



USAID
FROM THE AMERICAN PEOPLE



MONITORING AND EVALUATION SUPPORT ACTIVITY (MEASURE II) DASPORA ASSESSMENT

September 2021

This document is made possible by the generous support of the American people through the United States Agency for International Development (USAID). The contents are the responsibility of the authors and do not necessarily reflect the views of USAID or the United States Government.

MONITORING AND EVALUATION SUPPORT ACTIVITY (MEASURE II)

DIASPORA ASSESSMENT

Final Report
September 2021

Prepared under the USAID Bosnia and Herzegovina Monitoring and Evaluation Support Activity (MEASURE II), Contract Number AID-I67-I-17-00004, Task Order Number 72016819F00001

Submitted to:

USAID/Bosnia and Herzegovina, September 2021

Contractor:

IMPAQ International, LLC

CONTENTS

ACKNOWLEDGMENTS	I
EXECUTIVE SUMMARY	II
INTRODUCTION	I
ASSESSMENT QUESTIONS	I
ASSESSMENT DESIGN AND METHDOLOGY	I
LITERATURE REVIEW	4
FINDINGS AND CONCLUSIONS	6
QUESTION 1	6
QUESTION 2	9
QUESTION 3.1	14
QUESTIONS 3.2.	18
QUESTION 4	21
QUESTION 5	24
RECOMMENDATIONS	27
THREE TO FIVE YEAR PLAN	27
FIVE TO SEVEN YEAR PLAN	30
APPENDIX I: LIST OF REVIEWED DOCUMENTATION	31
APPENDIX II: DATABASE OF DIASPORA ORGANIZATIONS	36
APPENDIX III: INTERVIEW GUIDES FOR DIFFERENT INFORMANT GROUPS	37
APPENDIX IV: LIST OF KEY INFORMANTS	52
APPENDIX V: FOCUS GROUP PROTOCOLS	57
APPENDIX VI: LIST OF FGD PARTICIPANTS	69
APPENDIX VII: ONLINE SURVEY QUESTIONNAIRE FOR DIASPORANS	70
APPENDIX VIII: ONLINE SURVEY RESULTS	78
APPENDIX IX: INNOVATIVE DIASPORA OUTREACH EXAMPLES	92
APPENDIX X: CITIES/MUNICIPALITIES CERTIFIED AS BUSINESS FRIENDLY	96
APPENDIX XI: EXAMPLES OF SUCCESSFUL PPPS AT THE LOCAL LEVEL	97
APPENDIX XII: DIASPORA-RELATED PROJECTS	99

LIST OF ABBREVIATIONS

AVC	Armenia Volunteer Corps
AQ	Assessment question
BD	Brčko District
BFC SEE	Business Friendly Certification South East Europe
BiH	Bosnia and Herzegovina
CCTV	China Central Television
CDCS	Country Development Cooperation Strategy
COO	Country of origin
COR	Country of residence
CRI	China Radio International
CSO	Civil society organization
D4D	Diaspora for Development Project
DBC	Diaspora Business Center
DEP	Directorate for Economic Planning
DDI	Diaspora direct investment
DI	Diaspora Invest (Activity)
EDTF	Ethiopian Diaspora Trust Fund
EIA	Energy Investment Activity
ESP	(Ireland's) Emigrant Support Programme
FBiH	Federation of Bosnia and Herzegovina
FDI	Foreign direct investment
FGD	Focus group discussion
FIPA	Foreign Investment Promotion Agency
FMI	Financial Markets International, Inc.
GDP	Gross domestic product
GIMPA	Ghanaian Institute for Management and Public Administration

GMPC	General multi-purpose card
ICT	Information and communication technology
IOM	International Organization for Migration
KI	Key informant
KII	Key informant interview
LC	Local community
MADE	Migration and Development Civil Society Network
MBA	Master of business administration
MEASURE II	Monitoring and Evaluation Support Activity II
MENA	Middle East and North Africa
MFA	Ministry of Foreign Affairs
MHRR	Ministry of Human Rights and Refugees
MoH	Ministry of Health
MoU	Memorandum of understanding
MTO	Money transfer organization
NGO	Non-governmental organization
NIMC	National Identity Management Commission
NIN	National Identification Number
NSCP-BiH	National Survey of Citizens' Perception in Bosnia and Herzegovina
OECD	Organization for Economic Cooperation and Development
ORCID	Open Researcher and Contributor ID
PPP	Public–private partnership
RS	Republika Srpska
SDC	Swiss Agency for Development and Cooperation
SERDA	Sarajevo Economic Region Development Agency
SIDA	Swedish International Development Cooperation Agency
SME	Small and medium enterprise

US	United States
USAID	United States Agency for International Development
UN	United Nations
UNDP	United Nations Development Programme

ACKNOWLEDGMENTS

IMPAQ International, LLC (IMPAQ) has been contracted by the United States Agency for International Development in Bosnia and Herzegovina (USAID/BiH) under the USAID/BiH's Monitoring and Evaluation Support Activity (MEASURE II) to conduct a Diaspora Assessment.

The Diaspora Assessment team included Liesl Riddle, International Subject Matter Expert/Assessment Co-Lead; Anela Kadic Abaz, Project Management and Assessment Expert/Assessment Team Co-Lead; Kingsley Aikins, International Subject Matter Expert; Martin Russell, International Subject Matter Expert; Nermin Oruc, Local Subject Matter Expert; Lejla Lazovic Pita, Local Quantitative Analysis Expert; Haris Mesinovic, Assessment Team Member; Mirza Kulenovic, Assessment Team Member; and Amina Smajovic, Assessment Team Member.

The authors express gratitude to the institutions, organizations, and individuals who contributed to the planning and implementation of this assessment. Direction and inputs of Savannah Thomas Arrigo, USAID/BiH's Program Office Director, and Elma Bukvic Jusic, USAID/BiH Contracting Officer's Representative for MEASURE II, were indispensable for successful completion of this assessment. The staff at USAID/BiH, notably Dobrila Vukmanovic and Karl Wurster, provided vital directions in the formulation of assessment questions. The assessment team received invaluable support from the management and staff of the Diaspora Invest Activity, whose knowledge and experience were of great help in identifying many relevant diaspora interlocutors and crucial supporting documents. But it was the many diaspora representatives, businesspersons, NGO leaders, and government officials who graciously shared their knowledge and offered their insights who made this report possible.

EXECUTIVE SUMMARY

Diaspora Invest (DI) is an ongoing \$6.6 million activity funded by United States Agency for International Development in Bosnia and Herzegovina (USAID/BiH), implemented by Financial Markets International, Inc. between 2017 and 2022, with the goal to foster diaspora direct investment flows into the country. To inform the design of a possible diaspora investment follow-on activity, USAID/BiH requested its Monitoring and Evaluation Support Activity (MEASURE II) to assess the BiH diaspora and its potential for further diaspora engagement and investment. This assessment explores opportunities for strengthening and expanding BiH diaspora engagement by investigating the most attractive investment sectors to BiH diasporans, effective outreach methods to engage the global BiH diaspora community, current and potential roles of local-level actors in BiH in diaspora engagement efforts, and potential knowledge transfer and skill upgrade models to further diaspora human capital investments in BiH.

Although initial steps have been taken and successes realized in attracting BiH diaspora investment, much of the capital that has flowed from the diaspora to the country thus far has been limited to a group of entrepreneurial emigrants who have returned permanently to BiH or who do so periodically through circular migration. Most of these diasporans are investing in municipalities where they currently have close social ties.

This assessment identified diaspora investment interest beyond this limited group, including among second- and third-generation diasporans for other forms of diaspora financial- and human-capital investment in BiH. However, greater diaspora engagement efforts now are impeded by a lack of trust in the BiH government, concerns about the business-enabling environment in BiH, disillusionment with previous diaspora engagement efforts that fizzled out, worries about the sustainability of diaspora engagement efforts funded by international organizations, and a fractured and uncoordinated set of actors in the diaspora investment ecosystem, leading to confusion about who is doing what in terms of diaspora engagement and investment.

Assessment findings suggest that this is a pivotal moment in BiH diaspora engagement. Steps taken now to build on DI's initial work to support the development of a cohesive, more self-reliant, informed, and investment-confident diaspora network will boost diaspora knowledge about and confidence in further diaspora engagement efforts. Six key recommendations were suggested to continue to develop this foundation in the next 3 to 5 years: (1) further invest in diaspora investment promotion marketing capital, (2) identify and develop the capacity of a sustainable bridging institution in the BiH diaspora ecosystem, (3) provide information and training to BiH embassies and consulates to strengthen their investment marketing abilities and efficacy, (4) create opportunities for national and local-level diaspora investment promotion actors to share information and best practices, (5) organize a strategic, multi-year diaspora investment forum led by the diaspora for the diaspora ecosystem, and (6) foster diaspora trust through additional "quick win" diaspora engagement strategies, such as charitable crowdfunding initiatives.

By fostering diaspora intellectual and social capital regarding diaspora investment and creating demonstratable impact through "quick wins," these efforts will lay much-needed additional organizational and trust-building groundwork for future larger-scale diaspora engagement and investment initiatives. After these investments have borne fruit, USAID/BiH may consider concept-testing the longer-term, resource-intensive diaspora investment strategies identified in this assessment as potentially attractive to second- and third-generation diasporans, including a diaspora investment fund and/or a youth volunteer corps.

Diaspora Assessment

The ICT, tourism, metal, woodworking, and agriculture and food industries are perceived by diaspora to have the greatest potential for job creation and income generation



ICT



Tourism



Metal Industry



Woodworking



Agriculture and food industry

Because BiH's diaspora engagement is still at an emerging stage, the key to developing capacity, potential, and impact now is the strengthening of organization, coordination, and communication among and between demand- and supply-side actors in the diaspora investment ecosystem

Bridging institution in the BiH diaspora investment ecosystems

Supply side actors

(individual diasporans, diaspora organizations, informal diaspora networks)

Demand side actors

(ministries, local municipalities, embassies/consulates, and NGOs in COO)

A poor business-enabling environment, characterized by complex administrative procedures, high corruption, continuous political instability, and lack of information on investment opportunities, hinders diaspora investment



Complex administration and bureaucracy procedures



Corruption



Political instability



Lack of information

BiH recognizes two types of PPPs—concessions and the institutional model of PPPs



Complex, underdeveloped, with very few successful PPP projects implemented to date



Lack of trust in government institutions



Lack of institutional capacity to develop acceptable, high-quality PPP project proposals

Different diaspora investment strategies are needed to engage different diaspora generations; there is not a one-size-fits-all approach

Crowdfunding initiatives

To further build trust

Investment fund

Comprehensive concept testing needed

BiH diaspora knowledge transfer models are ad hoc initiatives that are not sustainable and tend to be one-directional



Limited resources to finance know-how activities



Limited institutional support

INTRODUCTION

Key to the United States Agency for International Development in Bosnia and Herzegovina (USAID/BiH) 2020–2025 Country Development Cooperation Strategy is the engagement of the BiH diaspora in economic reform as well as democracy, human rights, and governance programs. USAID/BiH's Diaspora Invest Activity (DI), a \$6.6 million program implemented by Financial Markets International, Inc., seeks to catalyze initial direct investment to BiH over the course of its period of performance extending from 2017 - 2022. To inform the design of possible follow-on activities, USAID/BiH requested its Monitoring and Evaluation Support Activity (MEASURE II) to assess the potential among the BiH diaspora for further investment in BiH. This assessment explores the challenges and opportunities associated with engaging the diaspora for investment in BiH and provides a set of recommendations to guide the design of possible follow-on activities, with a specific focus on improving outreach methods for mobilizing diaspora investment, contributing to an investment-friendly environment, and leveraging diaspora knowledge and skills to further accelerate BiH's economic growth.

ASSESSMENT QUESTIONS

The assessment was guided by five key research questions:

1. What are the most attractive sectors to diaspora investors that also have the best potential to generate jobs and income?
2. What outreach methods for mobilizing diaspora investment might be applicable in BiH?
 - How is diaspora investment mobilization facilitated at the local level in BiH?
 - What are the main challenges for diaspora investment at the local level?
3. What types of public–private partnership opportunities are available at the local level that could catalyze diaspora investment?
4. What financing vehicles/models might be considered to catalyze diaspora investment in BiH?
5. Which knowledge transfer and skills upgrade models from other countries with large diasporas could be replicated in BiH?

ASSESSMENT DESIGN AND METHODOLOGY

The assessment team used a mixed-methods approach, consisting of four phases, to sequentially triangulate data across sources to explore qualitative and quantitative aspects of the assessment questions. The following section describes each of these phases and the subsequent data sources and techniques employed to produce relevant findings, conclusions, and recommendations.

PHASE I: SETTING THE RESEARCH FOUNDATION

The goal of phase I was to deepen the existing knowledge about the BiH diaspora and build relationships to leverage in later stages of the research. A detailed literature review of secondary data related to the BiH diaspora and diaspora investment-focused interventions was conducted. The assessment team selected five investment concepts to explore with respect to diaspora receptivity and concerns regarding investing back home. In addition, the team initiated the preparation of a database of diaspora organizations, which was completed later in the research process.

DESK REVIEW. The assessment team reviewed a total of 77 relevant documents, including laws, policies, and strategies; relevant policy and research papers; previous sectoral assessments and relevant evaluations; and documentation from relevant BiH government/public institutions and international organizations. The full list of reviewed documentation is provided in Appendix I.

DIASPORA ORGANIZATION DATABASE. The database of diaspora organizations was initially created based on extensive internet searches using social media and search engines to collate as many diaspora organizations as could be identified. This list was supplemented by a search of 501(c)(3) nonprofit organization filings in the United States. Most important, throughout the research process, the list was shared with assessment participants to help identify additional organizations and/or individuals. In many cases, key informants (KIs) shared their contacts database with our research team to contribute to our efforts. A total of 167 diaspora organizations and 166 prominent diasporans were identified through this process; the list is provided in Appendix II.

PHASE 2: EXPLORING INVESTMENT CONCEPTS

The objective of phase 2, which relied on key informant interviews (KIs) and focus group discussions (FGDs) with different stakeholder groups, was to qualitatively explore diaspora attitudes toward investing in BiH and their response to various investment models and to learn about local government officials' activities and their receptivity to potential diaspora investment models.

KEY INFORMANT INTERVIEWS. The assessment team conducted 86 KIs with 95 KIs to inform the assessment findings and conclusions. Of this number, 29 KIs were women (31 percent), and 66 KIs were men (69 percent). The initial interview sampling frame was informed by the diaspora organization database and collected secondary data about diaspora engagement and investment in BiH, but the sample frame was enriched through snowball sampling.

The assessment team interviewed different groups of diaspora stakeholders, including members of the BiH diaspora, representatives of the BiH diaspora organizations and networks, government officials, representatives of the international community, diaspora experts and researchers, local non-governmental organizations (NGOs)/civil society organizations (CSOs), and commercial banks. Because of the particular focus of the assessment, some KIs were recognized as relevant for more than any single stakeholder category. Appendix III provides copies of the semi-structured interview protocols. All interviews were audio recorded and transcribed. Considering the COVID-19 pandemic, interviews were arranged using suitable internet communication platforms, and interview meetings were conducted via the Zoom web conferencing platform. Transcripts were coded for common thematic areas using coding sheets, and the resulting code findings informed study findings, conclusions, and recommendations. Appendix IV includes a list of all KIs in the sample.

FOCUS GROUP DISCUSSION. To obtain an in-depth overview of perceptions of representatives of the diaspora community, a total of five FGDs were organized. The assessment team organized two FGDs with representatives of local governance units in BiH. One focus group targeted local governance units that have not designated a contact person for coordinating communication and work with the diaspora, and the other group brought together officials of cities/municipalities that established diaspora cooperation offices and/or appointed diaspora coordinators. A total of 15 government officials participated in FGDs, six in the former and nine in the latter FGD.

The assessment team also planned to organize six FGDs with diaspora members, two in each of three focus areas: Europe, North America, and Oceania. Focus group recruitment sought to include both diaspora leaders and individuals considered "typical" members of the BiH diaspora—those who

are not leaders of diaspora organizations, who represent the diversity of the diaspora in terms of age, education, gender, immigrant generation, income/wealth, religion, and occupation. However, because of the summer vacation season, which overlapped with the assessment data collection process, and because of a lack of interest from diasporans to participate in FGDs, the assessment team organized three FGDs in total, including two with diaspora members from Europe (with diaspora members who have invested and with those interested in learning more about investment opportunities in BiH but have not already invested in the country) and one FGD with diaspora members from Australia, who had not invested in BiH. Fourteen diaspora members participated in these FGDs in total, of which 42 percent were women and 58 percent were men.

The assessment team addressed data collection issues encountered by organizing additional interviews with KIs from Oceania and North America, with supplementary KIs focusing on potential diaspora investment models. FGD protocols used in this assessment are presented in Appendix V. The list of KIs interviewed through FGDs is provided in Appendix VI. FGDs were arranged using suitable internet communications platforms, recorded, and transcribed for further analysis.

PHASE 3: MEASURING INVESTMENT CONCEPTS

The third phase of the assessment sought to gather data that are as representative as possible from the BiH diaspora community through an online survey of diaspora representatives. The survey was disseminated with information gathered in Phases I and 2, as detailed below.

ONLINE SURVEY. To include the perceptions and attitudes of a wider group of the BiH diaspora and provide additional quantitative evidence for assessment findings, the assessment team designed and administered an anonymous online survey of BiH diaspora members. Based on inputs from literature review, KIs, and FGDs, an online survey was conceived with the aim to examine BiH diasporans' perception about their current types and levels of engagement with BiH in the form of personal visits, volunteer work, and financial support. The survey also included questions to identify and measure BiH diasporans' motivations for business investment in BiH, main perceived barriers to investment, and perceived attractiveness of various industries and regions in BiH. The survey questionnaire was administered via SurveyMonkey and prepared in English and local languages. Appendix VII provides a copy of the English-language version of the survey.

The assessment team sought permission from and made plans with KIs and FGD participants to help disseminate the survey through their diaspora networks. Some members of the diaspora were open to cooperation, whereas others showed little interest. Dissemination of the survey questionnaire started on July 12 and finished on August 3, 2021. In total, 79 e-mails were sent to diaspora organizations and diaspora members with the request to fill in and disseminate the survey. The online survey link was also published on the MEASURE II,¹ Ministry of Human Rights and Refugees of Bosnia and Herzegovina (MHRR),² and Peacebuilding Network³ webpages and social networks (Facebook and LinkedIn) of the assessment team members and diaspora KIs. The assessment team tried to further disseminate the survey through BiH diaspora Facebook groups that, unfortunately, showed a lack of interest to support the research. A total of 68 BiH diasporans participated in the survey. Appendix VIII provides a descriptive overview of responses collected via the online survey.

¹ <http://measurebih.com/online-survey-for-bih-diaspora>

² <https://dijaspora.mhrr.gov.ba/poziv-dijaspori-na-popunjavanje-ankete/>

³ <https://www.mreza-mira.net/vijesti/seminari-treninzi/aketa-kao-dio-analize-stanja-dijaspori-koju-sprovodi-usaid-ov-projekat-u-bih-measure-ii/>

PHASE 4: DATA TRIANGULATION AND REPORTING

In the final phase, survey results were tabulated, analyzed, and integrated with other qualitative and quantitative data. The full set of assessment data was then studied and triangulated to answer each of the research questions. The findings and conclusions generated through this analytical stage helped define a set of possible interventions to further promote BiH diaspora investment and a series of recommendations of the best ways to communicate and disseminate investment opportunities.

LIMITATIONS

The assessment team employed different approaches to mitigate potential research biases and ensure that findings, conclusions, and recommendations were generated in a timely and objective fashion. The following summarizes the limitations encountered and MEASURE II's mitigation efforts:

- **Limitations related to collecting data from a representative sample of BiH diaspora members:** Collecting data from a representative sample of the BiH diaspora was impossible because of the lack of comprehensive data on the members of the diaspora, their global dispersion, and limited time and resources. To mitigate this limitation, the assessment team created a database of diaspora representatives and related institutions, organizations, and associations that were contacted and invited to participate in KIs, FGDs, or the online survey.
- **Response bias:** The assessment team triangulated data across multiple data sources, including KIs, FGDs, online survey, and the literature reviewed, to verify and enhance the credibility of findings and provide a more comprehensive overview of challenges and opportunities for strengthening links and incentives for the BiH diaspora to invest in the country of origin (COO).
- **Interviewer bias:** Interviewers' conduct and actions may lead KIs to respond in a certain way. Therefore, the interviewers were trained to ask questions in a non-leading way. The assessment team also made sure that respondents understood that their candid opinions were most highly appreciated and ensured that respondents knew that their responses would not be attributed to them and that their identities would not be released.
- **Limitations related to the online survey sampling and methodology, including low response rates for online surveys:** Because the request to complete the online survey was sent to an illustrative, rather than a representative, set of diaspora members, the survey results were not expected to capture a fully comprehensive overview of the perceptions of diaspora members. Instead, the survey results served to complement findings from the KIs and FGDs. To reach as many diasporans as possible, the assessment team published the survey via social networks and the MEASURE II website, as well as the websites of the MHRR and Peacebuilding Network, and requested assistance from the KIs in disseminating the survey.
- **Inability to conduct in-person KIs and FGDs because of the COVID-19 pandemic and related safety measures:** The assessment team organized and held interviews and FGDs remotely and relied on online tools and mobile phone to contact and meet with the KIs.

LITERATURE REVIEW

There are no exact statistics measuring the number of people from BiH living abroad. According to the MHRR, the total number of persons originating from BiH (including second- and third-generation

BiH emigrants) is at least 2 million.⁴ Thus, BiH citizens living abroad account for more than 50 percent of the country's population currently living in BiH, and the BiH diaspora is considered one of the largest in the world in relative terms.⁵ These trends are likely to continue, considering that almost one fourth of inhabitants of BiH considered leaving the country in 2019, of whom about one third have already made concrete steps toward emigration.⁶

BiH has been traditionally prone to migration; however, the most significant migration flows occurred in the past two decades. These migration trends can be divided into three distinct periods.⁷ The first period, which corresponds with the war of 1992–95, was marked by a mass population displacement of about half of the entire population of the country. The second period, the post-war period 1996–2000, was characterized by a mass return (repatriation) of refugees from abroad and a significant return of internally displaced people to their homes. The third period is the period of voluntary emigration of the 21st century. Current migration flows from BiH are characterized predominantly by the emigration of highly skilled people.⁸ According to the Fragile States Index, the BiH score on Human Flight and Brain Drain Index has been worsening since 2016, reaching 6.5 points in 2020.⁹ Owing to the inability to prevent the annual outflow of people, BiH generates a yearly gross value-added loss of more than \$860 million.¹⁰ Ultimately, every work-capable person who emigrates from BiH represents, on average, more than \$25,000 of future annual GDP that could have been generated had there been economic flows that enabled them to be productively employed in BiH.¹¹ The record-high brain drain is often seen as a symptom of an underperforming economy, and the resulting loss of productivity and human capital exposes BiH to risk of long-term negative effects.¹² However, such a large diaspora may provide a potential boon for a country's socioeconomic development.

Each year, the diaspora community sends a considerable amount of remittances to BiH. Since 2010, the annual amount of received remittances was about 11 percent of BiH's gross domestic product (GDP), with a decline experienced in 2020 of about two percentage points,¹³ likely a result of the global COVID-19 pandemic. The annual inflows of remittances reach about \$2 billion, making BiH one of the top recipient Western Balkan countries.¹⁴ Although the role of remittances is very important, other forms of diaspora support to BiH socioeconomic sustainability should not be ignored. Previous research on the effects of migration and diaspora on the overall development of their COOs suggest that diaspora and return migrants are already making a considerable contribution to the development of the COO through investments, entrepreneurship,¹⁵ trade

⁴ Ministry of Security of Bosnia and Herzegovina-Sector for Immigration. 2020. BiH Migration profile for the year 2019. <https://dijaspora.mhrr.gov.ba/wp-content/uploads/2020/07/Bosnia-and-Herzegovina-Migration-Profile-for-the-year-2019.pdf>.

⁵ World Bank. 2019. Europe and Central Asia Economic Update: Migration and Brain Drain. <https://openknowledge.worldbank.org/handle/10986/32481>

⁶ USAID/BiH MEASURE II. 2020. National Survey of Citizens' Perceptions in Bosnia and Herzegovina: 2019 Results.

⁷ Efendic, A., Babic, B., Rebmann, A. 2014. Diaspora and Development: BiH. https://doc.rero.ch/record/235757/files/30-Diaspora_and_development_-_BiH.pdf

⁸ Ibid.

⁹ The Fund for Peace. Fragile States Index. Bosnia and Herzegovina Dashboard. <https://fragilestatesindex.org/country-data/>

¹⁰ Westminster Foundation for Democracy. 2020. Cost of Youth Emigration from Bosnia and Herzegovina. https://www.wfd.org/wp-content/uploads/2020/06/Cost-of-Youth-Emigration-from-BH_official_version-I-I.pdf

¹¹ Ibid.

¹² World Bank. 2019. Europe and Central Asia Economic Update: Migration and Brain Drain. <https://openknowledge.worldbank.org/handle/10986/32481>

¹³ World Bank. Personal remittances received (% of GDP)—Bosnia and Herzegovina. <https://data.worldbank.org/indicator/BX.TRF.PWKR.DT.GD.ZS?locations=BA>.

¹⁴ World Bank. Personal remittances received (current US\$)—Bosnia and Herzegovina. <https://data.worldbank.org/indicator/BX.TRF.PWKR.CD.DT?locations=BA>.

¹⁵ This should not necessarily be considered as a positive sign for BiH. Some evidence suggests that one of the reasons for higher propensity to self-employment by returnees is the obstacles to paid employment in the labor market, making them "necessity-driven entrepreneurs."

facilitation, and skills transfer. Still, some other possible contributions of the diaspora, such as social remittances, tourism, or philanthropic contributions, remain largely unexplored.

Surveys of the BiH diaspora conducted to date found that the BiH diaspora is, on average, more educated than the population in BiH and well integrated into their countries of residence (CORs). However, a considerable proportion of the BiH diaspora remains nostalgic about their culture, tradition, and language. This presents an opportunity for motivating the diaspora to invest in BiH and increases their contribution through visits, educational exchange, and philanthropy. Moreover, research has shown that BiH diasporans maintain strong links with their COO and are very interested in contributing to the development of BiH. However, they lack cooperation with national and local authorities in BiH. In some cases, this is due to the nonexistence of cooperation mechanisms, whereas in other cases they are faced with administrative and other obstacles for contribution to BiH, especially if this includes return to BiH.¹⁶

A set of recommendations for improved cooperation with the diaspora has been outlined in previous research. Among these recommendations are calls to establish an umbrella diaspora organization; support educational institutions; and strengthen cultural, sports, humanitarian, and other types of cooperation.¹⁷ Some authors have also proposed the establishment of a state-level Ministry for Diaspora Affairs, whereas others have suggested improvements in the regulation of BiH emigrant employment status, including regulations regarding dual citizenship and legal residence in the COR.¹⁸ Previous research recognizes that BiH's highly educated and skilled diaspora is an opportunity for overcoming the weaknesses of the education system and can create potential gains for the COO. Finally, the authors recommended improved systematic collection of data on emigration and diaspora through cooperation with receiving countries.¹⁹

FINDINGS AND CONCLUSIONS

QUESTION 1: WHAT ARE THE MOST ATTRACTIVE SECTORS TO DIASPORA INVESTORS THAT ALSO HAVE THE BEST POTENTIAL TO GENERATE JOBS AND INCOME?

Finding 1: Diaspora investors find the information and communication technology (ICT), metal, agriculture and food, wood processing, and tourism industries to be sectors that attract the greatest interest of diaspora investors. From the standpoint of job creation and income generation, two of the same sectors—tourism and ICT—are perceived as offering the greatest potential. The metal and energy industries, particularly clean and green energy, also are frequently mentioned as promising for investment.

Although the suggestions of our diverse group of KIs were based on their own individual experiences and reflected the spectrum of existing diaspora investments, there was broad agreement among KIs that the ICT, metal, agriculture and food, wood processing, and tourism industries are the most attractive sectors for diaspora investors. ICT and tourism were specifically mentioned as topmost attractive sectors by 19 and 17 diaspora-based KIs, respectively (of the total of 40 diaspora KIs) and by 36 and 34 of all our KIs (of the total of 92). Five women were among diaspora representatives who emphasized ICT as the most attractive sector, whereas two mentioned tourism. In the whole KI sample, ICT and tourism were emphasized by 11 and 8

¹⁶ Halilovich, H. et al. 2018. Mapping the BiH Diaspora. <https://dijaspora.mhrr.gov.ba/wp-content/uploads/2018/08/MAPPING-BIH-DIASPORA-REPORT.pdf>

¹⁷ Ibid.

¹⁸ Ibid.

¹⁹ Ibid.

women,²⁰ respectively (compared with 23 men for both sectors). These same preferences were confirmed in our survey of the diaspora by 87 and 85 percent of respondents, respectively. Agriculture and food, metal, and wood processing were also perceived as highly attractive investment sectors by the entire KI group (32, 31, and 21 KIs, respectively), but this perception was not shared in equal proportion by diaspora representatives (11, 3, and 5 specifically mentioned these respective sectors). The diaspora survey reflected this more nuanced attitude, with food, wood, and metal sectors recognized by 70, 63, and 59 percent of respondents, respectively, on a level or even slightly below other sectors, such as energy (71%), education (65%), infrastructure (64%), and healthcare (63%).

In terms of job creation and income generation, the list of promising sectors does not change much: ICT and tourism are seen as offering the best prospects by 11 and 9 diaspora KIs, respectively. Opportunities in the agriculture and food industry and wood processing were noted by 6 and 5 diaspora KIs, respectively; 6 were also enthusiastic about the potential of the energy sector, notably clean energy, whereas the metal industry garnered only 2 mentions. When asked about sectors that deserve greater attention of diaspora investors, our interlocutors again mentioned tourism (5 KIs), metal (4 KIs), agriculture and food (3 KIs), and clean energy industries (3 KIs). An important nuance to be recognized is that potential for diaspora investment exists in certain distinctive market niches of tourism (ecotourism, medical tourism, religious tourism, organic-food-related tourism, and sports tourism), energy (clean/green energy), and food production (healthy/organic food).

Finding 2: Beyond the attraction of their COO, BiH diaspora are drawn to localities with which they have ties. First-generation diasporans tend to retain emotional ties to BiH, which serve as an important motivating factor in their continued engagement with their COO, including in their potential investment decisions.²¹ Twenty-six of our KIs (of whom eight were diaspora representatives) perceive that diaspora investors focus on the local communities or regions where the investors themselves or their families originate, and/or where they still have family and social connections. This tendency is driven by the translocation phenomenon and the desire of diaspora members to reestablish and strengthen ties with their communities of origin. An additional advantage lies in the direct knowledge of business and social environment of diaspora investors investing in localities with which they are familiar. Although they are neither insensitive to profit motivation nor blind to the higher risk and unpredictability of investing in BiH, first-generation diaspora investors offset these concerns against their personal desire to rebuild and strengthen their links to their COOs. In the same vein, they are likely to place additional importance on returning to their communities of origin and contributing to their recovery/development.

“Translocality also has the return dimension, so, when they return, logically they return to towns where they know Mirso from the utility company, Pero at the municipality, because it permits them to implement their business ideas faster than at some place where everything is good and smooth, such as Gorazde or Tesanj. It is great, but not everybody invests in Tesanj.”

—Diaspora expert/researcher

Emotional ties are inevitably much weaker for second- and third-generation diasporans.²² In terms of diaspora investment, this intergenerational shift influences both the likelihood of investment and the

²⁰ Gender-disaggregated figures do not always add up, because a limited number of interviews and focus group discussions with multiple KIs could not be disaggregated with precision.

²¹ Efendic, A., Babic, B., Rebmann, A. 2014. Diaspora and Development: BiH. https://doc.rero.ch/record/235757/files/30-Diaspora_and_development_-_BiH.pdf

²² Halilovich, H. et al. 2018. Mapping the BiH Diaspora. <https://dijaspora.mhrr.gov.ba/wp-content/uploads/2018/08/MAPPING-BIH-DIASPORA-REPORT.pdf>

choice of investment location. For these diasporans, the idea of personal connection with the country of their roots still plays a part, but when selecting an investment location, they tend to prioritize economic and infrastructural considerations over personal attachment to a specific locality, which attracts them to the larger cities.

“I may be the last generation to view BiH with a patriotic feeling. My children, they do not have that patriotic feeling, they ask: What is in it for me?”

—Diaspora member

Finding 3: Investment sector preferences are molded by professional experience/ knowledge of investors and influenced by the environment/culture of their CORs. When developing investment projects, diaspora investors tend to focus on the sectors in which they work in their CORs. This point was made by three diaspora investors and by four other KIs, of whom some represent institutional counterparts familiar with broader trends in identification of investment sectors. Though logical, particularly for SME foreign direct investors, this tendency is worth a mention because their knowhow, skills, and understanding of their markets not only benefit their own project, but also strengthen competition and improve technology transfer in their target sector and their chosen investment location. Our KIs also suggested that diaspora investors currently residing in different countries tend to exhibit different sector preferences. Eight KIs noted that diaspora investors based in Austria or Germany invest predominantly in the metal and automotive

No one invests in a sector they are not already in. An investor’s target sector is predetermined. I must invest in something I know.

—Investor, BiH

industries. Diaspora investments from Scandinavia, as well as Switzerland, have tended to focus on (organic) agriculture and the food sector. The preference of the BiH diaspora in North America for investing in the ICT industry was mentioned by at least five KIs. Three of our interlocutors perceived that diaspora investments from Scandinavia have tended to focus on the agriculture and food sector and two others have detected the same tendency for diaspora investors based in Switzerland.

Finding 4: Diaspora investment targets export markets. A major advantage of diaspora investors is the knowledge of foreign business practices and foreign markets. When they invest in BiH, diasporans typically do not aim at the small BiH market but rather are interested in producing goods or providing services for other markets. Ten of our KIs specifically noted the predominant export orientation of diaspora-run companies. This focus on exports, combined with diaspora investors’ familiarity with foreign markets, with which they are familiar and connected and where they are often still present or based, constitutes a bonus for the BiH economy, which regularly faces steep trade imbalances and struggle to increase exports.

Diaspora companies tend to be highly export companies, because when diaspora invests here, they already have access to a market abroad, so these companies export more than 90 percent of their goods/services.

—BiH NGO/Regional Development Agency representative

Finding 5: Beyond direct investment, diaspora members may act as promoters of BiH and intermediaries for attracting other foreign direct investment (FDI) beyond the diaspora. The diaspora offers considerable potential to promote BiH as an investment destination in their communities and countries of residence and with other, non-diaspora, investors. Eight of our KIs noted that, either as entrepreneurs or as valued employees at their workplace, diasporans are in an unrivaled position to propose investment in BiH, advocate its advantages, and, crucially, clear any lingering misconceptions related to its recent history. By virtue of their unique knowledge, they can often act as connectors and relationship brokers for investors who do not have prior knowledge of the country. The suggestion that was mentioned in seven KIs about the specific advantage that BiH might derive in the current global economic environment from a very recent trend of “re-shoring”

of production capacities from East Asia closer to the EU markets is only one example of the contribution that diasporans can make, with their knowledge of both BiH and their own firms/sectors/CORs.

... Now is an ideal time, because Western European firms are currently realigning their supply chains ... so Europe would reduce its dependence on China or India.”

—Diaspora member

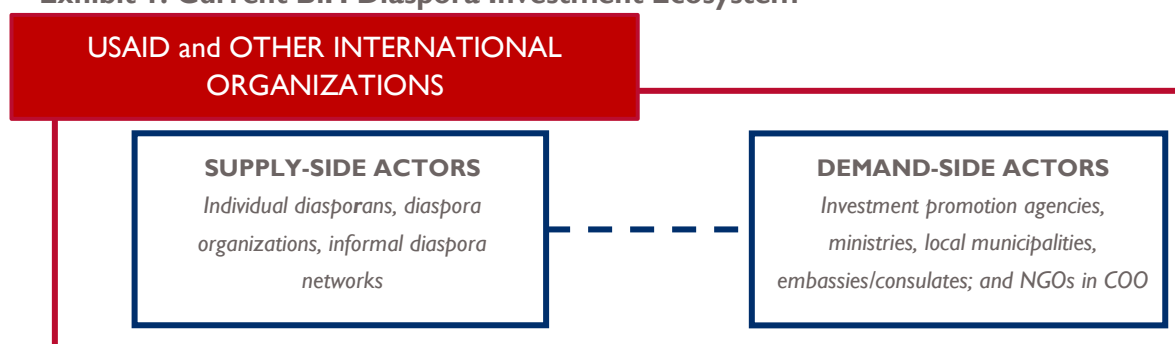
CONCLUSION

Diaspora investment interest is bounded by three main factors: industry, geography, and investment type. Diaspora engagement efforts should be sensitive to these realities. ICT, tourism, agriculture and food processing, the metal sector, and wood processing are the most interesting to the diaspora, and they all—plus the energy sector—are perceived to offer the best prospects for employment and income generation in BiH. However, it is important to note that diasporans often seek to bring a new or underdeveloped niche segment of the industry to BiH (e.g., eco-tourism, religious tourism, medical tourism, organic food-related tourism, clean energy, and organic farming and production of healthy food). Diasporans interested in direct investment are not just interested in where the best investment opportunity is in BiH, but they also feel most comfortable with investing where they have social ties. A generational approach is also needed to engage the diaspora for investment, as only the first generation is interested in direct investment in significant numbers; younger generations voice greater interest in portfolio investment, knowledge transfer, and volunteering opportunities and have weaker geographic preferences for their investments. Across the generations, however, there is potential to leverage the BiH diaspora to play a role in influencing companies and entrepreneurs in their CORs to invest in BiH.

QUESTION 2: WHAT OUTREACH METHODS FOR MOBILIZING DIASPORA INVESTMENT MIGHT BE APPLICABLE IN BiH?

Demand-side and supply-side actors are at the core of diaspora investment ecosystems²³ (Exhibit I). Effective diaspora engagement involves the mobilization of both sides of the diaspora investment equation as well as interaction and cooperation between the two. Initial mobilization and interaction between demand- and supply-side actors has occurred in BiH—often assisted by initiatives funded by international and donor organizations, but opportunities exist to enhance these efforts and foster a more coordinated, systematic approach to interaction and cooperation.

Exhibit I. Current BiH Diaspora Investment Ecosystem



Finding 6: Institutional, regulatory, and policy frameworks on the demand side (at national and local levels) have shaped diaspora mobilization efforts, with limited results thus far. As a constitutionally complex country, BiH faces several issues regarding its policy,

²³ Riddle, L. 2017. Diaspora Engagement and the Sustainable Development Goals. Migration in the 2030 Agenda ed. Gervais Appave and Neha Sinha. https://publications.iom.int/system/files/pdf/migration_in_the_2030_agenda.pdf

regulatory, and institutional frameworks aimed at emigration/diaspora. Even though some progress has been achieved in terms of the adaptation of several strategic and legal documents, the entire process toward emigration is still perceived as slow, disharmonized, and inefficient. One positive example, however, is that BiH institutions have established contact and cooperation with emigrants from BiH by signing memoranda of understanding (MoUs) on the establishment of migration partnership with Switzerland in 2009 and Liechtenstein in 2011. The signed MoUs outline countries' readiness to enhance cooperation in 13 areas related to migration, including those that are directly tied to diaspora (e.g., exchanges in the field of education and training, migration and socioeconomic development, and diaspora relations). However, little progress has been made since.

Since the MoUs in 2009 and 2011, the BiH Council of Ministers adopted a Policy for Cooperation with Emigrants in April 2017. However, the state-level strategy has not been adopted yet, and as a result of the lack of legal basis, several other issues have arisen. Even though diplomatic staff working in embassies and consulates were recognized by 10 KIs to play a key role in interfacing with diasporans seeking to invest, their activities related to outreach and engagement are perceived to depend on individual diplomatic staff approaches rather than structured and planned strategies. This lack of a strategic approach among the diplomatic offices hinders a communication chain that should support greater diaspora engagement and misses an opportunity to cultivate and facilitate diaspora investment with existing state resources. Finally, the overarching institution with a department for emigrants, the MHRR of BiH, has little legal power to move necessary emigration policies forward. Entity strategies for cooperation with emigrants were adopted in 2019-2020. Although adopted a few years ago, the implementation of Federation of BiH, Republika Srpska (RS), and Brčko District (BD) strategies for cooperation with emigrants is slow.

Positive results and some recognition of diasporans and their investments have been implemented at the local level in BiH (e.g., local communities [LCs], including municipalities and cities in BiH, both entities). Thirty-four LCs in both entities established offices for cooperation with the diaspora and/or appointed coordinators of cooperation, following which MHRR signed a memorandum of cooperation with 34 cities/municipalities. These LCs are recognized to have bolstered outreach approach to their diaspora members. Prior to establishment of the office for cooperation with diaspora, some LCs (e.g., Zivinice, Lopare) mapped their diaspora. Some LCs (e.g., Jajce) also are working on developing their municipal communications strategy with diaspora members.

Finding 7: Vertical coordination among demand-side institutions on diaspora-related matters is weak or nonexistent. Three KIs argued that diaspora-related activities are not well communicated or coordinated across different levels of government in BiH, especially when it comes to the relationship between MHRR and cities/municipalities. In addition, the assessment team noted

"It was actually interesting to have that exchange because the ministries had no clue what the local communities already did in terms of engaging with diaspora."

—Diaspora expert/researcher

that the communication on diaspora-related issues among cities/municipalities was modest as well. Such practice impedes cities/municipalities from replicating examples of good practice and learning from each other. Certain progress has been achieved with the Diaspora for Development Project (D4D); however, there is still room for progress.

Finding 8: No comprehensive database of the supply-side actors in the diaspora exists, inhibiting the design of successful demand-side outreach activities. Such a database would enable the design of tailored, targeted interventions that would have a higher probability of catalyzing diaspora investment. Even though the mapping of the BiH diaspora in 10 host countries was completed in 2017 and is available at the MHRR's website, a more comprehensive mapping is

needed, as some inputs to that list, including the mapping of the BiH academic and scientific diaspora (published in 2009–2010), have not been updated.

Finding 9: The supply side of the diaspora investment ecosystem is fractured and not well coordinated both within and across CORs. There are several BiH diaspora organizations, associations, and/or networks established around the world. Most of them are country specific, with several organizations operating in a single COR. A consistent complaint among diaspora KIs is that there is not one comprehensive and reliable source of information about the location, leadership, and activities of other BiH diaspora groups around the world and few sustainable, impactful examples of coordinated supply-side diaspora investment action. Most diaspora organizations/networks are voluntary based and do not have the funds nor other resources to support and organize outreach activities. This has been confirmed during seven KIs. The focus of diaspora organizations varies across countries, many being organized around language/culture-preserving activities. Appendix II provides an overview of identified diaspora organizations, associations, and networks.

There is no single umbrella BiH diaspora organization that would mobilize and coordinate collective action among the individual organizations focusing on the BiH diaspora or play a coordinating role with the demand side of the ecosystem. Whereas BiH diaspora organizations around the world have launched some joint initiatives, few of them are very active, and most organizations have limited experience in collaborating and complementing each other activities.

Finding 10: Differences exist in terms of diaspora investment motivation, interest, and investment marketing and communication needs. Conferences and other events focused on networking and information sharing are recognized by 32 KIs, of which 16 are diasporans, as the outreach methods with which they are most familiar. In some KIs, concern was raised that these conferences have been too general and not tailored to specific interests of different audiences.

Across the diaspora KIs interviewed, expectations of financial returns were noted as the main driver of diaspora interest in investment in BiH, followed by emotional motivations to support the country and develop the local economy. Second-generation diasporans interviewed were also more likely to mention an additional expectation that investment in BiH would help bring about social, environmental, and/or governance-related improvements in the country. Online survey results, however, paint a somewhat different picture. Although personal financial independence is very important for more than half of respondents (55 percent) and slightly more than a third (38 percent) chose profitability as their main goal when considering investing in BiH, 71 percent of surveyed diasporans said they would invest in BiH because it would make them feel good to contribute to the country's economic development and 76 percent noted that they would like to provide capital to those who currently do not have fair access to capital. Men were more likely than women (42 percent compared with 35 percent) to declare that, when considering investment, they are interested only in making a profit. However, men also said they would invest in BiH because it makes them feel good more often (79 percent) than women (69 percent). See Appendix VIII for a detailed breakdown of survey responses.

As confirmed by previous research²⁴ and seven KIs, the second and third generation of diasporans have been raised in a different cultural milieu compared with the first generation of diasporans, which is why their emotional ties to BiH are weaker. These generations of diasporans do not necessarily know the language and are less familiar with the political, economic, and sociocultural

²⁴ Efendic, A., Babic, B., Rebmann, A. 2014. Diaspora and Development: BiH. https://doc.rero.ch/record/235757/files/30-Diaspora_and_development_-_BiH.pdf

realities of BiH. These realities shape prevailing diaspora investment interest by generation. According to five KIs, whereas diaspora investment interest among first-generation diasporans is predominated by direct investment (primarily in the form of international entrepreneurship), later generations are more interested in portfolio financial investments in BiH as well as opportunities for human capital investment through knowledge and skills transfer volunteer programs.

Generational differences also shape outreach and communication demands among diasporans. First-generation diasporans often maintain direct social ties with friends and family in BiH, they can access first-hand current media in the local languages, and they tend to make more frequent visits to BiH for leisure and business tourism. However, later diaspora generations often have weak to nonexistent social ties in BiH, are unable to access local media, and make few to no trips to BiH, yet many maintain an affinity for and affiliation with BiH psychologically.²⁵

Finding 11: There is a hunger among the BiH diaspora for a consistently updated, interactive, and cohesive online platform to showcase positive economic development in BiH; share diaspora investment success stories; present specific, current investment opportunities; provide ways to identify other diaspora organizations and calls to action to support their efforts; and offer engaging, interactive content. All KIs, regardless of sociodemographic characteristics (gender, institution, or age) expressed negative feelings toward website-based diaspora outreach efforts to date. Five KIs also noted that mass media news most often presents a negative image of BiH (e.g., perceptions of war, fear for personal security as well as the security of invested property) that not only discourages investment motivation but also jeopardizes current investments already established in BiH.

Several websites have been established as networking platforms for diaspora members, including those owned by the MHHR, USAID/BiH's DI, and i-platform. KIs noted that although some portals at first were perceived with great potential, interest declined precipitously over time owing to a lack of engaging, not being consistently updated, and lack of useful content. KIs also noted that even though these various websites provide links to one another, they exist and operate individually and do not coordinate content, which diaspora members find confusing at best and contributing to diaspora distrust at worst. Government KIs most often pointed to outreach efforts on the MHRR website (established in 2018) to exchange ideas, information, knowledge, and experience among emigrant experts and BiH experts, government institutions, the private and civil sectors, and academia. However, this site was not widely recognized by the diaspora members, nor did they consider it to be interactive.

Six KIs noted that a comprehensive, well-organized, and detailed database/overview of investment projects to which diasporans could contribute is not available. Specifically, seven of 19 diasporans who were asked about attractiveness of such a portal said they believed such an approach is necessary and has potential to catalyze diaspora investments. Women, more often than men, find the idea of such a portal attractive (five compared with two, respectively). Nine of 15 local government officials (four women and five men) expressed the same opinion. None of the diaspora members or local government officials with whom the assessment team discussed the possibility of embedding a database of investment projects in a new or existing internet portal perceived the idea as unattractive.

Finding 12: Successful diaspora engagement requires significant investments in organization, coordination, and communication in addition to a healthy dose of political

²⁵ Halilovich, H. et al. 2018. Mapping the BiH Diaspora. <https://dijaspora.mhrr.gov.ba/wp-content/uploads/2018/08/MAPPING-BIH-DIASPORA-REPORT.pdf>

will and engagement among demand-side actors and strong identification ties and social capital among supply-side actors—all of which require significant time and money. Many nations with older diasporas, including India and Ireland, have founded a central government office dedicated to diaspora engagement and/or created a network of government organizations that coordinate diaspora engagement activity.²⁶ In these countries, there is established coordination between national and local government actors to promote diaspora investment, and an established and well-known diaspora distribution network. Diaspora organizations in CORs mostly are formal organizations with established leadership structures, communication strategies, and activities targeted to diaspora interests. There are ties between these organizations not just with national and local government actors, but also with organizations of fellow diasporans in other countries of residence. Each country has at least one, if not more, identity-building activity or event (e.g., conferences, summits, heritage tourism, diaspora volunteerism programs) that take place in both countries of origin and residence that have yielded successful collective action and impact.

In several states, such as Ethiopia and Jamaica, diaspora engagement in the COO is mostly an embedded activity within an existing government ministry or agency. Coordination between national and local government actors regarding diaspora engagement is in a more nascent stage. There is greater organization among diaspora organizations in CORs, which are mostly formal organizations with established leadership structures, communication strategies, and activities targeted to diaspora interests. National governments (and some local government actors) have established identity-building activities and events in COO/Rs that are beginning to yield significant impact results.

Appendix IX provides a selected list of innovative diaspora engagement strategies, including using big data approaches to map and engage diaspora, creating diaspora media, creating advisory councils and diaspora chapters in CORs, employing integrated marketing campaigns through public–private partnerships (PPPs), establishing outreach programs through embassies and consulates, and making national identity database enrollment open to diasporans.

CONCLUSION

Successful diaspora outreach that promotes significant investment is predicated on several factors that require significant time and money. Because BiH’s diaspora engagement is still at an emerging stage, key to developing capacity, potential, and impact now is the strengthening of organization, coordination, and communication among and between demand- and supply-side actors in the diaspora investment ecosystem. Outreach strategies that others have used that best apply to the BiH context include the following:

Partnering with Key Diaspora Influencers—Because the BiH diaspora is fractured and geographically dispersed, many diaspora leaders are unaware of the activities of other leaders in the diaspora community. There is an opportunity to build on DI’s Diaspora Business Advisory Council to introduce and coalesce diaspora leaders to broaden the reach and credibility of diaspora outreach activities as well as enable outreach to be more efficient and effective.

Convocations with Clear Strategic Intent and Communication—To continue to cultivate a sense of collective identity and peoplehood, identify activity and interest synergies, and mobilize collective action, BiH diasporans need to be able to meet—virtually and in person, in CORs and COOs. Time

²⁶ Agunias, D.R., Newland, K. Developing a Road Map for Engaging Diasporas in Development: A Handbook for Policymakers and Practitioners in Home and Host Countries, provides a detailed description of known country-of-origin diaspora engagement organizational structures around the world.
<https://www.migrationpolicy.org/sites/default/files/publications/thediasporahandbook-Chapt4.pdf>

spent in conversation and social networking will help built trust and catalyze the energy that is needed in the BiH diaspora community.

Creative Traditional and Digital Marketing—Most current diaspora investment is made by individuals from the first generation. Finding new ways to engage first-generation potential and current diaspora investors through traditional advertising methods, such as placing fresh multimedia advertising in BiH airports, in COR stores, restaurants, and places of worship that BiH diasporans frequent, and in embassies and consulates, and finding publicity opportunities in publications and websites diasporans frequent, are some strategies from other diaspora communities that might further engage the first generation in particular. However, leveraging and nurturing the psychological connection of later generations to BiH to foster diaspora investment requires a radically different approach. As other COOs have learned, those generations are more responsive to interactive digital communication channels and integrated marketing communication strategies. Reaching these generations through social media to drive traffic to a multimedia and interactive diaspora investment-promotion website is key. Podcasts, vodcasts, and interactive webinars are examples of media forms that are typically strategically pushed through social platforms and could be useful for engaging younger BiH diasporans.

QUESTION 3.1: WHAT ARE THE MAIN CHALLENGES FOR DIASPORA INVESTMENT AT THE LOCAL LEVEL?

Finding 13: A poor business-enabling environment, characterized by complex administrative and bureaucracy procedures and lack of information about investment opportunities, is recognized to be among the main impediments to diaspora investments at the local level. More than 60 percent of KIs, including 68 percent of diaspora KIs, consider complex administrative and bureaucracy procedures a challenge for diaspora investments in BiH. This opinion is shared by a majority of surveyed diasporans (92 percent). Most often, complex bureaucracy was mentioned as a procedure that is most challenging, characterized by numerous permitting and document submission requirements. According to the World Bank Doing Business Report, improvement in the business-enabling environment in BiH has been sluggish in the past five years. BiH remains the worst performer in the region for four consecutive years. Among ten Doing Business categories assessed, starting a business is the one in which BiH ranks extremely poorly (184th among 190 economies covered by the 2020 Doing Business Report). It takes a total of 80 days to register a new business in the capital city of Sarajevo, which is by almost 60 days longer than the Western Balkans average (20.36) and 68 days longer than the Europe and Central Asia average (11.9). Furthermore, the number of procedures is greater, and the cost of opening a business is higher in BiH compared with the other countries in the region.²⁷ Whereas a majority of KIs agree that these challenges hinder diaspora investment, opinions vary as to whether bureaucracy is the most challenging issue faced by diaspora investors. Specifically, three KIs argued that starting a business in BiH is not an insurmountable process, even though it is long, complex, and exhausting,

The World Bank data show that the complexity and cost of opening the business is the same for both men and women.²⁸ However, according to the assessment's online survey, female diasporans recognize complex bureaucratic requirements for registering a business to be a severe barrier to investment more often than their male counterparts do (65 percent versus 47 percent).

²⁷ World Bank Group. 2020. Doing Business 2020: Comparing Business Regulation in 190 Economies. <https://documents1.worldbank.org/curated/en/688761571934946384/pdf/Doing-Business-2020-Comparing-Business-Regulation-in-190-Economies.pdf>

²⁸ Ibid.

The complexity of registering a business in BiH varies across entities. In late 2013, the RS established a one-stop shop business registration system. Additionally, in early 2021, an online business registration service was introduced in the RS²⁹ and Brčko District.³⁰ In the FBiH, however, business registration takes place in select courts in the cantons and consequently suffers from capacity and resource limitations particular to each court. The FBiH 2021–2027 Development Strategy recognizes the need to accelerate the business registration process,³¹ whereas the FBiH Strategy for Cooperation with Emigrants proposes establishing one-stop shops at different government levels.³² These one-stop shops are envisaged to serve as information providers and networking hubs, rather than administrative services that would permit smooth and speedy business registration. However, nine KIs, including four diasporans, believe that a one-stop-shop business registration system is of paramount importance for catalyzing diaspora investments in BiH.

In addition to complex administrative and bureaucratic procedures, the lack of information about investment opportunities is also recognized as a business environment shortcoming that hinders diaspora investments. Specifically, 82 percent of interviewed diasporans think that information on investment climate, challenges, and opportunities is not well disseminated to diasporans (82 percent of women versus 84 percent of men). Whereas some structures for providing information on investment opportunities exist at all government levels, four diaspora KIs found that this information was insufficient to allow making informed decisions about potential investment. For example, the Foreign Investment Promotion Agency (FIPA) offers an online overview of more than 400 investment projects across BiH, disaggregated by investment sectors.³³ However, the website only lists investment projects, and no additional information about them is provided. Although the website outlines that details on each project can be obtained from FIPA directly, diasporans do not perceive such dissemination of information to be effective in catalyzing diaspora investments. Ideally, an investment project proposal should provide a brief description of a project; projected production volumes, market share, distribution channels, supply sources, and other market- and sales-related information; information on technical feasibility, labor force, raw material resources, and environment; investment requirements, project financing, and returns; government support and regulations; and a tentative timetable envisaged for project completion.

Finding 14: Government factors, including political instability and corruption, are also perceived to hinder diaspora investments. Corruption in BiH is a pervasive issue that cripples BiH socioeconomic development. According to the 2020 Corruption Perceptions Index, BiH is ranked 111 out of 180 countries, the worst score since 2012 (BiH 2020 score was 35).³⁴ Whereas 40 percent of diaspora KIs believe that corruption deters not just diaspora investments, but also foreign investments in general, 95 percent of surveyed diasporans thought that the propensity of government officials to expect bribe hinders investments. The opinion is almost equally shared by the surveyed men and women (95 percent compared with 100 percent), whereas half of interviewed diaspora men and one in three interviewed women from the diaspora perceived corruption as an impediment to investments. Research conducted so far confirms that rampant corruption raises the

²⁹ <https://eregistracija.vladars.net/>

³⁰ <https://bizreg.osbd.ba/>

³¹ Development Programming Institute of FBiH. 2020. Development Strategy of the FBiH 2021–2027. <https://www.fzzpr.gov.ba/en/development-strategy-of-the-fbih>.

³² Official Gazette of FBiH no. 1538/2019

³³ <http://www.fipa.gov.ba/investinbih/index.htm>

³⁴ Transparency International. 2020. 2020 Corruption Perceptions Index. <https://www.transparency.org/en/cpi/2020/index/nzl>

costs and risks of doing business in BiH.³⁵ In addition, corruption is recognized to be the second most frequent reason for BiH citizens to consider emigrating.³⁶

Besides its multiple negative effects on BiH's economic prosperity, corruption also contributes to political instability in the country. One in three diaspora KIs and about 76 percent of surveyed diasporans consider political instability to be another impediment to diaspora investment. Empirical studies outline that, although not a crucial factor in determining FDI inflows in highly developed economies, political stability is recognized as an initial condition necessary for investment in smaller economies.³⁷ Nationalist political parties, empowered by malign foreign influences, propagate a political discourse focused on ethnic issues and on deepening ethnic divisions.³⁸ Divisive ethno-nationalist rhetoric, which intensifies during election campaigns, contributes to the persistent tensions within the country³⁹ and constant political turmoil and disagreements among the ruling parties lead to frequent government gridlocks.⁴⁰ Such an unstable political environment is a strong deterrent for potential investments.

From the gender perspective, women, more often than men, recognize the lack of safety and security as a barrier to diaspora investments (82 percent compared with 68 percent). This conforms to the conclusion of most studies and meta-analyses, which find that women are more risk-averse and tend to seek safer investments compared with men.⁴¹

Finding 15: The quality of the business environment varies across different local communities.

Four KIs outlined that some local communities improved their business environments and made themselves stand out as more attractive investment locations than others. Brčko, Zivinice, Tescanj, and Prijedor were most often mentioned as examples of cities/municipalities that made their investment climate friendlier. The Business Friendly Certification South East Europe (BFC SEE), a program for improving the quality of services and information that cities/municipalities in the SEE region offer to businesses, has certified 27 BiH cities/municipalities as business friendly to date, and one municipality is currently in the process of obtaining its BFC SEE certificate (see Appendix X for a complete list of certified cities/municipalities).⁴² The Municipality of Laktaši, a BFC SEE certified municipality, was assessed by Financial Times as the most cost-effective Micro European City of the Future in 2020/21.⁴³ At the same time, the Bosnia region was declared the top Mid-Sized European Region of the Future in 2020/21, also based on cost effectiveness.⁴⁴

Finding 16: Challenges faced by diaspora investors are the same as for other investors, both domestic and foreign.

Diaspora investment is covered by the legal framework governing foreign investments in general, and there are no separate regulations for diaspora investments in

³⁵ U.S. Department of Commerce. 2020. U.S. Country Commercial Guides: Bosnia and Herzegovina 2020. <https://ba.usembassy.gov/wp-content/uploads/sites/270/BiH-2020-Country-Commercial-Guides.pdf>

³⁶ USAID/BiH MEASURE II. 2020. National Survey of Citizens' Perceptions in Bosnia and Herzegovina (NSCP-BiH): 2019 Report. http://www.measurebih.com/uimages/measurell_nscp2019_final_report.pdf

³⁷ Kurecic P., Kokotovic F. 2017. The Relevance of Political Stability on FDI: A VAR Analysis and ARDL Models for Selected Small, Developed, and Instability Threatened Economies. *Economies* 2017, 5(3), 22. <https://www.mdpi.com/2227-7099/5/3/22>

³⁸ USAID/BiH MEASURE II. 2020. Political Economy Assessment of BiH.

³⁹ Council of Europe, Congress of Local and Regional Authorities. 2017. Observation of Local Elections in Bosnia and Herzegovina. <https://rm.coe.int/16806fe048>.

⁴⁰ Bosnian Serb Deputies Approve Laws to Block UN Envoy's Genocide Denial Ban. Radio Free Europe/Radio Liberty. July 30, 2021. <https://www.rferl.org/a/bosnia-un-genocide-denial-ban/31386124.html>.

⁴¹ Mittal, M., Vyas, R. 2012. A Study of Psychological Reasons for Gender Differences in Preferences for Risk and Investment Decision Making. *The IUP Journal of Behavioral Finance*, Vol. VIII, No. 3, pp. 45-60.

⁴² <http://bfc-see.org/bfc-see-municipalities>

⁴³ The Financial Times. 2020. fDi European Cities and Regions of the Future 2020/21: The Best and Brightest Among Europe's Investment Destinations. <https://www.fdiintelligence.com/article/76767>

⁴⁴ Ibid.

BiH. The BiH Law on the Policy of Foreign Direct Investment in BiH defines a foreign investor as “a natural person, who is not resident of BiH and does not have his or her principal place of business in BiH or a legal person formed in accordance with a foreign law and having its registered office, central administration or principal place of business in a foreign country.”⁴⁵ One in three KIs think that investment challenges are the same for all investors, which aligns with the findings of the Performance Evaluation of the USAID/BiH’s DI, which outlined that 86 percent of surveyed DI beneficiaries believe that diaspora investors face the same challenges/barriers as other investors.⁴⁶ However, three assessment KIs perceived that diasporans experience more issues than other investors and explained such statements not only by the fact that diasporans are more likely to be pressured for bribes, but also by noting that they have to travel to the country to complete a number of required procedures, including registering a business and opening a bank account. On the other hand, two KIs highlighted cultural implications of doing business in BiH and pointed out that diasporans have an advantage in adjusting to the BiH business environment compared with foreign investors because of their awareness and better understanding of the economic and political situation.

Finding 17: Diasporans believe that the digitalization of government services and one-stop-shop systems for business registration can foster a business-friendly environment and catalyze diaspora investments at the local level. When asked about potential approaches and models that might help with addressing identified challenges to diaspora investments at the local level, only a few diaspora KIs offered any answer. Automating provision of government services through digital tools and establishing one-stop-shop services, not just for information sharing but also to complete the business registration process, were the two most frequently mentioned solutions. Specifically, one in five diaspora KIs mentioned that digitalization can help address the complexity of the country’s business environment through improving the efficiency of providing government services. Digitalization is also recognized for its potential to support the fight against corruption through reducing the need for direct interactions between government officials and investors. One in 10 diaspora KIs also mentioned one-stop shops as a model that can offer a solution for the complexity of business registration procedures in BiH. As noted earlier in the report, such a system has already been introduced in the RS and Brčko District, but not in the FBiH. One of the challenges to the application of the one-stop-shop model in this entity arises from inertia and the lack of capacity of various institutions to simplify and coordinate their document submission requirements in the business registration process.

CONCLUSION

A poor business-enabling environment, characterized by complex administrative procedures, high corruption, continuous political instability, and lack of information on investment opportunities, hinders diaspora investment. These factors contribute to the deteriorating trust diasporans feel toward the BiH government and make BiH a less attractive location for diaspora investments, especially to women. However, some cities/municipalities have improved their business climates and can serve as examples of good practices to other local communities that lag in creation of a business-friendly environment. Whereas political instability is a state-level issue, strengthening the business-enabling environment at the local level can help drive diaspora investments. According to the diaspora KIs, a priority in this process should be simplifying complex administrative and bureaucracy procedures and combating corruption by digitalizing government services and streamlining the business registration process. Although numerous initiatives have already been

⁴⁵ Official Gazette No. 17/98, Article 2.

⁴⁶ USAID/BiH MEASURE II. 2019. Performance evaluation of the USAID/BiH Diaspora Invest Activity: Final Report. <http://www.measurebih.com/performance-evaluation-of-the-usaid-bih-diaspora-invest-activity->

implemented to enhance the business environment in BiH, including those with the support of USAID/BiH, the assessment team did not find evidence that improvements in business environment are successfully communicated among diasporans. Media reporting that focuses on bombshell news to attract more readers may impede wider coverage of successful stories and thereby perpetuate a discouraging impression of the BiH business climate.

QUESTION 3.2. WHAT TYPES OF PUBLIC-PRIVATE PARTNERSHIP OPPORTUNITIES ARE AVAILABLE AT THE LOCAL LEVEL THAT COULD CATALYZE DIASPORA INVESTMENT?

Finding 18. The legal framework in BiH recognizes two types of PPPs—concessions and the institutional model of PPPs. According to the Law on Concessions of BiH, a concession presents “the right granted by a Conceding Party to provide the construction of infrastructure and/or services and to exploit natural resources under the terms and conditions agreed on by the Conceding Party and the Concessionaire.”⁴⁷ As defined by the RS Law on PPP, a PPP is a “form of cooperation between the public and the private sector, which is realized by combining resources, capital and professional expertise, in order to meet public needs.”⁴⁸

Finding 19. Legal regulation on PPPs in BiH is complex and lacks sophistication. Previous research shows that the prerequisite to implementing successful PPPs includes clear PPP policies and a conducive legal and regulatory framework.⁴⁹ In BiH, however, the PPP-related regulatory framework reflects the complexity of the government structures and is fully decentralized, with a total of 14 laws on concession and 12 laws on PPPs. Whereas a law on concessions exists at the state level, in both entities, Brčko District, and ten cantons, the institutional PPP model is regulated by laws adopted in the RS, Brčko District, and at the cantonal level. The FBiH Government adopted a Draft Law on PPPs in 2010, which was intended to serve as an umbrella law on PPPs in this entity. However, the law has been in parliamentary procedure for more than 10 years now. The state-level law has not been adopted either and, according to the findings of the Analysis on PPP BiH from 2017, it is unlikely that the law will pass soon.⁵⁰ Whereas separate laws across the layers of BiH’s government are recognized to discourage cross-entity and inter-entity projects,⁵¹ research has identified numerous shortcomings of the existing legislation. These include monitoring, risk-sharing, project selection, unsolicited bids, and other provisions, as well as a lack of full compliance of the laws adopted at the same or different levels of government.^{52,53} The provisions of existing laws do not fully comply either with the Green Paper on Public Private Partnerships or the Community Law on Public Contracts and Concessions.⁵⁴ Furthermore, the nonexistence of a state-level PPP framework and the absence of a PPP strategy on any level also indicate how poorly PPPs are regulated in BiH.⁵⁵

⁴⁷ Official Gazette of BiH, No. 32/22

⁴⁸ Official Gazette of RS, No. 59/09

⁴⁹ Amovic, G., Maksimovic, R., Buncic, S. 2020. Critical Success Factors for Sustainable Public-Private Partnership (PPP) in Transition Conditions: An Empirical Study in Bosnia and Herzegovina. <https://www.mdpi.com/2071-1050/12/17/7121/html>

⁵⁰ Balkan Monitoring Public Finances. 2018. Public-private partnerships and concessions in Southeast Europe: Can infrastructure be improved without increasing public debt. <http://wings-of-hope.ba/wp-content/uploads/2018/11/Analiza-4.pdf>

⁵¹ Ibid.

⁵² Ibid.

⁵³ Uzunovic, N., Karkin, Z. 2014. Grim(m) Fairytale of Public Private Partnerships in Bosnia and Herzegovina—Focus on the Healthcare Sector.

https://www.academia.edu/8238585/Policy_Study_of_Public_Private_Partnerships_in_Bosnia_and_Herzegovina

⁵⁴ Foco E. 2018. Public Private Partnership in EU and BiH. <https://eu-monitoring.ba/javno-privatno-partnerstvo-u-bih-i-eu/>

⁵⁵ Uzunovic, N., Karkin, Z. 2014. Grim(m) Fairytale of Public Private Partnerships in Bosnia and Herzegovina—Focus on the Healthcare Sector.

https://www.academia.edu/8238585/Policy_Study_of_Public_Private_Partnerships_in_Bosnia_and_Herzegovina

Finding 20: Although PPPs are recognized to have potential to drive BiH economic growth, the concept of PPP in BiH is underdeveloped. According to empirical studies, the PPP environment in BiH is characterized by very few successfully implemented PPP projects, of which only one was implemented at the state-level; cancellation or delays in numerous PPP contracts; and the lack of comprehensive data on signed PPP contracts, particularly at the cantonal level.^{56,57} As a result, BiH is stuck at the first stage of Deloitte’s PPP maturity curve—the “developing PPP market.”⁵⁸ Because of the lack of political consensus that concessions and PPPs should be awarded, not a single concession has been awarded at the state level to date, and only one institutional PPP has been completed.⁵⁹ Most large-scale PPP projects have been implemented in the RS, in the health and energy sectors,⁶⁰ whereas very few PPP projects have been completed at the FBiH level, resulting an annual estimated loss of about \$121 million.⁶¹ Some PPP projects have been signed at the city/municipality levels. Appendix XI provides an overview of the successful local-level PPP projects, some with diaspora investors as private partners.

Although underdeveloped, PPPs are recognized as potentially an effective tool to address severe fiscal constraints and growing public debt in BiH.⁶² To facilitate development of a functional PPP environment in BiH, the Office of the Coordinator for Public Administration Reform in BiH launched the project “Public-Private Partnership in Bosnia and Herzegovina” in 2017/2018, which included identification of the sectors for the investments under the PPP model, including the energy sector, especially investments in energy efficiency; the health services sector; basic infrastructure, especially transport infrastructure; the environmental sector, and specifically solid waste management; and the communal services sector.

Finding 21. The BiH government, at all levels, is perceived to lack capacity to prepare and implement PPP projects. One of the major impediments to successful implementation of PPPs in BiH recognized in the literature is the lack of capacity of the institutions in BiH to prepare project proposals and support their implementation.^{63,64} Because of the complexity of procedures and lack of understanding of the PPP concept in BiH, the PPP projects that are offered to investors are poorly structured and financially unjustified, which helps to explain the

“It seems to me that this public context is not ready enough. Private individuals are. They are the ones who are ready for realization. I am afraid that it has stopped on the side of public entities and institutions that either cannot monitor it operationally and are not agile enough and do not have the capacity, but there is certainly room for improvement.”

—BiH NGO/ Regional Development Agency representative

⁵⁶ Amovic, G., Maksimovic, R., Buncic, S. 2020. Critical Success Factors for Sustainable Public-Private Partnership (PPP) in Transition Conditions: An Empirical Study in Bosnia and Herzegovina. <https://www.mdpi.com/2071-1050/12/17/7121/htm>

⁵⁷ Kadric, E. et al. 2015. Public Private Partnership (PPP)—Challenges and Opportunities for BiH. <http://www.piconsulting.ba/en/news/37/bih-team-under-sida-international-training-programme-in-strategic-business-management-drafted-a-paper-public-private-partnership-ppp-challenges-and-opportunities-for-bih>

⁵⁸ Ibid.

⁵⁹ USAID/BiH EIA, GiZ ProRE. 2018. Analysis of the Legal Framework and Recommendations for the Removal of Obstacles to Investments in the Energy Sector of FBiH. <https://www.usaidea.ba/wp-content/uploads/2018/10/Final-Analysis-and-Recommendations-for-FBiH-Compilation-English-6-27-18-final-2.pdf>

⁶⁰ Sijercic, N., Dugum, A. 2018. Public Private Partnership Projects in Bosnia and Herzegovina. CEE Legal Matters Magazine, Issue 5.3.

⁶¹ Amovic, G. 2019. Public-Private Partnership in the Western Balkan Countries. Journal of Contemporary Economics.

⁶² Amovic, G., Maksimovic, R., Buncic, S. 2020. Critical Success Factors for Sustainable Public-Private Partnership (PPP) in Transition Conditions: An Empirical Study in Bosnia and Herzegovina. <https://www.mdpi.com/2071-1050/12/17/7121/htm>

⁶³ Kadric, E. et al. 2015. Public Private Partnership (PPP)—Challenges and Opportunities for BiH. <http://www.piconsulting.ba/en/news/37/bih-team-under-sida-international-training-programme-in-strategic-business-management-drafted-a-paper-public-private-partnership-ppp-challenges-and-opportunities-for-bih>

⁶⁴ Public Administration Reform Coordinators Office. 2017. Vodič za obuku o javno-privatnom partnerstvu. https://parco.gov.ba/wp-content/uploads/2016/07/B-vodic-web_18_8_2017_6.pdf

relatively limited results in this area.⁶⁵ For example, the commissions and line ministries involved in project planning and oversight lack the necessary technical expertise in project financing, risk evaluation, and contract design.⁶⁶ One in seven assessment KIs think that local level governments do not have capacity to prepare PPP projects that would merit consideration. A lack of institutional capacity to develop acceptable high-quality PPP project proposals is perceived to be further exacerbated by modest project dissemination skills. One in eight KIs consider information about PPP opportunities not effectively disseminated to potential private partners. This is not surprising, considering that BiH does not have a dedicated national PPP agency to promote and develop projects—each entity has its own concession commission, but there is no official PPP body.⁶⁷

Finding 22. Diasporans have a lack of trust in government institutions to partner with in investment projects. Trust between parties in a PPP is regarded as a critical factor for the success of the project.⁶⁸ According to previous research,⁶⁹ as well as the primary data the assessment team collected, this prerequisite is missing in the BiH context. One in five KIs see the lack of trust in government as a major stumbling block in the implementation of PPP projects. Whereas almost one third of surveyed diasporans would not invest in BiH through a PPP, men are more likely than women to hold such an opinion—26 percent compared with 12 percent.⁷⁰ Of all surveyed diasporans who said that they would not invest in BiH through a PPP if there was an opportunity, one in two respondents mentioned the lack of trust in government, corruption, lack of capacity of government institutions, and insecurity as the main reasons for such an opinion.

According to the Partnership Bulletin and Deloitte survey, 22 percent of global PPP companies believe that a stable political and legal system defines a market's attractiveness.⁷¹ As recognized when researching assessment question 3.1, poor business environment characterized by complex administrative procedures, high corruption, continuous political instability, and lack of information on investment opportunities hinder diaspora investment in BiH. Similar findings were obtained in the context of PPP. According to the literature, three main risks defined for PPPs regarding BiH were corruption, transparency, and institutional capacity.⁷² For example, PPP contracts are not available for public review⁷³ nor is the opinion of end users on provided services through implemented PPPs considered.⁷⁴ Furthermore, there are no precise records of the number of applications or registers

⁶⁵ Amovic, G., Maksimovic, R., Buncic S. 2020. Critical Success Factors for Sustainable Public-Private Partnership (PPP) in Transition Conditions: An Empirical Study in Bosnia and Herzegovina. <https://www.mdpi.com/2071-1050/12/17/7121/htm>

⁶⁶ Skramoncin, A. 2017. Analysis on Public-Private Partnership Bosnia and Herzegovina. Balkan Monitoring Public Finances. <http://wings-of-hope.ba/wp-content/uploads/2016/12/D3.4.4.1.-Analysis-on-Public-Private-Partnerships-Bosnia-and-Herzegovina.pdf>

⁶⁷ Ibid.

⁶⁸ Lousberg, L., Noorderhaven, N. 2014. Trust Transparency and PPP. <https://repository.tudelft.nl/islandora/object/uuid:b6744560-15bc-4bd6-857a-35146cdce45b?collection=research>

⁶⁹ Kadric, E. et al. 2015. Public Private Partnership (PPP)—Challenges and Opportunities for BiH. <http://www.piconsulting.ba/en/news/37/bih-team-under-sida-international-training-programme-in-strategic-business-management-drafted-a-paper-public-private-partnership-ppp-challenges-and-opportunities-for-bih>

⁷⁰ The percentage of all responses does not equal sum of responses provided by men and women because not all respondents answered the question about their sex.

⁷¹ Partnership Bulletin. 2012. The Global PPP Market 2012. <https://www2.deloitte.com/content/dam/Deloitte/global/Documents/gx-icp-the-global-ppp-market-2012.pdf>

⁷² Skramoncin, A. 2017. Analysis on Public-Private Partnership Bosnia and Herzegovina. Balkan Monitoring Public Finances. <http://wings-of-hope.ba/wp-content/uploads/2016/12/D3.4.4.1.-Analysis-on-Public-Private-Partnerships-Bosnia-and-Herzegovina.pdf>

⁷³ Uzunovic, N., Karkin, Z. 2014. Bajka o Javno Privatnim Partnerstvima u Bosni i Hercegovini—Analiza Sektora Zdravstva. https://osfbih.org.ba/images/Progs/00-16/PDFP/pdfp_14/BHS_90_Nadja-Azra-Uzunovic_Zana-Karkin.pdf

⁷⁴ Skramoncin, A. 2017. Analysis on Public-Private Partnership Bosnia and Herzegovina. Balkan Monitoring Public Finances. <http://wings-of-hope.ba/wp-content/uploads/2016/12/D3.4.4.1.-Analysis-on-Public-Private-Partnerships-Bosnia-and-Herzegovina.pdf>

of awarded concessions.⁷⁵ These practices contribute to poor transparency of PPPs and speak of modest institutional capacity to prepare and implement PPPs. USAID/BiH's Energy Investment Activity (EIA) proposed establishing a Registry of Concessions in FBiH to improve the transparency of concession-related data at all levels of government in FBiH,⁷⁶ but the register has not been developed yet. USAID/BiH's E-Governance and E-Administration Assessment found that facilitating development of e-concession services should strengthen the transparency and combat corruption in the process of awarding concessions by improving access to information and limiting public officials' discretion in the decision-making processes.⁷⁷

CONCLUSION

The BiH PPP environment is complex and underdeveloped. Although some legislation exists, it suffers from several shortcomings that need to be addressed to ensure that the critical factors for successful PPPs are in place. At the same time, the institutional capacity to prepare, disseminate, and implement PPPs is modest and in great need of improvement in the coming years. The lack of trust that diaspora members feel toward government institutions in BiH, which further damages the already poor perception of the business environment in BiH, constitutes an additional impediment to using PPPs to catalyze diaspora investments. Although there are some examples of successfully completed PPP projects at the local level, and additional ones could be fostered in the future, a priority in enabling long-term sustainable PPP environment should be to address the factors that shape this environment, from the legal framework to the image of the public administration. Special attention should be given to communicate the opportunities for PPPs with diasporans, especially with male diaspora members, who show less readiness to partner with government in a joint project.

QUESTION 4: WHAT FINANCING VEHICLES/MODELS MIGHT BE CONSIDERED TO CATALYZE DIASPORA INVESTMENT IN BiH?

Finding 23: BiH diaspora investors perceive significant access-to-finance limitations as impediments to diaspora direct investment in BiH. Most current and potential diaspora direct investors identified by this study are those who have emigrated from BiH, particularly those currently living in Europe. KIs noted that very little BiH diaspora investment originates from an existing entity established in another country; most BiH diaspora investment is predicated on the creation of a small- or medium-sized enterprise (SME) new venture in BiH. Almost all the BiH diasporans interviewed for this study have already invested in new ventures (12 of 15 KIs who invested in BiH), noting that because they lacked local collateral, they were forced to rely solely on their own accumulated capital to open their ventures in BiH. The opinion that diasporans' own capital is the most frequently used financial model to establish business in BiH was held by 38 assessment KIs. Once local collateral was established through personal investment in the venture or the purchase of property for personal use in BiH, other types of financing, including loans, loan guarantees, and grants, then became available to be tapped by diaspora investors. Diasporans who lack the personal capital to make such a large upfront investment often are dissuaded from investing

⁷⁵ Ibid.

⁷⁶ USAID/BiH EIA, GiZ ProRE. 2018. Analysis of the Legal Framework and Recommendations for the Removal of Obstacles to Investments in the Energy Sector of FBiH. <https://www.usaidea.ba/wp-content/uploads/2018/10/Final-Analysis-and-Recommendations-for-FBiH-Compilation-English-6-27-18-final-2.pdf>

⁷⁷ USAID/BiH MEASURE-BiH. 2018. Assessment of Bosnia and Herzegovina E-Governance and E-Administration. <http://measurebih.com/uimages/MEASURE-BiH20E-Governance20E-Administration20Assessment20Final20Report2012Dec2018.pdf>

in BiH and instead focus on investing in their COR economies, using financial vehicles available to them locally.

Commercial banks in BiH offer very little in the way of financial services to current and potential diaspora direct investors. Only 8 percent of interviewed diasporans perceive that loans obtained from commercial banks in the COR are used for financing DDIs. Accessing the loan market is particularly hard for startups, as the private entities need to operate for at least two years to demonstrate their creditworthiness. The assessment of the creditworthiness of companies younger than two years is based on the assessment of the debtor's ability to achieve adequate cash flows that can ensure timely settlement of liabilities toward the bank.⁷⁸ In addition, 13 of 24 commercial banks in BiH assess the financial situation of the company owner/director when assessing the company's creditworthiness.⁷⁹ This constitutes an additional complication for diasporans' access to loans, as their income is earned abroad. Among local banks, only BBI Bank was found to offer financial services customized to diasporans. BBI offers financing for diasporans seeking to purchase local real estate. It also offers diaspora savings accounts.⁸⁰ The assessment team did not identify any commercial bank offering customized financial services to diaspora-established/led legal entities. Other forms of investment capital, such as that obtained through venture capital firms and angel investors, are not developed in the BiH context yet.

Finding 24: Grants and government subsidies aimed at DDI exist but have had limited influence. Projects supported by the international community have offered grants to diaspora investors in BiH (e.g., D4D and DI). Fourteen KIs, of whom five were diasporans, recognized grants as financial vehicles available to diaspora investors. A performance evaluation of the DI Activity yielded mixed results. That study showed that the average DI grant added 31 percent of value to the investments made by grant recipients, but about one fourth of grant beneficiaries believed that they would have invested the same amount in the same year if they had not received the program's grant. Whereas diaspora businesses are eligible to apply to various government subsidy programs, these are not exclusively established for diasporans. Other than loans, guarantee lines, and grants, diaspora investors are not offered any other financial model to catalyze their investments. Furthermore, most KIs, including diaspora members and government officials, were not familiar with any financial vehicle/instrument other than those already offered in the BiH market.

Finding 25: Portfolio investment mechanisms are attractive to BiH diasporans and could be a way to broaden the scope of BiH diaspora engagement for investment, particularly among second- and third-generation diaspora members. An investment fund associated with the USAID brand is perceived to be more attractive than diaspora bonds issued by the BiH government or an investment fund unaffiliated with USAID. Although the potential of introducing diaspora bonds to catalyze diaspora investment is recognized in the 2021–2027 FBiH Development strategy, 11 KIs registered suspicion, doubt, and concern with government-issued diaspora bonds. Issuing bonds is not very common in BiH, especially at the local level. Whereas a number of municipalities in RS have experience with issuing municipal bonds, only two municipalities have done the same in FBiH. Looking at the examples of other countries, it is notable that those characterized by political instability, weak institutional capacity, and lack of trust in government, which resonates with the BiH context, are unlikely to succeed in rising financing

⁷⁸ Official Gazette of FBiH, no. 44/19.

⁷⁹ Salkic, A. 2020. Determining the credit capacity of legal entities by banks in BiH. Business Consultant. Vol. 12/99.

⁸⁰ More information available at <https://www.bbi.ba/bs/stanovnistvo/bh-dijaspora-1>.

through diaspora bonds, considering that the prerequisite for exploiting diaspora bonds potential is grounded in strong transparency, accountability, and governance framework.⁸¹

Diaspora investment funds were also cited as an opportunity to catalyze diaspora investment in the 2021–2027 FBiH Development Strategy. Almost half of KIs (48 percent) mentioned that an investment fund would be useful to catalyze and attract diaspora investment, particularly if the fund were attached to or associated with a trusted international partner, such as USAID. Interestingly, women, more often than men, perceived the establishment of a diaspora investment fund to be useful to catalyze diaspora investment (64 percent of female diasporans compared with 56 percent of male diasporans). Although there has been significant discussion both in BiH and in the diaspora community about the possibility of such a fund, the opportunity has yet to be seized by any actor in the BiH diaspora engagement ecosystem.⁸² Several KIs noted that a BiH diaspora investment fund should be led by a group of credible diasporans; government should not play a role in fund activities. KIs underscored the need of a diaspora investment fund to build legitimacy and credibility among the diaspora through consistent transparency about fund decision-making and investment activities.

Finding 26: BiH diasporans are interested in participating in crowdfunding initiatives. Such an initiative could reignite waning diaspora enthusiasm and trust in diaspora engagement activities and contribute to a strengthening in diaspora confidence in such collective action efforts. Some crowdfunding activities have been launched previously, but these have been ad hoc initiatives led by individuals, NGOs, or other private entities for a limited purpose and time. For example, an Indiegogo campaign launched by an individual, Jasminko Halilovic in 2016 helped collect \$8,800 to support opening the War Childhood Museum, which received a Council of Europe Museum Prize in 2018 and exhibits more than 4,000 items today. One of the main limitations cited by KIs of crowdfunding as a source of diaspora capital are the significant costs to transferring money through money transfer organizations (MTOs) or commercial banks from diasporans' CORs to BiH. According to the World Bank, the cost of sending money to BiH in the first quarter of 2021 reached about 7.16 percent of the amount sent,⁸³ whereas the global average was 6.38 percent.⁸⁴ Sending money via commercial banks is the most expensive option, which costs about 13.45 percent of the amount sent, on average; this is almost three percentage points higher than the global average.⁸⁵ MTOs are somewhat cheaper type of service provider, with an average cost of 5.62 percent, which again, exceeds the global average (5.43 percent).⁸⁶

CONCLUSION

Different diaspora investment strategies are needed to engage different diaspora generations; there is not a one-size-fits-all approach. Few diaspora direct investment financial vehicles exist, and those that do are fraught with institutional and policy challenges. BiH diaspora engagement now is mostly limited to SME new venture direct investment and some real estate purchases for personal, rental, and resale purposes. Because of these constraints, among others, opportunities to engage innovative

⁸¹ Sahoo, S., Pattanaik, B.K. 2014. *Global Diasporas and Development: Socioeconomic, Cultural, and Policy Perspectives*. Springer, p. 114.

⁸² The investment fund established by the D4D in 2018 serves mainly as a grant and loan guarantee fund for supporting diaspora-led businesses. On the other hand, the 5 Million Friends of BiH Project aims to establish an investment fund that would collect funds from diaspora members and invest in startup companies, as well as in humanitarian, and cultural projects in BiH. However, this Project is still in an early phase of implementation. For more information, please see Appendix XII.

⁸³ Data refers to the cost of sending \$200 in remittances from Germany and Austria to BiH.

⁸⁴ World Bank. *Remittance Prices Worldwide*. <https://remittanceprices.worldbank.org/en/>.

⁸⁵ Ibid.

⁸⁶ World Bank. 2021. *An Analysis of Trends in Cost of Remittance Services: Remittance Prices Worldwide Quarterly*. https://remittanceprices.worldbank.org/sites/default/files/rpw_main_report_and_annex_q121_final.pdf.

and entrepreneurial diasporans, particularly those who are high-skilled and have significant work experience and are ready to venture out on their own, are overlooked or unseen. Furthermore, there is a lack of awareness and understanding among diasporans and government officials of more modern financial instruments or models that could catalyze diaspora investment that are used in other countries (e.g., angel investors, venture capital, diaspora bonds, and investment funds).

Among diaspora portfolio investment options, diaspora bonds are perceived to be less attractive compared to a diaspora investment fund. The lack of trust diasporans feel toward BiH government is the main impediment. Considering that diasporans feel strongest ties to the local communities from which they originate, municipal bonds may be the right approach to overcoming the trustworthiness challenge. Such an approach would, however, require close work with the local communities and building their capacities to use diaspora bonds for catalyzing investments.

A diaspora investment fund is a promising possibility to catalyze and scale diaspora investment around the world across diaspora generations. A new diaspora fund should prepare to face credibility and legitimacy hurdles and may require a more sustained marketing effort to yield significant results. Success of such a fund will be particularly predicated not only on what type of fund is created but also on how well the impact of the fund is communicated back to investors and non-investors alike. Given the lack of trust and extant coordination in the diaspora, it will be particularly important to acquire diaspora input into the structure and composition of an investment fund before developing and launching the vehicle. USAID is perceived by the diaspora community as an honest broker. USAID's involvement in an investment fund may enhance the fund's perceived legitimacy, credibility, and trustworthiness.

Crowdfunding for charitable initiatives has had limited success in the BiH diaspora, but these initiatives have been sporadic and ad hoc. As a result, the money transfer costs for such small-scale initiatives are high. As charitable contributions, the scale of capital acquired may be limited, but this vehicle has quicker startup costs than portfolio investment and could serve as a critical trust and confidence builder among the BiH diaspora community, potentially laying groundwork for other forms of diaspora engagement.

QUESTION 5: WHICH KNOWLEDGE TRANSFER AND SKILLS UPGRADE MODELS FROM OTHER COUNTRIES WITH LARGE DIASPORAS COULD BE REPLICATED IN BiH?

Finding 27: Most KIs agree that BiH government institutions have not done enough to organize the transfer of knowledge and skills from the diaspora and that most existing BiH diaspora knowledge transfer models are ad hoc initiatives that are not sustainable and tend to be one-directional. According to the assessment KIs, capacity-building workshops, mentorship programs, and conferences are the knowledge transfer and skills upgrade activities most frequently implemented in BiH to date—recognized by 22, 13, and 12 KIs, respectively. Whereas some knowledge transfer and skills upgrade activities have been implemented with government support, most of these were organized by NGOs and the international community (e.g., D4D and DI). Six KIs specifically mentioned a desire to see more bi-directional exchanges of knowledge and skills created in which both the diasporan and local individual/organizations gain from the interaction and experience. Finally, knowhow transfer models are implemented mostly through the academic sector; there are only few interventions focusing on knowledge transfer in the private sector. The entity and BD strategies for cooperation with emigrants envisage enhanced efforts in transferring the knowledge and skills to the private sector.

Finding 28: The implementation of recently adopted strategies for cooperation with emigrants at the entity level and BD imply greater commitment to the diaspora knowledge transfer and skills upgrade efforts. MHRR worked on identifying and creating a database of BiH diaspora academic and scientific emigrants in 2009/2010; it has not been updated.⁸⁷ The F BiH Strategy on cooperation with emigrants envisages mapping scientific and academic emigrants as well as fostering their circular migration and engagement in scientific and academic processes in F BiH.⁸⁸ The F BiH Strategy also envisions identifying and engaging prominent diasporans in the work of F BiH institutions enhancing F BiH economic growth.⁸⁹ In addition, the F BiH Development Strategy 2021–2027 envisages cooperation with the diaspora in the field of knowledge transfer, particularly for the purposes of improving higher education and scientific work.⁹⁰ RS and BD strategies for cooperation with emigrants recognize the need for mapping the emigrants and their associated organizations and associations, and complementing the database with data on emigrants' skills and knowledge.^{91,92} In addition, the BD Strategy envisages enhancing activities that can support business networking and knowledge transfer through study visits and business meetings.⁹³

Finding 29: There is a prevailing notion among KIs that diasporans cannot set aside a long enough time period to participate in extensive (e.g., 3 months or more) knowledge transfer programs, given their professional and personal responsibilities. KIs registered a greater degree of interest in and ability to participate in shorter-term knowledge transfer engagements, such as capacity-building workshops, conferences, study visits, and limited mentorship programs. Several KIs noted a greater possibility for engaging second- and third-generation diasporans through scholarships, internships, and other volunteer opportunities in the country.

Finding 30: Israel, Ireland, and India are the most frequently mentioned countries that successfully managed to transfer knowledge and skills from the diaspora to citizens in country. Specifically, about 12 percent of KIs explicitly mentioned that these three countries are the role models in organizing successful knowledge transfer and skills upgrade models. However, Israel, Ireland, and India have a strong commitment and unified approach to diaspora engagement that very much differs from BiH, especially considering the lack of political willingness to work on diaspora-related issues. Furthermore, the good practices from Israel, Ireland, and India are hard to replicate in BiH owing to a scarce budget to finance activities focusing on diaspora engagement. For example, the budget for the implementation of the 2020–2024 F BiH Strategy for cooperation with emigrants is somewhat less than \$500,000, whereas Ireland's main government-led diaspora engagement program, Emigrant Support Programme (ESP), has an average annual budget of about \$14 million.⁹⁴ Therefore, rather than a country role modeling, an intervention or program-level approach may be more helpful in tapping knowledge transfer from the diaspora to citizens in BiH.

Finding 31: Successful models of knowledge and skills transfer programs among diaspora communities around the world recognize that diasporans have limited time for investing in such activities. Therefore, such programs seek to find creative ways to get the greatest impact out of a finite period of diasporan time spent in the COO. Such activities also are

⁸⁷ <http://www.mhrr.gov.ba/iseljenistvo/Publikacije/KoJeKOUDijaspori.pdf>

⁸⁸ F BiH Government. 2019. 2020–2024 F BiH Strategy of cooperation with emigrants. Official Gazette of F BiH, no. 1538/2019.

⁸⁹ Ibid.

⁹⁰ Development Programming Institute of F BiH. 2020. Development Strategy of the F BiH 2021–2027. <https://www.fzpr.gov.ba/en/development-strategy-of-the-fbih>.

⁹¹ RS Government. 2020. Strategic Plan for Cooperation with Emigrants of RS. <https://tinyurl.com/25yw9xmu>.

⁹² Government of Brčko District. 2020. 2020–2024 Brčko District Strategy of Cooperation with Emigrants.

⁹³ Ibid.

⁹⁴ More information available at <https://www.dfa.ie/global-irish/support-overseas/emigrant-support-programme/previous-funding/>.

typically designed to provide a bi-directional exchange of information and learning. These activities, however, typically are very time and resource intensive and can take many years to bear fruit.

For example, the Ghanaian Institute for Management and Public Administration (GIMPA) designed a creative mixed-modality executive master of business administration (MBA) program (part face-to-face, part online) to take advantage of short-term visits from its academic diaspora. Several of the faculty employed in this MBA program are Ghanaian diasporans, who travel back to Ghana during breaks in the academic year in their COR.⁹⁵ Given efforts to date to identify and mobilize the BiH academic and scientific community, developing similar hybrid academic program models in BiH universities may have potential. Another example that might have applicability to engaging the young adult BiH second and third generations is the Armenia Volunteer Corps (AVC). AVC was established in Armenia in 2001 to create customized job placements for 600+ diaspora volunteers in a wide variety of sectors and organizations every year, including business, education, environment, arts and culture, finance, health, government, and non-governmental agencies.⁹⁶ Similarly, through programs such as Birthright Israel,⁹⁷ heritage tourism experiences for diaspora youth are combined with short-term volunteering opportunities across many sectors throughout the country.

To further foster a sense of collective identity to inspire collective action among the diaspora community as well as between the diaspora and those living in BiH, short-term summer camp models, such as those offered by Concordia Language Villages in the United States,⁹⁸ could be investigated as a model for BiH. In these summer camps, diaspora youth from the COR and youth from the COO learn and study together in a bilingual and bicultural camp setting. These summer camps offer non-credit and credit-bearing language classes and include campers from 8 to 18 years of age. Concordia Language Villages also offers similar short-term language and culture exchange experiences for adults throughout the year.

CONCLUSION

Many other countries have invested significant resources in knowhow transfer, but many of these countries have older, more established diaspora communities and/or are not post-conflict diasporas. Although there is interest in diaspora knowledge and skills transfer programs, such programs are very expensive and complex to coordinate and administer well for any diaspora community. There is a lack of diaspora satisfaction in progress made on this front of diaspora engagement to date, and most attempts at this kind of activity have been limited in nature and led by multilateral and non-governmental actors. There is a general perception among KIs that activities focusing on the transfer of knowhow should be broadened, incentivized, and systematically organized and supported.

Few examples of significant and sustainable diaspora volunteer programs have been focused on transferring knowhow to the private sector. Because investment has already been made in beginning an enumeration of diaspora academics, finding ways to engage this group of talented individuals for development may be a good place from which to build. Bi-directional models for knowhow transfer may have many benefits, as second and third generations may have had little to no contact with the COO and significant change has occurred in the country since the first-generation waves emigrated from BiH.

⁹⁵ More information available at <https://www.gimpa.edu.gh/>.

⁹⁶ More information available at <https://armenianvolunteer.org/>.

⁹⁷ More information available at <https://www.birtherightisrael.com/>.

⁹⁸ More information available at <http://www.concordialanguagevillages.org/>.

Finding ways to capitalize on existing efforts to identify and mobilize the academic diaspora may offer the greatest potential for a next-steps knowledge and skills transfer initiative. Identifying opportunities for hybrid academic programs to leverage the BiH academic diaspora and creating student internships and summer camps provide opportunities to build a relationship with second- and third-generation diasporans may sow seeds for future diaspora engagement, while at the same time creating opportunity for immediate knowledge and skills gains.

RECOMMENDATIONS

Although there have been some initial steps and successes in engaging BiH diaspora investment, much of the capital that has flowed from the diaspora into the country thus far has been limited to a group of entrepreneurial emigrants who have returned permanently to BiH or do so periodically through circular migration and are investing in municipalities where they currently have close social ties. This assessment identified diaspora investment interest beyond this limited group, including among second- and third-generation diasporans. However, consistently across our data collection process, several impediments to greater diaspora engagement were raised, including a lack of trust in the BiH government, concerns about the business enabling environment in BiH, disillusionment with previous diaspora engagement efforts that have fizzled out, worries about the sustainability of diaspora engagement efforts funded by international organizations, and confusion about who is doing what in terms of diaspora engagement and investment.

Now is the time to build the organizational and identificational foundation upon which future diaspora engagement can be promoted and facilitated. Without careful investment in linking organizations and individuals together, finding opportunities for the diaspora to lead diaspora engagement efforts and build greater trust, future diaspora engagement efforts will most likely realize limited success and impact in BiH. Leveraging the success of DI, further investments in strengthening the BiH diaspora investment ecosystem over the next 3–10 years will lay a foundation for BiH diaspora engagement success.

THREE- TO FIVE-YEAR PLAN

USAID/BiH should consider continuing to leverage its strength as a convener and capacity-development enhancer in the BiH diaspora investment ecosystem and focus efforts now on identifying and building the capacity of an organization to coordinate diaspora engagement activities. Specifically, the assessment team suggests that USAID/BiH to consider the following:

STEP 1: FURTHER INVEST IN MARKETING OPPORTUNITIES AND SHARING PROGRESS TO DIASPORA

Continue to enhance the DI web portal, including detailed information on diaspora investment opportunities; linking to and integrating content from websites of local community diaspora engagement efforts, diaspora organizations, and other existing diaspora outreach platforms; sharing positive stories about diaspora investment; and sharing highlights from other USAID/BiH business-enabling activities in BiH and other positive economic news from the country.

A strategic content dissemination strategy should be developed to ensure that new content emerging on the site is also shared with relevant organizations in the diaspora and in BiH. USAID/BiH should consider further employing newly introduced communications channels to drive traffic to the website, including podcasts, vodcasts, webinars, and blogs. It also might consider inviting several key diaspora investors and/or leaders to volunteer to intentionally share and contribute to USAID/BiH posts on social media and on the website, thereby serving as key diaspora influencers in the market. In addition, USAID/BiH might consider adopting Ireland's example of

installing large video screens in airports and bus terminals, highlighting key diaspora investors and the impact of their investments in BiH to raise awareness of and drive traffic to the site. These new content areas will serve as important places to further disseminate among the diaspora information about USAID/BiH’s business-enabling work in BiH and share where there have been important impact results such as in the areas of e-governance, fiscal government, and energy, among others.

Diaspora investment content, too, must be modified for this generation to be more informative about the BiH political, economic, and sociocultural environment to cultivate a collective sense of peoplehood among these later generations. Inspirational diaspora investment narratives that emphasize not only financial investment returns but also social, environmental, and governance impacts will enhance the engagement efficacy of these outreach activities. Intentionally identifying and featuring second- and third-generation diasporans who are making financial and/or human capital investments in their diaspora communities in CORs as well as in BiH directly will be important, so that younger diaspora generations see themselves more readily as potential diaspora investors (and not just associate that type of activity with their parents’ generation).

STEP 2: IDENTIFY AND DEVELOP THE CAPACITY OF A SUSTAINABLE BRIDGING INSTITUTION

Every diaspora investment ecosystem includes four major types of players: demand-side actors, supply-side actors, bridging organizations, and conveners/funders (see Exhibit 2).

Exhibit 2. BiH Diaspora Investment Ecosystem



Demand-side actors are those who need diaspora human, financial, and social capital directly in the COO/heritage. They include investment promotion agencies and government ministries in the COO, as well as embassies and consulates located in CORs. Included among demand-side actors are NGOs in the COO/heritage engaged in development activities. Supply-side actors are individual diasporans themselves, their informal networks, and diaspora organizations. Some NGOs in CORs can also play the role of supply-side actor when they engage in diaspora capital mobilization activities. Keys to bringing diaspora investment demand and supply sides together are bridging institutions that serve as an umbrella organization through which demand- and supply-side actors identify each other as well as articulate interests and collaboration on initiatives. Such an institution plays a critical role in the distribution of diaspora engagement products, services, policies, and programs created by actors in the diaspora ecosystem. Bridging institutions identify and engage both supply- and demand-side actors and seek to identify and leverage strategic fits between the needs and capabilities of actors in the ecosystem. They host listening and brainstorming sessions for members of the diaspora ecosystem and often craft or co-craft proposals for diaspora engagement activities.

Whereas USAID/BiH has been playing a significant bridging role in BiH, to push the diaspora engagement movement to the next level, a BiH organization, most likely an NGO in BiH or in a COR, should be identified and nurtured to foster sustainable diaspora-led development. Several

nascent efforts are under way to create bridging institutions in the BiH diaspora. USAID/BiH might consider to what extent its Diaspora Business Advisory Council may be able to play some of these bridging organizational roles, whereas a local NGO could also play a role in engage with diaspora to help bridge the divide between supply- and demand-side actors. A consistently updated and comprehensive list of diaspora organizations and leaders is needed and should be shared with all actors in the diaspora investment ecosystem (demand and supply side). Such a resource could play a key role in creating more interaction and coordination among supply-side actors in the diaspora BiH ecosystem. The list of diaspora organizations and leaders identified in this report (see Appendix II) could serve as a strong starting point for relationship-building activities of a bridging organization.

Central to such an organization's success are relationship management approaches common to the field of marketing. Capacity-building training around the use of relationship-management software, such as Salesforce, may be needed, and can help an organization to institutionalize individual and organizational contacts and information about contact preferences, capabilities, needs, and activities, as well as record details of each meeting and/or engagement over time. Similarly, capacity building in digital marketing and communications may be necessary to empower the organization develop an effective integrated marketing campaign to engage both older and younger diaspora generations in multiple languages across numerous platforms.

STEP 3: STRENGTHEN BiH EMBASSIES' AND CONSULATES' INVESTMENT MARKETING ABILITIES

The assessment identified BiH embassies and consulates around the world as an underutilized and underinformed channel of diaspora investment promotion. Although the diaspora often views these locations as important starting points in the diaspora investment investigation process, embassy/consulate staff are often ill prepared to promote investment opportunities and share information about improvements in the business-enabling environment in BiH. There is an opportunity for USAID/BiH to support the Ministry of Foreign Affairs by not only offering training sessions for embassy/consulate staff on diaspora investment promotion but also creating regularly updated diaspora investment promotion marketing collateral, highlighting key developments and achievements in the BiH business-enabling environment, tales of BiH diaspora investor success in different contexts, and a list of organizations to contact to further explore diaspora investment potential in BiH within the diaspora and at the national and local levels.

STEP 4: CREATE OPPORTUNITIES FOR NATIONAL AND LOCAL-LEVEL DIASPORA INVESTMENT PROMOTION ACTORS TO SHARE INFORMATION AND BEST PRACTICES

Coordination is needed among local, entity, and state-level government actors regarding diaspora engagement efforts. Greater opportunity for LCs to share their diaspora engagement experiences and best practices with each other as well as the national government may help to better coordinate and strengthen existing activities. In addition, these engagement experiences may garner greater LC buy-in to national efforts.

STEP 5: ORGANIZE A MULTI-YEAR DIASPORA INVESTMENT FORUM CO-LED BY DIASPORA

USAID/BiH's previous work on engaging diaspora investors, as well as the other recommended activities, should enable USAID/BiH to identify a small working group(s) of volunteer diasporans willing to create an annual, multi-year forum designed to convene key actors from the BiH diaspora investment ecosystem, including supply-side (diasporans and diaspora organizations), demand-side (national and local governments), and bridging institutions. The selection and development of these diaspora leaders will be critical to diaspora engagement success. Such a group should be inclusive of the breadth of various demographic and psychographic segments within the diaspora. Leadership and other capacity-development training may better empower this group to work together and lead their respective diaspora networks efficiently and effectively as a group.

It will be imperative that such convocations be designed around a specific and strategic intent (short-, medium-, and long-term goals) that is communicated clearly before the event to participants. Time should be allocated in the event to allow attendee participation in articulating what has been achieved; what the next steps are, including clear roles/responsibilities; and ideas for event topics, goals, and logistics improvements for the next event. Results achieved after the event should also be well communicated to build participant trust that such convocations are useful and are helping the diaspora movement make progress. These investment fora could be organized along three different tracks to provide peer-to-peer knowledge sharing and skill development among three important groups:

- 1) Private sector actors (prospective and current diaspora investors and diaspora organizations)
- 2) Local municipal government officials engaged or interested in diaspora engagements
- 3) Diaspora academics/scientists

Each forum could be offered in a different location each year (inside and outside BiH) and offered in a hybrid fashion to engage as large an audience as possible. Each forum might focus on one or two different key industries in BiH, highlighting investment opportunities and success stories. These events can also provide an opportunity for capacity development trainings of various different stakeholders in key outreach skill-building areas, such as digital and social media marketing, among others.

STEP 6: FOSTER DIASPORA TRUST THROUGH “QUICK WIN” STRATEGIES

USAID/BiH should also consider focusing on activities that can yield “quick wins” in diaspora engagement and communicate measures of performance throughout the diaspora community. Diaspora input should help guide the selection of what might be most timely and effective at this stage. One key “quick win” suggestion identified by this assessment includes a crowdfunding initiative that is brought to scale (perhaps assisted by USAID/BiH partnership with an MTO).

FIVE- TO SEVEN-YEAR PLAN

After these important foundation steps have been taken, USAID/BiH should then consider concept testing some of the longer-term, resource-intensive diaspora investment strategies identified in this assessment. Specifically, this assessment indicates that there is potential to raise portfolio investment capital through a diaspora investment fund, particularly if it is a transparent, donor-advised fund associated with USAID/BiH. Before launching such an initiative, it will be important to test and measure diasporan preferences for and attitudes about the interest rate/maturity term trade-off, the fund issuer, sectors such a fund should invest in, and other governance-related features of fund operations. This assessment also suggests that there may be potential to create a substantial youth volunteer program to provide bi-directional knowledge and skill-building between diasporans and local businesses and organizations in BiH. Features to explore through a concept test for this type of diaspora engagement include time of year, duration, location, sector, and industry of engagement.

APPENDIX I: LIST OF REVIEWED DOCUMENTATION

1. ACIPS. 2010. The Scientific Diaspora as the Brain Gain Option: Exploring the Case of Bosnia and Herzegovina. <https://wbc-rti.info/object/document/14655/attach/document.pdf>
2. African Union. 2019. Strategic, Business and Operational Framework for an African Diaspora Finance Corporation: African Union Legacy Project on Diaspora Investment, Innovative Finance and Social Enterprise in Africa. https://au.int/sites/default/files/documents/37383-doc-cido_adfc_business_framework_report_-_abridged_final_-_may_2019.pdf
3. Aikins, K., White, N. 2011. Global Diaspora Strategies Toolkit—Harnessing the Power of Global Diasporas. The Networking Institute. <http://thenetworkinginstitute.com/wp-content/uploads/2016/02/Diaspora-Toolkit-Book.pdf>
4. Amovic, G. 2019. Public-Private Partnership in the Western Balkan Countries. *Journal of Contemporary Economics*.
5. Amovic, G., Maksimovic, R., Buncic S. 2020. Critical Success Factors for Sustainable Public-Private Partnership (PPP) in Transition Conditions: An Empirical Study in Bosnia and Herzegovina. <https://www.mdpi.com/2071-1050/12/17/7121/htm>
6. Asquith, P., Opoku-Owusu, S. 2020. Diaspora Investment to Help Achieve the SDGs in Africa: Prospects and Trends. *Foreign Direct Investment Perspective through Foreign Direct Investment*. Book Chapter. https://www.researchgate.net/publication/343716238_Diaspora_Investment_to_Help_Achieve_the_SDGs_in_Africa_Prospects_and_Trends
7. Balkan Monitoring Public Finances. 2018. Public-private partnerships and concessions in Southeast Europe: Can infrastructure be improved without increasing public debt. <http://wings-of-hope.ba/wp-content/uploads/2018/11/Analiza-4.pdf>
8. BiH Council of Ministers. 2017. Policy on Cooperation with Emigrants. <http://www.mhrr.gov.ba/iseljenistvo/Dokumenti/PolitikaE%20final.pdf>
9. CEDAR, ACSER. 2013. Linking Rural Entrepreneurs and Diaspora in Albania and Bosnia-Herzegovina. https://wbc-inco.net/object/document/13843/attach/Linking_Rural_Entrepreneurs_and_Diaspora_in_Albania_and_BiH190913.pdf
10. Council of Europe, Congress of Local and Regional Authorities. 2017. Observation of Local Elections in Bosnia and Herzegovina. <https://rm.coe.int/16806fe048>
11. Development Programming Institute of FBiH. 2020. Development Strategy of the FBiH 2021–2027. <https://www.fzzpr.gov.ba/en/development-strategy-of-the-fbih>
12. Dimova, R., Wolf, C. 2009. Remittances and Chain Migration: Longitudinal Evidence from Bosnia and Herzegovina. IZA, Discussion Paper Series No. 4083. <http://repec.iza.org/dp4083.pdf>
13. Efendic, A., Babic, B., Rebmann, A. 2014. Diaspora and Development: BiH. https://doc.rero.ch/record/235757/files/30-Diaspora_and_development_-_BiH.pdf
14. European Court of Auditors. 2018. Public Private Partnerships in the EU: Widespread Shortcomings and Limited Benefits. https://www.eca.europa.eu/Lists/ECADocuments/SR18_09/SR_PPP_EN.pdf
15. FBiH Government. 2019. 2020–2024 FBiH Strategy for Cooperation with Emigrants. Official Gazette of FBiH, no. 1538/2019.
16. Foco, E. 2018. Public private partnership in EU and BiH. <https://eu-monitoring.ba/javno-privatno-partnerstvo-u-bih-i-eu/>
17. Government of Brčko District. 2020. 2020–2024 Brčko District Strategy of Cooperation with Emigrants.
18. Halilovich, H. et al. 2018. Mapping the BiH Diaspora. <https://dijaspora.mhrr.gov.ba/wp-content/uploads/2018/08/MAPPING-BIH-DIASPORA-REPORT.pdf>

19. ICMPD. 2019. Empowering Diaspora to be the Future Bridges of Investment, Education, and Innovation—Observations and Recommendations from Diaspora Studies in Germany and Ireland: Best Practices from EU Member States. https://www.ilo.org/wcmsp5/groups/public/--asia/---ro-bangkok/---sro-new_delhi/documents/presentation/wcms_717577.pdf
20. Institute for Social Science Research, MHRR. 2013. Migration from Bosnia and Herzegovina. https://www.bihembassy.org/images/publikacije/06_Migration_from_BH.pdf
21. IOM, IASCI. 2015. Maximizing the Development Impact of Migration-related Financial Flows and Investment to Bosnia and Herzegovina. <https://publications.iom.int/books/maximizing-development-impact-migration-related-financial-flows-and-investment-bosnia-and>
22. IOM, MPI. 2012. Developing a Road Map for Engaging Diasporas in Development—A Handbook for Policymakers and Practitioners in Home and Host Countries. https://publications.iom.int/system/files/pdf/diaspora_handbook_en_for_web_28may2013.pdf
23. IOM. 2017. Migration in the 2030 Agenda. https://publications.iom.int/system/files/pdf/migration_in_the_2030_agenda.pdf
24. IOM. 2019. World Migration Report 2020. https://publications.iom.int/system/files/pdf/wmr_2020.pdf
25. IOM. 2020. Impact of COVID-19 on Diaspora from Bosnia and Herzegovina Remittances, Investments and Movements. <https://bih.iom.int/pbn/rapid-assessment-report-impact-covid-19-diaspora-bosnia-and-herzegovina-remittances-investments>
26. Iseni, B., et al. 2014. The population of Bosnia and Herzegovina in Switzerland. https://www.bundespublikationen.admin.ch/cshop_mimes_bbl/2C/2C59E545D7371EE495A4A6B21623F42A.pdf
27. Kacapor-Dzihic, Z., Oruc, N. 2012. Social Impact of Emigration and Rural-Urban Migration in Central and Eastern Europe, Final Country Report: Bosnia and Herzegovina. <https://ec.europa.eu/social/BlobServlet?docId=8840&langId=en>
28. Kadric, E. et al. 2015. Public Private Partnership (PPP)—Challenges and Opportunities for BiH. <http://www.piconsulting.ba/en/news/37/bih-team-under-sida-international-training-programme-in-strategic-business-management-drafted-a-paper-public-private-partnership-ppp-challenges-and-opportunities-for-bih>
29. Karabegovic, Dz. 2017. Bosnia Abroad: Transnational Diaspora Mobilization. PhD Thesis, University of Warwick. <http://wrap.warwick.ac.uk/93172/>
30. Ketkar, S.L., Ratha, D. 2004. Development Finance via Diaspora Bonds—Track Record and Potential. Policy Research Working Paper No. 4311. World Bank. <https://openknowledge.worldbank.org/handle/10986/14311?locale-attribute=en>
31. Ketkar, S.L., Ratha, D. 2011. Diaspora Bonds as a New Funding Vehicle for Developing Countries. <https://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.533.9243&rep=rep1&type=pdf>
32. Kurecic P., Kokotovic F. 2017. The Relevance of Political Stability on FDI: A VAR Analysis and ARDL Models for Selected Small, Developed, and Instability Threatened Economies. *Economies* 2017, 5(3), 22. <https://www.mdpi.com/2227-7099/5/3/22>
33. Kuschminder, K. 2011. The Role of the Diaspora in Knowledge Transfer and Capacity Building in Post-Conflict Settings: The Temporary Return of Qualified Nationals to Afghanistan. IS Academy Migration Policy Report No. 1. <https://reliefweb.int/sites/reliefweb.int/files/resources/PR01.pdf>
34. Lousberg, L., Noorderhaven, N. 2014. Trust Transparency and PPP. <https://repository.tudelft.nl/islandora/object/uuid:b6744560-15bc-4bd6-857a-35146cdce45b?collection=research>
35. MHRR. 2015. Migration in the Function of Development. http://www.mhrr.gov.ba/iseljenistvo/Publikacije/Migracije_u_funkciji_razvoja_eng.pdf

36. Migration and Development Civil Society Network (MADE). 2016. Diaspora and Migrant Investment and National Development: Building on the Nexus. <https://www.afford-uk.org/wp-content/uploads/2020/01/made-diaspora-and-migrant-investment-and-national-dev-building-on-the-nexus.pdf>
37. Ministry of Security of Bosnia and Herzegovina. 2016. Strategy in the Area of Migration and Asylum and Action Plan for the Period 2016–2020. http://www.msb.gov.ba/PDF/Strategija_ENG_2016.pdf
38. Ministry of Security of Bosnia and Herzegovina—Sector for Immigration. 2020. BiH Migration profile for the year 2019. <https://dijaspora.mhrr.gov.ba/wp-content/uploads/2020/07/Bosnia-and-Herzegovina-Migration-Profile-for-the-year-2019.pdf>
39. Mittal, M., Vyas, R. 2012. A Study of Psychological Reasons for Gender Differences in Preferences for Risk and Investment Decision Making. *The IUP Journal of Behavioral Finance*, Vol. VIII, No. 3, pp. 45–60.
40. Oruc, N. 2011. Do Social Transfers “Crowd-Out” Remittances: Evidence from Bosnia. *South East European University. SEEU Review*. <https://www.wiiw.ac.at/do-social-transfers-crowd-out-remittances-evidence-from-bosnia-dlp-3201.pdf>
41. Oruc, N. 2020. Diaspora and Regional Relations. *The Aspen Institute Deutschland*. <https://www.aspeninstitute.de/wp-content/uploads/2020-Emigration-from-the-Western-Balkans.pdf>
42. Petritsi, C., Zivanovic, A. 2020. PROJECT: External Review of Mainstreaming the Concept of Migration and Development into Strategies, Policies and Actions in BiH: Diaspora for Development (D4D) Phase 2—Evaluation Report. <https://erc.undp.org/evaluation/documents/download/16936>
43. Rabat Process. 2020. Collection of Diaspora Engagement Practices. <https://www.rabat-process.org/en/activities/publications/publication-collection-diaspora-engagement-practices>
44. Regional Cooperation Council. 2019. Bosnia and Herzegovina: Report on the Preparation of Post-2020 Strategy. <https://www.rcc.int/pubs/101/report-on-the-preparation-of-post-2020-strategy-in-bosnia-and-herzegovina>
45. Restart. 2021. Investors Navigator to Bosnia and Herzegovina 2021. https://restart.ba/wp-content/uploads/2021/05/InvestorsGuidelnBiH_2020_21_.pdf
46. Rodriguez-Montemayor, E. 2012. Diaspora Direct Investment Policy Options for Development. Inter-American Development Bank. Integration and Trade Sector. Policy brief no. IBD-PB-183. <https://publications.iadb.org/publications/english/document/Diaspora-Direct-Investment-Policy-Options-for-Development.pdf>
47. RS Government. 2020. Strategic Plan for Cooperation with Emigrants of RS. <https://www.vladars.net/sr-SP-Cyrl/Vlada/Ministarstva/meoi/Documents/%D0%A1%D1%82%D1%80%D0%B0%D1%82%D0%B5%D1%88%D0%BA%D0%B8%20%D0%BF%D0%BB%D0%B0%D0%BD%20%D0%B7%D0%B0%20%D1%81%D0%B0%D1%80%D0%B0%D0%B4%D1%9A%D1%83%20%D1%81%D0%B0%20%D0%B4%D0%B8%D1%98%D0%B0%D1%81%D0%BF%D0%BE%D1%80%D0%BE%D0%B>C.pdf
48. Sahoo, S., Pattanaik, B.K. 2014. *Global Diasporas and Development: Socioeconomic, Cultural, and Policy Perspectives*. Springer, p. 114.
49. Salkic, A. 2020. Determining the credit capacity of legal entities by banks in BiH. *Business Consultant*. Vol. 12/99.
50. Sijercic, N., Dugum, A. 2018. Public Private Partnership Projects in Bosnia and Herzegovina. *CEE Legal Matters Magazine*, Issue 5.3.

51. Skramoncin, A. 2017. Analysis on Public-Private Partnership Bosnia and Herzegovina. Balkan monitoring public finances. <http://wings-of-hope.ba/wp-content/uploads/2016/12/D3.4.4.1.-Analysis-on-Public-Private-Partnerships-Bosnia-and-Herzegovina.pdf>
52. The Financial Times. 2020. fDi European Cities and Regions of the Future 2020/21: The Best and Brightest Among Europe's Investment Destinations. <https://www.fdiintelligence.com/article/76767>
53. The Presidency of Bosnia and Herzegovina. 2018. The Foreign Policy Strategy of Bosnia and Herzegovina 2018–2023. <http://www.predsjednistvobih.ba/vanj/default.aspx?id=79555&langTag=en-US>
54. Transparency International. 2020. 2020 Corruption Perceptions Index. <https://www.transparency.org/en/cpi/2020/index/nzl>
55. U.S. Department of Commerce. 2020. U.S. Country Commercial Guides: Bosnia and Herzegovina 2020. <https://ba.usembassy.gov/wp-content/uploads/sites/270/BiH-2020-Country-Commercial-Guides.pdf>
56. U.S. Department of State. 2017. Bosnia and Herzegovina Investment Climate Statement 2017. <https://ba.usembassy.gov/wp-content/uploads/sites/270/2017/08/BiH-ICS-FINAL-2017.pdf>
57. UN University. 2011. Realizing the Development Potential of Diasporas. <https://collections.unu.edu/eserv/UNU%3A2532/ebrary9789280811957.pdf>
58. UNDP. 2014. Emigration and Development of Bosnia and Herzegovina—Best Practices. https://www.ba.undp.org/content/bosnia_and_herzegovina/en/home/library/poverty/iseljeni_tvo-i-razvoj-bosne-i-hercegovine---uspjeni-primjeri.html
59. USAID, Ukrainian Diaspora Investment Study. https://pdf.usaid.gov/pdf_docs/PA00M5ZW.pdf
60. USAID. 2009. Diaspora direct investment (DDI): The Untapped Resource for Development. https://pdf.usaid.gov/pdf_docs/PNADO983.pdf
61. USAID. 2015. Bangladesh Diaspora Assessment Final Report. https://pdf.usaid.gov/pdf_docs/PA00KM7B.pdf
62. USAID/BiH Diaspora Invest. Activity Annual Reports 2018–2020.
63. USAID/BiH Diaspora Invest. 2021. Overview of Key Lessons Learned During Implementation.
64. USAID/BiH EIA, GiZ ProRE. 2018. Analysis of the Legal Framework and Recommendations for the Removal of Obstacles to Investments in the Energy Sector of FBiH. <https://www.usaideia.ba/wp-content/uploads/2018/10/Final-Analysis-and-Recommendations-for-FBiH-Compilation-English-6-27-18-final-2.pdf>
65. USAID/BiH MEASURE II. 2020. Political Economy Assessment of BiH.
66. USAID/BiH MEASURE-BiH. 2018. Assessment of Bosnia and Herzegovina E-Governance and E-Administration. <http://measurebih.com/uimages/MEASURE-BiH20E-Governance20E-Administration20Assessment20Final20Report2012Dec2018.pdf>
67. USAID/BiH. 2019. 2020–2025 Country Development Cooperation Strategy (CDCS). <https://www.usaid.gov/bosnia/cdcs>
68. USAID/BiH MEASURE II. 2019. Performance Evaluation of the USAID/BiH Diaspora Invest Activity: Final Report. <http://www.measurebih.com/performance-evaluation-of-the-usaid-bih-diaspora-invest-activity->
69. USAID/BiH MEASURE II. 2020. National Survey of Citizens' Perceptions in Bosnia and Herzegovina (NSCP-BiH): 2019 Report. http://www.measurebih.com/uimages/measureII_nscp2019_final_report.pdf
70. Uzunovic, N., Karkin, Z. 2014. Grim(m) Fairytale of Public Private Partnerships in Bosnia and Herzegovina—Focus on the Healthcare Sector.

https://www.academia.edu/8238585/Policy_Study_of_Public_Private_Partnerships_in_Bosnia_and_Herzegovina

71. Vogiazides, L. 2012. Return Migration, Transnationalism and Development: Social Remittances of returnees from Sweden to Bosnia and Herzegovina. Stockholm University. Master's Thesis. Available at: <https://www.diva-portal.org/smash/get/diva2:529312/FULLTEXT01.pdf>
72. Westminster Foundation for Democracy. 2020. Cost of Youth Emigration from Bosnia and Herzegovina. https://www.wfd.org/wp-content/uploads/2020/06/Cost-of-Youth-Emigration-from-BH_official_version-I-I.pdf
73. World Bank Group. 2020. Doing Business 2020: Comparing Business Regulation in 190 Economies. <https://documents1.worldbank.org/curated/en/688761571934946384/pdf/Doing-Business-2020-Comparing-Business-Regulation-in-190-Economies.pdf>
74. World Bank. 2019. Europe and Central Asia Economic Update: Migration and Brain Drain. <https://openknowledge.worldbank.org/handle/10986/32481>
75. World Bank. 2021. An Analysis of Trends in Cost of Remittance Services: Remittance Prices Worldwide Quarterly. https://remittanceprices.worldbank.org/sites/default/files/rpw_main_report_and_annex_q121_final.pdf

APPENDIX II: DATABASE OF DIASPORA ORGANIZATIONS

A complete database of identified diaspora organizations, prominent diasporans, and other stakeholders is given in a separate Excel file to provide USAID/BiH a better overview of collected contact information.

Diaspora organizations included in the database are classified into one of the following diaspora organizational type categories:

- **Community** – organizations whose mission focuses primarily on cultivating a sense of community and identity and whose activities are primarily social and cultural in nature.
- **Development** – organizations whose mission focuses on the economic or social development of the country of origin and whose activities are driven primarily at raising money and volunteerism from the diaspora to achieve development ends in the country of origin.
- **Faith-Based** – organizations whose mission is focused on the spiritual well-being and identity of a diaspora community and whose activities are religious in nature.
- **Language/School** – organizations whose mission is focused on educating knowledge about the language, history, and/or culture of a country of origin within the diaspora and whose activities are primarily learning related.
- **Political** – organizations whose mission is focused on advocacy, awareness, and engagement of the diaspora in politics and policy in the country of origin and whose activities are primarily political in nature.
- **Professional** – organizations whose mission is to provide professional networking and/or mentoring opportunities for the diaspora and whose activities are mostly career focused.
- **Social Services** – organizations whose mission is to provide social services to diasporans in countries of residence and whose activities are largely assistance-related to diasporans in the local community.
- **Student** – organizations whose mission is to provide social opportunities for university or college students and whose activities are primarily social in nature.
- **Women** – organizations whose mission is to provide targeted support, activities, and/or advocacy to female diasporans in countries of residence or that organize female diasporans in some way for specific social or economic impact on women in the country of origin.
- **Youth** – organizations whose mission to provide targeted support, activities, and/or advocacy to youth diasporans in countries of residence or that organize youth diasporans in some way for specific social or economic impact on youth in the country of origin.

APPENDIX III: INTERVIEW GUIDES FOR DIFFERENT INFORMANT GROUPS

INTRODUCTION

The interview guides are intended to serve as semi-structured guides for conversation with relevant stakeholders and representatives of the diaspora community. Do not read questions or probes word for word. Instead, adapt the wording to match the phrasing used by the respondent and ask only questions which have not been already addressed by the interviewees during earlier part of the interview. Take notes on key terms or phrases used by the respondents that may be helpful in coding the interview data. Ask for clarification and definitions as needed.

Familiarize yourself with the interview protocol guides in advance of your meeting. Be respectful of the respondent's time and keep the interview to the agreed length of time. Follow up by phone or email for more information as needed.

In addition:

- Take notes during the discussion. To ensure you accurately report what is discussed during the interview, record the session as well.
- As necessary, tailor all questions to fit the individual stakeholders' relationship with diaspora.
- Keep the discussion under sixty minutes.
- The assessment team must ensure that the information shared through these interviews remain strictly confidential.

My name is <state your name>, and these are my colleagues <state the names of other team members present, if any>. We are the team of researchers working for MEASURE II.

First of all, we want to thank you for setting aside the time for this conversation. As explained in the e-mail correspondence, USAID/BiH has tasked MEASURE II with conducting the diaspora assessment. Within the assessment, we will conduct semi-structured interviews with relevant stakeholders, FGDs with representatives of the diaspora community, and an online survey of BiH diaspora investors and representatives of the diaspora-related associations and networks.

Therefore, your views and opinions are profoundly important for this assessment. Through these KIs, we are looking to gain in-depth insights into the challenges and opportunities for diaspora engagement in strengthening BiH development, past, ongoing, and future interventions, lessons learned, and recommendations for any possible future donor/government diaspora interventions. The information you provide will be used combined with information provided from other stakeholders. Your comments are confidential, and you will not be identified by name in any report/document to be produced as part of this assessment.

<NAME> will be taking notes while we talk. With your permission, we would also like to record this session. The reason why we are recording is that it is quite hard to actively participate in a conversation and take notes at the same time. Another reason is that we want to analyze the interviews using objective methods and avoid any bias related to the quality of notes and the capacity of interviewers' memory. Do we have your permission to begin recording?

Please do not hesitate to mention anything that you find important, and we miss to ask about it.

Do you have any questions before we start?

I. DIASPORA (POTENTIAL) INVESTORS AND REPRESENTATIVES OF DIASPORA-LED ENTERPRISES

INTRODUCTION

1. Are you currently or have you ever invested in BiH? If so, what and why? If not, why not?

ATTRACTIVE SECTORS WITH POTENTIAL TO GENERATE JOBS AND INCOME

1. What sectors/industries do you view as attractive to diaspora investors from your experience and contact with them?
PROBE: Do sectors/industries in which diaspora investors invest differ across regions in BiH? If yes, how and why?
PROBE: Do sectors/industries in which diaspora investors invest differ?
2. (If answer to the first question was yes) Why did you decide to invest in the specific sector you are focusing on?
PROBE: Did you conduct market research before entering the business in BiH? If yes, could you share the main findings of the market research with us?
3. Do you believe the sector/industry you invest in have the potential to generate more jobs and income compared to other sectors/industries? If yes, why?
PROBE: In terms of generating jobs and income, do you have a sense for how this sector compares to other popular sectors for diaspora investment?
PROBE: Are there any sectors/industries you think have the potential to generate jobs and income that not many diaspora investors focus on?
4. Has your company/sector experienced issues with generating jobs and income during COVID-19?
PROBE: What are the consequences of COVID-19 in sector in which you invest?

OUTREACH METHODS FOR MOBILIZING DIASPORA INVESTMENT

5. Was your decision to invest in BiH inspired by a specific activity, opportunity, or information organized/disseminated by the BiH government? If yes, which one?
PROBE: Have you ever participated in an activity or event organized by the BiH government, at any level, focused on mobilizing diaspora investment? If yes, which one?
6. Are you aware of any outreach methods for mobilizing diaspora investment in BiH? If yes, which ones?
7. Do you think the BiH government's current outreach methods for mobilizing diaspora investment are sufficient? If yes/no, why?
PROBE: How would you assess the outreach methods implemented by the BiH government compared to those implemented by civil society or international organizations, if aware of any?
8. What outreach methods would you recommend the BiH government/civil society/international organizations use to attract more diaspora investors?

PROBE: Are you aware of any outreach methods used by other countries to mobilize their diaspora to invest in the home country you consider to be useful? Do you think such an approach is applicable in BiH?

MAIN CHALLENGES TO DIASPORA INVESTMENT IN BIH

9. What municipality-level business enabling environment challenges would you say impede diaspora investment?
10. What challenges did you encounter when doing business in BiH?
PROBE: Do you think other diaspora investors also face the same challenge(s)?
PROBE: What challenges do other diaspora investors in BiH face?
PROBE: Do the challenges diaspora investors face differ across different sectors/industries or region(s) where their business is established? If yes, why?
11. Do challenges you and other diaspora investors face differ from those faced by other entrepreneurs in BiH? If yes, why?
12. How did you address challenges encountered in doing business in BiH?
PROBE: Did you receive any support from the government, non-governmental sector, or international community in addressing challenges encountered? If yes, from whom and what kind of support was that?

PUBLIC-PRIVATE PARTNERSHIPS

13. What types of public-private partnership opportunities are available at the municipality (local) level that could catalyze diaspora investment?
PROBE: Do you think diaspora investors are given enough opportunities to partner with BiH government when investing in BiH?
PROBE: If such opportunities exist, do you think information about them are effectively disseminated?
14. Did you have an opportunity to invest through public-private partnership?
PROBE: If yes, how would you assess such collaboration?
15. Would you invest in BiH through a public-private partnership if there was an opportunity? If not, why?
16. What are the main obstacles to establishing public-private partnerships in BiH? How can these be addressed?

FINANCING VEHICLES/MODELS CATALYZING DIASPORA INVESTMENT

17. What financing vehicles/models, if any, have you used in doing business in BiH?
PROBE: Did you apply to a financing model which was rejected to you? If yes, why did that happen?
18. Do you think the offer of financing vehicles/models to diaspora investors in BiH meets investors' needs? If not, why?

19. What financing vehicles/models you think would be useful to diaspora investors but are missing in the BiH market?
- PROBE: Do you think establishing a diaspora investment fund would be useful to catalyze diaspora investment? If yes/not, why?
- PROBE: Do you think introducing diaspora bonds would be useful to catalyze diaspora investment? If yes/not, why?
- PROBE: What is the feasibility of introducing proposed financing vehicles?
- PROBE: Are there any legal constraints to introducing proposed financing vehicles? If yes, which ones and how could these be addressed?

KNOWLEDGE TRANSFER AND SKILLS UPGRADE MODELS

20. Are you aware of any knowledge transfer/skills upgrade models implemented by the BiH government, academia, international community, or non-governmental sector? If yes, which ones?
- PROBE: Do you think these models are effective?
- PROBE: Can these models be further improved? If yes, how?
21. Has your company supported or used any knowledge transfer/skills upgrade models? If yes, which ones?
- PROBE: Have the knowledge transfer/skills upgrade models you used proved to be effective? How were these implemented? Was implementation of these models been supported by the BiH government at any level, international community, academia, or non-governmental sector?
22. Would you be interested in participating in knowledge transfer or skills upgrade models in the future? If yes, in which ones?
- PROBE: Would you be ready to voluntarily transfer knowledge or help the BiH workforce gain skills you acquired while studying/working abroad?
23. Are you aware of any knowledge transfer/skills upgrade models applied in other countries with large diasporas that proved to be effective but are not yet used in BiH? If yes, which ones? Would such models be applicable in BiH?

OTHER

24. Are you acquainted with the support provided by USAID in BiH when it comes to diaspora investment?
25. What would you recommend to USAID/BiH to focus on in the next five years to help BiH mobilize diaspora investment to accelerate BiH development?

II. DIASPORA-LED ORGANIZATIONS AND NETWORKS

INTRODUCTION

- I. Are you currently or have you ever invested in BiH? If so, what and why? If not, why not?

ATTRACTIVE SECTORS WITH POTENTIAL TO GENERATE JOBS AND INCOME

2. From your experience and contact with diaspora investors, what sectors do you view as attractive to diaspora investors in BiH?
 PROBE: Do sectors/industries in which diaspora investors invest differ across regions in BiH? If yes, how and why?
 PROBE: Do sectors/industries in which diaspora investors invest differ?
3. Of sectors you view as attractive to diaspora investors, which have the most potential to generate jobs and income? Why?
 PROBE: Which sectors in which diaspora investors invest were hit hardest by the COVID-19? Why?
4. Are there any sectors/industries you think have the potential to generate jobs and income that not many diaspora investors focus on?

OUTREACH METHODS FOR MOBILIZING DIASPORA INVESTMENT

5. Have you ever organized an activity or event focused on mobilizing diaspora investment? If yes, which one?
 PROBE: Have these events proved to be useful? How were these implemented? Was their implementation supported by the BiH government at any level, international community, academia, or non-governmental sector?
6. Have you ever participated in an activity or event organized by the BiH government, at any level, focused on mobilizing diaspora investment? If yes, which one?
7. Are you aware of any outreach methods for mobilizing diaspora investment in BiH? If yes, which ones?
8. Do you think the BiH government's current outreach methods for mobilizing diaspora investment are effective/sufficient? Why?
9. What outreach methods would you recommend the BiH government/civil society/international organizations use to attract more diaspora investors?
 PROBE: Are you aware of any outreach methods used by other countries in attempt to mobilize their diaspora to invest in the home country you consider to be effective? Do you think such an approach is applicable in BiH?

MAIN CHALLENGES TO DIASPORA INVESTMENT IN BIH

10. What municipality-level business enabling environment challenges impede diaspora investment?
 PROBE: Do the challenges diaspora investors face differ across different sectors/industries or region(s) where their business is established? If yes, why?
11. Do the challenges diaspora investors face differ from those faced by other entrepreneurs in BiH? If yes, why?
12. How can challenges that diaspora investors encounter in doing business in BiH be addressed?

PROBE: Has your organization/network implemented or supported any activities focused on addressing these challenges? If yes, which ones and how?

PROBE: Are you aware of any initiatives implemented by government, non-governmental sector, or international community in addressing challenges encountered by the diaspora investors? If yes, which ones and what were the achieved results?

PUBLIC-PRIVATE PARTNERSHIPS

13. What types of public-private partnership opportunities are available at the municipality (local) level that could catalyze diaspora investment?

PROBE: Do you think diaspora investors are given enough opportunities to partner with BiH government when investing in BiH?

PROBE: If such opportunities exist, do you think information about them are effectively disseminated?

14. What are the main obstacles to establishing public-private partnerships in BiH? How can these be addressed?

FINANCING VEHICLES/MODELS CATALYZING DIASPORA INVESTMENT

15. What are the financing vehicles/models used by diaspora investors most often? Why?

16. Do you think the offer of financing vehicles/models to diaspora investors in BiH meets investors' needs? If not, why?

17. What financing vehicles/models you think would be useful to diaspora investors but are missing in the BiH market?

PROBE: Do you think establishing a diaspora investment fund would be useful to catalyze diaspora investment? If yes/not, why?

PROBE: Do you think introducing diaspora bonds would be useful to catalyze diaspora investment? If yes/not, why?

PROBE: What is the feasibility of introducing proposed financing vehicles?

PROBE: Are there any legal constraints to introducing proposed financing vehicles? If yes, which ones and how could these be addressed?

KNOWLEDGE TRANSFER AND SKILLS UPGRADE MODELS

18. Has your organization/network supported the implementation of any knowledge transfer/skills upgrade models? If yes, which ones?

PROBE: Have the knowledge transfer/skills upgrade models you used proved to be useful? How were these implemented? Was implementation of these models been supported by the BiH government at any level, international community, academia, or non-governmental sector?

19. Are you aware of any knowledge transfer/skills upgrade models implemented by the BiH government, academia, international community, or civil society? If yes, which ones?

PROBE: Do you think these models are useful?

PROBE: Can these models be further improved? If yes, how?

20. Would you be interested in participating in knowledge transfer or skills upgrade models in the future? If yes, in which ones?

PROBE: Would you be ready to voluntarily transfer knowledge or help the BiH workforce gain skills you and your members acquired while studying/working abroad?

21. Are you aware of any knowledge transfer/skills upgrade models applied in other countries with large diasporas that proved to be useful but are not yet used in BiH? If yes, which ones? Would such models be applicable in BiH?

OTHER

22. Are you acquainted with the support provided by USAID in BiH when it comes to diaspora investment?

23. What would you recommend to USAID/BiH to focus on in the next five years to help BiH mobilize diaspora investment to accelerate BiH development?

III. BIH GOVERNMENT (STATE AND ENTITY LEVELS)

ATTRACTIVE SECTORS WITH POTENTIAL TO GENERATE JOBS AND INCOME

1. From your experience and contact with diaspora investors, what sectors do you view as attractive to diaspora investors in BiH?
- PROBE: Do sectors/industries in which diaspora investors invest differ across regions in BiH? If yes, how and why?
- PROBE: Do sectors/industries in which diaspora investors invest differ across different countries of diaspora investors' residence? If yes, how and why?
2. Of sectors you view as attractive to diaspora investors, which have the most potential to generate jobs and income? Why?
- PROBE: Which sectors in which diaspora investors invest were hit hardest by COVID-19? Why?
3. Are there any sectors/industries you recognize as having the potential to generate jobs and income that not many diaspora investors focus on?

OUTREACH METHODS FOR MOBILIZING DIASPORA INVESTMENT

4. What outreach methods for mobilizing diaspora investment in BiH have been implemented by the institution you represent?
- PROBE: How and when were these outreach methods implemented?
- PROBE: Was the implementation of these outreach methods supported by other stakeholders (other government institutions, academia, international community, diaspora-led organizations or networks, or non-governmental sector)?
- PROBE: How would you assess the successfulness of the implemented outreach methods? What are the lessons learned?
- PROBE: Do you plan to conduct any activities related to enhancing outreach to diaspora investors to mobilize their investment in the future? If yes, which ones, when, and how?

5. Do you think the BiH government's current outreach methods for mobilizing diaspora investment are sufficient? Why?
6. Are you aware of any outreach methods used by other countries in an attempt to mobilize their diaspora that you consider to be useful? Do you think such approaches are applicable in BiH?

MAIN CHALLENGES TO DIASPORA INVESTMENT IN BIH

7. What municipality-level business enabling environment challenges impede diaspora investment?
 PROBE: Do the challenges diaspora investors face differ across different sectors/industries or region(s) where their business is established? If yes, why?
8. Do the challenges diaspora investors face differ from those faced by other entrepreneurs in BiH? If yes, why?
9. How can challenges that diaspora investors encounter in doing business in BiH be addressed?
 PROBE: Has your institution implemented or supported any activities focused on addressing these challenges? If yes, which ones and how?
 PROBE: Are you aware of any initiatives implemented by other stakeholders (international community, private sector, donor-led organizations or networks, or civil society) in addressing challenges encountered by the diaspora investors? If yes, which ones and what are the results achieved so far?

PUBLIC-PRIVATE PARTNERSHIPS

10. What types of public-private partnership opportunities are available at the municipality (local) level that could catalyze diaspora investment?
 PROBE: Do you think diaspora investors are given enough opportunities to partner with BiH government when investing in BiH?
 PROBE: If such opportunities exist, do you think information about them are effectively disseminated?
11. What are the main obstacles to establishing public-private partnerships in BiH? How can these be addressed?

FINANCING VEHICLES/MODELS CATALYZING DIASPORA INVESTMENT

12. What are the financing vehicles/models mostly often used by diaspora investors in BiH? Why?
 PROBE: Do you think the offer of financing vehicles/models to diaspora investors in BiH meets investors' needs? If not, why?
13. What financing vehicles/models you think would be useful to diaspora investors but are missing in the BiH market?
 PROBE: Do you think establishing a diaspora investment fund would be useful to catalyze diaspora investment? If yes/not, why?

PROBE: Do you think introducing diaspora bonds would be useful to catalyze diaspora investment? If yes/not, why?

PROBE: What is the feasibility of introducing proposed financing vehicles?

PROBE: Are there any legal constraints to introducing proposed financing vehicles? If yes, which ones and how could these be addressed?

KNOWLEDGE TRANSFER AND SKILLS UPGRADE MODELS

14. Has your institution supported the implementation of any knowledge transfer/skills upgrade models? If yes, which ones?

PROBE: Have the knowledge transfer/skills upgrade models you supported proved to be useful? How were these implemented? Was implementation of these models been supported by the international community, diaspora-led organizations or networks, academia, or non-governmental sector?

15. Are you aware of any knowledge transfer/skills upgrade models implemented by the international community, diaspora-led organizations or networks, academia, or non-governmental sector? If yes, which ones?

PROBE: Do you think these models are useful?

PROBE: Can these models be further improved? If yes, how?

16. Are you aware of any knowledge transfer/skills upgrade models applied in other countries with large diasporas that proved to be useful but are not yet used in BiH? If yes, which ones? Would such models be applicable in BiH?

OTHER

17. Are you acquainted with the support provided by USAID in BiH when it comes to diaspora investment?

18. What would you recommend to USAID/BiH to focus on in the next five years to help BiH mobilize diaspora investment to accelerate BiH development?

IV. INTERNATIONAL ORGANIZATIONS AND DIASPORA EXPERTS

INTRODUCTION

1. Are you currently or have you ever implemented an intervention or project focusing on mobilizing diaspora investment in BiH to accelerate BiH development? If so, which one and why? If not, why not?

ATTRACTIVE SECTORS WITH POTENTIAL TO GENERATE JOBS AND INCOME

2. From your experience and contact with diaspora investors, what sectors do you view as attractive to diaspora investors in BiH?

PROBE: Do sectors/industries in which diaspora investors invest differ across regions in BiH? If yes, how and why?

PROBE: Do sectors/industries in which diaspora investors invest differ across different countries of diaspora investors' residence? If yes, how and why?

3. Of sectors you view as attractive to diaspora investors, which have the most potential to generate jobs and income? Why?
 PROBE: Which sectors in which diaspora investors invest were hit hardest by the COVID-19? Why?
4. Are there any sectors/industries you recognize as having potential to generate jobs and income that not many diaspora investors focus on?

OUTREACH METHODS FOR MOBILIZING DIASPORA INVESTMENT

5. As part of your work so far, have you implemented any activity or event focusing on mobilizing diaspora investment? If yes, which one?
 PROBE: Was the implementation of these outreach methods supported by other stakeholders (other international organizations, government institutions, academia, diaspora-led organizations or networks, or non-governmental sector)?
 PROBE: How would you assess the usefulness of the implemented outreach methods? What are the lessons learned?
 PROBE: Do you plan to conduct any activities related to enhancing outreach to diaspora investors to mobilize their investment in the future? If yes, which ones, when, and how?
6. Are you aware of any outreach methods for mobilizing diaspora investment implemented by other stakeholders in BiH (other international organizations/institutions, government, civil society, academia)? If yes, which ones?
 PROBE: Do you think the current outreach methods for mobilizing diaspora investment that BiH government/civil society/academia/international community applies are effective/sufficient? Why?
7. What outreach methods would you recommend the BiH government use to attract more diaspora investors?
 PROBE: Are you aware of any outreach methods used by other countries in attempt to mobilize their diaspora to invest in the home country you consider to be effective? Do you think such an approach is applicable in BiH?
 PROBE: Should the outreach methods for mobilizing BiH diaspora be implemented by local communities or other levels of government in BiH? Why?

MAIN CHALLENGES TO DIASPORA INVESTMENT IN BIH

8. What municipality-level business enabling environment challenges impede diaspora investment?
 PROBE: Do the challenges diaspora investors face differ across different sectors/industries or region(s) where their business is established? If yes, why?
9. Do the challenges diaspora investors face differ from those faced by other entrepreneurs in BiH? If yes, why?
10. How can challenges that diaspora investors encounter in doing business in BiH be addressed?
 PROBE: Has your organization implemented or supported any activities focused on addressing these challenges? If yes, which ones and how?

PROBE: Are you aware of any initiatives implemented by government or non-governmental sector in addressing challenges encountered by the diaspora investors? If yes, which ones and what are the results achieved so far?

PUBLIC-PRIVATE PARTNERSHIPS

11. What types of public-private partnership opportunities are available at the municipality (local) level that could catalyze diaspora investment?

PROBE: Do you think diaspora investors are given enough opportunities to partner with BiH government when investing in BiH?

PROBE: If such opportunities exist, do you think information about them are effectively disseminated?

12. What are the main obstacles to establishing public-private partnerships in BiH? How can these be addressed?

FINANCING VEHICLES/MODELS CATALYZING DIASPORA INVESTMENT

13. What are the financing vehicles/models mostly often used by diaspora investors in BiH? Why?

PROBE: Do you think the offer of financing vehicles/models to diaspora investors in BiH meets investors' needs? If not, why?

14. What financing vehicles/models you think would be useful to diaspora investors but are missing in the BiH market?

PROBE: Do you think establishing a diaspora investment fund would be useful to catalyze diaspora investment? If yes/not, why?

PROBE: Do you think introducing diaspora bonds would be useful to catalyze diaspora investment? If yes/not, why?

PROBE: What is the feasibility of introducing proposed financing vehicles?

PROBE: Are there any legal constraints to introducing proposed financing vehicles? If yes, which ones and how could these be addressed?

KNOWLEDGE TRANSFER AND SKILLS UPGRADE MODELS

15. Has your organization supported the implementation of any knowledge transfer/skills upgrade models? If yes, which ones?

PROBE: Have the knowledge transfer/skills upgrade models you supported proved to be useful? How were these implemented? Was implementation of these models been supported by the BiH government at any level, academia, or non-governmental sector?

16. Are you aware of any knowledge transfer/skills upgrade models implemented by the BiH government, academia, or non-governmental sector? If yes, which ones?

PROBE: Do you think these models are useful?

PROBE: Can these models be further improved? If yes, how?

17. Are you aware of any knowledge transfer/skills upgrade models applied in other countries with large diasporas that proved to be useful but are not yet used in BiH? If yes, which ones? Would such models be applicable in BiH?

OTHER

18. Are you acquainted with the support provided by USAID in BiH when it comes to diaspora investment?
19. What would you recommend to USAID/BiH to focus on in the next five years to help BiH mobilize diaspora investment to accelerate BiH development?

V. COMMERCIAL BANKS

1. From your experience and contact with diaspora investors, what sectors would you say are most attractive to diaspora investors in BiH?
PROBE: Do sectors/industries in which diaspora investors invest differ across regions in BiH? If yes, how and why?
PROBE: Do sectors/industries in which diaspora investors invest differ across different countries of diaspora investors' residence? If yes, how and why?
2. What are the financing services your bank offers to diaspora investors in BiH? Which one of these is most often requested/used?
PROBE: What are the conditions diaspora investors need to fulfill to be eligible to your financing services?
3. Have you participated in any program/project supported by government or international community that focuses on enabling access to finance for diaspora-led companies? If yes, which ones and when?
PROBE: Have you partnered with DCA/DFC providing loans to diaspora investors?
PROBE: How would you assess the usefulness of such programs?
4. What financing vehicles/models you think would be useful to diaspora investors but are missing in the BiH market?
PROBE: Do you think establishing a diaspora investment fund would be useful to catalyze diaspora investment? If yes/not, why?
PROBE: Do you think introducing diaspora bonds would be useful to catalyze diaspora investment? If yes/not, why?
PROBE: What is the feasibility of introducing proposed financing vehicles?
PROBE: Are there any legal constraints to introducing proposed financing vehicles? If yes, which ones and how could these be addressed?
5. Are you acquainted with the support provided by USAID in BiH when it comes to diaspora investment?
6. What would you recommend to USAID/BiH to focus on in the next five years to help BiH mobilize diaspora investment to accelerate BiH development?

VI. ECONOMIC DEVELOPMENT AGENCIES AND CIVIL SOCIETY ORGANIZATIONS

INTRODUCTION

1. Are you currently or have you ever implemented an intervention or project focusing on mobilizing diaspora investment in BiH to accelerate BiH development? If so, which one and why? If not, why not?

ATTRACTIVE SECTORS WITH POTENTIAL TO GENERATE JOBS AND INCOME

2. From your experience and contact with diaspora investors, what sectors do you view as attractive to diaspora investors in BiH?
PROBE: Do sectors/industries in which diaspora investors invest differ across regions in BiH? If yes, how and why?
PROBE: Do sectors/industries in which diaspora investors invest differ across different countries of diaspora investors' residence? If yes, how and why?
3. Of sectors you view as attractive to diaspora investors, which have the most potential to generate jobs and income? Why?
PROBE: Which sectors in which diaspora investors invest were hit hardest by the COVID-19? Why?
4. Are there any sectors/industries you recognize as having potential to generate jobs and income that not many diaspora investors focus on?

OUTREACH METHODS FOR MOBILIZING DIASPORA INVESTMENT

5. As part of your work so far, have you implemented any activity or event focusing on mobilizing diaspora investment? If yes, which one?
PROBE: Was the implementation of these outreach methods supported by other stakeholders (international organizations, government institutions, academia, diaspora-led organizations or networks, or other civil society organizations)?
PROBE: How would you assess the usefulness of the implemented outreach methods? What are the lessons learned?
PROBE: Do you plan to conduct any activities related to enhancing outreach to diaspora investors to mobilize their investment in the future? If yes, which ones, when, and how?
6. Are you aware of any outreach methods for mobilizing diaspora investment implemented by other stakeholders in BiH (international organizations/institutions, government, civil society, academia)? If yes, which ones?
PROBE: Do you think the current outreach methods for mobilizing diaspora investment that BiH government/civil society/academia/international community applies are effective/sufficient? Why?
7. What outreach methods would you recommend the BiH government use to attract more diaspora investors?
PROBE: Are you aware of any outreach methods used by other countries in attempt to mobilize their diaspora to invest in the home country you consider to be effective? Do you think such an approach is applicable in BiH?
PROBE: Should the outreach methods for mobilizing BiH diaspora be implemented by local communities or other levels of government in BiH? Why?

MAIN CHALLENGES TO DIASPORA INVESTMENT IN BIH

8. What municipality-level business enabling environment challenges impede diaspora investment?
PROBE: Do the challenges diaspora investors face differ across different sectors/industries or region(s) where their business is established? If yes, why?
9. Do the challenges diaspora investors face differ from those faced by other entrepreneurs in BiH? If yes, why?
10. How can challenges that diaspora investors encounter in doing business in BiH be addressed?
PROBE: Has your organization implemented or supported any activities focused on addressing these challenges? If yes, which ones and how?
PROBE: Are you aware of any initiatives implemented by government or non-governmental sector in addressing challenges encountered by the diaspora investors? If yes, which ones and what are the results achieved so far?

PUBLIC-PRIVATE PARTNERSHIPS

11. What types of public-private partnership opportunities are available at the municipality (local) level that could catalyze diaspora investment?
PROBE: Do you think diaspora investors are given enough opportunities to partner with BiH government when investing in BiH?
PROBE: If such opportunities exist, do you think information about them are effectively disseminated?
12. What are the main obstacles to establishing public-private partnerships in BiH? How can these be addressed?

FINANCING VEHICLES/MODELS CATALYZING DIASPORA INVESTMENT

13. What are the financing vehicles/models mostly often used by diaspora investors in BiH? Why?
PROBE: Do you think the offer of financing vehicles/models to diaspora investors in BiH meets investors' needs? If not, why?
14. What financing vehicles/models you think would be useful to diaspora investors but are missing in the BiH market?
PROBE: Do you think establishing a diaspora investment fund would be useful to catalyze diaspora investment? If yes/not, why?
PROBE: Do you think introducing diaspora bonds would be useful to catalyze diaspora investment? If yes/not, why?
PROBE: What is the feasibility of introducing proposed financing vehicles?
PROBE: Are there any legal constraints to introducing proposed financing vehicles? If yes, which ones and how could these be addressed?

KNOWLEDGE TRANSFER AND SKILLS UPGRADE MODELS

15. Has your organization supported the implementation of any knowledge transfer/skills upgrade models? If yes, which ones?
PROBE: Have the knowledge transfer/skills upgrade models you supported proved to be useful? How were these implemented? Was implementation of these models been supported by the BiH government at any level, academia, or non-governmental sector?
16. Are you aware of any knowledge transfer/skills upgrade models implemented by the BiH government, academia, or non-governmental sector? If yes, which ones?
PROBE: Do you think these models are useful?
PROBE: Can these models be further improved? If yes, how?
17. Are you aware of any knowledge transfer/skills upgrade models applied in other countries with large diasporas that proved to be useful but are not yet used in BiH? If yes, which ones? Would such models be applicable in BiH?

OTHER

18. Are you acquainted with the support provided by USAID in BiH when it comes to diaspora investment?
19. What would you recommend to USAID/BiH to focus on in the next five years to help BiH mobilize diaspora investment to accelerate BiH development?

APPENDIX IV: LIST OF KEY INFORMANTS

KIs	Stakeholder group	Institution/Organization	Country	Invested in BiH?
KI 1	Government institution	BiH Ministry of Human Rights and Refugees (MHRR)	BiH	N/A
KI 2	Government institution	Directorate for Economic Planning (DEP)	BiH	N/A
KI 3	Government institution	Foreign Investment Promotion Agency (FIPA)	BiH	N/A
KI 4	Government institution	BiH Central Bank	BiH	N/A
KI 5	Government institution	FBiH Ministry of Displaced Persons and Refugees	BiH	N/A
KI 6	Government institution	Brcko District Government	BiH	N/A
KI 7	Government institution	FBiH Institute for Development Programming	BiH	N/A
KI 8	Government institution	FBiH Ministry of Trade	BiH	N/A
KI 9	Government institution	FBiH Ministry of Trade	BiH	N/A
KI 10	Government institution	Republic of Srpska Investment-Development Bank	BiH	N/A
KI 11	Government institution	Republic of Srpska Investment-Development Bank	BiH	N/A
KI 12	Government institution	Development Bank FBiH	BiH	N/A
KI 13	Government institution	Director of the Office of the Prime Minister of the FBiH	BiH	N/A
KI 14	Government institution	Bosnia and Herzegovina Export Promotion Agency	BiH	N/A
KI 15	Government institution	Department for Economic Diplomacy Ministry of Foreign Affairs of Bosnia and Herzegovina	BiH	N/A
KI 16	Government institution	Department for Economic Diplomacy Ministry of Foreign Affairs of Bosnia and Herzegovina	BiH	N/A
KI 17	Government institution	The Public Administration Reform in BiH Coordinator's Office	BiH	N/A
KI 18	International community	USAID/BiH's Diaspora Invest (DI) Activity	BiH	N/A
KI 19	International community	Diaspora for Development Project (UNDP)	BiH	N/A
KI 20	International community	Swiss Agency for Development and Cooperation (SDC)	BiH	N/A
KI 21	International community	International Organization for Migration (IOM), BiH	BiH	N/A
KI 22	International community	Swedish International Development Cooperation Agency (SIDA)	BiH	N/A
KI 23	International community	IOM, Austria	Austria	N/A

KI 24	Regional Development Agency	Sarajevo Economic Region Development Agency (SERDA)	BiH	N/A
KI 25	Regional Development Agency	Regional Development Agency for the North-East BiH (NERDA)	BiH	N/A
KI 26	Regional Development Agency	Agency for Economic Development of the City of Prijedor (PREDA)	BiH	N/A
KI 27	Local CSO/NGO	Mozaik Foundation	BiH	N/A
KI 28	Local CSO/NGO	Institute for Geopolitics, Economy and Security (IGES)	BiH	YES
KI 29	Local CSO/NGO	Naša Perspektiva	BiH	N/A
KI 30	Local CSO/NGO	Restart	BiH	N/A
KI 31	Local CSO/NGO	Independent Office for Development (NBR)	BiH	N/A
KI 32	Local CSO/NGO	BiH Bank Association	BiH	N/A
KI 33	Local CSO/NGO	FBiH Employers' Association	BiH	N/A
KI 34	Local CSO/NGO	RS Employers' Association	BiH	N/A
KI 35	Commercial bank	BBI bank	BiH	N/A
KI 36	Commercial bank	BBI bank	BiH	N/A
KI 37	Finance expert	School of Economics and Business Sarajevo (SEBS)	BiH	N/A
KI 38	Former diaspora member who invested	Symphony d.o.o. Sarajevo	BiH	YES
KI 39	Former diaspora member who invested	Fibraworld Gradačac	BiH	YES
KI 40	Former diaspora member who invested	Cromont Žepče	BiH	YES
KI 41	Former diaspora member who invested	BOSNIA PARTNERSHIP INVESTMENT (BPI)	BiH	YES
KI 42	Former diaspora member who invested	Standard a.d. Prnjavor	BiH	YES
KI 43	Former diaspora member who invested	CROMEX d.o.o. Prijedor	BiH	YES
KI 44	Former diaspora member who invested	MDG International d.o.o. Sarajevo	BiH	YES
KI 45	Former diaspora member who invested	Techno Win Odzak	BiH	YES
KI 46	Former diaspora member who invested	Farma Podhum Livno	BiH	YES
KI 47	Diaspora member/Diaspora organization	Federation of Bosnian and Herzegovinian Associations in Denmark (SBHUD)	Denmark	NO
KI 48	Diaspora member/Diaspora organization	Zavičajni klub Jajce	Croatia	NO

KI 49	Diaspora member/Diaspora organization	Inclusive Movement for BiH (IMBiH) - USA	USA	NO
KI 50	Diaspora member/Diaspora organization	Inclusive Movement for BiH (IMBiH) - USA	USA	NO
KI 51	Diaspora member/Diaspora organization	Bosnian-Herzegovinian American Academy of Arts and Sciences (BHAAAS)	USA	YES
KI 52	Diaspora member/Diaspora organization	Pangea	Germany	NO
KI 53	Diaspora member/Diaspora organization	Udruženje Majevičana u Švajcarskoj	Switzerland	NO
KI 54	Diaspora member/Diaspora organization	BiH Diasporic Conference	USA	NO
KI 55	Diaspora member/Diaspora organization	BiH Diasporic Conference	USA	NO
KI 56	Diaspora member/Diaspora organization	BiH Diasporic Conference	USA	NO
KI 57	Diaspora member/Diaspora organization	APU Network - Sweden	Sweden	NO
KI 58	Diaspora member/Diaspora organization	Lastavica	Czech Republic	NO
KI 59	Diaspora member/Diaspora organization	Lastavica	Czech Republic	NO
KI 60	Diaspora member/Diaspora organization	Western Balkans Business Group (WBBG)	Netherlands	NO
KI 61	Diaspora member/Diaspora organization	Western Balkans Business Group (WBBG)	Netherlands	NO
KI 62	Diaspora member/Diaspora organization	Bosnia and Herzegovina World Network	Sweden	NO
KI 63	Diaspora member/Diaspora organization	William Harvey Research Institute, Queen Mary University of London	UK	NO
KI 64	Diaspora member/Diaspora organization	BHKC Ljiljan Aalborg; GreenWeb	Denmark	YES

KI 65	Diaspora member/Diaspora organization	ADEA Power Consulting Pty Ltd	Australia	NO
KI 66	Diaspora member/Diaspora organization	Bosnian Sydney Association	Australia	NO
KI 67	Diaspora member/Diaspora organization	UK Network	UK	NO
KI 68	Diaspora member/Diaspora organization	Siemens	Germany	YES
KI 69	Diaspora member/Diaspora organization	Center or Bosnian Studies	UK	NO
KI 70	Diaspora member/Diaspora organization	VMRay	Germany	NO
KI 71	Diaspora member/Diaspora organization	Deutsche Telekom	Germany	NO
KI 72	Diaspora member/Diaspora organization	Etech NZ LTD	Australia	NO
KI 73	Diaspora member/Diaspora organization	The Association for the Improvement of Science and Technology (ANNT)	UK	NO
KI 74	Diaspora member/Diaspora organization	FC Balmoral (Đerzelez)	Australia	NO
KI 75	Diaspora member/Diaspora organization	The Neighborhood Mothers	Denmark	NO
KI 76	Diaspora member/Diaspora organization	Veritas Genetics	USA	YES
KI 77	Diaspora member/Diaspora organization	J.P. Morgan	UK	NO
KI 78	Diaspora member/Diaspora organization	La Terra Nostra/5 Million Friends of BiH	France	NO
KI 79	Former diaspora member who invested	FabLab Sarajevo	BiH	YES
KI 80	Diaspora member/Diaspora organization	Tech+IP Capital	USA	NO
KI 81	Diaspora member/Diaspora organization	Savic Motorcycles	Australia	NO

KI 82	Diaspora member/Diaspora organization	Wellesley College	USA	NO
KI 83	Diaspora member/Diaspora organization	The Association for the Improvement of Science and Technology (ANNT)	Belgium	NO
KI 84	Diaspora member/Diaspora organization	Integrated Solutions	USA	NO
KI 85	Diaspora member/Diaspora expert	IOM, France	France	NO
KI 86	Diaspora member/Diaspora expert	Royal Melbourne Institute of Technology (RMIT)	Australia	NO
KI 87	Diaspora expert/researcher	Ministry of Foreign Affairs BiH	BiH	N/A
KI 88	Diaspora expert/researcher	University of Southern Denmark	Denmark	N/A
KI 89	Diaspora expert/researcher	Technical University Munich	Germany	N/A
KI 90	Diaspora expert/researcher	USAID/Washington	USA	N/A
KI 91	Diaspora expert/researcher	The Peace Research Institute Oslo (PRIO)	BiH	NO
KI 92	Diaspora expert/researcher	USAID's Bureau for Humanitarian Assistance (BHA)	USA	NO
KI 93	Diaspora expert/researcher	Ethiopian Diaspora Business Forum	Ethiopia	NO
KI 94	Diaspora expert/researcher	Germin; The Global Abianians Foundation	USA	NO
KI 95	Diaspora expert/researcher	IOM Moldova	Moldova	NO

APPENDIX V: FOCUS GROUP PROTOCOLS

I. FOCUS GROUP PROTOCOL FOR DIASPORANS

DATE/LOCATION

Conducted via Zoom. Specific dates TBD (mid-June through mid-July). Six groups: two in the United States, two in Europe, and two in Oceania.

RECRUITMENT

Each group will include 6–8 BiH diaspora representatives recruited with the help of various partner diaspora organizations identified by the research team.

Each group also will include individuals representing a diverse mix of ethnic groups, age, gender, occupations, income, and interest/experience in investing in BiH. Actual and potential investors will be separated into different focus groups for homogeneity.

TIMING

10 minutes	Participants arrive, are greeted by research team, and are asked to complete a short survey gathering participant demographics and diaspora investment experience. Survey link is shared with participants in the chat box. Each participant is asked to label their screen name in Zoom so the moderator can call on them effectively. Moderator should remind each participant to have a blank piece of paper and a marker/pen.
3 minutes	Moderator provides an overview of the focus group activity and “rules of the game.”
20 minutes	Introduction (Q1) and transition question (Q2) are discussed.
40 minutes	Key questions are discussed (Q3–Q7).
30 minutes	Key question Q8 is discussed.
12 minutes	Key activity is completed, and results discussed.
5 minutes	Closing question Q9 is discussed. Participants are thanked for their participation.

QUESTIONS

INTRODUCTION – My name is XXX. I’ve been hired as a consultant for the US Agency for International Development (USAID) to moderate this focus group discussion today. In this study, USAID is asking the question: How does the BiH diaspora feel about investing in in BiH? What types of investment opportunities are the most attractive to diaspora? Your opinion and voice count. Thank you for taking the time to participate in this conversation today.

Let’s first identify terms. “Investment” means a broad range of things from investing financial capital into for-profit businesses or non-profit businesses, contributing money to charities, and participating in volunteer opportunities in BiH. “Diaspora” refers to people who maintain an identity or connection with BiH. This can refer to those who have emigrated from BiH and are now living outside the country, it can refer to individuals who spend part of their time in BiH and part of their time in another country(countries), or it can refer to the children and grandchildren of emigrants from BiH – as long as they feel an affinity for BiH as a type of “home.”

How many of you have ever participated in a focus group (show of hands)? This is how one works. The role of the moderator is to facilitate conversation (like a class), foster conversation – even disagreement, by asking questions. The goal is to have everyone speak, and it is more interesting when different points of view are voiced. There are no right or wrong answers to anything we will discuss today. We are seeking your honest and detailed opinion. Please respect the opinions of others. Our discussion will be video recorded for the purposes of notetaking and analysis only. The video file will remain in the possession of the research team and will not be shared. The transcript of the discussion will be analyzed along with the other data collected in this study. In neither the transcript nor in the final report will your comments be attached to your name. We will only identify speakers by gender, age, and the city where this discussion is taking place.

The conversation should last about two hours. Every part of this conversation is important, so we need everyone to stay engaged in the conversation for the duration of the meeting. But we understand that some of you might have to step away for a minute unexpectedly. If this happens, please signal to the group that you are away by muting your microphone and turning off your camera.

Any questions about anything I have said so far?

Before we get started, is there anyone in the room that would like us to review how to use some of main features of Zoom?

One last question – Does everyone have a sheet of paper and a marker or pen? (If not, please grab one!)

[OPENING] – Take the marker or pen and prepare to write your thoughts to this important question: How do you feel about being a member of the BiH diaspora? What feeling words or adjectives come to mind? Please write down a minimum of TWO words that best describe your feelings about your diaspora identity.

1. Next, I'm going to call on each of you in turn to share one of the words you wrote down and explain to the group why you selected that word to describe your feelings about your diaspora identity.

[TRANSITION]

2. If we think about investment as the contribution of financial capital (money) or human capital (gift of time, volunteerism), why do you think members of the BiH diaspora community invest in BiH? [PROBE – Do they do it to make a profit? Do they do it because it makes them feel good to contribute? Do they do it because it strengthens their social status in the diaspora community or back home? Do they do it because they feel that they might get some kind of political gain? Do they do it to support their municipality or are they more interested in helping the country as a whole?]

[KEY]

3. What do you think are key obstacles to diaspora investment in BiH? What needs to change, improve, or be created to encourage more diasporans to invest more of their capital in BiH? [PROBE – What challenges did you encounter when doing business in BiH? What challenges do other diaspora investors in BiH face? Are challenges faced by diaspora

investors differing from those encountered by local entrepreneurs/companies? If yes, how and why do they differ? Are there specific things you wish the state/entity government would do? Are there things you wish the municipal governments would do? The diaspora organization that you belong to?]

4. Are you aware of any outreach methods for mobilizing diaspora investment in BiH? If yes, which ones? [PROBE – Have you ever participated in an activity or event organized by the BiH government, at any level, focused on mobilizing diaspora investment? If yes, which one? What are the achieved results and lessons learned? Do you think the current outreach methods for mobilizing diaspora investment that BiH government applies are sufficient? Why? What outreach methods would you recommend the BiH government/civil society/international organizations use to attract more diaspora investors?]
5. Do you think diaspora investors are given enough opportunities to partner with BiH government when investing in BiH? Would you invest in BiH through a public-private partnership if there was an opportunity? If not, why not? [PROBE – What are the main obstacles to establishing public-private partnerships in BiH? How can these be addressed?]
6. Do you think the offer of financing vehicles/models to diaspora investors in BiH meets investors' needs? If not, why? What financing vehicles/models, if any, have you used in doing business in BiH? What financing vehicles/models you think would be useful to diaspora investors but are missing in the BiH market?
7. Are you aware of any knowledge transfer/skills upgrade models implemented by the BiH government, academia, international community, or non-governmental sector? If yes, which ones? Would you be interested in participating in knowledge transfer or skills upgrade models in the future? If yes, in which ones? [PROBE – Are you aware of any knowledge transfer/skills upgrade models applied in other countries with large diasporas that proved to be effective but are not yet used in BiH? If yes, which ones? Would such models be applicable in BiH?]
8. Next, I'm going to show you five different general descriptions of investment opportunities that could be marketed to the BiH diaspora. We will discuss each in turn. For each, I'd like you to tell me how you feel about it, how you think the diaspora would feel about it, and what kinds of features each would have to have to be attractive to the diaspora as an investment.

[DISPLAY POWERPOINT SLIDE THAT ILLUSTRATES INVESTMENT CATALOG CONCEPT]

- A. Imagine an online portal that would provide you with a catalog of business projects that have been selected based on stringent criteria. Key information about selected business projects and other due diligence information is offered on a factsheet. Each factsheet provides further information to help you make informed decisions about your investment choices, including information about the expected rate of return. Factsheets are organized by geography, industry focus, and development theme in the catalog.

8A1. How attractive do you find this investment idea (1=Not at All, 3=Neutral, 5=Extremely)? [DISPLAY POLLANYWHERE INTERACTIVE POLL SLIDE]

8A2. What do you like or dislike about this model?

8A3. What important details should be considered for this kind of diaspora investment model to be a success?

WHAT - What types of sectors do you think the projects would focus on? Would you prefer that the projects be from microenterprises? Small and medium sized firms? Larger firms? Or does that matter?

WHERE – Where do you imagine most of the projects might come from in BiH? If you have ideas about certain places, why would projects in these locations be on the list?

WHO - What kind of organization do you imagine would best offer this type of opportunity to the BiH diaspora (BiH government, local municipalities, World Bank, USAID/DIFID, a for-profit company, diaspora organization, other NGOs)? Why? Are there certain types of diasporans that might be interested in engaging in this type of investment? What recommendations do you have about how to reach these kinds of diaspora investors?

[DISPLAY GRAPHIC THAT ILLUSTRATES DONOR ADVISED FUND CONCEPT]

- B. Imagine an investment fund that is managed by a reputable organization and decisions about where to invest fund resources back in BiH are made by a committee of diaspora leaders that you trust. All members of the committee have contributed significant amounts of capital to the fund themselves. Information about how funds have been invested and measures of financial, social, and environmental impact are provided to you.

8B1. How attractive do you find this investment idea (1=Not at All, 3=Neutral, 5=Extremely)? [DISPLAY POLLANYWHERE INTERACTIVE POLL SLIDE]

8B2. What do you like or dislike about this model?

8B3. What important details should be considered for this kind of diaspora investment model to be a success?

WHAT - What types of sectors do you think a committee like this should focus on? Would you prefer that the projects be from microenterprises? Small and medium sized firms? Larger firms? Or does that matter?

WHERE – Where do you imagine most of the projects might come from in BiH? If you have ideas about certain places, why would projects in these locations be on the list?

WHO - What kind of individuals or organizations do you imagine would best offer this type of opportunity to the Bosnian Herzegovinian diaspora? Why?

Are there certain types of diasporans that might be interested in engaging in this type of investment? What recommendations do you have about how to reach these kinds of diaspora investors?

[DISPLAY GRAPHIC THAT ILLUSTRATES FIXED INCOME SECURITY CONCEPT]

C. Imagine a fixed income security, an investment vehicle in which an investor loans money to an entity (like a government or corporation) that borrows the funds for a defined period of time at a fixed interest rate. Funds generated by this fixed income security would then be loaned out to firms in BiH that are engaged in areas that make a social impact in BiH, such as in healthcare, education, renewable energy, etc.

8C1. How attractive do you find this investment idea (1=Not at All, 3=Neutral, 5=Extremely)? [DISPLAY POLL EVERYWHERE INTERACTIVE POLL SLIDE]

8C2. What do you like or dislike about this model?

8C3. What important details should be considered for this kind of diaspora investment model to be a success?

WHAT - What types of social impact sectors do you think this investment model should lend money to? Would you prefer that the projects be from microenterprises? Small and medium sized firms? Larger firms? Or does that matter?

WHERE – Where do you imagine most of the projects might come from in BiH? If you have ideas about certain places, why would projects in these locations be on the list?

WHO - What kind of individuals or organizations do you imagine would best offer this type of opportunity to the Bosnian Herzegovinian diaspora? Why?

Are there certain types of diasporans that might be interested in engaging in this type of investment? What recommendations do you have about how to reach these kinds of diaspora investors?

[DISPLAY GRAPHIC THAT ILLUSTRATES CHARITABLE GIVING]

D. Imagine a marketing campaign designed to raise money for a worthy social cause in BiH. For example, to help build a kindergarten, a canton in FBiH organizes a campaign to raise funds from the diaspora members. To reach as many diasporans as possible, the campaign is advertised via media, including social networks, TV, radio, and online news portals. To enable easier transaction of money to fund the project, diasporans are invited to contribute using their PayPal accounts. Once the funds are collected and kindergarten is built, all diasporans who have contributed in raising the funds will be provided with a 'Kindergarten friend' badge.

8D1. How attractive do you find this investment idea (1=Not at All, 3=Neutral, 5=Extremely)? [DISPLAY POLL ANYWHERE INTERACTIVE POLL SLIDE]

8D2. What do you like or dislike about this model?

8D3. What important details should be considered for this kind of diaspora investment model to be a success?

WHAT - What types of charitable causes do you think this investment model should lend money to? Why?

WHERE – Where do you imagine most of the money raised should go to in BiH? If you have ideas about certain places, why would projects in these locations be on the list?

WHO - What kind of individuals or organizations do you imagine would best offer this type of opportunity to the BiH diaspora? Why?
Are there certain types of diasporans that might be interested in engaging in this type of investment? What recommendations do you have about how to reach these kinds of diaspora investors?

[DISPLAY GRAPHIC THAT ILLUSTRATES VOLUNTEER OPPORTUNITY]

E. Imagine a volunteer opportunity designed to promote knowledge transfer from the diaspora to BiH organizations and entrepreneurship. In this model, members of the BiH diaspora were invited to participate in short-term internships or mentor programs in BiH in local organizations or with entrepreneurs there.

8E1. How attractive do you find this investment idea (1=Not at All, 3=Neutral, 5=Extremely)? [DISPLAY POLL EVERYWHERE INTERACTIVE POLL SLIDE]

8E2. What do you like or dislike about this model?

8E3. What important details should be considered for this kind of diaspora investment model to be a success?

WHAT/WHERE - What types of organizations do you think diaspora volunteers should be engaging in BiH? Why? Where are these organizations?

WHO - Are there certain types of diasporans that might be interested in engaging in this type of investment? What recommendations do you have about how to reach these kinds of diaspora investors?

[KEY ACTIVITY]

9. Now that you've had a chance to discuss and debate these five different diaspora investment concepts, which one do you LIKE BEST? [DISPLAY POLLANYWHERE INTERACTIVE POLL SLIDE]

Do you see any pattern to the preferences in the group? Why did you make your selection?

[CLOSING]

10. Our goal today was to learn from you how the BiH diaspora feels about investing in BiH. Is there anything we missed? Is there anything that you wanted to say that you did not get a chance to say?

II. FOCUS GROUP PROTOCOL FOR LOCAL GOVERNMENT OFFICIALS

DATE/LOCATION

Conducted via Zoom. Specific dates TBD (mid-June through mid-July). Two groups (one consisting of diaspora focal points in cities/municipalities that appointed a diaspora focal point, one consisting of local officials from cities/municipalities where diaspora focal point hasn't been appointed yet).

RECRUITMENT

Each group will include 6-8 local government officials that currently engage diaspora directly at varying degrees of intensity and formality.

TIMING

5 minutes	Each participant is welcomed and asked to label their screen name in Zoom so the moderator can call on them effectively. Make sure each participant has a piece of paper and a pen.
5 minutes	Moderator provides an overview of the focus group activity and “rules of the game.”
20 minutes	Introduction (Q1) and transition question (Q2) are discussed.
30 minutes	Key questions are discussed (Q3–Q7).
40 minutes	Key question Q8 is discussed.
15 minutes	Key activity is completed, and results discussed.
5 minutes	Closing question Q9 is discussed. Participants are thanked for their participation.

QUESTIONS

INTRODUCTION – My name is XXX. I’ve been hired as a consultant for the US Agency for International Development (USAID) to moderate this focus group discussion today. In this study, USAID is asking the question: How can BiH better engage the diaspora for investment. You represent the local governments that are already engaging the diaspora and/or are hoping to increase your engagement with them. Your experience, input and advice are important to our research. Thank you for taking the time to participate in this conversation today.

Let’s first identify terms. “Investment” means a broad range of things from investing financial capital into for-profit businesses or non-profit businesses, contributing money to charities, and participating in volunteer opportunities in BiH. “Diaspora” refers to people who maintain an identity or connection with BiH. This can refer to those who have emigrated from BiH and are now living outside the country, it can refer to individuals who spend part of their time in BiH and part of their time in another country(countries), or it can refer to the children and grandchildren of emigrants from BiH – as long as they feel an affinity for BiH as a type of “home.”

How many of you have ever participated in a focus group (show of hands)? This is how one works. The role of the moderator is to facilitate conversation (like a class), foster conversation – even disagreement, by asking questions. The goal is to have everyone speak, and it is more interesting when different points of view are voiced. There are no right or wrong answers to anything we will discuss today. We are seeking your honest and detailed opinion. Please respect the opinions of others. Our discussion will be video recorded for the purposes of notetaking and analysis only. The video file will remain in the possession of the research team and will not be shared. The transcript of the discussion will be analyzed along with the other data collected in this study. In neither the transcript nor in the final report will your comments be attached to your name. We will only identify speakers by gender and age.

The conversation should last about two hours. Every part of this conversation is important, so we need everyone to stay engaged in the conversation for the duration of the meeting. But we understand that some of you might have to step away for a minute unexpectedly. If this happens, please signal to the group that you are away by muting your microphone and turning off your camera.

Any questions about anything I have said so far?

Before we get started, is there anyone in the room that would like us to review how to use some of main features of Zoom?

One last question – Does everyone have a sheet of paper and a marker or pen? (If not, please grab one!)

[OPENING] – Take the marker or pen and prepare to write your thoughts to this important question: When you think of the BiH diaspora, what words come to mind? Please write down a minimum of THREE words – adjectives (description words) are particularly helpful.

1. Next, I'm going to call on each of you in turn to share 1-2 of the words you wrote down and explain to the group why you selected that word to describe your feelings about the BiH diaspora.

[TRANSITION]

2. If we think about investment as the contribution of financial capital (money) or human capital (gift of time, volunteerism), why do you think members of the BiH diaspora community invest in BiH? [PROBE – Do they do it to make a profit? Do they do it because it makes them feel good to contribute? Do they do it because it strengthens their social status in the diaspora community or back home? Do they do it because they feel that they might get some kind of political gain? Do they do it to support their municipality or are they more interested in helping the country as a whole?]

[KEY]

3. What are the most attractive sectors for diaspora investors currently investing in your city/municipality? How successful would you say are these businesses in terms of jobs and income they generate? [PROBE – Do you think companies from a specific sector are generating more jobs and income than those from the other sectors? If yes, which ones and why? Are diaspora members interested in investing in different sectors depending on the country they currently reside in? If yes, which ones and why?]
4. What do you think are key obstacles to diaspora investment in BiH? What needs to change, improve, or be created to encourage more diasporans to invest more of their capital in BiH? [PROBE – Are there specific things you wish the state/entity government would do? Are there things you wish the municipal governments would do? The diaspora organization that you belong to? Are challenges faced by diaspora investors differing from those encountered by local entrepreneurs/companies? If yes, how and why do they differ?]
5. How is diaspora investment mobilization facilitated in your city/municipality? Can you describe activities you implement(ed) to mobilize more diaspora investment? [Were such activities supported by other stakeholders (international community, civil society, academia, government? What are the achieved results and lessons learned? Do you plan to participate/implement any activity focused on facilitating diaspora investment mobilization in the future? If yes, which one and how?]

6. What types of public-private partnership opportunities are available in your city/municipality that could catalyze diaspora investment? [What are challenges to public-private partnerships existing in your city/municipality? How effective have previous public-private partnership experiences proved to be?]
7. What financing models are used by diaspora investors in your city/municipality? Why? Do you think the financing opportunities are scarce? What financing model would you recommend introducing to catalyze diaspora investment? Are there any legal constraints to such proposal?
8. Next, I'm going to show you five different general descriptions of investment opportunities that could be marketed to the BiH diaspora. We will discuss each in turn. For each, I'd like you to tell me how you feel about it, how you think the diaspora would feel about it, and what kinds of features each would have to have to be attractive to the diaspora as an investment.

[DISPLAY POWERPOINT SLIDE THAT ILLUSTRATES INVESTMENT CATALOG CONCEPT]

A. Imagine an online portal that would provide you with a catalog of business projects that have been selected based on stringent criteria. Key information about selected business projects and other due diligence information is offered on a factsheet. Each factsheet provides further information to help you make informed decisions about your investment choices, including information about the expected rate of return. Factsheets are organized by geography, industry focus, and development theme in the catalog.

8A1. How attractive do you think this investment idea would be to the BiH diaspora (1=Not at All, 3=Neutral, 5=Extremely)? [DISPLAY POLL EVERYWHERE INTERACTIVE POLL SLIDE]

8A2. What do you think they would like or dislike about this model?

8A3. What important details should be considered for this kind of diaspora investment model to be a success?

WHAT - What types of sectors do you think the projects would focus on? Would you prefer that the projects be from microenterprises? Small and medium sized firms? Larger firms? Or does that matter

WHERE – Where do you imagine most of the projects might come from in BiH? If you have ideas about certain places, why would projects in these locations be on the list?

WHO - What kind of organization do you imagine would best offer this type of opportunity to the BiH diaspora (BiH government, local municipalities, World Bank, USAID/DIFID, a for-profit company, diaspora organization, other NGOs)? Why? Are there certain types of diasporans that might be interested in engaging in this type of investment? What recommendations do you have about how to reach these kinds of diaspora investors?

[DISPLAY GRAPHIC THAT ILLUSTRATES DONOR ADVISED FUND CONCEPT]

- B. Imagine an investment fund that is managed by a reputable organization and decisions about where to invest fund resources back in BiH are made by a committee of diaspora leaders that you trust. All members of the committee have contributed significant amounts of capital to the fund themselves. Information about how funds have been invested and measures of financial, social, and environmental impact are provided to you.

8B1. How attractive do you think this investment idea would be to the BiH diaspora (1=Not at All, 3=Neutral, 5=Extremely)? [DISPLAY POLL EVERYWHERE INTERACTIVE POLL SLIDE]

8B2. What do you think they would like or dislike about this model?

8B3. What important details should be considered for this kind of diaspora investment model to be a success?

WHAT - What types of sectors do you think a committee like this should focus on? Would you prefer that the projects be from microenterprises? Small and medium sized firms? Larger firms? Or does that matter?

WHERE – Where do you imagine most of the projects might come from in BiH? If you have ideas about certain places, why would projects in these locations be on the list?

WHO - What kind of individuals or organizations do you imagine would best offer this type of opportunity to the Bosnian Herzegovinian diaspora? Why?

Are there certain types of diasporans that might be interested in engaging in this type of investment? What recommendations do you have about how to reach these kinds of diaspora investors?

[DISPLAY GRAPHIC THAT ILLUSTRATES FIXED INCOME SECURITY CONCEPT]

- C. Imagine a fixed income security, an investment vehicle in which an investor loans money to an entity (like a government or corporation) that borrows the funds for a defined period of time at a fixed interest rate. Funds generated by this fixed income security would then be loaned out to firms in BiH that are engaged in areas that make a social impact in BiH, such as in healthcare, education, renewable energy, etc.

8C1. How attractive do you think this investment idea would be to the BiH diaspora (1=Not at All, 3=Neutral, 5=Extremely)? [DISPLAY POLL EVERYWHERE INTERACTIVE POLL SLIDE]

8C2. What do you think they would like or dislike about this model? 4C3. What important details should be considered for this kind of diaspora investment model to be a success?

WHAT - What types of social impact sectors do you think this investment model should lend money to? Would you prefer that the projects be from microenterprises? Small and medium sized firms? Larger firms? Or does that matter?

WHERE – Where do you imagine most of the projects might come from in BiH? If you have ideas about certain places, why would projects in these locations be on the list?

WHO - What kind of individuals or organizations do you imagine would best offer this type of opportunity to the BiH diaspora? Why?

Are there certain types of diasporans that might be interested in engaging in this type of investment? What recommendations do you have about how to reach these kinds of diaspora investors?

[DISPLAY GRAPHIC THAT ILLUSTRATES CHARITABLE GIVING]

D. Imagine a marketing campaign designed to raise money for a worthy social cause in BiH. For example, to help build a kindergarten, a canton in FBiH organizes a campaign to raise funds from the diaspora members. To reach as many diasporans as possible, the campaign is advertised via media, including social networks, TV, radio, and online news portals. To enable easier transaction of money to fund the project, diasporans are invited to contribute using their PayPal accounts. Once the funds are collected and kindergarten is built, all diasporans who have contributed in raising the funds will be provided with a 'Kindergarten friend' badge.

8D1. How attractive do you think this investment idea would be to the BiH diaspora (1=Not at All, 3=Neutral, 5=Extremely)? [DISPLAY POLL EVERYWHERE INTERACTIVE POLL SLIDE]

8D2. What do you think they would like or dislike about this model? 4D3. What important details should be considered for this kind of diaspora investment model to be a success?

WHAT - What types of charitable causes do you think this investment model should lend money to? Why?

WHERE – Where do you imagine most of the money raised should go to in BiH? If you have ideas about certain places, why would projects in these locations be on the list?

WHO - What kind of individuals or organizations do you imagine would best offer this type of opportunity to the Bosnian Herzegovinian diaspora? Why?

Are there certain types of diasporans that might be interested in engaging in this type of investment? What recommendations do you have about how to reach these kinds of diaspora investors?

[DISPLAY GRAPHIC THAT ILLUSTRATES VOLUNTEER OPPORTUNITY]

E. Imagine a volunteer opportunity designed to promote knowledge transfer from the diaspora to BiH organizations and entrepreneurs. In this model, members of the BiH diaspora were invited to participate in short-term internships or mentor programs in BiH in local organizations or with entrepreneurs there.

8E1. How attractive do you think this investment idea would be to the BiH diaspora (1=Not at All, 3=Neutral, 5=Extremely)? [DISPLAY POLL EVERYWHERE INTERACTIVE POLL SLIDE]

8E2. What do you think they would like or dislike about this model? 4E3. What important details should be considered for this kind of diaspora investment model to be a success?

WHAT/WHERE - What types of organizations do you think diaspora volunteers should be engaging in BiH? Why? Where are these organizations?

WHO – Are there certain types of diasporans that might be interested in engaging in this type of investment? What recommendations do you have about how to reach these kinds of diaspora investors?

[KEY ACTIVITY]

9. Now that you've had a chance to discuss and debate these five different diaspora investment concepts, which one do you think the BiH diaspora would LIKE BEST?

[DISPLAY POLL EVERYWHERE INTERACTIVE POLL SLIDE]

Do you see any pattern to the preferences in the group? Why did you make your selection?

[CLOSING]

10. Our goal today was to learn from you how you think the BiH diaspora feels about investing in BiH. Is there anything we missed? Is there anything that you wanted to say that you did not get a chance to say?

APPENDIX VI: LIST OF FGD PARTICIPANTS

KIs	Stakeholder group	Institution/Organization	Country	Invested in BiH?
KI 1	Government institution	Municipality Lopare	BiH	N/A
KI 2	Government institution	Municipality Jajce	BiH	N/A
KI 3	Government institution	Municipality Jajce	BiH	N/A
KI 4	Government institution	Municipality Maglaj	BiH	N/A
KI 5	Government institution	Municipality Novi Grad Sarajevo	BiH	N/A
KI 6	Government institution	City Živinice	BiH	N/A
KI 7	Government institution	City Prijedor	BiH	N/A
KI 8	Government institution	Municipality Nevesinje	BiH	N/A
KI 9	Government institution	City Cazin	BiH	N/A
KI 10	Government institution	Municipality Breza	BiH	N/A
KI 11	Government institution	City Goražde	BiH	N/A
KI 12	Government institution	Municipality Tešanj	BiH	N/A
KI 13	Government institution	City Trebinje	BiH	N/A
KI 14	Government institution	Municipality Gacko	BiH	N/A
KI 15	Government institution	Municipality Istočno Novo Sarajevo	BiH	N/A
KI 16	Diaspora member/Diaspora organization	Bardo.ba; British Bosnian and Herzegovinian Chamber of Commerce	UK	YES
KI 17	Diaspora member/Diaspora organization	Kudčeš.ba	Germany	YES
KI 18	Diaspora member/Diaspora organization	Kula-Turist DOO	Norway	YES
KI 19	Diaspora member/Diaspora organization	Norwegian Bosnian Chamber of Commerce	Norway	NO
KI 20	Diaspora member/Diaspora organization	University of Vienna	Austria	NO
KI 21	Diaspora member/Diaspora organization	Magaza Agency	Austria	NO
KI 22	Diaspora member/Diaspora organization	Safeway	Australia	NO
KI 23	Diaspora member/Diaspora organization	Mental Health Tribunal	Australia	NO
KI 24	Diaspora member/Diaspora organization	Brimbank City Council	Australia	NO

APPENDIX VII: ONLINE SURVEY QUESTIONNAIRE FOR DIASPORANS

INTRODUCTION

What does the BiH diaspora think about investing their time, talent and financial resources in BiH?
Could you contribute JUST 30 MINUTES to ensure that your voice is heard?

The US Agency for International Development (USAID) tasked its Monitoring and Evaluation Support Activity in BiH (MEASURE II) to conduct an assessment of the BiH diaspora. The main purpose of the assessment is to explore challenges and opportunities for strengthening links and incentives for members of the BiH diaspora to reinvigorate the development of BiH. To do this most effectively, we need honest input and feedback from the BiH diaspora community. This survey is part of an assessment designed to gather this input and feedback to shape future USAID diaspora engagement strategies.

Please complete this survey and encourage others that you know in the BiH diaspora to do so as well. Future successful USAID engagement with the BiH diaspora relies on collecting as many diverse opinions from as many voices as possible.

Data is recorded for research purposes only. Data will be reported in aggregate only. All responses will remain anonymous.

We will be using two important terms in the survey: diaspora and diaspora investment.

“Diaspora” – refers to people who maintain an identity or connection with BiH. This can refer to those who have emigrated from BiH and are now living outside of the country. It can refer to individuals that spend part of their time in BiH and part of their time in another country (countries). It can also refer to the children and grandchildren of emigrants from BiH – if they feel an affinity for BiH as some type of home.

“Diaspora Investment” – refers to a broad range of transmitting financial and/or human capital, including remitting cash to friends and family, investing financial capital into real estate or businesses, contributing money to charities, and participating in volunteer opportunities in BiH – even traveling there for business or pleasure.

DIASPORA INVESTMENT ENGAGEMENT

1. Over the past THREE YEARS, how often have you visited BiH for LEISURE, BUSINESS OR BOTH? Please enter the number of trips (if you did not travel enter 0).
 - a. For LEISURE? _____
 - b. For BUSINESS? _____
 - c. For BOTH? _____
2. On average, over the past THREE YEARS, how much have you sent annually in REMITTANCES to BiH? Please enter amount of US\$ (if you did not remit, enter 0) – USE WHOLE NUMBERS ONLY (no dollar signs or decimals) \$ _____

3. On average, over the past THREE YEARS, how much have you DONATED to CHARITIES in BiH annually (cash and in-kind)? Please enter the amount of US\$ (if you did not donate, enter 0) USE WHOLE NUMBERS ONLY (no dollar signs or decimals) \$ _____
4. Over the past THREE YEARS, how many days have you VOLUNTEERED to work for non-governmental organizations (including places of worship) WHILE PHYSICALLY IN BiH? Please enter the number of days (if you did not volunteer in BiH, enter 0) _____ days
5. Over the past THREE YEARS, how many days have you VOLUNTEERED to work for non-governmental organizations (including places of worship) OUTSIDE OF BiH on projects SPECIFICALLY FOR BiH? Please enter the number of days (if you did not volunteer in BiH, enter 0) _____ days
6. On average over the past THREE YEARS, how much money have you INVESTED IN BUSINESSES in BiH annually, including investments in companies in BiH or other investment vehicles? Please enter amount in US\$ (if you did not invest, enter 0) USE WHOLE NUMBERS ONLY (no dollar signs or decimals) \$ _____
7. Have you ever started a business in BiH when you were living outside of the country? YES/NO
8. If YES, How many employees did the organization employ? (firm size list)

DIASPORA INTEREST

A. INTEREST IN TYPES OF DIASPORA INVESTMENT

9. How interested are you in investing in BiH in the NEXT FIVE YEARS in these forms of diaspora investment? (Likert Scale 1=Extremely Disinterested, 4= Neither Interested nor Disinterested, 7=Extremely Interested)
 - Purchasing property for personal use
 - Purchasing property for rental or resale purposes
 - Establishing manufacturing facilities in BiH
 - Investing in a fund that would purchase equity ownership in companies in BiH
 - Investing in equity ownership directly in companies in BiH
 - Investing in a fixed-income security that would lend money to enterprises in BiH in social impact areas (e.g., education, healthcare, sanitation, etc.)
 - Investing in a diaspora bond issued by the BiH government to fund large-scale infrastructure projects (if these were available)
 - Investing in a fund that would lend money to microenterprises in BiH at local market-based interest rates (if such fund existed)
 - Investing in a fund that would lend money to microenterprises in BiH below local market-based interest rates (if such fund existed)
 - Other (please specify) _____
10. Do you think diaspora investors are given enough opportunities to partner with the BiH government when investing in BiH? (Yes, No, I don't know)

11. Would you invest in BiH through a public-private partnership if there was an opportunity?
(Yes, No, I am not sure)

12. IF NOT, please explain why: _____

13. Are you aware of any knowledge transfer/skills upgrade models implemented by the BiH government, academia, international community, or non-governmental sector? If yes, which ones?

14. Would you be interested in participating in knowledge transfer or skills upgrade models in the future? If yes, in which ones?

15. Are you aware of any knowledge transfer/skills upgrade models applied in other countries with large diasporas that proved to be effective but are not yet used in BiH? If yes, which ones and do you think such models are applicable in BiH?

B. DIASPORA INVESTMENT DRIVERS

16. Which of the following statements best describes why you have invested (or would like to invest) in BiH? (Likert Scale 1-7, 1=Extremely Disagree, 4= Neither Agree nor Disagree, 7 = Extremely Agree) *Note – These are multiple measures of the concepts Financial Motivations, Emotional Motivations, Social Status Motivations and Institutional Motivations. When survey is administered, these measures should be randomized.*

- Profitability is my only goal when I invest in BiH.
- I invest in BiH to improve the value of my investment portfolio.
- Personal financial independence is a very important goal when I invest in BiH.
- I feel it is my personal duty to invest in BiH.
- I feel a sense of personal accomplishment when I invest in BiH.
- I invest in BiH because it makes me feel good to contribute to the country's economic development.
- I invest in BiH because my family and/or friends expect me to do so.
- People in the BiH diaspora who do not invest in BiH lose social status within the BiH diaspora community.
- Individuals who invest in BiH are highly respected within the BiH diaspora.
- I invest in BiH because I believe doing so will give me increased access to speak to politicians in BiH.
- I invest in BiH because I believe doing so will give me greater influence in politics in BiH.
- I invest in BiH because I believe doing so will give my family greater political protection in BiH.
- I invest in BiH because I want to provide capital to those who currently do not have fair access to capital.

C. LOCATION PREFERENCES

17. When thinking about investing in BiH, how important is the LOCATION of the investment (e.g., how important is it that investment is made in a specific municipality) when making the

decision to invest? (Likert Scale 1-7, 1=Extremely Unimportant, 4= Neither Important Nor Unimportant, 7 = Extremely Important)

18. WHICH REGION of BiH do you find are the MOST ATTRACTIVE for investment today? Please select all that apply. (Provide a scroll down bar listing regions but include options for “I do not know” and “I do not find any region attractive to investment” at the top of the scroll)

D. SECTOR PREFERENCES

19. How ATTRACTIVE do you find each of the following INDUSTRY sectors for investment in BiH today? (Likert Scale 1=Extremely Unattractive, 4 = Neither Attractive Nor Unattractive, 7=Extremely Attractive)

- Agriculture/fisheries/livestock
- Construction/infrastructure
- Energy
- Education
- Financial services
- Healthcare
- Information and communication technology
- Manufacturing and assembly
- Metal processing
- Wood processing
- Sanitation/water
- Tourism, including medical, religious, rural and other forms of tourism
- Other (please specify)

20. Which INDUSTRY sector you consider has potential to generate most JOBS and INCOME in BiH? (Select up to three industry sectors)

- Agriculture/fisheries/livestock
- Construction/infrastructure
- Energy
- Education
- Financial services
- Healthcare
- Information and communication technology
- Manufacturing and assembly
- Metal processing
- Wood processing
- Sanitation/water
- Tourism, including medical, religious, rural and other forms of tourism
- Other (please specify)

PERCEIVED BARRIERS TO DIASPORA INVESTMENT

In this section, we would like to learn what you think may be possible barriers to diaspora investment in BiH.

A. BUSINESS ENVIRONMENT ISSUES

21. To what degree do you believe the following BUSINESS ENVIRONMENT ISSUES are barriers to diaspora investment in BiH? (Likert Scale 1=Not an Investment Barrier at All, 7=A Severe Barrier to Investment)

- Lack of information about investment opportunities for diasporans
- Complex bureaucracy procedures for registering a business
- Difficulty in opening a bank account in BiH
- Difficulty in borrowing money in BiH due to the costs of borrowing
- Difficulty in borrowing money in BiH due to time and number of processes involved in lending
- Unpredictable interest rates in BiH
- Difficulty in transporting funds physically and electronically within BiH
- Difficulty transporting funds physically and electronically from BiH to another country outside of BiH
- Lack of intellectual property right enforcement in BiH
- Difficulty in acquiring land in BiH
- Difficulty in obtaining building permits in BiH
- High cost of business insurance in BiH
- Difficulties of obtaining reliable supplies of energy in BiH
- The cost of transportation in BiH as a percentage of total expenses
- Breakdowns due to lack of adequate transportation infrastructure in BiH
- Challenges maintaining machinery due to a lack of skilled mechanics in BiH
- Challenges maintaining machinery due to a lack of affordable spare parts in BiH
- Poor quality of telecommunications infrastructure in BiH
- Difficulty becoming cost competitive in the market due to large number of informal enterprises
- Lack of communication from BiH about investment opportunities available
- Other (please specify)

B. GOVERNMENT-RELATED ISSUES

22. To what degree do you believe the following GOVERNMENT FACTORS are barriers to diaspora investment in BiH? (Likert Scale 1=Not an Investment Barrier at All, 7=A Severe Barrier to Investment)

- Uncertain policy environment in BiH
- Unpredictable monetary policies in BiH
- Unclear tax policies in BiH
- Taxation policies that prohibitively add to operation costs in BiH
- A tendency for government officials to request unofficial payments in BiH
- Lack of safety and security concerns due to crime and/or terrorism in BiH
- Time it takes to clear customs for import goods coming into BiH
- Lack of clear information about import/export policies
- Taxes on imported products into BiH
- Other (please specify)

C. HUMAN CAPITAL ISSUES

23. To what degree do you believe the following HUMAN CAPITAL ISSUES are barriers to diaspora investment in BiH? (Likert Scale 1=Not an Investment Barrier at All, 7=A Severe Barrier to Investment)

- A tendency for individuals outside the government to request unofficial payments in BiH
- Difficulty in identifying reliable suppliers in BiH
- Difficulty in evaluating the work history of prospective employees in BiH
- Difficulty in finding enough skilled workers in BiH
- Lack of adequate information about labor policies in BiH
- Tendency to treat particular groups of people differently in the workplace due to demographic characteristics
- Other (please specify)

DIASPORA INVESTMENT OPPORTUNITY COMMUNICATION

In this section, we would like your input on which communication channels should be used to raise awareness about diaspora investment opportunities in BiH among the diaspora.

24. How would you like to receive communication and learn more about diaspora investment opportunities? Please check all that apply.

- Annual diaspora event in BiH
- Annual diaspora event in my country of residence
- Email from the diaspora organization I am involved with (please specify) _____
- Social media posting on an account or page that I follow (please specify) _____
- Websites of BiH government institutions/agencies (please specify) _____
- Websites of entity government institutions/agencies (please specify) _____
- Local government (cities/municipalities) websites
- Other (please specify) _____

DEMOGRAPHICS

25. What is your GENDER?

- Female
- Male
- Other
- I refuse to answer

26. In what YEAR were you BORN (enter 4-digit birth year; for example, 1970) _____

27. In what COUNTRY were you BORN? (scroll down bar with country list)

28. If you were born in BiH, In what year did you EMIGRATE from BiH (enter 4-digit year, for example 1980) _____

29. What COUNTRY are you LIVING IN NOW? (scroll down bar with country list)

30. Which of the following best describes your ethnic identity?

- Bosniak
- Croat
- Serb
- Other (please specify): _____

31. Which of the following (if any) of your RELATIVES WERE BORN IN BiH? Please check all that apply.

- One or both of your parents
- One or more of your grandparents
- One or more of your great-grandparents
- None of my parents, grandparents, or great-grandparents were born in the area now known as BiH.

32. IN WHICH REGION of BiH do most of your family and friends live in TODAY? (Provide a scroll down bar listing all regions but include an option for “ I do not know” and “I do not have any known relatives living in BiH today” at the top of the scroll)

33. Which of the following best describes your OCCUPATION (scroll down bar with occupation list)

- Business owner/entrepreneur
- Clerical/administrative professional
- Doctor/nurse/medical professional
- Engineer/technical professional
- Financial services professional
- Government worker
- Homemaker
- Investor (full-time)
- Lawyer or legal professional
- Manager
- Researcher/scientist/professor
- Student (full-time)
- Teacher/education professional (primary and secondary education)
- Retired
- Other, please specify: _____
- Not currently employed

34. What is your HIGHEST LEVEL OF COMPLETED EDUCATION (scroll down bar with education list)

- No education
- Primary school
- Secondary school
- Bachelor’s degree
- Master’s degree
- Doctoral degree

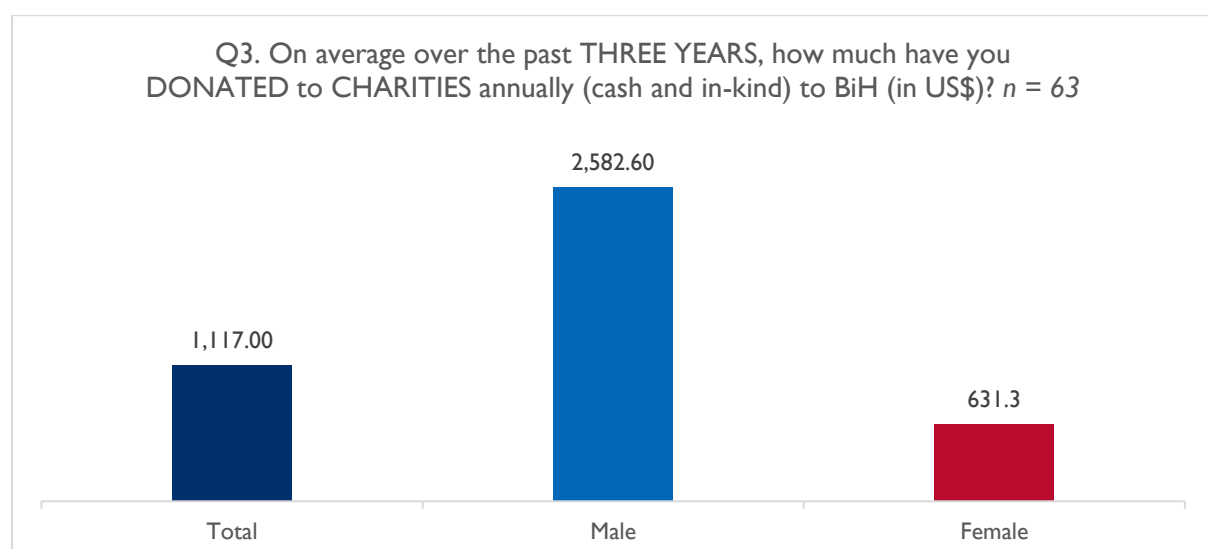
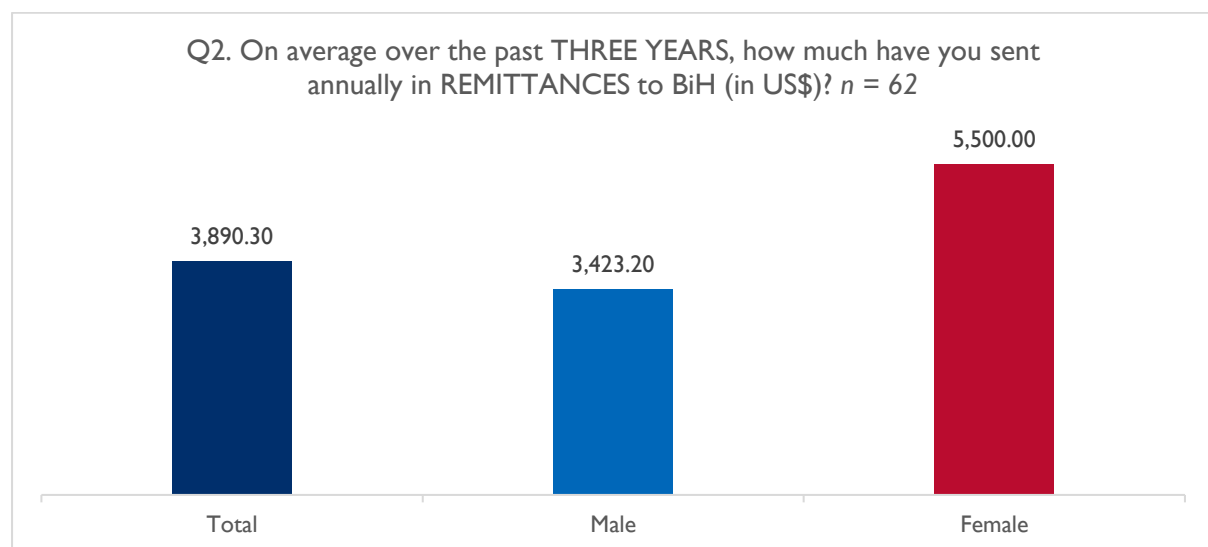
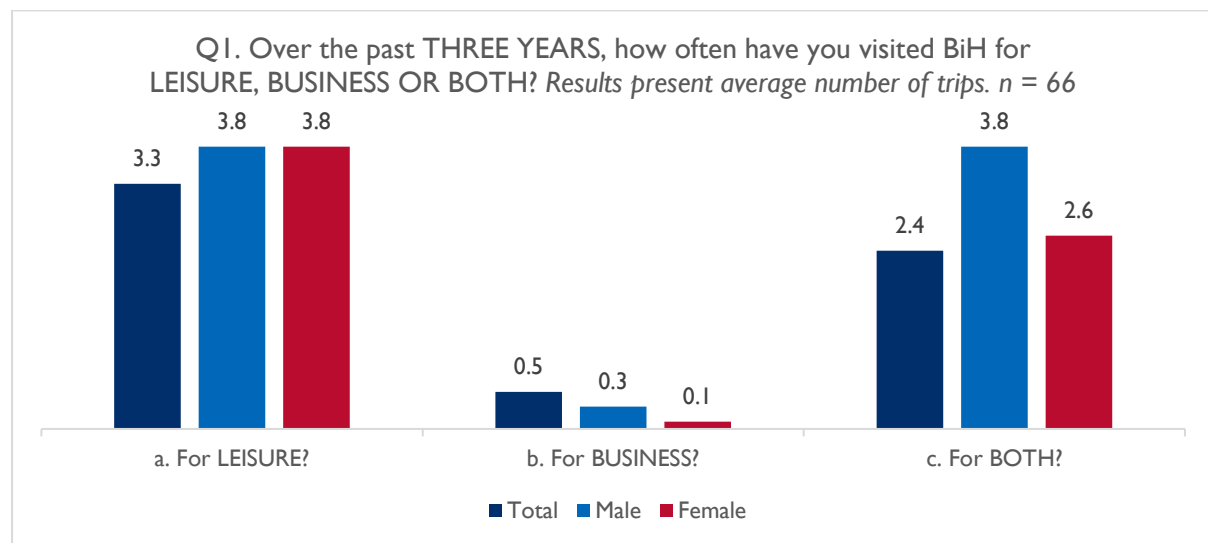
35. What is your approximate total ANNUAL FAMILY INCOME from all sources before taxes?
(list of income categories)

- Less than US\$50,000
- US\$50,000-US\$99,999
- US\$100,000-US\$149,999
- US\$150,000-US\$199,999
- US\$200,000-US\$249,999
- US\$250,000-US\$999,999
- US\$1 million or more

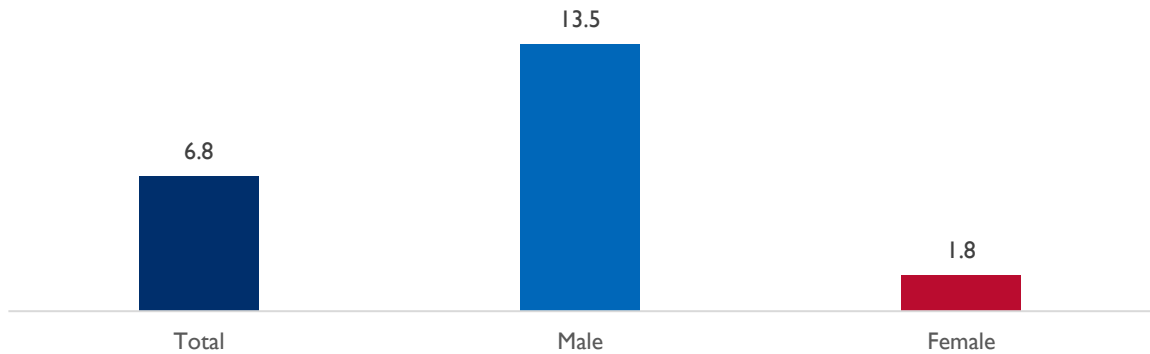
36. What is your estimated NET INVESTABLE WEALTH (investable wealth includes liquid assets such as cash, stocks, bonds, insurance and excludes property)? (list of wealth categories)

- Less than US\$50,000
- US\$50,000-US\$99,999
- US\$100,000-US\$149,999
- US\$150,000-US\$199,999
- US\$200,000-US\$249,999
- Over US\$250,000

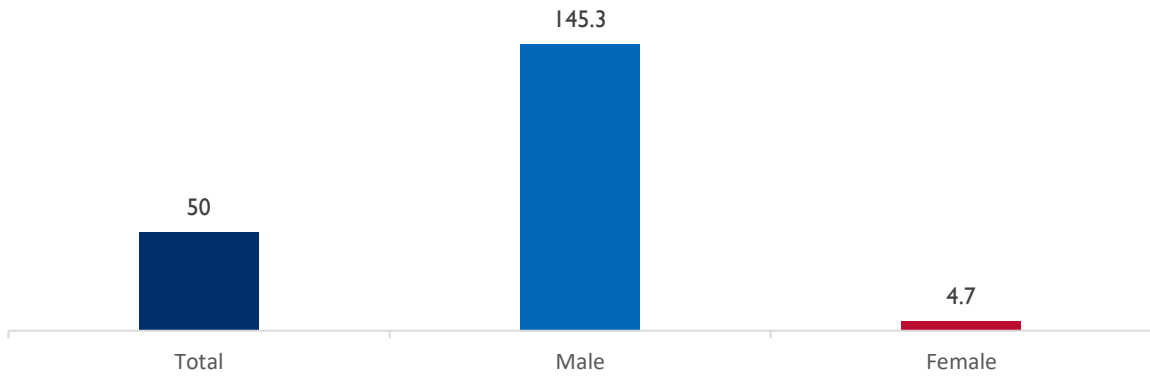
APPENDIX VIII: ONLINE SURVEY RESULTS



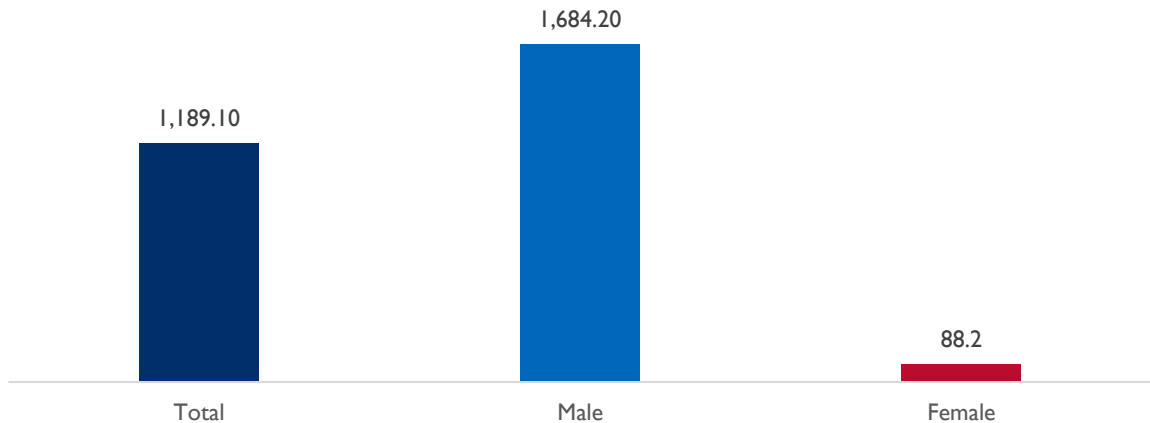
Q4. Over the past THREE YEARS, how many days have you VOLUNTEERED to work for non-governmental organizations (including places of worship) WHILE PHYSICALLY IN BiH? *n* = 64



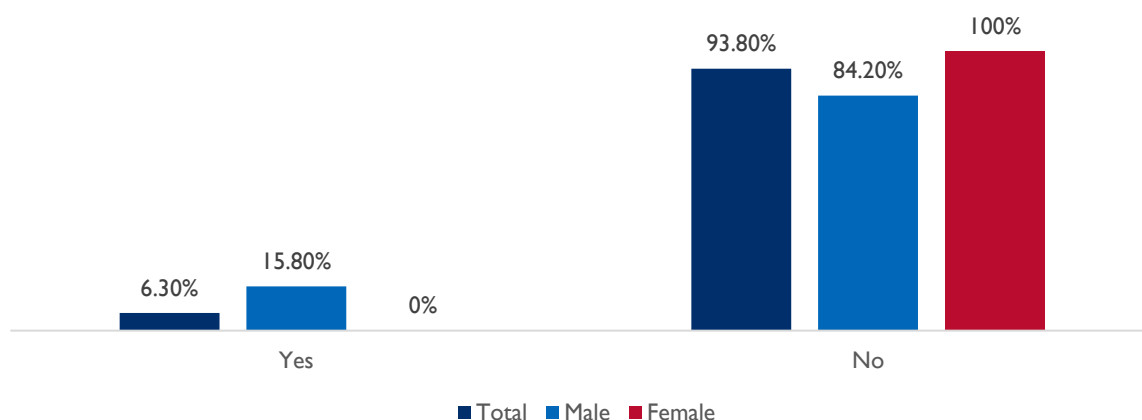
Q5. Over the past THREE YEARS, how many days have you VOLUNTEERED to work for non-governmental organizations (including places of worship) OUTSIDE OF BiH on projects SPECIFICALLY FOR BiH? *n* = 64



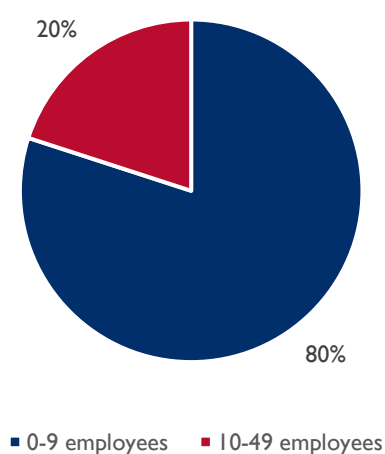
Q6. On average over the past THREE YEARS, how much money have you INVESTED IN BUSINESSES in BiH annually, including investments in companies in BiH or other investment vehicles (in US\$)? *n* = 64



Q7. Have you ever started a business in BiH when you were living outside of the country? *n* = 64



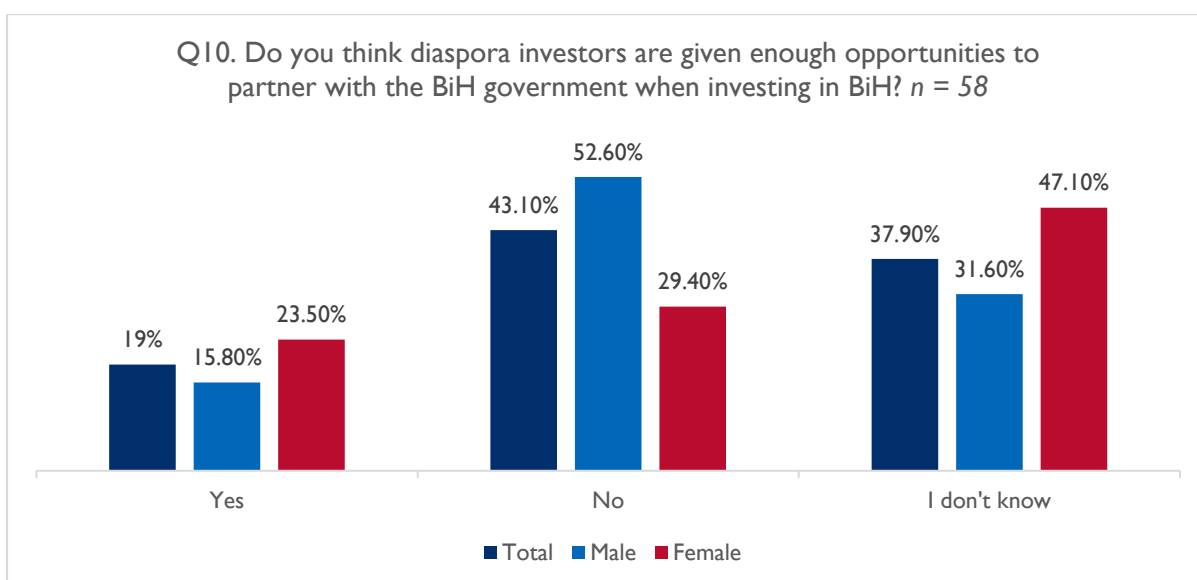
Q8. How many employees did the organization employ? (firm size list) *n* = 5

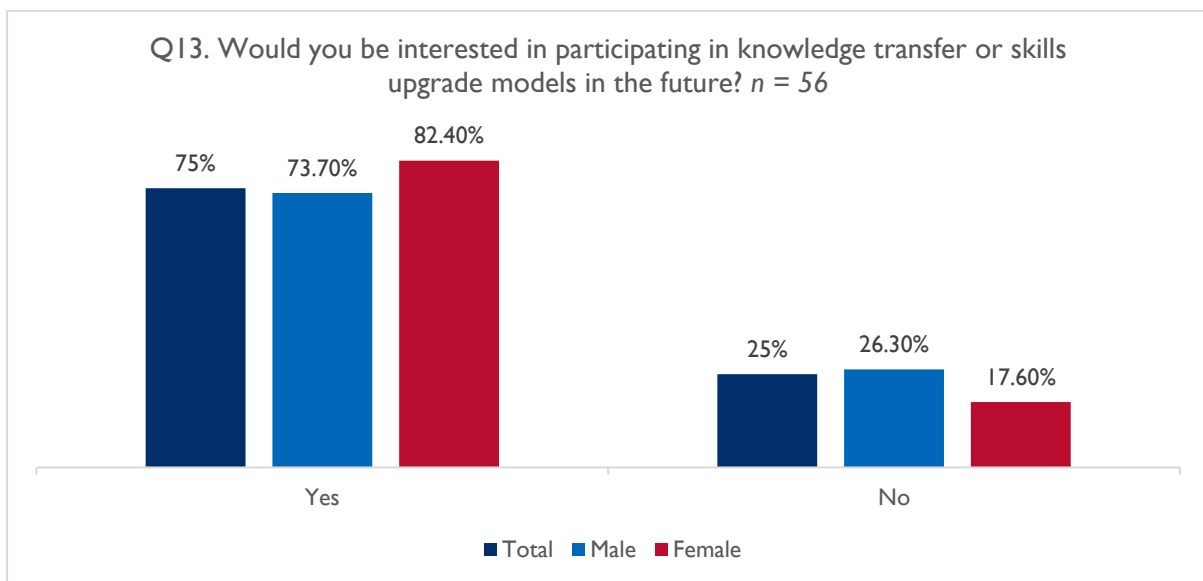
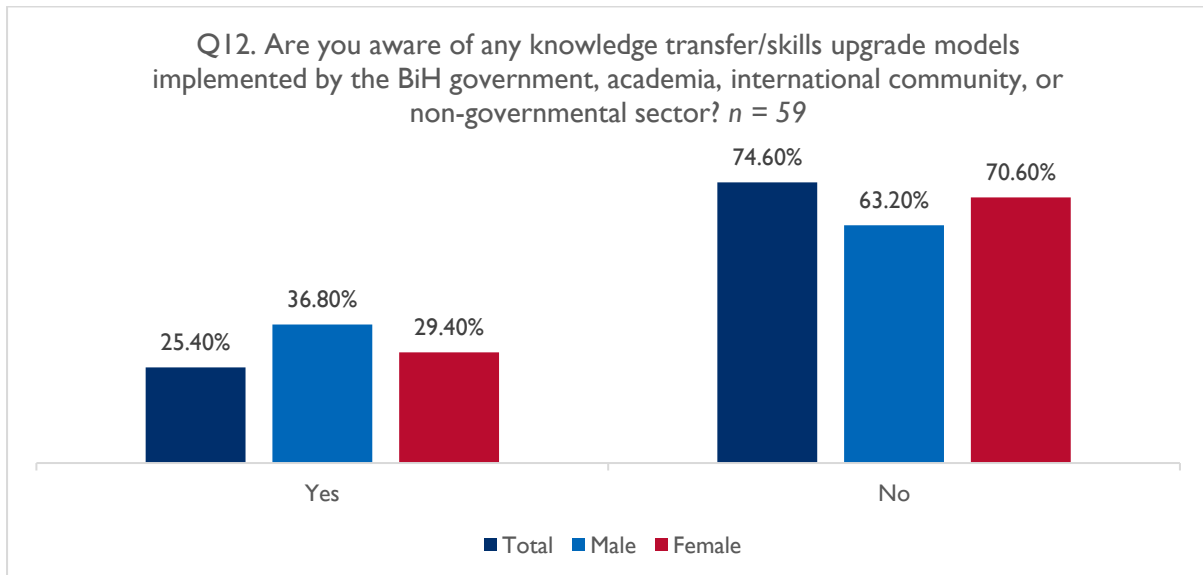
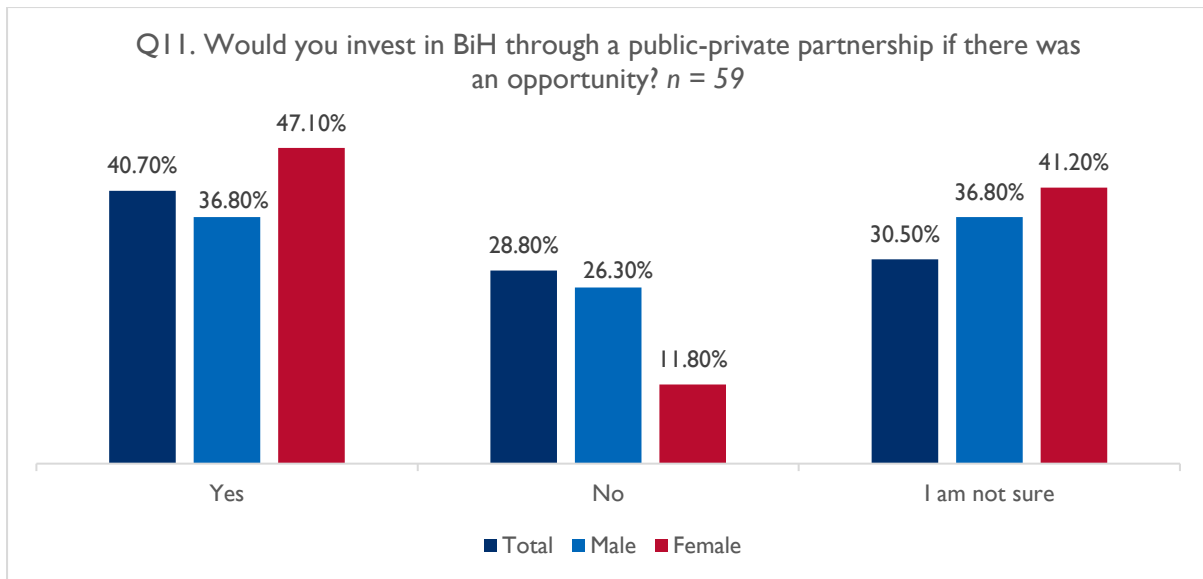


Q9. How interested are you in investing in BiH in the next five years in these forms of diaspora investment? *n*=59

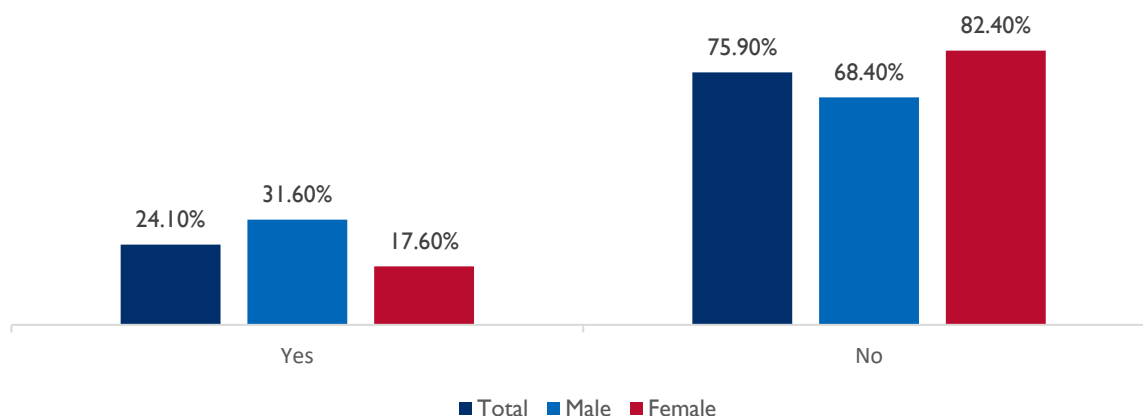
Type of investment	Opinion	Total	Male	Female
Purchasing property for personal use	Disinterested	32.2%	31.6%	29.4%
	Neither disinterested nor interested	11.9%	15.8%	11.8%
	Interested	55.9%	52.6%	58.8%
Purchasing property for rental or resale purposes	Disinterested	49.1%	47.3%	53%
	Neither disinterested nor interested	11.9%	15.8%	11.8%
	Interested	39%	36.9%	35.2%
Establishing manufacturing facilities in BiH	Disinterested	57.6%	52.6%	64.7%
	Neither disinterested nor interested	13.6%	15.8%	5.9%
	Interested	28.8%	31.6%	29.4%

Q9. How interested are you in investing in BiH in the next five years in these forms of diaspora investment? n=59				
Type of investment	Opinion	Total	Male	Female
Investing in a fund that would purchase equity ownership in companies in BiH	Disinterested	54.2%	52.6%	58.8%
	Neither disinterested nor interested	15.3%	21.1%	5.9%
	Interested	30.5%	26.3%	35.3%
Investing in equity ownership directly in companies in BiH	Disinterested	55.9%	57.9%	58.8%
	Neither disinterested nor interested	15.3%	21.1%	5.9%
	Interested	28.8%	21%	35.3%
Investing in a fixed-income security that would lend money to enterprises in BiH in social impact areas (e.g., education, healthcare, sanitation, etc.)	Disinterested	55.9%	63.1%	53%
	Neither disinterested nor interested	15.3%	21.1%	5.8%
	Interested	28.8%	15.8%	41.2%
Investing in a diaspora bond issued by the BiH government to fund large-scale infrastructure projects (if these were available)	Disinterested	57.6%	63.2%	52.9%
	Neither disinterested nor interested	15.2%	21.1%	11.8%
	Interested	27.2%	15.7%	35.3%
Investing in a fund that would lend money to microenterprises in BiH at local market-based interest rates (if such fund existed)	Disinterested	55.9%	57.8%	47.1%
	Neither disinterested nor interested	13.6%	21.1%	5.9%
	Interested	30.5%	21.1%	47%
Investing in a fund that would lend money to microenterprises in BiH below local market-based interest rates (if such fund existed)	Disinterested	58.7%	63.1%	52.9%
	Neither disinterested nor interested	8.6%	10.5%	5.9%
	Interested	32.7%	26.4%	41.2%





Q14. Are you aware of any knowledge transfer/skills upgrade models applied in other countries with large diasporas that proved to be effective but are not yet used in BiH? *n* = 54



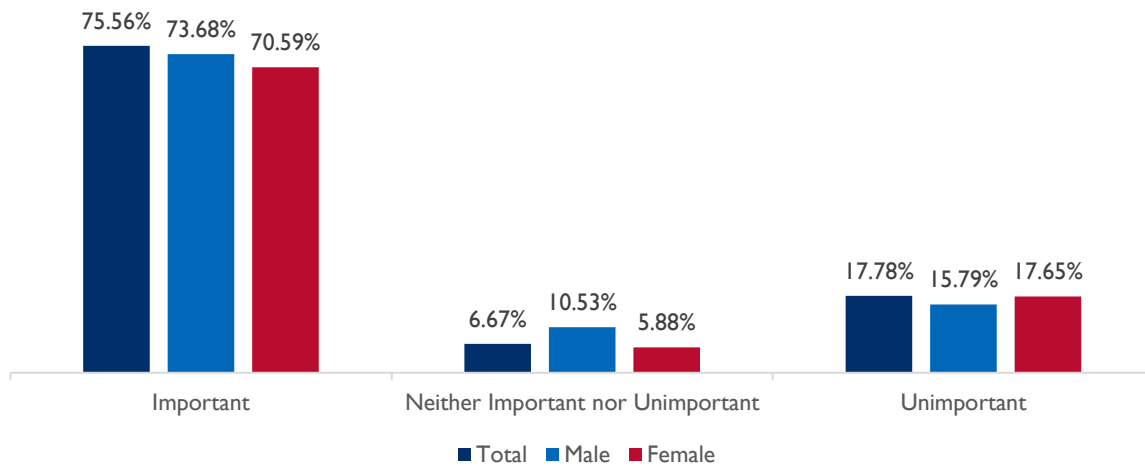
Q15. Which of the following statements best describes why you have invested (or would like to invest) in BiH? *n* = 46

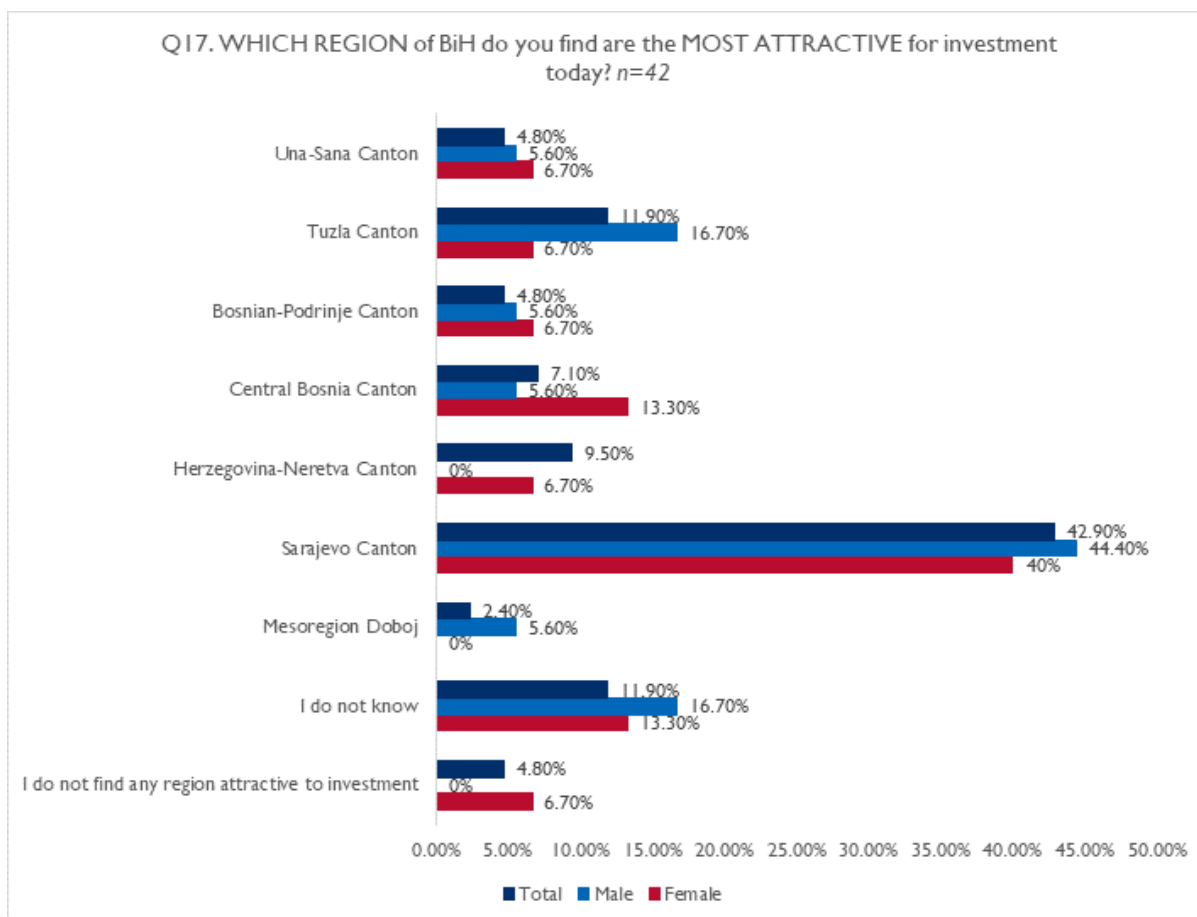
Reason for investment	Opinion	Total	Male	Female
Profitability is my only goal when I invest in BiH.	Disagree	39.9%	26.4%	52.9%
	Neither disagree nor agree	22.3%	31.5%	11.8%
	Agree	37.8%	42.1%	35.3%
I invest in BiH to improve the value of my investment portfolio.	Disagree	40%	36.9%	52.9%
	Neither disagree nor agree	26.7%	42.1%	11.8%
	Agree	33.3%	21%	35.3%
Personal financial independence is a very important goal when I invest in BiH.	Disagree	31.9%	31.6%	37.3%
	Neither disagree nor agree	13.6%	10.5%	6.3%
	Agree	54.5%	57.9%	56.4%
I feel it is my personal duty to invest in BiH.	Disagree	51.2%	47.4%	52.9%
	Neither disagree nor agree	2.2%	0%	0%
	Agree	46.6%	52.6%	47.1%
I feel a sense of personal accomplishment when I invest in BiH.	Disagree	34.1%	31.6%	31.1%
	Neither disagree nor agree	9.1%	10.5%	6.3%
	Agree	56.8%	57.9%	62.6%
I invest in BiH because it makes me feel good to contribute to the country's economic development.	Disagree	20%	15.7%	18.7%
	Neither disagree nor agree	8.9%	5.3%	12.5%
	Agree	71.1%	79%	68.8%
I invest in BiH because my family and/or friends expect me to do so.	Disagree	68.1%	57.8%	81.2%
	Neither disagree nor agree	18.2%	15.8%	18.8%
	Agree	13.7%	26.4%	0%
People in the BiH diaspora who do not invest in BiH lose social status within the BiH diaspora community.	Disagree	79.6%	73.7%	93.7%
	Neither disagree nor agree	13.6%	15.8%	6.3%
	Agree	6.8%	10.5%	0%

Q15. Which of the following statements best describes why you have invested (or would like to invest) in BiH? n = 46

Reason for investment	Opinion	Total	Male	Female
Individuals who invest in BiH are highly respected within the BiH diaspora.	Disagree	49%	47.4%	58.8%
	Neither disagree nor agree	35.6%	26.3%	41.2%
	Agree	15.6%	26.3%	0%
I invest in BiH because I believe doing so will give me increased access to speak to politicians in BiH.	Disagree	77.8%	68.3%	94.1%
	Neither disagree nor agree	15.6%	21.1%	5.9%
	Agree	6.6%	10.6%	0%
I invest in BiH because I believe doing so will give me greater influence in politics in BiH.	Disagree	77.8%	78.9%	94.1%
	Neither disagree nor agree	11.1%	10.5%	5.9%
	Agree	11.1%	10.6%	0%
I invest in BiH because I believe doing so will give my family greater political protection in BiH.	Disagree	68.9%	78.9%	70.6%
	Neither disagree nor agree	17.8%	15.8%	17.6%
	Agree	13.3%	5.3%	11.8%
I invest in BiH because I want to provide capital to those who currently do not have fair access to capital.	Disagree	17.7%	15.8%	18.6%
	Neither disagree nor agree	6.7%	10.5%	6.3%
	Agree	75.6%	73.7%	75.1%

Q16. When thinking about investing in BiH, how important is the LOCATION of the investment (e.g., how important is it that investment is made in a specific municipality) when making the decision to invest? n = 45



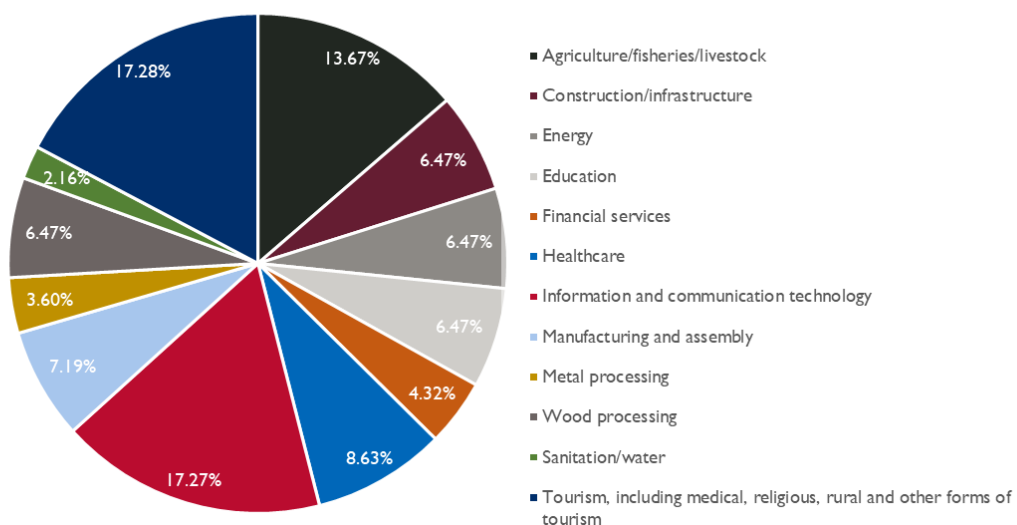


Q18. How attractive do you find each of the following industry sectors for investment in BiH today? n = 46				
Industry	Opinion	Total	Male	Female
Agriculture/fisheries/livestock	Unattractive	17.4%	21.1%	17.7%
	Neither unattractive nor attractive	13%	10.4%	11.7%
	Attractive	69.6%	68.5%	70.6%
Construction/infrastructure	Unattractive	20.4%	21.1%	25.1%
	Neither unattractive nor attractive	15.9%	21.1%	6.1%
	Attractive	63.7%	57.8%	68.8%
Energy	Unattractive	18.1%	5.5%	23.5%
	Neither unattractive nor attractive	11.4%	16.7%	5.9%
	Attractive	70.5%	77.8%	70.6%
Education	Unattractive	19.6%	5.3%	23.5%
	Neither unattractive nor attractive	15.2%	26.3%	5.9%
	Attractive	65.2%	68.4%	70.6%
Financial services	Unattractive	19.7%	21%	17.7%
	Neither unattractive nor attractive	30.4%	36.8%	35.3%
	Attractive	49.9%	42.2%	47%

Q18. How attractive do you find each of the following industry sectors for investment in BiH today?
n = 46

Industry	Opinion	Total	Male	Female
Healthcare	Unattractive	15.3%	15.7%	11.8%
	Neither unattractive nor attractive	21.7%	31.6%	11.7%
	Attractive	63%	52.7%	76.5%
Information and communication technology	Unattractive	8.7%	0%	17.6%
	Neither unattractive nor attractive	6.5%	5.3%	5.9%
	Attractive	84.8%	94.7%	76.5%
Manufacturing and assembly	Unattractive	8.8%	0%	17.7%
	Neither unattractive nor attractive	15.2%	15.8%	11.8%
	Attractive	76%	84.2%	70.5%
Metal processing	Unattractive	13.1%	5.2%	23.7%
	Neither unattractive nor attractive	28.3%	31.6%	17.6%
	Attractive	58.6%	63.2%	58.7%
Wood processing	Unattractive	15.3%	5.2%	29.5%
	Neither unattractive nor attractive	21.7%	21.1%	17.6%
	Attractive	63%	73.7%	52.9%
Sanitation/water	Unattractive	23.8%	31.5%	17.6%
	Neither unattractive nor attractive	37%	31.6%	41.2%
	Attractive	39.2%	36.9%	41.2%
Tourism, including medical, religious, rural and other forms of tourism	Unattractive	6.6%	0%	11.8%
	Neither unattractive nor attractive	6.5%	10.5%	5.9%
	Attractive	86.9%	89.5%	82.3%

Q19. Which INDUSTRY sector you consider has potential to generate most JOBS and INCOME in BiH? n=46



Q20. To what degree do you believe the following business environment issues are barriers to diaspora investment in BiH? n = 38

Business Environment Issues	Opinion	Total	Male	Female
Lack of information about investment opportunities for diasporans	Not an investment barrier	15.7%	10.5%	17.7%
	Neither not an investment barrier nor a barrier to Investment	2.6%	5.3%	0%
	A barrier to investment	81.7%	84.2%	82.3%
Complex bureaucracy procedures for registering a business	Not an investment barrier	2.7%	5.3%	0%
	Neither not an investment barrier nor a barrier to investment	5.4%	10.5%	0%
	A barrier to investment	91.9%	84.2%	100%
Difficulty in opening a bank account in BiH	Not an investment barrier	18.9%	15.9%	23.6%
	Neither not an investment barrier nor a barrier to investment	18.9%	21.1%	17.6%
	A barrier to investment	62.2%	63%	58.8%
Difficulty in borrowing money in BiH due to the costs of borrowing	Not an investment barrier	14%	15.8%	12.5%
	Neither not an investment barrier nor a barrier to investment	22.2%	26.3%	18.8%
	A barrier to investment	63.8%	57.9%	68.7%
Difficulty in borrowing money in BiH due to time and number of processes involved in lending	Not an investment barrier	19.4%	21.1%	18.8%
	Neither not an investment barrier nor a barrier to investment	11.1%	10.5%	12.5%
	A barrier to investment	69.5%	68.4%	68.7%
Unpredictable interest rates in BiH	Not an investment barrier	13.5%	26.3%	0%
	Neither not an investment barrier nor a barrier to investment	18.9%	15.8%	23.5%
	A barrier to investment	67.6%	57.9%	76.5%
Difficulty in transporting funds physically and electronically within BiH	Not an investment barrier	27%	21.1%	35.3%
	Neither Not an investment barrier nor a barrier to Investment	5.4%	10.5%	0%
	A barrier to investment	67.6%	68.4%	64.7%
Difficulty transporting funds physically and electronically from BiH to another country outside of BiH	Not an investment barrier	27%	31.6%	23.5%
	Neither not an investment barrier nor a barrier to investment	16.3%	21.1%	11.8%
	A barrier to investment	56.7%	47.3%	64.7%
Lack of intellectual property right enforcement in BiH	Not an investment barrier	10.8%	10.6%	11.8%
	Neither not an investment barrier nor a barrier to investment	10.8%	10.5%	11.8%
	A Barrier to investment	78.4%	78.9%	76.4%
Difficulty in acquiring land in BiH	Not an investment barrier	18.9%	26.4%	11.8%
	Neither not an investment barrier nor a barrier to investment	10.8%	10.5%	11.8%
	A barrier to investment	70.3%	63.1%	76.4%
Difficulty in obtaining building permits in BiH	Not an investment barrier	8.1%	10.6%	5.9%
	Neither not an investment barrier nor a barrier to investment	10.8%	15.8%	5.9%

Q20. To what degree do you believe the following business environment issues are barriers to diaspora investment in BiH? n = 38				
Business Environment Issues	Opinion	Total	Male	Female
	A barrier to investment	81.1%	73.6%	88.2%
High cost of business insurance in BiH	Not an investment barrier	19.5%	21.1%	18.8%
	Neither not an investment barrier nor a barrier to investment	22.2%	26.3%	18.8%
	A barrier to investment	58.3%	52.6%	62.4%
Difficulties of obtaining reliable supplies of energy in BiH	Not an investment barrier	13.5%	21.1%	5.9%
	Neither not an investment barrier nor a barrier to investment	16.2%	15.8%	17.6%
	A barrier to investment	70.3%	63.1%	76.5%
The cost of transportation in BiH as a percentage of total expenses	Not an investment barrier	27.8%	26.3%	31.3%
	Neither not an investment barrier nor a barrier to investment	19.4%	10.5%	31.3%
	A barrier to investment	52.8%	63.2%	37.4%
Breakdowns due to lack of adequate transportation infrastructure	Not an investment barrier	13.5%	10.5%	17.7%
	Neither not an investment barrier nor a barrier to investment	8.1%	10.5%	5.9%
	A barrier to investment	78.4%	79%	76.4%
Challenges maintaining machinery due to a lack of skilled mechanics in BiH	Not an investment barrier	18.9%	15.9%	23.5%
	Neither not an investment barrier nor a barrier to investment	16.2%	21.1%	11.8%
	A barrier to investment	64.9%	63%	64.7%
Challenges maintaining machinery due to a lack of affordable spare parts in BiH	Not an investment barrier	16.2%	15.9%	17.7%
	Neither not an investment barrier nor a barrier to investment	18.9%	10.5%	29.4%
	A barrier to investment	64.9%	73.6%	52.9%
Poor quality of telecommunications infrastructure in BiH	Not an investment barrier	16.2%	15.9%	17.6%
	Neither not an investment barrier nor a barrier to investment	10.8%	10.5%	11.8%
	A barrier to investment	73%	73.6%	70.6%
Difficulty becoming cost competitive in the market due to large number of informal enterprises	Not an investment barrier	18.9%	21.1%	17.7%
	Neither not an investment barrier nor a barrier to investment	10.8%	10.5%	11.8%
	A barrier to investment	70.3%	68.4%	70.5%
Lack of communication from BiH about investment opportunities available	Not an investment barrier	10.5%	5.3%	17.6%
	Neither not an investment barrier nor a barrier to investment	5.3%	5.3%	5.9%
	A barrier to investment	84.2%	89.4%	76.5%

Q21. To what degree do you believe the following government factors are barriers to diaspora investment in BiH? n = 39

Government factors	Opinion	Total	Male	Female
Uncertain policy environment in BiH	Not an investment barrier	7.9%	5.3%	11.8%
	Neither not an investment barrier nor a barrier to investment	2.6%	0%	5.9%
	A barrier to investment	89.5%	94.7%	82.3%
Unpredictable monetary policies in BiH	Not an investment barrier	13.5%	15.9%	11.8%
	Neither not an investment barrier nor a barrier to investment	10.8%	5.1%	17.6%
	A barrier to investment	75.7%	79%	70.6%
Unclear tax policies in BiH	Not an investment barrier	13.9%	10.6%	18.8%
	Neither not an investment barrier nor a barrier to investment	8.3%	10.5%	6.1%
	A barrier to investment	77.8%	78.9%	75.1%
Taxation policies that prohibitively add to operation costs in BiH	Not an investment barrier	5.6%	5.3%	6.3%
	Neither not an investment barrier nor a barrier to investment	2.8%	0%	6.3%
	A barrier to investment	91.6%	94.7%	87.4%
A tendency for government officials to request unofficial payments in BiH	Not an investment barrier	5.4%	5.3%	0%
	Neither not an investment barrier nor a barrier to investment	0%	0%	0%
	A barrier to investment	94.6%	94.7%	100%
Lack of safety and security concerns due to crime and/or terrorism in BiH	Not an investment barrier	21%	26.4%	17.6%
	Neither not an investment barrier nor a barrier to investment	2.6%	5.3%	0%
	A barrier to investment	76.4%	68.3%	82.4%
Time it takes to clear customs for import goods coming into BiH	Not an investment barrier	8.4%	5.3%	12.5%
	Neither not an investment barrier nor a barrier to investment	13.9%	15.8%	12.5%
	A barrier to investment	77.7%	78.9%	75%
Lack of clear information about import/export policies	Not an investment barrier	5.6%	10.6%	0%
	Neither not an investment barrier nor a barrier to investment	11.1%	15.8%	6.3%
	A barrier to investment	83.3%	73.6%	93.7%
Taxes on imported products into BiH	Not an investment barrier	8.6%	5.6%	12.5%
	Neither not an investment barrier nor a barrier to investment	11.4%	11.1%	12.5%
	A barrier to investment	80%	83.3%	75%

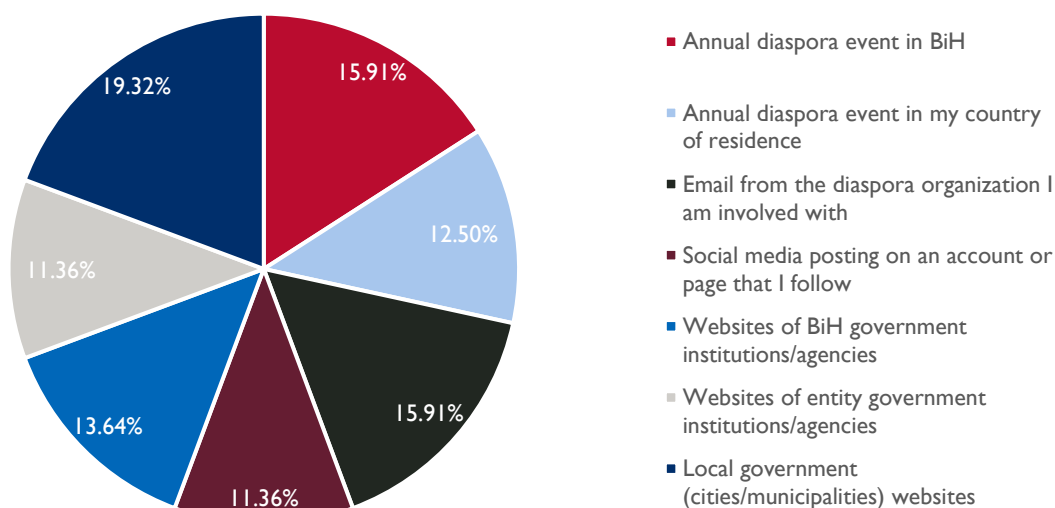
Q22. To what degree do you believe the following human capital issues are barriers to diaspora investment in BiH? n = 37

Human capital issues	Opinion	Total	Male	Female
A tendency for individuals outside the government to request unofficial payments in BiH	Not an investment barrier	8.1%	5.3%	11.8%
	Neither Not an investment barrier nor a barrier to investment	8.1%	15.7%	0%
	A barrier to investment	83.8%	79%	88.2%

Q22. To what degree do you believe the following human capital issues are barriers to diaspora investment in BiH? n = 37

Human capital issues	Opinion	Total	Male	Female
Difficulty in identifying reliable suppliers in BiH	Not an investment barrier	10.8%	21.1%	0%
	Neither not an investment barrier nor a barrier to investment	5.4%	5.3%	5.9%
	A barrier to investment	83.8%	73.6%	94.1%
Difficulty in evaluating the work history of prospective employees in BiH	Not an investment barrier	14%	16.8%	5.9%
	Neither not an investment barrier nor a barrier to investment	13.9%	11.1%	17.6%
	A barrier to investment	72.1%	72.1%	76.5%
Difficulty in finding enough skilled workers in BiH	Not an investment barrier	18.9%	15.9%	23.6%
	Neither not an investment barrier nor a barrier to investment	18.9%	15.8%	23.5%
	A barrier to investment	62.2%	68.3%	52.9%
Lack of adequate information about labor policies in BiH	Not an investment barrier	16.7%	27.8%	5.9%
	Neither not an investment barrier nor a barrier to investment	5.6%	5.6%	5.9%
	A barrier to investment	77.7%	66.6%	88.2%
Tendency to treat particular groups of people differently in the workplace due to demographic characteristics	Not an investment barrier	13.9%	21.1%	6.3%
	Neither not an investment barrier nor a barrier to investment	22.2%	26.3%	18.8%
	A barrier to investment	63.9%	52.6%	74.9%

Q23. How would you like to receive communication and learn more about diaspora investment opportunities? n = 38



APPENDIX IX: INNOVATIVE DIASPORA OUTREACH EXAMPLES FROM OTHER COUNTRIES

COUNTRY	OUTREACH ORGANIZATION	OUTREACH ACTIVITY	OUTREACH ACTIVITY DESCRIPTION
ARMENIA ⁹⁹	Ministry of Diaspora	Big data approaches to build diaspora database, leading to engagement with various diaspora professional groups	Through innovative methods using big data, including analyses of web traffic and onomastic analysis of public databases, the Armenian Ministry of Diaspora partnered with the IOM to better map concentrations of the Armenian diaspora in the United States and France, and understand the professional networks of the diaspora. Through analysis of the Open Researcher and Contributor ID (ORCID) database of researchers, for example, the project has identified 26,945 scientists and researchers of Armenian origin living outside of Armenia, with many engaged in fields of importance to Armenia's development, such as health, the social sciences, and natural sciences. IOM was able to identify relevant diaspora professionals and coordinate videoconferences between officials within the Ministry of Health (MoH) and Armenian diaspora medical professionals in New York and Paris who had been treating cases of COVID-19. Through the videoconferences, the medical professionals were able to provide the Armenian MoH with key insights and information to support Armenia's own response to the pandemic and treatment of COVID-19 patients. READ MORE HERE
CHINA ¹⁰⁰	Five interrelated governmental and semi-governmental institutions operating on several levels, from the national to the local that work together with the Ministry of Foreign Affairs:	Media approaches to engage diaspora	China has invested in media pathways to reach its diaspora through what it calls the "Going Out to Invite In" outreach strategy. China Radio International (CRI), China's official radio broadcaster, broadcasts in 43 foreign languages and dialects to the whole world. China Central Television (CCTV), China's official television broadcaster, has infiltrated the diaspora market, with CCTV 4 reaching 10 million viewers globally and its English language channel, CCTV9, now having 40 million viewers overseas. China International Communications Co. (CICC), the commercial arm of CCTV, streams Chinese content from CCTV and provincial broadcasters to overseas Chinese audiences and is now setting its sights at non-Chinese

⁹⁹ <https://publications.iom.int/books/skills-mapping-through-big-data-case-study-armenian-diaspora-united-states-america-and-france>

¹⁰⁰ Media and Communication in the Chinese Diaspora: Rethinking Transnationalism, 2018. Wanning Sun, John Sinclair, Eds., New York: Routledge.

COUNTRY	OUTREACH ORGANIZATION	OUTREACH ACTIVITY	OUTREACH ACTIVITY DESCRIPTION
	<ul style="list-style-type: none"> - State Council Overseas Chinese Affairs Office (OCAO) - China Zhigong Party The Overseas Chinese Affairs Committee Of The National People's Congress (NPC) - Hong Kong, Macau, Taiwan Compatriots and Overseas Chinese Affairs Committee of the CPPCC - All-China Federation of Returned Overseas Chinese (ACFROC). 		audiences, too. The channels also have three different time-shifted feeds—Beijing Time, Greenwich Mean Time, and Eastern Standard Time.
ETHIOPIA ¹⁰¹	Ministry of Foreign Affairs, Diaspora Affairs Directorate General; Ministry of Capacity Building, Diaspora Coordinating Office	Fund + advisory council + global chapters	The call to donate a dollar a day by all Ethiopian diasporas came from the Prime Minister of Ethiopia, H.E. Dr. Abiy Ahmed, on July 8, 2019. This was followed by his appointment of the Ethiopian Diaspora Trust Fund (EDTF) Advisory Council (AC). The purpose of the AC is to function as a structured link between the EDTF and the diaspora community for a united dynamism against poverty EDTF is a nonprofit organization established with the goal of achieving a resilient solution for Ethiopia's disadvantaged groups and communities and contribute towards the legitimate aspirations of all Ethiopians, irrespective of ethnicity, religion, language, region, gender, political views, or any other factors. EDTF neither advances nor promotes any partisan political agenda and is solely focused on its mission of raising awareness and funds to finance and assist poor and disadvantaged people of Ethiopia. The Fund aims to finance projects that meet critical and selected needs based on their potential to make the highest positive impact on groups and communities in Ethiopia in such areas as health, education, water, sanitation facilities and rehabilitation of persons with

¹⁰¹ <https://www.ethiopiastrustfund.org/>

COUNTRY	OUTREACH ORGANIZATION	OUTREACH ACTIVITY	OUTREACH ACTIVITY DESCRIPTION
			disabilities, agricultural development, technology, women's empowerment, youth, financial inclusion, small-scale entrepreneurship, and other income- and employment-generating projects. Fifty different EDTF volunteer chapters have been opened around the world through which diaspora volunteers organize local convenings, social media, and other marketing strategies to promote the fund.
INDIA ¹⁰²	Ministry of Overseas Indian Affairs	National celebration of diaspora events	Pravasi Bhartiya Divas is annually celebrated in India on January 9 to mark the contribution of the overseas Indian community toward their homeland. The Ministry of Overseas Indian Affairs launched Pravasi Bhartiya Divas conferences beginning in 2003 as engagement and networking platforms for overseas Indians, the government and the people of India. During the event, the Pravasi Bharatiya Samman Award is also given to individuals of exceptional merit to appreciate their role in India's growth. The Pravasi Bharatiya Divas convention features plenary sessions, an exhibition, and cultural programs and provides an opportunity to interact with other overseas Indians, policy makers, political leadership, and others.
IRELAND ¹⁰³	Ministry of State for Diaspora Affairs and International Development	Integrated marketing campaigns through PPP	IDA Ireland, Ireland's inward direct investment promotion agency, appointed private-sector Connect Ireland to deliver the Succeed in Ireland initiative in 2012, designed to promote diaspora direct investment back home. Connect Ireland employed a creative, extensive integrated marketing campaign, including advertising (in Ireland's major airports, airline magazines, and four/five star hotels), social media, and promotion tool kits provided to diaspora organizations, embassies/consulates, and taxicab drivers in Ireland to raise awareness of investment opportunities in Ireland and drive traffic to Connect Ireland's offices throughout the country.

¹⁰² <https://pbdindia.gov.in/en>

¹⁰³ Poliakova, E., Riddle, L., Cummings, M. 2020. Diaspora Investment Promotion via Public-Private Partnerships: Case-Study Insights and IB Research Implications from the Succeed in Ireland Initiative. *Journal of International Business Policy*, 3, pp. 23–37.

COUNTRY	OUTREACH ORGANIZATION	OUTREACH ACTIVITY	OUTREACH ACTIVITY DESCRIPTION
ISRAEL ¹⁰⁴	Inter-Ministerial Diaspora Committee, chaired by the Prime Minister. The Committee is Supported by the Ministry of Information and Diaspora within the Ministry of Foreign Affairs office.	Diaspora outreach program for embassies/consulates	<p>The Israeli House is a joint project of the Ministry of Immigration and Absorption and the Ministry of Foreign Affairs. Its purpose is to maintain and strengthen the link between the State of Israel and Israelis living abroad. The Israeli House is a virtual house, located in the embassies and consulates abroad, and is providing the Israeli community with cultural events, children's activities and holiday celebrations – all in Hebrew.</p> <p>In addition, the Israeli House provides guidance services for Israelis who have decided to return to Israel, and assists returning citizens from the beginning of the process until the homecoming.</p>
JAMAICA ¹⁰⁵	Ministry of Foreign Affairs and Foreign Trade, Global Jamaica Diaspora Council	Global Diaspora Advisory Council	The Ministry of Foreign Affairs and Foreign Trade of Jamaica established a Global Jamaica Diaspora Council, consisting of 28 members living in countries of residence around the globe. Members are elected and voted upon online by the Jamaican diaspora. The Council serves as an advisory and consultative body to the Minister of Foreign Affairs and Foreign Trade, attending regular meetings and co-hosting convening events. The Council creates pathways for increased government engagement with the diaspora.
NIGERIA ¹⁰⁶	Nigerians in Diaspora Commission	National Identity Database Enrollment for Diaspora	Established by the NIMC Act No. 23 of 2007, the National Identity Management Commission (NIMC) has the mandate to establish, own, operate, maintain, and manage the National Identity Database in Nigeria, register persons covered by the Act, assign a unique National Identification Number (NIN) and issue General Multi-Purpose Cards (GMPCs) to those who are citizens of Nigeria as well as others legally residing within the country. In 2019, the National Identity Management Commission commenced the diaspora enrolment exercise aimed at capturing Nigerians living outside the country into the National Identity Database, thereby ensuring they also benefit from the acquisition of their NIN.

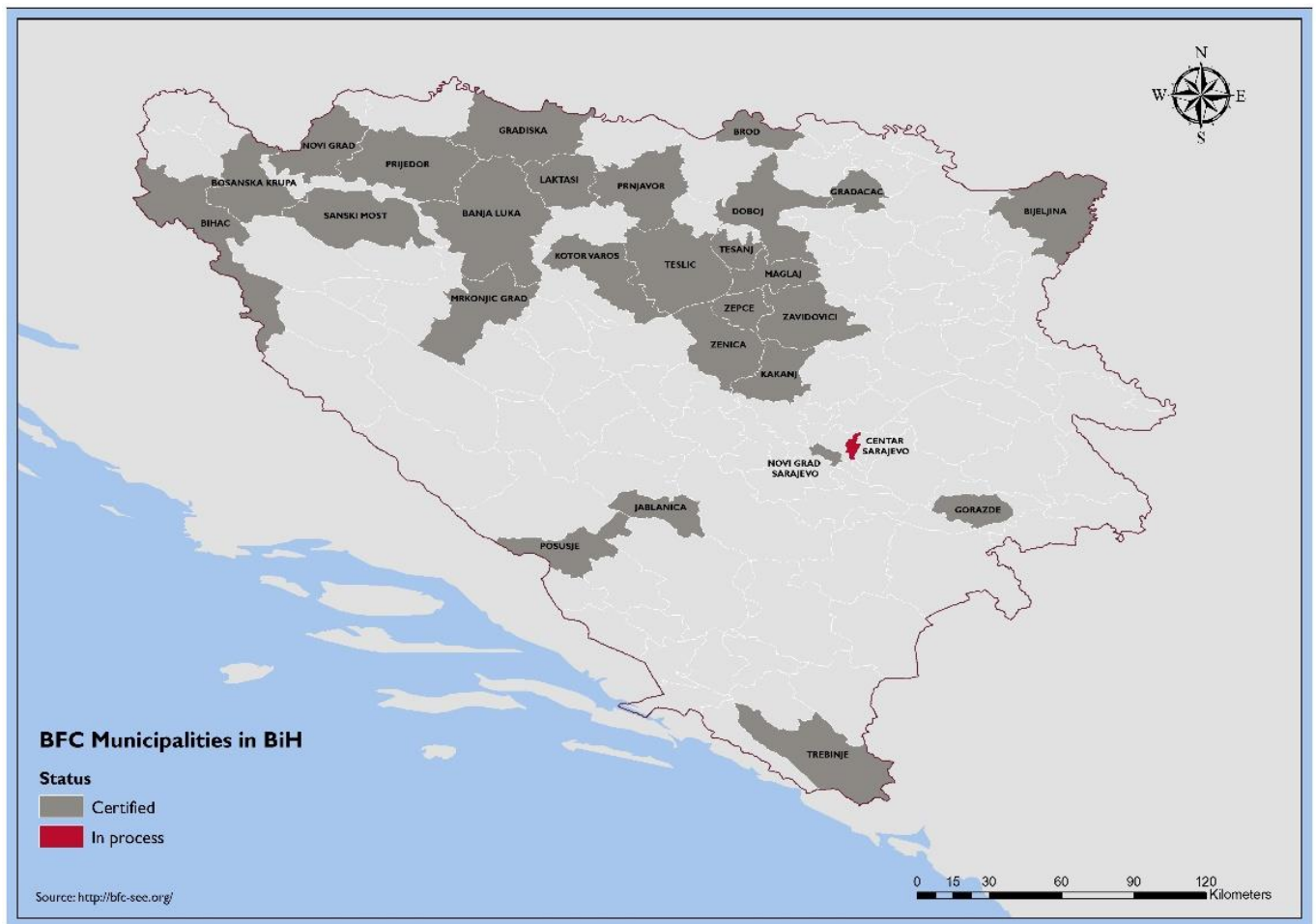
¹⁰⁴ <https://www.israeliamerican.org/boston/supported-organizations/israeli-house>

¹⁰⁵ <https://mfaft.gov.jm/jm/the-global-jamaica-diaspora-council/>

¹⁰⁶ <https://nimc.gov.ng/diaspora/>

COUNTRY	OUTREACH ORGANIZATION	OUTREACH ACTIVITY	OUTREACH ACTIVITY DESCRIPTION
			The NIN is used for all transactions in Nigeria requiring identity, including opening personal bank accounts, getting a driver's license, obtaining permanent voters' card, engaging in land transactions, and access to welfare and other services from the Nigerian government.

APPENDIX X: BIH CITIES/MUNICIPALITIES CERTIFIED AS BUSINESS FRIENDLY BY BFC SEE



APPENDIX XI: EXAMPLES OF SUCCESSFUL PPPS AT THE LOCAL LEVEL IN BiH

#	Project	Short description	Diaspora engagement (Y/N)
1	Construction of the Aquana Aquapark (Banja Luka)	The City of Banja Luka, together with its private partner Atzwanger AG and GP Krajina a.d. Banja Luka, founded the limited liability company Aquana. The goal of the establishment was a construction of a water park in Banja Luka. The project was completed and the water park with the accompanying infrastructure and facilities opened in 2007. In the meantime, the City of Banja Luka bought the shares of the other two founders and became the sole owner of the company.	No
2	Construction of Andricgrad (Visegrad)	For the construction of “Kamengrad—Andric’s Town” in the Municipality of Visegrad, the RS Government passed a decision to grant a concession on the city’s construction land and water use, to be used for the construction of buildings and other facilities under the project. For the implementation of this project, a joint venture called Andricgrad was formed, consisting of the RS Government, the Municipality of Visegrad, and the Lotika Co., owned by Emir Kusturica. Kamengrad—Andric’s town was officially opened for visitors in 2014.	Yes
3	District heating and air purification services (Gracanica)	The Municipality of Gracanica provides district heating and air purification services through a PPP. The private partner, SEE-CEO, LLC (Austria) founded the EKO-TOPLANE, d.o.o. Gracanica in 2006. The company generates energy by using renewable energy sources (biomass) for the raw material mass. The municipality transferred the provision of district heating utility services to a private partner; however, it is actively engaged in the project implementation. Specifically, the municipality sets the price of district heating services, participates in the preparation and issuance of various permits and approvals, and communicates with the entity and cantonal line ministries.	No
4	District heating services (Bijeljina)	In 2004, a study of the economic feasibility of the gasification project of the Municipality of Bijeljina was conducted and it constituted the basis for preparation of a preliminary design for gasification of the Municipality of Bijeljina. In September 2008, the Municipal Assembly of Bijeljina passed a decision to announce a public call for written bids and selection of partners for design and construction of a distribution network, and for delivery of natural gas in the Municipality of Bijeljina to implement the “Gasification of Bijeljina”	No

		project. ¹⁰⁷ In December 2008, the Municipality of Bijeljina selected the DP Novi Sad-Gas Novi Sad as the most successful bidder. The Municipality of Bijeljina established a joint venture with the selected private partner, called BIJE LJINA-GAS d.o.o., with the purpose of providing district heating services to its residents.	
5	Garbage collection and disposal services (Posusje)	The Municipality of Posusje has entrusted the utility task of garbage collection and disposal to the private utility company Ladanušić čistoća d.o.o. Posusje through a concession contract. After the successful completion of work on the removal of illegal landfills and improvement of utility services in the Municipality, a PPP was established between the Municipality and the private utility company Ladanušić čistoća d.o.o. with the purpose to develop and build the Storm recycling yard and recycling center.	No
6	Construction of the Jablanica small hydroelectric power plan (Visegrad)	Energreen d.o.o. was founded in 2016, with the objective of developing a small hydroelectric power plant in the Visegrad area. One of the co-founders of the company is a diaspora member resident in Germany, originally from Visegrad. A feasibility study of the project and the preliminary design were carried out, followed by a hydrological study of the Jablanica River. Following the positive findings of these studies, the applicant applied to the relevant RS ministries for a concession of the small hydropower plant. In 2019, the RS Commission on Concessions approved the concession for construction and use of the Jablanica small hydro-power plant on the Jablanica River and Dubnica Creek in the Municipality of Visegrad. The PPP was supported by USAID/BiH's DI with a \$29,411 grant for the procurement of power-generating equipment.	Yes
8	Planting an orchard (Lopare)	Fructum d.o.o., established by a BiH diaspora member residing in Austria, planted a large orchard in the Village of Mačkovac near Lopare with several varieties of plums on an area of 50 hectares. The company was awarded a land concession from the Municipality of Lopare for the period of 25 years. The company also bought an old brickyard and is in the process of constructing a large cold storage facility with a capacity of 1,600 tons.	Yes

¹⁰⁷ Official Gazette of the Municipality of Bijeljina, no. 29/08

APPENDIX XII: ONGOING AND UPCOMING DIASPORA-RELATED PROJECTS

ONGOING DIASPORA RELATED PROJECTS

USAID'S DIASPORA INVEST ACTIVITY (DI)

USAID/BiH's primary mechanism for engaging the BiH diaspora has been the five-year DI Activity. The DI, a \$6.6 million Activity implemented from April 3, 2017 until April 2, 2022, has been tasked with catalyzing the economic contribution of the BiH diaspora to foster the country's socioeconomic development through engaging diaspora investors, providing incentives for diaspora investment, and establishing local platforms for business and investment facilitation.

Funded by: USAID/BiH

Implemented by: Financial Markets International, Inc. (FMI)

Period of performance: April 3, 2017–April 2, 2022

Total Budget: approximately 6.6 million USD

The Activity's will accomplish its purpose and goal by pursuing the following three objectives specified in its contract:

1. Leverage diaspora input into the development of an institutional policy framework for diaspora investment.
2. Expand diaspora direct investment by providing technical assistance and grants to eligible early-stage small and medium enterprises (SMEs) and startups.
3. Develop a sustainable local platform to provide business services and facilitation to potential diaspora investors.

As reported by the Activity, the DI policy work resulted in the adoption of the Federation of BiH (FBiH) and Brčko District (BD) diaspora strategies, which are expected to improve the underlying conditions for diaspora investment. According to the Activity progress reports, the DI support, including through small grants, generated 332 new jobs and more than \$12.3 million of new diaspora investments. The DI's technical assistance was provided to 98 companies, related mainly to investment facilitation, improvement of manufacturing or service processes, product development and prototyping, market research, and market strategy development. Finally, the Activity established the one-stop-shop investment support facility/Diaspora Business Center (DBC), launched and sustained content generation and overall management of the online business matchmaking network at www.diasporainvest.ba, organized a series of diaspora investment-focused conferences and business-to-business events, and reached out to potential diaspora investors and the general public through its online channels and traditional media.

DIASPORA FOR DEVELOPMENT (D4D)

D4D project is a five-year intervention (2016–2021) funded by the Swiss Government and implemented by the UNDP BiH in cooperation with the BiH Ministry of Human Rights and Refugees (MHRR) and the International Organization for Migration (IOM) in BiH. The project aims to

strengthen the role of the BiH diaspora in development processes in BiH. This will be attained through the implementation of three specific outcomes:

1. The MHRR and the Ministry of Foreign Affairs, in cooperation with government institutions at different levels, use and further develop their instruments to actively connect, exchange, and engage with diaspora members and organizations.
2. Local government align their development strategies to the diaspora policy framework at higher government levels, provide more and better services to diaspora members, and encourage community initiatives to attract diaspora knowhow and investment.
3. Diaspora partners transfer knowhow and skills and make joint investments with private sector actors in BiH, contributing positively to key economic indicators.

As a result of the project, the aspect of diaspora engagement and contribution to local development was introduced into local development strategies. In addition, the D4D assisted 14 local governments to introduce diaspora focal points and establish local administrative and information services for the diaspora. To maintain an interactive two-way communication with the diaspora, the Project launched a web platform, the main communication channel between diaspora and representatives of the BiH government. The web platform is still active and has more than 2,000 registered members.

The D4D ends in September 2021; the Swiss Agency for Development and Cooperation (SDC) decided not to continue the Project, although it is perceived as very successful. The reason for the SDC's decision is the political climate and lack of political support for work on the BiH diaspora engagement.

CHALLENGE TO CHANGE (C2C)

The Challenge to Change program in BiH was established thanks to the Swedish International Development Cooperation Agency (SIDA) and the Embassy of Sweden. It is implemented by the Sarajevo Economic Region Development Agency (SERDA), and the Development Agency of RS (RARS). The Swedish Ostergotland Region is also a partner in the project. The main goal of the project is to strengthen economic development in BiH and increase cooperation between Sweden and BiH. Although the diaspora is not the focus of this project, it has identified the significance of the BiH diaspora living in Sweden, and their great interest in contributing to the development of BiH.

The total budget of the Challenge to Change is approximately \$6 million, with the Challenge Fund of \$4.6 million available to business entities from Bosnia and Herzegovina and from Sweden, as well as startups with innovative business ideas, products, or services that may lead to increased employment, increased competitiveness, and sustainable socioeconomic development in BiH. Companies that meet the established criteria can receive a co-funding grant amounting to approximately \$35,000, up to 50 percent of the proposed investment costs.

Funded by: SDC, UNDP, IOM

Implemented by: MHRR, UNDP, and IOM

Period of performance: December 5, 2016–September 30, 2021

Total budget: approximately 5.7 million USD

Funded by: SIDA and the Embassy of Sweden

Implemented by: SERDA, RARS, and the Region Ostergotland from Sweden

Total budget: approximately 6 million USD

UPCOMING DIASPORA-RELATED PROJECTS

International organizations will continue supporting diaspora-related projects and strengthening their role in the country's development. The following section provides a brief overview of upcoming projects with a focus on strengthening the role of the BiH diaspora in development processes in BiH.

SWISS AGENCY FOR DEVELOPMENT AND COOPERATION (SDC)

The SDC will continue supporting diaspora engagement on a smaller scale compared to the existing D4D project. The SDC is working with the Mozaik Foundation and the MHRR on designing two small-scale projects. The project that the Mozaik Foundation¹⁰⁸ will implement aims to catalyze diaspora investments through stimulating and supporting start-up ideas. The project will be particularly focused on youth, aiming to engage the second and third diaspora generations. While this project covers private sector needs, the SDC will implement another project with the MHRR¹⁰⁹ focused on strengthening the government's diaspora engagement efforts. These two projects will to some extent continue interventions that were implemented through the D4D project.

UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)

The UNDP will support an initiative of the BiH Ministry of Foreign Affairs¹¹⁰ (MFA) to create a website as a digital communication platform of the Ministry's Economic Diplomacy Department with diaspora members. The intent of the MFA is to streamline and accelerate the flow of information and increase responsiveness to inquiries from diaspora members. The project is in development and its precise scope and scale are still being defined.

"5 MILLION FRIENDS OF BOSNIA AND HERZEGOVINA"

Four diaspora organizations, including the Swiss-based La Terra Nostra and the i-platform, Consilium Bosniacum, in Austria, and the Bosnian Youth Association (BHUF) from Sweden, initiated the project "5 Million Friends of BiH."¹¹¹ The project aims to create a successfully networked and partner-strengthened BiH diaspora by providing a platform to engage BiH diasporic organizations, advocacy groups, and individuals in advancing social and economic conditions in BiH. The project has four strategic goals:¹¹²

- I. Bring together 10 BiH diaspora organizations from countries with large BiH diasporas and one organization from BiH as strategic partners on the project that will engage additional organizations and individuals in a global networking platform, to be organized in 10 subsections: (i) information science and technology; (ii) philosophy, psychology; (iii) religion, theology; (iv) social sciences, environment, economics, national issues, journalism, politics, law, education, statistics, transport, tourism, government, military; (v) mathematics, natural sciences; (vi) medicine; (vii) arts, architecture, film, culture, music, recreation, sport, entertainment; (viii) language, linguistics, literature; (ix) geography, history, archeology, bibliography; and (x) organizations, associations, clubs, and media in the BiH diaspora.

¹⁰⁸ For more information, contact: zoran.puljic@mozaik.ba

¹⁰⁹ For more information, contact: kemo.sarac@mhrr.gov.ba

¹¹⁰ For more information, contact: tanja.milasinovic@mvp.gov.ba

¹¹¹ For more information, contact: edo.sabanagic@outlook.com

¹¹² <https://www.i-platform.ch/en/global-networking-project-5-million-friends-bih>

2. Establish a successful cooperation with at least 1 000 people from the business, cultural, sports, scientific, and diplomatic circles who can help improve the image of BiH.
3. Implement a coordinated and transparent fundraising campaign to support a project focusing on knowledge transfer from the BiH diaspora to BiH residents, humanitarian activities and culture, and startup companies.
4. Protect all cultural heritage and historical monuments important to the people of BiH.

**MONITORING AND EVALUATION
SUPPORT ACTIVITY (MEASURE II)**

**Fra Anđela Zvizdovića I
UNITIC Tower B, Floor 2I
71000 Sarajevo
Bosnia and Herzegovina
Phone: +(387) 033 941 676
contacts@measurebih.com
www.measurebih.com**