



A comparative  
review of  
international  
diaspora  
strategies



THE IRELAND FUNDS

The Global Irish  
Making a Difference  
Together





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# The Global Irish Making a Difference Together

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Copies of this report are available  
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First published 2009  
The Ireland Funds  
5 Foster Place, Dublin 2, Ireland  
[www.irlfunds.org](http://www.irlfunds.org)

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Design by Identikit Design Consultants, Dublin  
Printed by Impress Printing Works, Dublin

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# Acknowledgements

This report was produced by The Ireland Funds with the generous support of its members and the Irish Department of Foreign Affairs (Emigrant Support Programme).

The authors would like to thank all those who assisted in the publication of this report, especially those who agreed to be interviewed and those who agreed to meet with us during the field trips to India and Israel:

- Shmuel Abramzon, Senior Economist, The National Economic Council, Israel
- Mike Bailey, Director of Development, Keren Hayesod United Israel Appeal
- Chandrajit Banerjee, Director General, Confederation of Indian Industry
- Preeti Basil, Senior Consultant, TATA Consultancy Services, India
- Pat Bourne, Deputy Head of Mission, Embassy of Ireland, India
- Rafi Brender, Deputy Director of Foreign Administration, Ministry of Trade and Commerce, Israel
- Rebecca Caspi, Senior Vice President, United Jewish Communities, Israel
- Shefali Chaturvedi, Director, Confederation of Indian Industry
- Reshmi Dasgupta, Travel and Lifestyle Editor, The Economic Times, India
- Geetika Dayal, Executive Director, The Indus Entrepreneurs, New Delhi
- Yuli Edelstein, Minister for Diaspora Affairs, Israel
- Dr Zion Evrony, Ambassador of Israel, Ireland
- Michael Forbes, Ambassador of Ireland, Israel
- Randi Garber, Director, Health and Migration Initiatives, American Jewish Joint Distribution Committee, Israel
- G. Gurucharan, Joint Secretary, Ministry of Overseas Indian Affairs
- Isaac Herzog, Minister for Social Affairs and Services, Israel
- Alan Hoffman, Director General, Jewish Agency's Education Department
- Martin Karp, Senior Vice President, The Jewish Federation of Los Angeles – Israel Office
- Brian Kerner, President, United Jewish Israel Appeal, London
- Anand Kumar, Coordinator, United Nations Solution Exchange, Israel
- Arnon Mantver, Director, The American Jewish Joint Distribution Committee, Israel
- Gidi Mark, International CEO, Taglit-Birthright Israel

- Gabriel McCarrick, Commercial Counsellor, Embassy of Ireland/Enterprise Ireland
- Ami Mehl, Director, Jewish Communities Department, Ministry of Foreign Affairs, Israel
- Dr Ed Mlavsky, Chairman, Gemini Israel Funds
- Don Mohanlal, President, The Nand & Jeet Khemka Foundation
- M.K. Nachman Shai, The Knesset, Israel
- Madhu Pillai, Director, Confederation of Indian Industry
- Daniel Pins, Division Director, The American Jewish Joint Distribution Committee, Israel
- P.S. Raghavan, Ambassador of India, Ireland
- Shiv Ratan, Director, Ministry of Overseas Indian Affairs
- Dr Shlomi Ravid, Director of the International School for Jewish Peoplehood Studies, Israel
- D.N. Srivastava, Joint Secretary, Ministry of Overseas Indian Affairs
- Guatam Thapar, Chairman, Ballarpur Industries Ltd, India
- Kenneth Thompson, Ambassador of Ireland, India

We would also like to thank the staff members of the Irish Department of Foreign Affairs in Ireland and overseas who provided guidance and direction as the report was being compiled.

We wish to acknowledge the encouragement offered by Ambassador Michael Collins and his staff at the Irish Embassy in Washington.

We wish to also thank Loretta Brennan Glucksman, Hugo MacNeill, Caitriona Fottrell, Kieran McLoughlin, Mary Farrell, Lauren Rollins and Mark Loughran for their support and direction as the report was being completed.





# Executive summary

The Irish diaspora is enormous in terms of its size, depth and talent. Over 70 million people worldwide claim Irish descent; 3.1 million are Irish citizens (passport holders), and 800,000 Irish born citizens live overseas. Ireland, officially and informally, has had a long and fruitful relationship with this diaspora. However, the potential now exists to take the relationship to a more strategic and mutually beneficial level.

This report recognises the extensive programmes that the Irish Government currently has with existing diaspora groups and organisations but, for the purposes of the research, it focuses primarily on the economic relationship with the diaspora and the potential that this presents to benefit Ireland. It outlines current best global practices in this field and sets out viable diaspora strategies and models for Ireland which, if implemented, could result in the development of an even more valuable economic relationship – bringing ‘Ireland to the world’ and ‘the world to Ireland’.

Set out below are some of the key principles and themes that are explored in this report:

- More and more national governments are introducing diaspora strategies and recognising 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
- Ireland has a wide range of programmes and schemes through which it engages its diaspora. The Government has invested significantly in diaspora communities (€60 million by the Department of Foreign Affairs alone over the past five years). Indeed, for some countries, Ireland is a role model in this area. However, Ireland could benefit from a more planned and overarching diaspora strategy which would bring greater coordination to the wide range of existing activities

- Whereas a small number of exceptional people in the diaspora can make a considerable difference (Global Irish 1000 concept), the potential now exists for the first time to connect with very large numbers of the diaspora. These approaches are not mutually exclusive
- The Irish diaspora has already played a fundamental role in the Peace Process in Northern Ireland, philanthropy, foreign direct investment and the emergence of the Celtic Tiger
- Culture is the great ‘Gateway to Ireland’, has a powerful role to play in connecting with the Global Irish and should be part of all our strategies. Our culture provides us with a significant competitive advantage
- There is a hierarchy of diaspora impacts, moving up from remittances to institutional development and reform
- Capital flows from the diaspora can include remittances, donations, bonds, and business investments. Philanthropy can be an effective ‘entry point’ to engage with Ireland and can lead to more extensive commitments
- The diaspora has an important role to play in the development of the ‘Smart Economy’ and in assisting with ‘talent acceleration’ programmes
- Diaspora networks are becoming increasingly significant because of communications and technology development. The topic is attracting increasing attention from governments, businesses, non-profit organisations and academics
- Global knowledge networks are key to engaging the diaspora and this report looks at The Indus Entrepreneurs (TiE), Irish Technology Leadership Group (ITLG), GlobalScot, ChileGlobal, KEA (New Zealand) and Advance Australia as possible models for Ireland to follow
- The export of education represents a major opportunity for Ireland to brand itself internationally as a centre for educational excellence. Ireland has potential in this area but is currently disorganised. The Irish diaspora can also assist with internships, exchanges and mentorship
- India and Israel are countries that have developed very pro-active engagement with their diaspora and both have enacted programmes that are potential models for Ireland
- Ireland needs to put in place a series of initiatives that will attract the next generation of the Global Irish. In this regard it has much to learn from Taglit-Birthright Israel and MASA programmes
- A number of countries have introduced extended citizenship which increases the size of their diaspora
- Strong institutions both at home and abroad are fundamental to the success of a diaspora strategy and must be capable of implementing joint projects
- The Global Irish can contribute to defining Ireland’s new value proposition and are essential for attracting foreign direct investment and venture capital
- Structured return visits to the homeland area are a key feature of other diaspora strategies and need to be developed more strategically for Ireland
- 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
- Recognition programmes are increasingly a part of diaspora strategies and a way to reward exceptional performances
- The Irish diaspora, although diverse and diffuse, is enormous and there is no ‘one size fits all’ diaspora strategy. Successfully engaging the diaspora is a long-term ‘hearts and minds’ business that requires perseverance and patience. Many countries’ diaspora strategies fail and this report identifies a number of key lessons learned from the experiences of other countries.



# Introduction

Today the world is more globalised, interconnected and interdependent than ever before. The recent global economic crisis shows us that it is no longer possible for any nation state to consider itself an ‘island’, nor is it possible to be immune from the ebbs and flows of global economics. In order to be in a position to fully leverage the advantages of interdependence, companies and countries are looking at creating, developing and engaging complex networks of people to generate social, cultural and economic benefits. In Ireland’s case the global diaspora constitutes an obvious collective of people through which networks can be created and individuals mobilised for mutual benefit.

Continual increases in the mobility of people, assisted by ever improving transportation and telecommunications, has intensified the international interest in diaspora studies. Indeed the growing body of academic research and policy formulation in this area is but a small indication of the scale of the potential economic opportunity that the diaspora presents.

International organisations such as the World Bank, the European Commission and the United Nations have started to pay closer attention to the value of the diaspora in economic development and more generally in international relations. The diaspora serves as an important conduit, facilitating the two-way flow of capital. That capital presents itself in every form – human, social, intellectual, political, cultural and financial. Looking at capital financial flows alone, the transfer of funds in the form of remittances, bonds, philanthropy or business investment is massive by any scale, and continues to grow.

Considering the diaspora as a national asset is certainly not a new phenomenon, nor is it unique to Ireland. Governments around the world are beginning to think about engaging their overseas populations in innovative ways. Rather than viewing expatriate business, cultural, scientific and policy actors as ‘lost’ to their countries of origin, active efforts are now being made to identify and link highly skilled offshore citizens to national

“

I am convinced that as much wealth can come from the intellect of Ireland as will come from the soil and that the one will repay cultivation as much as the other.

”

William Butler Yeats

economic development projects through initiatives such as formal mentoring programmes, international advisory boards, and investment programmes, with the support of home institutions.

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 and India, to name but a few.

In the UK, the Institute for Public Policy Research recently published a paper which examines the increasing trend of immigrants subsequently ‘re-migrating’ to another country and proposes 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.<sup>1</sup> 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 could be engaged in diaspora strategies.<sup>2</sup>

The Irish diaspora is quite staggering in size and depth. In addition to over 34 million Irish Americans registered in the 2000 census, not including 5 million who claimed to be Scots Irish, there are also 3.8 million Irish Canadians, 1.9 million Irish Australians and 500,000

Argentineans of Irish heritage.<sup>3</sup> Add to that 800,000 Irish-born people living overseas and an estimated 6 million people in Britain having a close Irish relative and the sheer scale of this diaspora becomes both impressive and daunting. There are now 3.1 million Irish citizens living outside the country and this number is increasing, with 72,000 passports issued in 2007 alone.<sup>4</sup> There is also a growing next generation, with more than 10 million Irish Americans under the age of 18.<sup>5</sup> Although Ireland itself has only a population of approximately 4.4 million and constitutes just 1 per cent of the total population of the EU, when looking through the lens of the diaspora, we are in fact a highly globalised country with over 70 million members in our transnational community.

These Irish can be seen as a global tribe united by history, culture and shared experiences and networked through technology. In a highly competitive world this potential network offers many advantages for Ireland of which we have yet to take full advantage. Other countries see the opportunities and are actively putting in place extensive programmes of engagement. In examining the initiatives pursued by others, there is much left for Ireland to consider and certainly a lot to be learned from their experiences.

As a global leader in the area of diaspora philanthropy, The Ireland Funds since 1976 has raised over \$300 million (\$210 million in the past 15 years) and funded over 1,200 organisations in Ireland and beyond. Its networks among the global Irish are now active in 12 countries and 39 cities around the world. It organises over 100 events annually, attended by 40,000 people, and has built a database of over 100,000 names. With such a track record, The Ireland Funds is now looked upon as a thought leader in the area of diaspora engagement and through a range of research, conferences, seminars and presentations is actively contributing to the body of knowledge in the field of diaspora studies, bringing a vital practitioner perspective.



# Approach to report

With sponsorship from our members and the Irish Department of Foreign Affairs, this report has been prepared at a time when the Irish Government is bringing renewed focus to the diaspora, exploring various means by which the traditional relationship between Ireland and its diaspora can be redefined, reinvigorated and enhanced to derive even greater mutual benefit than we've experienced in the past.

A large amount of academic research has been conducted in the area of diaspora studies which looks extensively at a myriad of topics. This work is not intended to provide an exhaustive review of published research but nevertheless provides the reader with some of the basic frameworks employed by various organisations and countries to engage their diasporas. It sets the context for the current discussion around ways in which Ireland should now look to economically engage its diaspora by examining a wide variety of initiatives deployed by other countries. In particular, field visits to India and Israel give a more detailed

insight into the strategies being adopted by those two countries, which are recognised as leaders in this area. Throughout the work, the emphasis remains less on theoretical models and more on pragmatic initiatives that may or may not be feasible considerations for Ireland at this time.

Among the types of initiatives examined, the report looks at capital flows, including remittances, bonds, philanthropy and business investment. It examines the importance of educational exchanges and organised visits to the home country by different segments of the diaspora. It also explores the various roles adopted by countries in an effort to stimulate diaspora engagement and offers a perspective on some of the general reasons why particular initiatives seem to have been less successful than intended in various countries. The report concludes with some deductions and suggestions as to the potential opportunities that exist for Ireland as it begins the process of developing a diaspora strategy that takes into consideration the changing social and

economic dynamics of modern Ireland and the shifting landscape of the global economy.

There is little doubt that the Irish diaspora as a collective entity is a diverse, globalised and highly valuable network that can and should be leveraged to create benefit for its members and for Ireland. The diaspora, through a variety of means, was an important contributory factor to the emergence of the Celtic Tiger, even if the involvement was of a more informal nature. The network of people

within Ireland's reach is the envy of many, and a significant opportunity now exists to engage various sectors of the diaspora to help assist in Ireland's recovery. They are an important economic conduit and key actors in ensuring that a true image of modern Ireland – a country rich in human capital, culture and creativity – is presented to the world. In short, the Global Irish are a vital channel through which we can bring 'the world to Ireland' and 'Ireland to the world'.

# Background to diaspora strategies

## Defining diaspora: common trends and recent developments

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. The word is now used to refer to the overseas population of many countries. In this report the terms Irish diaspora and Global Irish are used interchangeably.

While every country’s diaspora strategy differs, there are some common trends and recent developments which are applicable to all diasporas. It is important that, prior to the implementation of a new strategic direction for Ireland’s diaspora and its engagement, each of the following trends and developments is understood:

### **Collective affinity**

All diasporas are held together by a common ethnic and cultural identity. They experience a collective affinity, be it familial, cultural, economic or political, with the original homeland, and this in turn gives rise to transnational citizens and villages.<sup>6</sup>

### **Heightened connectivity**

What were once globally dispersed communities are being brought closer together through developments in transportation and communications. The internet is now bringing a sense of sustained and immediate connectedness. People can be both ‘here’ and ‘there’ at the same time. Networking enables people to maintain simultaneous connections with two or

more nation states. Transnational interactions are on a steep growth curve, boosted by international business operations.

### Demographic growth

The numbers are now large; 1 person in 35 in the world is an international migrant and the number of people who have settled in a country other than their own is 180 million – 3 per cent of the world's population.<sup>7</sup> Each year over 3 million people migrate. Annual rates of immigration to the US have increased from just over 320,000 immigrants 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 about 12 per cent of the US population. The foreign-born population is projected to rise to 48 million by 2025, and to 60 million by 2050.<sup>8</sup>

### Changing patterns of migration

Patterns of migration have changed in ways that may strengthen the potential and strategies for 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.<sup>9</sup>

In addition, there is a 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. What were once globally dispersed communities are now more interconnected and interdependent than ever.

“

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





# Ireland's current context

There are few who by now are not familiar with the remarkable story of Ireland's economic performance over the past fifteen years. Much has been written about it and all over the world regions and countries seek to emulate its successful practices. While commentators may differ in terms of the relative weighting they attach to the various contributory factors, most would agree that primarily it was a case of 'fortune favouring the well prepared'. Sound industrial, fiscal and educational policies which were consistent in their objectives over several decades were coupled with the growing emergence of the European Union, leaving Ireland well positioned to attract foreign direct investment. The growth in such investment was made possible through the availability of a favourable environment for business, attractive tax infrastructures and a highly educated and young population.

The results are well known. Throughout the course of the 1990s, Ireland was the fastest growing economy in Europe and experienced economic success of unprecedented levels. However, over the

past year, the country has suffered the compounded effects of the global economic recession and a correction in many aspects of the Irish economy – a correction that was, in hindsight, long overdue and not unexpected.

That has not, however, lessened the blow, economically or socially. The facts speak for themselves, and while debatable in absolute terms, the relative challenges are inarguable:

- There has been a steep rise in unemployment rates: June 2008 – 5.9 per cent, June 2009 – 11.9 per cent. In 2008 youth unemployment increased by 87 per cent
- The number of persons on the live register rose to 418,592 in June 2009
- Unemployment may exceed 17 per cent by the end of 2009
- house prices are back to levels last seen five years ago with average national prices falling by 10.9 per cent in the year to May 2009
- In 2009, our national deficit of €14.7 billion was the highest ever

“

If we are to maintain our successful momentum, we have to have a competitive advantage somewhere. We do not have it in terms of costs anymore, nor in terms of indigenous natural wealth, so we have to develop it through skills and brain power. I don't think we have achieved that.

”

Peter Sutherland, *The Irish Times*, 2008

- The national debt was €65 billion at end of the second quarter of 2009
- The Irish Government has taken €45 billion off its estimate for economic activity for the next 3 years
- Ireland has the fastest growth of personal debt in the industrialised world. In the mid-1990s the average debt as a proportion of household disposable income was 48 per cent. This has risen to over 180 per cent
- Irish exports fell by €6 billion in 2008
- Overseas tourists were down 3 per cent in 2008 – the first drop in 7 years. Up to 25,000 tourism jobs were lost in 2008.<sup>10</sup>

Given the ferocity of these statistics, the Government has been forced to respond with a series of severe measures that will address the immediate and highest priority challenges.

As we will see in the sections below, it is clear that other countries such as Israel, Taiwan and India have specifically harnessed the capabilities of their diaspora in pursuing strategic economic policy.

Given that Ireland will not enjoy some of the comparative advantages that it had in the period of economic success (i.e. other countries in the EU are now low tax and low cost, and actively pursuing foreign investment) it is vital that we maximise the other potential advantages that we have. Harnessing our diaspora is one such very powerful factor and of great importance as Ireland pursues its ‘Smart Economy’ strategy.

In December 2008, it released ‘The Framework for Sustainable Economic Renewal’ which aims to develop Ireland as a ‘Smart Economy’ and become known as the ‘Innovation Island’.<sup>11</sup> These measures to restructure the economy over the period 2009–2014 will be a national priority and the Global Irish will be important actors in helping with the nation’s recovery and ensuring the success of the Smart Economy strategy.

### A time of new beginnings

The outlook may be grim in the short term, but there is little doubt that people are determined to help carve out solutions and contribute to the recovery of the Irish economy. While often over-hyped, the current economic decline must always be examined relative to the fundamentals underpinning the economy. In other words, it is important to distinguish horsepower from tailwinds.

While the tailwinds may have gone, Ireland still has 2.8 million people under 44 years of age. The country is building from a record of strong inward investment and the presence of major multinational corporations in every sector. That combined with a growing number of Irish entrepreneurs determined to build world-class companies leaves us with much to work from, and with. In many ways the words of President John F. Kennedy in his address to the Irish Dáil in 1963 are as relevant then as now.

“

It is that quality of the Irish – that remarkable combination of hope, confidence and imagination – that is needed more than ever today. The problems of the world cannot possibly be solved by skeptics or cynics, whose horizons are limited by the obvious realities. We need men who can dream of things that never were, and ask why not.

”

President John F. Kennedy, Address to Dáil Éireann, 1963

## The Smart Economy – a role for the diaspora?

There is widespread agreement that Ireland needs to redefine and refresh its international value proposition. The Government and its related bodies (Industrial Development Agency IDA, Enterprise Ireland, etc.) are spending considerable time in determining the elements of this new strategy. The diaspora can play an important role both in (a) providing informed input to the determination of this new proposition, and (b) helping in its successful communication and execution.

The Smart Economy provides an ideal opportunity for such involvement. Published by the Government in 2008, this strategy has, at its core, an exemplary research, innovation and

commercialisation ecosystem. The objective is to make Ireland an innovation and commercialisation hub in Europe – a country that combines the features of an attractive home for innovative R&D-intensive multinationals while also being a highly-attractive incubation environment for the best entrepreneurs in Europe and beyond.<sup>12</sup>

The pertinent question is what role the Irish diaspora can play in developing the Smart Economy? This report lists many proposed initiatives, a small subset of which is summarised below. Those initiatives with a direct linkage to international markets and networks are most appropriate for diaspora involvement and require linking the right people to the right purpose.

### Sample key actions in the Smart Economy strategy suitable for potential diaspora engagement and support

- Up to €500 million will be generated to create a venture capital fund, known as ‘Innovation Fund – Ireland’, to support early stage R&D-intensive SMEs. The capital will be divided into five venture funds of between €75–150 million
- The multinational community will be given incentives to intensify innovative, high-value activity and technological convergence which will provide quality jobs
- To accelerate Ireland’s global science reputation by 2013, Science Foundation Ireland (SFI) will attract to Ireland a premium cohort of world-class researchers who have been nominated for, or secured prizes, awards and honours that will drive up the international visibility of Ireland to the global research community and the global high-tech business community

- Ireland has just won the European City of Science 2012 for Dublin and will use this opportunity to bolster Ireland's reputation internationally
- Ireland will continue to strengthen bilateral education relations between Irish and Chinese authorities at third level, including further development of economic and cultural links and the learning of the Chinese language
- An Action Plan will be developed for improving trade, investment and tourism links with new and fast-developing markets by end-2009
- A consultative mechanism will be established with public and private sector representatives to advise on the economic work of embassies
- Enterprise Ireland will build on its existing network of offices in Asian and other high-growth markets
- The IDA will shift resources from non-business generation to business generation, expand the number of staff based in the US and seek to diversify the source of foreign direct investment (having recently set up offices in Mumbai, India, and Beijing, China)
- The programme of ministerial-led trade missions will be expanded to build on existing markets and also develop new opportunities, in Asia, the Gulf States, Brazil, Russia and the developing EU markets
- Detailed proposals will be brought forward to stimulate and enhance economic links with the overseas Irish, including the vital issue of Ireland/US economic relations
- The IDA, Enterprise Ireland and SFI will develop a marketing campaign for 'The Innovation Island'.

In all of these initiatives, the Global Irish can play a significant role by providing information, opening doors, articulating messages and engaging in a way that is mutually beneficial.

There exists the potential to put together a grouping of at least 1,000 members of the Irish diaspora (the Global Irish 1000 concept) who could interact with Ireland and each other and help the island on the road to economic recovery. Other countries are developing this

type of focused approach to interacting with key influencers overseas. In many ways Ireland is already doing this informally. More research of this concept would be required but the essential ingredient, people with talent and connections, is already in place.

“

The size of the Irish diaspora in the United States is so huge that the number of Irish people now coming into positions of prominence is enormous and greater than at any time in history. Therefore the resources needed to reach these people are large ... They want to invest in the progress of this country and they are more likely to be impressed if there is a more co-operative approach.

”

Senator Manning, Seanad Éireann, December 1998

# Ireland and its diaspora

## A long history of migration

The notion of inward and outward migration is central to the history of our country:

- Between 1700 and 1920 the Irish population fell from 8.2 million to 4.2 million, with an estimated 3 million emigrating
- In the 20th century there was continuous migration, peaking in the 1950s and 1980s
- During the Celtic Tiger years there was a reversal in migration, and between 1991 and 2006 there was an influx of 350,000 migrants, with over half being returnees
- In 2009 the population of the Irish Republic was approximately 4.42 million
- At the same time over 70 million people worldwide claim Irish descent, and 3.1 million Irish citizens (passport holders) and 800,000 Irish-born citizens live overseas.<sup>13</sup>

Fortunately, the Irish diaspora has always maintained a strong relationship with Ireland and has operated as a vibrant transnational connection. Today this network of the ‘Global Irish’ is critical, given the world’s highly globalised economic and social structure. The Government in recognising this potential has called for a re-examination of the relationship between Ireland and its diaspora. Like all good relationships, this must be one of mutual benefit

As the report will demonstrate, there is a wide variety of innovative and successful strategies which countries implement to engage with their diasporas, and much that Ireland can learn.

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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. The Forum will provide us with the opportunity to take Ireland's relationship with the global Irish community in a new direction, to examine innovative ways of working together and to generate ideas for Ireland's economic recovery. 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. They will bring with them an invaluable global perspective.

JJ

Micheál Martin TD, Minister for Foreign Affairs, April 2009

## Capturing the Irish diaspora: extended citizenship

Different countries use different definitions when it comes to deciding what and who constitutes their diaspora. 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 has 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 400,000 since inception. 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'.<sup>14</sup>

### 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 per cent discount on public transport omnibus, flier and express rail travel, and free admission to state museums.<sup>15</sup>

### What does this mean for Ireland?

It has been suggested that Ireland should consider issuing a new certificate of Irish ancestry. Under current law, Irish citizenship is no longer available for the great majority of, for example, Irish Americans. Such a certificate would give official recognition of their Irish connections, while not offering dual citizenship, and could potentially create a greater sense of belonging and identity.

## The diversity of our diaspora

While it would no doubt be potentially beneficial to Ireland to increase the numbers who may be officially part of the Irish diaspora, it is important to recognise that even as it stands, this is a diverse and diffuse group. For example, a fundamental difference within the Irish diaspora exists between those who were born and educated in Ireland and live overseas and those who are second and third generation Irish.

It is also important to remember those who migrated to Ireland and have since re-migrated

elsewhere. Many of these people hold an affinity to Ireland after living and working in the country and they too must be considered in our definition of diaspora.

It is evident, therefore, that members of the Irish diaspora have different backgrounds, motivations and connections to the home country and they require individualised strategies of engagement. Active segmentation would result in a more focused and strategic approach in engaging the right people of the diaspora with the right purpose.

## Examining and redefining the relationship

Redefining Ireland as a globally connected nation of 70 million people, rather than a small country on the periphery of Europe, is a powerful way to think and it is how we must proceed. Given the staggering number of people around the world who are Irish, of Irish descent, Irish affiliation, or simply ‘friends of Ireland’, it makes sense that any definition of Irish diaspora or a subsequent diaspora strategy must ensure that each facet of the diaspora feels connected and engaged. 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 recognises the fundamental role and

potential it possesses in shaping Ireland’s future – economically, culturally and socially.

Whilst their agendas might differ, all commentators recognise that the Irish diaspora has a central role to play in Ireland’s economic recovery and future stability. As a result, the time is right for Ireland to consider how to engage with the global Irish diaspora. In short, it is understood that the diaspora is a vital aspect of Ireland’s history and identity and a central component underpinning its place on the world stage.

The Government’s most recent efforts to re-energise and redefine the relationship between Ireland and its diaspora include the organisation of

the Farmleigh Global Irish Economic Forum which takes place in September 2009. At this inaugural event a representative group of members of the Global Irish will gather with the express purpose of discussing ways in which Ireland and its diaspora can engage on a range of mutually beneficial dimensions.

Additionally, in 2009 Taoiseach Brian Cowen commissioned a report by the Irish Ambassador to the US, Michael Collins, on Ireland-US Relations.<sup>16</sup> Entitled 'Ireland and America: Challenges and Opportunities in a New Context' this major review addressed the following areas and called attention to several immediate opportunities to better enhance the relationship:

- The priority of the economic relationship between Ireland and the US
- The importance in the US of Ireland's membership of the EU
- The need to add new energy to Ireland's image
- The importance of new co-ordination of Irish America at leadership level
- Links and opportunities generated by educational and cultural engagement
- New immigration arrangements for supporting the Irish-born communities in the US
- Resolution of the status of the undocumented Irish people living in the US
- Establishment in Ireland of a new Ireland-US strategic policy group.

Although the Irish diaspora has generally maintained a relationship with Ireland, the nature of that relationship has been varied, complex, and at times, contradictory. Currently, the Irish diaspora

is entering a new era. This is resulting both from an awakening of interest within Ireland itself as to the unfulfilled potential of the relationship and from changes taking place within the diaspora itself.

Until very recently, the number of emigrants leaving Ireland and joining the diaspora had shrunk remarkably and many of those who left in the late 1980s had returned.<sup>17</sup> Moreover, the traditional imperatives that have helped to maintain a strong Irish identity across generations have weakened. Anti-Irish racism, while still present to a certain extent, has reduced significantly. Despite the recent downturn, the economic position of Ireland has been radically transformed and the perceived need to provide remittances and philanthropy has dissipated. The need to mobilise in relation to the 'Irish question' in the North has lessened as a result of the peace process. For younger members of the diaspora, long-established groups such as the Ancient Order of Hibernians no longer have an appeal. The result is aging membership and slow decline.

It is important to realise that the Irish Government has invested heavily in projects in diaspora communities in the US, Britain, Australia and elsewhere to ensure that these communities have the infrastructure (buildings, online facilities, etc.) to develop and grow. The Emigrant Support Programme (run by the Irish Abroad Unit) supports strategic community and heritage projects which foster a greater sense of Irish identity and community abroad. Over the past 5 years, the Irish Government has directed more than \$60 million to the support of these services, including frontline welfare services.



“

We are enormously proud of our global family abroad. In every sphere of life in their adopted countries they made, and continue to make, a hugely significant contribution which has garnered friends and respect for Ireland all around the world. No matter how difficult the circumstances they always found space in their lives to help one another, to create a better future for the next generation of young emigrants and to send help back home. We celebrate their achievements and take pride in them.

”

President Mary McAleese, Éan Emigrant Advice Network Annual International Conference, 2005

## A diffuse and diverse national asset

Ireland has a wide range of programmes and schemes through which it engages its diaspora (see Figure 1). Thousands of Irish organisations around the world self-congregate into groups, around themes of common interest such as

business, culture and sport. However, Ireland could benefit from a more planned and overarching diaspora strategy which would bring greater coordination to this wide range of existing activity.

**Figure 1: Organisations engaging the Irish diaspora**

Table taken from ‘Exploring Diaspora Strategies: Lessons for Ireland’ by Delphine Ancien, Mark Boyle and Rob Kitchin, NIRSA, NUI Maynooth, May 2009

### Theme

### Suggestions for development/augmentation

#### Administrative support apparatus for overseas populations

- Department of Foreign Affairs – Irish Abroad Unit
- Network of embassies and consulates around the world
- Participation in EU, UN, WHO and OECD
- Díon, the Irish Government’s advisory committee on Irish emigrant welfare in Britain
- Enterprise Ireland and Business Networks
- President’s Office: Moral and Cultural support for engaging the diaspora

#### Infrastructure connecting diaspora and homeland

- Emigrant media including Emigrant News Online and RTÉ, plus a plethora of Irish newspapers and radio stations broadcasting online
- Irish socio-cultural websites such as IrishAbroad.com and Europeanirish.com
- Government-supported online services, including Irish Network of Great Britain, Crosscare Migrant Project and EAN (Emigrant Advice Network)

## Theme

## Suggestions for development/augmentation

### Extending citizenship: provision of welfare supports

- Department of Foreign Affairs – Irish Abroad Unit
- Irish Council for Prisoners Overseas
- The Aisling Return to Ireland Project – annual supported holiday to Ireland for long-term, vulnerable Irish in Britain
- The Department of Education and Science – overseas child abuse victim redress; grants for overseas Irish to attend Irish third level institutions
- Emigrant Support Programme (coordinated by Irish Abroad Unit)

### Culture and social building of the diaspora, including tourism policy

- Ireland's Cultural Policy and Culture Ireland
- Irish clubs and local organisations abroad
- Worldwide celebrations of Saint Patrick's Day
- Research Centres such as the John Hume Institute for Global Irish Studies (University College Dublin), Irish Diaspora Forum
- Irish University Alumni Societies
- Tourism Ireland
- National Archives of Ireland and Irish Ancestral Research Association
- Emigrant Support Programme community and heritage funding

### Philanthropy/development funds

- The Ireland Funds
- The International Fund for Ireland
- The Atlantic Philanthropies

### Business networks

- Enterprise Ireland, Industrial Development Agency (IDA)
- Specialist Knowledge Networks: the Irish Technology Leadership Group, Biolink USA-Ireland, Techlink UK-Ireland
- Professional Knowledge Networks: Irish Network New York, Irish Network San Francisco, London Irish Business Club
- Transnational Business Networks: 'Irish-other nationality' business associations; Irish China Association; Irish India Business Association
- Global Knowledge Networks: Asia Pacific Ireland Business Forum, The Ireland Funds
- Global Irish Economic Forum
- Ireland US Council
- The Ireland Chamber – United States
- The Lansdowne Club – Sydney

## Theme

## Suggestions for development/augmentation

### Returnees

- FÁS-sponsored international recruitment fairs
- The Department of Social and Family Affairs – funds emigrant advice services (including for returning Irish)
- Crosscare Migrant Project (Emigrant Advice)
- Safe Home programme that provides voluntary housing capital assistance to elderly returnees
- Department of Environment capital assistance programme

### Affinity diaspora

- IBEC (Irish Business and Employers Confederation) Export Orientation Programme (EOP)
- Ireland's International Development work (e.g. Irish Aid)

Together these programmes and schemes provide a broad range of services to, and partnerships with, the Irish diaspora across the globe and constitute a constellation that few other countries can match in terms of scope and reach. That said, to date, efforts have been ad hoc and in many cases under-resourced, thus lacking scale and impact.

The pertinent question is: How can the efforts of these, and/or new organisations be channelled appropriately to address Ireland's current needs? A starting point perhaps may be to bring them together under a common, centrally organised electronic portal. This 'electronic umbrella' could act as the definitive, central headquarters and could be run on behalf of the Government. Once all the data is collated in a centrally organised portal active segmentation of

the diaspora and diaspora organisations would be easier to achieve and could result in greater collaboration and efficiency.

The key ingredient that the vast network of the Global Irish possess is talent. Their talent is made up of their own innate drive and ability but also includes their knowledge and experience of opportunities, their world view, their peers and contacts and their ability to invest and to have access to finance.

The glue that holds all these dimensions together is an emotional and cultural connection to their home country. If the latter can respond with organisations, institutions, structures and people that can interact effectively and professionally then the Global Irish could be a formidable resource for this country as it claws its way out of recession.

ff

The great challenge in Ireland today in this new place which now exists for us, is how to harness that tremendous font of goodwill, wisdom and expertise that is represented by the Irish diaspora in the world today. How do we establish the new networks that are required, the new relationship that is required to make sure that your sense of participation, your sense of being Irish, is fully encapsulated as it now must be since we amended Article Two of our Constitution, which recognises the Irishness of all of those people who not only reside at home or vote at home but all those who are dispersed throughout the world who have a great sense of Irishness and who remind many of us at home of the importance of what it is to be Irish, values that we sometimes take for granted at home? ... Irish-America for me is an untapped resource still. Despite its huge contribution we are only at the beginning, in my opinion, of what can be achieved between Ireland and America ... In the centenary of 2016 the vision of those who gave us the opportunity to shape our own destiny, political, economic and social, is something that we must live up to, that we expand equality of opportunity, that we ensure just as in America that anyone, whatever their talents, whatever their background, has a chance to go to the very top if they are prepared to work and be disciplined and have an ecosystem, in economic terms, that enables them to pursue excellence and achieve what they proceed to achieve ... That's the Ireland we want, and America and Irish America has been a growing and constant inspiration for all of us at home to seek out that sort of vision for our own country ...

JJ

Excerpt from Taoiseach Brian Cowen's speech at the Irish-America Wall Street Top Fifty Awards, New York, August 2008

## The Peace Process

The Irish diaspora, particularly in North America, played a crucial role in the Peace Process in Northern Ireland. In fact, it could be said that, without US involvement, the Peace Process would not have been as successful as it was. Access to key decision-makers in Washington was critical to ensuring progress and both sides from Northern Ireland received a

warm welcome on their many visits to the US. Key political allies (many of whom are members of the Irish diaspora) were ready and influential and contributed to bringing about a transformative event. Although primarily a political development, the Peace Process was a critical ingredient in enabling the economy, North and South, to grow over the past decade.<sup>18</sup>

## Access

The Irish diaspora facilitates access to people of affluence and influence and to key decision-makers in politics, business, culture and non-profit organisations. Many countries are envious of how Ireland uses this access. A good example here is how St Patrick's Day around the world is used to promote and benefit Ireland. Countries with more established diaspora strategies such as India do not have such a day. The fact that the

Taoiseach has a standing invitation to the White House and Congress on the 17th of March each year is not an inevitable fact and happens because the Government (through the Embassy) and the diaspora in the US ensure that the Administration and Congress remain sensitive to the needs of Ireland and the Irish community in the US. This access is an extraordinary asset and can be built on even further.

## Where can the diaspora help?

Although the network of the Global Irish is undoubtedly a strategic and valuable national asset in today's globalised world, it is generally recognised that engaging the diaspora is by no means a silver bullet solution, nor is there 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.

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.

An important issue to which the Global Irish can contribute immensely is in helping to redefine Ireland's value proposition. We are all familiar with the old pitch. However, everyone recognises that Ireland, and indeed the world, have changed dramatically. Our tendency also has been to look at Ireland's strengths and 'take them to market'. However, an equally important question is to determine what the global 'current needs' are and strategically determine ways in which Ireland may be positioned to effectively address those needs.

Ireland's own current needs are well defined, and an important starting point for any diaspora strategy will be to examine the most appropriate ways in which we can leverage the power of the Irish diaspora to address our current challenges.

- For example, national efforts focused on restoring stability to the financial system and bringing about major regulatory reform would be greatly strengthened by the assistance of certain members of the Global Irish
- Another opportunity for diaspora involvement is found in securing new foreign direct investment
- The diaspora can assist in the creation of global knowledge networks to support the growth of indigenous companies and developing Ireland as a smart economy rich in innovation and entrepreneurship, with a highly educated and creative workforce
- Other areas of direct relevance to the Global Irish are Ireland's brand and image abroad and general economic and political relations overseas

- The Global Irish can act as ‘talent accelerators’ for Ireland’s next generation through mentoring, internships, and other training and educational opportunities that will offer opportunities to ‘internationalise’ the next generation of leaders. Other countries are doing this in a very organised way and this report includes some examples in the Irish context, although the absolute numbers are modest.

While many efforts are already underway, a critical element of future success will be prioritisation. Initiatives must also be targeted, with specific

objectives, measurable outcomes, and full accountability. The diaspora offers an unparalleled power in bringing ‘Ireland to the world’ and ‘the world to Ireland’ but this will require targeted, focused, long-term efforts.

Figure 2 illustrates the various dimensions across which the Global Irish can engage with Ireland. While there may be other areas of interest and interaction, most countries have formulated initiatives targeted at one or more of these areas. In general, countries tend to experience an ‘evolution’ in the sophistication of their diaspora strategies and subsequently, their effectiveness.

**Figure 2: Elements of diaspora engagement**

Monetary capital	Human capital	Cultural capital	Social capital	Other
Remittances	Educational exchanges	Arts	Next generation	Lobbying
Capital flows	R&D collaborations	History and heritage	Baby boomers	Religion
Trade and commerce	Migration	Sport	Genealogy	
Philanthropy		Tourism		
Venture capital and angel investment				
Retail (shopping)				

# Key lessons from other countries

Implementing a successful national strategy for engaging diaspora takes time, preparation, patience and proper execution. While many countries have sought to emulate the success of India and Israel, not all have succeeded. For example, Pakistan, Russia, Argentina, Armenia and South Africa have many trained graduates overseas and a skilled diaspora who have not engaged particularly successfully with their home country.

There are a multitude of reasons that can lead to the failure of diaspora strategies and it is important that we are aware of these and learn from their mistakes to ensure that we do not repeat them. The main lessons to be learned are as follows:

### **1 Easy to start – difficult to maintain**

Diaspora initiatives are easy to start but it is difficult to maintain momentum unless concrete results materialise. Examples of initiatives which are now considered not to carry much significance include: South African Network of Skills Abroad (SANSA); Digital Diaspora Network for Africa (inactive); and Red Calidas (Colombia).

### **2 Enthusiasm without execution is the downfall of many diaspora strategies**

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.

Despite diaspora success stories from India, Israel, China and Ireland, for example, there are many more stories of diaspora members, despite trying hard, being unsuccessful in their efforts.

### **3 Appreciate the diversity of the diaspora**

Countries wrongly assume that their diaspora is a fairly homogenous and tightly knit group. In fact the network tends to be diffuse and diverse, with a range of economic, social, and ethnic characteristics. Group characteristics become further differentiated through individual experiences. Such variety requires tailored strategies.

#### **4 Quality is more important than quantity**

Countries sometimes try to engage as many members of the diaspora as they can. 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, members of a diaspora does not mean they have a sense of belonging. It is important to remember that a small fraction of the overall number are the ones who are going to make the difference. Countries need to know how to identify, cultivate, and engage that fraction. 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.

#### **5 Need to set realistic goals which are measurable**

The exceptional people required to make diaspora strategies work tend to be busy, impatient and project driven. They need goals with measurable outputs. They are happy to make the commitment in terms of time and money but do not want to do it alone. This commitment could be commercial or philanthropic.

#### **6 Most government initiatives to establish ‘brain gain’ networks have failed**

Return of migrant policies have largely failed. Governments therefore have begun to explore new policy measures that encourage expatriates to participate in their countries of origin without

requiring them to return home. These measures have included active mobilisation of expatriates through initiatives such as: investment conferences; industry and sector specific web links; the creation of expert databases; direct appeals by national leaders; short-term visits by academics, mentors and industry specialists; and the explicit targeting of financial, philanthropic, market and technical expertise.<sup>19</sup>

#### **7 Organisations need to make an impact locally and nationally**

Many existing diaspora organisations were set up to look after local interests in the host countries and are not in a position to significantly influence development in the home country although they often feel they ought to have a role. This can lead to disappointment if they are not involved. So the question is: Is the home government dealing with the right group and the right leadership overseas or should a new group be established?

#### **8 An active web presence does not indicate much tangible impact**

The key to successful websites is ‘eyeballs’. ‘Build it and they will come’ does not apply – people have to have good reason to make repeat visits to a site.

#### **9 Monitoring change**

It is hard to measure the intangibles – changes in attitude, confidence and pride – that an active diaspora involvement can bring.

#### **10 Lack of patience**

There is a tendency and understandable desire to announce initiatives in this area with great fanfare without waiting to see if they are successful. As with campaign fundraising (campaigns are not announced until 40 per cent of the money has been raised in gifts and pledges) it is better to wait until projects have been tried and tested.





# International diaspora initiatives

## Developments in diaspora engagement: a comparative review of international diaspora strategies and initiatives

The previous sections of this report have outlined the growing level of interest in diaspora studies and the increasing desire of various countries to develop and implement a diaspora strategy. While many countries have begun to court their diasporas actively, the priorities and policies of countries vary widely. The next section of the report details a variety of policies and initiatives that have been undertaken by various countries – to varying degrees of success.

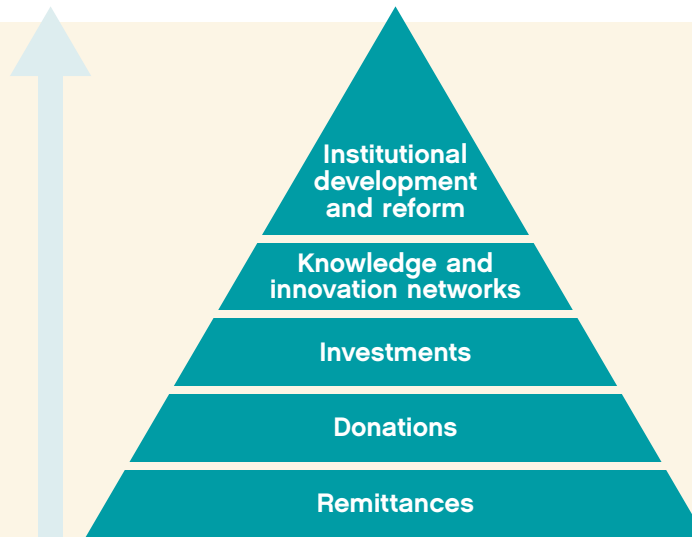
In this work, we have paid particular attention to India and Israel as they are two countries with very large diaspora populations which they have successfully engaged and leveraged to bring about social, cultural and economic benefits at home. The case study on India below clearly shows that across many dimensions, India has mobilised and benefited

from its diaspora communities overseas and the various linkages they have developed with India. A more detailed case study based on information from our fields trips to India and Israel can be found in Appendix 1 and Appendix 2 respectively.

The initiatives have been grouped in macro categories, with each providing a representative view of what other countries have done in addition to some suggestions on the potential implications and/or opportunities for Ireland. These reviews are not intended to be exhaustive, nor is it assumed that each category of initiative may be applicable to Ireland.

The World Bank has conducted a great deal of research on migration patterns and international diaspora strategies. In the pyramid figure on page 28, Yevgeny Kuznetsov, an eminent thought

Figure 3: World Bank, Hierarchy of Diaspora Impact, Yevgeny Kuznetsov, Senior Economist, World Bank's Knowledge for Development Programme



leader in this area, has outlined a hierarchy of diaspora impact. The question for Ireland is how we should continue to move further along the maturity curve to derive even greater mutual benefit from diaspora relations.

At present Ireland's 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 the Global Irish.

## Case study – India

India's relationship with her diaspora is a useful pointer. The old flows of people in one direction and capital and technology in the other are being replaced by more complex and decentralised two-way flows of skill, capital and technology between specialised regional economies.

There are 20 million people of Indian origin living in 70 countries worldwide. Their earnings equal two thirds of the GDP of India which has a population of over a billion. The 1.7 million Indians who live in the US have enormous clout. Sixty per cent of foreign-born Indian Americans have university degrees – 3 times the figure for the US as a whole – and 46 per cent hold management or professional positions.<sup>20</sup>

More than 300,000 people of Indian origin work in the IT sector in the US and, as they moved into positions of influence in the sector, they increasingly looked to connect with their homeland. In the US they proved, in the 1990s, that they had the complete range of skills for leadership within the sector. They helped develop a mixed US/India business model with front offices in the US and back offices in India. With US input an Indian venture capital industry grew. There were 13,000 Indian science and engineering doctorate recipients at US universities between 1985 and 2000 – 58 per cent of them accepted jobs with US firms and stayed in the US but they kept their links with friends, family and professional contacts in India.<sup>21</sup>

## Case study – India, continued

For example, Indian-born employees in the successful IT companies in places like Silicon Valley (there are 200,000 Indians in the San Francisco Bay area) have provided technical advice, knowledge and marketing connections that facilitate both the export of software from India and investments in the IT sector in India. Indians in the US own companies worth over \$250 billion. Forty per cent of Silicon Valley start-ups in the 1990s had at least

one founder of Indian origin. Seven hundred companies in Silicon Valley were either wholly or jointly owned by Indians or had an Indian on the management team.<sup>22</sup> The Indian diaspora convinced their employers to hire Indians and this strengthened the diaspora. Indians increasingly became CEOs of major American companies and educational institutions. This diaspora convinced US firms that India was a good place to do business.

## Research and data

### Identifying the diaspora

The first step in forming a diaspora strategy must be identifying who belongs to the diaspora and which groups are being targeted for attention. As in fundraising and development, research is fundamental and a successful diaspora strategy hinges on knowing who the diaspora are, where they are, and what they do.

Some countries have systematically sought to determine who their diaspora are by establishing ‘databanks’ containing key details of their members. For example, the Taiwanese Government established a database that tracked skilled migrants and matched them with job opportunities in Taiwan.<sup>23</sup> Similarly, the Jamaican Diaspora Institute has announced that it is compiling a diaspora databank and skills bank which will allow for the development of a more dynamic relationship within the Jamaican diaspora across the world.<sup>24</sup>

### Global Irish: sectoral segmenting

There are thousands of influential Global Irish scattered around the world unbeknownst to Ireland or each other. One objective would be to select a

number of key sectors such as law, accounting, financial services, biotech, ICT, government, media, and sport and entertainment and identify key global Irish members in these sectors. Often they know each other and much information goes through referrals. In the US, *Irish-America* magazine and *Business and Finance* magazine have developed depth in certain areas, have carved out sectoral niches and have developed their reputation as a source of data. One example would be *Irish-America*’s very successful Wall Street Top Fifty Awards in New York.<sup>25</sup>

Ideally Ireland needs to get as much information as possible to decide the right time, the right project, the right setting and the right person before asking somebody to consider being involved in a diaspora programme.

### Developing our diaspora databanks

Networking with as many as possible organisations and individuals in the diaspora will be vital to success in getting a clear understanding of who belongs to the Irish diaspora. As previously noted there are over 70 million people worldwide who

claim Irish descent, and 3.2 million Irish citizens (passport holders) and 800,000 Irish-born citizens living overseas. There is no such thing as the Irish diaspora in terms of one homogenous group. Thousands of Irish organisations around the world self-congregate into groups and around Irish themes of common interest. Some cover a wide range of types of people such as the Lansdowne Club in Sydney, Australia, and others are very specific such as Biolink USA which is comprised of scientists and others from Ireland working in the US biotechnology and life science fields.<sup>26</sup>

There is a place and a role for all. Together they are a massive force of networks

and there may be potential for them to be brought together under a common, centrally organised electronic portal. It is probably impossible that one single database could be developed but rather there will be many hundreds of databases and ‘the sum of the whole is more than the sum of the parts’. In essence, then, Ireland has a vast ‘network of networks’, all of whom can interact with the home country in different ways and to different effect. The embassies may also be involved in providing logistics and other assistance to access the diaspora in the countries represented.

## Technology

Technology is dramatically changing the way people and communities connect and is enabling us to move from mass marketing to mass one-to-one marketing. An example here is American Airlines who have over 50 million members in their frequent flying programme. Every month each member receives a customised, individualised record of his/her frequent flyer account, recent activity and details on upcoming promotions that might be of interest.<sup>27</sup>

With over 70 million in the Irish diaspora the opportunity now exists, for the first time ever, to connect them electronically. This connection should be global, leading edge and allow multiple points and levels of engagement. It would allow individuals to engage with Ireland and Irish organisations and with each other. This platform could also facilitate user-generated content. Wikipedia, which has over 50 million contributors, is proof positive that the future of online platforms lies in the user-generated content model.<sup>28</sup>

## Capital flows – remittances

Remittances are 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.<sup>29</sup>

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.<sup>30</sup>

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 creditworthiness of a nation. However, as countries develop further capital flow strategies, reliance on remittances invariably decreases.

This is evident in Ireland, which used to be a major recipient of remittances, with an estimated £3 billion received from emigrants in Great Britain. Ireland has now moved to exploring and implementing more sophisticated models for generating capital flows.<sup>31</sup> One of the reasons for this movement is that many members of the diaspora are now seeking ways to become more economically invested in the economies of their homelands beyond making remittance payments. Ireland now has a greater number of entrepreneurs than ever and a significant number of high net worth individuals who serve as potential investors. Irish-born and Irish-origin entrepreneurs, in the US particularly, acquired the capital and business connections to play an important role in foreign direct investment and overtook the role of remittances.

In global terms, according to the World Bank:

- Remittance flows to developing countries are expected to be \$304 billion in 2009
- Remittance flows last year increased 15 per cent from \$285 billion in 2007 to \$328 billion in 2008 and outstrip private capital flows
- India, China, Mexico, France, and the Philippines are among the world's largest recipients of remittances
- India is the top recipient with an estimated \$52 billion in 2008, followed by China with \$40 billion and Mexico with \$26 billion
- In some smaller countries, such as Moldova, Latvia, and Haiti, remittances comprise the largest share of the total economy.<sup>32</sup>

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.<sup>33</sup> During disasters or emergencies, remittances can be a vital source of income for people whose other forms of livelihood may have been destroyed by conflict or natural disaster. Thus, while remittances continue to play a pivotal financial role in developing countries, it can be said that they are not of huge benefit for countries such as Ireland, and a specific diaspora strategy for promoting remittance flows should not be a priority.

## Capital flows – bonds

Ratha, Mohapatra and Plaza in their study of capital inflows from diasporas observed that international financial flows to developing economies occur in a number of directions.<sup>34</sup> In terms of the order of importance, they rank the sources of international capital flows to home countries in the following order: ODA (official development assistance), private sector short and long term flow, FDI (foreign direct investment) and remittances.<sup>35</sup>

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.

Foreign currency bonds have been around for at least as long as remittance bonds but once again are targeted to migrant workers abroad. 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. These schemes are thought to attract remittances into formal banking, although they may be most attractive to professional and higher-income migrants.<sup>36</sup>

### Bonds – Why does the diaspora invest?

In many respects a diaspora bond involves an appeal for a sense of patriotism. Diaspora savings can be channelled 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.

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.<sup>37</sup>

### What countries have done this well?

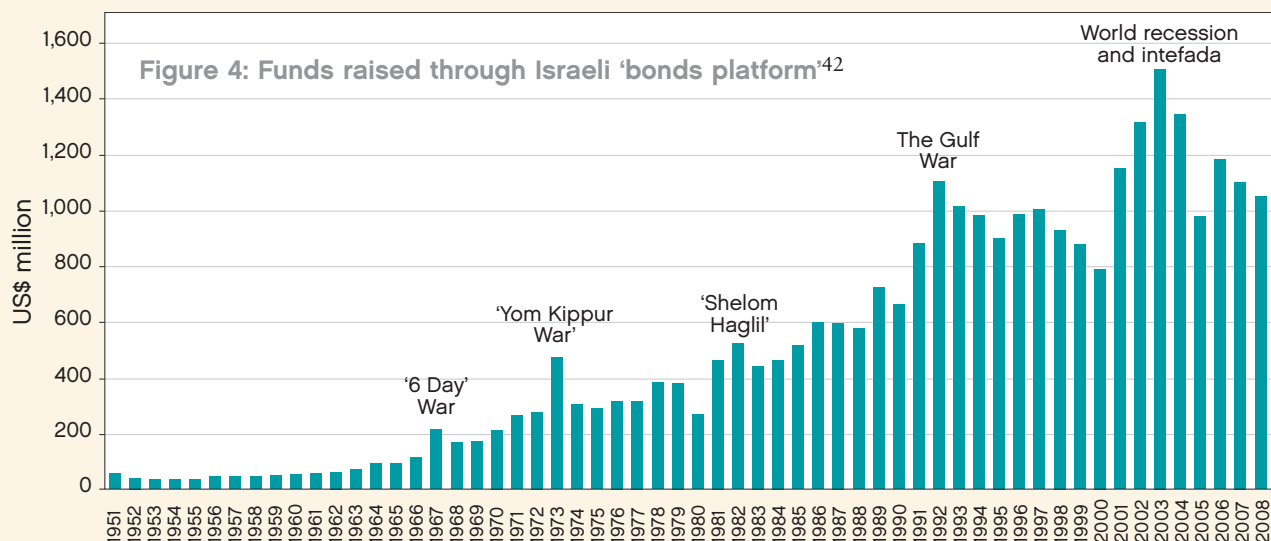
Some of the first diaspora bonds were the State of Israel Bonds issued in 1951. As can be seen in Figure 4, Israel has had a very positive track record, consistently raising over \$1 billion each year. In total, Israel has raised almost \$18 billion in this fashion.<sup>38</sup> Other countries have issued similar

bonds; e.g. China, Japan, Mexico, El Salvador, Brazil, Peru and India.

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’.<sup>39</sup> 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 non-resident Indians indicate that ‘emotional ties with India’ ranks as the single highest motivating factor spurring these diasporic capital flows.<sup>40</sup>

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.

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.<sup>41</sup>



## Capital flows – philanthropy

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. Historically, the US has led the way (over \$300 billion was donated to US non-profit organisations in 2008 – over 85 per cent from private individuals) but other countries are rapidly developing vibrant philanthropic sectors, having learned from the US experience.<sup>43</sup> The industry is rapidly globalising and philanthropy is now front-page news.

Philanthropy recognises 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 recognises 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. In a networked age, these efforts can be connected in ways never before possible.

Many people in the Irish diaspora first connect with Ireland through philanthropy. They then become more engaged by travelling to Ireland and visiting projects. This ‘philanthrotourism’ often leads to deeper engagement with Ireland in areas such as trade and investment, education and culture. As donors develop a greater appreciation and understanding of Ireland and its needs, they begin to focus on areas of particular interest and they begin to make investments. These tend not to be voluntary activities and need careful nurturing.

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 Irish 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 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’.

### Philanthropy in Ireland and beyond

Ireland has a vibrant non-profit sector with over 24,000 voluntary organisations employing more than 60,000 and representing 8 per cent of the economy. There are over 7,500 registered charities. It has also been very successful in cultivating philanthropy in the diaspora.<sup>44</sup>

In addition to The Ireland Funds, Atlantic Philanthropies has invested over \$1.2 billion in Ireland.<sup>45</sup> The International Fund for Ireland, which was sponsored by several overseas governments, has invested more than €803 million.<sup>46</sup> Furthermore, The One Foundation, also a limited life foundation, will invest millions over the next 5 years to support the non-profit sector in Ireland, building upon their significant contributions during the past 5 years. There are a large number of other organisations supporting projects in Ireland, in addition to Irish universities whose development teams actively canvas overseas financial support.

There are also huge levels of volunteerism in Ireland, with hundreds of thousands of people giving their time to help voluntary organisations.<sup>47</sup>



The challenge for the country is to move from being spontaneously charitable to being more strategically philanthropic. There are signs that Ireland is slowly moving in that direction and a philanthropic infrastructure is beginning to emerge with academic courses, fundraising and philanthropy organisations, executive recruitment agencies and publications and seminars being launched and developed.

The great weakness of the sector is the absence of foundations. There are over 100,000 in the US, 8,000 in the UK but only 25 in Ireland.<sup>48</sup> There are also only a small number of individual donor advised funds in the Community Foundation of Ireland, the Irish Youth Foundation and The Ireland Funds and little interest from the banks who play a very large role in this sector, particularly in the US (in 2008, Fidelity Bank was ranked the 4th largest public charity in the US).<sup>49</sup> Donor advised funds and the community foundation model have grown dramatically in continental Europe and the UK. In the latter, over \$2 billion is held in individual and family accounts by the Charities Aid Foundation (CAF).<sup>50</sup>

The diaspora can help the development of philanthropy in Ireland 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 projects in Ireland and acting as mentors to them
- By encouraging the Government in Ireland to create more conducive conditions for giving, particularly in relation to the taxation environment
- By investing in capacity building in Irish non-profit organisations. One practical example of that would be offering to facilitate internships and exchanges of key Irish personnel in the non-profit organisations they support in their own country
- By helping the Irish non-profit sector develop best practice in new emerging areas such as venture philanthropy, social entrepreneurship, philanthrocapitalism, etc.

The Irish diaspora can also participate very effectively with Irish NGOs working in the developing world through providing funds and volunteers to organisations such as Goal, Trócaire, and Concern. The latter recently received a grant of \$41 million from the Gates Foundation.<sup>51</sup> Although not an example of diaspora philanthropy, Concern USA is chaired by a prominent Irish-American, Tom Moran.

### Philanthropy in other countries

Israel is always looked to as the most successful country in the world in terms of private diaspora philanthropy which is worth billions to Israel annually. Tens of thousands of people are involved through the various agencies and federations around the world but especially in the US where sophisticated structures are in place and a long history of supporting Israel financially is part of what it means to be Jewish. The Jewish Federations and United Jewish Campaigns (UJC) in North America and Keren Hayesod in the rest of the world have built a formidable global philanthropic network for Israel.

India uses existing business networks to raise philanthropic funds. For example, the Indus Entrepreneurs (TiE) also acts as a philanthropic network. TiE raised \$500,000 following the Gujarat earthquake and has subsequently continued to fund less urgent needs.<sup>52</sup> The American Association of Physicians of Indian Origin (AAPIO) represents over 35,000 Indian physicians. AAPIO has established a separately incorporated charitable foundation to mobilise resources for the health sector in India. The foundation funds clinics, equipment and supplies, provides physician fellowships and supports a hospital in Mumbai.<sup>53</sup> GiveIndia, created in 1999, posts a list of approximately 100 certified non-profit organisations to which donors can contribute. GiveIndia has helped 30,000 donors support 150 NGOs with over \$5 million.<sup>54</sup> The Indian Government is currently establishing The India Development Foundation.



Scotland has announced plans to develop The Scotland Foundation to co-ordinate philanthropic efforts amongst its diaspora. This follows an earlier attempt to establish The Scotland Funds.

Advance Australia Philanthropy has been established to create connections between Australian professionals overseas and leading Australian charities.

## Chuck Feeney

An Irish-American born in New Jersey during the Great Depression, Chuck Feeney became a multi-billionaire 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 programmes, 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. The One Foundation in Ireland is an example of another limited life foundation.

## U2/The Ireland Funds national music tuition programme

In July 2009, U2 and The Ireland Funds announced a programme to offer children and young people in Ireland the opportunity to learn a musical instrument and avail of vocal tuition. U2 will provide €5 million to The Ireland Funds who will launch a campaign to raise a further €2 million to ensure the national rollout of the scheme which will be administrated by Music Network, a non-profit music services organisation. The scheme will support local education authorities throughout the country

to engage music teachers to provide instrumental and vocal tuition to children and young people.

The programme has the support of the Irish Government and is an example of how public/private philanthropic partnerships can have a major impact on a particular problem, in this case the fact that only 1 per cent of children of secondary school age in Ireland receive tuition in instrumental or vocal performance – the lowest rate in Europe.

## The Ireland Funds – Hope & History Campaign

In 2001, The American Ireland Fund launched a five-year campaign to raise \$100 million to support projects in Ireland. Entitled the Hope & History Campaign, it was very successful and exceeded its target. Over 15,000 people contributed to the campaign but its success was very dependent on a small number of major donors.

The top 20 contributors donated over 60 per cent of the total raised. All of them were well

known to the Fund and long-time supporters – their gifts were not their first gifts or their last gifts. The benefit of the campaign, in addition to the funds raised and projects supported, was the number of new people engaging with the fund who have subsequently gone on to become major supporters. The key lesson from the campaign is that a small number of committed ‘exceptional people’ can make an enormous difference.

## The importance of individual contribution

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. All his investments include an agreement that a certain percentage of any future sale of the company go into philanthropic projects in Ireland.

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.

## Capital flows – foreign direct investment

Foreign direct investment (FDI) has been critical to Ireland’s economic success and will continue to play a significant role in Irish economic recovery and future development. In terms of its contribution to GDP growth it is 10 times the rate in Germany, 5 times that of France and 4 times that of the UK.<sup>55</sup> Ireland’s proven track record in attracting FDI from overseas has made it the envy

of the world, with agencies in every region looking to the Industrial Development Agency (IDA) Ireland as a best-in-class example of how to attract inward investment.

Our long and productive involvement with FDI and attracting multinational corporations (MNCs) began as far back as the 1960s. Several decades ago, an advertisement campaign showed a picture of an

Irish boy writing on a wall ‘Yanks, please come over’, which resulted in the establishment of a long-standing relationship bringing unprecedented benefit.

### The role of IDA in securing FDI

The IDA in its 2008 report indicates that despite the challenging economic conditions Ireland continues to be an attractive location for foreign investment.<sup>56</sup> Although the number of jobs created in 2008 (8,837) was down from a high of 22,723 in 2000, progress is continuing in attracting higher-value-added activities to Ireland, with the most recent wave of investments helping to ‘position Ireland as an international innovation hub and assist greatly in the development of the Smart Economy’.

The importance of FDI to Ireland’s economy is highlighted by the following:

- Exports from IDA client companies at €92 billion account for over 80 per cent of all exports from Enterprise Agency assisted companies
- IDA-supported companies contributed €16 billion in direct expenditure to the Irish economy
- Total payroll costs by IDA-supported companies in 2007 amounted to €6.7 billion
- IDA-assisted companies employed over 136,000 people in permanent employment in 2008
- IDA clients paid an estimated €3 billion in corporation tax in 2007, approximately 47 per cent of the total corporate tax take
- Of the 130 new investments in 2008, 35 were investments from new clients – up 16 per cent on 2007
- New research and development investments were up 22 per cent on 2007;
- 8,837 – total number of new jobs created through FDI
- €2 billion – total investment secured.<sup>57</sup>

It is evident from these figures that the IDA continues to play an indispensable role in securing FDI in Ireland. In more than 160 countries a designated public sector investment promotion agency (such as IDA Ireland) exists to market the nation as an attractive investment destination to

potential foreign investors. Research has recently started to formally recognise the importance of diaspora home investment flows. Although Ireland has a strong track record of success in this regard, the pertinent concern as we look to the future is to understand the importance of the diaspora to the flows of FDI and how best to leverage the global Irish network for this express purpose.

### 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<sup>58</sup>
- 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 non-diaspora members
- 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<sup>59</sup>
- 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.

## Approaches taken by other countries

### Israel

While it can be hard to establish and quantify direct impact, in the case of Israel, for example, the dominance of US investments suggests that the diaspora was a strong element. Indicative of the importance of investment in this small economy, on the NASDAQ Exchange, the second most frequently listed foreign companies were Israeli.<sup>60</sup>

### China

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.<sup>61</sup> It is estimated that about half of the \$48 billion that flowed into China in 2002 originated from the Chinese diaspora.<sup>62</sup> Ethnic Chinese also have an important impact on the volume of bilateral trade between China and their countries of settlement.

The Chinese government has encouraged diaspora engagement in both FDI and trade, as well as philanthropic contributions through preferential policies and the encouragement of a sense of belonging to the Chinese homeland. However, other analysts would argue that the chief motive for business ties is profit and exogenous factors such as the extremely rapid growth of Hong Kong, Taiwan and Singapore, along with economic reform in China were more important than sentiment or any effort by the Chinese Government to court its diaspora. In the enabling economic environment created through reforms post-1978, the Chinese were able to turn their linguistic, cultural and other capabilities into a comparative advantage.<sup>63</sup>

## Opportunities for strengthening FDI in Ireland: the role for the Global Irish

The Global Irish can undoubtedly play a decisive role in assisting the IDA and other 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:

- As mentioned above, helping Ireland to define its new value proposition. In order to succeed in building an 'Innovation Island' and a 'Smart Economy', Ireland needs a modernised value proposition that reflects a set of capabilities that are relevant to the growing industries of tomorrow
- 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 Ireland' 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 Ireland's economic well-being. For example, developments in US trade, investment and taxation policy could have a major economic impact on Ireland, and informed members of the Irish diaspora can help to understand and potentially mitigate such changes
- Assisting with the understanding of key industry verticals and facilitating access to investment in areas of current priority to the Government 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.

## Capital flows – venture capital and support for indigenous industry

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, Ireland has done a reasonably good job at leveraging the Global Irish 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.

### 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. There are generally two definitions of ‘diaspora entrepreneurship’. One model is the *straddling expatriate* who lives in the developed ‘market’ but operates a company whose development hub is in the home country. The second model of diaspora entrepreneurship is the *returning expatriate* who, after spending several years abroad, has returned to his/her native country – at least partially, if not fully – and now through starting his/her own enterprise is bringing knowledge, expertise, innovation and employment to the home country.<sup>64</sup>

The reasons that companies founded by expatriate entrepreneurs are more likely to succeed are numerous. First, an expatriate connection helps ease the challenges of understanding and targeting a

foreign market. Second, an expatriate connection helps bridge the cultural differences between the customer and the marketer to a level that considerably eases the selling process. A founder who has never stepped onto the US or Europe is at a severe disadvantage against one who has a cultural understanding, pre-established networks and connections there. Third, an expatriate founder generally brings much more than just cultural awareness, connections and new ideas to the table. He/she is often an invaluable source for capital and the much needed due diligence for an idea. Expatriate founders are generally better funded than a wholly domestic founding team.

In a study of the Irish software industry it was found that 75 per cent of indigenous Irish software companies were established by people who had previously worked abroad, mostly for large multinational corporations.<sup>65</sup> Furthermore, approximately 17 per cent of founders had studied abroad at one point. This leads us to conclude that the ‘brain circulation’ brought about by people emigrating and eventually migrating home can have very positive effects on indigenous industrial growth, and government initiatives should pay particular attention to this cohort of individuals.

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

#### Israel

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 programmes, Israeli companies have broader access to venture capital funding, knowledge of export

markets, assistance with IPOs, etc. Two of the most successful programmes 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.

According to *The Economist*, Israel is home to 4,000 high-tech companies, more than 100 venture-capital funds and a growing health-care industry. Innovations developed in the country include the Pentium chip (Intel), voicemail (Comverse), instant messaging (Mirabilis, Ubuque), firewalls (Checkpoint) and the video pill, which allows medical investigations without the need for invasive surgery. Over 100 Israeli companies are traded on NASDAQ. The Israeli government helped by providing a ready supply of both human and physical capital. Israel has the world's highest ratio of PhDs per person, the highest ratio of engineers and scientists and some of the world's best research universities, notably Technion.<sup>66</sup>

### India

According to *The Financial Times*, about \$5 billion in venture capital was raised in 2000 for Indian investments, an increase from £340 million raised in 1988–99.<sup>67</sup> The investment is led by TiE, based in

Silicon Valley. New venture capital funds such as Redwood Ventures, E4E and Accordiant Ventures are channelling funds into Indian start-ups. The rapid increase in funding is due to two factors, say experts in the region. Firstly, many more Indian-Americans are financially successful in the IT and related industries. Secondly, they are responding to a change of heart from the Indian government, which has ended its deep-seated suspicion of risk-taking and foreign investment.<sup>68</sup> The regulations covering venture capital investment were revised in February 2000 by the Securities Exchange Board along the lines proposed by Silicon Valley industrialists.

### Taiwan

The support of the government and the Taiwanese diaspora was important in setting up a venture capital industry in Taiwan for financing technology firms. According to Saxenian, Taiwan investment in the IT sector in mainland China has quadrupled from \$2.6 billion in 2001 to a projected \$10.6 by 2006.<sup>69</sup> Some of the most promising technology firms in Taiwan and China have been started by returning entrepreneurs as 'cross-Pacific' start-ups. These start-ups can have research and development centres in the US and design and logistic capabilities in Taiwan.

## Israeli venture capital case study: 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 programme 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 programme 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.

## Israeli venture capital case study: Yozma, continued

### 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 that were made by Yozma itself. Nine out of the fifteen direct investments enjoyed successful exits, either through IPOs or through acquisition. The programme 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 Programme, 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.

## Israeli case study: 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 hi-tech 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.

## Ireland's current venture capital status

Although the provision of venture capital for Irish companies has improved over the years (Irish venture capital firms have invested €1.2bn in Irish SMEs since the year 2000), there is still a long way to go and this is a topic of ongoing consideration on the part of the government and agencies such as Enterprise Ireland.<sup>70</sup> Venture capital investment measured in terms of its percentage of GDP shows that in 2004 the US percentage was 0.2 per cent, the European average was 0.1 per cent and in

Ireland the percentage was 0.042 per cent.<sup>71</sup> However, recent budgetary changes in taxation have made Ireland a prime location for the establishment of global Venture Capital and Research and Development operations according to a 2009 report by PricewaterhouseCoopers.<sup>72</sup> This should, over time, assist not only in the expansion of activities on the part of multinational companies in Ireland but also help to spur the creation and growth of indigenous Irish companies.



## The contribution of the diaspora to the '3Is'

Over the course of the 1990s, the Indian-born population in the US increased by roughly half a million, reaching 1 million by decade's end. This population is abundant in human capital, as evidenced by its substantially higher education and greater earnings than the native US-born population. It has also built strong business ties with Indians back home.

During the worst of Ireland's economic slump in the 1980s, an estimated quarter of new male graduates and a fifth of new female graduates emigrated. But as the 'Celtic Tiger' emerged in the 1990s, many of these emigrants

returned with enhanced technical skills and knowledge of international markets, providing a rich vein of skilled labour to keep the high tech sectors booming.

From 1990 to 2000 almost 850,000 members of the Jewish diaspora from the former Soviet Union immigrated to Israel. This immigrant population has a greater proportion of scientists and engineers than the veteran Israeli population, which itself has the highest concentration of such human capital of any country in the world. The influx has provided a massive boost in the skills available to Israeli businesses.<sup>73</sup>

### Role for the Irish diaspora

#### Connecting to international markets

The international diaspora networks have always served as great brokers and connectors to international markets, often facilitating introductions and assisting companies in familiarising themselves with the foreign markets and the nuances of selling in a different environment. However, their role can, and should, be extended far beyond that of merely providing introductions. Often, given the highly technical nature of companies today, or the complexities of the environments into which they are attempting to sell, Irish companies can benefit from a range of

other support and advice. Quite often Enterprise Ireland will look to form advisory groups consisting of members of the Irish diaspora, or those with some form of interest in, or affinity with, Ireland to assist Irish companies in particular industry verticals and/or regions.

An exceptionally effective example has been the creation of the North American Financial Services Advisory Board, which could serve as a model for future initiatives.<sup>74</sup> However, in order to fully leverage the potential contribution of the diaspora, a far greater level of coordination and support will be required.

## Enterprise Ireland – Industry Advisory Panels

- Enterprise Ireland has convened a panel of senior executives from the North American Financial Services Industry with the purpose of advising Irish companies seeking to sell into that industry.
- The panel offers not only introductions to potential customers but also advice on many

- of the strategic elements associated with running a successful organisation.
- Enterprise Ireland has similar sectoral panels in various regions. These likely serve as a valuable foundation for future similar endeavours.



### **Providing links to multinational corporations**

Another way in which the diaspora can assist in the development of Irish companies is through links to multinationals both at home and abroad. These larger companies not only serve as critical customers for indigenous enterprises but can also form important partnerships and alliances, for example in the case of software through the white labelling and reselling of an Irish company's product.

Recently the Tánaiste and Enterprise Ireland unveiled a new strategy for the Irish software sector. 'The New Software Economy' plan aims to capitalise on the changing shape of the global software industry where new delivery models such as cloud computing, software as a service (SaaS) and internet-delivery of services are transforming the industry.<sup>75</sup>

According to the Government announcement, the plan aims to make strong use of the presence of some of the world's largest ICT firms, including Microsoft, Oracle, Intel, HP, IBM, Google and Dell to leverage growth as well as make use of the strong diaspora of well-connected Irish executives around the world. According to *Fortune* magazine, 45 per cent of Fortune 500 CEOs have Irish surnames.<sup>76</sup> The strategy also involves a 'Best Connected' focus that makes use of the strong multinational sector in Ireland, the substantial Government investment in R&D through Science Foundation Ireland, specialist clusters, a young and skilled workforce and influential members of the Irish diaspora.<sup>77</sup>

### **Formal support for entrepreneurship**

Perhaps the leading organisational example of organised support on the part of the diaspora for indigenous entrepreneurship is Indus Entrepreneurs (TiE), which is described on page 44. While TiE

now operates at a scale that would be hard to emulate, an initiative with great potential for Ireland is the Irish Technology Leadership Group based in Silicon Valley. Through a range of initiatives, with support from Government and private individuals the ITLG is increasingly well positioned to serve as an important actor in the development of high-tech industry in Ireland.

Through all of these various options it is clear that the migration of highly skilled labour, whether followed by return migration or not, is not as blatant a 'brain drain' as originally thought but can actually bring about positive progress in the development of indigenous companies. Much opportunity still exists for Irish companies to leverage the breadth and depth of expertise offered by members of the Irish diaspora, whether they choose to do so directly or through the auspices of a Government agency such as Enterprise Ireland. Several high profile business people interviewed for this report said that they would be more than willing to assist Irish companies to grow, whether it was through a formal mentorship relationship, or a consulting role on any one of a number of topics.

Indeed one tangible suggestion stemmed from an observation that a weakness on the part of Irish companies was the lack of overall managerial experience, specifically international experience. This extends to the boards of directors of Irish companies, which could benefit greatly from having the experience and perspective that a member of the diaspora, living abroad, with knowledge of that industry could potentially bring. Therefore, one possible initiative would be to couple aspirational Irish companies, who could benefit from this arrangement, with an experienced member of the Global Irish business community.

## 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
- TiE currently has 11,000 members and 2,500 charter members in 53 chapters across 12 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 programmes, 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
- Five new chapters were opened in 2008 – Istanbul, Ohio, Nagpur, Hubli and Tokyo. They also launched a Global Charter member programme whereby an elite group (16) of internationally renowned and eminent entrepreneurs become TiE's brand ambassadors. Every year TiE holds more than 500 events, with over 70,000 attendees worldwide.

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

The Irish Technology Leadership Group (ITLG) 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 400 members and organises 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. ITLG signed, in July 2009, 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.<sup>78</sup>

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

Recent achievements include the following:

- ITLG has formed Irish Technology Capital to assist Irish companies in terms of mentorship and investment. The latter has made an investment into Wavebob, a renewable energy company, and is working closely with a number of other Irish companies such as Powervation, Firecomms and Lincor.
- ITLG has established an office in Shannon to help strengthen the ties between Silicon Valley and the Shannon/Limerick region.
- ITLG is finalising the twinning of Limerick with Santa Clara. This will not only foster business links but will also develop educational

and cultural links. Visits from various schools and universities from both cities have already taken place. The Mayor of Santa Clara and a delegation visited Limerick in August 2009 and last year the Mayor of Limerick led a delegation to Silicon Valley.

The partnership of ITLG with TCD/UCD has three main objectives:

- To drive the commercialisation of research
- To participate with the Innovation academy
- To create a venture capital fund that would support TCD/UCD spin-out companies.

## Diaspora knowledge networks

Diaspora knowledge networks can be described as substantial, consistent initiatives of international cooperation which play a critical role in the emerging knowledge economy. Diaspora knowledge networks are overseas networks that mobilise the skills, expertise, contacts, knowledge, business acumen, and financial and political resources of diasporians as a collective resource to benefit the local and global diaspora as well as the homeland. It is useful to distinguish four kinds of diaspora knowledge networks:<sup>79</sup>

### Specialist knowledge networks

These are networks which are sector specific (for instance biotechnology, ICT, law) and which 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). In the Irish case examples include the Irish Technology Leadership Group in

Silicon Valley, Biolink (a network of biotechnical professionals spread across the USA), and Techlink UK (a network of Irish scientists based in London looking to commercialise laboratory breakthroughs).

### Professional knowledge networks

These are regional and local networks of professional and highly skilled expatriates located in major overseas cities. The focus is upon dual social and business networking and the exchange of contacts, skills, advice and ideas. Irish examples include the Irish Network New York, the Irish Network San Francisco, and the Irish Professional Network of London.

### Transnational business networks

These are networks whose primary purpose is the fostering of economic ties between the destination region and the homeland. Here the diaspora plays the role of a broker of relationships to a particular

country. The network resources produced include knowledge of markets, cultural knowledge and access to transnational opportunities. In the Irish case examples include the Norwegian Irish Business Association and the Irish Business Club of Finland.

### Global knowledge networks

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. A premier example of this is Scotland's 'GlobalScot' (almost 50 per cent of the 840 GlobalScot members operate at company Chairman, CEO or President level) who are specially selected and invited to join.<sup>80</sup> For Ireland, examples would include the Landsdowne Club in Sydney and The Asia Pacific Business forum which links 11 Irish business groups in Asia Pacific and the Gulf to facilitate an exchange of ideas and resources and to leverage reputation and connections. In addition, The Ireland Funds is not only a global philanthropic, but also a business and social network in 39 cities in 12 countries. The Irish Chamber of Commerce USA and The Ireland-US Council are effective business networks in the US.

Diaspora knowledge networks have deeply changed the way in which highly skilled mobility is viewed. They have conceptually subverted the traditional 'brain drain' migration outflow into a 'brain gain' skills circulation by converting the loss of human resources into a remote but accessible asset of expanded networks.<sup>81</sup>

In every type of successful knowledge network there is a strong social networking element which often serves as a catalyst in attracting members of the diaspora and strengthens their engagement. In fact, Lucas identifies transnational social networks as, perhaps, the most powerful mechanism of diasporas.<sup>82</sup> He argues that network density, or the frequency and quality of inter-personal relationships, shapes the ability of diasporas to generate the transfer of knowledge and business opportunities. He places additional weight on the

skill level or educational characteristics of diaspora networks and the potential for different types of relationships and outcomes.

### Diaspora knowledge networks serve multiple purposes

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. The recession will likely increase the brain drain from Ireland and reduce the return of migrants. Ireland, however, has experienced this before. These questions now remain: Can things be done differently this time? Can brain drain become brain gain become brain exchange? Can Ireland get home country advantage from leveraging the expertise, knowledge and contacts of its diaspora? If so, how can this be done and how can structures and policies be put in place that accelerate this development?

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 shown in the various examples below, a number of different countries have created initiatives that centre on identifying, engaging and developing networks of successful, skilled, influential and affluent members of their diaspora. Indeed, there is an explicit discussion about the need for diaspora strategies to distinguish between 'alumni models' that involve mass mobilisation 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.

Taking Ireland and Scotland as two examples, it is obvious that there are many ways in which a country can go about developing knowledge and business networks. In the main, the Scottish approach focuses on fostering high-quality relationships between specific individuals and businesses, whereas the Irish approach focuses on developing broad-based social networking and community building. Ireland then has a more plural strategy that aims to foster a number of business networks and to grow a wide base of contacts and expertise.<sup>83</sup>

At present, Enterprise Ireland supports, through in-kind or financial aid, over 60 Irish

business networks around the world. Some of these were initially seeded by Enterprise Ireland, e.g. Techlink and Biolink, and others were started by Irish business people abroad. In Scotland, the focus to date has been on building up one particularly critical network, GlobalScot, a widely cited exemplar of an impressive network of global elites. This network, managed by Scottish Enterprise, does not function as a social network but rather as a broker, linking Scottish businesses and specific GlobalScot members. Inevitably, the main criticism of networks like the GlobalScot, is that access to membership is centrally controlled which precludes broader participation.

## Kea – New Zealand’s global talent community

More than 750,000 New Zealanders live overseas. That is 16 per cent of New Zealand’s population, 24 per cent of all highly skilled New Zealanders, the highest proportion of any OECD country.<sup>84</sup>

### Key statistics

- Founded in 2001, Kea – New Zealand’s global talent network – exists to help New Zealanders to connect with and leverage the knowledge and contacts of talented New Zealanders around the world
- Kea has 25,000 active members in over 174 countries, growing by 20 per cent each year
- It has 4 full-time regional managers, in the UK, Australia, North America and China, each supported by active regional advisory boards
- There are more than 20 active international Kea groups and networks
- There are more than 200 Kea events globally each year, with more than 5,000 attendees
- The Kea website and database provide a global portal to connect New Zealanders across the world.

### Key features

#### Awards

- The World Class New Zealand Awards are among the most important accolades for New Zealanders who make significant contributions to New Zealand’s success on the global stage
- The annual red-carpet, black tie Awards hosted by the Prime Minister are attended by 500 New Zealand business leaders.

#### Network

- Kea is a global network of the brightest and best New Zealanders
- Members are individually relationship-managed to identify opportunities for them to contribute to and influence New Zealand
- Global and New Zealand-based summits and workshops are held quarterly to progress priority World Class New Zealand work streams and provide networking opportunities to members and supporters.

## Kea – New Zealand’s global talent community, continued

### Current focus and growth areas

- Growing the sector-specific interest groups. There are 5 such groups around the world – ICT, energy, science, food and beverage and creative. They are key conduits to provide New Zealand SMEs with the connections, introductions and market insights that will strengthen their capability to spot and evaluate international opportunities
- Expanding the networks of ‘friends of New Zealand’ around the world. For example, Kea recently ran a first event for Chinese alumni of New Zealand universities in Shanghai to engage the estimated 200,000 Chinese nationals who have studied in New Zealand.

### Recent achievements

- Has gained national and international recognition

- Every One Counts – global census of overseas New Zealanders (30,000)
- Every Vote Counts – overseas voter enrolment campaign (20,000 votes)
- Rugby World Cup – promoting RWC 2011 to overseas New Zealanders
- Communication with overseas New Zealanders, e.g. [www.aust.keanewzealand.com](http://www.aust.keanewzealand.com) – 1,100 new Kea members recruited in 4 days.

### Funding and resources

- Independent, non-profit, NGO status, nine staff worldwide
- Funding sources: Ministry of Economic Development, New Zealand Trade and Enterprise, membership income, private sector partners.

## Advance Australia

### Key statistics

- Over one million Australians live overseas.
- Advance Australia is a dynamic and diverse global community of Australian professionals overseas committed to advancing Australia and Australians
- Advance is a not-for-profit organisation, founded in 2002 and headquartered in New York, with established networks and programmes in all major business centres across the USA. It also has an office in London
- It is the largest global network of cross-industry Australian professionals overseas
- Global members – Advance represents more than 13,000 individual members around the world, among them Australians of all professions, including scientists, researchers, artists, musicians, government officials, entrepreneurs, employees of Fortune 500 companies and small business owners
- Global partners – Advance provides valuable services for Australian state and federal governments, Australian universities and research institutes, and international and Australian corporate partners.

## Advance Australia, continued

### Key features

- Various events
- Australian ambassadors – to empower influential Australian professionals overseas to identify international business opportunities for Australia
- Industry networks
- Online communication channels
- Talent return and mobility – to provide a web portal with job opportunities, repatriation information and seminars for Australian professionals overseas seeking to return to Australia
- Advance Australia Philanthropy – to create connections between Australian professionals overseas and leading Australian charities and institutions.

### Current focus and growth areas

Advance supports member networks in seven key industries:

- Academic and research (2,095 members)
- The arts (3,599 members)
- Financial services (3,545 members)
- Life sciences (1,807 members)
- Media, communications and technology (4,435 members)
- Professional services (3,114 members)
- Public and charitable (1,591 members)

### Recent achievements

- Advance 100 Global Australians Summit (*Sydney Opera House* – 2006, hosted the inaugural gathering of influential Australians overseas, the ‘Advance 100’) to identify strategies for leveraging the power of this national asset

- G’Day USA Innovation Shoot Out – Annual partnership with Australian state governments to showcase dynamic Australian companies and present them in New York to venture capitalists, angel investors and potential business partners
- Merck Advancing BioBusiness Awards – International fellowship programme to enable leading Australian scientists to undertake commercialisation research in the USA. This award harnesses Australian leaders in science, biotech and pharmaceuticals for the benefit of Australia
- The Roving Eye Exhibitions – Annual series of exhibitions of artwork by Australian artists living and working beyond Australia’s borders. Successful exhibitions have been presented in New York, Washington DC and London
- A global leadership comprising 50 mid-senior level executives who collectively donate more than 1,000 hours per month to Advance and to Australia. Over the next three years, the number of executives donating time to Advance is expected to grow to more than 1,000 active volunteers with more than 10,000 hours per month of invested time.

### Funding and resources

- Patrons, corporate sponsors, through partnerships with Australian Government agencies and universities and from fundraising
- Governed by an honorary Board.



## GlobalScot

- GlobalScot was established in 2001 by Scottish Enterprise, a Government department. Its objective is to provide advice, access and aspiration and build a network of ‘high achievers’ around the world who will help Scotland. The budget for 2009 is St£400,000 excluding the 11 professional staff who manage it
- There are now 950 members. About 60 per cent are Scots-born business people living overseas and ‘affinity’ Scots. Half of them are located in the US
- GlobalScot takes a sectoral approach to enlisting membership and seeks out members in areas where Scotland has particular strength such as oil and gas, financial services, genetics and biotechnology. It researches members and invites them to join. Membership criteria are strict and access to the database is restricted. The database contains extensive information on the professional background and interests of the membership. It is made clear that this is not a social membership but is all about using the global network to add value to Scottish businesses
- GlobalScot organises meetings and conferences overseas and in Scotland and in November 2009 200 GlobalScots will return to Edinburgh for a major conference. This will be used as an opportunity to showcase Scottish potential. Networking with Scottish businesses is key as is networking among the membership
- As with all networks there are varying degrees of participation, with some more active than others, and one of their challenges is to weed out the weaker members and keep ‘churn’ in the organisation
- GlobalScot asks their members to sit on advisory boards for various industry sectors as well as directly mentor Scottish businesses
- GlobalScot established the Saltire Foundation which is funded for 3 years by Scottish Enterprise and which has two programmes:
  - An 8-week undergraduate internship for Scottish students with GlobalScot companies. Annually 35 students participate.
  - A yearlong fellowship programme for people aged between 29 and 42 which involves study in Babson College in Boston, doing a project for a GlobalScot company and working with a company in Scotland. Fourteen fellowships are awarded annually and the Saltire Foundation has been set up as a registered charity in the UK and the US. People who complete this fellowship are expected to give back to Scotland by working for a period subsequently with a Scottish or Scottish headquartered company.

“

I don't want to meet ex-pats or go to social events. I joined GlobalScot because I want to use my expertise, experience and contacts to help companies in Scotland.

”

GlobalScot member



## ChileGlobal

Founded in 2005, ChileGlobal is an international network of Chilean business owners and top-level executives or people with an affinity to Chile who are living abroad and who have an interest in contributing to Chile's economic development. The goal is to help incorporate Chile into the knowledge economy, leveraging the international experience of its members, creating a mechanism of business opportunity attraction, technology transfer, and know-how.

ChileGlobal harnesses the expertise of more than 80 members, in North America (75 per cent),

Europe and Latin America. Members are influential, with an active role in their industries, have a strong affinity to Chile, are resident abroad and are motivated and able to participate.

ChileGlobal members contribute with expertise, knowledge and time by supporting businesses, leveraging contacts and expertise, and promoting entrepreneurship in key sectors such as ICT, Finance & Services, Business Management, Biotech, Food, Telecom, Marketing, and Health. Its programme includes Internships, Mentorships, and Support for public policy in innovation.<sup>85</sup>

### Networks assist in identifying the diaspora

The creation of knowledge networks also helps a country to get to know its diaspora. In the past, qualitative information about highly skilled expatriates used to be very difficult to gather because of the expatriates' dispersion and mixing within populations in host countries. It was almost impossible to identify individuals and groups of highly skilled persons of foreign origin and to locate them in significant numbers, across different sectors, occupations and countries. The situation has changed since the beginning of the 1990s, when 'expatriate knowledge networks' emerged, providing the opportunity of gathering substantial information about their members.<sup>86</sup> Whether it is through industry associations or professional bodies, it is now far easier to identify and engage members in these knowledge networks.

### Support for innovation

The expansion of knowledge networks also greatly increases the transfer of knowledge and is often cited as one of the most important contributions diaspora networks can make to innovation. For

example, the transnational sharing of knowledge is captured, in part, in research by Agrawal *et al* who find that patent citations are most likely to be filed not only in an inventor's country of current residence (e.g. US and Canada), but also in his/her prior place of residence.<sup>87</sup> It seems common sense that knowledge would flow across international boundaries along with networks but it has important implications in terms of our support for international academic scholarships, researcher exchange programmes and more generally any form of international collaboration among universities and research institutes. Regets, for example, finds a strong positive correlation between the numbers of foreign students awarded PhDs in the US and the degree to which scientific articles authored in their sending countries include a US author.<sup>88</sup>

A relationship can also be found between the country of birth of US college faculty members and the percentage of scientific articles originating in their countries that have US co-authorship. This provides some intuitive and quantitative support for the observation that diaspora networks can stimulate collaboration and the exchange of knowledge.

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In 1984, six Chinese engineers quit their jobs at Fairfield Semi Conductor in Silicon Valley to return home and start Taiwan's first three private semi-conductor firms. At the time the only semi-conductor company in Taiwan was a government sponsored set-up. They upgraded Taiwan's technology by two generations as soon as they returned. These pioneers became the role models for hundreds of subsequent returnees who by the late 1990s helped to make Taiwan the world's third largest producer of integrated circuits.

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AnnaLee Saxenian, 'The New Argonauts – Regional Advantage in a Global Economy'

## Israeli Intel innovator

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.<sup>89</sup>

## Diaspora involvement in the development of the Indian IT industry

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 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.<sup>90</sup>

The model of cooperation between the diaspora and India is now developing in other sectors. India is emerging as a preferred destination for healthcare, because it has a large number of hospitals with world-class infrastructure and equipment and many medical practitioners who have been trained outside India. Medical treatment in India is available at a fraction of what it costs in the US and UK. Indian hospitals are beginning to offer packages that include medical treatment, recuperation, relaxation, recreation and tourism. It is estimated that this 'medical tourism' market could generate \$2 billion in annual revenue by 2010 in India.<sup>91</sup>

## Knowledge networks potential for Ireland

Ireland has a strong track record of creating various networks among its diaspora population. An opportunity exists to focus more resources specifically towards the creation and management of networks comprising professional, successful members of the diaspora, from a range of industry verticals, across each global region. The people in these networks should be actively engaged and connected to one another and the networks themselves should be connected to enhance interaction and opportunity creation on a global scale. There are already some examples of success.

For instance, Irish biotechnology networking organisations such as Biolink USA-Ireland (and the UK counterpart, Techlink UK-Ireland), thrive on a membership largely derived from the Irish diaspora in the US, and Americans of Irish heritage. Long-standing connections between Irish-Americans and the Irish offer a far-reaching support network on which to draw. Such organisations also keep databases of people seeking or offering work or skills in the US, Ireland, or the United Kingdom.

BioLink has facilitated 15 strategic partnerships, investments in excess of \$18 million, and four board of director appointments to start-up companies. For example, Genentech's investment in Opsona, Trinity College Dublin's biotherapeutics company, resulted from discussions at a Biolink conference and there are many more such deals. Biolink has also produced many US mentorships of Irish bioscience companies and supplied introductions and support for bioscience graduates moving to America.<sup>92</sup>

There is also an opportunity to actively create professional networks among Irish academics at home and abroad. These networks can help create opportunities for accessing international sources of funding for research and developing cross institutional and multidisciplinary collaborations. Academics among the diaspora can be an important resource for promoting cooperation in education. The growing internationalisation of educational institutions, programmes and courses has increased the need for such networks. Academic networks also facilitate greater degrees of scholarly exchange at all levels, bringing about a host of benefits, discussed later in this report.

## Importance of educational exchange

The report has outlined the part that global knowledge networks can play in the economic and industrial development of a country. Whereas in the past the fear of a brain drain caused policy makers to look unfavourably 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 Ireland, one where we can position ourselves as a centre for educational excellence. Furthermore, the vast network of the Irish diaspora can be used to communicate Ireland's high-quality education system, greatly enhancing the brand and reputation.

### International education – the potential for Ireland

The potential exists to make Ireland, the land of saints and scholars, into a true world leader in the provision of education. 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 by 2020<sup>93</sup>

- In 1995, 90,000 US students went to college overseas. In 2007, 250,000 US students went to college overseas<sup>94</sup>
  - St Andrews University in Scotland had 1,250 US undergraduate students in 2008 out of a total of 7,200 – ten years ago it had only 200 US students<sup>95</sup>
  - Last year 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<sup>96</sup>
  - 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 Irish educational institutions as attractive locations for international students.<sup>97</sup>
- International students contribute to employment creation directly and indirectly
  - International graduates promote and support Ireland’s reputation abroad and help to establish an international profile for education in Ireland
  - They bring a foreign affairs benefit to Ireland which other industries cannot match – the country’s geopolitical standing is enhanced
  - Among the next generation of leaders in Asia and the US will be a number who have been educated in Ireland and, as a consequence, will understand our culture, our language and have close ties to the country
  - 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 Ireland that is likely to pay dividends in many unforeseen ways over the coming decades
  - International students can provide a potential source of skills for Ireland if the country is faced with further skills shortages in the future.

The Irish economy can derive major benefit from the recruitment of international students. International education is essentially an export business since the tuition paid by non-EU students generates substantial revenue earnings for the economy. In addition to programme fees, each international student makes a significant contribution to the economy through spending on accommodation and living expenses.

This figure has been calculated conservatively by the International Education Board Ireland (IEBI) at a level of €11,000 per student per annum. It would mean that, in the case of University College Cork (UCC), for example, (and excluding fees), the benefit to Cork and the region would be in the order of €22.3 million per annum.<sup>98</sup> The total potential contribution in foreign earnings to the economy from international students in all sectors of education would be a multiple of that figure.

International students also contribute to Ireland’s economy and reputation in other important respects:

### A competitive market

Competition from English-speaking destination countries – US, UK, Australia, New Zealand and Canada – is intensifying. These countries are proactively reducing ‘roadblocks’ related to visas, work permits, etc. Such deterrents are adversely affecting Ireland’s success in attracting students from outside the EU.

Most countries with a long and successful experience of receiving international students view international education as important for economic, trade, cultural and geopolitical reasons. Support at the highest level of government has been key to the success of countries such as the UK, Australia and New Zealand. The UK’s Prime Minister’s Initiative (PMI) has helped ‘brand’ UK higher education internationally and has also encouraged a proactive government policy characterised by

‘joined up thinking’ between government departments.<sup>99</sup> ‘Coordinated government policies in Britain help minimise the barriers towards entering British universities from overseas. The UK educational sector also derives considerable benefit from the promotional work carried out on its behalf by the British Council which has 110 centres worldwide.’<sup>100</sup>

As part of the newly defined ‘Brand Ireland’, the potential exists to promote Ireland as a global centre for international students, but assistance will be required. Ireland currently lacks name recognition in this area and is in direct competition with countries whose governments have invested significantly in international education over decades.

As it stands, Ireland is a latecomer in terms of large-scale engagement in international education and is relatively unknown as a destination for students seeking an overseas qualification. It would appear that it is not perceived within the country itself as a major industry for Ireland and the country lacks a clear strategy for exploiting the potential. It is not accorded anything like the same attention or investment as the tourism industry and is rarely spoken about in public fora. Yet it is inarguably a growing, lucrative market.

### **What the diaspora can do to help**

Once Government agencies recognise the potential of this area as an export industry, the Global Irish community can assist both as participants in Irish higher education (offspring of the 1980s ex-pat generation in the US for example) or more generally as advocates in their own countries to promote/endorse the benefits of Irish education. The most obvious endorsement is the recruitment of a graduate of an Irish university. Furthermore, a number of recent University College Cork Chinese graduates now work in China in multinationals such as Hewlett Packard and IBM and others in Glanbia and Nestle.<sup>101</sup> That scenario creates a rich and diverse network of companies, countries and people. Such networks have the potential to be professionalised to the mutual benefit of the

employer, the employee and the relevant *alma mater* and constitute exactly the kind of global network that countries worldwide are trying to create.

In addition to the potential of education as an export product there is a challenge and an opportunity to use the diaspora networks to dramatically increase the number of Irish people who become exposed to work experience and education overseas. Other countries are actively developing programmes in this area (e.g. Scotland with the Saltire Foundation who use their GlobalScot network). This can take the form of internships, short courses, work exchanges, specialist courses, attending conferences and other ways of getting to appreciate work overseas.

The objective is to help internationalise a whole cohort of Irish people to better prepare them to compete in a global economy. For example, the Polish government through its embassy in New Delhi places Polish students with Indian companies so that they can improve their English. Poland actively markets itself in the US as an English-speaking country in the EU.

Initiatives in this area can act as ‘talent accelerators’ – we have a large group of ambitious and talented youth in Ireland who would benefit enormously from a period of time abroad that would help them move rapidly to a higher level of effectiveness.

### **Providing ‘talent acceleration’**

Of course the flow of talent via the international educational system goes in both directions and Ireland has a long history of providing opportunities for students and researchers to spend time studying abroad. Despite some very pre-eminent scholarship programmes such as Fulbright, O’Reilly, Mitchell and others, there is still a relative lack of funding available to support Irish students who wish to study abroad. More often they are dependent on sources of funding from their prospective university, etc. Yet it is clear that scholarship programmes that support Ireland’s ‘best and brightest’ to study abroad and gain international experience only serve to

enhance the country's intellectual tapestry, giving the next generation the necessary global perspective to become successful leaders.

Scholarship programmes are also a very structured and transparent way to identify those of high potential and provide the 'talent acceleration' that will catapult them into their career where they

can likely then yield positive impact and influence at an earlier stage. Through philanthropic giving, personal endowments and other support the Irish diaspora have traditionally been critical funders of Irish scholarship programmes and will be more vital over the next few years as universities and governments scale back certain funding sources.

## Internships

Three hundred and fifty young Irish people have had summer internships with the Washington-Ireland programme and 45 have spent one year each as interns with The American Ireland Fund in Boston and New York.

## Report on the Development of Chinese Talent

According to the 'Report on the Development of Chinese Talent' in 2006, an estimated 1.06 million Chinese went abroad to study between 1978 and 2006. Of this, only 30 per cent returned. An estimated 90 per cent of Chinese science and engineering graduates have stayed abroad.<sup>102</sup>

## Capturing the educational market: Australia and New Zealand

Figures released in May 2009 by the Australian Bureau and Statistics Trade in Services show that international education contributed 15.5 billion Australian dollars to the Australian economy in 2008. Education is Australia's largest services export industry and is the third largest export industry behind coal and iron ore. Within the next year, international education is expected to become Australia's largest export industry. Australian universities make maximum use of their diaspora networks and their vice-chancellors engage in very direct targeting of influential

international and domestic alumni to promote Australia as an educational destination. In Australia, international education has overtaken tourism as an export earner.<sup>103</sup>

International education makes up nearly 7 per cent of New Zealand's export earnings and provides employment for 32,000 New Zealanders. Export education is a vital source of income for New Zealand's 8 universities and the government offers strong support in making New Zealand accessible from a visa point of view and also in terms of generic country branding.<sup>104</sup>

## The O'Reilly Foundation

The O'Reilly Foundation supports a programme of scholarships to provide world-class educational opportunities for outstanding young Irish scholars to undertake postgraduate education in their chosen field and in an institution or university of their choice. O'Reilly Scholars are individuals who have an excellent

academic record and have demonstrated leadership qualities as well as the potential and desire to make a significant contribution to the future of Ireland.

The Foundation supports scholarships for postgraduate studies at PhD or equivalent level. Since 1999 there have been 26 O'Reilly Scholars.<sup>105</sup>

## The Fulbright Programme

The Fulbright Programme was established in Ireland in 1957 to provide scholarships to Irish citizens to lecture, research or study in the US and for US citizens to lecture, research or study in Ireland. To date, 1,572 Irish postgraduate students, academics and professionals have studied in top US colleges and research institutes. Many Fulbright awardees

now hold leadership roles in Irish society – in business, the public sector, the professions, higher education and the arts. Over that same period 591 US students and scholars have come to Ireland.

This programme has benefited over 1,600 Irish scholars, academics and postgraduate students as well as over 600 similar Americans.<sup>106</sup>

## The George J. Mitchell Postgraduate Scholarships

The George J. Mitchell Scholarships is a national (US) competitive fellowship sponsored by the US-Ireland Alliance. The Mitchell Scholarship, named to honour the former US Senator's pivotal contribution to the Northern Ireland peace process, is designed to introduce and connect generations of future American leaders to the island of Ireland, while recognising and fostering intellectual achievement, leadership, and a commitment to public service and community.

Twelve Mitchell Scholars who are American and between the ages of 18 and 30 are chosen annually for one year of postgraduate study in any discipline offered by institutions of higher learning in Ireland and Northern Ireland. Applicants are judged on three criteria: academic excellence, leadership, and a sustained commitment to service and community. The Mitchell Scholarship provides tuition, housing, a living expenses stipend, and an international travel stipend.<sup>107</sup>



## The Ireland Canada University Foundation

The Ireland Canada University Foundation is a non-profit-making organisation established in 1993 for the purpose of encouraging and facilitating links between scholars in Ireland and institutions and scholars in Canada. Its concern

is particularly focused upon emerging scholars, and its operation is primarily directed towards the provision of scholarships covering travel costs and short term visits. Over 60 scholarships have been offered.<sup>108</sup>

## Visits to the homeland

A core element of many diaspora strategies is to encourage temporary or permanent returns to the homeland. Given that it is both easier to implement and less dramatic for the returnees, many recent initiatives have focused on temporary return. Two of the global best practices in the area of homeland visits are the Taglit-Birthright Israel and MASA programmes, which are systematic, formalised visits to Israel for members of the Jewish diaspora.

As can be seen in the examples below, these visits differ in duration. However, they share a

common objective which is to attract young members of the Jewish diaspora to Israel and through educational, cultural and social programmes, introduce them to all facets of Israeli life and ancestry, with a hope of developing a strong network and a lifelong sense of belonging to the global Jewish community. As diaspora initiatives go, MASA and Taglit-Birthright Israel are considered very successful relative to their objectives and they have become a role model which other countries have sought to emulate.

## Sample best practices in organised visits home: MASA

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 will increase 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 programmes in Israel for young Jewish adults throughout the world, including GAP year programmes, study abroad programmes,

internships, volunteer and Jewish studies programmes. 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 programmes 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 recognised 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, continued

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.

## Sample best practices in organised visits home: Taglit-Birthright Israel

Taglit-Birthright Israel is one of the most successful diaspora programmes 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. Twenty-two thousand people will come to Israel in 2009 on this programme.

As of spring 2009, over 200,000 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 programme has invested over \$400 million on educational trips to Israel.

Top educators, historians and tourism professionals were recruited to plan the programme 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.

The trip leaves a lasting impact at an impressionable age; 75 per cent of the attendees come from the US. Other countries such as India, Armenia and Poland have started similar programmes.

In addition to this programme 2,000 young Israelis go abroad every summer to act as camp counsellors and 700 are placed in schools overseas as teachers for up to 3 years.

## 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. International receipts increased to €625 billion in 2007, up from €591 billion in 2006. Ireland welcomed over 9 million visitors in 2007 and revenue generated by overseas tourism grew to over €4.4 billion.<sup>109</sup>

Diaspora tourism has created a significant market niche for itself in recent years, marked by the intensification of globalisation 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.<sup>110</sup>

Almost 1.75 million journeys are made home annually by Irish emigrants, with a further one million annual business visits to Ireland.<sup>111</sup> 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 our advertising voice to the world, our empathetic connection to the world,

our ability to bring back the Irish diaspora, getting them to consider buying more Irish produce, coming back for further visits, buying a home in Ireland, investing in Ireland, coming back to Ireland full-time. It should be looked at through a variety of angles, among them the context of promoting the Irish identity and culture.

Nobody comes to Ireland to get a suntan, yet outdoor activities have great potential to attract baby boomers. According to the *Irish Times*, it has been estimated that walking tours attracted half a million visitors last year and were worth more than €300 million. ‘At a time when industry is contracting and employment in construction has fallen, the benefits that walking holidays can bring to rural areas are considerable. But the potential has not been exploited. Other countries have well-developed infrastructures that cater specifically for walking holidays and the mountains are open to all. We need to learn from them.’<sup>112</sup>

Some countries are targeting their diaspora for inbound tourism. One such example is Scotland who designated 2009 as Homecoming Scotland.

## Homecoming Scotland 2009

Homecoming Scotland 2009 is a series of events designed to attract people of Scottish ancestry to visit Scotland. The campaign, organised 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.’ Recognising the importance of Homecoming is a means of boosting tourism to support the Scottish economy at this time.

2009 is 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 will be Scotland’s culture and heritage, great Scottish minds and innovations, golf and whisky.

The Year of Homecoming consists of a programme of over 300 events, festivals and activities running from Burns Weekend, January 24th–25th, until St Andrews Day on November 30th.

On particular event which has been organised is 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 is motivating 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.

## Homecoming Scotland 2009, continued

Homecoming Scotland has four key objectives:

- To deliver additional tourism visits and revenue for Scotland
- To engage and mobilise the Scottish diaspora
- To promote pride in Scots at home and abroad
- To celebrate Scotland's outstanding contributions to the world.

### Trade promotion events and missions

Ireland's competitiveness is based not on tax benefits and costs alone, but on knowledge, innovation, flexibility, and connectedness – how everything works together. It is very important that the diaspora gets to witness first hand our competitiveness and this can be achieved by organising trade promotion events and missions.

Enterprise Ireland trade missions, international buyer programmes and client promotional activities at trade fairs, conferences and exhibitions are vital in establishing in the minds of prospective buyers the image of Ireland and Irish companies as the source of high-quality expertise, goods and services.

- In total, 1,400 client companies participated in Enterprise Ireland trade promotion events in 2008
- In addition, Enterprise Ireland brought more than 550 international buyers to Ireland
- During 2008, Enterprise Ireland led 26 trade missions to important markets, including China, South Africa, Silicon Valley, the United Arab Emirates, Brazil and Mexico
- The aim of these trade missions is to promote Irish enterprises in overseas markets, to raise awareness of Ireland and Irish companies, to enhance the profile of client companies already operating in these markets, and to assist early-stage clients to access opportunities abroad.<sup>113</sup>

These trade missions and forums organised by agencies such as Enterprise Ireland are becoming increasingly important to the Irish diaspora community. The Global Irish are looking for

opportunities to invest in Ireland and the trade missions and forums offer an opportunity for them to talk to real businessmen and women about opportunities and conditions in Ireland. They also offer an extraordinary networking opportunity for those who want to connect with viable enterprises and business leaders from Ireland. Many skilled Irish who are working for multinational companies are looking for ways to connect their company to Irish agents and partners.

### 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. The Government's successful organisation of the Farmleigh Global Irish Economic Forum proves this point.

### Israel

No country organises 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 programmes and a way of seeing how their contributions are used. They also host numerous meetings and conferences overseas. One example of an upcoming high level meeting is the Keren

Hayesod meeting which will take place this November in Rome and will be attended by the Jewish leadership from around the world.

#### **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. The highlights of PBD 2009 are the two-day convention with diverse themes with distinguished speakers and the Trade & Industry Exhibition with participation from corporate, financial institutions, state governments, NGOs and others. The exhibition acts as a market place for business networking and one-to-one exclusive business meetings to

identify investment opportunities in key sectors, exhibition-cum-sale of handicrafts, including live demonstrations by artisans and cultural evenings.

#### **Poland – Polonia Economic Conference**

Polonia Economic Conference is the annual meeting of the business society of the Polish diaspora, Polish companies, experts, national and local governments' representatives and media. The conference creates the opportunity for the entrepreneurs of the Polish diaspora from all over the world to meet and participate in discussions on the trade issues that are in the scope of their interests. Participants also have a chance to learn about the international trade directions promoted by the Polish government and the categories of Polish products which are the most competitive on foreign markets and which create the best opportunities for technological, investment and trade cooperation.

### **Transfer of Knowledge Through Expatriate Nationals (TOKTEN) – a model for Ireland?**

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.<sup>114</sup>

The United Nations Development Program (UNDP) runs a programme 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 programme for Ireland.

Assignments generally last from three weeks to three months, but some expatriates have returned permanently. It is probably the longest standing and most successful programme aimed at a transfer of competencies without being linked to permanent return. The TOKTEN programme 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 programme 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.

## Engaging various generations

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. There equally has to be a pipeline of people who will continue the good work of others. For this reason, Ireland's diaspora strategy must be inclusive, embracing various segments of the diaspora in various ways. It also needs to formulate initiatives that are likely to be successfully adopted by different demographic groups.

### Baby boomers

When thinking about the future, 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.<sup>115</sup> 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.

In the last 100 years the average lifespan has gained 30 years, from 47 in 1900 to 77 today. In the EU the number of people aged between 50 and 64 will increase by 25 per cent over the next two decades, while those aged 20–29 will decrease by 20 per cent. By 2030 there will be more people aged over 50 than under 18. Just as the next generation needs specific strategies of engagement so, too, does the 'grey' market.<sup>116</sup>

For Ireland this could revolve around learning and culture. The Arch project in University College Cork is an example of this, revolving around developing an 'ancient manuscript trail' in Ireland, linking to universities and Ireland's reputation as a land of saints and scholars. Baby boomers are looking for genuine, authentic experiences and want to learn. Ireland needs to research what they are interested in and provide it for them, rather than trying to find consumers of existing 'product'. In 2005, a Fáilte Ireland Visitor Attitudes survey found that: 'Around seven in every ten holiday-makers to Ireland visited historical and cultural attractions during their stay and around two in every three toured by car, highlighting the importance to Ireland of the sightseeing and culture oriented holidaymaker.'<sup>117</sup>

Researching one's ancestral heritage online is a massive industry and the Mormons have the most extensive information in this area. With more and more genealogical data becoming available in Ireland there is the potential to further develop this sector and encourage more visitors.

“  
What motivates nations,  
companies, committees and non-  
profit organisations is not statistics  
and graphs and strategies but  
ideas and philosophies and hopes  
which bring a tear to the eye and a  
lump to the throat when presented  
with passion and conviction.

”  
Unknown

## The WineGeese Society

The Ireland Funds WineGeese Society is an example of a niche interest organisation which benefits Ireland. The Society celebrates wine of Irish provenance around the world and annually visits vineyards established by members of the Irish diaspora, e.g. Lynch Bages (the Lynch family) in Bordeaux, Chateau

Montelena (the Barrett family) in Napa Valley and Leuwin Estate (the Horgan family) in Western Australia. The Society, which has 120 members, has developed strong relationships and friendships over the last 5 years and has contributed over \$35 million to projects of peace, culture and charity in Ireland.

### The net generation

In tandem with having a programme to involve the Baby Boomer generation, it is important to attract the next generation of leadership. People tend to choose organisations early in their professional lives and stick with them for decades. Social life often revolves around participation in networks and non-profit organisations and a certain amount of enlightened self-interest also comes into play.

Probably the defining and distinguishing characteristic of the ‘net generation’, i.e. these born between 1977 and 1997, more often described as generation Y, is the much more varied media diet they have compared to their parents who were largely TV watchers.

The ‘netgeners’ do not passively watch one form of media but actively engage with many – computers, cell phones, iPods, BlackBerries, televisions etc. They use these media simultaneously and don’t just observe but participate. For networks to access this cohort it means they need the technology and personnel to do it 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 means that people can ‘bounce’ information rapidly and extensively. They mark the dawn of a new era of client relationships and a new era of communications – one based on transparency, authenticity and individual empowerment.

The younger generation brings ideas, energy and enthusiasm to organisations and the ‘older

leadership’ very much welcome this. Because they are ‘young nesters’, they may not be sources of major contributions but that might only be a question of time. They understand the importance of networking and can bring in many friends and contacts.

The key to engaging the next generation in the Irish diaspora is getting them to Ireland. Other countries have recognised this and have extensive programmes of educational, cultural, or business visits. Long-term strategies require an approach of building a long-term ‘hearts and minds’ commitment to Ireland, and an outcome of any diaspora strategy should be to develop and deploy a range of initiatives that would bring those of potential impact and influence to Ireland on a regular basis.

Israel is a good example of such effort. The background to the highly successful Taglit-Birthright Israel programme (as described on page 59) was a fear that the younger generations’ commitment to Israel was not as strong as their parents.

Other countries have also sought to single out the youth as a means of building for the future. For instance:

- ‘Know India’ programmes are organised by the Ministry of Overseas Indian Affairs with the objective of familiarising Indian diaspora youth, between the ages of 18 and 26, with developments and achievements made by the country and bringing them closer to the land of their ancestors. Each visit lasts 3 weeks

- In Taiwan, the National Youth Commission coordinates efforts to attract emigrants to return home, running job placement programmes and information on employment needs that are distributed widely abroad
- Serbia had its first Diaspora Youth Leadership Conference in 2009, attracting 400 Serbians from around the world
- Poland has developed a global Board of Polish media abroad to work on promoting Poland around the world.

The lesson for Ireland begins with knowing our diaspora and developing a strategy that effectively engages the various segments of the diaspora in an appropriate manner.

## Recognition and awards

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. As one high-profile member of the Global Irish interviewed for this report put it: ‘Recognition is a human need and doing this is a global phenomenon.’

Although such schemes can become bureaucratic and complex if not properly organised, the general consensus among interviewees is that one or more forms of recognition would likely evoke a very positive reaction from particular segments of the diaspora and would help highlight many of the efforts made on the part of particular individuals or organisations, which can otherwise go unrecognised. Having a mechanism through which we can thank people will potentially increase engagement, raise awareness and generate substantial good will. In short there is much more upside than downside.

When asked about what forms recognition might take, a surprisingly different number of mechanisms were suggested by interviewees. An obvious mechanism is through the creation of a formal civic honours system, such as the Order of Canada, Legion d’Honneur in France, the Order of Australia, etc.

The suggestion was that Ireland, perhaps through the Office of the President, could create its own system through which acts of civil service might be recognised. There was a general consensus

that the awards should be as inclusive as possible, recognising not only those who contribute financially through philanthropy or business investment but also those who give of their time, expertise or services, and that awards be extended to not only the Irish abroad, but to the Irish at home, and indeed to non-Irish people who have made a valuable contribution to the country.

Other means were also suggested, including the universities acknowledging successful members of the diaspora either in the form of honorary degrees or through appointments as visiting fellows, adjunct faculty members, etc.

Several of the interviewed members of the Global Irish felt that recognition could come not only from the Government in Dublin, but also through the network of embassies and consulates around the world.

There is a strong consensus that an invitation to a small gathering hosted by a visiting member of the Irish cabinet 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. However, it should be recognised that access to Government, while an important driver of engagement, is a necessary but not sufficient condition for success.

Sponsoring trips home to meet Irish companies whom diaspora members could potentially assist is also seen as a form of acknowledgement; so too is



membership in some recognised body of advisors, with a working title. Such an appointment suggests that the person is in a privileged position to help

Irish companies, agencies, organisations or Government and is an acknowledgement of his/her global expertise.

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We underestimate how compelling a formal recognition system would be, particularly for Irish Americans. There's nothing wrong with an honours system. The Australians, French, Canadians have it. Most other countries have a way of honouring citizenry. What's wrong with saying thank you?

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Interview with member of the Irish diaspora – Farnleigh attendee

## Examples of recognition systems

### Pravasi Bharatiya Samman awards

■ The Pravasi Bharatiya Samman Awards are an expression of honour 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 organised 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 civilisation; 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.

### World-class New Zealand awards

- These awards are among the most important accolades for New Zealanders who make significant contributions to New Zealand's success on the global stage
- The annual red-carpet, black tie Awards hosted by the Prime Minister are attended by 500 New Zealand business leaders.

### Invitation only events/summits

- Advance 100 Global Australians Summit. Advance Australia hosted the inaugural gathering of influential Australians overseas (the 'Advance 100') to identify strategies for leveraging the power of this national asset.

### Recognition for non-nationals

- The Order of Canada's constitution permits non-Canadians to be considered for honorary appointments. They may be considered because of outstanding achievement that reflects honour on Canada and/or lifetime contributions to humanity at large.

『

The desirability of establishing a suitable mechanism for the State to appropriately recognise persons who make a significant contribution to Ireland-US relations or within Irish America is something that should be looked at afresh. It is noteworthy the extent to which other countries can recognise members of our community and we cannot do so. We do have uniquely Irish models for acknowledging achievement, such as Aosdana in the Arts, and these should be reviewed with a view to adapting an appropriate model for recognising members of our diaspora.

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'Ireland and America: Challenges and Opportunities in a New Context'





# Differing roles of government

The role of government is an often debated topic when diaspora strategies are discussed. 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. Sometimes governments have to intervene if the market cannot deliver.

Some governments have gone beyond the enactment of supportive regulations in their efforts to engage diaspora members. Several countries have now established diaspora ministries or councils to actively cultivate and support relationships with their diasporas. While this practice is not new – for example, the Government of China had a cabinet-level commission for diaspora relations as early as 1927<sup>118</sup> – it has steadily increased. India, Mexico, Jamaica, Haiti, Ghana and Kenya are but some of the countries

with such initiatives. Setup in 2004, the Irish Abroad Unit in the Department of Foreign Affairs was an initiative taken by the Irish Government to connect with, and invest in, its diaspora.

Also governments and their overseas networks of embassies and consulates can act as a distribution arm for ideas and programmes, e.g. promoting culture and education and facilitating internships and scholarships. An example of their unique role is the Farmleigh Global Irish Economic Forum which would not have attracted such a high-calibre attendance from around the world if the Government and particularly the Taoiseach and Minister for Foreign Affairs had not issued the invitations. The optimum situation is for governments to create the conditions conducive for the myriad organisations to exist, to facilitate collaboration and co-operation, to provide access and to help speed promising ideas and/or work in partnership with private sector initiatives.

There is a range of possible government involvement in diaspora strategies, and different

countries take different approaches. It is interesting to compare Ireland and Scotland who have taken somewhat different routes. Scotland, under their First Minister Alec Salmon, has come somewhat later to the activity than Ireland and is engaged in 'catch-up'. The schemes launched to connect with its diaspora have the state acting as the lead player and the most significant investor and manager. To date, the Irish approach has allowed organisations to emerge and develop independently. The Irish diaspora tends to be more engaged and organised than that of Scotland, which is why the Scottish Government has taken a more pro-active, interventionist role. Scotland has consistently looked to Ireland as a role model for its initiatives – the Scottish diaspora in the US, for example, does not have the same power and influence as the Irish diaspora.

With Israel all the action and activity is with the NGOs, which are essentially private and voluntary, though professionally managed. The Government's role, however, is critical as it provides access, approval, validation and imprimatur. The Government diaspora ministry is small and lightly resourced but influential in

impact. Mindful of this, India wants to ensure that it gets the balance right. Its success has resulted largely because of the Government making 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).

The key seems to be: strong institutions at home and abroad and the government to work in partnerships. Observations would suggest that the government is best served in the role of a facilitator, rather than implementer. As in the case of Scotland, when partnership organisations do not exist, the Government can take a more hands-on role as with the establishment of groups like GlobalScot. It is possible at some stage in the future that the Government may hand over the running of such bodies to others. As other countries around the world attempt to develop vibrant links with their respective diasporas, governments have a key role to play in the early stages of development but the lessons from other successful strategies emphasises the importance of dynamic individuals and organisations at home and abroad.

# Culture matters

‘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 Irish culture must not be underestimated when architecting strategies for engagement by our 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.

### **Transforming our strong culture into a powerful brand**

Culture is an area where Ireland has comparative advantages. In terms of the Global Irish it acts as a great ‘Gateway to Ireland’. Although no global research has been done on attitudes to and perceptions of Ireland, there is a sense that Ireland and the Irish evoke images of great literature,

theatre, music, and dance. Ireland boxes above its weight and the names of Shaw, Joyce, Wilde, Beckett, Swift, Behan, Heaney and many others resonate far from our shores. Riverdance, U2, and Van Morrison are synonymous with Ireland and are part of a unique global ‘soft power’ which often can lead to ‘hard impacts’. Ireland does not need to look at other countries for ideas on what to do with its culture. Ireland can be a leader here and culture can be the thread that links many other global initiatives together. Accordingly, despite economic circumstances, Ireland must continue to promote and invest in its culture.

Culture must be central to our brand and a brand is a set of promises and expectations that exists in the hearts and minds of consumers. Winning brands are contemporary and ‘of the moment’ but with great historical provenance.

In sport, take for example the Gaelic Athletics Association (GAA). Founded in 1884, Gaelic games have travelled the world with the multitudes of Irish emigrants over the years. Now Gaelic

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The practical benefits are many: a strong Irish cultural and sporting presence builds Ireland's image in the US, promotes tourism, accounts for sizeable direct revenue, helps promote Ireland economically as a centre of creativity and excellence and innovation, and is a significant source of media coverage. Culture is the means by which most Americans now encounter Ireland.

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games are being played all over the world. Both regional and club units are now well established in America, Australia, New Zealand, Britain, Canada, mainland Europe and many other parts of the world where the large Irish diaspora is located. The huge growth of the GAA overseas has been made possible through a partnership between the GAA and the Department of Foreign Affairs, as each year it receives a grant of €400,000 from the Emigrant Support Programme.

The previous success of the Irish soccer team, and the current success of the Irish rugby team and the provincial sides in the Heineken Cup has also attracted a huge audience of supporters who are not resident in Ireland. The three U2 concerts in July 2009 were attended by 250,000 people, many from overseas, and generated €50 million for the Dublin economy.

As Ireland aims to build her brand as a smart, innovative and creative nation it must always remember the deep seam of historical and diverse culture that goes to make up Brand Ireland. Respected brands build trust, add meaning to their offerings, say what they stand for and why people should support them. 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.

However, we need to re-define one powerful message which we want our brand to represent. At present, we advertise a myriad of cultural

messages, sometimes conflicting, about what Brand Ireland is and what it can deliver.

Therefore, we need to ensure that 'Team Ireland' speaks with one voice and with one consistent set of messages. This will involve greater co-operation and collaboration between the different overseas agencies.

### **Building the infrastructure to deliver Brand Ireland**

Cultural strategy needs to be at the core of rebranding Ireland. As with any branding strategy the infrastructure must be in place to support and develop the concept. The brand product of cultural Ireland has flourished, and we now need to look at promoting and distributing it in the most coherent and powerful ways that are possible. This will need sophisticated research, marketing and professional assistance.

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.<sup>119</sup>

The Alliance Francaise is an organisation 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 organisation in the world.<sup>120</sup>

The Confucius Institute is a Chinese non-profit organisation 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.<sup>121</sup>

It should be noted that what Culture Ireland is doing is already playing an important role in promoting Brand Ireland. Established in 2005, its purpose is to:

- ensure that diverse contemporary Irish cultural practice is understood and valued internationally
- achieve international recognition for the strength of artistic and creative work produced in Ireland
- build relationships with a broad range of cultural organisations, at home and abroad, so as to ensure that Irish cultural practice both informs and is influenced by current international debates on culture

- advise the Minister for Arts, Sports and Tourism and the government on international cultural issues and on the development of Ireland's international cultural relations.<sup>122</sup>

We need to build upon the work of organisations such as Culture Ireland in promoting Brand Ireland.

### Creative industries

There is a direct link between education, culture, the creative industries and the development of a smart economy and a growing convergence between them. Culture and creativity are potential sources of new industries and new jobs and play a role in making regions and cities more attractive and more competitive. In 2005, creative industries comprised 3.4 per cent of world trade and world exports of creative products were valued at \$424 billion, up from \$227 billion in 1996. In the EU, creative industries provide over 5 million jobs.<sup>123</sup>

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When Tony O'Reilly and Dan Rooney started what later became The Ireland Funds back in 1976 they were driven by a passionate belief that the Irish diaspora globally could become an enormous resource for the Island and could respond to the trinity of peace, culture and charity. Little could they have foreseen how true that belief turned out to be and how Ireland's 'Empire' could be engaged to do such good. Now these relationships are happening on many different levels and it is encouraging to know that the best is yet to come.

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Loretta Brennan Glucksman, Chairman, The American Ireland Fund

## Cultural and creative industries

The cultural and creative industries include: architecture and planning, design, fashion, digital activities, computer games, cultural heritage, tourism, advertising, crafts, performing arts,

internet content, films, publishing, music, software and computer services, TV, radio and internet broadcasting, video, visual arts, conferences and festivals.

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I am conscious of the way an Irish dimension seems to be growing among a number of Irish Americans of second or third generation. This is not in a romantic, hazy, nostalgic or slushy way, and I do not believe anybody would buy anything Irish simply because it was Irish if the quality was not there. However, there is marketing potential in the diaspora. This potential is not in each of the 42 million who have some Irish blood somewhere in some generation but it is present in a substantial number of them if they are approached systematically and in the right way.

”

Professor Lee, Seanad Éireann, 1996

# Global best practices: conclusions for Ireland

Although there can be many facets to a country's diaspora strategy, we have found that, by and large, countries tend to pursue similar initiatives, with much in common in terms of philosophy and approach. 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.

In summarising our findings from our research, we have presented a series of best practices ranging across the various countries we have studied. 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 more research and complete feasibility studies in order to gauge their success and appropriateness as models to follow.

- 1 Ireland has a long history of diaspora engagement and involvement, both official and informal. This can now be taken to a higher level and Ireland can be one of the top three countries in the world in diaspora development, joining Israel and India. Ireland is also in a position to help other countries develop their own indigenous diaspora strategies.
- 2 For the first time ever technology allows Ireland to connect with its diaspora at a mass level. The opportunity exists to create a global electronic portal to include all Irish and Irish related organisations. Such a portal would enable individuals and groups to connect with Ireland and with each other.

- 3 At the same time there is a need to develop the Global Irish 1000 concept – the challenge is to identify and engage those with ‘affluence and influence’ who are in a position to connect with Ireland. Early identification with leaders and keeping in contact on an ongoing basis for a long period of time is essential. The Farmleigh Global Irish Economic Forum is an important first step in achieving this goal.
- 4 To be effective there must be ‘asks and tasks’ of the Global Irish 1000. They need to be engaged in small groups with specific projects over a limited time frame. If not, initial enthusiasm will fade quickly.
- 5 The key to success is identifying exceptional people and organisations in the diaspora and connecting them with exceptional people and organisations in Ireland. A small number can make a huge difference and one-to-one relationships are key. Strong home institutions are needed to support initiatives.
- 6 The Global Irish do not have to return to Ireland to play a significant role in the Irish economy. Brain drain can lead to brain gain and brain exchange in a productive circle.
- 7 The role of Government is to act as facilitator rather than implementer of programmes. 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 a huge role to play.
- 8 Philanthropic participation leads to greater engagement, and philanthropy can be the entry point for engaging diaspora members. The Global Irish can help with capacity building within the Irish non-profit sector and can support Irish NGOs working in developing countries.
- 9 The Global Irish can help with ‘talent acceleration’ through internships, work placements, exchanges and mentoring and they can help ‘internationalise’ Ireland’s next generation of leadership. This could be part of belonging to the Global Irish 1000.
- 10 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 with the Irish diaspora. Technology does not substitute for face-to-face introductions – diaspora networking is a contact sport.
- 11 Cultivation and engagement of the next generation and of ‘baby boomers’ is important. Short ‘Discover Ireland’ programmes along the lines of the Taglit-Birthright Israel programme could be introduced.
- 12 Regular and relevant meetings in the home and host countries are key to keeping diaspora members informed, engaged and active. They need to feel they are being listened to and involved in decision-making processes to order to maintain interest and momentum. Structures should be set up to ensure ongoing participation.
- 13 Extended citizenship is a way to engage more people and make them feel a part of ‘Team Ireland’. Other countries have successfully introduced such programmes.
- 14 Recognising and rewarding are elements of many countries’ interaction with their diaspora. Ireland might usefully consider how to recognise exceptional performance from members of the Global Irish.
- 15 The diaspora can play an active role in developing Ireland’s new ‘value proposition’ and positioning and promoting Brand Ireland.



- 16 Different agencies deliver different messages overseas about Ireland and often work in isolation from each other. There is a need for greater co-ordination and collaboration in selling Ireland overseas. All involved in this endeavour should be aware of each element of Ireland's brand mix, be it investment, trade, tourism, culture, entertainment, sport, philanthropy, etc., and understand how they all interact.
- 17 India and Israel, among other countries, have found the issuance of bonds an effective way of raising essential funds for domestic infrastructure costs. The success of these bonds is driven by a sense of patriotism amongst their diaspora as well as being good investments. Ireland should research this option.
- 18 The Irish diaspora has the potential to play a crucial role in FDI and in nurturing the venture capital industry. Ireland should learn from the experience of Israel and India in this regard and examine how these countries used their diaspora in both these areas.
- 19 The export of education is a massive market, and the diaspora can assist as Ireland puts in place measures to exploit the undoubted opportunity that exists and catch up with its competitors.
- 20 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, Goethe Institute recognise this and invest considerable resources in the promotion of their culture overseas. Ireland is not competitive in this area – yet it has a vast reservoir of potential.

In summary, Ireland'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 ensuring excellence in execution.



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# Appendix 1

## Summary of findings from field trip to India

### Background

In just one generation, India's gross domestic product per head rose by 230 per cent. In the 5 years up to and including 2008, the annual rate of economic growth was 8.7 per cent. Growth for 2009–2010 is expected to be 7 per cent in GDP and 8.8 per cent in the services sector. Despite the global recession, Indian corporates and multinational companies continue to have confidence in the growth potential of the Indian market. Investment flows from overseas have increased rapidly and remittances have soared from \$30 billion in 2007 to \$43 billion in 2008 and are expected to top \$50 billion in 2009.

### Indian diaspora

The Indian diaspora numbers over 20 million and reflects the full diversity and multiplicity of the rich social, ethnic, religious and cultural tapestry of the land of its origin. There are approximately 1.7 million Indians in the US and India also has large affluent communities in the UK, Canada, Australia and the Middle East.

According to the 2000 US census, the Indian-American community is one of the fastest growing immigrant communities in the US and people of Indian origin are the best educated, most affluent ethnic group in the country with higher median family incomes and more advanced degrees than any other community.

From 1990 to 2000, there was a 106 per cent increase in the growth rate of Indian Americans compared to the average 7 per cent in the general population. In the US, 52 per cent of the Indian diaspora immigrated between 1990 and 2000, 35 per cent between 1980 and 1989. These Indian-Americans maintain close contacts with their homeland and travel frequently between India and the US.

The Indian diaspora in the US has two important aspects: its upward mobility in a pluralistic host land and the transformative function of a high technology culture. What has emerged is 'Global Indianness', marked by growing transnational interaction, in particular between the US and India (more specifically Silicon Valley and Bangalore).

The growth of India's information technology (IT) industry has produced a transnational class of professionals who are global in scope, operation and thinking but essentially Indian-focused. They are creating a new India which is attracting back a highly educated, professional and globally aware network of well connected Indians. A sense of India as a global nation has come to maturity alongside India's booming IT industry which has developed an affluent transnational Indian middle class of IT professionals at the centre of a new nation-building project who move effortlessly between 'Indianness and Westernness' – two concepts which were once opposed to one another and are now compatible.

Private companies have long recognised the benefits of tapping this vast overseas Indian talent pool. Many foreign companies have sent overseas Indians, or their foreign-born children, to start operations, investment funds, banks and other enterprises in India. Many Indian professionals living overseas have also returned to start companies or work in private firms, especially in the IT industry.

As an emerging power, India is conscious of the need to become a knowledge economy and build a knowledge society. The importance of India in the universities of the host countries is increasing as can be seen from the number of course offerings in subjects related to India. Academics among the diaspora can be an important resource for promoting cooperation in higher education. Many Indian origin members of faculties in universities abroad have promoted cooperation and networking between educational institutions in the countries where they work and India.

The emergence of Indian elites in advanced countries has aroused India's interest in her diaspora, particularly over the past 10 years. In the wake of the opening up of the Indian economy special incentives were introduced for non-resident Indians (NRIs) to set up new industrial ventures or deposit foreign currency into Indian bank accounts at highly favourable interest rates.

Government efforts to promote cooperation with its diaspora were stepped up in 2001 when a High Level Committee (HLC) on the Indian diaspora was formed. The committee published a comprehensive report, detailing the situation of overseas Indians, listing their concerns and expectations from the Indian Government and making policy recommendations in respect of diaspora relations. The report noted that, in the US, the Indian community is one of the highest earning, best educated and fastest growing ethnic groups in the most powerful country in the world. Overnight, Indians rose to the top in the fast-paced IT sector. This did not go unnoticed in the US where hi-tech Indian immigration was encouraged and facilitated. It also attracted the attention of major multinationals to India's potential in the IT sector. India, today, is one of the few developing countries to have attracted investment in scores of research and development centres wholly founded and established by reputed multinational companies (MNCs) like GE, CISCO, Sun Microsystems, Microsoft, IBM, Hughes Software, Intel, Oracle, Lucent and Texas Instruments to name a few. India now has a constituency in the US with real influences and status.

### **Government initiatives to link with the Indian diaspora**

Following the Government report the Ministry of Overseas Indian Affairs was established in May 2004. The Ministry is headed by a Cabinet Minister and is organised into 4 functional service divisions – diaspora services, financial services, emigration services and management services. The mission of the Ministry is to promote, nurture and sustain a mutually beneficial and symbiotic relationship between India and overseas Indians. It is based in the belief that overseas Indians are both the products and drivers of globalisation. They represent a reservoir of knowledge and resources in diverse fields – economic, social and cultural – and this reservoir must be drawn upon as partners in development.

## Institutional arrangements

The focus of the Ministry was to establish an institutional framework that can support sustainable engagement and can benefit from networks with and among overseas Indians. The Ministry made the decision to remain small and act as a facilitator rather than an implementer. Towards that end it set up the following:

- The Overseas Indian Facilitation Centre – a not-for-profit organisation in partnership with the Confederation of Indian Industry (CII) to serve as a one-stop shop for economic engagement and business
- The India Development Foundation – a not-for-profit trust to serve as a credible single window to facilitate diaspora philanthropy and lead overseas Indian philanthropic capital into India's social development effort
- The Global Indian Network of Knowledge (Global-INK) – an internet portal that will facilitate the transfer of knowledge
- The Prime Minister's Global Advisory Council – a high-level body to draw upon the talent of the best overseas Indian minds wherever they might reside
- Overseas Indian Centres – at the Indian missions at Washington and Abu Dhabi, to begin with, to serve as field formations in matters relating to overseas Indians.

## Diaspora services

A series of initiatives has been taken to promote the interaction of overseas Indians with India in tourism, media, youth affairs, education, culture, etc., as follows:

- *Overseas Citizenship of India (OCI)* This scheme was launched in August 2005. Although not 'dual citizenship' it does offer a series of benefits but does not confer political rights. This scheme has proven to be popular, with 168,000 OCI visas issued in 2008 and over 400,000 since inception
- *Pravasi Bharatiya Divas (PBD)* This is an annual convention of the Indian diaspora which has been organised every January since 2003, with a view to connecting India to members of its diaspora and bringing their knowledge, expertise and skills together in one platform. The 7th Pravasi Bharatiya Divas Convention saw 1,500 overseas delegates deliberate on matters of interest and concern to them. There were intense discussions on the current economic crisis, Indian's role as an emerging power, and the preservation of language and culture of the Indian diaspora
- *The Pravasi Bharatiya Samman Award* This is the highest honour conferred on overseas Indians and is presented annually by the President of India as part of the PBD. It is given to an overseas Indian who has excelled in one's field, enhanced Indian prestige in one's country of residence and has made a significant contribution towards better understanding abroad of India and support to India's causes and concerns in a tangible way
- *Diaspora University* The Ministry is in the process of setting up a University for the benefit of children of overseas Indians. Expressions of interest for setting up 4 more universities in different cities in India have been called for
- *Scholarship Programme for Diaspora Children (SPDC)* This scheme was launched in the academic year 2006–2007. Under the scheme 100 scholarships were offered to overseas Indian students for undergraduate courses in engineering/technology, humanities/liberal arts, commerce, management and journalism. The plan is to greatly increase the number of scholarships on offer

## Diaspora services, continued

- *Know India Programme (KIP)* The Know India Programme of the Ministry is a 3-week orientation programme for diaspora youth with a view to promoting awareness on different facets of life in India and the progress made by the country in various fields. The participants in the age group of 18–26 are selected based on nominations received from Indian embassies and consulates abroad. They are provided with full hospitality and are reimbursed one-way economy class airfare from their country to India
- *Tracing the Roots* The ministry launched a new scheme called ‘Tracing the Roots’ in October 2008. In this regard the ministry signed an agreement with an organisation called Indiroots to facilitate tracing the roots of overseas Indians in India.



# Appendix 2

## Summary of findings from field trip to Israel

### **Background to the Israeli diaspora**

The strength of the Israeli State and the influence of the Jewish diaspora are complimentary in promoting the national objectives of the Jewish State and the interests of Jews worldwide. The longest established and most influential Jewish diaspora is in the United States. It has networked with the Israeli State and the Jewish community worldwide with a view to promoting their common interests.

In 1939 there were 17 million Jews in the world and by 1945 only 11 million. While in the 13 years following the Holocaust the Jewish population grew by one million, it took another 38 years to grow another million. The worldwide Jewish population is 13.3 million; 5.5 million live in Israel and close to 6 million in the US. The largest Jewish cities in the world are Tel Aviv (2.5 million), New York (1.9 million), Haifa (655,000), Los Angeles (621,000), Jerusalem (570,000), Southeast Florida (514,000) and Paris (310,000). There are 700,000 Israelis now living outside Israel.

Israel's links with its diaspora have evolved. Traditionally it was viewed as a potential reservoir for human resources in the form of immigrants – over 1.4 million Russian Jews have moved to Israel since 2000. Over time Israel has come to view its diaspora more as a source of financial, political and moral support. Diaspora support for Israel is primarily channelled through non-governmental agencies (NGOs).

After Israel's independence in 1948, the Jewish Agency for Israel (JAFI) served as the chief institution for facilitating the structural link between the state and the Jewish diaspora. In one of the early pieces of legislation of Israel's Knesset, JAFI was mandated to assist in the task of 'nation building', thereby affording the Jewish diaspora a legal and institutional portal through which to influence Israeli society.

Over time, other entities and NGOs emerged, reflecting the multi-faceted and fundamentally voluntary nature of Jewish life in the diaspora, and in the US in particular resulting in a more



pluralistic, decentralised web of linkages between various diaspora and Israeli organisations, which were mostly Israel's third sector or civil society organisations.

The formal link between diaspora communities and the Israeli Government is handled through an Inter-Diaspora committee, generally chaired by the Prime Minister, and the Ministry of Foreign Affairs has a unit entrusted with handling diaspora affairs. One of the very well publicised ways for Jews abroad to invest in Israel is by purchasing the legendary 'Israel Bond'. A diaspora bond is a debt instrument issued by a country to raise finance from its overseas diaspora. Israel raises over \$1 billion annually from the sale of Bonds. The Government of Israel has offered a flexible menu of diaspora bonds since 1951 to keep the Jewish diaspora engaged. Diaspora bonds are often sold at a premium to diaspora members, thus fetching a 'patriotic' discount in borrowing costs.

Through many organisations such as the UJC, Keren Hayesod, United Jewish Communities/Jewish Federations of North America, the American Jewish Joint Distribution Committee, the World Jewish Congress, and the American Jewish Committee, thousands and thousands of people are involved in the effort. One of the most influential and ubiquitous manifestations of the diaspora-Israel partnership has been the highly structured visits of diaspora members to Israel either as individuals or in groups (often termed 'missions'). These are aimed at helping the diaspora better understand Israel's needs through personal direct experience.

A particularly successful version of that is called Taglit which is described in more detail on page 59. Structured visits also happen in the other direction. Increasingly, Israelis are sent individually and in groups to diaspora communities (often to those with which their own communities in Israel are twinned). An interesting example of this is a project called Israel Project which has initiated sending young Israeli activists to communities throughout the world in order to strengthen Israeli identity abroad.

## Israel diaspora and business benefits

In the 1990s the Israeli economy experienced a dramatic transformation and emerged as one of the world's leading countries of high technology entrepreneurship and innovation. Anna Lee Saxenian in her book, *The New Argonauts*, describes how all the usual ingredients such as the incentives, government grants, incubators for start-ups, etc., were all in place.

But these policies were not significantly different from those found elsewhere. None of the traditional accounts can explain the timing of the take off in the 1990s, nor why other, more advanced industrial nations that boasted well developed technical education and research capabilities, such as Germany and France, failed to develop the entrepreneurial and technological dynamism that characterised Israel.

The missing variable is the connection to technology centres in the US. In the 1970s and 1980s talented Israelis, like their Asian counterparts, came to the US by the thousands for graduate engineering education. A poor home economy and the advancement of career opportunities meant they stayed and worked in the US after graduation.

Between 1978 and 2000, more than 14,000 professional and technical workers emigrated from Israel to the US. This brain drain created a network of Israeli engineers and scientists in the US with unusually close ties to Israel. Today, some 500,000 Israelis are living in the US, many in California.

Survey findings confirm that a majority of the US firms that established research and development centres in Israel in the 1970s and 1980s did so primarily because of pressure from Israeli champions within their company.

In most cases, these units have flourished. Both IBM and Intel now home their largest non-US research jobs in Haifa. Intel has 5,000 employees in Israel and Motorola employs 4,000. These units have been responsible for key technologies and products within their firms.

The ties to the US and the creation of an indigenous venture capital industry established an



infrastructure in Israel that supported technology entrepreneurship in the 1990s. In 1991, only one venture capital firm was operating in Israel. By 2000 over one hundred such firms were active and they invested \$1 billion a year in start-ups. This made Israel the worlds' third largest recipient of venture capital. Also the immigration of 100,000 scientists and engineers, mainly from the former USSR, deepened the supply of technical labour.

Between 2000 and 2003, Intel Capital alone made 35 investments in Israeli ventures and more than half of the venture capital raised by Israeli companies since 2000 came from foreign investors. Israel is now home to 4,500 technology companies as well as more than 350 venture capital funds and investment companies. Israel and Silicon Valley cannot be seen as competitors – rather the two are largely complimentary. Together they are more innovative than either could be alone.



# Appendix 3

## About

# The 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 Irish diaspora and fund constructive change throughout the entire island of Ireland. They have raised over \$300 million for worthy causes throughout Ireland.

Currently The Ireland Funds host over 100 events annually in 39 cities around the world, attended by more than 40,000 people.

They are driven by a passionate belief that philanthropy can make a profound difference in society and bring great satisfaction to donors and recipients alike. Partnering with individuals, foundations, corporations and Government, The Ireland Funds has made a significant impact by supporting over 1,200 organisations in Northern Ireland and the Republic of Ireland.

The Ireland Funds 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

It also has 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 Ireland Funds has 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



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