

Strategic Plan  
Ministry of Overseas Indian Affairs



**S T R A T E G I C   P L A N**

**FOR NEXT FIVE YEARS**

**Ministry of Overseas Indian Affairs**

## Strategic Plan

### Background

The size, spread and the growing influence of Overseas Indians today are truly impressive. The Overseas Indian community spans the globe with a presence in 189 countries across the world. Estimated at over 25 million, India has the world's second largest Overseas community, next only to China, but far more diverse.

Like all other major movements of people, the Overseas Indian community is the result of different waves of migration over hundreds of years driven by a variety of reasons – mercantilism, colonialism and globalization. Its early experiences make up a saga of trials, tribulations and the eventual triumph of determination and hard work.

Today, Overseas Indians constitute a significant and successful economic, social and cultural force in the world. In the last three decades of the 20<sup>th</sup> century the character of migration began to change and a 'new Diaspora' led by high skilled professionals moving to the western world and semi-skilled contract workers moving to the Gulf, West and South East Asia emerged. This migratory wave is led primarily by the 'New Economy' comprising Information and communication technology, Bio- technology, financial services and indeed scientists, technologists and academia.

The Overseas Indian community thus constitutes a diverse, heterogeneous and eclectic global community representing different regions, languages, cultures and faiths. The common thread that binds them together is the idea of India and its intrinsic values. Overseas Indians comprise People of Indian Origin and Non Resident Indians and today are amongst the best educated and successful communities in the world. In every part of the world the Overseas Indian community is recognized and respected for its hard work, discipline, non-interference and for successfully integrating with the local community. Overseas Indians have made significant contributions to the economy of the country of residence and have added in considerable measure to knowledge and innovation.

The emergence of significant Diasporas has in recent years brought into sharp focus two key facts. First, there is a large expatriate population of skilled people from emerging economies in the developed world. Second, Overseas communities can constitute a significant resource for the development of the countries of origin. The movement of the high skilled and low skilled workers from less to more developed economies and back opens several new opportunities for development. To view the Diaspora only through the looking glass of remittances and financial flows is to take a myopic view. Not all expatriates need to be

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investors and their development impact measured only in terms of financial contributions to the home country.

An Overseas community can and does serve as an important 'bridge' to access knowledge, expertise, resources and markets for the development of the country of origin. The success of this bridge is often predicated upon two conditions: the ability of the Diaspora to develop and project a coherent, intrinsically motivated and progressive identity and the capacity of the home country to establish conditions and institutions for sustainable, symbiotic and mutually rewarding engagement. Home countries are now beginning to recognize the need to pursue and promote the dynamic of the Diaspora and development.

India's engagement with its Diaspora is symbiotic, the strands of both sides of the relationship equally important to create a resilient and robust bond. To engage with the Diaspora in a sustainable and mutually rewarding manner across the economic, social and cultural space is at the heart of the policy of the Ministry. To create conditions, partnerships and institutions that will best enable India to connect with its Diaspora comprehensively is central to all our programmes and activities. As a new India seeks to become a global player of significance, the time has come for a strong and sustained engagement between India and Overseas Indians. The time has also come for Overseas Indians to benefit from the exciting opportunities that India provides.

## **The Ministry and its Mandate**

### **Introduction**

The Ministry of Overseas Indian Affairs (MOIA) is the quintessential people's agency, a one-stop address for the Overseas Indians. Established in 2004 as the "Ministry of Non-Resident Indians' Affairs, it was renamed the 'Ministry of Overseas Indian Affairs' (MOIA) in September, 2004. The emigration division of the Ministry of Labour and Employment was attached to the new Ministry in December, 2004 and now functions as the Protectorate General of Emigrants. The erstwhile NRI division of the MEA now functions as the Diaspora division in the Ministry.

Small and unconventional, the Ministry is headed by a Cabinet Minister and has three functional service divisions: Diaspora Services, Financial Services and Emigration Services. A small team of twenty officers (Under Secretary and above) work in the Ministry in a de-layered and multitask mode leveraging the power of partnership and outsourcing.

The Protector General of Emigrants (PGE) administers the Emigration Act, 1983. He oversees the eight field offices of the Protectors of Emigrants located

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at Chandigarh, Chennai, Cochin, Delhi, Hyderabad, Kolkata, Mumbai and Thiruvananthapuram.

### **Policy Imperatives**

The MOIA is the nodal Ministry for all matters relating to Overseas Indians comprising Persons of Indian Origin (PIO), Non-Resident Indians (NRIs) and Overseas Citizens of Indian (OCI) as also handle all aspects of emigration and return of emigrants. India's engagement with its Overseas community has been mainstreamed with the establishment of the Ministry. The Mission is to establish a robust and vibrant institutional framework to facilitate and support mutually beneficial networks with and among Overseas Indians to maximize the development impact for India and enable Overseas Indians to invest in and benefit from the opportunities in India.

In achieving this mission the Ministry is guided by four key policy imperatives.

- i) To bring a strategic dimension to India's engagement with the Diaspora;
- ii) Offer customized solutions to meet the varied expectations of the Overseas Indian community including economic migrants both workers and professionals;
- iii) Tap the investible diasporic community in terms of knowledge and resources in diversified – economic, social and cultural areas.
- iv) Anchor diasporic and skills for Overseas employment initiatives in the States.

### **Institutional Arrangements**

The policy focus of the Ministry therefore is to establish an institutional framework that can support sustainable engagement and can benefit from networks with and among Overseas Indians based on three value propositions:

- Through multi-skilled market driven entities promoted by MOIA and with knowledge partners from the private sector.
- The States and other academic institutions as stakeholder partners since Overseas Indian related initiatives have to be anchored in the States.
- MOIA will stay small, facilitate activity on the ground and drive policy changes.

To fulfill its mandate, the focus of the Ministry has been on establishing a robust institutional arrangement to promote sustainable and mutually beneficial engagement between Overseas Indians and India across the economic, social and cultural space. Towards this end the institutional arrangements established include:

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- The Overseas Indian Facilitation Centre (OIFC), a not for profit trust in partnership with the Confederation of Indian Industry (CII), to serve as a one stop shop for economic engagement, investment and business.
- The India Development Foundation (IDF), a not for profit trust to serve as a credible single window to facilitate Diaspora philanthropy and lead Overseas Indian philanthropic capital into India's social development effort.
- The Indian Council of Overseas Employment (ICOE), a not-for-profit society to serve as a strategic 'think-tank' on matters relating to Overseas employment markets for Indians and Overseas Indian workers.
- The Global Indian Network of Knowledge (Global-INK), a robust electronic platform that will facilitate transfer of knowledge with the objective of leveraging the expertise, skills and experience of Overseas Indians.
- The Prime Minister's Global Advisory Council, to serve as a high level body to draw upon the talent of the best Overseas Indian minds wherever they might reside.
- Overseas Indian Centres (OIC) at the Indian Missions at Washington and Abu Dhabi, to begin with, to serve as field formations on matters relating to Overseas Indians.

## **The Challenge: Need for a strategic shift**

### **Mainstreaming Diaspora Policy**

The mainstreaming of Diaspora policy across government will be central to achieving strategic outcomes in an increasingly globalizing world. The interests of diverse stakeholders and those of countries of origin as also countries of destination, hitherto, seen as adversarial, centre on the question "How can we maximize the development impact of migration for all"?

India was one the early pioneers to recognize its overseas community as a vast reservoir of resources, skills and talent and to focus on devoting mainstream policy attention to engage the Global Indian. India was amongst the first countries in 2004, to establish a separate Ministry of Overseas Indian Affairs and remains one of only fifteen countries to do so.

However, while this has helped strengthen the economic, social and cultural bond between India and its Overseas community, India is yet to fully reap its full benefits. Equally, while the problems and concerns of Overseas Indians are now beginning to be addressed, considerable work remains to be done. Simply put, engaging the Global Indian is as yet a work in progress and there are a slew of challenges that need to be addressed.

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The changing dynamics influenced by external factors as well as by structural and political-economy factors 'in-country' are depicted in the diagram later in the document on predictability-importance scale. The Ministry will have to build on those elements of the operational environment as are reasonably predictable and seek to mitigate those that are uncertain. This will significantly enhance the capacity to prioritize from amongst competing demands, ensure optimal allocation of resources and work a positive sum game where the outcomes achieved would be significantly higher than the sum of the parts. It can also ensure optimal results in the design quality of the policy-regime as well as the programmatic interventions that the Ministry can provide. The key to success in engaging as vast and varied a clientele as the Overseas community across a wide gamut of activities in diverse fields will be determined both by the nimble footedness of the Ministry in dealing with a constantly changing environment as also to consolidate its gains in a structured manner.

### **Engaging the Global Indian: Need for policy coherence**

We require to engage in key areas of technological innovation, scientific research, education and, health care that hold enormous potential for leveraging resources, knowledge and skills. However, if we are to generate momentum on our engagement and if we are to see tangible outcomes on ground, in India and abroad; there is an overarching challenge that needs policy attention. The challenge is to achieve internal policy coherence.

A key constraint germane to policy discourse as well as the design and execution of policies, programmes and institutional interventions is that Diaspora and Migration Policy are not mainstreamed into Development Policy on a Government-wide basis. Engaging the Global Indian is often seen as the concern solely of one ministry, and as running counter to the priorities of other ministries that are part of the engagement, while in fact, the success or failure of a new programme or initiative depends on the active participation of the related ministries. This absence of coherence in the policy on engaging the Global Indian has resulted in a fragmented approach.

As a result, policies and programmes tend to get designed in isolation and in the absence of the sharing of resources and knowledge or worse still with little or no coordination. A telling example is the policy pronouncement made by the Prime Minister January 2009 at the Pravasi Bharatiya Divas 2009 that Overseas Indian Citizens (OCI card-holders) who are doctors, dentists, architects etc. would be allowed to practice in India is yet to be operationalised. A number of similar examples can be quoted to demonstrate how initiatives taken by the Diaspora in the health sector, for instance, or in education have not received the enthusiastic support that often makes or mars such engagement.

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For a large part, this is both an attitude problem as well as an institutional constraint arising from the absence of convergence of perspectives across government to recognize the Diaspora as a partner.

It is therefore necessary that engaging the Global Indians—while led by MOIA should be owned by all Departments across the Government if the full potential of this partnership is to be realized.

**Fostering coherence: convergence of policy and unity in action**

Simply put, our national development strategy does not yet recognize the Overseas Indians as formal partners. This is perhaps a dim view to take but one that is seen across sectors and geographies in our work. Addressing this challenge, in our view constitutes the pre-requisite to transform ideas into initiatives; programmes into outcomes and to engage Overseas Indians as partners in development.

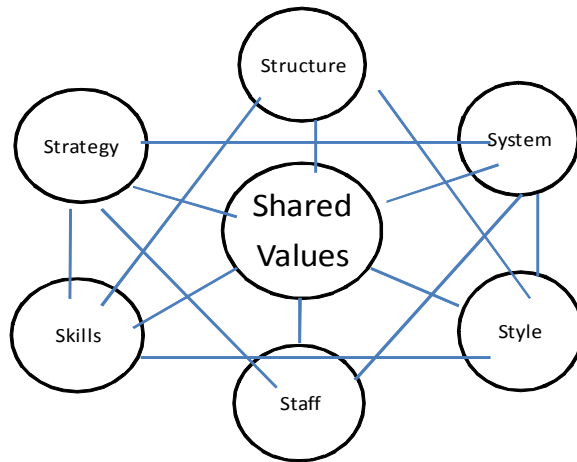
Achieving unity in action should, in our view, ensure that:

- Policy engagement is clear, well-known and secured at senior governmental level in order to build dialogue with the Diaspora. The Prime Minister's Global Advisory Council must, at the apex level, drive policy and oversee its implementation.
- Resources devoted to Diaspora policies match objectives. It may mean shoring up more resources as the engagements deepen and widen.
- Institutional change is promoted to help public servants collaborate effectively with Overseas Indian representatives and contribute to leadership- building.
- Dialogue is promoted within government and with regional and local authorities on Diaspora matters with regard to their role, potential and concerns. This will have to populate multi-level forums on development at the centre, the states and the local government levels.
- Coherence is ensured between pro-Diaspora policies and other national policies and that they contribute to other objectives already on the economic and social agenda.
- Specific areas of engagement are identified in which the Overseas Indians can individually or collectively participate and the institutions that will anchor and support their engagement.
- Key Overseas Indian institutions that could constitute partners for the specific areas of engagement are identified and formally inducted as partners with the requisite resource and institutional support.
- An appropriate inter-ministerial and inter organizational coordination mechanism is established to oversee the engagement, monitor and apply correctives where necessary.

## Operationalizing the Strategy

In operationalising the strategy, Ministry needs to adopt the Mckinsey 7-S framework given below. This would enable the Ministry to address and find answers to key implementation issues listed by us as pre-requisites for effective implementation.

### Mckinsey 7- S Framework



Action and change are driven by forces in the above categories

- What might be the best strategy for an outreach programme that will enable the Government of India to reach out to the largest numbers of the Overseas Indian community besides our missions? (Strategy & Staff)
- How best can we develop effective communications and networks to foster a dialogue between the Government and the specialized/professional groups in the Diaspora in the fields of health, education, technological innovation and entrepreneurship? (Structure, Systems & Staff)
- What package of services must we consider facilitating through the public or private sectors, including banks, for the new Diaspora (Indians who are now going overseas) to help them settle down better and faster? (Systems & Skills)
- How can we partner with the Overseas Indian community to leverage the demographic dividend and position India as a global supplier of skilled and trained workers and professionals in key sectors in which we have competitive advantages? (Systems, Skills, Structure & Style)
- Can we create a platform bringing together Parliamentarians of Indian origin to discuss subjects of common interests? (Strategy)
- Can we consider setting up an Overseas Indian Volunteers Corps to encourage active young Overseas Indians – students, entrepreneurs,



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- academics, to spend some part of the year for voluntary work in India on issues like water, environment, wild life protection, teaching etc? (Shared Values) How best can we incentivize the specialized groups in the Diaspora – the born abroad youth and women – to engage with India? What forms must this engagement take? (Strategy, systems and shared values)
- What new opportunities and ideas can we consider for expanding our engagement and how? (Strategy and Shared Values)

**Six fundamental Strategic Imperatives to be led by MOIA but owned and supported on a government wide basis:**

**(1) Transforming Brain-drain to Brain-gain:**

*ENCOURAGE INDIANS TO PARTNER WITH THE GOVERNMENT AND THE CORPORATIONS IN ITS DEVELOPMENT AGENDA BY OFFERING SPECIAL STATUS AND INCENTIVES*

It is inconceivable and indeed, counter-intuitive to want or to expect Overseas Indians to relocate to India to engage in its development process. While the Overseas Indian community can serve as an important 'bridge' to access knowledge, expertise, resources and markets to give impetus to India's socio-economic development effort, the success of this bridge is predicated upon the capacity of the home country to establish conditions and identify institutions for application of this knowledge in spheres relevant to the development imperatives.

Institutions in the public, private and non-government sectors at the sub-state level must drive the demand for and provide opportunities to professionals, individuals or body corporate/organizations amongst Overseas Indians to engage as partners in development projects in chosen sectors/fields. Professionals having the desire, ability and willingness to dedicate time, knowledge and effort to partnering in development of or assisting in projects in India must be invited to register as members of a 'Social Entrepreneurs Network'. This is what is being attempted through India Development Foundation as well as Global-INK.

The focus of the knowledge transfer programme will be on social sector development and innovation (ideas to market) thus enabling India's rural/urban middle class youth to become entrepreneurs as opposed to job-seekers. Sectors that need innovation and technological interventions to improve service-delivery, which can benefit from community capacity-building through training and visits and attain critical mass in measurable outcomes, would be the priority. These could include:

- Local governance – Rural and Urban local bodies

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- Higher/Technical/vocational education
- Energy including non-conventional sources
- Transportation including rural roads
- Youth Development including skill upgradation
- Community Health including rural health care delivery
- School Education including standardized testing

**(2) Facilitating Diaspora philanthropy:**

*FACILITATE CAPITAL FLOWS FROM THE DIASPORA*

Many Overseas Indians and organizations donate generously to various social causes. The recent experience with the post –tsunami relief efforts and more recently the earthquake in Kashmir has shown how the Diaspora can be mobilized at short notice to respond to natural calamities and emergencies. Overseas Indians have responded to India's development needs too, as catalysts, by connecting with and contributing to initiatives in the social development sectors. Their contributions come in the form of philanthropic capital, time, effort and knowledge.

Till date, however, Overseas Indian philanthropy in India has been characterized by systemic constraints which have hindered its growth and include:

- Diaspora Philanthropy has been sporadic with few groups or individuals participating, primarily through individual networks such as alumni groups, family trusts and faith-based associations. As a result, the philanthropic capital flow has been far short of the potential that the Overseas Indian community holds.
- The flow of philanthropic capital has been fragmented and dispersed across several social causes and geographies with less than optimal outcomes and as a consequence could not attain a critical mass.
- The absence of a credible single window that can lead philanthropic capital into need based social sectors has resulted in a mushrooming of several small 'less than credible' private institutions and causes with poor accountability seeking Diaspora philanthropy. This can and has, in some instances, eroded the confidence of the Overseas Indian in engaging more proactively in philanthropy in India.
- The vast majority of the Overseas Indian middle class, despite strong philanthropic propensities find it difficult to fulfill the requirements of the FCRA and often choose not to participate. As a consequence the large Overseas Indian philanthropist middle class remains outside this area of engagement.

Diaspora philanthropy is an ideal area where a number of new partnerships can be built, existing ones strengthened and the range and reach scaled up.

**(3) Overseas Indians as a Strategic Resource:**

*ADVOCACY: INVITE PARTICIPATION AND FREQUENT DIALOGUE WITH PROFESSIONAL BODIES WHERE THE DIASPORA ARE INVOLVED TO SHARE PERSPECTIVES AND STRATEGIES*

In a rapidly globalizing world the diasporic community is both the result as well as the driver of globalization. The Indian Diaspora is characterized by distinct communities across the globe whose uniqueness has been determined by their separation from the home country by space and time. Thus we have the 'old Diaspora' represented by People of Indian Origin who are the decedents of those who migrated in the 19<sup>th</sup> century as part of the indentured/Kangani system of labour. This community has overcome considerable adversity and today represents an eminently successful Diaspora in the host countries. Several of the representatives of this community today occupy a leadership position in several walk of life and exercise considerable influence on the 'political – economy' as well as the development of their host countries. We count among them – several heads of state as well as heads of Government. This old Diaspora therefore constitutes a significant strategic resource.

Equally we have a large 'new Diaspora' that is essentially a 20<sup>th</sup> century phenomenon wherein workers - blue, gray and white - as well as professionals went in search of opportunities to the western world. Today the Indo-American, Indo-Canadian, Indo-British, Indo-Australian communities etc. represent remarkable and pioneering success in the knowledge-based sectors as scientists, technologists, academics and entrepreneurs. They are beginning to exercise in recent years visible political influence and shape policies that might impact on India. The role of the Indo-American community in the conclusion of the Indo-US civil nuclear deal is an important example of Diaspora advocacy. There are many of Indian origin who are serving in the higher echelons of government in these countries and can, if engaged sagaciously, provide India a relative competitive advantage.

We must therefore position the Overseas Indian community and support it as a strategic reserve to be leveraged over medium to long term primarily for advocacy of India's interest on the global stage. Whether it is India's position on climate change, economic development, the new and emerging global financial architecture or indeed political issues such as India's bid for a permanent seat at the United Nation Security Council (UNSC), we would be advised to engage eminent Overseas Indians who represent civil society.

As India takes its place at the global high table, Overseas Indians, individually and collectively must be mobilized on issues that are of global significance to India and in forums where our voice needs to be heard.

**(4) International Migration: Positioning India as a preferred source country for economic migration:**

*PARTNER WITH STATES AND PARTNERS TO DEVELOP SKILLS WHICH ARE IN SHORT SUPPLY INTERNATIONALLY AND HELP UPSKILL AND RESKILL WITH THE AIM OF DEVELOPING GLOBAL CITIZENS*

India is major player in International migration. As a major country of origin, transit and destination, India has strategic interest in how international migration policy is articulated. While from policy perspective, to migrate or not to migrate, is an individual choice exercised by our citizen, India certainly can benefit from a robust, transparent and orderly migration management framework. To transform the migration of Indians for Overseas employment as a demand driven process and to position India over the next few decades as a reliable country of origin to source skilled and trained workers and professionals, it is imperative that we put in place a modern legislative framework with the 'Emigration Management Bill', which has been pending for over five years now.

To support the operational requirements of a modern migration management framework, we must implement an e-governance project on emigration-- 'e-migrate'-- that will help build an electronic database on the flow as well as stock of Indian migrants abroad and enable all stakeholders in the migratory process to manage their role and responsibilities in an efficient and transparent manner.

The key challenge however is to see how India can transform demographic dividend potential into robust avenues for employment of Indian abroad. In a world where barriers to the movement of goods, capital and technology are diminishing, the next frontier of globalization will be mobility of workers and professional across international borders. The pace and direction of international migration in the future will be shaped substantially by global demography - of ageing populations in the northern hemisphere and young populations in parts of Asia. In most countries of Europe and the West, large labour supply gaps are expected to emerge. This asymmetry in the demand for and supply of workers will be a structural problem not a cyclical one. Most ageing economy will therefore have to source foreign workers. If India needs to seize this opportunity, we must focus on building a large work force that can meet the International standard of skills. This will require significant domestic, bilateral and multilateral interventions over the short to medium term.

On the multilateral front, India as a major country of origin, transit and destination must play a proactive role with the objective of influencing the direction and pace of International Migration policy. The focus should be to transform the migration process into a win-win situation for all stakeholders. This will require India to articulate the idea of an 'equitable adversarial analysis' through which we can demonstrate that at a lowest common denominator level,

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there are benefits to both the country of origin and in near equal measure, if not more, to the country of destination. We must influence international migration policy towards a minimum policy harmonization that will foster more calibrated migratory flows across borders and result in wider acceptance of a minimum policy harmonization.

On the bilateral front, India must forge partnerships across the key areas of migration. Bilateral Social Security Agreements and labour welfare and protection agreements that the Ministry has concluded with many countries will doubtlessly play an important role. However, the next step should be to pioneer a new instrument – ‘Human Resource Mobility Partnerships’ – with countries of strategic interest to us. Central, however, to our ability to position India as a preferred country of origin to source human resources would be predicated on our ability to ensure that we build a strong cadre of skilled, trained human resources. In achieving this objective our focus should be three fold:

- Developing standard curricula at par with the international standard;
- Introducing standardized testing of skill levels; and
- Independent third party certification of skills.

India must pursue a strategic action plan that will entail identification of select sector and select skill-set in which we have competitive advantages and implement a ‘skills for employment abroad’ programme over the next 5-10 years. The second element of the strategy should be to identify the select destination countries where on a demand-driven basis, we can then match the skill-set required over the medium to long term. Focus for us should be on the healthcare sector to produce the best para-medics and nurses, a hospitality sector to produce the best chefs and front-office staff, the automotive sector to produce the best mechanics and tool and die maker and the construction sector to produce the best carpenter, electrician, mason and steel scaffolding workers.

**(5) Establishing strategic economic depth in new destination countries:**

*FACILITATE DIASPORA AND INDIAN BUSINESS TO INVEST AND SHARE LEARNINGS TO SUPPORT THE ECONOMIC GROWTH OF DEVELOPING ECONOMIES THAT ARE OF STRATEGIC INTEREST*

India is a rapidly rising economic power and will also by 2020 be the youngest country in the world. This will be a time when its working age population (18-59) will be the highest as a percentage of its population. This will potentially give it great appetite for savings and investments. But it will also mean that as a nation, we will have a humungous appetite and demand for energy (oil, gas, and nuclear power), food, natural resources and jobs.

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This will simply mean that we must gain strategic economic depth in countries that are resource rich and relatively under-developed. The African continent beckons in this regard. Our economic migration priorities must subsume the need to diversify our destination base – going beyond the traditional countries in the Middle East, South East Asia and the Western World – and include select countries in Africa, the Caribbean and Latin America. Gaining strategic economic depth will also imply that there has to be a change in the patterns of ‘out-migration – going beyond blue collared, gray collared and white collared workers – to include the migration of farmers, small and medium entrepreneurs and service providers.

Gaining the early mover advantage in focusing on agriculture, horticulture, mining, commodity trading, providing utility services and engaging in infrastructure sectors in these newer destinations will give India the strategic economic depth that it will need to develop its sphere of influence in the emerging global financial architecture.

**(6) Protection and Welfare: Providing institutional support to Vulnerable Overseas Indians including women:**

*REVIEW POLICY AND RE-ENGINEER PROCESSES TO BE DIASPORA AND EMIGRANT FRIENDLY*

There is a need for the MOIA to be the refuge of the first resort for Overseas Indians in distress across the world, especially women. A strategic intervention capability to reach out to those in need, intervene with the host government or extend emergency relief as well as extend travel advisories on a real time basis should be developed. This will presuppose the development of an extensive – country / city specific - data base of Overseas Indians, through a registration process, designing outreach capabilities through the Diaspora associations as well as support programmes that are customized to specific regions, countries and categories of Overseas Indians as might be appropriate. Developing user groups and common resource centres managed by the community but overseen by the Ministry through its missions Overseas would help build capacity for self help, dissemination of information and building the ‘Modus Vivendi’ of intra Diaspora engagement. The focus should be on fostering institutions, support infrastructure and information exchange mechanisms owned and managed by the community. Deploying technology platforms and enlisting the support of the local government will need to be factored in.

## **Strategic Plan for Next 5 Years**

### **Vision:**

Proactively engage with Overseas Indians to meaningfully serve India.

### **Mission:**

Establish a vibrant institutional framework based on three value propositions:

- Through multi-skilled market driven entities promoted by the Ministry and managed by knowledge partners.
- Policy coherence in strategic engagement with Overseas Indians.
- Enlisting the States as partners in emigration management and Overseas Indian related initiatives.

### **Objectives:**

1. Facilitate sustained, symbiotic and strategic engagement of Overseas Indians with India and offer them a wide variety of services in economic, social and cultural matters.
2. Extend institutional support for individual initiatives and community action to harness the knowledge, skills and resources of Overseas Indians to supplement the national development efforts.
3. Transforming management of emigration through appropriate domestic interventions and international cooperation.
4. Optimize service delivery of the Ministry.
5. Improve the Engagement with the professional bodies/associations of Overseas Indians (measure of engagement by conducting sample survey in each country.)

## **1. Define the aspiration**

### **(i) Core purpose of the Ministry**

- Engaging with the Diaspora for a mutually beneficial and symbiotic relationship.
- Establish a vibrant institutional framework to support networks with and amongst Overseas Indians to maximize the development impact for India and enable Overseas Indians to invest in and benefit from the opportunities in India.

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- Managing economic emigration in partnership with the destination countries to best serve the needs of the recipient country.
- Facilitate legal migration by making the process simple, transparent, efficient and Emigrant friendly

**(ii) Aspiration of the Ministry**

- To engage with the Diaspora by developing user friendly policy and processes and establishing an emigration management framework that serves as a model for all countries.
- Recognition of Overseas Indians as pre-eminent global citizens by the International Community.
- Recognition of Indian workers as preferred economic migrants in key labour markets.
- Partner with State Governments and all other agencies to help them develop their processes with the aim of upgrading their service delivery to all their constituents and in particular to the Overseas Indians.
- As a major country of origin, to lead the international discourse on migration to ensure in the global economy.
- To make the PBSA one of the most prestigious Diaspora awards globally.

**2. Assess the situation**

**(i) External factors that will impact the Ministry**

- Economic and political conditions in major Indian Diaspora countries.
- Changing Population demographics in India and the developing world.
- Global Financial conditions and its impact on International labour markets.
- Immigration policies of destination countries.
- Skill standards in global markets.
- Policy framework impacting migration by other Ministries and State Governments.



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ii) **Identify key stakeholders, their core agenda and basis of working together with them**

Stakeholders	Partnership areas
Indian Diaspora associations	<ul style="list-style-type: none"> <li>• OCI/PIO cards</li> <li>• Education and culture</li> <li>• Trade and investment</li> <li>• Diaspora conventions</li> </ul>
Indian Missions Abroad	<ul style="list-style-type: none"> <li>• Community welfare</li> <li>• ICWF (Indian Community Welfare Fund)</li> <li>• Resource centers</li> </ul>
Ministry of External Affairs, Home, Commerce and Industry, Labour, HRD, Culture and Finance	<ul style="list-style-type: none"> <li>• Consular and cultural matters</li> <li>• Emigration issues</li> <li>• SSAs, LMPs, MoUs etc</li> <li>• Investment and trade</li> </ul>
State Governments	<ul style="list-style-type: none"> <li>• Capacity building for Overseas employment</li> <li>• Prevention of Irregular migration</li> <li>• Investment promotion</li> <li>• Diaspora grievance redressal</li> </ul>
Stakeholders in the emigration chain	<ul style="list-style-type: none"> <li>• Emigration management</li> </ul>

**Stake Holder Engagement Grid**

<b>Willingness to Engage</b>	<b>C</b>	<b>A</b>
	I. Overseas Indian Workers II. NRI/OI Associations III. OI professional and middle class IV. Potential Emigrants V. Recruiting Agents VI. Vulnerable women	I. OI professional bodies of Doctors, entrepreneurs, Scientists and academics II. OI Trade / Business Associations III. OI Knowledge Groups IV. States
	<b>D</b>	<b>B</b>
	I. Universities and colleges II. NGOs III. Government and Quasi Government Bodies IV. Potential Emigrants V. Indian Professional bodies	I. Host country Governments II. GOI Departments III. State Governments IV. International bodies V. Indian Missions abroad VI. Investors and philanthropists
	<b>Ability to Engage</b>	

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**(iii) Assess department's strengths and weaknesses**

**Strength:**

- (i) Small and compact Ministry
- (ii) Focused mandate
- (iii) Outsourcing and partnerships
- (iv) Growing brand image of Global Indian
- (v) Relatively clean slate to define policy and agenda
- (vi) Growing importance of economic emigration in a globalizing world

**Weakness:**

- (i) Absence of empirical data related to Diaspora and migration from India
- (ii) Internal human resource constraints
- (iii) Lack of optimized IT systems.
- (iv) Budgetary constraints (non-plan)

<p><b>Strength</b></p> <ul style="list-style-type: none"> <li>• Clear identity</li> <li>• Clear Mandate</li> <li>• Lean organization</li> <li>• High political support</li> <li>• Stake holder acceptability</li> </ul>	<p><b>Weakness</b></p> <ul style="list-style-type: none"> <li>• Low Budget</li> <li>• Low Profile</li> <li>• Less Manpower</li> <li>• Policy coherence at Government level</li> <li>• Low geographical spread</li> <li>• Low Skills</li> <li>• No earmarked investment policies</li> <li>• No supporting organization at State level</li> <li>• No Single Window Clearance</li> <li>• Cooperation required from foreign Governments</li> <li>• Legal hurdles</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Over 25 million Overseas Indians (OIs)/ NRIs</li> <li>• Investment potential of OIs/NRIs</li> <li>• Technical/Non-Technical expertise of OIs/NRIs</li> <li>• Philanthropic potential of OIs/NRIs</li> <li>• Scope for enhanced engagement</li> <li>• Citizenship of OIs</li> <li>• Non-protectionist trade policies</li> <li>• Demand for skilled manpower outside India</li> <li>• Business partnerships for Indian companies</li> <li>• New market through OIs/NRIs</li> <li>• Image building for India</li> </ul>	<p><b>Threat</b></p> <ul style="list-style-type: none"> <li>• Unfair market practices</li> <li>• Recessionary trends</li> <li>• Protectionist Policies</li> <li>• Conflict zone (Middle east, South-East Asia, Africa)</li> <li>• Rising new economies (China, Brazil, South Africa, Indonesia, Malaysia)</li> <li>• Law and order (terrorism)</li> <li>• Conservative immigration policies</li> </ul>

#### (iv) Our Core Learning Agenda

International recognition can only happen if we are able to demonstrate our capabilities in the SOFT areas. This entails a heavy emphasis and commitment to make a SHIFT by adapting the learning agenda below:

- i. Learning to scale up operations by optimizing limited resources by becoming a facilitator/partner with States and other agencies.
- ii. Strengthening conceptual, strategic skills to develop innovative/pioneering initiatives that best match the mission/aspiration of the Ministry of being at the forefront of the development of Global Citizens.
- iii. Improving the management planning, analytical process improvement and execution skills.
- iv. Improving the Communication (listening, dialogue and presentation) skills with a view to creating Global impact and instituting change.

### 3. Develop the strategy

#### (i) Share the spectrum of potential strategies and chosen path

Opportunities	Issues/concerns
Labour supply gaps in the international Labour market	Lack of international market studies and restrictive immigration policies of foreign governments
Lack of transparent immigration frameworks in foreign countries	Engagement through bilateral and multilateral partnerships
Limited Knowledge of international skill standards	Research, capacity building, testing and certification of skills and professions
Diaspora philanthropy	Taxation regimes and issue of reliable institutions and monitoring framework
Economic Engagement with the Diaspora	Limited success with FDI from Diaspora due to constraints in infrastructure and investment environment at local level

#### (ii) Develop a plan to engage the stakeholders

Sl no	Stakeholders	Plan to engage
1	Indian Diaspora (PIOs & NRIs)	(i) Diaspora conventions (PBDs), PBSA, forum and meets. (ii) Interaction through institutions (OIFC, IDF, Global INK) (iii) Education and youth outreach (iv) Tracing roots programme (v) PIO/OCI cards

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		(vi) Voting rights for NRIs (vii) Pravasi Bharatiya Kendra (PBK) (viii) Welfare schemes and grievance redressal  (ix) Working with Diaspora associations
2	Indian Missions	(i) Heads of Missions Conference (ii) Channelizing MOIA's activities to the Diaspora (iii) Overseas Indian centers
3	State Governments	(i) State Government Consultative meets  (ii) Engaging State Governments through OIFC (iii) Cooperating with State government on emigration and Diaspora issues
4	Ministry of External Affairs, Home, Commerce, Industry, Labour, HRD, Culture and Finance, Planning Commission	(i) Inter-Ministerial consultations (ii) Mainstreaming emigration and Diaspora engagement issues into policy framework of key Ministries
5	Stakeholders in the emigration chain	(i) Interaction with RA associations, civil society, foreign employers and ECR countries governments, other key destination countries and relevant international organizations (ii) Through legal/institutional framework to minimize cost and risk, (proposed Emigration Management Bill) (iii) Awareness campaigns

**(iii) Plan to build knowledge and capabilities**

**Capacity building in:**

1	Strengthening conceptual, strategic skills to develop innovative /pioneering initiatives that best match the mission/aspiration of the Ministry
2	Project formulation and evaluation skills
3	Communication and presentation skills and appreciation of globalized work
4	Negotiation skills
5	Internships and research through Diaspora youth.

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**(iv) Key Priorities:**

Sl no	Key priorities
1	Engaging the Overseas Indian through Diaspora convention -Pravasi Bharatiya Diwas (PBD) & regional PBD, engaging with the young Overseas Indians through internships, Study India and Know India Programme to strengthen their bonds with India and operate a Scholarship Scheme for Diaspora Children
2	Investment promotion and facilitation through Overseas Indian Facilitation Center (OIFC), Promotion of philanthropy amongst Overseas Indians through India Development Foundation of Overseas Indians (IDF-OI) and enabling knowledge and skill sharing through Global Indian Network of Knowledge (Global INK)
3	Negotiation and signing of Bilateral Social Security Agreements, signing and operationalization of Labour Mobility Partnership and bilateral labour cooperation
4	Operation and Management of Ministry's Helpline -Overseas Workers Resource Centre (OWRC), awareness campaign through print and electronic media for the potential emigrant workers and implementation of E- governance in the emigration system
5	Setting up of Overseas Indian Centres, operationalization and effective utilization of Indian community welfare fund (ICWF) for Overseas Indians specially workers and women.
6	Generating analytical & empirical research on Diaspora & migration related subjects and surveys to assess expectation and concerns of Overseas Indians in their engagement with India
7	Expanding benefits and facilities in economic, financial, cultural and educational fields in India for Overseas Indians through scheme such as Overseas citizenship of India (OCI)
8	Establishment of Pravasi Bharatiya Kendra (PBK) and promotion of cultural ties with Diaspora

**4. The Strategic Implementation Plan**

Based on the strategic imperatives, described above, the Vision, Goals, SWOT analysis the MOIA has arrived at the following Strategic Action Plan and has identified the responsibility centres and the measures of success as under:

Strategy-1 (Strategic resource)	Facilitate Diaspora investment, philanthropy and knowledge-transfer through targeted platforms and initiatives, and leveraging the Indian Diaspora as strategic resource to enhance India's economic interests.
Owner	JS (FS)/Director (FS)
Success	<ul style="list-style-type: none"> <li>Number of economic engagement meets through OIFC</li> </ul>

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indicators	<ul style="list-style-type: none"> <li>• Registration of IDF as a charity in countries having significant Diaspora population &amp; no of philanthropic project facilitated</li> <li>• Operationalising effective knowledge exchange through Global INK</li> <li>• Feedback from the Overseas Indians regarding the services provided by OIFC, IDF &amp; Global INK</li> <li>• Advocacy with prominent individuals (economic, social, cultural and public figures) of Indian origin to promote MOIA initiatives</li> <li>• High level Diaspora consultations and strategy meets</li> <li>• Capacity building in Indian Missions to leverage Diaspora resources and respond to Diaspora needs</li> </ul>
Strategy-2 (Conventions +initiatives)	Establish and brand Diaspora conventions such as PBD into established institutionalized platform for Overseas Indians and engage with the young Overseas Indians through initiatives such as internships, Study India and Know India Programme to strengthen their bonds with India and expand benefits and facilities in economic, financial, cultural and educational fields in India for OCI.
Owner	JS (DS)/Director (DS)/Deputy Secretary (DS)
Success indicators	<ul style="list-style-type: none"> <li>• Number of delegates attending the PBD and feedback from them</li> <li>• Establishing PBD as a brand to engage with Overseas Indians</li> <li>• Recognizing eminent Overseas Indians through PBSA</li> <li>• Number and feedback from young Overseas Indians engaged through internships, Study India and Know India Programme</li> <li>• Introduction of new/innovative initiatives to engage with the Diaspora</li> <li>• Engagement levels by Missions about MOIA activities in countries having large Diaspora population</li> <li>• Extending benefits in India to OCI card holders</li> </ul>
Strategy-3 (Outreach)	Establish institutional arrangements to enhance outreach capabilities of the Ministry in countries with significant Overseas Indians, particularly workers.
Owner	JS (FS)/ Director (EP)/ Director (ES)
Success indicators	<ul style="list-style-type: none"> <li>• Setting up of Overseas Indian Centers having significant Diaspora population</li> <li>• Establishment of Indian Workers Resource Centers in ECR countries</li> <li>• Utilization of ICWF</li> </ul>
Strategy-4 (Databases)	Preparation of comprehensive and scientific database of emigration and Overseas Indians and periodic surveys to

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	asses expectation and concerns of Overseas Indians in their engagement with India
Owner	JS (DS)/PGE/Director (DS)/Director (ES)
Success indicators	<ul style="list-style-type: none"> <li>• Availability of country-wise database of Overseas Indians</li> <li>• Country-wise survey report on expectation and concerns of Overseas Indians in their engagement with India</li> <li>• Database of Indian workers in ECR countries</li> </ul>
Strategy-5 (Research)	Promote empirical, analytical and policy- related research on migration Diaspora related issues through appropriate studies and partnerships
Owner	JS (FS)/Director (FS)/Director (EP)
Success indicators	<ul style="list-style-type: none"> <li>• Number of research partnerships/Studies commissioned on matters related to Overseas Indians</li> <li>• State-wise survey reports of emigrants in India</li> <li>• Number of partnerships with Diaspora Institutions in India and abroad</li> </ul>
Strategy-6 (Emigration)	Improve the economic migration framework through appropriate bilateral and multilateral arrangements such as Labour MoUs, Social Security Agreements and Mobility Partnerships and partnerships with international organization to enhance protection and welfare of Non-Resident Indians particularly workers and Positioning India as a preferred source country for economic migration.
Owner	JS (FS)/PGE/ Director (EP)/Director (ES)
Success indicators	<ul style="list-style-type: none"> <li>• Facilitate emigrants through comprehensive policy</li> <li>• Number of Social Security Agreements signed and its impact</li> <li>• Number of Labour Mobility Partnerships, Agreements signed and its impact</li> <li>• Joint initiatives with international organizations</li> <li>• Identification of skill-set required for Overseas employment</li> <li>• Developing standard curricula at par with the international standard</li> <li>• Introducing standardized testing of skill levels</li> <li>• Independent third party certification of skills</li> </ul>
Strategy-7 (Delivery)	Improve Governance (Management Planning and Review), service-delivery through process re-engineering, training and ITES
Owner	JS (FS)/JS (DS)/PGE/ Director (Admin)
Success indicators	<ul style="list-style-type: none"> <li>• Introduction of e-office and Intranet in MOIA</li> <li>• Training and optimal deployment of MOIA officers and staff</li> <li>• Setting up of internal quality standards</li> <li>• Feedback from stakeholders</li> </ul>