



Llywodraeth Cymru
Welsh Government

Action Plan

Diaspora Engagement 2020-2025



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Introduction and Context

Our International Strategy¹, published in January 2020, set out our ambitions to:

- Raise Wales' profile on the international stage;
- Grow the economy by increasing exports and attracting inward investment; and
- Establish Wales as a globally responsible nation.

The strategy strives to enhance Wales' reputation on the global stage. Our people are our greatest advocates and the story of Wales is best told through their voices. This plan outlines how we will harness the power of diaspora to make sure that this story is heard.

An effective Diaspora Engagement Action Plan starts with a clear understanding of the definition of diaspora. We have segmented the Welsh diaspora into these five categories:

- **Lived diaspora** – individuals born in the home country who now live permanently or temporarily in a host country.
- **Ancestral diaspora** – individuals with ancestral links to the home country.
- **Next generation diaspora** – these are younger members of the diaspora, typically under the age of 35.
- **Returning diaspora** – diaspora members who have lived overseas and have since returned to Wales.
- **Affinity diaspora** – nationals of other countries who work or study, or who once worked or studied in Wales.

All of these groups can be valuable assets for Wales and therefore this action plan adopts the widest definition of diaspora.

Welsh diaspora across the globe have a crucial role to play in telling the country's story and, to date, they have been an under-utilised asset. The Welsh Government is committed to mobilising Welsh diaspora and friends of Wales to help project Wales as a globally responsible nation and to make us more competitive and well known on the global stage. Developing an effective relationship with our diaspora will offer a platform from which to showcase Welsh excellence and will also support the target in the Welsh Government's International Strategy of reaching 500,000 Welsh diaspora over the next five years.

This action plan is one of a suite of documents and should be read alongside the Priority Regional Relationships and Networks Action Plan, the International Relations through Public Diplomacy and Soft Power Action Plan, the Wales and Africa Action Plan and the Export Action Plan. All of our plans will be supported by communication campaigns, using our offices overseas and in Wales and working with our partners. The success of these action plans rely on working collaboratively and harnessing the power of partnership. Working together is the most effective way of ensuring that Wales has an enhanced profile on the world stage.

The United Kingdom's departure from the European Union and the economic impact of COVID-19 means that it is essential for Wales to have a heightened international profile. Our enhanced global standing will enable us to further position Wales as an outward facing, forward thinking and globally responsible nation.

Engaging with the Welsh diaspora community will enable us to recruit a global network of champions who will be able to share our story and promote our country. Our story will be underpinned by the key values of the world-leading Well-being of Future Generations Act, which puts the long-term well-being of our citizens at the heart of the decision making process.

Engaging with diaspora will enable us to showcase Welsh culture and heritage and will also provide opportunities to promote the sectors where Welsh businesses are global leaders, supporting our overall ambition to attract inward investment and promote Welsh exports.

Effective engagement with diaspora will help to tell our unique story and differentiate Wales in a global market place.

Our Vision is:

To develop a global diaspora community that will raise Wales' global profile, showcase and promote areas of Welsh excellence and position Wales as a globally responsible nation.

Our Mission is:

- To work with partners to make 500,000 diaspora connections over the next five years.
- To recruit and work with notable Welsh people to promote key messages and enhance Wales' standing in the world.
- To develop international diaspora networks that will promote and support the growth of the Welsh economy and showcase areas of Welsh excellence.
- To grow an international community of Welsh people, or people with an affinity to Wales that will advocate on Wales' behalf.
- Ensure our Welsh Government offices around the world engage with the Welsh diaspora on at least an annual basis physically and at least monthly remotely.

¹ International Strategy for Wales: gov.wales/sites/default/files/publications/2020-02/international-strategy-for-wales.pdf

Welsh Personalities and Envoy Initiative

Welsh Personalities

We will build a relationship with a small number of internationally recognisable Welsh celebrities, or celebrities with an affinity with Wales, to promote Wales to the world.

The purpose of the campaign will be to:

- Develop purposeful relationships with famous Welsh faces to raise Wales' global profile across tourism, business, sport, culture and the creative sector.
- Support Creative Wales in positioning Wales as a centre of excellence for the Creative Industries.

Our Actions:

- Launch initiative around St David's Day 2021.
- Build on the initial launch to develop more support in 2021 and beyond.
- Use the Welsh personalities to support activity at key events where Wales is showcased globally.

Envoy Initiative

The Welsh Government envoy initiative has engaged with Welsh individuals or individuals with a strong affinity to Wales, who are at the very top of their fields. The initiative sees us secure the support of a small network of highly successful men and women with an international profile who will offer in-market support for our export and inward investment ambitions whilst also playing a wider role in raising awareness of Wales and promoting areas of Welsh Excellence. These individuals, who have already demonstrated a commitment to promoting Wales, have been given the official title of 'Welsh Government Envoy'.

The purpose of the envoy initiative is to:

- Raise Wales' global profile;
- Open doors and secure opportunities for the benefit of Wales;
- Support Welsh Government activity, both domestically and overseas.

The envoys, through their profile and connections, will support delivery across the action plans and secure new opportunities for Wales. The amount and type of activity the envoys undertake is dependent on the individual and their areas of expertise. Examples of the type of activities that the envoys could undertake includes:

- Advising the Welsh Government on business opportunities overseas.

- Engaging key business contacts and other influential stakeholders with the aim of developing interest in Wales as an investment location.
- Supporting the Welsh Government's international events and trade missions.
- Promoting understanding of Wales, in areas such as the Well-Being Future Generations Act.
- Contributing to/participating in relevant communications campaigns.
- Hosting/attending events/speaking engagements.

Our Actions:

- In partnership, develop action plans for each envoy by December 2020 to support delivery of the International Strategy.
- Announce second cohort of envoys by summer 2021.
- Use the profile and influence of the envoys to support Welsh Government activity at key international events such as Expo 2020, Cyber UK, COP26 and the Olympic Games in Tokyo.

Business Diaspora Network

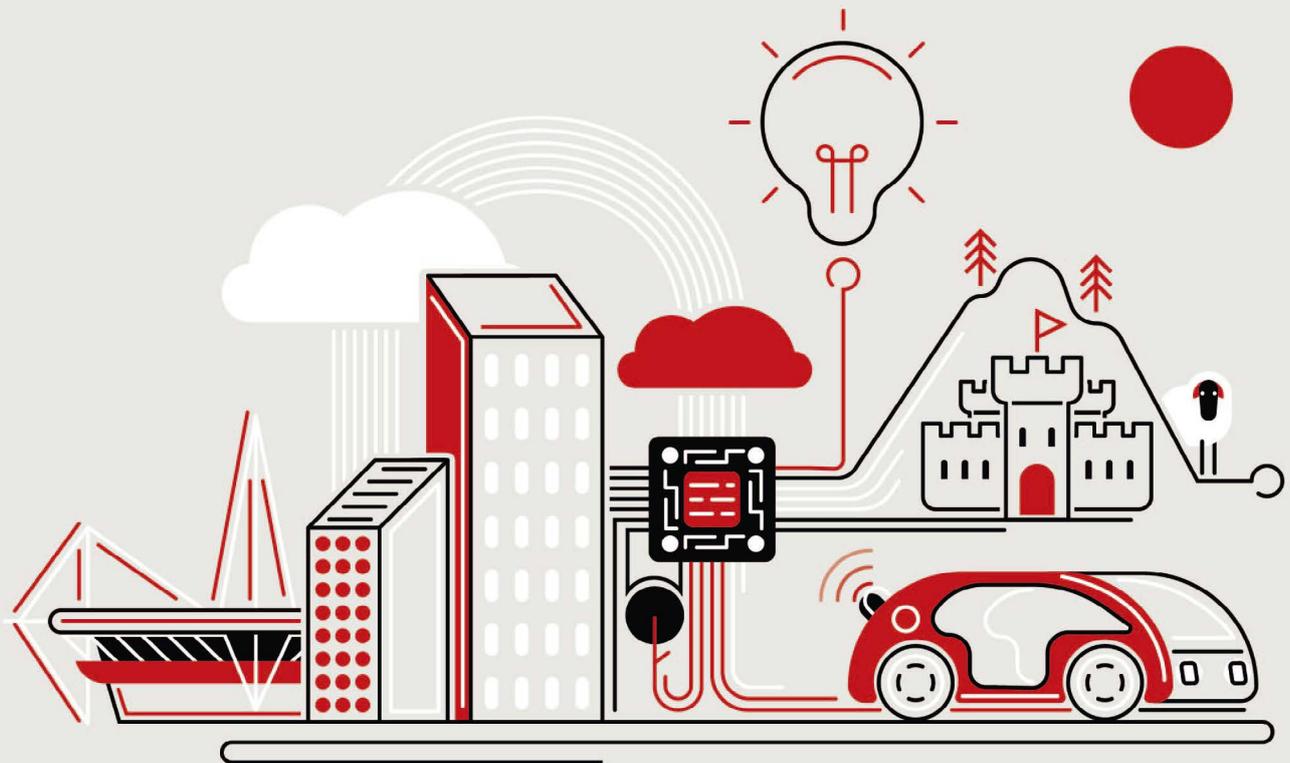
We are building a global business diaspora network to support our Export Action Plan and inward investment programme. The network supports the goal of growing the Welsh economy as well as increasing Wales' worldwide profile, in particular raising awareness and generating interest in sectors where Wales has world-class capabilities including: compound semi-conductors; cyber security; life sciences; fintech; renewable/marine energy and advanced manufacturing in automotive and aerospace.

We are working with a partner organisation to build a business diaspora network that will:

- Engage with clusters, academic institutions and other influential stakeholders.
- Offer in-market support for trade missions to support the promotion of Welsh exports.
- Identify potential partners for companies participating in trade missions.
- Mentor Welsh businesses seeking to export.
- Organise and deliver in-market communications activity to raise awareness of the 'Welsh offer'.

Our Actions:

- Have members of the business diaspora network in place in priority trading markets by September 2021. These markets are:
 - **European Union** – in particular Germany, France, Ireland, Netherlands, Belgium, Spain and Italy.
 - **North America** – USA and Canada.
 - **Middle East** – Gulf Cooperation Council (GCC) countries.
 - **Asia** – China, India, Japan, Malaysia, Singapore and South Korea.
- In partnership with the network, develop a communications plan to promote the 'Welsh offer' within key markets.



Worldwide Welsh Diaspora

Over the course of the next five years, we will identify and map out the worldwide Welsh diaspora and make the 500,000 connections that we committed to in the International Strategy. The aim of this work is to harness the diaspora to raise Wales' global profile. We want Wales to benefit from the enthusiasm of our diaspora community and empower and support them to champion Wales globally.

In this area of work, we will undertake the following activity:

- Map out the Welsh diaspora overseas: who they are and where they are.
- Harness, coordinate and promote the work of existing Welsh diaspora networks.
- Work with relevant Welsh organisations to promote the key messages of government and stakeholders amongst the diaspora community and encourage them to amplify these globally.
- Deliver substantive and repeat engagement with the diaspora community.
- Promote tourism and measure the subsequent economic benefit of engaging with the diaspora community in increased overseas tourists visiting Wales.
- Promote trade and investment and areas of Welsh excellence overseas and measure the subsequent economic benefit of engaging with the diaspora community in increased Welsh exports and inward investment.
- Participate, support and engage with diaspora events around the world. For example, the North American Festival of Wales.

Alumni

International students and staff that have studied and worked at Welsh universities will have developed a close affinity with Wales. They are an important part of the diaspora community and have the potential to act as some of our strongest advocates. Wales has welcomed many thousands of international students and staff from around the world to our universities and our communities; they bring a significant and positive, important and immediate economic benefit to Wales. We will look to enhance our engagement with the alumni of Welsh universities over the coming years by working in collaboration with Global Wales and Welsh universities to deliver alumni events, starting with events in Germany and the Netherlands in 2021. Furthermore, we will also work with Global Wales and Welsh universities to develop relevant content to share with their alumni networks.

Our Actions:

- Appoint external delivery partner by the summer of 2021.
- Establish KPIs that will measure the economic benefit of engaging with diaspora and ensure that we make the 500,000 diaspora connections by 2025.
- Provide resources to key diaspora organisations to help us promote the Welsh message in particular around St David's Day.
- Alongside key partners, develop a diaspora communications plan.
- Establish and maintain consistent dialogue with the other devolved administrations to share best practice and discuss progress.
- Leverage the opportunities presented by major events, such as the European football championships 2021 and the Rugby World Cup 2023, to engage with diaspora.

Our Actions:

- Deliver events in collaboration with Global Wales, as part of St David's Day activity 2021.
- Develop an alumni communications plan alongside Global Wales and Welsh universities to ensure longer-term engagement with Welsh alumni by the summer of 2021.

Governance and Working with Others

In developing the International Strategy, we consulted widely with almost 600 partners and stakeholders. In delivery, we are eager to see this engagement continue through a formal governance structure for our main partners and stakeholders.

Whilst this is the Welsh Government's action plan, we acknowledge that to make an impact we need to work with others. In addition we recognise that there are a number of organisations which are already successfully engaging with Welsh diaspora. Where possible, we will work in collaboration with these organisations to ensure that our mutual objectives are met. Wales can only benefit from us working in collaboration and collectively. We will also champion the work of these organisations as we implement this plan. The support and expertise of these organisations is paramount to ensuring the success of our engagement with diaspora.

Our overseas network of offices will also play a key role in the delivery of this action plan. Our offices already have diaspora engagement as one of their priorities and we will continue to work with them to ensure that diaspora engagement is at the forefront of their ongoing activity.

Our Actions:

- Hold a minimum of three meetings per year with the individual diaspora engagement organisations to discuss progress, share best practice and decide upon areas for collaborative working.
- Ensure that the promotion of these organisations and their work is built into communications plans with diaspora.
- Work with our overseas network to develop country specific diaspora engagement plans for our priority markets.



Evaluation

How each of the four strands of the diaspora engagement plan will be evaluated is outlined below:

Welsh Personalities

This element will be evaluated through views and engagement of content from the Welsh personalities across social media, on wales.com and additional partner platforms and channels. We will focus specifically on engagement around moment in time opportunities such as St David's Day, sporting or cultural events and festivals where an international spotlight is on Wales to evaluate how using famous Welsh faces has an impact on the reach of our content.

Welsh Envoy initiative

We will work with each envoy to establish what in-market support they can offer the Welsh Government. Following these conversations, we will develop an activity plan for each of the envoys. We will then hold monthly 'check in' meetings with the envoys and, where applicable, the relevant international office to discuss progress against the action plan. In addition, we will host annual review meetings with the envoys to discuss the role, the impact they have had and whether both parties wish to continue the partnership.

Where an envoy has supported, for example, a trade mission or a Ministerial visit, we will discuss with officials involved in the delivery of these activities the impact that the envoy's involvement had on the success of the visit and any tangible outcomes that have resulted from their involvement.

Business Diaspora Network

The recruitment and management of the business diaspora network has been contracted to a third party. The contractor was chosen based on their ability to deliver the goals of the contract specification and their performance will be monitored against a set of key performance indicators. Progress against these indicators is discussed at regular monitoring meetings between officials and the contractor. The key performance indicators will include:

- Connecting Welsh Government to 10 'new to Wales' direct job creation project opportunities per annum.
- Introduce Welsh companies to potential collaborators on a minimum of five trade missions per annum.

- Source diaspora contacts that are able to mentor Welsh companies who are looking to trade with the Welsh Government's priority trading markets:
 - **European Union** – in particular Germany, France, Ireland, Netherlands, Belgium, Spain and Italy.
 - **North America** – USA and Canada.
 - **Middle East** – Gulf Cooperation Council (GCC) countries.
 - **Asia** – China, India, Japan, Malaysia, Singapore and South Korea.

This contract includes an annual review. This review provides an opportunity to terminate the contract should performance be unsatisfactory.

Worldwide Welsh Diaspora

Like the business diaspora network, a third party will deliver this work at arm's length of government. We will work with the contractor to define what success looks like and will establish a number of key performance indicators and desired outcomes. Performance against those key performance indicators will be reviewed regularly with the contractor to ensure satisfactory performance. The key performance indicators and desired outcomes will include:

- Deliver 500,000 diaspora connections and transfer ownership of these connections to the Welsh Government by the culmination of the contract.
- In partnership with the contractor, set targets on the economic benefit to Wales from connecting with diaspora.
- Recruit and work in partnership with Welsh diaspora organisations in order to promote their key messages and support their objectives. e.g. growing their membership base.

This contract will include an annual review. This review provides an opportunity to terminate the contract should performance be unsatisfactory.