



**ADA UNIVERSITY SCHOOL OF PUBLIC AND INTERNATIONAL AFFAIRS
MASTER OF ARTS IN DIPLOMACY AND INTERNATIONAL AFFAIRS**

**CAPSTONE PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF ARTS IN DIPLOMACY
AND INTERNATIONAL AFFAIRS**

Gateway to Global Development: Prospect for the Azerbaijani Diaspora

Samira Tsikhonia, Khaviza Nabieva, Nigar Eyvazzada, Anar Aghayev

Baku, Azerbaijan

May 20, 2023

ADA UNIVERSITY

PROGRAM: MA in Diplomacy and International Affairs

STUDENT NAMES: Samira Tsikhonia

Khaviza Nabieva

Nigar Eyvazzada

Anar Aghayev

APPROVED:

Faculty Supervisor: Lala Jumayeva

Organization Supervisor: Ilgar Majidli

Dean of the School: Anar Valiyev

May 20, 2023

STATEMENT OF AUTHENTICITY

I have read ADA University's policy on plagiarism and certify that, to the best of my knowledge, the content of this paper, entitled "*Gateway to Global Development: Prospect for the Azerbaijani Diaspora*" is all my own work and does not contain any unacknowledged work.

Signed: Samira Tsikhonia

Signed: Khaviza Nabieva

Signed: Nigar Eyvazzada

Signed: Anar Aghayev

May 20, 2023

Table of Contents

LIST OF TABLES AND FIGURES	5
LIST OF ABBREVIATIONS.....	6
CHAPTER 1. INTRODUCTION	8
Methodology.....	13
CHAPTER 2. PROBLEM DESCRIPTION	15
2.1. Poor sense of unity and solidarity in diaspora communities.....	15
2.2. Heterogeneity among community members of diaspora	17
2.3. The late emergence of Azerbaijani diaspora.....	19
2.4. Lack of productive cooperation with other diaspora organizations	21
CHAPTER 3. POLICY ALTERNATIVES	26
3.1. The increase of community conscience through cultural programs.....	26
3.2. Developing diaspora capacity	29
3.3. Incentivizing Remittances Programs	31
3.4. Cooperation with international organizations	32
CHAPTER 4. POLICY EVALUATION	34
CHAPTER 5. CONCLUSION AND RECOMMENDATIONS	42
REFERENCES	47

LIST OF TABLES AND FIGURES

Table 1: Policy Evaluation Table	42
--	----

LIST OF ABBREVIATIONS

AZPROMO – Export and Investment Promotion Agency of the Republic of Azerbaijan

EUDiF – European Union Global Diaspora Facility

GDP – Gross Domestic Product

ICMPD - International Centre for Migration Policy Development

IDP – Internally Displaced Person

IOM – International Organization for Migration

IR – International Relations

NGO – Non-Governmental Organization

USSR – Union of Soviet Socialist Republics

Abstract

Diaspora and diaspora organizations have become the valuable actor in the conduct of international affairs. Their unique position as connectors between the hostland and homeland provide States with an opportunity to utilize their potential. Effective diaspora engagement can have a positive impact on the social-economic development of the country. The method of engagement with diaspora organizations should be defined based on unique characteristics and individual needs of each diaspora. For this study, the analyzes of Azerbaijan diaspora was chosen for investigation of policies options for diaspora mobilization. The data was gathered by the means of primary and secondary sources. The conceptual framework was developed based on information gathered from local and international sources. The first-hand evidence was produced as a result of three productive interviews with distinguished Azerbaijani figures in the field of diaspora activism. The gathered data was used to lay down the profile of Azerbaijani diaspora community to implement the proposed policies to increase the engagement of diaspora organizations in the socio-economic development of Azerbaijan. Given the relative limits of data and time, more study on diaspora is required to better understand the peculiarities of Azerbaijan diaspora and its impact on socio-economic development.

Keywords: Diaspora, diaspora organization, Azerbaijan, diaspora engagement, mobilization,

Chapter 1. Introduction

The study of Diaspora is a new area of study in the field of international relations. Rapid globalization and migration spurred the interest of international actors to utilize the potential and promising nature of diaspora to generate social, economic, and political impact. Governments became one of the main proponents of intensified research in the field of diaspora for their unique position as connectors between the country of origin and destination as engines of development and progress. One of the main focuses of this paper will be the analysis of the diaspora as an instrument of engagement and mobilization for social and economic objectives. The ability to effectively engage a diaspora by establishing a link of effective connection between homeland and hostland provides a resourceful opportunity to explore its prospects. The active engagement of compatriots abroad can become a valuable source of social capital, knowledge transfer, talent recruitment, cooperation expansion, business opportunity, and entrepreneurship development. For the purposes of this research, the case of Azerbaijan will be examined within the context of diaspora politics. Primarily, the ways in which the diaspora can contribute to the development of the homeland country through engagement with stakeholders will be studied. The paper will analyze the diaspora as an instrument of government policy to enhance cooperation, centralize efforts and establish integration.

On the concept of diaspora and diaspora engagement

There are several important theoretical frameworks for understanding the phenomenon and the concept of “diaspora” in the field of academia. The etymology of the word “diaspora” originates from the Greek language: “speiro” means to sow, and the preposition “dia” over, translating as “scattering” or “dispersion” (Yemini & Berthomière, 2005; Khara, 2020). Diaspora was first mentioned in the Greek translation of the Old Testament two thousand

years ago. It was interpreted by Ancient Greeks to encompass the experience of migration and colonization of Jewish people (Yemini & Berthomière, 2005; Shuval, 2000). Despite its long-standing existence, the studies on “diaspora” has been limited until the eighties when academic research on migrant and immigrant groups gained momentum. For a long period of time, the concept of “diaspora” was dominantly ascribed to encompass the Jewish experience (Bruneau, 2010).

In this study, the elements of diaspora shall be outlined to adopt the working definition of the concept. Diaspora possesses varying interpretations, bringing together different groups such as political refugees, alien residents, guest workers, immigrants, expellees, ethnic and racial minorities, and overseas communities (Shuval, 2000). Among the systematic studies, the criteria elaborated by Safran provide the list of common characteristics for defining the diaspora. Safran describes diaspora as “expatriate minority communities” that consist of below-mentioned attributes: (1991)

- Diaspora is situated outside of the homeland and possesses a distinctive memory about the country of origin
- The common sentiment on the diaspora role of “outsiders” in their host community, forcing them to preserve their cultural identities
- Sharing a generic belief in a return to the country of origin
- A feeling of responsibility to support the homeland

In addition to the above-mentioned shared features, Cohen systematized the diaspora as voluntary (economic, social, and/or political opportunity) and involuntary (war, conflict, enslavement, natural disaster) dispersion (1997). According to Cohen, time is an important component for the formation and organization of “diasporic” identity (1997). The

development of diaspora consciousness requires the general formation of communal self-identity as members of the larger group (1997).

Yemini & Berthomière proposed the definition for the term “diaspora” that encompasses the development of collective identity, the existence of the internal organization in the host country, and the existence of real (remittances) or symbolic (“the next year at Jerusalem” at the end of the prayer for Easter”) connection with homeland country (2005).

Cohen, as one of the pioneers in the study of diaspora, proposed “Jewish archetypal” as the point of reference for the “classical” understanding of diaspora related to Jewish experience (Reis, 2004). Whereas Reis suggests that the “classical” notion of diasporas (Jewish, Armenian) should be complemented with a “contemporary” understanding of diaspora that is “fanned by political conflict, economic instability, opportunity, and globalization” (2004). Throughout time, the concept of diaspora evolved to incorporate the dynamics of social changes, technological developments, and political movements (Butler, 2001).

For the purposes of the study, the definition of “diaspora” proposed by Sheffer will be adopted to describe the concept: “Modern diasporas are ethnic minority groups of migrant origins residing and acting in host countries but maintaining strong sentimental and material links with their countries of origin – their homelands” (1986).

For the purposes of this study, the concept of “diaspora engagement” will be referred to as the set of strategies oriented toward homeland development. These policies are conducted with the assistance of the government to form sustainable and beneficial relationships between the State and diaspora organizations. The research will define diaspora engagement as “a coherent set of decisions with a common long-term objective (or objectives) affecting the engagement of the diaspora” (Noack & Wolff, 2013).

Moreover, the theoretical discourse on diaspora suggests the interpretation of the concept from the perspectives of liberalism and constructivism (Khara, 2020). From the liberal standpoint, the theory suggests that the influence of the state can be maintained internationally. In that manner, the diaspora acts as a connecting link that bridges domestic and international politics (Khara, 2020; Shain & Barth, 2003). While constructivism proposes that diaspora is an identity-driven concept because it focuses on non-material factors such as identity, and histories, seeking to account for actors' identities, motives, and preferences (Shain & Barth, 2003).

The profile of the Azerbaijani diaspora

According to the State Committee on Work with Diaspora of the Republic of Azerbaijan, there are 570 Azerbaijani diaspora organizations across fifty countries around the world (State Committee on Work with Diaspora of the Republic of Azerbaijan, 2023). By the initiative of Heydar Aliyev, the First International Azerbaijani Congress was held in Baku in 2001. The launch of the Congress was an important step in the diaspora-building process. The governmental organization on work with the diaspora was created in 2002 by the decree of the President of the Azerbaijan Republic "On the establishment of the State Committee on Affairs of Azerbaijanis Living Abroad". Subsequently, the State Committee for Work with Azerbaijanis living abroad was renamed to the State Committee on Work with Diaspora in 2008. In total, fifty million Azerbaijanis live in their homeland and abroad, out of which 10 million form a part of the Azerbaijani diaspora (Rumyansev, 2012). The Committee holds a wide range of events in Azerbaijan as well as in the compatriots residing States. The reports on the activity of the Committee are published on the official website of the organization. In 2018, Ilham Aliyev, the President of the Republic of Azerbaijan, issued the decree on the Establishment of the Fund for Support to Azerbaijani Diaspora under the State Committee on Affairs with Diaspora of the Republic of Azerbaijan (EUDiF, 2022). In 2019, by the decree

of the President a medal “for services in diaspora activity” was established to award for exceptional work in diaspora affairs (EUDiF, 2022).

According to European Union Global Diaspora Facility (EUDiF), Azerbaijan is among the first countries in Eastern Europe and Central Asia to conduct the diaspora engagement policy (2022). EUDiF information on diaspora engagement mapping presents important socio-economic demographics related to the diaspora profile. Russia (767 159), Ukraine (83 121), Kazakhstan (50 552) and USA (23 715) are among the top destination countries for Azerbaijanis (2022). Among the political rights, Azerbaijanis residing abroad may possess dual citizenship and participate in elections (available only to citizens residing abroad). In addition, Azerbaijan adopted the Law “On the State Policy Towards Azerbaijanis Living Abroad” which provides an important legal framework for the diaspora existence and activity.

Currently, there are several pitfalls in the conduct of strategic initiatives that are essential to be addressed for the increase in effectiveness and efficiency of the implemented policies conducted by the agency. The obstacles in the implementation of the present diaspora engagement policy appear in the limited unity, identity, late emergence, and cooperation. The research problem of this study lies in the premise of enhancing the diaspora mobilization for the development of the homeland country. This study will provide a detailed description of identified impediments and offer policy options to tackle them.

Diaspora, as an instrument of foreign policy, is vital for boosting support, developing relations, and promoting the interest of the homeland and host country. For a long period of time, the study of Diaspora Politics has been neglected in the field of IR. As a result, the importance of this research lies in the premise of understanding the role of the diaspora as the means of engagement policy in the development of a state. This research shall contribute to

the development of knowledge about the role of diaspora, diaspora engagement, and diaspora mobilization in international relations. This paper aims to uncover the challenges facing the contemporary Azerbaijan Diaspora and explore opportunities for further development.

Methodology

The data for the research was gathered by means of primary and secondary sources. To obtain first-hand information, the study conducted three interviews with experts in diaspora relations. For data collection, interviews were based on the semi-structured method that incorporated six leading questions:

1. What are the distinctive characteristics of the Azerbaijan diaspora?
2. What is the role of the Azerbaijan diaspora in the socio-political life of the home country?
3. What is the role of the Azerbaijan diaspora in the socio-political life of the host country?
4. Why is it important to organize and actively engage the Azerbaijan diaspora in the social, political, economic, and cultural development of the homeland?
5. What are the main obstacles to the effective mobilization of the Azerbaijan diaspora? And how to overcome those barriers?
6. In your opinion, how can Azerbaijan Diaspora be effectively engaged in the development of the home country?

Interviewees were provided information about confidentiality, anonymity, and the right to withdraw or withhold from answering the question. The consent was acquired verbally. All interview participants were informed about the recording for analysis purposes. Three interviews were conducted in the English language. Interviews were conducted individually with the participation of the group members for about an hour. Information about data use and safety was stated at the beginning of each interview. The data and information provided

by the interviewees were used only for the purposes of this project. All interviews were conducted in an online format via Zoom and Microsoft Teams platforms. The gathered data from the interview was transcribed using the Microsoft Word tool. The analyzed data were interpreted and integrated into the study.

In addition to primary data, the study utilized secondary sources for data collection purposes. It included scholarly articles, online databases, journals, books, governmental reports, and opinion pieces. The gathered information was obtained from local and international sources. The included local sources were collected from the official data provided on the website of the State Committee on Work with Diaspora of the Republic of Azerbaijan, the Export and Investment Promotion Agency of the Republic of Azerbaijan, The Heydar Aliyev Foundation, and Baku International Multiculturalism Center. The international sources were composed of the reports acquired from the International Organization for Migration, the European Union Global Diaspora Facility, The World Bank, and the International Centre for Migration Policy Development. The individual work of distinguished experts in the field of diaspora was employed in the research groundwork.

The research has several limitations: data and information about Azerbaijan are scarce. There is a limited number of studies that relates to the subject of study. Some of the available information is outdated, others are confidential and restricted in sharing. The time limitation necessary to conduct and coordinate for obtaining primary data was also a major hurdle in the development of the present study.

The study will comprise five main chapters: introduction, problem identification, policy alternatives, policy evaluation, and recommendation. The roadmap is designed in the following way: general information, theoretical and conceptual frameworks, and methodology was presented in the first chapter. The second chapter will deal with problem

and problem elaboration. The third and fourth chapters will cover policy options and policy effectiveness, respectively. In the end, the main findings, recommendations, and policy plan will be assessed.

Chapter 2. Problem Description

Even though diasporas of different countries are distinguished from each other by their distinctive characteristics, the issue of diaspora organization and mobilization are among the main obstacles to successful performance. In this regard, the degree of their mobilization plays a decisive factor in distinguishing a strong diaspora from a weak one. Per the case of the Azerbaijani diaspora, the weakness of solidarity, diversity among community members, the late emergence, and the ineffectiveness of cooperation with other diaspora organizations abroad are among the main problems.

2.1. Poor sense of unity and solidarity in diaspora communities

According to the Social Theory, the concept of solidarity was defined by Emile Durkheim as the social unity of the group (Mechtraud, 1955). The shared sentiment of “All for one and one for all” solidarity leads to mutual consideration and forms the group consciousness (Tuomela, 2013). In this regard, community members are expected to make contributions concerning the development of a particular society while benefiting from it as well (Federico, 2018). The primary objective of solidarity is to achieve social cohesion and development. As the concept, solidarity is an important dimension in the organization of the diaspora and construction of the identity (Anthias, 1998). The forced migration caused by warfare, displacement, natural disasters, political persecutions, and turmoil can strengthen the unity within a community because “the greater the amount of compulsion involved, the more likely that over time “literal and symbolic communities” will be created” (Khan, 1995; Cohen, 1997). For instance, the origin of the Jewish diaspora emerged as a result of traumatic

dispersal, exemplifying the notion of “victim” diaspora (Cohen, 1997). Retention of religious practices, clothing items, traditions, cuisine, and language illustrates the maintenance of solidarity by the Jewish community (Safran, 2005). The ideology of Zionism plays a key role in the process of strengthening their solidarity and preserving the connection with the homeland (Hermann, 2013).

In the case of Azerbaijan, the most powerful element of solidarity that unites the Azerbaijani diaspora is the issue of Karabakh (From personal communication with the head of the Azerbaijani diaspora, 22.04.2023). From 1988 to 1994, Azerbaijan became the victim of Armenian aggression and occupation. The First Nagorno-Karabakh War exacerbated the migration crisis in the region: the conflict caused 30,000 deaths, and forced over one million refugees and IDPs from their homes (Ismailzade, 2011). The issue of the Nagorno-Karabakh became a priority not only for the homeland but also for the Azerbaijanis living abroad (From personal communication with the head of the Azerbaijani diaspora, 19.04.2023).

The government-led strategies for the strengthening of relationships with the Azerbaijani diaspora consisted of the following initiatives: 1) introduction of the “Azerbaijanism” ideology by the National Leader of the Republic of Azerbaijan Heydar Aliyev that intends to promote the language, culture, values, and traditions of Azerbaijan (Khalilov, 2002); 2) the declaration of December 31 as the International Solidarity Day of Azerbaijanis to bring closer Azerbaijanis living abroad; 3) the establishment of the State Committee for Work with the Diaspora of the Republic of Azerbaijan created the political, ideological, and functional basis for solidarity of the world Azerbaijanis (From personal communication with the head of the Azerbaijani diaspora, 19.04.2023). Despite the breakthrough progress, the Azerbaijani diaspora is lagging in terms of unity and solidarity (From personal communication with the head of the Azerbaijani diaspora, 22.04.2023). According to our expert from the Azerbaijani

diaspora abroad, lack of solidarity is a result of “voluntary” migration patterns (22.04.2023). A “voluntary” migration is characterized by the free choice to leave one’s country for a better life, as opposed to “involuntary” which is driven by political or other oppressions (Apendiyev & Abdukadyrov & Kubeyev, 2019). For instance, the Jewish diaspora was formed as a result of traumatic dispersal originating from discrimination based on religious, ethnic, and political factors (Ray, 2008). On the other hand, the sentiment of Croatians towards the concept of homeland is different (Winland, 2002). Currently, there is an increased tendency for “voluntary” migration in Croatia (2002). For Croatians living abroad, the sentiment toward their homeland is weak, creating of a challenge for the formation of diaspora consciousness (2002).

2.2. Heterogeneity among community members of diaspora

As Azerbaijanis emigrate due to economic and entrepreneurial circumstances, they lack capabilities to exert political and social influence in their particular societies (from personal communication with the head of the Azerbaijani diaspora, 22.04.2023). The state's support for the formation of the diaspora was great both under the National Leader of the Azerbaijani people Heydar Aliyev and under the President of the Republic of Azerbaijan Ilham Aliyev (From personal communication with the head of the Azerbaijani diaspora, 19.04.2023). Despite these efforts, Azerbaijanis abroad tend to veer towards economic and business-oriented activities, with limited observations recorded in the political fields of their respective states of residence, except for slight increases in cultural output (From personal communication with the head of the Azerbaijani diaspora, 22.04.2023). Activities in the political scene, as well as the academic area of the Azerbaijani diaspora, are quite weak (Uslu & Kocaman, 2013).

Besides being a social unity, the concept of diaspora is based on the constitution of ethnic and racial minorities in residing countries, as ethnic and racial identities form the essence of

political, economic, cultural, and social factors that link the diaspora (Anthias, 1998). The Indian diaspora, for example, predicated on the notion of unity of various representatives of its social conglomerate, with its representatives managing to preserve their Indian origin and identity, despite the wide variety of reasons to emigrate from India in the first place. This concept is coined as homeland consciousness, which unites people with diverse backgrounds, including religious views, disparities between casts, regional variations, ethnic origin (Bengalis, Gujaratis, Telugus, etc.). Although the Indian diaspora is itself susceptible to complicated challenges, its representatives are adamant in preserving their ethnic roots associated with their country of origin (Pande, 2013).

In the case of the Azerbaijani diaspora, varying backgrounds of its representatives erode the social cohesion within the group, as identities and ideologies contribute to the lack of unity within the community (Gulina, 2020). While cultural grounds are capable of bringing the Azerbaijani community abroad together consistently, that same level of unity is not replicated in political and social circumstances (From personal communication with the head of the Azerbaijani diaspora, 22.04.2023). Moreover, Azerbaijanis abroad purposefully refrain from participating in political action in their respective state of residence, as it may negatively affect their own comfort of living due to potential repercussions resulting from outspokenness, as observed in the case of the Second Nagorno-Karabakh War (From personal communication with the head of the Azerbaijani diaspora, 22.04.2023).

The capacity of the members of the diaspora organizations is also an important factor to determine their activities, as well as their role in their residing country, as enhancing the activities of diaspora is reliant on concentrating efforts on increasing its social capital. Despite the Azerbaijani state's willingness to allocate sufficient resources to the development of the diaspora's activities, the capacity of the latter's members restricts efficient use of said

resources in the first place, as there is no guarantee of a cohesive plan for the resources to improve the diaspora's standing worldwide (Mekhtiyev, 2016). Increasing interest of young people in diaspora issues and the limited attention of government agencies to promote youth's activities in this field are regarded as a worrying moment for members of our diaspora organizations (From personal communication with the head of the Azerbaijani diaspora, 22.04.2023).

2.3. The late emergence of Azerbaijani diaspora

The formation of the very first national community was illustrated in Ankara under the governance of Rasulzadeh in 1949 (The activities of Diaspora, n.d.). Before, the immigration of Azerbaijanis from Azerbaijan SSR was barely feasible due to difficulties in leaving the country under strict conditions imposed by the USSR system of governance (exit visas, rigorous checks on exit, etc.). The Azerbaijani diaspora only started strengthening its position in Western state after the collapse of the Soviet Union in 1991 (From personal communication with the head of the Azerbaijani diaspora, 19.04.2023). Tangible diaspora communities have started to form consistently closer to the end of the 20th century. It is noteworthy to state that intense combat operations in the territory of the then Nagorno-Karabakh Autonomous Oblast, consistently accompanied by extreme acts of violence against the local civilian population, forced 700,000 people to seek refuge beyond their communities, thus becoming Internally Displaced Persons (IDPs) (Orujov, 2017). While IDPs were settling across Azerbaijan and Baku in particular, numerous citizens in the capital and beyond began pursuing a life abroad, which drastically shifted the economic balance of the newly forming state.

Amalgamation of difficulties arising from economic hardship of the mid-1990s and early-2000s, alongside the policy of ethnic cleansing of Azerbaijanis in territories occupied by the

Armenian state, has resulted in the rapid emergence of an underdeveloped Azerbaijani diaspora worldwide. This underdevelopment arose from an unprecedented increase in refugees and economic migrants that were primarily seeking to improve their own standards of living, as opposed to pursuing objectives in the name of advancing Azerbaijani interest worldwide. Since these new immigrants from Azerbaijan were not experienced in the field of diaspora, newly emerged diaspora was two generations old, as well as the lack of state's support to the diaspora in the early years of the independence of Azerbaijan, this generation have not yet achieved any community leader position, or a key position of power (Rumyantsev, 2017).

The underdevelopment of the diaspora is additionally exacerbated by the lack of active engagement in "grassroots" or local politics, as there are limited examples of the diaspora consciously contacting local representatives with letters or campaigns, as well as please for the improvement of their conditions (From personal communication with the head of the Azerbaijani diaspora, 19.04.2023). This is influenced by the diaspora's familiarity with the political structure of their previous state of residence, namely Azerbaijan SSR, who's ultra-centralized system disincentivized independent political activism on any given socio-political issue. While this issue is being directly challenged by the current Azerbaijani administration through diplomatic means, it is yet to produce substantive results that would transform the lifestyles of the Azerbaijani community abroad. Premature migration and lack of cohesive grassroots action has managed to produce a limited number of influential community leaders in their respective states of residence (Mekhtiyev, 2016). These same conditions destabilized the formation of regional diaspora organizations that would be capable of swaying statewide key policy positions in their own favor (From personal communication with the head of the Azerbaijani diaspora, 22.04.2023).

2.4. Lack of productive cooperation with other diaspora organizations

As a consequence of the aforementioned reasons, in particular, the late emergence of diaspora (lack of community leaders that could influence defined political leaders), weak national solidarity, differences in interests, as well as various visions among community members, the problem of inability of coordination and cooperation with other strong diasporas in the country of residence emerges. The cooperation of diasporas has an incredibly positive influence on the contribution to the development and well-being of the countries of origin (Sharma & Kashyap & Montes & Ladd, 2013).

Coordination with powerful diasporas is an essential issue in promoting and materializing the national interests of represented countries. For instance, diasporas in the face of Cyprus, Greece, and Israel strengthen their relations to maintain security and relative stability in the Eastern Mediterranean region for posterity (B'nai B'rith International, 2022). The mentioned collaboration is based on the enhancement of knowledge of targeted communities in the historical and cultural senses of the three aforementioned countries. Besides, this cooperation provides considerable support to government agencies of residence countries on the cases of missing individuals. Essential measures are also taken as a result of trilateral coordination in the elimination of antisemitism. The events dedicated to Holocaust Memorials, are held with the active participation of representatives of Cyprus and Israel, Greece diasporas, again stressing the importance of the trilateral friendship. For instance, one of those events was held in Photiou, Cyprus (B'nai B'rith International, 2022).

The mentioned cooperation may be categorized as a “collaborative participation”. This is the form of interaction that relates to common concerns, as well as interests. As was mentioned previously, the event dedicated to Holocaust was organized by the diaspora of Israel in Cyprus for the commemoration of the victims of genocide and increased awareness of a

targeted foreign community concerning the traumatic background of the Jewish people. The same approach is practiced by Greek diasporas as well concerning their own painful historical experiences with the involvement of other various representatives of different diasporas. Such diverse engagement of ethnic communities leads to the implication in the form of internationalization of issues important to relevant countries. For instance, this could contribute to cases of recognition of certain occasions by the international community, particularly by countries, where those diasporas reside (Charlotte & Lazarou & Christodoulides & Christodoulides & Alexandrou, 2019).

Another example of collaborative cooperation could be the activities of Somali and Afghan associations in Denmark. Somali and Afghan associations, which are an integral part of relevant diasporas, are created based on the requirements established by the Danish authorities. To achieve certain aims for the development of a represented country it is crucial to create a heterogeneous group of organizations within the scope of different diasporas, including various and diverse policies (Danstrom & Kleist & Sorensen, 2015).

Representatives of Somalia emphasized the importance of cooperation with the Afghan association in achieving certain targets, set out by the Somali association. Afghan association uses knowledge and its relevant networks useful for the implementation of those projects that cannot be used otherwise in their area of influence. An analogical approach may be implemented for the Somali association. For instance, as a result of the use of the Afghan side's networks, cooperation could get its successfully end in implementing its sustainability projects. It is very crucial to use "the right" knowledge, as communities may not get the whole idea set out by a certain diaspora. In this regard, diasporas use their local knowledge in a way that local communities would be deeply interested in that. The awareness of the needs of the local community provides opportunities for the provision of ideas or defined

recommendations for the feasibility of a learned experience within the country in which the Diaspora resides. “Local knowledge is worth its weight in gold” (Danstrom & Kleist & Sorensen, 2015, p. 51). It is stated by many representatives that the best way of maintaining communication in informing local communities is through the means of communication technologies. Nevertheless, because the means of technology are linked to stability, this exact way of communication is not absolute concerning its functioning. Therefore, physical visits are preferable by different diaspora representatives in the maintenance of local networks and in the process of gaining needed information about local communities. The issue is local skepticism that cannot be eliminated through technological means.

On the one hand, there are great opportunities for diasporas, to engage funding projects in terms of development activities concerning their countries of origin. On the other hand, there are strong institutional obstacles, preventing the potential evolution and growth of the diaspora. First of all, the main barrier is the issue of security because there might be corruption issues, which would create considerable problems concerning them. Each country possesses its own political culture. An essential number of problems may erupt, even disregarding corruption issues. The next barrier is the pressure on diasporas in the resident countries based on the discriminative basis. Besides, institutional barriers in the form of administrative burdens may erupt. For instance, diaspora associations may be accused of misusing funds. The aforementioned factors are considered impediments to an effective collaboration of different diasporas, but the list of barriers is not complete (Danstrom & Kleist & Sorensen, 2015).

In the case of analysis of the Azerbaijani diaspora in greater detail, both at the individual level and at the level of diaspora organizations, they rarely cooperate with the existing, and often more well-established Diaspora members in the country of residence (From personal

communication with the head of the Azerbaijani diaspora, 22.04.2023). Among the main reasons are the lack of clear goals and a clear set of values of diaspora communities and organizations (Uslu & Kocaman, 2013). The lack of these critical components is complicating the identification of a suitable foreign diaspora with which mutually beneficial cooperation can be built. Even if a clear set of goals is present and a foreign diaspora with shared values is identified in the country of residence, cooperation is often complicated by different strategies of the organizations in achieving the set goals, competition for political or other resources, or broader recognition, disagreements over leadership or decision-making, cultural or ideological differences, or simply a lack of communication or understanding between the organizations or communities, as was mentioned previously (Uslu & Kocaman, 2013).

However, in the context of the Azerbaijani diaspora in the United Kingdom, the cooperation which did not exist in the past at all now appears differently. Following the expert opinion, the representatives of the Azerbaijani diaspora in the United Kingdom take measures to enhance cooperation with representatives of other diasporas. For instance, the cooperation with the Turkish diaspora is strengthening year by year. However, cooperation with other powerful diasporas is missing (From personal communication with the head of the Azerbaijani diaspora, 19.04.2023). In line with the other expert opinion, Azerbaijani diasporas located in the United States of America for about the last 10 years have cooperated with the representatives of different African diasporas. However, this cooperation does not bring greater benefits, as it would concerning other powerful diasporas (From personal communication with the head of the Azerbaijani diaspora 22.04.2023).

Considering the close engagement of the diplomatic corps in diaspora affairs, the lack of utilization of diplomatic channels in aiding communication and facilitating the dialogue with

or identifying suitable existing diaspora members for building cooperation is also a factor in the difficulty of Azerbaijani diaspora activity. Considering the importance of the diplomatic corps' activity in the creation of such ties and their further coordination, and the dependence of its activity on the central foreign policy of the country (Ho & McConnell, 2019), Azerbaijan's foreign policy must also be examined. The lack of close ties in Azerbaijan with the countries with the most numerous, and influential diasporas, for example, China and India, restrict the actions that can be taken by the diplomatic officers assigned with diaspora affairs, bearing in mind the practical impossibility of diplomatic outpost to act in contradiction with the central foreign policy goals (From personal communication with the head of the Azerbaijani diaspora, 19.04.2023).

While the cooperation and joint work done by the Azerbaijani diaspora in some countries, including the United States, with the Israeli and Türkiye diaspora members and organizations, cannot be denied (Azmedia, 2021; Azertac, 2006), experience has shown the somewhat limited success of such cooperation in regards to the goals that are to be achieved by the Azerbaijani Diaspora in support of the homeland.

In conclusion, it is crucial to mention that the mentioned problems, lying at the core of the weakness of Azerbaijani diasporas and illustrated via the lack of mutually beneficial cooperation with other diaspora organizations, heterogeneity among community members, late emergence of Azerbaijani diaspora and poor sense of solidarity, mainly result in the lack of influence of Azerbaijani diaspora representatives over policy makers concerning vulnerable for Azerbaijan issues in the countries of residence. Hence, the weak functioning of the Azerbaijani diaspora ends up in the lack of political, economic, cultural, and social elements required for the development of a homeland.

Chapter 3. Policy Alternatives

Several important courses of action have to be taken into consideration to facilitate the development of diaspora engagement policies. It requires the implementation of a win-win strategy for host land and homeland countries with a broad spectrum of actions across the front. The late emergence of the Azerbaijani diaspora vis-à-vis other “classical” diasporas provides an opportunity for the incorporation of international expertise and best practices. The design of policies based on international role models with application to the national diaspora will contribute to the development of diaspora engagement. It is paramount to derive experience from the best approaches and learn from mistakes to adopt the tactics that would fit the Azerbaijani diaspora to explore untapped resources in terms of social, economic, and political capital.

3.1. The increase of community conscience through cultural programs

This policy option assumes boosting the development through the promotion of Azerbaijan's cultural legacy abroad to increase the sense of community belonging and consciousness. The enlargement of close partnering with organizations will lay the foundation of mutual benefit for the related parties. The key to successful cooperation can be attained by establishing aligning and united vision, mission, and interest. These principles are the core elements of “social solidarity” which correspond to “the unity of a group, class, or action that generates unity of interests, goals, standards, and mutual understanding” (Afanasieva, 2021). This option will enable an increase in diasporic activity and a better understanding of Azerbaijan culture. It can be implemented by providing a program on Azerbaijan language learning for expatriates and second-generation immigrants. For instance, China encouraged the studying of the “mother tongue” by financing the learning process (IOM, 2012). This policy can be provided in the format of online free lessons for reaching out to a wider audience of diaspora members. A policy with a focus on the promotion of national language is vital for second-

generation compatriots and the youth, considering the lack or limited feeling of attachment toward the country of origin.

The incentives on subsidizing endemic Azerbaijani products for export will enable to build of the image and brand recognition of Azerbaijan culture abroad. The promotion of national food and cuisine can generate profit and represent “unique cultural symbols” in the international arena. The export of national food can serve as a booster of soft power, cultural diplomacy, and national branding (Rockower, 2012). The strategy for the promotion of national cuisine was employed by several countries such as Thailand, South Korea, and Malaysia. The concepts of “culinary diplomacy” or "gastrodiplomacy" was popularized by Paul Rockower as a means of public diplomacy. For example, the “Global Thai” initiative started in 2002 to popularize Thai Cuisine internationally (The Economist, 2002). As a part of the initiative, the label “Thai Select” was introduced to highlight the offering of imported Thai food and employed workers from Thailand (Parasecoli, 2022). Strategies for the promotion of cultural heritage through a partnership with the diaspora can bring positive effects with regard to food export and tourism as well.

Currently, Azerbaijan undertakes the initiative to promote the non-oil sector in Azerbaijan with the support of the Export and Investment Promotion Agency of the Republic of Azerbaijan (AZPROMO). The focus of the State Agency is to attract investment, promote the “Made in Azerbaijan” brand, and stimulate export (AZPROMO, 2023). The establishment of cooperation between the AZPROMO and diaspora organizations can contribute to the development and expansion of Azerbaijan's economy. Since the diaspora acts as a liaison between the country of origin and the country of residence, they can become agents and advocates for cultural promotion and advocacy. Besides their understanding of both worlds, they have viable local networks and experience in social activism. Brokering the cooperation between AZPROMO and the diaspora organization would coordinate and combine their

resources and joint efforts. It can positively affect the economy, well-being of Azerbaijan citizens living abroad and their families in Azerbaijan.

Currently, Azerbaijan undertakes numerous projects and initiatives for the promotion of national culture abroad. According to The Heydar Aliyev Foundation, the work is carried out in the promoting abroad of cultural objects, organizing musical projects, administering art festivals, and coordinating sports events (The Heydar Aliyev Foundation, 2023). The international projects are conducted in different parts of words with the intention of “promotion of the cultural heritage of Azerbaijan, support to the efforts aiming at the protection of the country's most cherished values” and “support to the promotion of Azerbaijan's image worldwide” (The Heydar Aliyev Foundation, 2023). At the same time, The Foundation is partnering with a broad range of international and local stakeholders. To expand the impact and implication of cultural promotion, the involvement of our diasporas would contribute toward the vision and mission of the Foundation as well as strengthen cooperation with diasporas as our cultural ambassadors.

Cultural diplomacy is carried out by the Baku International Multiculturalism Center as stated by the mission of the agency to promote culture aspects. (Baku International Multiculturalism Center, 2023). The organization organizes regular meetups, panels, discussions, and conferences on different issues related to culture, international dialogue, and national branding. Furthermore, the promotion of national image abroad is conducted the Ministry of Culture of the Republic of Azerbaijan, UNESCO, and the Karabakh Foundation.

To amplify the results of conducted policies, to reach out to more Azerbaijanis abroad, promote the image of Azerbaijan abroad, and effectively utilize the available resources, it is suggested to implement a “one-stop shop” model that would encompass multiple projects conducted by the government, charitable foundation, and NGOs through the State Committee

on Work with Diaspora. In addition, effectively connecting embassies and consulates with diasporas for reaching out to more Azerbaijanis would positively affect the development of engagement.

3.2. Developing diaspora capacity

The success of diaspora engagement stems from the sustainable cooperation and partnership between the government and diasporic organizations. According to the International Centre for Migration Policy Development (ICMPD), “Diaspora organizations facilitate integration and provide support to migrants in countries of a destination while supporting development processes in their countries of origin” (p.12, 2015). It is paramount to establish the unity of goals and communicate government-led engagement strategies and policies effectively to diaspora organizations. The establishment of working groups on the subjects of diaspora policy can assist with the foundation and enhancement of the dialogue.

Since diaspora groups are diverse and scattered around the globe, establishing, and maintaining the grand strategy of common identity requires the knowledge of local diasporas. “Knowing your Diaspora” approach would require constant research and data collection which shall contribute to the identification of wants and needs that are specific to each diaspora community. The study and research of diaspora are important for understanding their interest and motivation, given the abundance of geographic locations and heterogeneous demography. Critical data such as location, size, occupation, education, and organization would generate country-specific policies and targeted strategy implementation. In addition to social-economic data, the interest of the data should be studied and analyzed for targeted policy making. Without the adequate mapping of the diaspora profile, the measure taken to implement subsequent policies would struggle to generate meaningful results, leading to policy failure. Reliable data about the diaspora will aid in the conduct of targeted policies and activities that would attain greater results. Engaging in decision-making, partnering for

various projects, collaborating in policy implementation would actively involve diaspora members to participate and contribute for mutual benefit.

The navigation of bottom-up activity would require the foundation of genuine trust-building links between diaspora organizations and the government. The generation of mutual trust will lead to tangible progress in the stimulation of diaspora engagement. To form a genuine link of trust “it is important for diasporas to be heard and recognized” (Frankenhaeuser & Noack, 2015). The relationship between the government and the diaspora should not be organized in a top-down manner, but based on two-way effective communication. According to Frankenhaeuser & Noack, the generation of trust also includes the action that involves consideration and delivery of the promised expectations (2015). The recognition of the diaspora’s role as the key partner is paramount for trust establishment.

The active engagement of compatriots abroad as stakeholders in development can benefit the country of origin, country of destination, and diaspora organization. The policy can be implemented by empowering decision-making policies related to their activities both abroad and in Azerbaijan. The organization of joint partnerships is paramount for the sustainability of long-term relationships and trust building. It will enable two-way communication between the entities, strengthening cooperation and partnership. For example, by the facilitation of Regional Cooperation Council, a set of innovative policies and programs was conducted in the Western Balkans to enhance the cooperation between the diasporas and government. As a result of conducted policies, the capacity building and collaboration between the participant countries and the diaspora substantially increased (Arifagić & Mitrović, 2022).

In that regard, the interaction between government and diaspora should be based on collaborative relations with “real engagement, participation, and ownership” going beyond unitary and formal interaction (ICMPD, 2015). Including but not limited to the expansion of

diaspora-friendly policies in countries of destination (through partnering with the host country) and country of origin (tax breaks on remittances).

3.3. Incentivizing Remittances Programs

One of the key aspects of State development is economic prosperity and welfare. According to the World Bank estimates, remittances in 2022 continued to grow totaling \$626 billion (2022). Remittance send to low- and middle-income countries help to curb poverty, promote education, and alleviate hunger (The World Bank, 2022). According to World Bank data, Azerbaijan received \$2.2 billion of remittance inflow or 3.1% as a share of GDP (2022). In this regard, the diaspora can become the source of finance for investment attraction and economic opportunity. This provides a solution to the issue which resulted from the late emergence of the diaspora community that exacerbated the economic burden for the country. There are two crucial components for incentivizing remittance back homeland. First, there should be a mechanism in place to guarantee transparent and accountable governance of funds. In contrast, lack of independence and accountability will undermine trust and confidence of diaspora members. For example, Israel created an independent organization, the American Jewish Joint Distribution Committee, to oversee the management of funds. It consists of diaspora members that are engaged in the mobilization of financial contributions. According to the International Organization for Migration, they are able to generate \$1 billion every year (2012).

The integration and adaptation of program-led remittances program for local development. For instance, “Tres por Uno (3x1) Program” in Mexico was designed to increase the participation of Mexican migrant in the renovation and development of infrastructure in their hometowns. The project was designed to appropriate funds by 3 to 1, meaning that the state will triple every invested dollar. This program was able to mobilize migrants, conduct social projects, and increase interest in the development of local communities (Zamora, 2005). By

analogy, the project-incentivized remittances sending can be applied for investing in renovation of the Nagorno-Karabakh and liberated territories of Azerbaijan or for the development of rural areas of Azerbaijan. This policy option can increase the participation in the development of homeland, enhance sense of belonging and become a source of revenue for the government. These enhancements should originate from meticulous economic boosts that pursue the improvement of living standards in rural Azerbaijan and the liberated territories through faithfully adapting a system similar to the in Mexico. The implementation of this program in Azerbaijan can be conducted through involvement of the Karabakh Revival Foundation. By implementing the 3x1 Mexican Model, Azerbaijan can increase donation for enhance the participation of diaspora in the development of Karabakh and rural areas. By engaging the diasporas abroad, the visibility of the project initiatives led by the Fund can be attained as well.

Additionally, the services on the Financial Literacy can be provided for expatriates, migrants, and diasporas members. The training can enable participants to learn about remittances and respective programs, increase investment, contribute to financial planning and business development (GIZ, 2012). This policy option can increase the quality of life in the country of residence which is associated with increased remittances sent to the homeland. The practice of Financial Literacy Trainings was offered by Philippines in South Korea, Burkina Faso in Senegal and Togo, Mexico in the United States.

3.4. Cooperation with international organizations

The late emergence of the Azerbaijani diaspora had a profound effect on its development and growth and on the establishment of connectivity with other international diasporas. Effective cooperation with stakeholders is an essential component for nurturing community bonds and establishing a diaspora community. However, this obstacle might be overcome by the adoption of smart policies that would nurture the diaspora development more effectively. The

programs can be implemented through the collaboration of the government organization with international NGOs. Currently, non-governmental organizations such as the European Union Global Diaspora Facility, the Organization for International Migration, and the International Centre for Migration Policy Development facilitate the designing of policies based on international experience and practices. Those organizations were in charge of numerous policy implementation initiatives organized in different parts of the world.

Their expertise in the conduct of diaspora engagement policy might provide useful insights and fill the gap in the absence of practical knowledge. The execution of strategies was implemented across various regions. The work was carried out to implement diaspora development, guide actions at regional and national levels, and map the opportunities for the exchange of peer knowledge (EUDiF, 2022). According to the information presented on the website of ICMPD “Since 2007, the organisation has been involved in a wide spectrum of activities ranging from policy advice, research and capacity building, to direct support to diaspora organisations, thus corresponding to the ICMPD three-pronged approach.” (ICMPD, 2019).

ICMPD is a non-governmental organization with 19 State members (ICMPD, 2023). Its approaches are based on the three-pillar methodology that included “structurally linking research, migration dialogues, and capacity building – contributes to better migration policy development worldwide” (2023).

Consulting and partnering with international organizations with specific expertise in the sphere of the diaspora would generate positive results for the smart implementation and drafting of the diaspora engagement strategy. The involvement of NGOs can play a key role in the facilitation of a relationship with the host countries and diaspora communities abroad. Moreover, considering that there are fifty countries with the presence of Azerbaijani diaspora,

human resources in terms of reaching out and addressing specific needs and delivering on promises becomes a challenging issue. As well as the broad spectrum of conducted country-specific initiatives will cover aspects of educational, economic, social, and cultural development.

To sum up, this chapter presented the policy alternative to tackle the presented problems in the development of engagement policy. The elaborated policy alternative represents the government-led initiatives to enhance the mobilization of the diaspora across the countries with a diaspora contingent. The proposed policy actions include 1. the increase of community conscience through cultural programs, 2. developing diaspora capacity, 3. incentivizing Remittances Programs, and 4. cooperation with international organizations. The presented policy strategies are aimed at reducing the impediments in the designing of an effective diaspora engagement plan in the long run.

Chapter 4. Policy Evaluation

The evaluation of policies is a crucial aspect of diaspora development as it equips policymakers with information regarding the efficacy or inefficacy of policies and initiatives aimed at the development of diaspora communities. The aforementioned data can be utilized to provide insights for upcoming policy-making choices, enhancements to programs, and allocation of resources. In addition, policy evaluation serves the purpose of guaranteeing that policies are executed in a manner that is just and impartial, while also ensuring that resources are utilized with optimal efficiency and efficacy. The promotion of evidence-based policymaking through policy evaluation can enhance the efficacy and efficiency of diaspora development initiatives, while also augmenting transparency and accountability in their implementation. In the realm of development efforts, the assessment of policies holds significant importance in facilitating the involvement of diaspora communities and

optimizing their influence. Therefore, this chapter will focus on the evaluation of the policies proposed for the development of the diaspora engagement policies for Azerbaijan.

The increase of community conscience through cultural programs

The first policy option considers the possibility of fostering growth by promoting the cultural legacy of Azerbaijan in other countries. It is anticipated that the use of this option would facilitate an increase in the number of activities within the diaspora as well as an increased awareness of Azerbaijani culture. It is proposed that this idea be put into action by making available to expatriates and immigrants the second-generation training that would teach them the Azerbaijani language.

The promotion of Azerbaijani culture overseas via language promotion initiatives and export incentives for national goods has the potential to enhance the global acknowledgment and admiration of Azerbaijani culture. The provision of language learning programs to expatriates and second-generation immigrants has the potential to enhance their connection with their Azerbaijani heritage and foster a stronger sense of attachment to their country of origin. The exportation of Azerbaijani food and cuisine has the potential to yield financial gains and function as a tool for soft power and cultural diplomacy, thereby bolstering Azerbaijan's global standing and perception. In addition, the diaspora can be considered a significant asset in terms of cultural promotion and advocacy, owing to their comprehension of both Azerbaijani and local cultures, coupled with their proficiency in social activism. As a result, this policy may be considered effective.

The execution of language acquisition initiatives and the provision of export incentives for national commodities may necessitate substantial financial and logistical investments. This has the potential to impose a financial burden on the government's budget. Therefore, this policy is considered to be less efficient.

As a result of the fact that the government would get the whole of the benefits in the form of increased exports, the allocation of costs and benefits is unfair. Therefore, it is possible that the diaspora may not exhibit a cohesive front or possess congruent objectives, thereby giving rise to discord and hostilities in advancing Azerbaijani culture overseas. Therefore, this policy fails to meet the equity factor.

Trade restrictions, such as tariff barriers, non-tariff barriers, quotas, voluntary export limitations, subsidies, and so on, are often implemented in an attempt to safeguard domestic businesses and employees from the threat of competition posed by enterprises based in other countries. Given that different nations are required to comply with different international laws to engage in international trade, the implementation of this policy will not be simple. Therefore, this policy is not considered to be feasible.

The framework that is centered on growing exports is not something that can be modified quickly and adapted to meet the requirements of the present situation, which is why this strategy is the least flexible of the options that have been suggested. Due to the narrow scope of the policy, it will be difficult to adapt the policy to accommodate additional demands, and doing so would need the policy to undergo a complete revision.

Developing diaspora capacity

The efficacy of diaspora involvement is attributed to the enduring collaboration and alliance between the governing body and diasporic entities. The expansion of collaborative partnerships with organizations will establish a basis for reciprocal advantages for the respective parties. Achieving successful collaboration can be facilitated by establishing a shared and cohesive vision, mission, and set of interests. Therefore, the "Know Your Diaspora First" strategy, which is the second policy that has been presented, calls for ongoing

study and the collecting of data, both of which would lead to the identification of goals and requirements that are unique to each diaspora group.

The implementation of this policy would facilitate a more comprehensive understanding of the requirements and preferences of distinct diasporic groups within Azerbaijan. By implementing a "Know Your Diaspora First" strategy, the Azerbaijani government can obtain dependable information regarding the distinct requirements and preferences of diaspora communities in Azerbaijan. This data can then be utilized to formulate focused policies and initiatives that cater to specific needs. Also, the Azerbaijani government can enhance the efficacy of its policies and programs and achieve favorable outcomes for both the government and diaspora communities by customizing its engagement endeavors to cater to the unique requirements and preferences of each diaspora community. Additionally, this policy would have advantages in terms of fostering cultural conservation and facilitating growth in the economy. The implementation of efficient engagement strategies can facilitate the preservation of culture, advancement of education, promotion of economic development, and enhancement of civic engagement within Azerbaijani diaspora communities. This can result in mutual benefits for both the government and the diaspora communities. Therefore, this policy is considered to be effective.

This strategy requires a significant amount of resources. To successfully implement the "Know Your Diaspora First" strategy, considerable resources, like time and money, are required. These resources are used to carry out research and collect trustworthy data on the particular requirements and interests of diaspora populations in Azerbaijan. Therefore, this policy is considered to be less efficient.

This policy meets the equity aspect, the involvement of diaspora groups in decision-making procedures, and their integration in the development and implementation of policies and

programs could foster trust-based associations between the government and diaspora communities, resulting in more enduring and sustainable engagement initiatives.

Addressing the diverse needs of diaspora populations is expected to pose a challenge. The Azerbaijani diaspora communities exhibit a diverse and complex composition, owing to the emigration of Azerbaijanis to various nations. Consequently, formulating policies and programs that address the needs and apprehensions of every subpopulation within a community can pose a challenge. A potential obstacle that could arise is the likelihood of political intervention. The potential effectiveness and credibility of policies and programs pertaining to diaspora involvement in Azerbaijan could be undermined by political interference, leaving them open to susceptibility. The ability of diaspora organizations to work together and become involved is essential to the success of programs in Azerbaijan aimed at engaging the country's expatriate population. The difficulty of establishing connections based on trust might be a barrier to the accomplishment of this goal since it can slow down the process. However, this policy's feasibility for this project is still high.

The policy approach of "Know Your Diaspora First" is characterized by its flexibility, as it permits a customized strategy that considers the unique attributes of the diaspora community under consideration. The aforementioned policy recognizes the heterogeneity of diaspora communities and their varying requirements, concerns, and degrees of involvement with their country of origin. Thus, the policy approach centers on conducting research and analysis to gain a deeper comprehension of the diaspora community, their attributes, and their prospective contributions to the country of origin. Drawing from the present analysis, it is possible to modify and tailor the policy to cater to the unique requirements and preferences of the diaspora community, thereby rendering it a versatile strategy.

Incentivizing Remittances Programs

The policy framework presented emphasizes the utilization of diaspora remittances as a means to foster economic prosperity and enhance welfare in Azerbaijan. This policy proposes that there will be a benefit in the form of augmented financial resources. The inflow of remittances from the diaspora can potentially function as a significant means of investment and revenue for the nation, thereby facilitating the financing of developmental initiatives and augmenting the overall economic progress. Remittances have the potential to mitigate poverty, foster education, and enhance healthcare, thereby contributing to the overall welfare of the populace. In addition, promoting the investment of diaspora members in their country of origin can potentially enhance their sense of attachment and affiliation with their native land. Moreover, offering financial literacy education to individuals of diaspora origin can enhance their ability to make well-informed financial choices, potentially resulting in augmented investment and elevated levels of remittance. Therefore, this policy successfully meets the effectiveness criteria.

Encouraging the movement of resources by offering incentive programs has the potential to exhibit financial efficiency by drawing substantial financial resources to the nation without incurring exorbitant expenses. The government can enhance the influx of remittances, thereby fostering the country's development, by incentivizing diaspora members to send money to their home country. The aforementioned programs have the potential to facilitate the directed allocation of remittances towards government-designated priority sectors or projects, including but not limited to infrastructure development, education, and healthcare. Thus, it is considered to be efficient.

It is worth noting that programs aimed at promoting remittances may not yield uniform benefits across all strata of society, thereby engendering disparities in developmental outcomes. Therefore, the cost-benefit distribution may not be fair.

In the absence of a mechanism that ensures transparent and accountable management of funds, there is a risk of eroding the trust and confidence of diaspora members, which may result in a decline in remittance levels. Moreover, excessive dependence on remittances can render the nation susceptible to exogenous economic perturbations, such as alterations in immigration regulations or economic circumstances in the nations where diasporic constituents dwell. The act of incentivizing proficient diaspora members to repatriate to their country of origin can potentially result in a depletion of intellectual resources in their current countries of domicile, thereby engendering unfavorable outcomes for said countries. However, ensuring transparent and accountable management of funds is feasible.

Remittance incentive programs may lack flexibility if they are not tailored to the specific requirements and situations of both remittance senders and recipients. In instances where a program mandates a minimum remittance threshold for eligibility to receive incentives, certain senders may encounter financial infeasibility due to their inability to afford the transmission of substantial monetary sums. If the incentives are linked to particular development initiatives selected by the government, there exists a possibility of misalignment with the preferences and necessities of diaspora communities, who may harbor distinct notions on the optimal utilization of the funds.

Cooperation with international organizations

The fourth policy proposal centers on the mobilization of cooperation with international non-governmental organizations. This option is intended to be achieved through the partnership with the ICMPD.

In terms of effectiveness, the intended policy aims to form a collaboration between the government agency and the International Centre for Migration Policy Development. Membership in the organization can provide access to a variety of available policies across a broad range of socio-political and economic projects. This will also enable the government to achieve its goals effectively and constructively as the membership equips with the necessary recourse in terms of knowledge, experience, consultation, and know-how on the issues of diaspora policies.

ICMPD requires the allocation of the necessary funds to join the membership of institutions. It is worth mentioning that this is a prestigious international organization that functions in ninety states with more than 700 stakeholders. For this reason, we believe that the cost of acquiring membership in the organization will pay off in the long run.

As for equity, this policy will predominantly benefit the Azerbaijanis living abroad as well as provide the necessary expertise and consultancy services for the Diaspora Committee in respective fields of policy executions. The indirect recipients of the membership will be all Azerbaijanis since this policy does not prevent anyone from benefiting from joined membership and conducted strategies.

In terms of feasibility, the policy alternative does not possess any specific political implication that can jeopardize public acceptance. The ICMPD is a non-governmental organization that focuses on migration issues, and policy development and is a UN observer member.

Per flexibility, cooperation with the international institution will allow for conducting new projects in various sectors, depending on the needs and wants of the diaspora organizations and the governmental strategy objective. The typical projects will require years of thorough

information collection and data gathering. From a flexibility perspective, this is a challenging and resource-demanding process.

Policy Alternatives	Effectiveness	Efficiency	Equity	Feasibility	Flexibility
Cultural policy	+	-	-	-	-
Capacity building	+	-	+	+	+
Remittance program	+	+	+	+	-
Cooperation with NGO	+	+	+	+	-

Table 1: Policy Evaluation Table

The results of the evaluation are presented in Table 1. According to the policy analyses, four policy options were assessed as effective whereas the remittance program and cooperation with NGOs were evaluated as efficient. With regard to equity and feasibility criteria, only cultural policy did not pass the evaluation. Meanwhile, the flexibility of the policy alternatives is viable only for capacity building policy option.

Chapter 5. Conclusion and Recommendations

Although the number of Azerbaijanis living in foreign countries is high, the weakness of solidarity among them, as well as the absence of respective mechanisms to influence Azerbaijanis abroad presents a serious challenge. The main aim of the capstone project is to study the challenges and obstacles of diaspora mobilization to establish the root causes. Per the case of the Azerbaijani diaspora, the weakness of solidarity, diversity among community members, the late emergence, and the ineffectiveness of cooperation with other diaspora organizations abroad are among the main problems.

In order to address the abovementioned challenges, four policy options were proposed. The development of cultural consciousness was proposed to increase the sense of belonging and

solidarity. To tackle the issues arising from heterogeneity, the development of diaspora capacity was suggested. In order to overcome the economic challenges exacerbated by the late diaspora emergence, the implementation of remittance programs is recommended. With regard to the poor diaspora network, we suggest considering ICMPD membership.

Recommendations

Considering the complexity of the policy problems we covered with regard to the mobilization of the Azerbaijani diaspora, we recommend having a systematic approach including all policy options in order to address the problem with respect to the enhancement of the mobilization of world Azerbaijanis diasporas.

- *Capacity building measures for members of diaspora organizations.* In order to enhance the mobilization of the Diaspora of Azerbaijan abroad, first of all, capacity building measures for the community members of our Diaspora organizations abroad should be organized and carried out, so that our Diaspora can be helpful for both the homeland and the residing country, playing a key role in society. Systematic capacity building measures depend primarily on the establishment of successful cooperation between government agencies and Diaspora organizations. In this regard, organization of consultations between Diaspora organizations and governmental organizations, in particular, the Ministry of Foreign Affairs, Ministry of Education, Ministry of Finance, etc. with the support of the State Committee for Work with the Diaspora should be arranged, then as a result of the consultations, detailed action plan on capacity building programs in various fields should be prepared and implemented.
- *Enhancing the Azerbaijani language skills of diaspora members.* The lack of deep knowledge among the Azerbaijani Diaspora members about the culture, heritage of Azerbaijan, weak Azerbaijani language skills, etc. are the factors that negatively

affects the mobilization of the Diaspora, since one of the main aspects that unite the people is their common culture, traditions, heritage, as well as language. In this regard, first of all, in order to enhance the Azerbaijani language skills of especially those who were born abroad is essential, thus the courses jointly organized with the Ministry of Science and Education may contribute to the development of their language skills. One of the main elements of the Azerbaijani culture is cuisine which could serve as an accelerating factor for the acquaintance of Diaspora members with Azerbaijani traditions, thus programs designed by the Ministry of Culture directed to this sphere may be helpful. Cultural elements and branding of Azerbaijan among Diaspora community members may contribute to the cooperation with the Azerbaijani brands exporting Azerbaijani products abroad, in this regard, mechanisms to bring Diaspora and Azerbaijani companies may benefit not only the mobilization process, but also the economy of the homeland country.

- *Cooperation with international organizations.* Considering that Azerbaijan Diaspora Committee conducts a wide range of policies and projects, we believe that the membership would greatly benefit and advance their efforts in achieving results. To implement the policy option, the State Committee for Work with the Diaspora would need to acquire permission from the decision-making body as well as allocate necessary budget from the state fund.
- Incentivizing remittances programs. It may also contribute to strengthening the bonds between the homeland country and Azerbaijanis living abroad. In particular, financing and supporting reconstruction efforts in liberated territories of Azerbaijan may motivate Azerbaijanis abroad to contribute to the development of their homeland. However, in order to ensure transparency of the funds established for the remittances,

both government agencies, and Diaspora organizations contributing to the fund should have instruments of control.

Concluding remarks

As a result of conducted research, the topic of diaspora engagement for the development of the homeland was examined. Although the number of Azerbaijanis living abroad is huge, ensuring their mobilization is not an easy objective. The importance of enhancing the mobilization of the Azerbaijani diaspora is crucial for the socio-economic development of a homeland, as well as the promotion of the national interests of the Azerbaijani people worldwide.

During the research, we collected primary data via semi-structured interviews with experts specializing in the field of diaspora affairs, as well as leaders and members of the diaspora organizations abroad. Also, we gathered secondary data from the local and international literature. Time and data were among the main limitation during our research.

During the research process, we identified four major problems that lie at the core of the ineffectiveness of the mobilization policy. The first problem is at the core of the weakness of solidarity that arises from cultural-psychological factors. The reason for the weak solidarity of the World Azerbaijanis is explained by the “voluntary” migration, which indicates the migration based on people’s desires for a better life, in the framework of economic reasons. The second problem is illustrated via the diversity among community members. The internal and external audience of Azerbaijan, their views, and societal dynamics are mixed due to historical factors. This leads to the eruption of misunderstandings and loss of coordination between the members of the Azerbaijani diaspora in the respective countries of residence. The third problem is related to the late emergence of the Azerbaijani diaspora. Even though

the very first diasporas were established under Rasulzadeh in 1944, tangible Diaspora communities started their formation at the end of the 20th century. This consequently results in the lack of an active engagement of World Azerbaijanis in the creation of policies for the promotion of their national interests within Azerbaijan, as well as in the country of residence. The delayed onset of immigration and the lack of required experience of World Azerbaijanis in effective grassroots activism led to the fact that an extremely limited number of Azerbaijani Diaspora representatives gained influence, as well as leading positions in the respective countries of residence. The fourth problem lies at the heart of the ineffectiveness of the cooperation of Azerbaijani diasporas with other diaspora organizations of respective countries. Coordination with powerful Diasporas is an essential issue in promoting and materializing the national interests of represented countries.

Based upon the problems, identified as a result of the conducted research, we suggest a set of policy options to enhance the mobilization of Azerbaijani diasporas. The first policy option proposes an increase in cultural consciousness, which entails an increase in the development via the promotion of the cultural background of Azerbaijan. The second policy option is the development of capacity building. The option implies successful cooperation between the government and diaspora organizations. The third option entails incentivizing remittance programs, as one of the crucial elements of development is economic prosperity. The final option proposes cooperation between government and non-governmental organizations with expertise on the issues of diaspora diplomacy and policy.

Considering that all presented policy options has their strength and weakness, we are inclined to recommend the consideration of all presented options to address the barriers in a complex and complete way.

References

Afanasieva, L., & Glinskaya, L., & Bukreeva, I., & Hlebova, N. (2021). Social Solidarity And Cohesion Of Diaspora As Factors Of Social Stability In The Convention Of The Covid-19 Pandemic. Almanac Of Ukrainian Studies. [10.17721/2520-2626/2021.28.2](https://doi.org/10.17721/2520-2626/2021.28.2)

Anthias, F. (1998). Evaluating “Diaspora”: Beyond Ethnicity? *Sociology*, 32(3), 557–580.

<http://www.jstor.org/stable/42855957>

Anteby-Yemini, L., & Berthomière, W. (2005). Diaspora: A Look Back on a Concept.

<http://journals.openedition.org/bcrfj/257>

Apendiyev, T. A., Abdukadyrov, N. M., & Kubeyev, R. D. (2019). History of German diaspora in Kazakhstan in the context of migration system. *Bull. Georg. Natl. Acad. Sci*, 13(4), 127-134.

Arifagić, S., & Mitrović, O. (2022). Compendium on Best Practices in Diaspora Engagement in the Western Balkans. [https://www.rcc.int/pubs/148/compendium-on-best-practices-](https://www.rcc.int/pubs/148/compendium-on-best-practices-in-diaspora-engagement-in-the-western-balkans)

[in-diaspora-engagement-in-the-western-balkans](https://www.rcc.int/pubs/148/compendium-on-best-practices-in-diaspora-engagement-in-the-western-balkans)

Azertac. (16 May 2006) Azeri and Jewish diaspora organizations to cooperate closely.

[https://Azertag.Az/En/Xeber/Azeri And Jewish Diaspora Organizations To Cooperate Closely-560950](https://Azertag.Az/En/Xeber/Azeri%20And%20Jewish%20Diaspora%20Organizations%20To%20Cooperate%20Closely-560950)

Azmedia. (2021, December 6). Cooperation between Azerbaijani and Turkish diaspora organizations is expanding. [https://aze.media/cooperation-between-azerbaijani-and-](https://aze.media/cooperation-between-azerbaijani-and-turkish-diaspora-organizations-is-expanding/)

[turkish-diaspora-organizations-is-expanding/](https://aze.media/cooperation-between-azerbaijani-and-turkish-diaspora-organizations-is-expanding/)

Baku International Multiculturalism Center. (2023). Our Goal. [http://multikulturalizm.](http://multikulturalizm.gov.az/en/post/974/our-goal.html)

[gov.az/en/post/974/our-goal.html](http://multikulturalizm.gov.az/en/post/974/our-goal.html)

Butler, K.D. (2001). Defining Diaspora, Refining a Discourse. *Diaspora: A Journal of Transnational Studies* 10(2), 189-219. [doi:10.1353/dsp.2011.0014](https://doi.org/10.1353/dsp.2011.0014).

- Bruneau, M. (2010). Diasporas, transnational spaces and communities. In R. Bauböck & T. Faist (Eds.), *Diaspora and Transnationalism: Concepts, Theories and Methods* (pp. 35–50). Amsterdam University Press. <http://www.jstor.org/stable/j.ctt46mz31.5>.
- B'nai B'rith International. (2022, 27 April). Diaspora cooperation important to preserving peace says commissioner. <https://www.bnaibrith.org/diaspora-cooperation-important-to-preserving-peace-says-commissioner/>
- Charlotte M. R., & Lazarou M., & Christodoulides M., & Christodoulides Y., & Alexandrou G. (2019, 24 September). Trilateral Diaspora Youth Trip to Israel, Greece and Cyprus. <https://nepomak.org/trilateralyouthtrip2019/>
- Cohen, R. (1997). *Global Diasporas: An Introduction* (1st ed.). Routledge. <https://doi.org/10.4324/9780203138762>.
- Danstrøm, M. S., Kleist, N., & Sørensen, N. N. (2015). *Somali and Afghan diaspora associations in development and relief cooperation* (No. 2015: 13). DIIS Report.
- EUDiF. (2022, September). Diaspora engagement map. International Centre for Migration Policy Development. <https://diasporafordevelopment.eu/diaspora-engagement-map/>
- EUDiF. (2022). Diaspora Engagement. Africa. Regional Series. <https://www.icmpd.org/publications>
- Export and Investment Promotion Agency of the Republic of Azerbaijan. (2023). AZPROMO. <https://azpromo.az/en/page/haqqimizda/azpromo>
- Federico, V. (2018). Conclusion: Solidarity as a Public Virtue? In V. Federico & C. Lahusen (Eds.), *Solidarity as a Public Virtue?: Law and Public Policies in the European*

Union (1st ed., pp. 495–542). Nomos Verlagsgesellschaft mbH. <http://www.jstor.org/stable/j.ctv941sdc.21>

Frankenhaeuser, M., & Noack, M. (2015, August). Promoting Diaspora Engagement. What Have We Learnt? ICMPD. <https://www.icmpd.org/publications>

Gulina, O. R. (2020). Diaspora engagement mapping. Azerbaijan. EUDIF. https://diasporafo.rdevelopment.eu/wp-content/uploads/2021/03/CF_Azerbaijan-v.3.pdf

Hermann, T. S. (2013). Zionism and Palestinian Nationalism: Possibilities of Recognition. *Israel Studies*, 18(2), 133–147. <https://doi.org/10.2979/israelstudies.18.2.133>

Ho, E. L., & McConnell, F. (2019). Conceptualizing ‘diaspora diplomacy’: Territory and populations betwixt the domestic and foreign. *Progress in Human Geography*, 43(2), 235-255.

International Organization for Migration, Migration Policy Institute. (2012). Developing a Road Map for Engaging Diasporas in Development: A Handbook for Policymakers and Practitioners in Home and Host Countries. <https://publications.iom.int/books/developing-road-map-engaging-diasporas-development-handbook-policymakers-and-practitioners>

Ismailzade, F. (2011). The Nagorno-Karabakh Conflict: Current Trends and Future Scenarios. *Istituto Affari Internazionali* (IAI). <http://www.jstor.org/stable/resrep09790>

Sister Mechtraud. (1955). Durkheim’s Concept of Solidarity. *Philippine Sociological Review*, 3(3), 23–27. <http://www.jstor.org/stable/41853340>

- Mekhtiyev, R. (2016). Azerbaijani diaspora: modern challenges and organization of system activities. https://azertag.az/store/files/news/untitled%20folder/Азербайджанская%20диаспора_финал-NEW.pdf
- Noack M., & Wolff V. (2013). Enhancing Diaspora Engagement. Operational guidelines of South-South and triangular cooperation. International Centre for Migration Policy Development. <https://www.icmpd.org/publications>
- Khalilov, S. (2002). Heydar Aliyev and Azerbaijanism ideology, 7-9. <http://shirvan.cls.az/front/files/libraries/2474/books/974114080.pdf>
- Khan, A. (1995). Homeland, Motherland: Authenticity, Legitimacy, and Ideologies of Place among Muslims in Trinidad. In P. V. der Veer (Ed.), *Nation and Migration: The Politics of Space in the South Asian Diaspora* (pp. 93-131). University of Pennsylvania Press.
- Khara, N. K. (2020). Diaspora and foreign policy: A global perspective. *International Journal of Political Science*, 6(4), 12–20. <https://doi.org/10.20431/2454-9452.0604002>.
- Oroujov, K. (2017). The Damage Caused To The Socio-Economic Life Of The Garabagh Region Of The Republic Of Azerbaijan By Armenia And Its Elimination. *История*, 152.
- Pande, A. (2013). Conceptualising Indian Diaspora: Diversities within a Common Identity. *Economic and Political Weekly*, 48(49), 59–65. <http://www.jstor.org/stable/24478375>

- Parasecoli, F. (2022, August 20). How Countries Use Food to Win Friends and Influence People. *The Foreign Policy Magazine*. <https://foreignpolicy.com/2022/08/20/food-diplomacy-countries-identity-culture-marketing-gastrodiplomacy-gastronativism/>
- Ray, J. (2008). New Approaches to the Jewish Diaspora: The Sephardim as a Sub-Ethnic Group. *Jewish Social Studies*, 15(1), 10–31. <http://www.jstor.org/stable/40207032>
- Reis, M. (2004). Theorizing Diaspora: Perspectives on “Classical” and “Contemporary” Diaspora. *International Migration*, 42(2), 41–60. <https://doi.org/10.1111/j.0020-7985.2004.00280.x>
- Rockower, P. (2012). Recipes for gastrodiplomacy. *Place Branding and Public Diplomacy*, 235–246. <https://doi.org/10.1057/pb.2012.17>
- Rumyantsev, S. (2017). Long live the Azerbaijani diaspora. <https://www.opendemocracy.net/en/odr/long-live-azerbaijani-diaspora/>
- Rumyansev, S. (2012). Immigrants in Azerbaijan: Current Situation and Prospects of (Re)integration Policy. https://cadmus.eui.eu/bitstream/handle/1814/26643/CARIM-East_RR-2012-43.pdf?sequence=1
- Safran, W. (1991). Diasporas in Modern Societies: Myths of Homeland and Return. *Diaspora: A Journal of Transnational Studies*, 1(1), 83-99. [doi:10.1353/dsp.1991.0004](https://doi.org/10.1353/dsp.1991.0004).
- Safran, W. (2005). The Jewish Diaspora in a Comparative and Theoretical Perspective. *Israel Studies*, 10(1), 36–60. <http://www.jstor.org/stable/30245753>
- Sharma, K., Kashyap, A., Montes, M. F., & Ladd, P. (2013). Introduction: Opportunities and challenges for mobilizing the potential of developing country diasporas.

- Shain, Y., & Barth, A. (2003). Diasporas and International Relations Theory. *International Organization*, 57(3), 449–479. <http://www.jstor.org/stable/3594834>
- Shuval, J.T. (2000). Diaspora Migration: Definitional Ambiguities and a Theoretical Paradigm. *International Migration*, 38(5), 41–56. [doi:10.1111/1468-2435.00127](https://doi.org/10.1111/1468-2435.00127)
- Sheffer G. (1986). A New Field of Study: Modern diasporas in international politics. Croom Helm.
- State Committee on Work with Diaspora of the Republic of Azerbaijan. Diaspora Map. (2023). Diaspora Map. <http://diasporamap.com/en/>
- Tar M.-S., Voorrips G., Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Centrum für Internationale Migration und Entwicklung (CIM), Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung (BMZ), & European Microfinance Platform (e-MFP). (2012). FReDI: Financial Literacy for Remittances and Diaspora Investments a Handbook on Methods for Project Design. GIZ. <https://nbn-resolving.org/urn:nbn:de:101:1-2016042015237>.
- The Activities of Diaspora. (n.d.). https://www.azerbaijans.com/content_494_en.html
- The Economist. (February 21, 2002). Thailand's gastro-diplomacy. <https://www.economist.com/asia/2002/02/21/thailands-gastro-diplomacy>
- The Heydar Aliyev Foundation. (2023). Promotion of the Azerbaijani culture abroad. <https://heydar-aliyev-foundation.org/en/content/blog/140/Promotion-of-the-Azerbaijani-culture-abroad>
- The International Centre for Migration Policy Development. (2015, August). Promoting Diaspora Engagement. <https://www.icmpd.org/file/download/48184/file/Promoting>

[%2520Diaspora%2520Engagement%2520What%2520Have%2520We%2520Learnt%2520EN.pdf](#)

The International Centre for Migration Policy Development. (2019, October 11). Diaspora engagement – an unfinished business. <https://www.icmpd.org/news/diaspora-engagement-an-unfinished-business>

The International Centre for Migration Policy Development. (2023, April 1). About ICMPD. <https://www.icmpd.org/about-us/about-icmpd>

The World Bank. (2022, November 30). *Remittances Grow 5% in 2022, Despite Global Headwinds* [Press Release]. <https://www.worldbank.org/en/news/press-release/2022/11/30/remittances-grow-5-percent-2022>

Tuomela, R. (2013, September). Group Solidarity: All for One and One for All. <https://doi.org/10.1093/acprof:oso/9780199978267.003.0009>

Uslu, R., & Kocaman, S. (2013). The activities of the Azerbaijani diaspora in the United States of America. In *The 2013 WEI International Academic Conference Proceedings* (pp. 46-50).

Winland, D. (2002). The Politics of Desire and Disdain: Croatian Identity between “Home” and “Homeland.” *American Ethnologist*, 29(3), 693–718. <http://www.jstor.org/stable/3805469>

Zamora, R.G. (2005). Collective Remittances and the 3x1 Program as a Transnational Social Learning Process. *Latin American and Latino Studies Department of the University of California, Santa Cruz and the Mexico Institute and Division of United States Studies of the Woodrow Wilson Center*. <https://doi.org/10.48779/96gm-we79>