The Diaspora Institute

Lanzarote Diaspora Strategy 2026-2029

Past, Present & Potential

Author Kingsley Aikins

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Executive Summary

Lanzarote's story is a diaspora story. Flows of people to and from the island have shaped its Past, Present & Potential. Through these networks of communities, a remarkable new dawn for Lanzarote can break. This ambitious strategy will allow for a re-imagining of Lanzarote - one that can look back at what the people of Lanzarote have done around the world over the centuries and one that can look forward with pride at Lanzarote as a small island at the centre of the world.

Lanzarote will no longer be a place tied to its location but rather part of a global tribe with a unique character. Taking this approach, Lanzarote's new geography can be one of the networked power of connected clusters of creative people linked by birth, heritage or heart. In unleashing the networks of ancestral and affinity-based belonging, Lanzarote can re-imagine its identity throughits hidden asset, its diaspora, and can carve a new future. This future can bring economic diversification through access and penetration of new markets supported by its diaspora networks if a more structured and surgical approach is taken to diaspora engagement.

There is enormous cultural, business and community potential in leveraging and bringing together Lanzarote people and those with a love of the island. By building on previous initiatives these recommended diaspora engagement initiatives will generate benefits for years to come and position Lanzarote as a role model for other islands.

This strategy came about following the visit to Ireland of a delegation from the island in 2024 led by President of the Cabildo of Lanzarote Oswaldo Betancortand a presentation on that occasion by Kingsley Aikins of The Diaspora Institute in the Irish Management Institute. Interest was shown in what Ireland has achieved through engaging the Irish diaspora over many decades and a desire to learn what action Lanzarote could take to engage the Lanzarote diaspora and to learn from what other countries are doing and, especially, Ireland.

This strategy is supported by the Lanzarote Ireland Network with Kilcullen Kapital and Lanzarote Investments.

Lanzarote's diaspora - estimated at tens of thousands of people with deep familial, cultural and emotional ties to the island - represents an underutilised asset capable of supporting economic development, cultural vitality, investment attraction and international visibility.



This Lanzarote Diaspora Engagement Strategy outlines a multi-year plan to identify, connect with, engage with and work with Lanzarote born and Lanzarote descended individuals and organisations worldwide. In addition, it suggests that inclusion in this approach should include those non-natives of Lanzarote who have an interest in and affection for the island and a strong affinity for Lanzarote.

The strategy positions the diaspora as partners in the island's sustainability model, cultural and linguistic preservation and its future economic well being. This will mean continuing the historic links with, for example San Antonio, but also identifying where more recent diaspora members are located.

Because there are different types of Lanzarote diasporas this would suggest that there needs to be a network based approach targeting specific individuals and groups in key cities in Spain as well as international hubs like London, Paris, New York, Geneva and Sydney where there is less evidence of formal groups but more informal activities and linkages through micro groups and industry sector based entities such as financial services, consulting, professional services and healthcare. Artificial Intelligence (AI), social media and existing groups such as university alumni groups and sports groups can all help identify prospects.

It is perhaps worth mentioning at this stage that there is no one Lanzarote diaspora - there are many and they require different and tailored approaches. As with all countries there is no one monolith diaspora. For Lanzarote that means that engagement needs to be tailored to a number of distinct groups. The more organised heritage communities in the Americas can be approached on an institution - to - institution basis.

The more dispersed professionals in global economic hubs require an individual approach focused on adding value and building networks. And then there are those who have a great affinity for Lanzarote and who were not born on the island nor have any ancestry there but now live there or are regular visitors there.

The purpose of this strategy is to set the framework for the strategic guidance of stakeholders in Lanzarote. The next task of the stakeholders is to establish an implementation framework based on the practical realities of local capacities and institutional relationships.

Recommended Actions of Strategy

The following 5 pillars provide the processes to build the fundamentals of a strategy for effective diaspora engagement for Lanzarote.

PILLAR 1

Leadership Development

Putting in place an effective ecosystem for diaspora engagement.

- 1.1 Lanzarote Leads - Global Diaspora Council
- 1.2 Lanzarote Learns - Diaspora Training Programme
- 1.3 Lanzarote Listens - Diaspora Research & Development Hub

PILLAR 2

Communications and Network Building

Building the story telling and data information.

- 2.1 Lanzarote Global Diaspora Forum & Network
- 2.2 Lanzarote Diaspora Media Partnership
- 2.3 Lanzarote Diaspora Distinguished Service Awards

PILLAR 3

Diaspora Capital Engagements

Unlocking diaspora capital for investment, philanthropy and tourism.

- 3.1 Lanzarote Diaspora Landing
- 3.2 Lanzarote Diaspora Philanthropy Fund
- 3.3 Lanzarote Diaspora Invests Initiative

PILLAR 4

Monitoring and Evaluation

Regular reporting on the strategy's implementation.

- 4.1 Annual Reports
- 4.2 Mid-term Assessment
- 4.3 Lanzarote Diaspora Strategy 2030 - 2035
- 4.4 Develop KPI's and Metrics

PILLAR 5

Implementation Phases and Sequencing

The successful rolling out of the recommended actions to be delivered through a phased approach.

- 5.1 Phase One - Socialisation and Stakeholder buy in.
- 5.2 Phase Two - Consolidation and Growth
- 5.3 Phase Three - Sustainability and Scale

"There have emerged new geographies of connectivity...diasporas are actively engaging arenas of transnational commerce, communications and politics in ways that disrupt normative ideas and practices of global governance, reflecting the polylateral relationships of power in an increasingly networked world".[1]

Professor Liam Kennedy
Routledge International Handbook of Diaspora Diplomacy



Introduction – **Lanzarote's Diaspora Capital for a Changed World**

In a world of VUCA – volatility, uncertainty, complexity and ambiguity - where global capital is retreating and traditional alliances are fraying, one resource remains resilient, loyal and often largely dormant – diasporas. The shifting sands of geopolitics have led to the realisation that countries can no longer rely on traditional international partners – neither politically nor economically.

In this new era of tanks, tariffs and turbulence, countries need to cultivate relationships to navigate a world of 'Black Swan' events. The Lebanese born financial writer and researcher Nassim Tabib described Black Swan events as being rare, unpredictable and unexpected and having massive socio-economic impacts. Covid is a classic example. If you ask people if they expect more or fewer Black Swan events in the future most people think there will be more.

Change seems to be the only guaranteed constant of this century in a world becoming more protectionist, isolationist and transactional. Geopolitical upheaval and conflict, digital transformation, economic disruption and other outcomes of change are bringing new types of challenges. But they also bring opportunities. Challenging Lanzarote to perpetually re-imagine is a prerequisite for success in this changing world. Success in the past is no longer an indicator of success in the future - the strategies that got us here may not get us there. Countries, regions, cities and organisations need their friends around the world more than ever before and diasporas constitute such friends.

This particularly applies to small countries and regions. They need the capitals of consistency such networks of belonging and friendship represent. Diasporas are primary examples of these networks operating at the global scale.

Methodology & Rationale

This publication "Lanzarote Diaspora Strategy - 2026 2029" seeks to energise the potential of this global network of people who are of Lanzarote by origin, heritage or affinity to drive economic growth, investment and cultural exchange. The strategy is based on research conducted in partnership with the Lanzarote Irish Network. It both draws from global best practices on diaspora engagement, as well as inputs from Lanzarote stakeholders - at home and in the diaspora - spanning government, business, education, philanthropy

1. Kennedy, L. (2022). Introduction. In: Kennedy, L (Ed), *Routledge International Handbook of Diaspora Diplomacy.* New York: Routledge.
(Previous Page)

and the arts. The strategy's overarching goal is to establish a sustainable framework for diaspora engagement that delivers long term economic and social benefits to the island and its global community.

The rationale for this approach is that the diaspora is a constant in the history of Lanzarote. Communities throughout Lanzarote live with the reality of having friends and families scattered overseas around the globe. These connections do not die with geographical distance. Throughout the world we have seen how, in today's networked world of advanced technology and communications, diasporas have emerged as proven assets of finance, ideas, networks and influence. They are now capable of being 'here and there' and living transnational hyphenated lives. Geography no longer dictates identity and perhaps it can now be said for the first time 'Geography is History'.

While proactive, strategic engagement with the Lanzarote diaspora has been limited to date, Lanzarote has reached a critical inflection point. The island has experienced strong post-COVID 19 economic growth fuelled by a buoyant tourism sector. However, a strained housing market and accepted need for economic diversification creates a clear strategic imperative for engaging a valuable external resource - the Lanzarote diaspora. This is not going to solve all Lanzarote's problems but, if executed efficiently, will make a significant contribution. It will mean building a nuanced, network centric engagement model that prioritises human relationships and targeted outreach over broad, impersonal digital campaigns. This is not to diminish the obvious benefits of technology, and especially AI, but to emphasise the importance of being both 'hi-tech and hi-touch'.

SECTION 1

Understanding Diaspora: Definition, Power and Capital



1.1 Diaspora – The Historical Origin

The concept of diaspora has deep historical origins. The roots of the word are Greek – 'dia' meaning 'over' and 'speiro' meaning scattering. The concept of diaspora is closely tied to human mobility and is not new to humanity. According to the World Migration Report (2024), the estimated number of people living outside their country of birth is 305 million. In 1990 it was 153 million and in 1970 it was 84 million.[2]

This signals the depth of diaspora communities as a constituency and market given it is deeply generational and diaspora numbers far exceed these baseline migration figures.

This is why, in terms of diaspora engagement, what was once the preserve of just a few countries has now gone mainstream. Diaspora engagement is a growth industry.



of **120** countries

80 have at least one institution designated to diaspora engagement

But only **25%** have adopted a diaspora engagement policy

The EU Global Diaspora Facility has mapped diaspora engagement in over 120 countries, 80 of which have at least one institution dedicated to diaspora engagement but only 25% have adopted a diaspora engagement strategy. This research also identified over 450 central government institutions working across eight areas including culture, economic development and talent attraction with a diaspora focus.[3]

The diaspora phenomenon is not just a national one. Local governments, regions and cities are accelerating their turn to diaspora engagement which is now seen as an emergent force to ensure equitable distribution of economic opportunities. We are also seeing a mirroring acceleration to diaspora capital in institutions beyond government. These include entities across academia, civil society, industry, international cooperation and philanthropy. Lanzarote's interest in this space is timely as this a formidable resource that has lain relatively dormant for many years and now is an appropriate time to 'awaken' it.

2. McAuliffe, M., and L.A. Oucho. (2024). *World Migration Report 2024*. Geneva: International Organization for Migration.

3. Tittel-Mosser, F. (2023) *A Typology of Diaspora Engagement Institutions*. EUDiF, Brussels: ICMPD. In 2025, a short update was posted on EUDIF's website.

1.2 **Why Diasporas Matter**

Every place, be it a country, region, county, city or, even, organisation has a diaspora. These are people who have ties to that place or organisation but now live somewhere else. They may have moved in search of opportunity or to escape a lack thereof.

Whatever their motivation, some of these people, once considered 'lost actors', have achieved great success and remain emotionally attached to their homelands and, as such, can be considered as 'national assets' that can catalyse inward investments, as well as many other contributions, into economies.

1.3 **Diaspora as Networked Power**

The Lanzarote diaspora represents a unique form of networked power. Key to this is to distinguish between the inhabitants of Lanzarote and people of Lanzarote birth, ancestry or affinity living outside the island. One is distinguished by lines on a map and the other is a global notion. The former represents territorial limits - the latter represents a more expansive and all-encompassing definition.

The island of Lanzarote does not have to go it alone. This then changes the dynamic. The soft power of the Lanzarote diaspora can be seen as a unique asset and, if the right policies, programmes and projects are implemented, 'lost actors' can become 'national assets'.

> "I have always been conscious of the need for India to be sensitive to the hopes, aspirations and concerns of the vast Indian diaspora. We invite you to not only share our vision of India in the new millennium but also to help us shape its contours. We do not want only your investment. We also want your ideas. We do not want your riches - we want the richness of your experience. We can gain from the breadth of vision that your global experience has given you".
>
> *Atal Bihari Vajpayee*
> *- Former Prime Minister of India*

SOFT POWER

"Soft power is the ability to influence others through attraction and persuasion rather than coercion, by leveraging a country's culture, political values and foreign policies to make its goals seem legitimate and desirable to other nations".[4]

These are the words of Joseph Nye in his book "Soft Power – the means to success in World Politics".

Countries like Lanzarote and Ireland have formidable soft power. In Ireland's case this was driven by centuries of emigration. In total over 10 million people in history have emigrated from Ireland. That's the bad news. The good news is that 10 million people have emigrated from Ireland! This means that there is such a thing as an 'Irish Empire' not built by military might or force of arms but just by the fact that so many people have left Ireland and they, and their descendants, now constitute a global network of 'affluence and influence'. This can be seen by the fact that there was once a time when the Prime Minister of New Zealand was called Muldoon, the Prime Minister of Australia was called Keating, the Prime Minister of the United Kingdom was called Callaghan, the Prime Minister of Canada was called Mulroney and the President of The United States was called Reagen. That constitutes one of the great tribes of the world and one of the great 'Soft Powers' of the world.

1.4 **Building Diaspora Networks**

The key to unlocking the undoubted potential that exists in diaspora engagement is in building networks. When it comes to diaspora issues networks really do matter.

Professor Anne Marie Slaughter, New America, put it succinctly in her essay 'America's Edge – Power in the Networked Century':

> "We live in a networked world. War is networked. Diplomacy is networked. Business is networked. Media are networked. Society is networked. Even religion is networked. In this world the measurement of power is connectedness... Now, where you are from means where you can and do go back and whom you trust and network with".[5]

4. Nye, Jr., J.S. (2005). *Soft Power: The Means to Success in World Politics.* New York: Public Affairs.

So the key to success in diaspora engagement for Lanzarote is to build global networks. A vibrant ecosystem of high value diaspora organisations and individuals is one of the most underappreciated assets in the Diaspora Direct Investment (DDI) landscape. It can make or break efforts to connect diaspora capital to investable opportunities.

However schools and colleges do not teach networking and companies, organisations and governments do not have strategies for it. Yet everybody agrees that it is essential. Networking principles do not alter much from country to country but there can be cultural differences. One reason why networking is critical is that success in this century is going to be fundamentally different to success in the last century.

The key to success in this century is being able to harness the best ideas and innovations from around the world and apply them. The role that the Lanzarote diaspora can play here is obvious. The 20th century business adage of 'go big or go home' has been replaced by 'go global or go home'. Key to success is about creating hubs of smart people who want to connect, create and collaborate. In the old days the factors of production were raw materials, labour and capital and now they are innovation, ingenuity and creativity. But creativity is not a solitary process - it happens within networks.

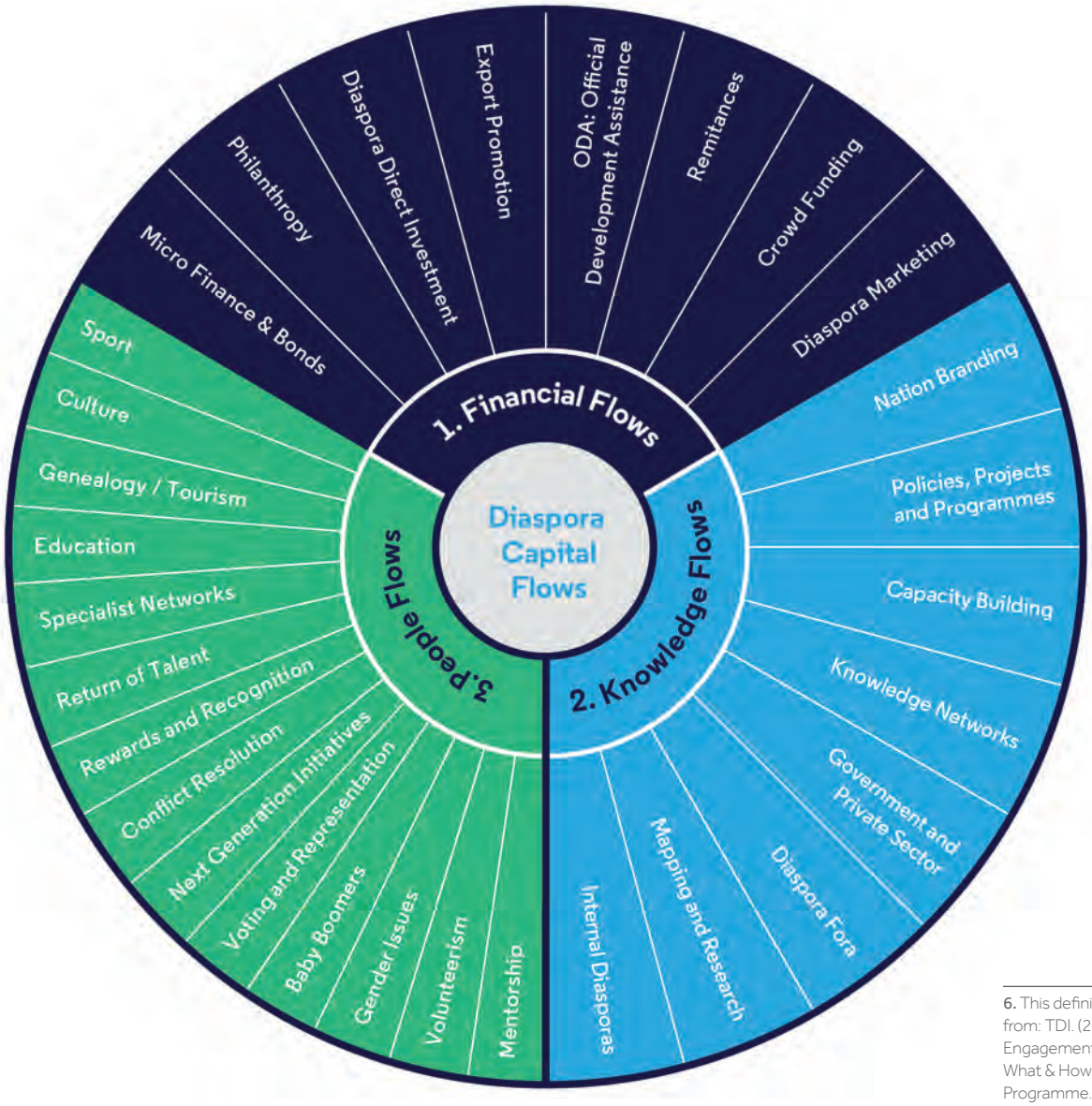
5. Slaughter, (2009). America's Edge.

1.6 **Diaspora Capital**

Lanzarote possesses Diaspora Capital. Networks and intentionality of strategy are the tools to unlock it. The Diaspora Institute defines diaspora capital as being made up of:

"The resources available to places and organisations that consist of networks, finance, ideas, attitudes and concerns for those with a connection or affinity to those places and organisations. Diaspora capital comes in three flows - flows of people, flows of knowledge and flows of finance - which create different forms of diaspora capital. These are diaspora cultural, economic, human and social capital".[6]

The Diaspora Institute.



6. This definition is taken from: TDI. (2025). Diaspora Engagement: The Why, What & How Training Programme. Dublin..

Financial Flows

These flows of people, knowledge and finance create diaspora cultural capital, diaspora economic capital, diaspora human capital and diaspora social capital. These different forms of capital will require different forms of diaspora engagement for Lanzarote. By combining and integrating these elements this will result in diverse interventions and benefits to Lanzarote and the Lanzarote diaspora which will impact both the public and private sectors as well as non-profit sectors.

Micro finance and bonds
Research opportunities presented by innovative financial alternatives such as micro finance and crowd funding.

Philanthropy
Research how members of the diaspora can make tax efficient contributions to charitable organisations in Lanzarote.

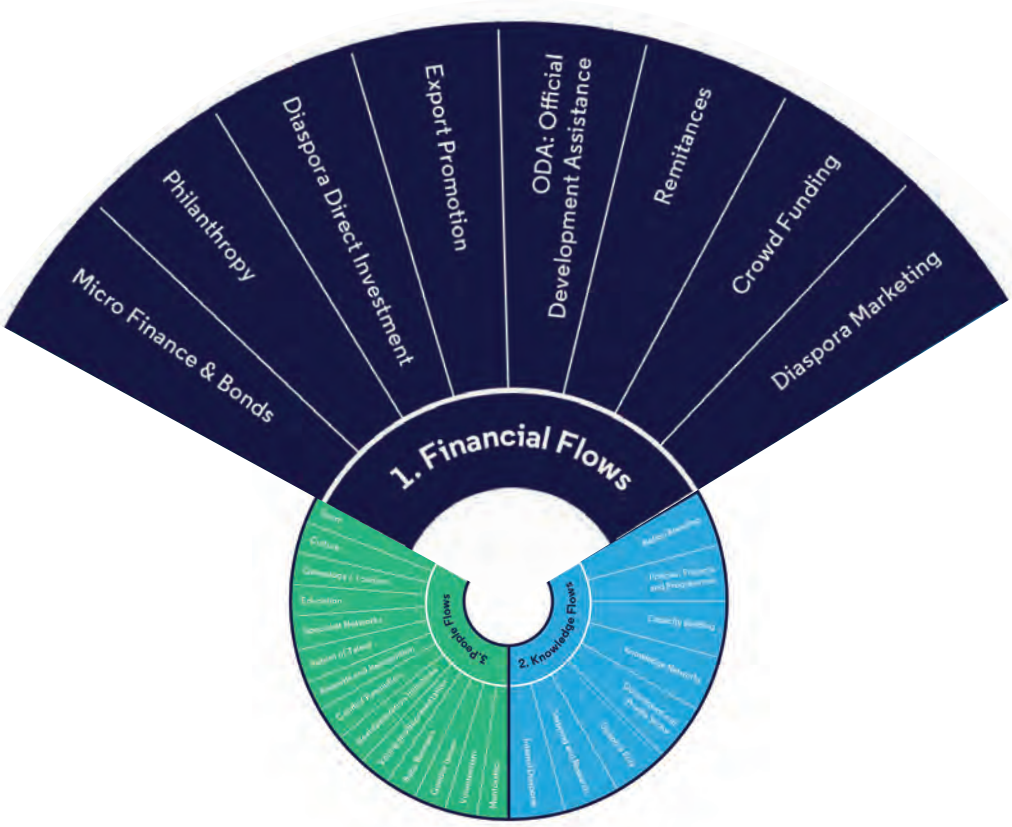
Diaspora Direct Investment
Encourage DDI in Lanzarote as a form of Foreign Direct Investment (FDI).

Export Promotion
Use members of the diaspora to help with export promotion.

Remittances
Encourage and incentivise Lanzarote diaspora to send home remittances.

Crowd funding
Examine the potential for crowd funding to be established as a way for the diaspora to support SMEs in Lanzarote.

Diaspora Marketing
Focusing on the diaspora as buyers of home country products.



Knowledge Flows

Nation branding
Utilise the diaspora to speak well of Lanzarote to peers and associates and so help the Lanzarote nation brand.

Policies, Projects, Programmes
Utilise expertise and specialist knowledge in the diaspora to help design and implement innovative diaspora engagement initiatives.

Capacity Building
Develop programmes to build capacity for diaspora organisations especially in the area of fundraising.

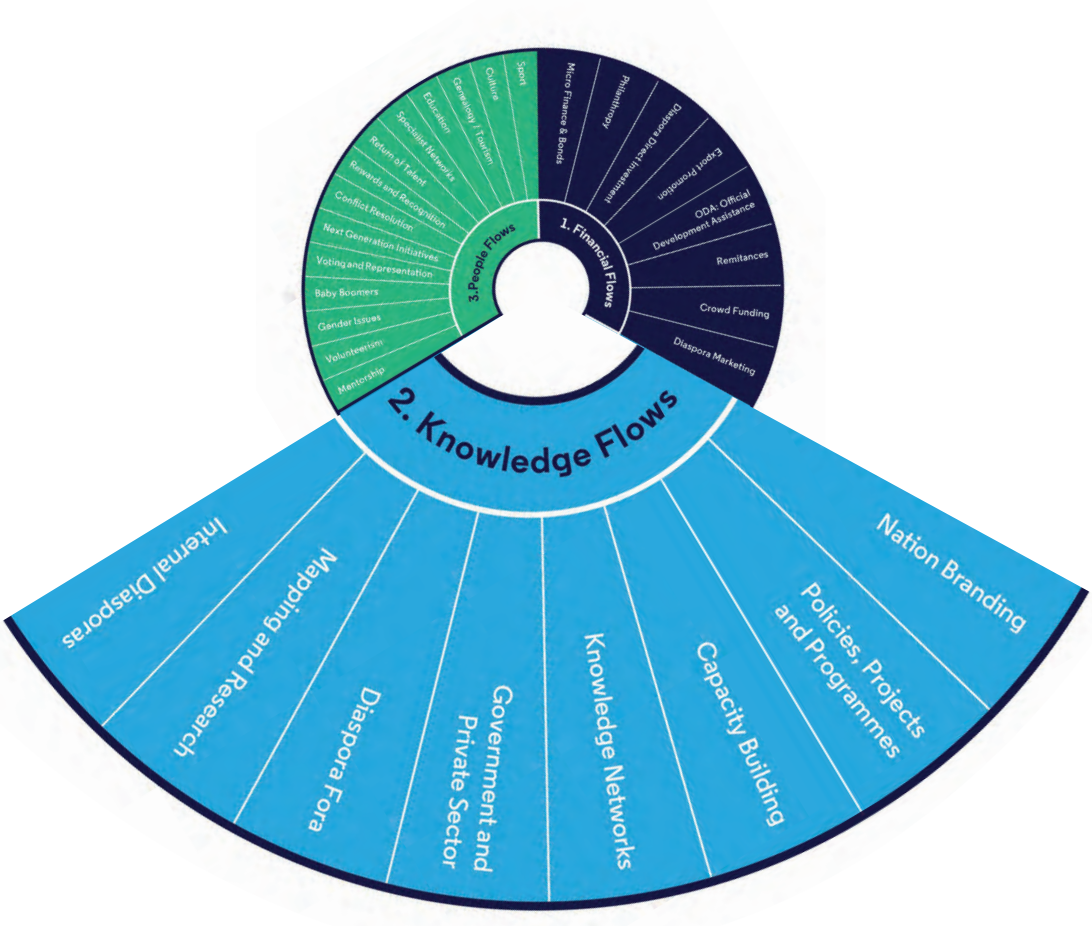
Knowledge networks
Support industry specific networks in the diaspora and connect with similar bodies in Lanzarote.

Government and private sector
Facilitate co-operation and collaboration between both entities.

Diaspora fora
Convene events to bring together exceptional people in the diaspora and exceptional people in Lanzarote.

Mapping and Research
Use technology to answer the key questions about the Lanzarote diaspora - Who are they, Where are they and What are they doing?

Internal diasporas
Realise that people do not have to leave Lanzarote to constitute a diaspora - there can be internal diasporas within the island.



People Flows

Mentoring
A scheme for experts in the diaspora linking with individuals in the home country.

Volunteering
A programme for members of the diaspora to return and work in the home country bringing expertise and know-how.

Gender issues
Engaging all genders and ensuring they have equal representation in Lanzarote.

Baby Boomers
Identifying and attracting baby boomers and putting in place programmes to engage them.

Next Generation initiatives
Engaging the offspring of Lanzarote emigrants and introducing them to their country of heritage through sponsored visits, educational exchanges and study visits.

Rewards and Recognition
Programmes that identify and reward exceptional performance by members of the diaspora and organising events to recognise and celebrate this.

Return of talent
Designing initiatives to attract and retain talent.

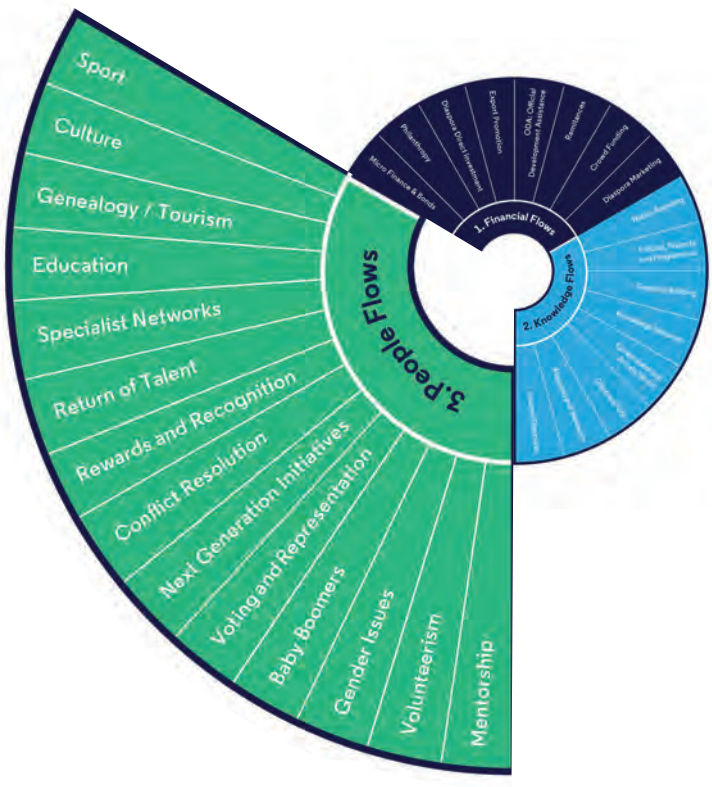
Specialist networks
Encouraging the development of networks aimed at different skills and professions in both home and host countries and arranging joint events.

Education
Incentivising members of the diaspora to return to Lanzarote for education.

Genealogy tourism
Organising visits to seek out ancestral connections for example, The Gathering in Ireland.

Culture
Using art and culture to promote the home country and create favourable impressions of it.

Sport
Connecting diaspora members to the home country through supporting sports teams and events.



1.7 The Timeliness of the Opportunity: Unleashing Belonging

A key driver of diaspora engagement is the desire to belong and this could be to a country, a place or an organisation, for example, a university.

When done well, diaspora engagement is a rich repository of authenticity, purpose and belonging. This should not be underestimated and in the interviews which were part of this report there was much evidence of pride in belonging to Lanzarote and the existence of a 'patriotic dividend'.

It is somewhat ironic that, with more and more people living and working further from their place of birth, the world is becoming smaller and the sense of need for connecting to places of origin and ancestry is increasing. These bonds of belonging represent great platforms for increasing influence of countries abroad and for developing support and interaction between home and host countries. The potential of these flows of people, knowledge and finance is enormous.

> "Belonging is not just a connection to other people, but also to place, power and purpose. The experience of belonging is about connectedness through community as well as rootedness in a place, a feeling of ownership in shared outcomes and sense of mission with others".[7]
>
> *Kim Samuel*
> *Author of 'On Belonging - finding connection in an age of isolation'.*

1.8 The Mutual Value Add for Lanzarote & the Diaspora

An important route to success in diaspora engagement is to think not only what the diaspora can offer Lanzarote but what Lanzarote can offer the diaspora.

Lanzarote can offer an authentic journey for the Lanzarote diaspora to build long lasting change in their ancestral home. Lanzarote can listen to the Lanzarote diaspora and this strategy can encompass this process. Lanzarote can offer a sense of belonging to the diaspora. These concepts may appear

7. Samuel, K. (2023). The New Psychology of Belonging. *Psychology Today,* April 17. Available at: https://www.psychologytoday.com/ie/blog/the-power-of-belonging/202304/the-new-psychology-of-belonging.

'fluffy' but they can have material impacts for the Lanzarote diaspora in terms of their human and economic wellbeing. It can be soft power with hard impacts.

The Lanzarote diaspora represents a unique constituency of opportunity for Lanzarote. They are highly motivated, emotionally engaged, and proud of their origins. They have skills, connections and resources. They represent the potential of a 'patriotic dividend'. They are tolerant of Lanzarote's challenges and aware of the opportunities. They have networks both local and international. They can bring the talent, financial resources and processes the island needs.

SECTION 2

Lanzarote's Diaspora Strategy: A Situational Analysis



2.1 **Lanzarote's historic diaspora**

Emigration causes diasporas to exist. The specific history of emigration from Lanzarote is marked by cycles of economic hardship and environmental stress that forced its inhabitants to seek opportunities elsewhere.

(1730-1736)
Volcanic Eruptions
A series of massive volcanic eruptions over six years buried a quarter of the island, destroyed villages, and forced a mass emigration of Lanzaroteños to Cuba and the Americas.

(18th Century)
Drought and Famine (18th Century)
A severe drought in 1771 again spurred emigration. The construction of the Castillo de San José in Arrecife was partly a measure to provide work and income to mitigate the famine and prevent further population loss.

(20th Century)
Economic Stagnation
During the Franco dictatorship (1936-1975), a lack of jobs, despite a promising fishing industry, led to another significant population exodus from the island.

The older diaspora was driven by factors like aridity, volcanic eruptions and feudal taxes especially before the rise of tourism in the mid-20th century. The major destinations for early Lanzarote emigrants were in the Americas. The historical link between Lanzarote and the American South is profound stemming from a royal decree that stipulated Canarian families must be sent to the New World. Venezuela and Cuba were major destinations in the 19th and 20th centuries.

Between 1835 and 1845, around 8,200 Canary Islanders - more than half from Lanzarote - migrated to Montevideo in Uruguay and surrounding areas. Communities of 'Islenos' (meaning 'islanders' referring to the Canary Islands) with direct links to Lanzarote helped found and settled areas like -

San Antonio, Texas - whose first Mayor was Lanzarote native Juan Leal Goraz from Teguise. 44 of the 56 original settlers who founded Villa de San Fernando (now San Antonio) were from Lanzarote. Their descendants hold regular meetings, cultural events and have recently signed a twinning agreement with Lanzarote. Descendants of the 18th-century settlers maintain a distinct cultural identity. The Asociación de Descendientes Canarios en San Antonio, Texas is a formally recognised entity.

St. Bernard Parish, Louisiana - which has a unique Canarian culture and has retained links to Lanzarote. They have preserved the Canarian Spanish dialect and cultural traditions and have a Museum and Historic Village dedicated to Los Islenos.

This is a living testimony to the potency of diaspora diplomacy and diaspora engagement for Lanzarote. It articulates the value proposition of the mission driving this strategy and the opportunities within it.

There is strong evidence of organised Canarian communities with formal institutions, many of which are officially recognised by the Government of the Canary Islands, in the following countries:

Argentina:
Buenos Aires is home to the Centro Archipiélago Canario, which has received support from the Canarian Government for renovations. A directory lists multiple other Canarian associations in and around the city, such as the Asociación Canaria Zona Norte.

Uruguay:
The town of El Tala was founded in 1860 by Ildefonso de León, a native of Lanzarote. The "Asociación Buscando Raíces de Descendientes Canarios" actively celebrates this heritage and maintains the connection to Lanzarote.

DIASPORA TRADE POTENTIAL FOR LANZAROTE

In September 2025 the Lanzarote Island Council reported on the business trade mission to San Antonio in the US which was called 'Lanzarote360-Texas2025'. 300 years earlier San Antonio was founded by Canary Islanders and the links have remained and grown. The trade mission was led by the political and business leadership of Lanzarote - President of the Cabildo, Oswaldo Betancort, President of the Lanzarote and La Graciosa Chamber of Commerce, Jose Valle and CEO of Spel–Turismo Lanzarote, Hector Hernandez and the focus was on strengthening historical ties and opening new economic, tourism and cultural opportunities. In short this was a great example of building strong links with the Lanzarote diaspora and leveraging off historical connections.

This is a prime example of diaspora engagement as soft power for hard economic impact.

2.2 **Lanzarote's Diaspora Profile**

Accordingly, Lanzarote possesses three types of diaspora -

1. The first is a multi-generational, globally dispersed diaspora with deep historical roots in the Americas.
2. The second is a more recent, less formally organised professional presence of Lanzarote born people in key European cities. These dispersed professionals in global economic hubs will require an individual centric strategy focused on professional value exchange and network building.
3. And the third is a diaspora made up of people who do not have ancestral connections to Lanzarote but are frequent visitors and residents and have built up an appreciation and affection for the island and its people and want to be involved in its future.

All of these have potential to be more formally engaged with Lanzarote but will require different approaches and strategies.

2.2.1 **Definition of the Lanzarote Diaspora**

This strategy thus defines the Lanzarote diaspora as people living outside the island that are Lanzaroteños by birth, heritage or heart.

Inward mobility to Lanzarote, including regular visitors holding temporary residence in the island, has created an 'affinity diaspora' of people who live outside Lanzarote but have developed their own sense of belonging to the island.

Quote from interviewee -

> "I was not born or brought up in Lanzarote or have a drop of Lanzarote blood in my veins but I have lived here for over 30 years, had a wonderful life and have nothing but deep affection for the place and its people. I feel I owe a debt of gratitude to Lanzarote and want to pay it back".

2.2.2 **Segmenting the Lanzarote Diaspora**

To effectively engage its diaspora, Lanzarote should move beyond a single definition and segment its global community based on their connections, skills, and potential contributions. Each segment offers a different form of value and requires a tailored approach.

Here are some suggested segments to be approached -

1. **Direct Diaspora (First generation)**
   These are individuals born in Lanzarote who now live and work abroad. They have strong personal and familial connections to the island, language fluency, professional skills and diverse networks. They can act as unofficial ambassadors for Lanzarote, can speak well of the island to influential contacts and they can act as mentors, investors, business experts and introducers.

2. **Second/Third generation**
   They are descendants of Lanzarotenos and retain a strong connection to the island and identify with the culture. They do not live on the island but have a strong attachment and are open to being more engaged.

3. **Students and Alumni**
   Young Lanzarotenos studying abroad and graduates of Canarian institutions. They constitute a key potential talent pipeline and could return with skills and networks.

4. Investors
Diaspora members who have access to capital and have founded their own businesses abroad. They are a potential support of capital and expertise and understand how to scale companies internationally. They are open to funding new ventures and acting as angel investors and making key introductions.

5. Professionals
Individuals working in key sectors such as finance, law, accountancy, renewable energy, arts and food. They have extensive knowledge to share, are experts in their chosen fields and are seen as 'go-to' people in particular fields.

6. Seasonal residents and 'snowbirds'
These are non-traditional diaspora people who spend significant time on the island, own property there and have a vested interest in the success of the island. They can act as informal tourist promoters and potential investors and can be a source of feedback on their experience of Lanzarote.

7. Wider affinity groups
These are individuals with no ancestral connection to the island but are loyal and frequent visitors and have a particular interest in the appeal of Lanzarote. They constitute powerful word of mouth marketeers and advocates for the island and participate in cultural and environmental activities on the island.

2.3 **A Regional Analysis: Spain and Diaspora**

Spain's national migratory profile has changed dramatically. From the late 1970s and early 1980s, it transformed from a 'land of emigrants' to a country of net immigration, primarily receiving people from Latin America and North Africa. The government's focus has largely been on providing citizenship services and facilitating the return of emigrants rather than developing proactive diaspora networks.

An example here is the national 'Estrategia de Retorno a Espana' which is a plan aimed at facilitating the return of Spanish emigrants. It frames returnees as a valuable asset, bringing international experience, innovation and new skills to Spanish businesses. An Oficina Espanola del Retorno based in Madrid provides practical support for those considering a move back to Spain. This has implications for diaspora policy as the focus of the Spanish state is towards managing immigration and integrating newcomers as reflected in legislation like the Ley de Extranjeria.

Consequently there has been no comprehensive national framework developed for proactively engaging Spain's historic or modern professional diaspora for economic or strategic purposes. However The Diaspora Institute has recently been involved with Catalonia and the Basque region with diaspora engagement initiatives in both regions. Together with Lanzarote they

are attempting to fill a policy vacuum and this opens up the possibility of Lanzarote leading with a tailored, sub-national strategy that addresses their unique needs and those of their diaspora communities.

2.4 **A Regional Analysis: Canary Islands and Diaspora**

BARCELONA GLOBAL

Barcelona Global is a private, independent, non-profit association based in the city focused on making Barcelona one of the world's best places for impactful talent and economic activity. It consists of 281 of the city's leading companies, research centres, entrepreneurs, business schools, universities and cultural institutions and more than 1200 professionals uniting to make Barcelona one of the world's best cities for impactful talent and economic activity. The association has a mix of more than 150 members who are living and working abroad as well as international members who have chosen Barcelona as their ideal city to live and work in.

Barcelona Global develops strategic proposals for the future of the city and promotes specific projects with its members and mobilises them to act as ambassadors for the city on the world stage. Through a weekly newsletter the members are informed of the news that can help the positioning of Barcelona internationally and a bi-weekly agenda is prepared outlining activities that would be of interest to the associates.

In terms of the diaspora they have developed an international council to work with professionals who live in the world's leading cities and have strong ties to Barcelona and are committed to its future. Barcelona Global facilitates the integration of international talent who have decided to live and work in Barcelona. They connect this talent with the local community by organizing the Hola Barcelona Cocktail to welcome international talent and help them integrate locally. They are given a voice in El Periodica which highlights the importance of this group of members in making Barcelona a better city with great opportunities.

Membership varies from €10,000 a year for large corporations to €300 for individuals to €120 for under 30's.[8]

8. For more information, please see: www.barcelonaglobal.com.

The government of the Canary Islands has initiated structured efforts aimed at engaging with the Canarian diaspora and has developed specific programs and tools in this area.

These include the Sentir Canario website (www3.gobiernodecanarias.org) which serves as a digital hub connecting Canary Islanders living outside the region.

This has a number of objectives as follows -

1. To support Canary Islanders and descendants of Canary Islanders residing abroad who are in a precarious socio-economic position.

2. To give grant aid to finance essential surgical interventions and life saving treatments due to serious medical issues or to cover basic needs such as food or medicine.

3. To grant financial aid for a year for Canary Islanders and their descendants residing abroad who have returned to the Canary Islands and are in a precarious socio-economic situation.

4. To provide partial funding of the operating expenses of Canary Island entities abroad.

In 2004 the Government brought together representatives from seven Casas Canarias in cities across mainland Spain (Seville, Madrid, Valencia, Baleares,Valladolid, Murcia and Aragon) to coordinate around their 'Proyecto Identitaria' (www.identitariacanarias.com) which was a programme based on identity, heritage and culture. Examples here are exploring various different trades of the Islands within their urban context, highlighting their cultural, historical and social value. In short, then, the Government of Canaria has an evolving diaspora engagement strategy which suggests a realisation and recognition of the importance of the topic.

However Lanzarote does not have an island specific diaspora strategy. Rather it is handled at a regional level and the focus would appear to be on past internal migration within the Canarias or other islands but not a dedicated diaspora programme for Lanzarotenos abroad.

Diaspora engagement for people from Lanzarote is handled mostly in two ways -

(1)
Regional Canary Islands programmes which explicitly cover all islands including Lanzarote. An example here would be the 'Programa Retorno del Talento' (www.gobiernodecanarias.org) which is managed by Servicio Canario de Eupleo (SCE) - the Canary Island's public employment service - and is aimed at encouraging and facilitating the return of diaspora members living abroad who want to return. In essence it is really a registry for people to list on rather than an employment contract scheme and there are no published statistics on the numbers involved.

(2)
Local actions (events, services, migrant associations and federations) that focus more on immigration, integration and community support than on proactive engagement of Lanzarote people living outside the island.

Accordingly, for someone from Lanzarote who now lives abroad, their route for official support or linkages is the regional (Gobierno de Canarias) channels, not a Lanzarote only office. Locally in Lanzarote, the Cabildo, municipal services and NGOs focus on integration, social services, cultural memory and responding to arrivals - they do maintain ties with emigrant history and diaspora topics in publications and events, but they do not present a stand alone outward facing diaspora policy.

2.5 **Re-imagining Economic Growth and Diversification**

A key objective of this strategy is to 're-imagine' Lanzarote's diaspora engagement to shape new answers for a new age. It will involve shifting from a passive approach engaging the Lanzarote diaspora to a proactive footing seeking talent and investment from abroad.

At the heart of this report are the people of Lanzarote. Whether Lanzaroteños by birth, residence, ancestry or association, the glue that unites them all is not limited by geographical boundaries and nor is its potential. What this strategy suggests is the emergence of a powerful asset for Lanzarote - the Lanzarote diaspora working in partnership with existing organisations in Lanzarote.

The challenge and the opportunity then is to re-imagine Lanzarote and its diaspora in terms of its Past, Present and Potential. Part of this exercise of re-imagining may involve re-thinking the tourism market which has been such an incredible contributor to the Lanzarote economy since the 1970s. It is now the cornerstone and backbone of the economy, the main economic engine providing the bulk of the island's income and employment. It underpins a large share of business activity from hotels and restaurants to transport, retail and services.

By attracting over 3 million tourists annually a large portion of the workforce is tied directly or indirectly to tourism. The service sectors, including tourism, account for 86% of registered companies on the island with hotels representing 25% of firms. Estimates suggest that tourism supports roughly 70-80% of economic activity and employment in Lanzarote. What this means is that the economy could be vulnerable to external shocks - global recessions, pandemics, war, transport disruptions to name a few.

Local issues such as housing pressure and cost of living have been partly related to tourism growth. The first 6 months of 2025, saw more than 7.8 million tourists visiting. There is now some evidence that popularity is proving costly. Unregulated property development and mass tourism have led to street protests. The Canaries are not unique as this problem exists elsewhere such as Venice and Barcelona and the islands of Santorini and Mykonos. These are structural vulnerabilities that the island is endeavouring to manage through diversification and sustainable tourism strategies.

The challenge for the Lanzarote tourism sector is to respond to evolving traveller expectations in an industry, and at a time, when consumers are looking for relevance and simplicity through intentional and authentic visitor experience built around emotional connectivity and advanced forms of personalisation. 2026 will see travel increasingly shaped by stories rather than a collection of activities.

This is a diaspora opportunity as seen by the rise of diaspora tourism globally as well as targeted experiences for diaspora visits such as the EPIC Museum in Ireland. The argument here is to not supplement additional tourists through diaspora tourism but to leverage diaspora tourism as a portal to advance other strategic engagement areas which can address the socio-economic challenges facing Lanzarote.

In a frenetic, always on, and always connected world, people are seeking a calmer experience that makes them feel more grounded, inspired and energised. Lanzarote has all the ingredients to make this happen and has launched initiatives to do just that, such as a new campaign to promote ethical and responsible tourism. The Lanzarote diaspora can play a role in promoting this new form of tourism. A number of the people interviewed for this strategy mentioned the importance of the opportunities represented by 'conscientious tourism' and the need to focus on quality as much as quantity.

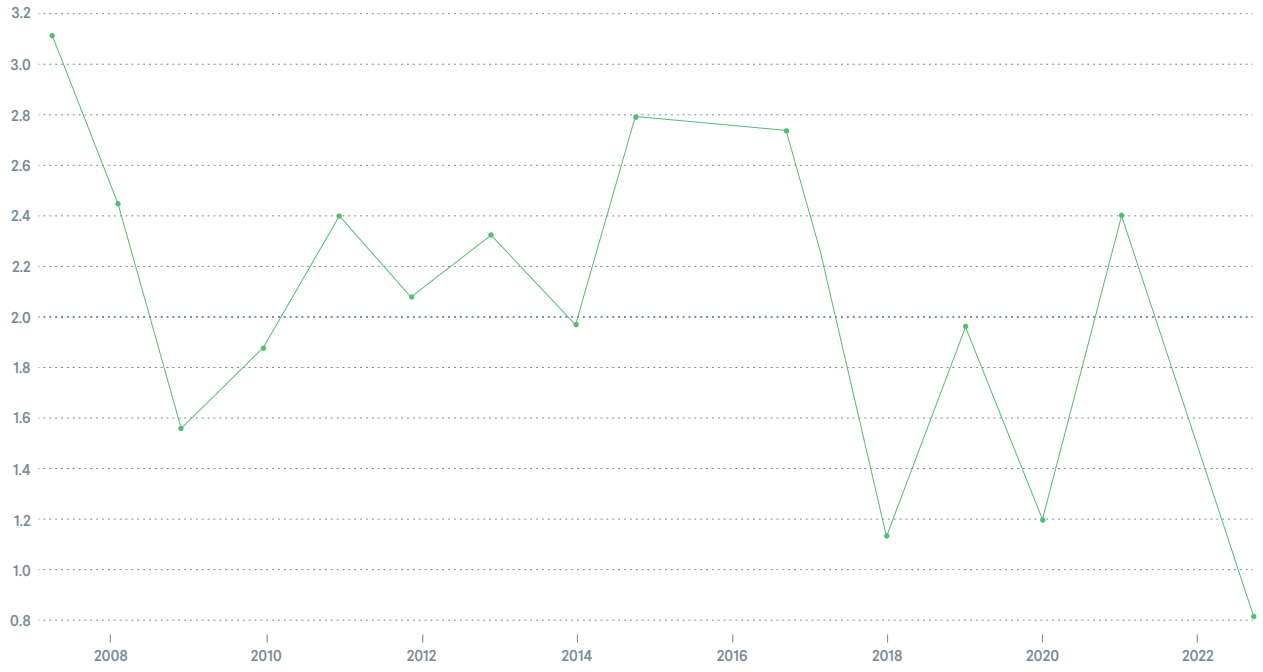
> "We are sending a very clear message. Lanzarote does not want just any tourist but rather those who love the island, who respect its uniqueness and contribute to its preservation. We are creating a globally unique model of ethical and responsible tourism. The aim is for visitors to understand, even before they land here, that they are entering a delicate and beautiful territory that needs to be protected. We want to reshape how tourism is viewed on the island and this is a chance to change the entire paradigm of Lanzarote as a destination".
>
> *Oswaldo Betancort -*
> *President of the Lanzarote Cabildo.*

2.6 **Diaspora Direct Investment: The Opportunities for Lanzarote**

DDI is a subset of FDI (Foreign Direct Investment) and recent geopolitical developments have seen this topic rise to the top of many countries' and regions' agendae.

There is a realisation that success in the past is no guarantee of success in the future and, in the words of famed US management consultant Peter Drucker - "to create the future you have to be the enemy of today" or the writings of British anthropologist Charles Darwin - 'it is not the strongest of the species that survives, or even the most intelligent: it is those most able to handle change'. For these and other reasons, global FDI is on the decline, having fallen in the last two years - sinking below 2004 levels.

FDI, net inflows 2007-2023, current US$ (trillions) [9]



9. Harley, L. (2025). Diaspora Direct Investment: A Capital of Consistency Amid Geopolitical Flux. Dublin: The Diaspora Institute. Available at: https://thediasporainstitute.com/tdi-reports/.

Accordingly, countries are increasingly turning to their diasporas as potent and reliable sources of productive inward investment. Every place - be it a country, region, state, province, county or city - has a diaspora.

Research shows that DDI is distinct from broader FDI in a number of ways, including:

1. Diasporas are motivated by purpose, not just profit: diasporas tend to care about their communities as well as generating a positive return on investment.

2. Diaspora investments create more local employment: DDI tends to create more employment with diversified and significant spillover effects in comparison with other FDI.

3. Diasporas bet early on the places they love and take a more patient and longer-term investment view: DDI is "braver" (diasporas invest at earlier stages of regeneration than other foreign investors) and has greater staying power relative to the more volatile mainstream FDI.

4. Diasporas open doors to wider FDI: they not only invest themselves but can also play a deterministic role in FDI flows ("diaspora-facilitated FDI").

The seminal research piece on DDI by Ardovino and De Bass laid out the different DDI and FDI roles that diaspora members can play.



Diasporas' changemaker roles [10]

10. Ardovino and De Bass, 2009.

DDI, including diaspora facilitated FDI, thrives at the intersection of emotional connection and economic opportunity.

While the sense of belonging can inspire interest and spark initial conversations, investors will rarely commit capital for purely sentimental reasons. Their investment will only happen if the underlying economics are sound. However a diaspora angle could often be the 'nudge factor' which makes a difference when decisions are marginal and can 'tip' a deal in a certain direction. This can often depend on a certain person or persons, sometimes referred to as 'tipping agents' who can provide a crucial piece of information, make a key introduction or critical suggestion that is the difference between winning or losing an FDI deal. In short, emotional affinity opens the door but clear, well structured investment opportunities close the deal.

For DDI specifically, these networks can act as trusted intermediaries - building relationships, amplifying opportunities and providing diaspora investors with the local intelligence they need to make DDI decisions. Through business summits, investor forums, cultural festivals and online platforms they create spaces for diasporas to share ideas and discover opportunities which can open doors to DDI opportunities.

Diasporas contribute to the economies and societies of their homelands in numerous ways, transferring different diaspora capitals between the places they come from and the place where they live. They send money home to their families, they invest directly in or provide debt financing to businesses, they engage in philanthropic giving, they share their skills or expertise remotely or by returning home on extended stays or through a permanent homecoming, and they fly the flag for their homelands wherever they are, which in turn supports the branding, exports and tourism of these places.

> "FDI is driven by scale, risk adjusted returns and exit certainty. Multinational investors can choose among dozens of locations and can afford to wait. DDI operates on a different logic. Diaspora investors combine financial motives with relational capital - knowledge of local markets, language, informal institutions, family ties and identity. They often invest smaller ticket sizes, earlier in the firm life cycle, and in sectors that FDI rarely reaches - SMEs, services, urban infrastructure, education, health, logistics and supplier linkages around larger projects. They are more patient than FDI but not indifferent to risk. What they require is trust and functionality not promotional incentives".[11]
>
> *Dr. Jason Gagnon – Direct diaspora investment is not FDI — and treating it as such is a policy mistake.*

11. Gagnon, J. (2025). *TDI Think Piece: DDI is not FDI and treating it as such is a policy mistake.* Dublin: The Diaspora Institute.

DDI has been found to lead to other forms of inward investment. Oftentimes, it is diasporas' unique knowledge of, and networks within and with their place of origin that enable them to identify and capitalise on opportunities that foreign investors overlook ("the diaspora dividend"). This points to the urgency for IPAs (Investment Promotion Agencies) to prioritise diaspora engagement not only as a source of investment capital, but also as a gateway to broader FDI, alongside other diaspora-enabled economic opportunities such as export promotion, market intelligence and place branding.

Diaspora capital stays when FDI leaves. Connected to this point is that of the greater counter-cyclicality or stability of DDI over FDI. Research shows diasporas take a longer-term investing time horizon. Contrary to foreign investors, they tend not to withdraw their investments during crises or moments of instability.

In short, DDI has staying power. And in an era of increasing volatility and unpredictability, DDI is perhaps one of a handful of capitals of consistency that countries and regions can rely on.

SNAPSHOT LESSONS on DDI

Research demonstrates that:

1. Diasporas have unique knowledge of their places of origin, allowing them to spot investment opportunities that foreign investors may overlook.
2. Diasporas raise awareness of their place of origin in the places they live, making them unique ambassadors for both inward investment promotion as well as export promotion.
3. Diasporas invest countercyclically and for reasons that go beyond the pursuit of financial return: they support their place of origin through the good times and the bad, in ways that more sustainably benefit their communities.
4. Diasporas may not only invest themselves but also play a deterministic role in FDI flows.
5. Diaspora investment creates more local employment, is more stable and has more significant spillover effects than other FDI. [12]

Loksan Harley - The Diaspora Institute publication
"Diaspora Direct Investment - A Capital of Consistency Amid Geopolitical Flux"

INTEL

In the late 1980s, Intel Corporation was keen to expand its manufacturing capability outside of the US. Following an assessment of the usual FDI considerations, the chipmaker's executives decided to land in Scotland in preference to Ireland explaining that Scotland was part of a larger domestic market and also had access to the right skilled talent from the University sector. IDA Ireland – (Industrial Development Authority) was convinced they had the talent but they were not in Ireland but in the diaspora. IDA hired a recruitment company who identified and spoke to 1000 Irish engineers working around the world. They were asked if they would be prepared to move back to Ireland to work for Intel. 80% signalled an interest to do so – a factor which ultimately sealed the deal in Ireland's favour. 30 years on , Intel has invested over €30 billion in Ireland.

12. Harley, (2025). DDI: A Capital of Consistency.

As explored earlier, networks and strategic intentionality hold the keys to identifying the diaspora changemakers - the high-net-worth individuals, successful entrepreneurs and influential executives who may not only be in a position to invest directly themselves but tend also to attract likeminded people and open doors to FDI. The challenge is that quite often that such changemakers are the hidden diaspora or the dormant majority. Experience shows time and time again that 20 very committed and influential members of the diaspora with capacity and propensity to invest can fundamentally alter the destiny of a country or region.

The key to success here is not just in identifying potential DDI but also having a list of investable opportunities ready to present to potential diaspora investors. Responsibilty needs to be taken for preparing 15 to 20 investable propositions from local SME's.



INDRA NOOYI

Was both CEO of PepsiCo (2006-2018) and Chairperson of the US-India Business Council, playing an active role in promoting investment in India.

DAN ROONEY

Dan Rooney's ancestral links are from Newry in Northern Ireland. He was the owner of the Pittsburgh Steelers and co-founder of The American Ireland Fund which has raised over $700 million for projects of Peace, Culture and Charity in Ireland. He was also US Ambassador to Ireland.His commitment to the land of his ancestors made the Rooney family and the Pittsburgh Steelers synonymous with Ireland, solidifying a bond that continues with the NFL's expansion of league games to Ireland

TIP O'NEILL IRISH DIASPORA AWARDS

As noted earlier, diaspora engagement is often all about place rather than country. An example of this is the Annual Tip O'Neill Irish Diaspora Awards which are awarded to people in the diaspora who have a connection to County Donegal in Ireland. Tip O'Neill (1912-1994) was an American Democratic Party politician from Boston, Massachusetts who served as the 47th Speaker of the US House of Representatives from 1977 to 1987, the third longest tenure in history. His maternal grandparents were from County Donegal. One of the most recent recipients of the Tip O'Neill Award was David McCourt, a member of the Irish diaspora based in Boston, Founder and Chairman of Granahan McCourt Capital and the Chairman of National Broadband Ireland. He is currently working in partnership with the Irish Government in the largest Public Private Partnership in European Telecoms to deliver the country's €5 billion National Broadband Plan.

2.7 **Diaspora Philanthropy**

Diaspora philanthropy refers to the charitable giving and volunteering activities of individuals and organisations from diaspora communities who are motivated bya sense of connection to their countries of origin, heritage or affinity and their desire to contribute to them. Diaspora philanthropy can take many forms, including remittances, donations, bequests, volunteering and social entrepreneurship. This means that diaspora philanthropy, including remittances, is considerably more than Official Development Assistance (ODA) and Foreign Direct Investment (FDI).

Diaspora philanthropy is not a new phenomenon. Throughout history, diaspora communities have played a significant role in supporting their countries of origin through charitable giving and other forms of philanthropic support. For example, during the 19th and early 20th centuries, diaspora communities in Europe and North America supported the development of infrastructure, education and healthcare in their countries of origin. The scale and scope of diaspora philanthropy have increased significantly in recent years, driven by advances in technology, transportationand communication as well as changes in migration patterns and policies.

The word philanthropy has Greek origins whereby -

Philos = love and

anthropos = mankind

The modern meaning of the word describes philanthropy as private contributions for public purposes by individuals, corporations or foundations. It is sometimes referred to as 'the kindness of strangers' or private action for public good or, 'planting trees under whose shade you will not sit'. Philanthropy is not only about the provision of financial resources but it is also about the three 't's' - time, treasure and talent. Philanthropy recognises that neither the market place nor the government can do it alone - it also recognises the role and impact an individual can have. It implies an acceptance of the definition of society as being a stool with three legs -

- A profitable business sector.
- An efficient government sector.
- An effective non-profit or third sector.

Very often, but not always, people do not get engaged with philanthropy until later in life. Life is sometimes described as a journey from struggle to success and from success to significance and it is this later period when philanthropy becomes an agent of meaningfulness. Wealthy people have three choices when it comes to transferring their wealth. They can give it to their children, they can give it to the government in tax or they can give it away to philanthropy. There are not 4 choices. In this 'third act' period, people often reflect on the issues that influenced their lives and their background. History and heritage often play a role and a desire to give back to their home country becomes an important priority.

THE IRELAND FUNDS

The Ireland Funds is a global philanthropic network of the Irish diaspora whose mission is to promote projects of Peace, Culture, Education and Community Development across the island of Ireland and among Irish communities around the world. It functions as one of the largest private grant making bodies in the world raising hundreds of millions of dollars for charitable causes in Ireland and in the Irish diaspora. It was established in 1976 by Sir Anthony O'Reilly (CEO of the HJ Heinz company) and Dan Rooney (owner of the Pittsburgh Steelers and former US Ambassador to Ireland) and its objective was/is to give the Irish diaspora and global friends of Ireland a meaningful way to support the country's future. The Ireland Funds have since expanded its reach globally with chapters in 12 countries and have raised over $650 million and supported more than 3,200 organisations worldwide. In 2024 it made 1,250 grants totalling €26 million to more than 330 organisations.

They have also run a number of capital fundraising campaigns aimed at the Irish diaspora - the Promising Ireland Campaign and the Hope & History Campaign which have raised hundreds of millions of dollars. The Ireland Funds operate through independent national chapters in the US, Great Britain, Australia, Canada, Europe and Asia each raising funds and building diaspora donor networks locally as well as channelling support back to programmes in Ireland and globally. It is driven entirely by private contributions from individuals, corporations and foundations and does not receive any government funding. The Ireland Funds are a powerful example of how diaspora led philanthropy can create positive, long term impact for a home country and its people.[13]

The importance of diaspora philanthropy is rooted in the importance of the Intergenerational Transfer of Wealth. This transfer refers to the assets that will pass from older generations - primarily baby boomers - to younger generations over the coming decades. It will be one of the most significant shifts in the 21st century and will be made up not only of cash but will include businesses, real estate, investments and retirement assets. A relatively small number of families hold a very large share of total wealth. This means that individual decisions - by families, foundations or heirs - can have outsized impact. The challenge is whether this transfer will reinforce existing inequalities or help transformative change at a global level.

Cerulli Associates, a research firm in the US that focuses on wealth management, projects that roughly $124 trillion in US household wealth will be transferred across generations between 2024 and 2048. About $105 trillion is expected to flow to heirs and $18 trillion will be directed to charities, legacy gifts and philanthropic causes.[14]

13. For more information, please see: https://irelandfunds.org/.

14. Cerulli Associates. (2024). *U.S. High-Net-Worth and Ultra-High-Net-Worth Markets 2024 The Great Wealth Transfer: Capturing Money in Motion.* Boston: Cerulli Associates.

THE POWER OF ONE INDIVIDUAL: CHUCK FEENEY

Chuck Feeney was an Irish American philanthropist. He was born in New Jersey in 1931, during the Great Depression, of Irish American parents. He was the first in his family to go to college on a United States military scholarship after service in the army. In the 1950s he started selling duty-free goods to US service personnel in Asia and in 1960 he founded the Duty-Free Shoppers Group with his college classmate Robert Miller. By 1982, Feeney had decided his mission was to give his massive wealth away and he founded Atlantic Philanthropies.

Feeney, who traced his roots to Co Fermanagh in Northern Ireland donated very significant amounts to Ireland. More than $1.3 billion went to projects in the Republic while $570 million went to Northern Ireland. Feeney was a disciple of Andrew Carnegie, the famed Scottish philanthropist who once said 'The man who dies rich, dies disgraced'. Feeney's 'giving while living' philosophy has inspired other billionaires most notably Bill and Melinda Gates and Warren Buffett to redistribute their wealth.

14. Cerulli Associates. (2024). *U.S. High-Net-Worth and Ultra-High-Net-Worth Markets 2024 The Great Wealth Transfer: Capturing Money in Motion.* Boston: Cerulli Associates.

SECTION 3

Mission, Principles & Pillars of the Strategy



3.1 **Mission Statement**

Establish a sustainable and inclusive foundational architecture and operational framework for engaging Lanzarote's diaspora. Through this, the mission is to foster meaningful connections that deliver lasting benefits for Lanzarote communities at home and throughout the world.

Achieving this mission will be delivered through a four fold approach -

- Building an architecture of diaspora engagement for Lanzarote at home and abroad that reflects the interests of the local and diaspora stakeholders.
- Recommending an engagement structure that could be self sustaining in the mid-to long-term and that will benefit Lanzarote and the Lanzarote diaspora.
- Ensuring that Lanzarote can learn from other countries' and regions' experience of diaspora engagement.
- Developing a series of diaspora engagement initiatives for Lanzarote that could be applied to other islands in the Canaries.

3.2 **Core Principles**

The core principles of the strategy are as follows:

People-centric
Putting the uniqueness of Lanzarote people front and centre of all initiatives.

Respectful
Honouring Lanzarote's deep historical ties globally and, particularly, in the Americas.

Technological
Using digital platforms and AI for enhanced engagement.

Global Partnership
Building on the strong ties between Lanzarote and Ireland as well as integrating Lanzarote into networks of global leadership on diaspora engagement.

A Changed World
Reflecting broader global geopolitical change and the implications for Lanzarote.

Flexible
Responding and adapting to new opportunities and challenges as implementation occurs..

3.3 **Pillars**

The following five pillars provide the processes to build the fundamentals of a strategy for effective diaspora engagement for Lanzarote.

PILLAR 1

Leadership Development

Putting in place an effective ecosystem for diaspora engagement.

- 1.1 Lanzarote Leads - Global Diaspora Council
- 1.2 Lanzarote Learns - Diaspora Training Programme
- 1.3 Lanzarote Listens - Diaspora Research & Development Hub

PILLAR 2

Communications and Network Building

Building the story telling and data information.

- 2.1 Lanzarote Global Diaspora Forum & Network
- 2.2 Lanzarote Diaspora Media Partnership
- 2.3 Lanzarote Diaspora Distinguished Service Awards

PILLAR 3

Diaspora Capital Engagements

Unlocking diaspora capital for investment, philanthropy and tourism.

- 3.1 Lanzarote Diaspora Landing
- 3.2 Lanzarote Diaspora Philanthropy Fund
- 3.3 Lanzarote Diaspora Invests Initiative

PILLAR 4

Monitoring and Evaluation

Regular reporting on the strategy's implementation.

- 4.1 Annual Reports
- 4.2 Mid-term Assessment
- 4.3 Lanzarote Diaspora Strategy 2030 - 2035
- 4.4 Develop KPI's and Metrics

PILLAR 5

Implementation Phases and Sequencing

The successful rolling out of the recommended actions to be delivered through a phased approach.

- 5.1 Phase One - Socialisation and Stakeholder buy in.
- 5.2 Phase Two - Consolidation and Growth
- 5.3 Phase Three - Sustainability and Scale

SECTION 4

Recommendations



This section outlines the recommended actions across the strategy's five pillars each of which has three recommended actions. These were developed following the consultation process and the desk research. They are designed in a way to be integrated in action so that each pillar should not be seen on its own but as part of the overall strategy. In total, they will equip Lanzarote with an independent and sustainable ecosystem of diaspora engagement that is designed to bring change and impact to Lanzarote.

Diaspora engagement is a fluid process. While these pillars represent the core priorities, other innovative engagement opportunities will emerge as the strategy evolves. The key is to adopt an agile and reflexive mindset and be open to respond to this.

PILLAR 1

Leadership Development

Objective

To increase the internal capacity across key institutions and individuals in Lanzarote to develop structured diaspora engagement.

1.1 Lanzarote Leads – Lanzarote Global Diaspora Council (LGDC)

This is designed to answer the questions most often brought up by the interviewees - who should be responsible for Lanzarote's diaspora engagement strategy, who should 'own' the project and how should it be funded?

Who should be responsible for Lanzarote's diaspora engagement strategy?

Should it be a public initiative or a purely private initiative? The overwhelming response from the interviewees was that it should be both. The most common suggestion was that the LGDC should be 'housed' in the Chamber of Commerce and it should include representation and participation by key private sector individuals. It could be co-chaired by the Chamber and a leading non-Chamber representative.

This Council will become the central unit through which the other recommendations of this report will be designed and delivered. This will include establishing a clear agenda for its role and the diaspora engagement initiatives it will be responsible for. The LGDC whose members will be appointed for three years (renewable), will be the only entity to be created through this strategy but they may have specialist subcommittees responsible for particular initiatives. The Council will have a CEO and an initial support staff of 3 - 5 people depending on the projects taken on.

Based on comparible delivery in other locations, an indicative baseline budget for the staffing and operations of the LGDC would be €300,000 per annum. Different financing models are available but it is recommended that seed funding is sourced through blended finance of public and private resources.

15. For more information, please see: https://germin.org/.

GERMIN

Germin is a non governmental organisation that uses technology and visual channels to connect and engage the Albanian diaspora in advancing the development and democratisation of their country of origin. It is run and supported by a group of diaspora professionals ranging from the fields of public policy, finance, information, technology, law, education, security and diplomacy. It has built a network of over 30,000 diaspora professionals in 28 countries and has 250 partner organisations. They drive diaspora impact through specialist engagements in the areas of advocacy and diplomacy, knowledge exchange, diaspora philanthropy, diaspora investment and diaspora youth engagement.[15]

The objective is to 'diasporise' key stakeholders in Lanzarote

1.2 Lanzarote Learns - Diaspora Training Programme

The goal here is to design a Lanzarote Diaspora Training Programme. This is based on the premise that the topic of diaspora engagement is not well known in Lanzarote. This training programme will be aimed at government officials, the private sector, media, educators and non-profit organisations.

The objective is to 'diasporise' key stakeholders in Lanzarote and the training will cover diaspora engagement, diaspora diplomacy, diaspora trade and investment, diaspora philanthropy and diaspora networking. This blended training programme which can be delivered face to face and online, or both, will help to upskill key people and help to identify potential diaspora engagement supporters. It could also include training for key overseas residents in Lanzarote.

The overall objective is to position Lanzarote as a leader in this area in the Canary Islands and build its reputation in diaspora engagement. It could also nurture critical skills development processes such as peer to peer learning exchanges with other entities working in the area of diaspora engagement in the Canary Islands and beyond. By building excellence in this area and a greater level of awareness, education and learning on the topic, this could attract more central government and private sector funding.

1.3 Lanzarote Listens – Diaspora Research & Development Hub

This recommended action is aimed at answering the perennial question about diasporas - who are they, where are they and what are they doing. It will be a 'hi-tech and hi-touch' answer using cutting edge technology to identify diaspora individuals and organisations.

It will collate and cut across areas of research pertinent to the mapping of Lanzarote communities globally, developing content for supporting communication and outreach, analysing market opportunities in Lanzarote and in the diaspora. The inherent nature of diaspora communities is that they

are both fluid and mobile. The challenge is to identify and track the changing composition and engagement capacity of the diaspora as well as scope how these align with Lanzarote's socio-economic development priorities. It is also recommended that the LGDC develop a relationship with LinkedIn who are actively engaged with countries worldwide on diaspora engagement.

HOW LINKEDIN CAN SUPPORT LANZAROTE'S DIASPORA ENGAGEMENT STRATEGY

There are now over 1.2 billion people on LinkedIn which means this is the company uniquely positioned to help Lanzarote to identify and connect with its global diaspora and leverage these relationships for economic growth. The LinkedIn platform provides real-time data and insights on where people are located, their industries and how to reach them directly. This will enable Lanzarote to build targeted engagement strategies to drive FDI and also position the island as a preferred tourist destination. This will mean Lanzarote taking a 'hi-tech and hi-touch' approach to building global networks.

The key LinkedIn tools that will make that possible -

→ LinkedIn Economic Graph & Data Insights
LinkedIn knows where Lanzarote's diaspora live, what sectors they work in and what professional networks they belong to which will facilitate precise segmentation and outreach.

→ LinkedIn Life Page
This can showcase Lanzarote's vision, opportunities and lifestyle to attract talent, investors and visitors through compelling story telling.

→ LinkedIn Talent Insights (LTI)
This can provide real time analytics on skills, migration patterns and talent pools to inform policy and investment strategies.

→ LinkedIn Recruiter
This will enable Lanzarote to engage diaspora professionals for roles in local businesses or government initiatives.

→ LinkedIn Hiring Assistant (LIHA)
This will promote opportunities and campaigns to targeted diaspora organisations globally, ensuring maximum visibility which will be largely automated and AI driven.[16]

In summary, by combining these tools, Lanzarote can activate its diaspora network, attract investment and strengthen its global brand as a hub for tourism and innovation.

16. These insights were kindly provided by LinkedIn.

PILLAR 2

Communications & Network Building

Objective

To raise awareness of diaspora engagement efforts within the Lanzarote diaspora.

2.1 Lanzarote Global Diaspora Forum & Network

The network is a purpose driven network that enables Lanzarote diaspora communities to engage with Lanzarote on socio-economic development.

The network will include a dedicated, multilingual online platform and be the portal through which the Lanzarote diaspora can access exclusive story telling and business development content from Lanzarote residents and learn of regular regional events in the diaspora. It will cover events aimed at Lanzarote diaspora youth and women as well as cultural events allowing diaspora organisations abroad to celebrate key local festivals and other cultural dates.

The Lanzarote Global Diaspora Forum will invite key Lanzarote leaders from specific sectors to Lanzarote. This world class exclusive convening would bring together local and diaspora expertise to address Lanzarote issues. This convening would also include an active market place to build connections between the diaspora, private sector and non-profit stakeholders. This Forum would be held every two years and this would allow for strategic mini conventions to be held in other countries of residence in the two year period between the Lanzarote Global Diaspora Fora.

It is also recommended that Lanzarote develop a global network of Goodwill Ambassadors based on the Copenhagen Goodwill Ambassadors scheme which is a global network of influential Danish diaspora members who volunteer to promote Copenhagen and Denmark internationally by using their professional networks and expertise to attract investment, talent, tourism, major events and business opportunities.

This world class exclusive convening would bring together local and diaspora expertise to address Lanzarote issues and opportunities.

COPENHAGEN CAPACITY

In 1996 Copenhagen Capacity (the official investment promotion agency for Copenhagen) and Wonderful Copenhagen (the official tourism promotion agency) established Copenhagen Goodwill Ambassadors whose mission is to raise Denmark's and Copenhagen's global profile and competitiveness by promoting their strengths and opportunities internationally. The network comprises 50+ Goodwill Ambassadors located in 25 countries who are business leaders, entrepreneurs, innovators, cultural voices and branding experts who have strong ties to Denmark. They serve pro-bono and leverage their personal and professional networks to open doors abroad for Danish interests. They meet annually in Copenhagen for a multi-day seminar with leaders from government, business, culture and academia to share insights. His Royal Highness Prince Joachim of Denmark has served as the network's patron since 2008, underscoring its cultural and diplomatic significance and the organisation is guided by a Chairman and a Board of Directors who provide strategic advice.[17]

CONSELHO DE DIASPORA PORTUGUESA

The Portuguese Diaspora Council is a "non-profit private association, founded on 26th December 2012, with the high patronage of the President of the Portuguese Republic", with twenty-four founding-partners subscribed to the act of Constitution of the Council.

The main purpose of the association is to "strengthen relations between Portugal and its diaspora, Portuguese and descendants, for the uplift of the country's values and culture, image and reputation, and thus for the development and prosperity of Portugal". The main action instrument of the Portuguese Diaspora Council is the 'World Portuguese Network' that involves "an extended group of Portuguese of proven influence who keep most of their activity abroad and have distinguished themselves in their field of expertise, namely Culture, Citizenship, Science and Economics".[18]

17. For more information, please see: https://gwa.copcap.com/.

18. For more information, please see: https://www.diasporaportuguesa.org/.

2.2 Lanzarote Diaspora Media Partnership

This partnership is designed for Lanzarote to establish a multi media content engagement of the Lanzarote diaspora. This will be driven through social media and other channels to engage different generational audiences on diaspora engagement. It will support established local media outlets - audio, print and visual - to actively publish diaspora related or diaspora generated content such as profiling Lanzarote diaspora success stories or developing diaspora sections of local publications. Within this partnership, a Diaspora Stories Campaign can act as a competition to encourage local content and media actors to develop authentic Lanzarote material to be integrated into Lanzarote's diaspora engagement story. Part of this would be to encourage schools and colleges to raise awareness of Lanzarote's emigration history and diaspora ambitions.

This will be driven through social media and other channels to engage different generational audiences on diaspora engagement.

THE IRISH TIMES ABROAD

Irish Times Abroad is a home for Irish connected people around the world with first person stories, news, interviews, features and opinions by and about the global Irish community. It shares news on emigration issues and provides a digital home for Irish connected people to submit and share their stories.[19]

2.3 Lanzarote Diaspora Distinguished Service Awards

Many countries look for ways to recognise and reward exceptional people in their diasporas. This is something Ireland established and it has proven to be a very popular and significant event every year. At its meeting on 6 March 2012, the Irish Government established the Presidential Distinguished Service Award (PDSA) for the Irish Abroad. The system provides State recognition for persons living abroad, primarily Irish citizens, those entitled to Irish citizenship and those of Irish descent, who have made a sustained and distinguished service to Ireland and/or Irish communities abroad or on a global or international issue of importance. The Award is not an honours system and will not confer any legal entitlements or benefits upon the recipients.

PRESIDENTIAL DISTINGUISHED SERVICE AWARD - HOW IT WORKS

The Award has the following main elements[20] –

1. Each year, Heads of Ireland's Diplomatic Missions abroad, are requested by the Department of Foreign Affairs and Trade to seek and consider nominations for the Award from organisations, groups or individuals from within their areas of accreditation. All nominations are forwarded by the Head of Mission with an assessment, recommendation and any supporting documentation for consideration by the High Level Panel. Nominations are submitted for individuals only – joint nominations are not eligible/admissible.

19. For more information, please see: https://www.irishtimes.com/abroad/.

20. For more information, please see: https://www.ireland.ie/en/irish-diaspora/presidential-distinguished-service-awards/.

2. The High Level panel that considers the nominations consists of the Secretary General of the Department of the Taoiseach (Prime Minister), the Secretary General to the President and the Secretary General of the Department of Foreign Affairs and Trade and four non Government sector representatives. Two of the non-Government sector representatives are nominated by the President, one by the Taoiseach and one by the Minister of Foreign Affairs. (Full disclosure – the writer is the Taoiseach's nomination to this panel).

3. The panel is tasked with making positive recommendations in respect of no more than 10 individuals in any one year drawn from the following areas of achievement –

   → Arts, Culture and Sport.

   → Business and Economic Development.

   → Charitable Works and Advocacy.

   → Climate Action and Food Security.

   → Education, Science and Innovation.

   → Inclusion and Equality.

   → Irish Community Support.

   → Peace, Reconciliation and Development.

4. At least one person must be selected for an award from each category.

5. Before being submitted to Government for consideration the Garda (Police) may be requested to conduct appropriate security checks in consultation with the relevant international law enforcement authorities.

6. Once the list of individuals has been finalised, a memorandum for Government is prepared and brought to Government by the Minister for Foreign Affairs.

7. Following approval by Government, the President is requested to present the Award to the selected individuals. An awarding ceremony takes place on an annual basis on a date convenient for the President. Should an individual recipient be unable to travel to Ireland, the Award will be presented by the local Head of Mission, on behalf of the President. On occasion, the presentation of the Award could form part of the programme of visits abroad by the President.

Eligibility

In order to be eligible for consideration, nominees must be habitually resident outside the island of Ireland and are required to satisfy the following additional requirements

1. Have rendered distinguished service to the nation and/or its reputation abroad.
2. Have actively and demonstrably contributed to Ireland and/or its international reputation and/or Irish communities abroad in at least one of the categories listed above under 3.
3. Have a track record of sustained support and engagement with Ireland and/or its international reputation and/or Irish communities abroad over a period of not less than 5 years or

4. Have made a sustained and distinguished service to Ireland on a global or international issue of importance.

The scheme is open to all persons living abroad, primarily Irish citizens, those entitled to Irish citizenship and persons of Irish descent, who have made a sustained and distinguished service to Ireland or Irish communities abroad or on a global or international issue of importance. Serving politicians, for example MPs, Congresspersons and Public Office Holders are not eligible. Self nominations are not eligible nor are nominations of family members. As of 2025, 120 people have received the PDSA. The Award has not given rise to significant costs. The selection process is managed from within the existing resources of the Department of Foreign Affairs and Trade. The main expense arises from the cost of flights and accommodation of those recipients who travel to Ireland for the annual awards ceremony and the cost of the ceremony itself which includes the costs associated with the design and production of the Award.

PILLAR 3

Diaspora Capital Engagements

Objective

To provide the opportunity for an inclusive application of diaspora capital to support projects in Lanzarote.

3.1 Lanzarote Diaspora landing

This diaspora heritage tourism initiative serves as a calling card or invitation to the Lanzarote diaspora to return home to research their genealogy and attend events showcasing the potential of Lanzarote. A year long calendar of events can be built with local partners in Lanzarote to focus on emerging tourism priorties.

THE GATHERING

The Gathering Ireland 2013 was a major tourism initiative by the Irish government designed to encourage people of Irish heritage - and others with connections to Ireland - to return to Ireland and participate in community events across the country. The Gathering was not a single festival but a year long nationwide umbrella for thousands of local events taking place from January 1st to December 31st. The national launch took place in May 2012 followed by meetings across the country to encourage local involvement. It aimed to mobilise the Irish diaspora and people with Irish ancestry living abroad to come home, reconnect with family, culture and place and help boost tourism at a time when the Irish economy was in the doldrums. Communities, families, clans, clubs and associations were encouraged to organise gatherings ranging from reunions and family events to sports fixtures, music and cultural events.

Coming in the wake of Ireland's financial crisis the initiative was part of events to boost tourism and the economy through increased visitor numbers and spending. Irish people at home in Ireland were asked to reach out to relatives, friends and contacts abroad. At one point, postcards were sent to households to help invite people home. The Gathering, which took its inspiration from a similar idea that Scotland held in 2009 called The Homecoming, brought over 250,000 additional visitors to Ireland specifically because of the initiative. Those visitors generated around an extra €170 million in tourism revenue and the project cost the government €13 million.

In summary, the Gathering 2013 was a creative, community driven tourism campaign that strengthened links between Ireland and the global Irish diaspora, brought thousands of visitors to Ireland, boosted the economy at a crucial time and generated local pride. It also helped Ireland establish its tourism profile worldwide. The latest Programme for Government has committed to hosting another invitation tourism initiative in the future.

3.2 **Lanzarote Diaspora Philanthropy Fund**

This recommendation focuses on the potential for the Lanzarote diaspora and friends of Lanzarote to be a source of philanthropic support for projects on the island. To date there is little data or evidence on this but the potential exists and it should be part of this strategy.

Diaspora philanthropy has emerged as a significant force in global development, driven by increasing mobility of people across borders and the growing recognition of the role that diaspora communities play in shaping the economic, social and cultural landscapes of their countries of origin as well as their countries of destination.

3.3 **Lanzarote Diaspora Invests Initiative**

This initiative is aimed at small and medium sized organisations in Lanzarote who are seeking finance to enable them to scale outside the island. The portal will showcase Lanzarote SMEs to the diaspora and provide investment opportunities. It will also include a 'digital pitch' function where Lanzarote business leaders can tell their stories and outline their potential for investment and/or areas of business mentorship they would like to receive from the Lanzarote diaspora.

GLOBAL WELSH

In 2024, Global Welsh in partnership with Dwr Cymru Welsh Water published a ground breaking study of the Welsh diaspora revealing an opportunity to transform decades of 'brain drain' from Wales into significant economic advantage and a strong cultural connection that could amplify Wales' global soft power. The research, conducted by Tokyo based academic Dr. Sarah Louisa Birchley of Toy Gakuen University surveyed over 1,700 members of the Welsh diaspora across 45 countries. The research profiled a highly educated and entrepreneurial network with a strong appetite for investment in Wales and return migration to Wales. In addition to this, Global Welsh has an investor portal where membership is open to angel investors, family offices and fund managers. This provides members with access to networks and investment opportunities to support businesses in Wales[21]

21. For more information, please see: https://globalwelsh.com/

ELKSTONE

Elkstone, Ireland's foremost Alternatives Investment Specialist, have recently established a Diaspora Fund to encourage members of the Irish diaspora to invest in the next wave of best in class tech enabled companies in Ireland. The Fund is backed by Enterprise Ireland, the Irish Government agency responsible for supporting Irish businesses to grow, innovate and expand internationally. Elkstone has identified a series of investors in the Irish diaspora in the UK, US and the Middle East. The objective of the Fund is to work with Irish companies and enable them to scale, particularly in the US. Elkstone's ambition is to work with Irish diaspora investors who want to support companies in Ireland who have the potential to accelerate their growth significantly in the US.[22]

THE HELLENIC INITIATIVE AND REBRAIN GREECE

The Hellenic Initiative (THI) is a global nonprofit organisation that brings together diaspora Greeks and Philhellenes (lovers of Greece and Greek culture) to invest in the future of Greece through programmes focused on crisis relief, entrepreneurship, and economic development. Founded in 2012 by members of the global Greek and Philhellene communities who were compelled to respond to Greece's worsening economic crisis and inspired to help shape Greece's long-term recovery. It is now the largest Greek diaspora organisation in the world.

To date, THI has facilitated $23.2 million in investments in Greece since inception with $13.2 million invested in 104 economic development grants and $10 million invested in 218 crisis relief grants. It has resulted in over 4,500 direct job placements in Greece to reverse the brain drain.

ReBrain Greece is another entity aimed at the Greek diaspora whose core objective is to transform Greece from a brain drain country into a brain gain country.Rebrain Grece is part of a broader attempt by Greek authorities to make the country more attractive to skilled workers globally - not only in job placement but also via policy incentives, networking events and enhance visibility of career opportunities in Greece. Greece experienced a major brain drain after the financial crisis with hundreds of thousands, possibly over a million leaving the country - skilled workers leaving for better opportunities abroad. Rebrain Greece operates a central digital hub where Greek companies post quality job openings and Greek professionals abroad can register. It acts as a strategic bridge between Greek talent and firms that need specific expertise.[23]

A classic example of 'diaspora = jobs'.

22. For more information, please see: https://www.elkstonepartners.com/diaspora.

23. For more information, please see: https://thehellenicinitiative.org/ and https://platform.rebraingreece.gr/en/.

PILLAR 4

Monitoring & Evaluation

Objective

To provide critical short and mid-term evaluation output. This will also give encouragement to try new things and see what works and what does not work. This will provide a solid base on which to build a longer term 10 year strategy to embed existing initiatives and develop new ones.

4.1 Annual Reports

The Lanzarote Global Diaspora Council (LGDC) should publish annual reports detailing its activities on diaspora engagement. This should be published on all stakeholders digital platforms and promoted in local media.

4.2 Mid-term Assessment

This is the publication of a synopsis of the opportunity assessments developed by stakeholders in action 4.1 above. This will help outline the key priorities of a potential future standalone entity for diaspora engagement.

4.3 Lanzarote Diaspora Strategy 2030-2035

This will be based on the success of the first strategy and the lessons learned from this 3 year incubation period and the opportunities that emerged in Lanzarote as a result. The commitment to a more comprehensive diaspora engagement strategy will serve as an important justification for the decision made at the end of 2024 to dedicate time and resources to building a strong and diverse Lanzarote diaspora engagement strategy.

4.4 Develop KPI's and Metrics

These KPI's and metrics should cover the following: Data on the diaspora in terms of numbers, locations, activities and relationship to Lanzarote. Number of Ambassadors appointed, Diaspora events hosted, Lanzarote Diaspora Distinguished Service Awardees, Investment visits, Jobs created, Philanthropic involvement and Schools projects on Lanzarote diaspora.

PILLAR 5

Implementation Phases & Sequencing

The successful rollout of the recommended actions will be delivered through a phased approach that sequences the key recommended actions within each phase. This will allow for the expected outcomes of each pillar to be intentionally and strategically nurtured in an incremental process. The Lanzarote Global Diaspora Council (LGDC) will be the instrument through which the collective leadership and shared responsibility will be built to ensure effective roll out of the recommended action.

Phase 1:
Socialisation & Stakeholder Buy-In (by end of 2027)

Formal diaspora engagement in Lanzarote is at an incubator stage. The next step will require intentional socialising on the added value and benefits for Lanzarote. An annex is provided to help shape this value proposition. There will be initial pushback from naysayers and people will point to failed initiatives in the past. This is not a good reason not to take on this challenge. Early wins will be critical and will lead on to key stakeholder buy-in that will encourage others. Collective enthusiasm and responsibility will be the core driver ensuring the success of this early phase.

To be successful, this phase will require the following action -

- → Agree on the recommended structure and budget, secure funding and hire key staff.
- → Launch the strategy in Lanzarote with effective distribution to key stakeholders.
- → Begin planning for the recommended actions contained in this strategy.
- → Share key informational documents relating to the importance and potential of diaspora engagement to Lanzarote.
- → Create effective print, visual and social media content and showcase what Lanzarote can do for the Lanzarote diaspora.

→ Leverage networks to ensure international coverage of the strategy and other diaspora related activities outside Lanzarote.

→ Ensure diaspora engagement is embedded within the plans of all Lanzarote organisations of significance.

→ Tell intentional stories of Lanzarote influence around the world and celebrate the uniqueness of Lanzarote belonging.

These actions will result in a series of early wins for diaspora engagement in Lanzarote and will include -

→ Getting buy-in from multiple sectors in Lanzarote.

→ Securing funding and hiring key staff.

→ Building lists of A & I (affluence and influence) in a select number of key cities around the world.

→ Identifying champions and influencers to speak well of the initiative.

→ Launching the Lanzarote Global Ambassador scheme and the President's Distinguished Service Award scheme.

→ Sharing practical examples of how the diaspora have helped in the past.

→ Auditing and reviewing diaspora engagement initiatives from other countries
and regions.

→ Sharing lessons learned with other regions in the Canaries and elsewhere and positioning Lanzarote as a leader in this field.

→ Launching a global questionnaire of the Lanzarote diaspora.

Phase 2:
Consolidation & Growth (by end of 2028)

This is the phase where deeper operationalisation occurs based on the capacity built from Phase 1. This consolidation can deliver the foundations on which to drive return on investment through the activities designed to engage diaspora capital for Lanzarote.

This phase will include -

→ Leveraging technology to build deeper data collection on the Lanzarote diaspora with more segmented profiles.

→ Incorporating online and in person listening experiences to engage the diaspora - being hi tech and hi touch.

→ Growing the number of people involved and the number of activities.

→ Proving that "Diaspora = Jobs".

→ Actioning Monitoring and Evaluation outputs to showcase the value of the resource allocation.

This will result in a series of strategic wins for Lanzarote including -

- → Enhanced cultural attachment and sense of belonging to Lanzarote within the diaspora.
- → Increased intergenerational involvement.
- → Unlocked diaspora capital by bringing local and diaspora communities together.
- → Developed segmented diaspora engagement to reflect the diversity of the diaspora.

Phase 3:
Sustainability & Scale (by end of 2029)

The objective of this phase is to build on and expand the diaspora activities to date and to establish for the longer term the infrastructure and funding to copperfasten Lanzarote engagement activities.

Initiatives in this phase could include -

- → Establishing a primary headquarters in Lanzarote as a dedicated centre for all Lanzarote diaspora activities.
- → Creating a Philanthropic Endowment Fund to support philanthropic organisations in Lanzarote.
- → Engaging the temporary and visitor Lanzarote population in diaspora activities.
- → Building the professional human resources team to implement the strategy.
- → Creating a Diaspora Investment Fund to invest in SME's in Lanzarote.
- → Implementing diaspora initiatives in trade and investment, culture, arts, sports, philanthropy, education, tourism, heritage, genealogy and cuisine.

Conclusion

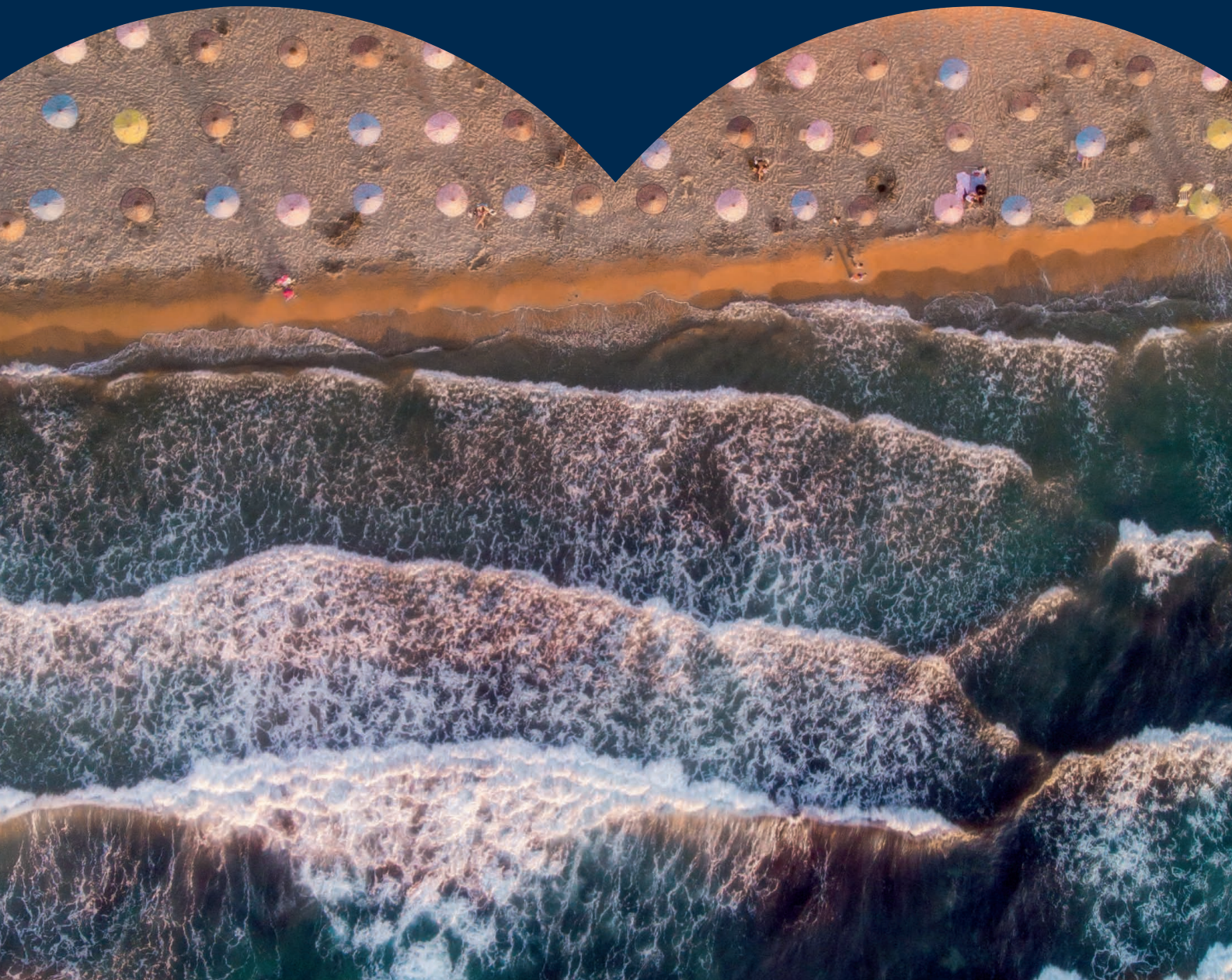
Lanzarote's story is very much a diaspora story. The movement of people to and from Lanzarote has shaped its past, present and potential. Because of these shifts, Lanzarote possesses diaspora capital which is made up of three flows - flows of people, flows of knowledge and flows of money. The net effect of all this is that through these networks of communities and capital there is a unique opportunity to create a new dawn for Lanzarote, a reimagining of the diaspora experience and to see these people not as lost actors but national assets. Technology and communications mean that Lanzarote is no longer a place tied to its history and geography. Now it is an epicentre of connected power driven by a global notion of belonging that is not bound by physical constraints.

The strategy outlined in this document is designed to be respectful of Lanzarote's history and past and yet strives to look to the future and engage the Lanzarote diaspora in a collaborative, mutually beneficial way, and to unleash the promise of a small island with a great global reach. As Lanzarote looks to the future at a challenging time it has the opportunity to see its diaspora as a hidden asset that is there to be engaged. This will involve all the networks of origin, ancestry and affinity based belonging for Lanzarote around the world in a team effort for the betterment of Lanzarote.

In a world which is increasingly confrontational, protectionist and isolationist, countries need their friends and your diaspora are your friends.

Carpe Diem.

Annexes



ANNEX I –

A Summary of why Diaspora Engagement is now so important for Lanzarote

This is a short list of key reasons why diaspora engagement is more important than ever for Lanzarote. It can serve as a value proposition insight to enact phase 1 focusing on socialisation and stakeholder buy-in.

1 Diasporas have grown dramatically in size in the last couple of decades. There are over 300 million people now living outside the country they were born in and, if it were a country, it would be the fifth largest country in the world. Today the world is more globalised, interconnected and interdependent than ever before. It is no longer possible for any nation state to consider itself an island, nor is it possible to be immune from the ebbs and flows of global economics. In order to fully leverage the advantages of interdependence, countries and organisations are looking at engaging complex networks of people to generate social, cultural and economic benefits. The Lanzarote diaspora constitute such networks.

2 Global challenges require global solutions. Just as the big problems the world and Lanzarote are facing are global so too are the potential solutions to them. Wars and conflicts, climate change, energy crises, food shortages and pandemics will require concerted collaborative action involving new networked alliances and collaborations. These solutions will not be bound by national borders and diasporas will play a role in this.

3 Technology has made connecting with a country's diaspora easier than ever. People can connect instantaneously, constantly and continually. For example, there are now 1.3 billion people globally who are on LInkedin. These people have given LinkedIn their educational information, employment history, likes and dislikes and information on who they know and they have given this information to LinkedIn for free. So now the traditional six degrees of separation has become just one click away.

4 In the old days your geography dictated your identity. If you lived in Texas that's who you were but now you can live in Texas but also be very involved in for example Lanzarote so you can live what we call a 'hyphenated' life as a Greek-Australian, American-Irish or a San Antonio-Lanzarote person. An interesting paradox of globalisation is that while the world is being rapidly internationalised, it is also being localised. The world shrinks as the local community takes on greater and greater importance. Diasporas play an important role in this development as diasporas are essentially about place rather than country. That place could be a city, a region, a county, a town, a village or an organisation such as a university or a company.

5 More and more national governments are introducing diaspora strategies and recognising the role that key members of the diaspora can play in developing their home economies without having to return home permanently. Continued increases in mobility, assisted by ever improving transportation and communications has intensified the interest in diasporas. AI and the internet is bringing a sense of sustained and immediate connectedness. People can be both 'here' and 'there' at the same time. They are fully committed to the country they live in but closely connected to their country of origin, heritage or affinity.

6 A small number of people in the Lanzarote diaspora can have a disproportionate effect. 20 committed people of A and I (affluence and influence) in the diaspora with capacity and propensity can make a national policy successful. The US University alumni model is a good example to follow. Universities engage their alumni (their diaspora) in two different ways. Firstly, they appeal to a very large number and get their engagement at minimum levels. At the same time they also focus on a small number of people who have the capacity to engage in a major way. This is sometimes called 'mining for coal and mining for diamonds'.

7 Although there are many facets to a country's diaspora strategy it can be said that, by and large, countries tend to pursue similar initiatives, with very much in common in terms of philosophy and approach but there is no 'one size fits all' diaspora strategy. Obviously countries differ greatly in terms of their macroeconomic circumstances, their history of engagement with their diaspora, their size, geography and general resources to successfully pursue a diaspora strategy. The fundamental difference between those countries that will ultimately succeed and those that fall short of expectations lies in one thing only - excellence in execution - and that is very often a function of the resources dedicated to them.

8 Many countries are increasingly realising what were once regarded as 'lost actors' can now be 'national assets' and they are a resource that needs to be researched, cultivated, solicited and stewarded. Countries, regions and cities often see this as a way to address tough economic challenges and as a key piece of their economic recovery and growth. Diasporas are often motivated by purpose and not just purely profit. They tend to have an emotional connection and to care about their home communities as well as wanting to generate a positive return on investment. Diaspora investments often create more local employment with significant 'knock-on' effects in comparison with other FDI. They tend to be more patient and tolerant and take a longer term view. They often invest at an earlier stage of regeneration than other FDI investors and have more staying power than more volatile mainstream FDI. They bring back state of the art, cutting edge technologies and techniques that have proven successful in their host countries and they also open doors to wider FDI investments.

ANNEX II –
Key Factors for Success in Diaspora Engagement

Key factors for success in diaspora engagement can be drawn from existing market knowledge. Many of the challenges faced are the same country to country. This section of the document provides a synopsis of the main cohort of key factors for success that can help inform the recommendations of this strategy. It also outlines dynamics to be conscious of within diaspora engagement to provide insight on risks to mitigate for Lanzarote.

On a more general level the key to success in this highly mobile world is being able to harness the best ideas and innovations from around the world and apply them to Lanzarote. The role that the Lanzarote diaspora can play here is obvious. WIth the rise of 'micro multinationals' who go global very quickly, the key to success is to develop creative hubs of talented people who want to create, connect and collaborate. In the old days the factors of production were raw materials, labour and capital and now they are innovation, ingenuity and creativity. But creativity is not a solitary process - it happens within networks. Opportunities do not float around on clouds - they are attached to people. We are seeing the emergence of creative hubs that are locating themselves in a finite number of locations around the world and the region that attracts this form of development will have terrific clout. Key individuals are important as companies now fashion themselves around people.

We are experiencing a new form of capitalism as the person, the networked power of the individual, is the new capital. Now it is more important what you do than where you do it. This has significant implications for diasporas as diasporas represent networks - global networks. When dealing internationally it is difficult to achieve your goals on your own - you have to collaborate with your diaspora to network your way to success.

Action that Lanzarote needs to take to begin the process of engaging their diaspora

1	**Lanzarote needs to make a decision to actively engage their diaspora** and publicise it and ensure that key actors are aware of it. Make this decision a priority and part of the future planning for the island.
2	**The most fundamental early decision is to determine the role of government in this development.** Should they be implementers or facilitators of diaspora engagement strategies? It varies from country to country and generally the best solution is to have a combination of both. Both bring strengths and governments generally have extensive global networks in terms of embassies and consulates. The private sector tends to bring a more entrepreneurial approach and a more commercial mindset. However, when the market doesn't deliver effective delivery organisations then the government has to act as implementers.
3	**Dedicate people and resources to the project.** This will attract professional staff who see this as a career opportunity with the potential of it leading on to other opportunities. The success of this project will depend greatly on the calibre of these people.
4	**Create opportunities for exceptional people** in the diaspora to meet exceptional people in the home country - attract the global business 'rock stars'. Look for opportunities to bring them together and allow luck and chance to flourish.This 'managed serendipity' will result in unexpected successes.
5	**Institute training on building the skills of diaspora engagement** and, especially, on building global networks. Networks do not just happen- they are made to happen. By upskilling in this area you increase the potential of engaging the 'dormant majority' of people in the Lanzarote diaspora who are not involved. What you are always looking for is the 'triple win' - a win for the home country, a win for the host country and a win for the diaspora member.
6	**Ensure it is a 'whole of government' approach** and not just the preserve of one department. There needs to be a programme to 'diasporise' all the stakeholders so they see the merit in investing in engaging the Lanzarote diaspora.
7	**Ensure the media, online and offline, are onside and supportive.** Develop a comprehensive communications strategy that revolves around stories of successes in the diaspora and examples of returnees.
8	**Audit other countries and learn from what works and does not work.**This is a non competitive industry so many countries are willing to share experiences.

> “We have to redefine the concept of the nation. The nation today is not territorial - it is not bounded by physical space. The nation is a social and political construct. In a borderless world, the nation is no longer confined by geography. We also have to redefine patriotism. Patriotism can no longer be seen as necessarily synonymous with residence in the country of one’s birth. The fact that you are not physically located here does not make you any less committed to this country and its development nor does it make you, in this globalised era, disconnected from Jamaica”.
>
> *Former Prime Minister of Jamaica Portia Simpson Miller.*

10	**Develop a ‘pyramid of engagement’ of the diaspora.** This could start with remittances and include philanthropy, export promotion, inward investment, sport, youth initiatives and cultural engagement. See philanthropy as the portal that can lead on to other forms of involvement. By bringing key actors together under the mantle of philanthropy this can lead on to other initiatives.
11	**Building trust is critical** - it can take years to develop and can be lost in a nanosecond. Trust is not an event and not even deserved - it is earned. It is doing what you say you are going to do and repeating that constantly. Diasporas are in a good position to influence what people think of their home countries and help the national image. National images and nation branding are not a function of advertising campaigns. They are earned rather than manufactured by creative advertising agencies and trust is a key element which leads to word of mouth referrals. We believe what trusted friends tell us and we trust friends more than other sources of information. All this goes to create a positive brand image for Lanzarote and reinforces the definition of a brand - a brand is a promise that lives through an experience that creates a memory and leads to loyalty. Repeat visitations to Lanzarote is testament to this definition.
12	**Map the Lanzarote diaspora.**

The fundamental question that all research into diasporas grapples with is -

Who are they, where are they and what are they doing?

This requires a mapping of the Lanzarote diaspora. A successful mapping project generally combines quantitative (data) and qualitative (stories) information.

Quantitative Information

Embassy and Consular registries
Data in destination countries which has been recorded over time.

Census data
Search for birth place or ancestry data in destination countries.

Remittance data
Information gleaned from financial transfers.

Genealogical Databases
Large scale 'Big Data' information and family name tracking.

Qualitative Information

→ Lanzarote Diaspora Associations.

→ Oral history and interviews.

→ Online groups and descendants groups.

→ Key interviews with well connected people.

→ Onomastics search - searching big data by surnames.

ANNEX III – Challenges in Diaspora Engagement

The following are some challenges in diaspora engagement which can sometimes lead to the engagement efforts stagnating or failing.

1	**Many diaspora initiatives are like fireworks – they are launched in a great blaze but fizzle out over time.** There is a tendency and understandable desire to announce diaspora initiatives with great fanfare without waiting to see if they are successful. Diaspora initiatives are often more easy to start than to maintain. Enthusiasm without excellence in execution can be common. Key early leaders, who tend to be busy people, move on and initial funding runs out.
2	**There is no one single diaspora for a country or region.** There are many and they need individual strategies. Countries often make the mistake that their diaspora is a tightly knit group. Rather they tend to reflect a range of economic, social and individual experiences and may not have much in common.
3	**There is a lazy assumption that if the diaspora is numerically large then there will be extensive involvement.** This is not necessarily the case. Just because diasporas are large doesn't automatically mean that they will get involved. It is easy to be seduced by the numbers. There is the perennial challenge between going 'a 'mile wide and an inch deep' or 'an inch wide and a mile deep'.
4	**There is a lack of data on the diaspora.** Nobody can answer the key question about the diaspora – who are they, where are they and what are they doing? Having a talented diaspora is not enough. They have to be found and engaged.

7	'Asks and tasks' are key to diaspora engagement. General evangelical exhortations to the diaspora to get involved with their home country are often not sufficient or precise enough. Essentially people give to, and respond to, other people rather than electronic requests and contacts.
8	Diasporas sometimes feel that they are not being listened to and that the only interest the home country have in them is to get money from them.
9	There is a fragmented Government approach. Diaspora engagement strategies are not made central to Government's activities. They happen on the side. They need to be mainstreamed across Government. Engaging global diasporas is often seen as the concern solely of one ministry and is in conflict with priorities of other ministries. There needs to be an attitude shift and public servants educated and trained to the potential of the diaspora as partners. This needs to happen at a national, regional and local level with an agreed understanding of what success would look like. This will require a 'whole of Government' approach.
10	Sometimes Governments work with the wrong groups in the diaspora. Many diaspora organisations are set up to look after local interests in the host countries and are not in a position to significantly influence development in the home country though they often feel they ought to have a role. This can lead to disappointment and tension. There is sometimes a tendency to assume that the views of a vocal and well connected elite in the diaspora represents everybody.
11	Quality v Quantity - countries sometimes try to engage as many of their diaspora as possible at the expense of quality. However, although a lot of people may fall into the catchment of a diaspora, not all of them relate to being a participative member. Just because people are, statistically, members of diasporas, does not mean that they have a sense of belonging. It is important to remember that a small fraction of the overall number are the ones who are going to make a difference. Countries need to know how to identify, cultivate and engage that cohort. Many diaspora initiatives have failed because they did not identify the highly motivated individuals who were willing to stick with the initiatives for a long time, battle against the odds and lend credibility to it. A small number of inspired individuals can achieve a great deal and attract others.

These collective operational insights on success and challenges are also underpinned by three essential elements to make diaspora engagement prosper. These are the baseline ingredients for success in diaspora engagement.

The Baseline Ingredients for Success

For Lanzarote to successfully raise support from the diaspora, there needs to be three key ingredients in place. If any one of these is missing it is difficult to succeed. They are -

1. **A great case powerfully articulated**
   All causes are good and deserving so it is important that your cause differentiates itself from the others.

2. **A constituency of support**
   There has to be a base of support that will attract others by their participation.

3. **Leadership**
   There must be people at an organisation, staff and donor/investor level who are willing to step up and lead by example and show leadership.

Harsh Realities of Engagement

With these in place, it is imperative to recognise the harsh realities of effective diaspora engagement. These are:

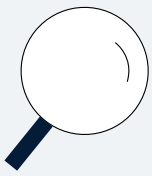
1. Support from your diaspora is not given – it must be asked for. If you do not ask you do not get. Asking is your most powerful marketing tool.
2. People engage with people they know, like and trust – if they do not like you and trust you then they will not participate. You cannot trick them into it.
3. People in your diaspora are interested in you if you are interested in them.
4. Support is attracted by strength not weakness, success not failure. People like to back winners.
5. Support is not raised at your desk – a bad day on the road beats a good day in the office This means spending an extensive amount of time with prospective Lanzarote diaspora supporters where they live.
6. General evangelical exhortations to large groups in the Lanzarote diaspora do not result in major investments.They sound good but nothing happens. At its purest diaspora engagement is a face to face, heart to heart emotional business.
7. The number one reason why people in the diaspora invest their time, talent or treasure is belief in the mission of the organisation/project looking for support. The number two reason they give is because of who asks them.
8. Major donors and investors in the diaspora do not give to satisfy the needs of the project – they give to satisfy their needs. They are looking for a partner to help them to satisfy their needs. One they can trust. They want to be part of a partnership not a solicitation. Major donors and investors want to give through an organisation not to an organisation. Diaspora members want to be heard and involved – not ignored and treated like an ATM. They want to be contacted so that they get to learn about the impact of their involvement and not just for a further solicitation.

ANNEX IV –
Networking

THE 4 STEP PROCESS FOR BUILDING A DIASPORA NETWORK

The dictionary definition of networking is 'building long term hearts and minds relationships'. To survive and thrive in diaspora work you need to have a strong and diverse network - it is the glue that makes everything happen. Having such a network is not just a 'nice to have' it's a 'must have'. Opportunities do not float around on clouds - they are attached to people so if you are looking for an opportunity you are really looking for a person. Networks do not just happen - they have to be created. And we are not 'born' networkers - it is a learned experience. There are a whole series of things that count in networking but cannot be counted - empathy, resilience, determination, attitude, humour, craic (fun) and many more.

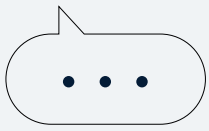
Building a diaspora network is not an art or a science - it is a process which has 4 elements as follows -



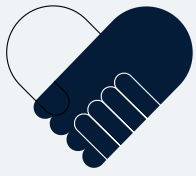
Research



Cultivation



Asking



Stewardship

Step 1. Research

The 3 key questions Lanzarote must ask:

1.

Is Lanzarote's diaspora network good enough for what they want to achieve over the next 5 - 10 years?

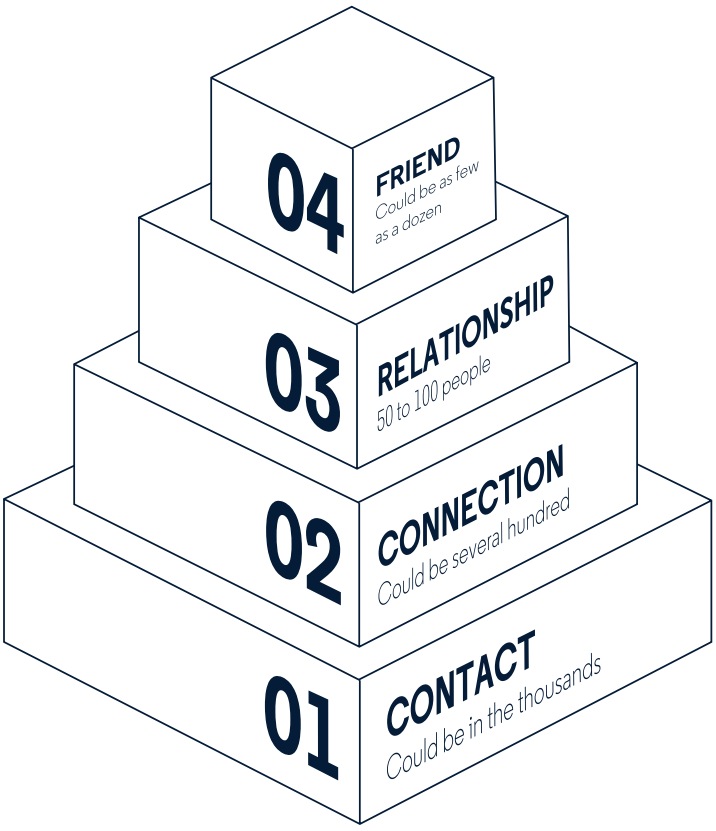
2.

What does Lanzarote need to do now to build a strong and diverse network in the diaspora?

3.

Lanzarote has a diaspora network but is it the right one?

The first step is to audit your diaspora network. Do this manually and print off your existing database of contacts and divide them into the following categories -



Friend
A close bonded relationship, could be personal or work or both. It's the sort of relationship where you could call them on their cell phone on a Sunday afternoon.

Relationship
You know each other well and there is ongoing activity between you. There is genuine warmth and friendship and you know and like each other. There is trust between you.

Connection
You know them and they know you. If they called you or you met them you would know who they are and vice versa. Warmer than a contact.

Contact
This is just a name on your database and you may not even remember who they are. Perhaps a business card you picked up at a conference or business event in the diaspora.

The benefit of doing this exercise is that you can spot and fill in the gaps in your diaspora network. You can rediscover and refresh lapsed relationships and you can remind yourself to reach out to dormant contacts. You can also clean your network of redundant entries. Prune your network and watch it grow.

The next step is to qualify and categorise your existing network using two criteria -

→ Rate people based on their capacity to do business with you. In other words do they have the resources and financial wherewithal?

→ Then rate them on their propensity to do business with you. Do they have the interest and willingness to engage?

→ This early Research phase is about enquiry rather than action and identifying people in the diaspora who 'could' do business with you rather than 'would' do business with you.



2. Cultivation

This phase is all about bringing someone in the diaspora on a journey from total ignorance of you and your organisation to a position of passionate advocacy. This journey takes time and patience.

It means bringing people through a series of phases from unawareness and ignorance to engagement, genuine interest, informed understanding, loyalty, trust and championing you. This journey does not happen overnight and requires multiple interactions, many of which take place in person. You have to allow people to get close to you and you need to develop friendships through conversations. Diaspora cultivation is about the left side of the brain and the right side of the brain. The left side wants plans, budgets and business models and the right side wants emotion, meaning and visions. The left (rational side) leads to conclusions and the right (emotional side) leads to action. Martin Luther King famously said 'I have a dream' he didn't say 'I have a strategic plan'!



3. Asking

The third phase is about asking and is based on the premise that if you want to get you have to ask. If you do not ask you do not get and it logically follows the previous two steps.

The key is knowing when to ask and who to ask and what to ask for. In the previous phases there may have been lots of asking, but not for business. You may have asked for advice, ideas, introductions and referrals. Now is the time to ask for the business. You do this in a clear and confident way having set up the right circumstances and environment. The key then is to make the ask and then remain silent. The cliché is that the next person to speak loses the sale. This is an emotional and even theatrical moment - the culmination of much work and every sinew of your body wants to soften the occasion. Do not. At the appropriate time deal with objections and then conclude the meeting and follow up promptly with details of the ask.



4. Stewardship

This fourth, and final phase, stewardship, is a bit like aftersales service. The premise is that an initial piece of business could potentially lead to a lifetime of support and interactions. Regard every sale as a downpayment on the next sale.

A key reason why people stop doing business with an existing company is that they detect a sense of indifference and that their business has, in some way, been taken for granted and they feel neglected. Avoid this by having a formalised thank you and stewardship strategy and reward and recognise long term support and cumulative targets when they are reached.

To build a strong and diverse network with people in the Lanzarote diaspora requires two more elements as follows -

1. Serendipity, luck and chance

Believe in the power of luck, serendipity and chance and appreciate that luck is something that you can make happen for you rather than just to you. The dictionary definition of serendipity is 'lucky happenstance and finding things you were not looking for'. Is it a bolt of lightning out of the blue or is it a gentle wind always at your back? Put it this way - luck does not happen when you are lying in bed or sitting at your desk. It happens when you are in motion and out and about, talking to strangers, changing your habits and routines, building weak connections, seeking out unlikeminded people, taking every opportunity to put your accomplishments and achievements on display, speaking publicly, hanging around good networkers, building an online identity and having a life bigger than your job. Finally, choose likely environments, go to conferences and industry association meetings. Look for events where random ideas, people and places collide. At these events you have permission to approach people you do not know. Your name tag is a permission device to talk to strangers.

> "Success in life is about skill and luck - great success is about a bit more skill and a lot more luck".
>
> *Daniel Kahneman*

2. The Power of listening

The single most important skill in diaspora networking is the ability to be a great listener and the most generous gift you can give anyone is the gift of rapt attention - your full and undivided attention.

However, most people do not listen very well and many people think that listening is a sign of weakness, of not being an expert

and they see listening as the opportunity to prepare what they are going to say next rather than really hear what the other person is saying. Many people are narcissistic listeners and see everything from their own point of view. So think of listening as not mere silence but a form of activity. Watch for body language. Words tell you what people say - body language tells you what they feel. By concentrating and listening intently you hear what is not being said.

> “Most people listen without hearing”.
>
> *Leonardo da Vinci*

ANNEX V –

Lanzarote and Ireland: Building on a Deep Partnership

Lanzarote and Ireland have deep historical ties that go back many centuries. Following periods of repression and political turmoil in Ireland in the 17th and 18th centuries many Irish Catholic merchants fled to Spain and the Canary Islands seeking economic opportunity and religious freedom.

Irish merchants, particularly from the southeast of Ireland established successful trading houses in the Canaries. They were involved in the transatlantic trade of wine and Irish products like beef and butter. Descendants of these early settlers integrated into the local society and Irish surnames like Colgan, Walsh, Cullen and Murphy are still interwoven with Canarian history and culture. In more modern times Lanzarote has become a very popular destination for Irish tourists with over 400,000 Irish people visiting annually - 40% more than 10 years ago. Ireland is now one of Lanzarote's largest tourist markets. There is also a vibrant Irish resident community of approximately 1200.

400'000
Irish people visiting Lanzarote annually

Lanzarote is currently implementing a strategic shift to strengthen economic, business and tourism ties with Ireland, aiming to move beyond just being a tourist destination to a 'sister territory' for investment where business might have a presence in both locations. The strategy focuses on attracting Irish entrepreneurs with 4% corporate tax rates, promoting remote working and establishing Lanzarote as a gateway for Irish business to Africa and Latin America. The objective and the potential is to have a robust year round partnership with Ireland to complement the traditional tourism-led relationship.

The February 2025 visit to Dublin of a political and trade delegation from Lanzarote was headed by the President of the Cabildo, Oswaldo Betancort and accompanied by the heads of Turismo Lanzarote and the inward investment agency Proexca.The group were welcomed to Dublin by the Chair of the Lanzarote Irish Network, Catherine Noone.

Lanzarote Ireland Network

In 2022 the Lanzarote Ireland Network (LIN) was established and is a group focused on strengthening the economic, business, social and cultural ties between Lanzarote and Ireland. It has a number of key activities as follows -

1. Business and Trade
LIN facilitates high level dialogue and meetings between business, cultural and political leaders. They have hosted delegations from Lanzarote to Ireland to explore new trade and investment opportunities.

2.Tourism Promotion
They are active in promoting Lanzarote as a destination for Irish tourists, often highlighting its sustainable policies, unique culture and events like the growing St. Patrick's Day activities on the island. These events have been a great success bringing together two vibrant communities - the Irish and the locals of Lanzarote to celebrate Ireland's National Day in Puerto del Carmen.

3. Diaspora Support
The network supports the Irish community living in Lanzarote, recognising its essential role in the island's social, cultural and economic life.

4. Digital Nomads and Entrepreneurs
LIN helps promote Lanzarote as an attractive location for Irish digital nomads and entrepreneurs, citing incentives like the favourable corporate tax and quality of life.

ANNEX VI – ‘Snapshot Insights” from Stakeholder Interviews

Extensive key informant interviews were undertaken to inform this strategy. The sample interview questions are provided here:

1. How do you define diaspora?
2. Where do the Lanzarote diaspora mostly live?
3. What is the attitude of Lanzarote to their diaspora?
4. How can the Lanzarote diaspora help Lanzarote?
5. How can Lanzarote help their diaspora?
6. What would entice the Lanzarote diaspora to return to Lanzarote?
7. Why is diaspora engagement important for Lanzarote?
8. Who should be responsible for engaging the Lanzarote diaspora – the government or the private sector?
9. What are the key factors for success for engaging the Lanzarote diaspora?
10. Why do you think diaspora initiatives often fail?
11. What can be done to avoid this?
12. What countries are most successful in diaspora engagement?
13. What do they do that makes them successful?
14. How can the Lanzarote diaspora help to create jobs in Lanzarote?
15. How can Lanzarote diaspora help the nation brand of Lanzarote?
16. How can Lanzarote identify who the diaspora are, where are they and what are they doing?
17. What diaspora engagement programs would appeal to the next generation?
18. How can technology, and especially AI, be used to help Lanzarote connect with their diaspora?
19. How can art, culture and sport be used to engage the Lanzarote diaspora?
20. Do you think Lanzarote people living abroad want to come back to live in Lanzarote and what can be done to attract and facilitate this?

Below is a selection of key comments following the interviews carried out as part of the research element of this project.

"There is a need to take a 10 year view on the issue of engaging the Lanzarote diaspora - politicians tend to take a much shorter view".

"The key organisation is the Chamber of Commerce".

"The lack of a university is holding Lanzarote back. No university means no alumni. Young people's training future on the island is being restricted to tourism and nursing".

"We need jobs in Lanzarote but manufacturing is not going to happen because of transport costs. Making things is too costly - so we need to focus on the digital economy.The future for Lanzarote is not about manufacturing - we are too far from markets".

"Young people go overseas for further education but do not come back - lack of relevant job opportunities and housing in Lanzarote are cited problems. To return those who are in successful well paying jobs would have to take a major reduction in salary and are not prepared to do that. There just aren't the calibre of jobs on the island to attract the high flyers".

"There is a housing crisis in Lanzarote - if we encourage people to come back where are we going to house them? House prices and rentals are too high. There has been no public housing in 30 years".

"The reason diaspora initiatives have failed in the past is that there was no structure and nobody took responsibility and they ran out of money, energy and enthusiasm".

"When it comes to developing a strategy to engage the Lanzarote diaspora who is going to own this initiative and whois going to lead it and who is going to pay for it?".

"Lanzarote is over dependent on tourism - 80% of revenue of the island compared to 35% in the rest of the Canaries".

"When it comes to initiatives and big projects there is a tendency to put things off - the manana dilemma".

"Brain drain is an issue. Young people go overseas to study the professions like law and finance but there aren't the jobs to come back to so they stay away and then they marry and establish families and careers overseas. To advance their careers they need to stay away. The challenge is to find reasons for them to return. Singapore is an example of a country that gives scholarships for people to return".

"A lot of talented people leave because of a lack of opportunities but we need to find a way to keep them engaged while they are overseas. They can still have a big impact here without returning to live here".

"Diaspora initiatives have been tried in the past and networks established but they failed because they ran out of money".

"Digital transformation is key, particularly of the public administration".

"The key is to build networks particularly of the next generation of young Lanzarote people overseas. We need to build a global network of people who have an interest in Lanzarote".

"There are subtle shifts happening to life in Lanzarote e.g. dialect and language changes and this leads to a concern about young people losing their identity. Online social media means that children are picking up a different vernacular. It is important to retain a distinctive Lanzarote identity, language and culture and not get assimilated into mainstream Spanish culture and belonging".

"The biggest takeaway from the visit to Ireland was how Ireland's success revolved around engaging their diaspora. We can learn a lot from the way Ireland engaged their diaspora".

"The 'Impresarios' is an impressive group - was 10 members - now 22".

"There is a special relationship of Lanzarote with Ireland because of tourism, the emigrant history, both are islands, catholic religion etc".

"Lanzarote needs to build a nuanced, network centric diaspora engagement model that prioritises relationships and targeted outreach over broad impersonal digital campaigns".

"Historically there hasn't been a real need to connect with the Lanzarote diaspora".

"The last 20 years have seen a massive increase in tourism - has it been overdeveloped - does it's growth need to be more controlled - are people too busy with tourism to focus on other activities? Has Lanzarote been too successful?".

"COVID exposed the weakness of overdependence on tourism - a harsh lesson and wake up call so we need to look at other sources of revenue - there are some possibilities with China and Africa - manufacturing industry opportunities are limited so we need to look at other areas such as film, wine, data management, aerospace, solar energy, crafts and the blue economy which would attract talent to the islands. Also utilise the role and reputation of Cesar Manrique".

"4 reasons why Lanzarote diaspora engagement has not worked in the past -

1. lack of an agreed structure
2. the benefits of developing a diaspora strategy were not explained
3. no roadmap for development was set out
4. there was a lack of leadership".

"The Lanzarote population has doubled in the last 30 years. The number of natives has decreased. Large numbers have come to work in the tourism sector and large numbers have returned from Venezuela".

"The key question is who is going to 'own' the Lanzarote diaspora project? How can everyone feel part of it?".

"Lanzarote is an island far from anywhere and is not a capital. The economy needs an influx of talented people but quite often we attract unskilled hospitality people who come from overseas".

"There are 20-25,000 empty houses in Lanzarote and 250,000 in the Canaries. That's a problem".

"Everyone knows people and has networks in the Lanzarote diaspora and we need to have a mechanism and structure to harvest these connections".

"Covid was a harsh lesson and a wake up call for Lanzarote".

"We should have an awards event to honour outstanding people in the Lanzarote diaspora".

"In terms of diaspora engagement Lanzarote should select a few cities and just focus on them".

"Because we can't have traditional manufacturing industry we need to invest in areas like solar energy and the vast potential of solar and geothermal energy".

"It is important that everybody feels part of a Lanzarote diaspora strategy and it is not just for the elites".

"Lanzarote can offer an attractive, emotional quality of life linked to family but salaries and working conditions will never be the same as in the main cities overseas".

"People in the Lanzarote diaspora are busy and time poor and there is only so much they can do".

"Lanzarote has low digital visibility and needs to work on that".

"Lanzarote should target Chinese companies and position the Canaries as an attractive hub to Asia - a midpoint between continents. China could see Lanzarote as a base to move from east to west. Lanzarote should look east - it's a sign of where the world is going".

"The key to success of Lanzarote's diaspora engagement is to involve the Chamber of Commerce and they should be given flexibility on who they hire or subcontract to manage the project. Giving it directly to the private sector is not an option".

"Lanzarote needs to re-imagine tourists and part time residents as not just temporary visitors but people who have developed an emotional connection to the island and eventually buy property, might invest in start ups and have a business base on the island. See tourists as a form of diaspora and transformers of the local economy beyond tourism related activities".

"There are people who live here and are not part of the Lanzarote diaspora and have done more for Lanzarote than many locals".

"Loving the island only takes you so far".

"The only way to avoid an early death is to get an early win - identify a few areas where you are going to get early wins and build from there".

"If Lanzarote gets this right it could be an exemplar for the other islands in the Canaries".

"When it comes to diaspora engagement the only mistake Lanzarote could make is not to have a diaspora engagement strategy".

"Beaches and nice presentations are no longer our only value proposition. It's our people and our talent that should be our letter of invitation to the world".

"Build a value proposition that will attract the private sector to get involved. Lanzarote diaspora engagement can help them internationalise their businesses".

Other suggested areas Lanzarote should consider developing that emerged during the interviews.

With inbound tourism exceeding 3 million in 2025 the value to the island is self evident.

The interviews carried out during this study covered the area of what other industries, or sources of revenue, could Lanzarote develop in addition to tourism based on the assumption that manufacturing would not be an option as it was constrained by the island's location, resources and status. There was general agreement that economic diversification was key for the future of the island and the objective is to develop sectors that align with the island's unique natural environment and commitment to sustainability.
The areas that got mentioned included -

The Blue Economy

Based on Lanzarote's geostrategic location in the mid-Atlantic there are opportunities for blue energy technology and R&D.

Marine biotechnology and aquaculture - sustainable use of marine resources for high value products.

Maritime services and logistics - Servicing ship repair, refueling and provisioning given the emergence of oil and gas platforms off the West African coast.

Leisure sailing and competition sailing - they both play a significant and growing role in the Lanzarote economy with events like the Lanzarote International Regatta and the fact that it is a preferred training destination for elite and Olympic sailing teams. This has become a strategic economic asset for Lanzarote and it is much more than just a recreational activity.

Renewable Energy & Sustainability Technology

Lanzarote and the other Canary Islands are focusing on becoming energy self-sufficient and a hub for green energy technology.

Wind & Solar Energy
Increasing the installation of wind turbines and solar farms to reduce dependence on thermal generation. Lanzarote is the first Canary Island to agree on Renewable Energy Acceleration Zones.

Energy storage R&D Projects are currently being tested in Lanzarote to enhance grid flexibility.

Geothermal potential
Experts note that Lanzarote has significant geothermal resources for power generation, heating and cooling.

Water Management Technology

Lanzarote, a volcanic island with scarce fresh water became a pioneer in desalination, installing Europe's first plant in 1964. It then became a global hub for testing and advancing water technology, primarily using energy efficient Reverse Osmosis to supply its population. This also underpinned its growing tourism industry. The Canary Islands are world leaders in desalination - a 'living technology' for new tech. Desalination now meets most of the island's demand from residents, tourism and agriculture. This is critically important as the Canary Islands are subject to continuous drought with average rainfall of about 300 mm per year. Over the last 10 years an enormous development of desalination activities has taken place with over 30 plants built or planned. This has been driven by the unique demands which include a rapid rise in population density, a progressive rise in the number of tourists visiting the islands and the maintenance of crops which demand a high consumption of water.

High Quality Food & Drink

Lanzarote is shifting the focus from purely primary industries to high quality, specialty products that appeal to its high-end tourism market.

Viticulture (Winemaking)

Lanzarote's unique 'enarenado' (volcanic ash) cultivation method produces premium wines which helps from an export perspective and a reputation perspective which adds to a gastronomic tourist offering.

Goat Farming and Cheese

Production of high quality local goat cheese.

Artisan Fishing

Focus on fresh, local catches to supply high end restaurants, rather than high volume industrial fishing.

The Digital Economy

This is important for retaining young local talent and attracting year round remote workers outside peak tourist season.

Information and Communication Technologies

Developing sectors that can service the business sector and offer high quality training, leveraging digitalization.

Audiovisual industry

Building a reputation to attract film and media production to the island and offering incentives.

Supporting Start-Ups

Developing a name for attracting start ups particularly those related to the initiatives listed in this section.

Estonia - The Digital Democracy Pioneer

The small Baltic country of Estonia has become the laboratory for digital governance that other countries now study and copy. Their digital revolution started from necessity. After gaining independence from the Soviet Union in 1991 they had to build new institutions from scratch. Instead of copying old systems they decided to leapfrog directly to digital solutions. This caught the world's attention as they became a fully digital society. Every citizen receives a digital ID card that works like a master key to government solutions. Their e-Residency programme allows anyone anywhere to become a digital resident. This gives global entrepreneurs remote access to the world's most digital country. There are now over 130,000 e-residents from 170 countries around the world, the combined revenue of e-resident companies is over 15 billion euros and 37,900 companies have been started by e-residents in diverse sectors. Other nations send delegations to Tallinn to study Estonian digital governance. The World Bank, United Nations and European Union regularly seek Estonian expertise on digital transformation. A country with 1.3 million people has become the teacher to nations with hundreds of millions.The lesson here is that, in our interconnected world, smart positioning beats raw power. Estonia found their unique strengths and amplified them globally. Their success means that any country or region can think creatively about their place in the world - size limitations become advantages when they are smart enough to turn constraints into specialisation. The global stage has room for many different types of influence and sometimes the smallest players deliver the biggest surprises. The challenge for Lanzarote is to find their niche and then find their niche within their niche. Then the world will beat a path to their door.

Art, Culture and Heritage

This section capitalises on the legacy of artist, architect, sculptor and nature archivist Cesar Manrique (1919 - 1992) who left an indelible mark on Lanzarote. In his work he reflected the unique landscape and colour palette of the island.

He united art, nature and the essence of its people to develop something unique and distinctive. He changed the perception of what could be achieved through architecture and landscape architecture but also through activism. He was very involved in the political and social life of the island and fought to have a positive influence in the community - condemning overdevelopment and protecting Lanzarote's natural and cultural wealth. All his work blends with their surroundings and respects the nature around them.

The opportunity exists to build further on the legacy of Cesar Manrique and develop cultural events and other events that highlight the island's distinctive art, architecture and volcanic landscape.

THE YEATS' SUMMER SCHOOL

The Yeats' International Summer School in the county of Sligo, Ireland is a long running and internationally renowned literary and cultural event centered on the life and work of Irish poet W.B.Yeats and his family's connection to Sligo. It is an annual 10 day cultural and academic festival that combines lectures, poetry readings, guided tours and musical performances and takes place each July - August in the town of Sligo which was a major inspiration for Yeat's work. Founded in 1960 it is one of the longest running literary summer schools in the world and it was initiated as a way to celebrate Yeats in the landscape that so deeply influenced his poetry and to offer an immersive learning experience to international visitors, academics, poets and local enthusiasts which go to make this a very cosmopolitan event. The 67th Summer School is planned for 22-31 July 2026. Perhaps something similar could be planned in Lanzarote to memorialise Cesar Manrique.

Developing high end tourism that focuses on quality, local experiences such as gastronomy and ecotourism that appeal to environmentally conscious visitors.

An overall theme here is respect for the environment and a desire to support Lanzarote's status as a UNESCO Biosphere Reserve, thus ensuring economic development is sustainable.

ANNEX VII –

Leveraging AI to identify and engage Lanzarote's diaspora

The following has been prepared by TDI's AI specialist Loksan Harley.

1. Overview: The data gap as an economic risk

Lanzarote stands at a pivotal moment. The Diaspora Strategy identifies a paradox: the island possesses a significant "hidden asset" in its global people, yet it lacks the data to leverage them. The diaspora comprises the exact demographic Lanzarote needs to drive its diversification goals. They are currently sitting in databases - just not Lanzarote's.

Responsibly deploying Artificial Intelligence (AI) and Big Data Analytics can solve this diaspora data challenge - applying the specific tools identified in the TDI Diaspora Direct Investment Technical Guide to leapfrog years of manual research.

By investing in an AI-led diaspora engagement, Lanzarote can shift from a passive reliance on "who we know" to a surgical identification of "who we need." In doing so, Lanzarote can unlock the big potential of AI: the scaling and automation of personalised diaspora engagement.

2. The technical challenge: Limitations of manual diaspora data collection

To understand the AI solution, we must first accept the limitations of traditional diaspora engagement and data collection methods, especially for the engagement needs of Lanzarote's modern diaspora.

1. **The dormant majority:** recent emigrants may not register with embassies or Casas Canarias. They may view themselves as global citizens. They may be drawn more to interactions that generate professional value rather than simply subscribing to generic newsletters.

2. **Scale vs. precision:** manually searching for "Lanzarote" on Google yields millions of tourism-related results. Finding, for instance, a "Senior Desalination Engineer in Dubai born in Arrecife" is a needle-in-a-haystack problem for a human researcher, but one that AI is well placed to handle.

3. **Data decay:** a manually compiled spreadsheet becomes obsolete within 12 months as people change jobs. An AI-driven system is dynamic, constantly refreshing professional movements.

3. The discovery engine (the "who" and "where")

The immediate priority is to build a foundational network of high-value professional contacts. The following AI-enabled approaches could support this endeavour.

3.1. Onomastics: The DNA of Data

The technology: frontier Large Language Models (LLMs) and specialised Machine Learning tools like NamSor can apply onomastics to predict origin and ethnicity.

The execution strategy:

– Run high-volume queries against global public registers (e.g., patent filings in the EU, university researcher lists in the US, corporate directories, etc.).

– **The outcome:** The AI produces a "heat map" of probability. It might flag, for instance, that there are 45 individuals with Lanzarote origins working in wind energy in Germany. This creates a "Target Cluster" for engagement.

3.2. Geospatial talent mapping

The draft report highlights the loss of graduates from Canarian educational institutions. We need to track where they went to bring their expertise back.

– **The technology: LinkedIn Talent Insights** and **Claro Analytics**.

– **The execution strategy:** perform an "institutional alumni audit." AI-enabled tools scrape public profiles to trace the career trajectory of graduates from specific Lanzarote institutions over the last 15 years.

– **Scenario – the "boomerang" campaign:**

→ AI tools can identify, for example, that a certain number of graduates from Lanzarote institutions are now working in Dublin's tech sector (Google, Meta, etc.).

→ They analyse their seniority. If 20% are now in "senior management," this could guide targeting for a "Remote Work from Lanzarote" campaign.

→ This is precision marketing rather than a generic "come home" plea.

3.3. Corporate leadership mapping

To drive DDI as well as diaspora-facilitated FDI Lanzarote needs to find the decision-makers.

- **The technology: Crunchbase** and **Beauhurst** (with AI integration).
- **The execution strategy:** these platforms track high-growth companies. We use AI to cross-reference leadership teams against Lanzarote origin metrics.
- **Example case:**
  - → AI tools scan the leadership boards of the top travel tech companies in Europe.
  - → They flag a CEO in London whose education history includes Lanzarote or the Canary Islands.
  - → Action: the President of the Cabildo or the Head of the Chamber of Commerce reaches out directly. This is not a "cold call" but rather a warm, data-backed introduction.

4. Phase 2: The intelligence layer (the "what")

Once we have a name, AI can help understand the context of the person. This is crucial for the "segmentation" strategy requested in the report.

4.1. Semantic analysis and "affinity" scoring

Not everyone who loves Lanzarote was born there. The report mentions the "affinity diaspora"—long-term tourists and second-home owners.

- **The technology:** Natural Language Processing (NLP) tools (e.g., Brandwatch or Meltwater).
- **The execution strategy:** AI tools listen to millions of conversations on forums (Reddit, X, specialised travel blogs). They can look for high-intent keywords, filtering out casual tourists.
  - → Sample search string: ("Lanzarote" AND "Investment") OR ("Lanzarote" AND "Business") OR ("Buying property in Lanzarote").
- **The outcome:** Lanzarote can identify "super fans"— foreign nationals who are constantly defending or promoting Lanzarote online. These can be potential trade ambassadors.

4.2. Automated segmentation

AI can tag 5,000 people within a database a lot more quickly and accurately than a human can manually.

- **The technology:** CRM AI enrichment (e.g., Salesforce or HubSpot).
- **The execution strategy:** when a contact enters the database, the AI scans their public professional bio and auto-tags them, e.g.:
  - → Sector: Renewable energy
  - → Seniority: C-suite
  - → Capacity: High net worth (implied by previous exits/roles)
  - → Engagement tier: Tier 1 (VIP)
  - → Diaspora status
- **Benefit:** When the Chamber of Commerce wants to host a "Blue Economy Roundtable," they do not search a spreadsheet. They click one button, and the AI generates the invite list of the top 50 relevant diaspora members.

5. Phase 3: Engagement automation (the "how")

In an environment of resource constraints, AI can act as a force multiplier for Lanzarote's limited diaspora engagement team.

5.1. Hyper-personalised communication

The generic "dear diaspora member" newsletter often yields low engagement.

- **The solution:** using secure Generative AI tools, Lanzarote's diaspora engagement team can draft thousands of individualised emails in minutes.

- **The workflow**
  - → **Input:** e.g. "Draft an invite for our wine industry event."
  - → **Variable A (tech sector):** e.g. "Focus on how the event creates networking opportunities for digital nomads."
  - → **Variable B (tourism sector):** e.g. "Focus on Canary Islands' viticulture heritage."
  - → **Variable C (German speakers):** e.g. "Translate to German in a formal tone."

- **Result:** A second-generation Lanzaroteño in Berlin would then receive a German-language email relevant to his tech job. The diaspora member is more likely to feel "seen" and understood, significantly increasing the likelihood of a response.

5.2. The "Lanzarote Connect" concierge

The proposed Lanzarote Global Diaspora Network portal will generate enquiries.

- **The solution:** an AI chatbot trained specifically on Lanzarote's investment and residency laws.
- **Capability:** it can answer questions such as: "I am a UK citizen; what are the visa rules for remote working in Lanzarote post-Brexit?" or "How do I register a business in Arrecife?"
- **Efficiency:** this can deflect 80% of routine queries, leaving the human staff free to focus on the complex, high-value relationship building.

6. Conclusion: The ROI of intelligence

The investment case for AI-powered diaspora engagement is clear. Strategically, AI tools are enabling the scaling and automation of hyper-personalised diaspora engagement. AI tools can also process global data at a speed and cost that no human team can match. Taken together, this can ensure that the relationships and data cultivated become a permanent asset of Lanzarote institutions.

Crucially, AI technologies grant Lanzarote a distinct competitive advantage. Diaspora strategies can struggle because they are "broad and shallow." AI can allow this initiative to be "narrow and deep." It can facilitate the surgical identification of the exact individuals - the 20 or so changemakers - who hold the power to accelerate the island's economic diversification.

ANNEX VIII –
Resources Referenced

This annex provides a list or sources and resources referenced through this document.

Cerulli Associates	www.cerulli.com
Fidelity Investments	www.fidelity.com
Global Welsh	www.globalwelsh.com
Hellenic Initiative	www.thehellenicinitiative.com
Rebrain Greece	platform.rebraingreece.gr
Barcelona Global	www.barcelonaglobal.com
Estonia Statistics	www.stats.ee
World Migration Report	research@iom.int
EU Global Diaspora Facility	www.diasporafordevelopmment.eu
La Voz de Lanzarote	www.vozdelanzarote.com
The Ireland Funds	www.theirelandfunds.org
Conselho da Diaspora Portuguesa	www.diasporaportuguesa.org
Copenhagen Goodwill Ambassadors	www.copcan.com
The Irish Times	www.irishtimes.com
PDSA	www.ireland.com
Elkstone	www.elkstonepartners.com
Cesar Manrique	www..fcmanrique.org
Lanzarote Irish Network	info@lanzaroteireland.com
Scottish Business Network	www.sbn.scot



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Kingsley Aikins is a Dublin, Ireland native and Economics and Politics graduate of Trinity College Dublin. He previously represented the Irish Trade Board and IDA Ireland and was based in Sydney and was then appointed CEO of The Ireland Funds and was based in Boston from 1993 to 2010.

On his return to Ireland he established The Networking Institute (www.thenetworkinginstitute.com) and, more recently, he co-founded, with Dr. Martin Russell, The Diaspora Institute (www.thediasporainstitute.com).

About The Diaspora Institute (TDI)

TDI is a private limited company registered in Ireland. It was formed to collate over four decades of experience from the legacy work of the co-founders Kingsley Aikins and Dr. Martin Russell. Over this period they have worked, individually, and together with colleagues, in over 50 countries, regions and cities helping them connect and engage with their diasporas.

The mission of The Diaspora Institute is twofold – firstly, to be a global centre of training, research and solutions on diaspora engagement and, secondly, to position Ireland as the world leader in this space.

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