global Executive Council meets once per year in Cyprus to discuss its initiatives, strategy and share best practice *of events that work around the world*. Bi-annually, NEPOMAK holds a General Conference which is attended by members and delegates from NEPOMAK's member organisations and is an opportunity to identify programmes and initiatives that members feel should be provided for them. The goal of these conferences is to generate specific resolutions and programme proposals which can be implemented by the Executive Council (e.g. NEPOMAK's Discover Cyprus programme was developed from a conference resolution in August 2004, NEPOMAK's Young Community Leader's Programme was developed from a conference resolution in August 2008 and the NEPOMAK Professionals network arose from a conference resolution in August 2010).

NEPOMAK's online presence is coordinated through its website www.nepomak.org. The goals of the website are to:

- Allow individuals to sign up to NEPOMAK.
- Allow members to apply for NEPOMAK programmes.
- Bring together news about global and national NEPOMAK and Cypriot community events.
- Allow national organisations to reach out directly to members in their country through dedicated homepages on the global web domain (e.g. www.nepomak.org/uk).
- Provide members with information and resources about Cyprus, (e.g. a specially developed online encyclopaedia about the history of Cyprus and the latest briefings about the ongoing negotiations for a solution to the Cyprus issue).
- Provide a portal through which members can access websites/resources of other Cypriot community organisations. The website is the hub of NEPOMAK's online media presence. With profiles on Facebook, Linked In and YouTube, NEPOMAK is utilizing all available social networking media to reach out to young Cypriots around the world.
- NEPOMAK profiles on Facebook and Linked In are managed by national NEPOMAK member organisations. NEPOMAK's YouTube channel was launched in February 2011 in order to showcase videos of NEPOMAK events around the world, allowing members to hear from committee members around the world, and collating the very best Cypriot videos/parodies available online.

Local engagement

Each national member organisation is composed of regional representatives and managed by an Executive Council. The national Executive Councils share best practices across regions, administer global programmes and organise a variety of events for our members. These national Executive Councils are comprised of representatives from different regions within a country (e.g. NEPOMAK.uk has representatives from London, Birmingham, Manchester and Cardiff and NEPOMAK.Australia has representatives from Melbourne, Brisbane, Sydney, Canberra, Perth and Adelaide)

NEPOMAK's local activities vary between member organisations and are targeted to the preferences of members in each country. Examples of activities include: Club nights, football tournaments (Australia), cultural festivals, Summer Balls (UK), boat parties (UK), ski weekends (USA), networking events with high profile guest speakers, beauty pageants (South Africa), and demonstrations and protests about the Cyprus issue. The Executive Councils in each country meet regularly to develop initiatives and programmes and ensure there is frequent communication with members in each country about upcoming local and global NEPOMAK events and events in the wider Cypriot community. NEPOMAK is very aware of the importance of social networking media. NEPOMAK's presence on social networking websites (e.g. Facebook) is driven by national member organisations. National member organisations manage NEPOMAK profiles/pages/groups, on social networking websites for their country and use them as an effective tool to reach out to young Cypriots

in their home country. National NEPOMAK member organisations are responsible for administering NEPOMAK's global programmes, in line with agreed selection criteria and procedures. Members wishing to apply for global programmes therefore come into direct contact with the members of national Executive Councils ensuring that the ranks of the organisation are open.

Partnerships

NEPOMAK also effectively engages with the diaspora through global and local partnerships. NEPOMAK has 10 international partners and hundreds more partners in member countries. These partnerships are formed with other diaspora organisations, other Cypriot community organisations and Cypriot media organisations. All NEPOMAK's partners help to expand the reach of the organisation and expose NEPOMAK to a greater number of young Cypriots. In addition to this, the partnerships also provide some specific benefits:

- Allow NEPOMAK to deliver its global and national programmes (e.g. University of Cyprus/Open University of Cyprus/ Press and Information Office of Cyprus/ Youth Board of Cyprus).
- Provide introductions, advice and support to the leadership of NEPOMAK (World Federation of Overseas Cypriots – POMAK/International Coordinating Committee, Justice for Cyprus – PSEKA, Cyprus Ministry of Foreign Affairs).
- Share best practices across other diaspora organisations and reach out to Cypriots that are part of a broader Hellenic community (World Council of Overseas Hellenes, World Council of Overseas Hellenic Youth, local Hellenic organisations e.g. National Union of Greek Australian students and National Association of Hellenic Youth of South Africa).
- Raise awareness of NEPOMAK, its programmes and activities through local and Cypriot based media.

Conclusion

As an organisation, NEPOMAK exists to meet the needs of its members. Therefore, by providing members with multiple touch points for NEPOMAK (primarily driven by local member organisations), NEPOMAK is able to gauge what members want and through structured planning, NEPOMAK is able to deliver these activities.

For further information please visit

www.nepomak.org

Turkish Philanthropy Funds

Senay Ataselim Yilmaz, COO, Turkish Philanthropy Funds

Turkish Philanthropy Funds (TPF) was formed following a 2005 feasibility study about Turkish giving commissioned by Mr. Haldun Tashman, an Arizona-based businessman. He was interested in harnessing the high-levels of philanthropic giving by Turks and Turkish-Americans in a thoughtful and comprehensive way. Turkish Philanthropy Funds was incorporated as an independent public charity in February 2007 and shortly thereafter was granted the 501(c)(3) status by IRS. It is headquartered in New York City.

TPF is the first diaspora organization of the Turkish-American community in the US that employs the community foundation model to promote the culture of philanthropy among the Turkish-Americans and friends of Turkey. TPF helps to connect donors to charities and to key social causes in Turkey. Donations that are intended for NGOs in Turkey are channeled efficiently through TPF with full tax-deductibility under US law. TPF's larger goal is to provide a sizable, sustainable funding and information source that can be used to benefit both the US 501(c)(3) entities, and charitable organizations located in Turkey which are the functional equivalent of 501(c)(3) charities.

As the profile and income levels of many Turkish-Americans rapidly increased over the last several decades, and as interest in Turkey has risen, awareness in giving back to Turkey followed. There was great demand for a credible and transparent civil society organization that would help bridge Turkish based

charity and global giving. TPF through its due diligence and flexible donor-centered model catapulted into that platform.

Donors are at the heart of TPF's work, not the donations. Individuals give *'through'* rather than giving to TPF. Its mission is to foster a relationship between NGOs in Turkey and donors in the US. TPF introduces effective, efficient and transparent organizations in Turkey to the US donor community. During this process, TPF assumes all administrative functions including due diligence, management and oversight activities, thereby facilitating their philanthropic giving.

As a result, donors have access to vetted information. More importantly they have the simplicity and tax advantage of a public charity combined with the personal recognition, involvement and flexibility of a private foundation for not only giving to their local causes in the US but also in Turkey. It also positioned itself so donors gain access to the highest level of strategic thinking on ways to meet community challenges to help make their contributions as effective as possible.

TPF offers two kinds of funds to the public. The first one is component funds that are established and named by a donor or family, which also includes donor advised funds. In addition, TPF offers a number of funds that pool contributions in varying amounts from multiple donors to support a myriad of social issues: education, social and economic

development, arts and culture, and women empowerment. These areas of need have been targeted based on the United Nations (UN) Millennium Development Goals and basic human rights, such as the rights to health, education, shelter and security, and modified to apply to the social needs of

Turkey. Since 2007 TPF has raised close to \$14 million in charitable funds of which approximately \$2 million has already been granted to the NGOs in Turkey.

For further information please visit www.tpfund.org

Development Foundation for Zimbabwe – profile of programmes and activities

Michelle Hakata, Development Foundation for Zimbabwe

The Development Foundation for Zimbabwe (DFZ) is a non-profit, non-partisan organisation created and driven by Zimbabweans living in the Diaspora. Its principal purpose is to provide a vehicle for Zimbabweans to contribute to the country's political and socio-economic reconstruction and development.

Zimbabwe has witnessed a decade of severe economic decline and political unrest which, in part, resulted in an estimated 3 to 4.5 million of its nationals leaving the country to settle in neighbouring countries or abroad in search of better prospects. South Africa is home to the largest group of Zimbabweans, around two million, followed by the United Kingdom and Botswana. Other countries in which large communities have settled include the United States, Canada, Australia, New Zealand and other countries in Asia and Sub-Saharan Africa.

The decline precipitated the near collapse of the country's infrastructure and a humanitarian crisis which led to severe shortages of

basic services and a massive brain drain resulting in the loss of key skills. For instance it is estimated that 80 percent of critical health workers such as nurses, doctors, physio-therapists, pharmacists and radiologists left the country at the height of the country's economic and political crisis. Academics, scientists, engineers have also left the country in large numbers. The signing of a power sharing agreement between the main political rivals led to the formation of a transitional government (Government of National Unity) which has brought modest economic growth and stabilisation of the political environment. Spurred on by these changes, many in the Diaspora have begun to seek a more active role for themselves in the reconstruction efforts. The DFZ is developing and implementing a series of initiatives and programmes that will allow government and business to make optimal use of the vast number of Zimbabweans living abroad to contribute to national recovery and long-term development.

The specific objectives of the DFZ are to:

- Facilitate the formation of an institutional framework that will support effective contributions to and participation in economic recovery by Zimbabweans living abroad.
- Provide a platform for opinion leaders and implementers to discuss the role of the Diaspora.
- Ensure effective citizenship rights and representation for the Zimbabwe Diaspora.
- Share global standards and practice for ease of doing business in Zimbabwe.
- Support the development of effective public sector institutions.
- Support capacity building of Diaspora and national groups oriented towards Zimbabwe's development.

The DFZ has been engaging Zimbabweans through a series of conferences and workshops. In December 2010 the Foundation convened the first ever Diaspora conference to be held inside the country bringing together Zimbabweans from around the world, politicians, captains of industry and civil society. Other areas of interest include climatic change and sustainable development issues. The DFZ has formed a Core Group of Experts on Energy to champion development of renewable energy solutions. Other initiatives include conducting research and surveys, and commissioning of expert discussion papers on areas of interest. The DFZ has commissioned discussion papers covering core areas such as human rights and governance, social services and reconstruction, and economic development and investment. The economic development and investment programme

mobilizes investment from the Diaspora towards national and community projects covering the private and public sectors. The main vehicle through which investment is possible is the Diaspora Fund that is currently being established. Ideally, the Diaspora Fund will make it possible for Zimbabweans in the Diaspora to channel their investment through this facility that will allow even very small contributions to be recognized. It is through the aggregation of the small contributions prevalent amongst the Diaspora that a significant fund can be consolidated and invested in a meaningful way in Zimbabwe. Other programmes aimed at strengthening already existing Diaspora networks and increasing their ability to contribute towards comprehensive national recovery are being developed.

The DFZ has begun the process of developing a database of Diaspora organisations and will embark on a geographic mapping exercise in order to gain a more detailed insight into the location of Zimbabweans in the Diaspora and the skills they possess. This work will be done in conjunction with other relevant regional and multilateral organizations like International Organization for Migration (IOM). The DFZ will be working with other Diaspora organisations to facilitate programmes for the repatriation of skills on a temporary or permanent basis mainly in the education and health sectors. While in the education sector DFZ is facilitating skills repatriation and curriculum development to best practice global standards, in the health sector DFZ is coordinating twinning arrangements between global centres of excellence in specific medical procedures with relevant recipient units within major referral centres in the

country. Mentorship programmes aimed at, among others, first generation Zimbabweans in the Diaspora are under development and will be implemented with other partners working with highly skilled persons identified within the Diaspora and in-country.

The DFZ stands ready to assist the transitional government in areas that the Government may request for such assistance. The DFZ's programmes tend to mirror the

ambitious set of economic and social development targets set by the Government which will require substantial financial and human capital. Diaspora expertise and remittances will therefore be critical to the success of any development and reconstruction programmes.

For further information please visit www.dfzim.com

The Ireland Funds – the global Irish making a difference together

Kieran McLoughlin, President and CEO, The Worldwide Ireland Funds

In 1976, Sir Anthony O'Reilly, former President, Chairman and CEO of the HJ Heinz Company, created what was then The Ireland Fund with fellow Pittsburgh businessman Dan Rooney, owner of the Pittsburgh Steelers football team and today the US Ambassador to Ireland. With a trinity of goals – peace, culture and charity – The Ireland Fund appealed for support for Ireland and its people from all Americans, but especially those of Irish descent.

On St Patrick's Day 1987, The Ireland Fund and the American Irish Foundation, founded by Irish President Éamon de Valera and US President John F. Kennedy, merged at a White House ceremony to form The American Ireland Fund. Today, The Worldwide Ireland Funds are active in 12 countries around the globe. Together they harness the power of the Ireland's greatest asset: the Irish diaspora, a global family of over 70 million people.

Partnering with individuals, foundations, corporations and Government, The Ireland Funds have funded constructive change throughout the entire island of Ireland. To date, they have raised over \$350 million for worthy causes and have supported over 1,200 organisations in Northern Ireland and the Republic of Ireland.

Areas of focus for The Ireland Funds are advancing a shared future in Northern Ireland, promoting philanthropy in Ireland, supporting access and excellence in education, promoting the best of Irish culture and heritage, assisting disadvantaged youth and caring for the elderly 'Forgotten Irish.'

Currently The Ireland Funds host over 100 events annually in 39 cities around the world, attended by more than 40,000 people. The American Ireland Fund has formed a thriving fundraising network of chapters in cities across the US including:

- Boston
- Chicago
- Dallas
- Denver
- Los Angeles
- New York
- Palm Beach
- Philadelphia
- Pittsburgh
- San Diego
- San Francisco
- Washington DC

The Worldwide Ireland Funds are also made up of Funds operating around the world including:

- The Australian Ireland Fund
- The Ireland Fund of Canada
- The Ireland Fund of China
- The Ireland Funds (Dublin)
- The Ireland Fund of France
- The Ireland Fund of Germany
- The Ireland Fund of Great Britain
- The Ireland Fund of Japan
- The Ireland Fund of Monaco
- The Ireland Fund of New Zealand
- The Singapore Ireland Fund

The chairman of The American Ireland Fund, Loretta Brennan Glucksman, recently announced the launch of the ‘Promising Ireland Campaign’ to raise \$100 million before the end of 2013 for nonprofits across the island of Ireland. In 2003 they concluded the ‘Hope and History Campaign’ which

raised a similar amount. Their mission is ‘the global Irish making a difference together’. Many of their supporters, having been introduced to Ireland through philanthropy have gone on to engage with the country in many different ways – trade and investment, education, culture and tourism. Key lessons learnt by The Ireland Funds have been the importance of key individuals, the time and patience required to develop deep and lasting relationships and the importance of reporting back to donors and supporters on the impact of what they have done. The Funds have found that relationship building, networking and partnerships are the keys to success.

Speaking of his relationship to Ireland, long-time donor John Ryan summed up the importance of giving back, ‘My giving to projects in Ireland has nothing to do with need. In times of plenty and great wealth, need persists. My philanthropy is prompted by a wish to give back and a desire to see Ireland reach her full potential. The Ireland Funds have been a major focal point for the Irish diaspora to come together, reconnect with their heritage and support good work at home. I am very proud of this and particularly, the work that has been done supporting the Peace Process.’

‘The Ireland Funds have been there, in Ireland and in Northern Ireland for 20 years ... for most of the last 20 years it was about the poorest country in Europe. And you were there, day-in and day-out, month-in and month-out, year-in and year-out, and I am telling you it made a difference. I know. I’ve been there. I’ve been on the streets, I’ve been in those neighborhoods, I’ve seen your projects, I’ve seen the people you’ve helped.’

Former US President, Bill Clinton · Nantucket Celebration, 1999

'In a very real sense we are just at the beginning of this new Ireland's possibilities, as peace and prosperity and partnership converge for the first time in our history. You understand this with great insight and intuition and so you understand that this is time for the accelerator and not the brake. Your work with individuals and small communities and a myriad of groups has been utterly fundamental in seeding and advocating a new culture of consensus.'

President of Ireland, Mary McAleese · Addressing The American Ireland Fund New York Dinner, 2007

Another interesting perspective was offered by a beneficiary of The Ireland Funds' support, 'It's almost analogous to the emigrant experience of the Irish who went to America. It is in the Irish DNA to simply help the guy behind you.'

Ireland is an evolving island and The Ireland Funds have adapted over their history to meet the island's modern needs. Members of the global Irish family have always been ready to help in times of need

and have always had a strong tie to the land of those that came before them. By reaching out and engaging the Irish diaspora in a thirty-five year dialogue, The Ireland Funds have effectively channeled the generosity of the diaspora to make a difference in the lives of thousands of men, women and children.

For further information please visit www.irlfunds.org

Jewish Federations of North America: Israel and overseas

Naomi Orensten and Rebecca Caspi, Jewish Federations of North America

The Jewish diaspora

In order to provide history and context which are key to understanding the efforts of the North American Jewish Federations movement in this field, we note that, at its essence, the term Diaspora was originally used to designate the dispersal of the Jews at the time of the destruction of the first Temple in 586 B.C. and the accompanying forced exile to Babylonia. Since that time, and throughout subsequent Jewish exiles and returns, Jews and Jewish communities continued to relate to their historic homeland in a unique manner leading up to and since the founding of the modern State of Israel in 1948. This special bond acts as a distinctive coalescing force with many members of the worldwide Jewish community viewing the need to support Israel and the community there as an imperative, modern political complexities notwithstanding.

Many programs of the Jewish Federations of North America reflect the paradigm described above. In this short essay, we have chosen to highlight a small group of initiatives which can be divided into four main, inter-

related, categories which all seek to reinforce the ties between Jews living in North America and Israel and include: 1) Education, Identity Building, and Engagement, 2) Philanthropy, 3) Israel Travel, and 4) Advocacy.

Philosophically, these programs stem from a tradition which spans three millennium – strategically, it is believed that continuing to foster deep engagement with Israel builds Jewish identity and fosters Jewish continuity.

An introduction to the North American Jewish Federations movement

The Jewish Federations of North America is a national organization that represents 157 Jewish Federations and 400 smaller communities, which raise and distribute more than \$3 billion annually for social welfare, social services and educational needs locally and around the world.

The Federations movement, among the top 10 charities on the American continent, protects and enhances the well-being of Jews worldwide. Our work is informed by a core group of Jewish values which include Jews taking responsibility for each other

'The Israel and Overseas team works with Federations and our overseas partners to help Jews in need or in peril all over the world, expand Jewish horizons and build and reinforce a sense of worldwide Jewish community. As a global people, our strength and compassion have enabled us to make miracles and change the world. We have more yet to do, but by working together we will certainly accomplish much more.'

Shep Remis · Chair, Israel and Overseas

according to the principles of *chesed* (caring and compassion), *Torah* (Jewish learning), *tikkun olam* (repairing the world) and *tzedakah* (charity and social justice).

The Israel and Overseas department, based in Jerusalem, is JFNA's international platform providing a wealth of services, information and support, helping to connect the North American Jewish community with Israel and World Jewry. Through a multi-dimensional approach to outreach and programming, the Israel and Overseas department contributes to greater understanding between Israel, the North American Jewish community and communities around the world. For more information on JFNA, please visit our web site at www.jewishfederations.org.

Education, identity building and engagement

Example 1: Perhaps the most well-known and successful recent example of Diaspora-Homeland engagement, Birthright, provides the gift of first time, peer group, educational trips to Israel for Jewish young adults ages 18 to 26. For more information on this initiative see page 5 in Section 1.

Example 2: *Makōm*, which means 'place' in Hebrew, is changing the communal conversation about Israel. In 2004 The Jewish Agency for Israel (one of two primary partner organizations working with Jewish Federations in the international arena) began a partnership with the Jewish Federations called *Makōm – the Israel Engagement Network*. A network of more than 13 Jewish communities has succeeded in laying intellectual groundwork and inspiring new initiatives that have significantly advanced the field of Israel education.

There are many additional programs in this category, such as:

- The Israel Center of the Jewish Community Federation of San Francisco provides a cultural bridge, connecting the Bay Area Jewish community with Israel. This is achieved through a wide variety of enriching cultural, educational and social programs for people of all ages.
- Support for the Salute to Israel Parade as a way of engaging diverse segments of the New York Jewish community.
- Annual 'Israel Independence Day' communal celebrations, events and festivities that take a variety of forms including lectures, parades, and educational encounters.
- New trilateral links, bringing together Jewish institutions with sister agencies in Israel, Europe, and Latin America.
- Exciting new programs to engage Israelis living in the USA.

Philanthropy

Another way in which the Diaspora Jewish community expresses its connection with 'the homeland' is through collective financial support. Annually, federations together send approximately \$230 million to Israel to support a diverse range of collective programs as well as other endeavors which reflect the priorities in individual Diaspora communities.

Over the past 25 years, there have been striking examples of large-scale, focused campaigns to meet specific goals which enjoyed the consensus support of North American Jewry. These communal efforts have supplemented annual fundraising efforts and echo a core Jewish value of collective responsibility in which all Jews are responsible for one another.

Major Federations efforts of this type have included:

- Israel Emergency Campaigns, where funds are raised to help Israel during times of conflict and in the aftermath of conflict. It is important to note that these funds are used to provide assistance to all of Israel's citizens, Jewish and non-Jewish alike.
- From 1990 to 1997, Operation Exodus raised nearly \$1 billion to free, rescue and resettle more than 1 million Soviet Jews in Israel and North America.
- In the mid-1980s and again in the mid-1990s, Operations Moses and Solomon brought more than 25,000 Jews of Ethiopia home to Israel after 2000 years of exile.
- Through an overarching sister-city-type framework called Partnership 2000 (a name which reflects a vision for the future from the time of the inception of the program) a great deal has been invested in building individualized site-to-site geographic partnerships between Diaspora communities and towns and cities across Israel. This new paradigm of mutuality, which provides Diaspora and Israeli communities opportunities to build flourishing interpersonal relationships, has proven a significant success. More than 45 Federations participate in such partnerships with leadership on both sides of the ocean working collaboratively to shape these relationships.

Israel travel

Travel and engagement with 'the homeland,' engenders understanding, facilitates people-to-people relationship development, promotes Jewish continuity, elevates the role of Israel in the wider identity of Diaspora Jews, their families, and their

wider communities, and ensures ongoing support of the Diaspora community for 'the homeland.'

Creating exciting, educational, and innovative Israel travel itineraries for individuals, groups, and boutique visits to Israel is a critical way that Jewish Federations provides a platform for North American Jews to achieve these important goals.

Jewish Federations develops and leads a robust Israel travel program. Highly customized issue-based trips—whether for young singles, doctors, entire communities, or Jewish professionals—ensures that Israel travel can also foster relationships back home and with Israeli peers. Home hospitality visits are always highlights of these experiences as are meetings with key Israeli stakeholders and visits to nonprofit programs supported by the participants through their annual federation campaigns. This program has often been called the 'jewel in the crown' of the Federation movement.

Conclusion

This essay has highlighted a small group of initiatives within the specific arena of Global Diaspora Strategies. Jewish Federations supports additional programs in the area of homeland-diaspora relationships, and are involved in additional activities – social welfare, North American Jewish Life, local community building and non-sectarian work – that comprises the broader work of the Federations Movement. We would be happy to discuss this paper, the wider context of our operations, and/or additional areas of activity with interested readers.

For further information please visit www.jewishfederations.org

Section 5

Additional Tools



Contents

Rules of diaspora engagement – A to Z	195
Remember networking matters	202
Diaspora circles for engagement	203
Bibliography	204



Section 5

Additional Tools

Rules of diaspora engagement – A to Z

Below is a list of what can be loosely termed ‘rules’ for diaspora engagement. These rules are to serve as both a guide and a catalyst when thinking about how to engage the diaspora.

A

Agency and accessibility

Agency is a central component in a diaspora strategy. It promotes and facilitates co-operation, co-ordination, and communication within the strategy. It advances important strategic aims of capacity building, networking, and stakeholding.

Accessibility for the diaspora dialogue with government representatives and key decision makers in the home country is fundamental in diaspora engagement. Diaspora members like to feel that if they are giving of their time and expertise to

advise on particular matters a fitting form of acknowledgement is access to important people. This is particularly the case if they are doing so voluntarily and giving readily of their time and energy. However, it should be recognized that access to, for example, Government, while an important driver of engagement, is a necessary but not sufficient condition for success.

B

Beneficial

All too often we tend to ask, ‘What can the diaspora do for us?’, yet it is important that this be a two-way and mutually beneficial engagement. In engaging the diaspora, this question must also be extended to include ‘what can we do for the diaspora?’ By thinking in terms of ‘giving’ rather than ‘taking’ in the short term the benefits come in the medium and long term.

C

Cultivation

The key to success is to build long term ‘hearts and minds’ sustainable relationships. This can only happen by bringing people on a journey that builds trust. Trust is not an event. Each engagement can lead to a further engagement if handled correctly.

D

Dynamic and durable deliverables

At the outset of designing a diaspora strategy the deliverables for the engagement must be defined.

The deliverables on a diaspora strategy are the specific outcomes that must be

achieved in order to complete the project. Defining the deliverables directs attention to outcomes rather than activities. It is essential that outcomes of diaspora strategies are dynamic and durable if they are to be sustainable.

E

Excellence in execution and expertise

The difference between those countries who will ultimately succeed and those who will fall short of expectations lies in one thing only – excellence in execution. It makes intuitive sense that in order to have sustainable, successful execution of a national strategy there has to be a large and diverse group of supporters involved. Furthermore, countries should seek to engage experts, both at a national and international level, to assist in the designing and implementing of diaspora strategies. Countries should examine closely what other countries are doing and see what works/what does not.

F

Flexibility and feasibility

Diasporas are constantly evolving and diaspora strategies must be flexible enough to react to the needs of the diaspora, adaptable to changing patterns of migration and responsive to current and future demographics of the diaspora.

Obviously countries differ greatly in terms of their macroeconomic circumstances, the history of their diaspora, their size, geography and general resources to successfully pursue a diaspora strategy. Also, as many of these initiatives have been

enacted recently it is too soon to assess them fully. Therefore, it is necessary to conduct complete feasibility studies in order to gauge their success and appropriateness as models to follow. Asking lots of people for advice can be a forerunner to a more committed involvement.

G

Generational and granularity

A countries' diaspora strategy needs to formulate initiatives that are likely to be successfully adopted by different demographic groups. Generational diaspora engagement denotes targeted and tailored initiatives for the next generation and baby boomers.

To think of diaspora engagement in terms of granularity is to think in terms of breaking down the engagement into realistically manageable and narrowly focused steps in engagement. Engagement is a process not an event.

H

Harmonization and heterogeneous

Different agencies and home institutions commonly deliver different messages overseas about the home country and often work in isolation from each other. There is a need for greater harmonization in branding the home country overseas and in engaging the diaspora. There is a need to develop a national narrative and figure out what the home country wants to be famous for.

The diaspora is a heterogeneous entity and there can be no 'one size fits all' diaspora strategy. Rather a plethora of tailored, highly researched and strongly

executed policies must be introduced to ensure that each diverse segment of the diaspora recognizes the fundamental role and potential it possesses in shaping the homeland's future – economically, culturally and socially.

I

Inclusive and incentivize

Diaspora members must be involved in the design process– they are the ultimate stakeholders and therefore any diaspora strategy must be inclusive of their views and ideas. They are in the preeminent position to inform the home country of the potential and realistic deliverables which they can generate.

The diaspora must also be incentivized to engage. Having a mechanism through which to recognize and reward diaspora members will potentially increase engagement, raise awareness and generate substantial good will.

J

Journalize the journey

Successfully engaging the diaspora is a long-term 'hearts and minds' business and journey that requires perseverance and patience. It is essential that all stages in diaspora cultivation and engagement are tracked and recorded. Not only will this ensure that there is chronological data on progress to date but this data will be essential when evaluating and measuring outputs. It will be the basis for future academic study and can provide a roadmap for other countries.

K

Key influencers

It is important to remember that quite often it is a small fraction of the overall number of the diaspora that are the ones who are going to make the difference. These members can be described as the ‘key influencers’.

Countries need to know how to identify, cultivate, and engage that fraction. Looking at the global diaspora networks which have been examined in this Toolkit – most have sought to engage a small group of first movers, tipping agents and change agents from within the diaspora and have begun building a network with this initial group. This group, depending on the size of the diaspora, should aim to have between 100–300 initial members.

L

Links

Technology is now facilitating the creation of new links and networks and building on the ‘catalytic power of connectivity.’ Like minded people with shared interests can now connect. These can be based on geographic heritage and allow people to connect who otherwise would have been unable to do so. New alliances can be formed and the ‘tyranny of distance’ defeated.

M

Measurability

In any strategy it is important the outputs are measured. This will assist in evaluating the ‘next steps’ and assessing the ‘hard impacts’ resulting from engagement. Distinguish between outputs and outcomes – outputs measure the activities of the project –

outcomes are the ultimate changes in society that the project makes. Impact is another part of evaluation and it is the portion of the total outcome which occurs as a result of the project, over and above what would have happened anyway. There must also be a clear understanding of the motivations for engagement both for the home country and the diaspora itself. Motivations must be matched with initiatives within the strategy. Unintended consequences refer to unplanned outcomes, sometimes good, sometimes bad.

N

Networks

At the heart of diaspora engagement lies the creation of networks. This is because it is essential that there is a formal framework in place to maintain relationships and make sure that ideas are followed through. Remember the four step process: research, cultivation, solicitation and stewardship. Overseas embassies and consulates can assist in identifying potential network members. Quite often once the initial key members are identified – they will be able to assist in identifying others. ‘Molecular diplomacy’ is a term used to describe how networks of people in specific ‘verticals’ can develop nationally and internationally.

O

Organized visits home

A core element of many diaspora strategies is to encourage temporary or permanent returns to the homeland. Short, targeted visits by highly skilled expatriates can serve as an important channel for knowledge transfer. Purposeful visits could include:

attendance at diaspora conferences, diaspora tourism, next generation programs, and diaspora volunteering initiatives. The objective is connecting key people in the diaspora with key people in the home country. These initiatives also allow the diaspora network amongst themselves.

P

Partnerships and prioritization

Diaspora engagement is premised on strategic and meaningful partnerships between home and host institutions, public and private bodies, and people and projects. Partnerships must be fostered at the outset of diaspora engagement to ensure that they are uniform. Success is matching the right people with the right projects and executing a small number of successful initiatives rather than attempt a vast number of potentially conflicting and confusing programs.

‘The Department defines a partnership as a collaborating working relationship with non-governmental partners in which the goals, structure and governance, as well as role and responsibilities, are mutually determined and decision-making is shared. Successful partnerships entail complementary equities, transparency, mutual benefit, shared risks and rewards, and accountability.’
United States, Department of State.

Q

Qualitative research

Research is the first step in designing any diaspora strategy. As part of that research, countries should consider the following fundamental questions:

- What initiatives have been taken to date or are presently active?
- How successful or unsuccessful were/are they?
- Which active initiatives are ‘living dead’ initiatives?
- What are the key lessons which can be learnt from those initiatives?
- Who are the key stakeholders that should be involved in designing and implementing the diaspora strategy? Consider public and private bodies both in the home and host countries.
- What has been the role to date of the government in terms of engaging the diaspora?
- What has worked in other countries?

R

Role of Government

The role of government varies from country to country, from light engagement to heavy engagement. The consensus of commentators is that government should be a facilitator rather than an implementer of initiatives which broadly works along a decentralised platform; thus encouraging and developing multi-layered networks with diaspora members and groups. In even the most basic interpretation, it is a much more inclusive and transparent paradigm than an implementer framework. It appears that it will remain the preferred choice of governments as it enables them to adopt a ‘reductionist’ approach, particularly in terms of cost, whilst multiplying their presence within the strategy. However, in the absence of market led developments governments may have to intervene to ‘kickstart’ initiatives.

S

Serendipity

The only thing that beats a really good strategy is dumb luck! Most people think that serendipity happens on its own and is due to blink luck. Sometimes this is true but often serendipity happens in a non random way. Serendipity can be shaped by our behavior, by what we do, where we do it and who we do it with. By bringing members of the diaspora together random connections can happen in a non-random way with considerable benefit all round.

T

Task take aways

There tends to be no shortage of interest and conferences on diaspora issues, but without specific ‘take aways’ or ‘projects’ the initial enthusiasm dissipates and runs out of steam. To be effective there must be ‘asks and tasks’ of a group of diaspora members. They need to be engaged in small groups with specific projects over a limited time frame. If not, initial enthusiasm will fade quickly. Initiatives can be like fireworks.

U

University alumni model

The United States have perfected this model and universities engender terrific loyalty and raise massive funds from their alumni who build powerful networks. This approach has been exported around the world and is a model for diasporas to follow. It all centers around ‘development’ and running ‘campaigns’. Much can be learnt from taking this approach.

V

Veracity

Diaspora strategies for engagement must be transparent and veracious. This implies openness, communication, and accountability by those executing the strategies. Such transparency will enhance and sustain central ingredients in a successful diaspora strategy such as mutual understanding and trust.

W

Web

Technology, and in particular, social media and cloud computing now means that countries can connect with their diasporas on a one to one basis. This was never before possible and means that identity is no longer a function of geography. Countries need to develop strategies to develop and harness this capability, to carry out global electronic censuses and build the ‘World Irish’, e.g. concept.

X

Xposure and xpectations

Education is more powerful than PR. Diasporas have powerful, emotive stories and have contributed to remarkable transformations in world history. These stories need to be told in compelling ways. The media needs to be educated as to the potential.

Participants in a diaspora strategy must have realistic expectations in terms of aims, objectives, and outcomes. Moreover, these expectations will need to be communicated between and across the participants in the strategy.

Y

YOZMA

Countries should think of the YOZMA model that Israel used to develop its venture capital market. A combination of public and private funds helped link companies in the US and Israel and make those two countries numbers one and two in the global venture capital market. From no Israeli companies quoted on Nasdaq in 1990 there are 127 today.

Z

Zoom

The global diaspora market is about to be zoom driven by technology and interest. What was once a cottage industry dominated by academics it is now becoming mainstream. 215 million people live in a country other than the one they were born in (this has doubled in the last 25 years). Soon there will be more electronic devices than people in the world and they are connecting at an exponential rate. Thanks to the Hillary Clinton Global Diaspora Forum greater attention than ever will focus on diasporas and interest, involvement and engagement will zoom.

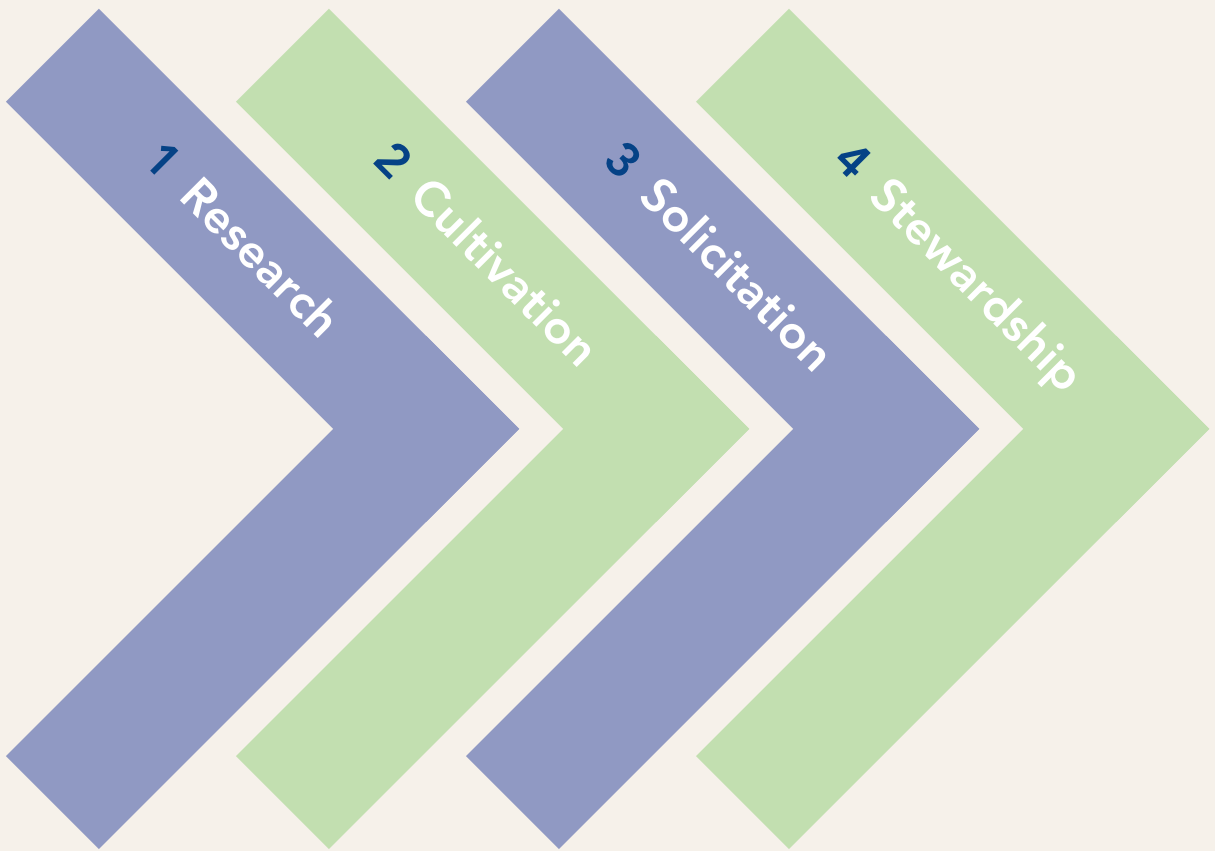
Remember networking matters

1 Research

- Broad outreach
- Segment by interest
- Rate and screen each contact
- Identify 'affluence and influence'

3 Solicitation

- 'Asks and tasks'
- Engage small groups with specific projects over a limited time frame
- Partner with strong home institutions
- Individuals are key



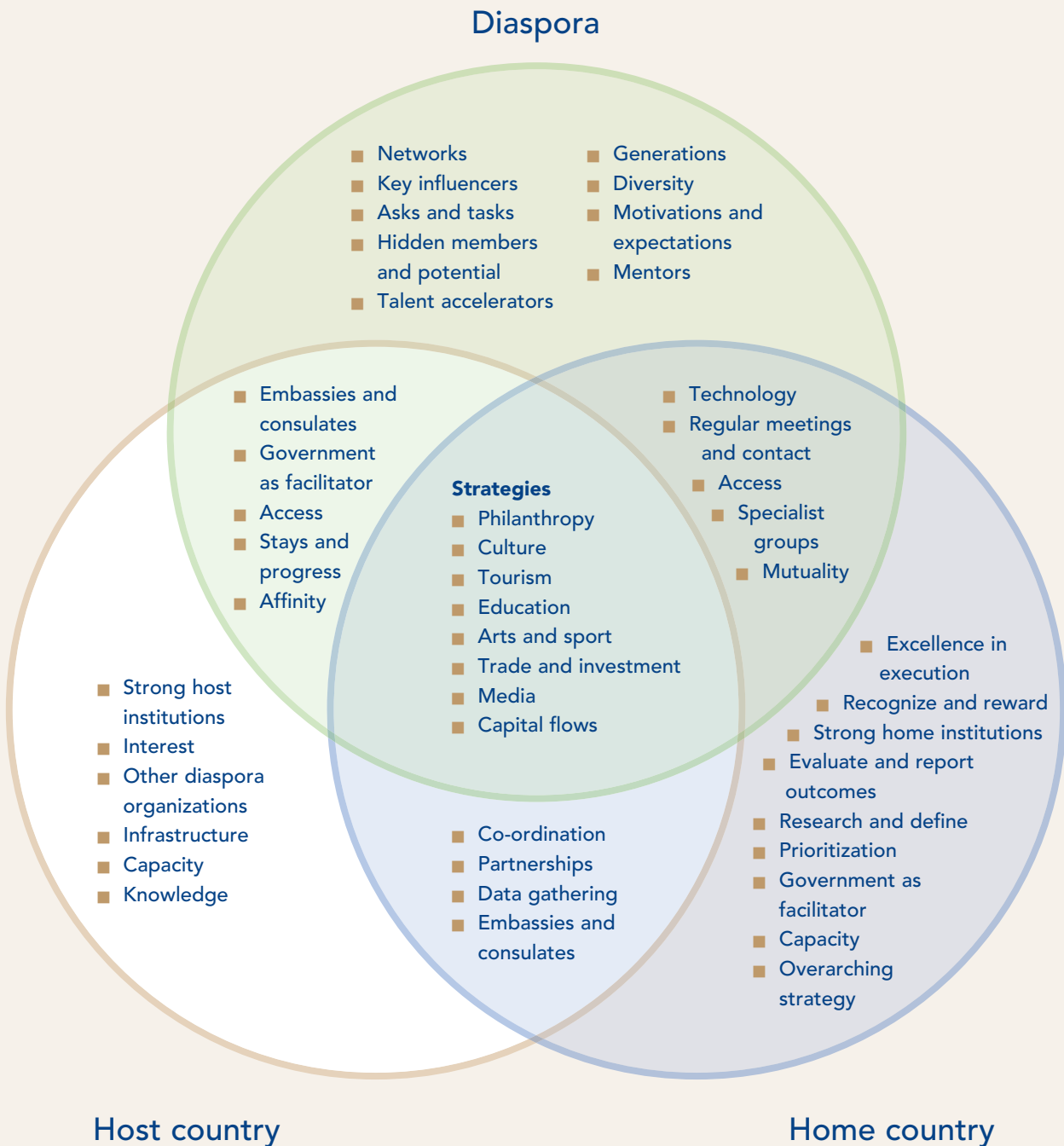
2 Cultivation

- Moves management program
- Build trust
- Transactions to relationships
- Taking to giving

4 Stewardship

- Thank, reward and recognize the contributions made
- Measure and evaluate outputs
- Report back
- Tell stories

Diaspora circles for engagement



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