

COMMUNICATION CHALLENGES AND STRATEGIC GOVERNANCE OF CONTEMPORARY DIASPORAS: THE CASE OF AZERBAIJAN

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Abstract: *Frequent migration processes in the modern world can be attributed to one of the key consequences of contemporary societal development. On the one hand, traditional drivers of migration include the collapse of existing political and economic structures, the emergence of new independent states, ongoing conflicts and wars, as well as socio-economic inequality between regions. On the other hand, the rapid development of communication and transport systems, expansion of information and communication technologies, and increasing global integration have significantly facilitated the mobility of individuals and the formation of transnational communities. Thus, modern diasporas have become increasingly visible as important actors within global social, political, and communication systems. In different states, ethnonational groups utilize socio-cultural self-organization as a mechanism for maintaining identity and influence across borders. This process has contributed to the growing significance of diasporas in international relations and global communication networks. A comprehensive response to these developments requires a rethinking of the role of transnational spaces and diaspora structures within contemporary global governance frameworks. The article examines communication challenges in contemporary diaspora systems, emphasizing that effective diaspora governance requires a systematic and conceptually grounded approach that integrates institutional, technological, and transnational dimensions of communication.*

Keywords: *Diaspora, migration processes, communication strategies, globalization, transnational networks, national interests.*

1. Introduction

The formation of a new world order constitutes one of the defining transformations of the twenty-first century, reshaping political, economic, and social relations across all levels of public life. Within this evolving context, international migration has intensified in both scale and complexity, driven by a combination of structural and systemic factors. These include the collapse or transformation of state structures, emergence of new independent states, armed conflicts, and persistent socio-economic inequalities between regions, as well as the accelerating development of communication technologies and transport systems that expand mobility options and reduce the significance of geographic distance (Castles, de Haas & Miller, 2020; IOM, 2022). In parallel with these dynamics, diasporas have become increasingly visible and influential actors in global affairs. Contemporary diasporic formations are no longer limited to traditional patterns of displacement but are embedded within transnational networks shaped by digital communication, social media platforms, and global connectivity.

As Vertovec (2009) argues, diaspora communities today function as “social formations” characterized by multi-sited identities and sustained cross-border engagement. This transformation has been further amplified by digital technologies, which enable rapid information exchange, collective mobilisation, and continuous interaction with countries of origin (Brinkerhoff, 2009; Diminescu, 2008).

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In the current era, territorial boundaries and state-centric limitations have become increasingly fluid. Technological advancement and scientific progress have reduced the relevance of physical distance in shaping life trajectories, contributing to what Appadurai (1996) conceptualizes as “global cultural flows.” In this context, cosmopolitan orientations are no longer purely theoretical but have become embedded in everyday practices of mobility, communication, and identity formation. The expansion of global economic interdependence, transnational corporations, and labour mobility further reinforces migration processes and the formation of diaspora communities as enduring transnational actors (Bauböck, 2010).

Diasporas play a dual role in contemporary international relations. On the one hand, they sustain cultural identity, language, and heritage among migrant populations; on the other hand, they serve as intermediaries linking home and host states through remittances, knowledge transfer, advocacy, and informal diplomacy. Gamlen (2019) highlights that many states now increasingly engage diasporas as strategic resources within foreign policy frameworks, particularly through institutionalized diaspora engagement policies and homeland outreach programs. In this sense, diasporas are not merely social communities but also political and economic actors embedded within state strategies. Despite the long historical existence of diaspora formations, scholarly attention to their communicative and organizational dimensions has expanded significantly only since the late twentieth century. Early diaspora communication relied on conventional channels such as postal services, telegraph systems, and later telephone and broadcast media. However, the emergence of satellite television and digital media significantly transformed the scale and speed of transnational connectivity. As Karim (2002) notes, digital communication has enabled diasporic groups to maintain near-instantaneous, interactive, and decentralized forms of engagement across borders, fundamentally reshaping the nature of diaspora connectivity.

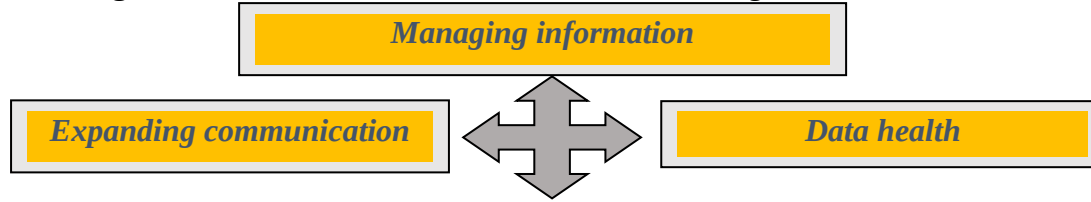
Recent studies emphasize that diaspora communication is increasingly structured through digital platforms and networked media ecosystems, which facilitate both identity maintenance and political mobilization (Georgiou, 2006; Brinkerhoff, 2009). Social media environments in particular allow diasporas to construct collective narratives, respond to events in real time, and engage in advocacy processes directed both at homeland governments and international audiences. Within this broader global context, the Azerbaijani diaspora represents a significant case of institutionalized diaspora engagement shaped by state policy and transnational communication practices. Accordingly, there is a growing need to conceptualize and refine the coordination mechanisms governing diaspora-state relations, particularly in terms of communication strategy, institutional coherence, and digital infrastructure. Strengthening these mechanisms is essential for enhancing organizational effectiveness, improving public diplomacy capacities, and ensuring sustainable engagement with Azerbaijani communities abroad in line with contemporary global trends (Gamlen, 2019; Vertovec, 2009). Overall, the study of diasporas requires a systematic and interdisciplinary approach that integrates perspectives from migration studies, communication theory, and international relations. Such an approach allows for a more comprehensive understanding of how diasporas operate within global systems and how states can effectively engage them as strategic partners in an increasingly interconnected world.

2. Institutional, Digital, and Coordinative Dimensions of Diaspora Communication Mechanisms

It is advisable to group the phenomenon of Diaspora in the context of the globalization processes of the last few centuries. As discussed above, the main human migration patterns in the last few centuries have been defined by colonialism and trade relations. However, in recent decades, the transnational migration of people has grown exponentially apart from the expansion in the global movement of goods. The increased ease and speed of transportation

have made long-distance travel a key feature of globalization. The most important of the current events is adaptation to the information and communication systems, interaction in the appropriate direction, and the development of a strategy for a systematic approach.

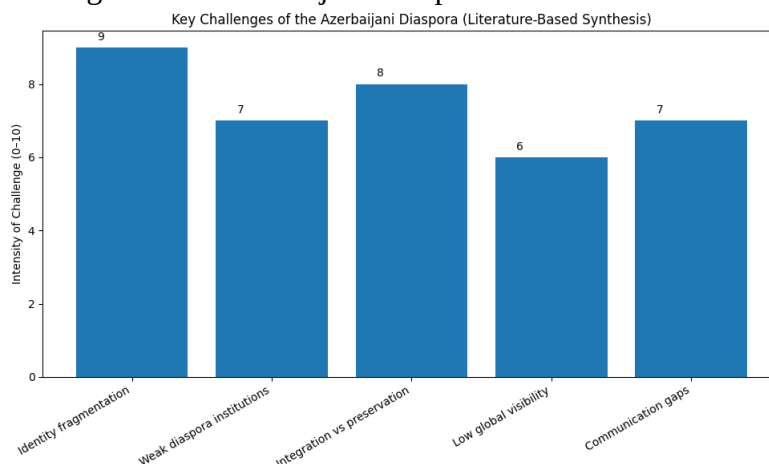
Figure 1. The main factors here reflect the following realities



The following three factors must be considered in order to effectively establish the communication mechanisms:

For raw materials from the first source, their processing, analysis, and approval in the relevant structural sections is a key component of coordinated communication governance. Effective diaspora communication requires institutional filtering and validation of information before dissemination, ensuring consistency and policy coherence across state structures (Gamlen, 2014; Pamment, 2014). To ensure effective dissemination of the communication strategy by the responsible official upon approval, standardized administrative communication channels are required, particularly in order to maintain credibility and avoid fragmented messaging in transnational environments (Nye, 2008). Enhanced use of existing global networks and the creation of new national and international platforms reflects the increasing importance of digital transnationalism in diaspora engagement. Contemporary diaspora studies emphasize that networked communication infrastructures enable sustained interaction between states and expatriate communities, strengthening both identity preservation and political engagement (Brinkerhoff, 2009; Vertovec, 2009). Such platforms also facilitate multidirectional communication flows rather than top-down dissemination models. To properly identify communication cycles, it is necessary to maximize the use of digital and social media infrastructures of diaspora organizations. This includes official websites, social media accounts, and personal digital profiles of diaspora representatives, which collectively function as tools of transnational connectivity and information exchange (Georgiou, 2013). The systematic evaluation of these communication channels allows states to map diaspora engagement potential and improve strategic outreach capacity. As highlighted in digital diaspora research, online platforms have become central to sustaining real-time interaction and organizational visibility across borders (Karim, 2002; Brinkerhoff, 2009; Aliquiyev, Şükürlü & Kazımov, 2009).

Figure 2. Key Challenges of the Azerbaijani Diaspora

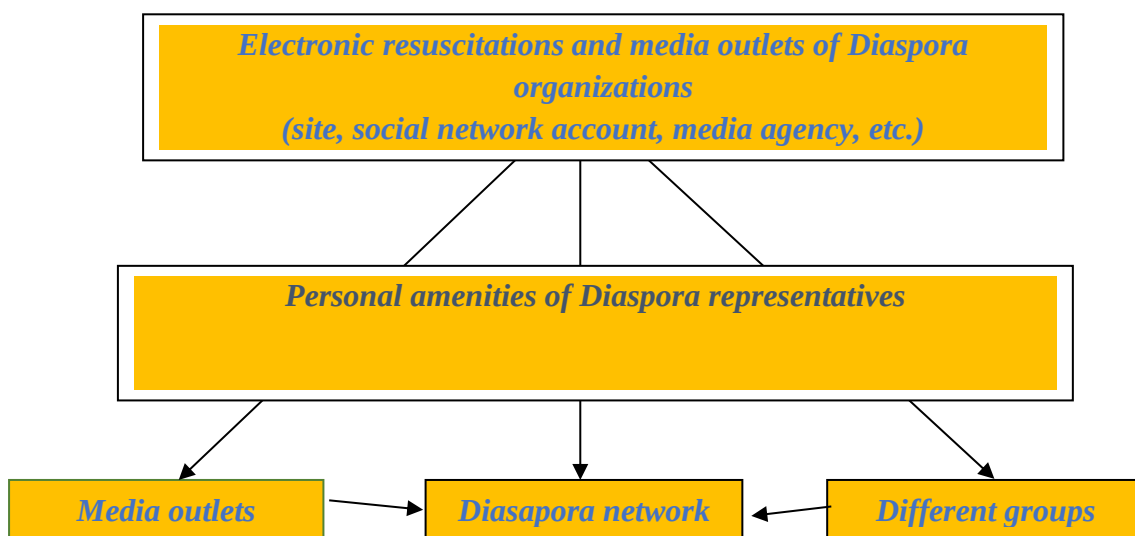


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The Azerbaijani diaspora faces several key challenges that affect its cohesion and global impact. A major issue is identity fragmentation, where individuals balance Azerbaijani heritage with host-country cultures, leading to multiple and sometimes conflicting identities. Institutional coordination is also weak, as diaspora organizations often lack strong networks and consistent engagement. Another challenge is the tension between integration into host societies and preserving national language and traditions, especially among younger generations. Additionally, the diaspora has limited global visibility and soft power influence compared to larger communities. Finally, communication gaps across countries hinder effective cooperation and long-term transnational networking among Azerbaijani communities abroad.

For the purpose of communication, it is necessary to set up activities according to the following figure 3.

Figure 3. The main factors here reflect the following realities:



The development of an effective communication strategy for diasporas is increasingly understood in the literature as a governance instrument rather than a purely technical tool. It reflects how states organize information flows, coordinate transnational actors, and construct long-term relationships with expatriate communities (Cohen, 2008; Faist, 2010). In this context, several interrelated components can be identified as central to contemporary diaspora communication governance. First, institutional establishment and the strengthening of legal and normative frameworks represent the foundational layer of any communication strategy. Without institutional clarity, diaspora engagement tends to remain fragmented and dependent on short-term initiatives. Comparative studies on diaspora governance show that states with well-developed institutional mechanisms are more effective in sustaining long-term engagement with their external communities (Gamlen, 2014). In the Azerbaijani context, the formalization of diaspora relations through state institutions reflects an attempt to consolidate policy direction and ensure regulatory coherence in communication practices.

Second, communication with diaspora communities increasingly requires operational flexibility and multi-level engagement. Diasporas are no longer passive recipients of state messaging but active transnational actors embedded in complex social networks (Vertovec, 1999). Therefore, communication strategies must facilitate continuous interaction not only with citizens abroad but also with diaspora organizations and friendly foreign communities. The expansion of such networks contributes to what Brinkerhoff (2009) describes as “engaged diasporas,” where communication becomes reciprocal rather than unidirectional.

A further dimension concerns coordination mechanisms within state institutions. Centralized information management is often used to ensure consistency in messaging and policy coherence. Research in public diplomacy highlights that fragmented communication can weaken international credibility and reduce the effectiveness of state narratives (Pamment, 2014). In this regard, central coordination of diaspora-related information allows for more structured dissemination and reduces duplication or contradiction across institutions. At the same time, effective communication strategies must address the risks associated with information fragmentation and uncontrolled dissemination. In transnational communication environments, uncoordinated messaging can lead to distortion of information and weakening of institutional authority. This is particularly relevant in diaspora contexts, where multiple actors contribute to shaping national representation abroad (Adamson & Demetriou, 2007).

Media monitoring and analytical evaluation of information flows constitute another essential component. The rapid expansion of digital communication has increased both the speed and volatility of information circulation, making monitoring mechanisms necessary for institutional response. Studies on digital diaspora communication emphasize that states increasingly rely on media tracking systems to understand narrative dynamics and respond to emerging issues in real time (Georgiou, 2013). Closely linked to this is the issue of disinformation management. The global spread of misinformation has made reactive and preventive communication strategies essential. Effective diaspora governance therefore includes not only information dissemination but also the capacity to respond to false or misleading narratives. This aligns with broader trends in digital governance, where information integrity has become a core policy concern (Chadwick, 2013).

Another important aspect is the construction of a coherent and credible information environment aligned with national interests. Diaspora communication strategies often aim to ensure visibility and consistency of national narratives in international arenas. However, scholarly work emphasizes that credibility depends not only on message control but also on transparency and trust-building mechanisms (Nye, 2008). In this sense, communication strategies must balance strategic messaging with openness.

The development of centralized databases and structured information systems is also a key governance tool. Such systems allow for the systematic collection and classification of diaspora-related data, improving decision-making and policy implementation. From a governance perspective, this reflects the broader shift toward data-driven public administration (Kitchin, 2014). In Azerbaijan, efforts to digitize and centralize diaspora information can be interpreted within this global trend toward informational governance. Integration into global communication environments further requires the adoption of digital platforms and innovative communication tools. Digital infrastructures enable diasporas to maintain constant connectivity with both homeland institutions and global networks. Brinkerhoff (2009) argues that such digital engagement significantly enhances diaspora capacity for mobilization, knowledge exchange, and economic contribution. Finally, transparency and access to information remain essential principles of modern communication governance. Open communication strengthens institutional legitimacy and fosters trust between states, diasporas, and broader publics. Georgiou (2013) emphasizes that mediated visibility plays a key role in shaping diaspora identities and perceptions, making transparency a functional necessity rather than a normative preference. It seems that proper identification of communication strategy is among the key indicators of professionalism, transparency in governance, and honesty in the implementation of intellectual potential and policy on the part of each institution.

3. Development And Implementation of Communication Strategy In The Azerbaijani Diaspora

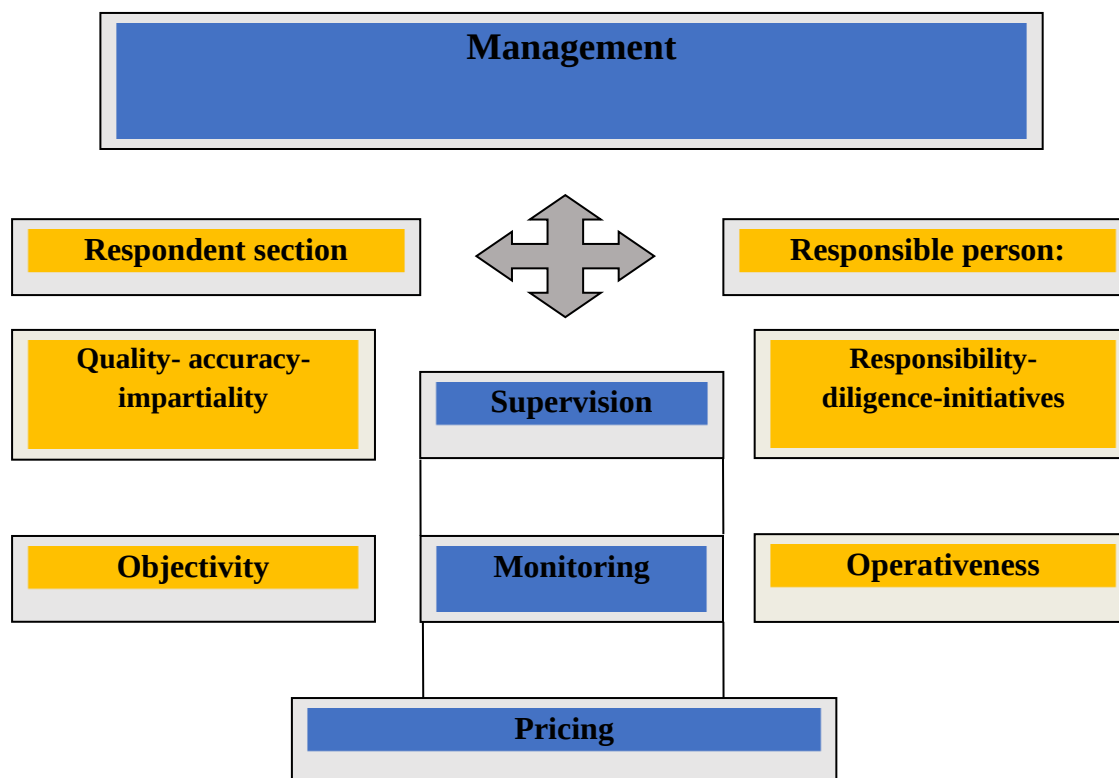
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There has been an increase in the location and role of communication tools in the world, and in general, the improvement of the useful work rate in every field nowadays is directly dependent on the correct building of a strategy in this direction. The global process has not gone beyond the diaspora field, with the State Committee on Work with Diaspora (SCWD) taking advantage of local and international experience in its roles and functions, making communication strategy a priority, which nowadays serves to develop public policy on work with diaspora (State Committee on Work with Diaspora of the Republic of Azerbaijan).

The following clearly demonstrates the willingness and interest in the application of communications technologies and the ability to make this demand a reality:

- Improving unified communication management of the SCWD and its subordinate agencies (the Fund for Support to the Azerbaijani Diaspora) and fostering openness, compassion, and social control in the sphere of activity,
- Accelerating the process of forming an information society through the coordination work of the Azerbaijani diaspora,
- Establish a legal and regulatory framework for this field, establish a control mechanism in the management of communication systems, and improve existing procedures, as well as establish a "Single Analytical Information Center of the Azerbaijani Diaspora (ADVAIM)" in order to concentrate and analyze detailed information about the Azerbaijani diaspora and its representatives.
- Extending the communication network and forming an automated control system for fast sharing and easy access to information about the Azerbaijani diaspora,
- Implementing innovations and modern innovative projects in the field of communication technologies, etc.
- The optimal method of managing the communication system is as follows:

The optimal method of managing the communication system is as follows:



Key factors that characterize the current situation

To further accelerate the process of improving the existing means of communication and infrastructure, technical and software, information resources and services, and forming a legal-normative framework, including factors such as insufficient public relations of the Authority, retail, unprofessional, and low-quality information related to diaspora organizations and societies.

Factors that positively characterize the current situation:

- The media and public disclosure of the government agency coordinating this area, its electronic information resources, social networks, as well as its respective resources and media presence,
- The presence of different platforms and setups among young people.

Factors that negatively characterize the current situation:

- Unavailability of a functional mechanism and a single information bank for verification of the fundamental correctness of data, promotional and promotional materials in Diaspora,
- Failure to set up one central control.

4. Strategic Communication Governance of the Azerbaijani Diaspora: Objectives, Challenges, and Policy Priorities

The communication strategy for diaspora governance constitutes a central instrument of contemporary state policy, defining institutional priorities, coordination mechanisms, and long-term objectives for engagement with expatriate communities. In line with global diaspora governance trends, such strategies are no longer limited to administrative coordination but function as tools of public diplomacy, transnational communication management, and information security (Gamlen, 2014; Brinkerhoff, 2009). In the case of Azerbaijan, diaspora policy has increasingly been shaped by the need to strengthen state–diaspora relations, improve international representation, and ensure coherent communication across global Azerbaijani communities. The primary objective of the communication strategy is to enhance state–diaspora cooperation through structured, transparent, and continuous communication flows, thereby contributing to the formation of a resilient and informed information society (Vertovec, 2009). This objective reflects broader global practices in diaspora engagement, where states seek to transform diaspora communities into active partners in cultural diplomacy, economic development, and international advocacy (Nye, 2008; Bauböck, 2010)

The main tasks of the strategy can be analytically grouped into several interrelated governance dimensions.

First, the establishment of legal and institutional frameworks is fundamental for ensuring policy coherence and operational stability. Effective diaspora governance requires clearly defined regulatory structures that enable coordination between state bodies and diaspora organizations (Gamlen, 2014). In Azerbaijan, the institutional role of the State Committee on Work with Diaspora (SCWD) reflects this approach, aiming to centralize coordination and standardize communication practices across institutions.

Second, the development of modern information systems and digital infrastructure is essential for managing transnational communication flows. Contemporary diaspora engagement increasingly relies on digital platforms, which enable real-time interaction, information dissemination, and network formation across borders (Brinkerhoff, 2009; Georgiou, 2013). The creation of unified electronic information spaces and communication platforms is therefore not only a technical requirement but also a governance necessity in ensuring efficiency and accessibility. Third, transparency, accountability, and public access to information represent key principles of communication governance. Ensuring that diaspora-related information is accessible, reliable, and systematically managed contributes to institutional trust and reduces informational asymmetry between state structures and diaspora

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communities (Nye, 2008). This is particularly relevant in the Azerbaijani context, where diaspora communication is closely linked to national image-building and public diplomacy.

Fourth, the issue of misinformation and “fake news” has emerged as a significant challenge in diaspora communication environments. The rapid expansion of digital media has increased the vulnerability of transnational communication spaces to disinformation, requiring states to develop monitoring and response mechanisms (Chadwick, 2013). Effective diaspora governance therefore includes not only information dissemination but also the protection of informational integrity and narrative accuracy. Fifth, strengthening cooperation between state institutions and media organizations is increasingly recognized as a key factor in effective communication governance. Collaboration with institutions such as media development agencies and professional journalist training programs enhances the quality and credibility of diaspora-related information flows. This aligns with broader international trends in strategic communication and public diplomacy, where media partnerships play a central role in shaping external perceptions (Pamment, 2014). In the Azerbaijani case, several structural challenges continue to shape diaspora communication policy. These include fragmentation of information channels, uneven coordination among diaspora organizations, limited standardization of communication practices, and varying levels of digital capacity across different diaspora communities. Additionally, ensuring consistent messaging across geographically dispersed communities remains a persistent governance challenge, particularly in the context of rapidly evolving global information environments (Georgiou, 2013; Vertovec, 2009).

Despite these challenges, the Azerbaijani diaspora also presents significant strategic opportunities. These include strong transnational networks, increasing digital engagement among younger diaspora members, and expanding participation in cultural and economic initiatives linked to Azerbaijan. When effectively coordinated, these factors can enhance both soft power projection and international visibility of the country (Nye, 2008). The implementation of a structured communication strategy enables the development of a more transparent, coordinated, and adaptive diaspora governance system. It strengthens institutional capacity, improves information management, and facilitates integration of diaspora communities into broader national development and international communication frameworks.

5. The Place and Role of the Body in the Formation of the Information Society

The State Committee for Work with Diaspora of the Republic of Azerbaijan (SCWD) functions as a key institutional actor in the coordination and implementation of diaspora policy, particularly in the context of digital governance and information society development. Its mandate is formally grounded in state-level regulatory frameworks and presidential decrees that define diaspora engagement as a strategic direction of national policy (State Committee for Work with Diaspora of the Republic of Azerbaijan, official mandate; Presidential Decree on the establishment of diaspora-related institutions, 2008). From an analytical perspective, the SCWD’s activities are structured around several interrelated domains. First, it contributes to the development and continuous improvement of the legal and institutional framework governing diaspora relations, ensuring alignment with evolving administrative and communication needs. Second, it facilitates coordination between state institutions and Azerbaijani communities abroad through centralized communication mechanisms and digital platforms, reflecting broader trends in e-governance and transnational public administration (SCWD official policy documents).

A significant aspect of its work is the integration of information and communication technologies into diaspora management. This includes the development of electronic databases and national information systems designed to consolidate diaspora-related data and enhance inter-agency coordination. Initiatives such as “Virtual Azerbaijan” and the “Electronic Data System of World Azerbaijanis” are intended to strengthen connectivity and institutional

coherence within global Azerbaijani networks. Additionally, the SCWD places emphasis on the protection of the rights of Azerbaijanis living abroad, including the safeguarding of personal data and identity-related information, in line with international standards of information security and diaspora governance. The Committee's role reflects a shift toward digitally supported diaspora policy, combining administrative coordination, legal regulation, and technological infrastructure to enhance state–diaspora relations in a globalized communication environment (SCWD official reports and policy framework).

5.1. Basic Principles of Informing

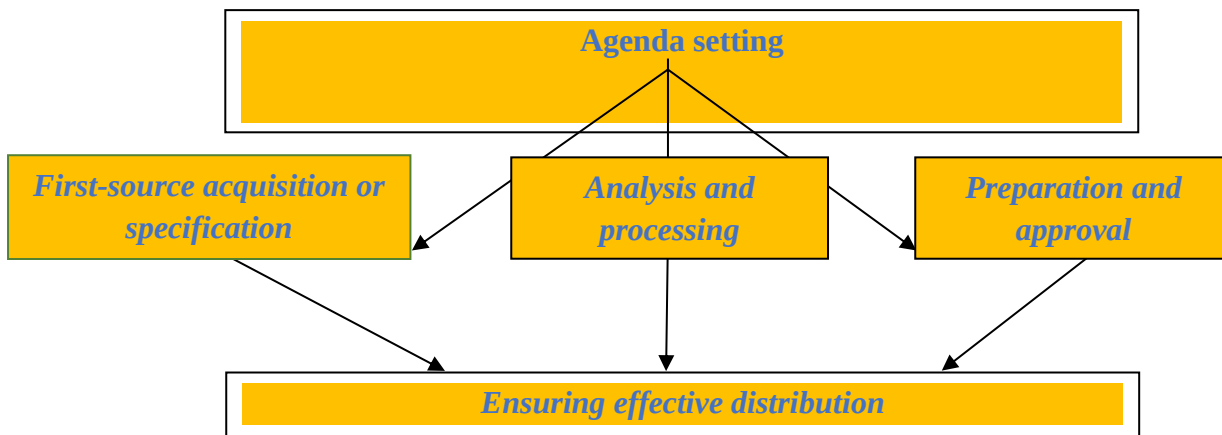
The strategy is very much unlike traditional concepts and programs created to date, and its scope includes public policy in the field of work with the diaspora, multidisciplinary activities of the Azerbaijani diaspora, and interaction with the media. The strategy and its implementation comply with the legislation of the Republic of Azerbaijan, serve to protect national interests, and take into account national legislation and international law.

The Strategy sets out the following basic principles to ensure the efficiency of implementing and developing information and communication technologies in the Republic of Azerbaijan and to create equal conditions for participation of all stakeholders in this process.

Identifying a specific person among the press leadership:

- Procedure for the preparation of detailed news, information, disclosures (Press Releases),
- Collecting and summarizing coherent information from the first source (from Committee leadership, relevant units, diaspora organizations, or representatives);
- Preparation of news about its activities in accordance with the direction given by the committee management,
- Processing the promotion department and translating it into public language, putting it into a press release, submitting it to the management for consent, and passing it to the PR manager,
- Organization of operational headquarters in case of force majeure, establishment of special conditions, and issuance of regular disclosures for the media,
- Study the position of direct management and respond to inquiries to ensure operational efficiency in an uncertain situation and to prevent disinformation that may arise from awareness.

The key factors that are important for the communication strategy are:

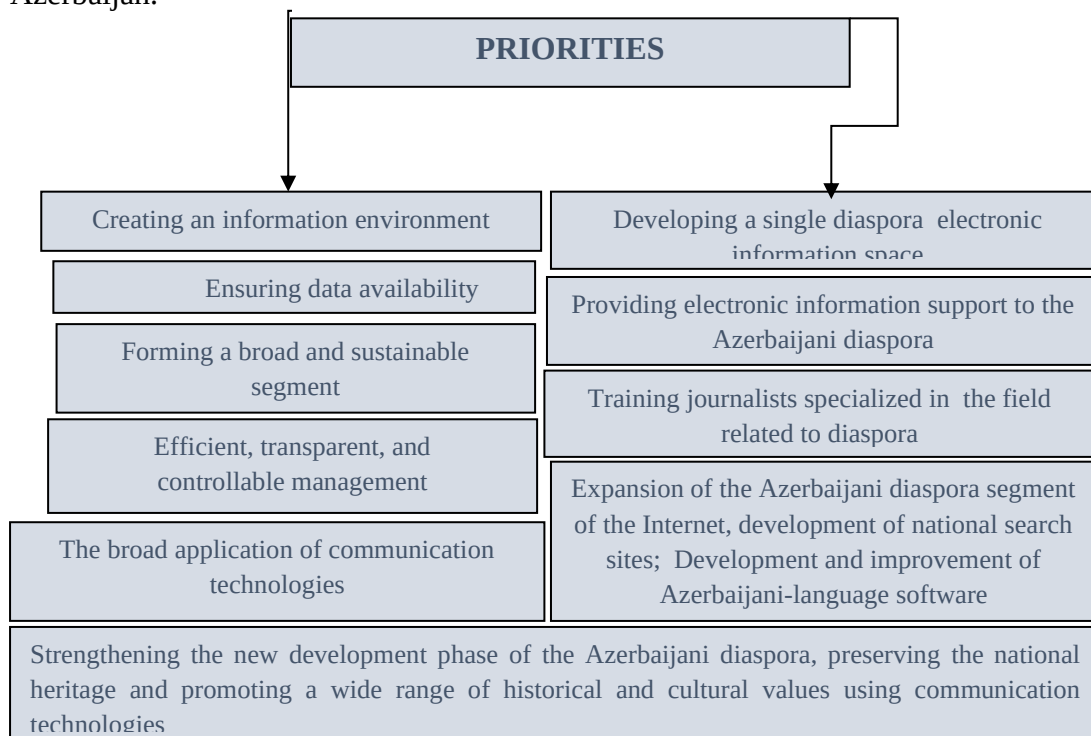


Source: Karim, H. K. (2002). *Diasporas and Their Communication Networks*.

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It is well known that the most natural resource in the diaspora is the protector of the ethnic gene pool. Diasporas, through their “platform of self-discipline and self-government,” maintain their national identity, live their language, traditions, and are dedicated to the future. And the transition from diaspora to lobbying is to have the opportunity to intervene in processes and solve problems, along with these factors. In the context of national security and secular development, it is vitally important not to exhaust, but rather to enrich, the ideology and strategy should be set according to the category SMART (Specificity – Measurable – Achievable – Relevance – Time-limited). For this purpose, the SCWD unveils a new vision in the field of proper communication management – the SMART approach:

Specificity – that is, activity that focuses on making information complete is adapted to the application of communication technologies that are of public interest, effective, and whole. *Measurable* – i.e., by indicating the source of the information, the entire process is carried out under obvious conditions, the basic rules and actions associated with the activity are communicated to the public by all means, public discussions are conducted, and the opinion of all parties is studied and considered. *Achievable* – public disclosure, all stakeholders are equally considered, the principle of justice is expected, without leaving the media to choose separately. *Relevance* – keeps the innovations of scientific and technical progress in mind, and the application of modern technologies is considered a priority. *Time constraints* – considering the rapid development of information and communication technologies, maximum operational efficiency is ensured. Informational action is carried out in phases, and priorities and outcomes are considered in the short term when developing programs and projects. *Uniformity* – this principle refers to a misspelling of materials in terms of style and purposefulness. The mechanism is constructed so that information is disseminated after the view of the person responsible for the information policy. *Nationality* – public policy is expected, protection of national interests, and promotion of “Azerbaijanism” ideology are preferred when preparing and publicizing news resources, and access to communications resources of the diaspora in Azerbaijan.



Source: Azerbaijani Diaspora, 2025

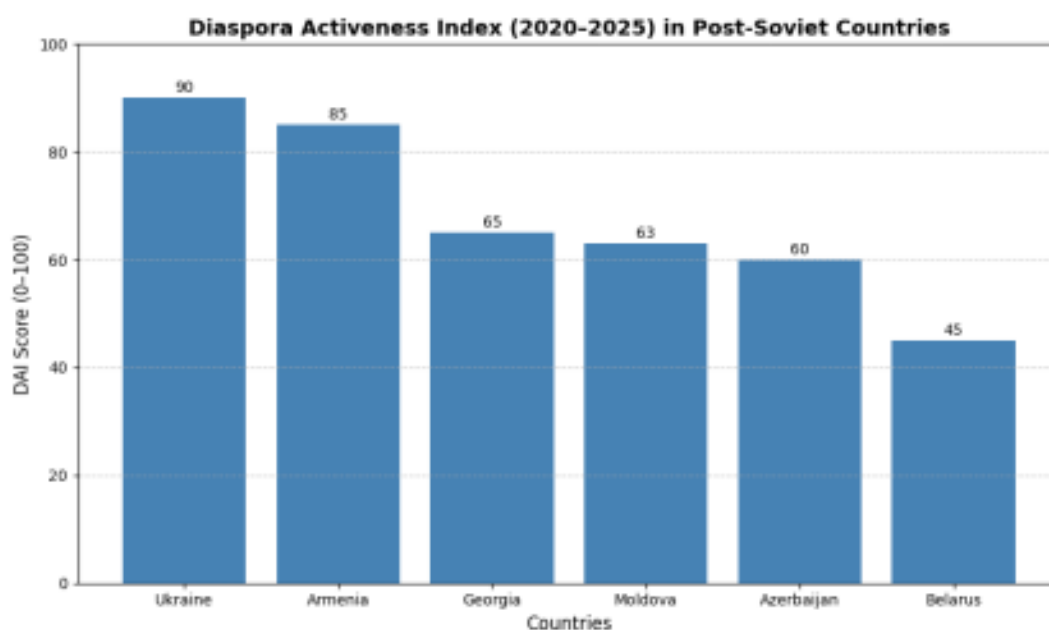
In the modern world, the boundaries between the development of science and technology and between states are increasingly transparent, even sometimes conventional. Distance is no longer an obstacle, and the globalization process is gaining new speed. The main outcomes of globalization are global division of labor, migration, and restraint of capital, labor, and production resources, delivery of economic, technological processes, and legislation to uniform standards, as well as approximation and integration of cultures of different countries. There is a big role for different diasporas in such integration.

At present, the concept of the diaspora itself does not have a clear and unambiguous definition, and many scientists interpret it in their own way. The cornerstone of this situation is that many scientific disciplines - history, ethnography, sociology, linguistics, cultural studies, and economics - seek to study the diaspora as a phenomenon. In this regard, we need to define in our work what we mean by “diaspora” in particular.

Given the SCWD legislation and the state line established, it is essential to create an environment that provides security in the field of communication. Since the strategy defines the main directions and content of the activity in conceptual terms, action plans for each direction – national ICT programs – are developed and implemented through concrete works, namely projects. The success of the strategy validation process depends directly on the proper organization of its management. This process is coordinated, regulated, and managed by governance structures that implement government policy in the use and development of information and communication technologies.

The activities of the participants in this process are coordinated by the Ministry of Foreign Affairs to ensure the implementation of a unified policy in relations with other state agencies and embassies of the Republic of Azerbaijan (Ministry of Foreign Affairs of the Republic of Azerbaijan, 2024). Permanent monitoring of the electronic situation in the country is carried out, and its evaluation is conducted to assess the effectiveness of the strategy and determine the level of progress achieved. The quality execution of the strategy and full achievement of its objectives require appropriate funding, which is covered by diaspora-related institutional budgets, particularly financial resources allocated to communication activities.

Figure 1. Diaspora Activiteness Index (2020-2025) in Post-Soviet Countries



Source: Developed by the author using synthesized data from OECD migration reports, IOM publications, and national diaspora institutions (2020–2025).

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The figure 1 titled “Diaspora Activeness Index (2020–2025) in Post-Soviet Countries” illustrates comparative levels of diaspora engagement across six countries using a 0–100 scale. Ukraine records the highest Diaspora Activeness Index (DAI) at 90, indicating very strong diaspora engagement and sustained transnational activity. Armenia follows closely with a score of 85, also reflecting a highly active and well-organized diaspora network. In the mid-range, Georgia scores 65, and Moldova scores 63, showing moderate levels of diaspora involvement with potential for further institutional strengthening. Azerbaijan registers a score of 60, placing it slightly below these countries and suggesting a developing but not yet fully maximized diaspora engagement framework. Belarus has the lowest score at 45, indicating relatively limited diaspora activity compared to the other countries in the dataset. Overall, the chart highlights significant variation in diaspora engagement across post-Soviet states, with Ukraine and Armenia demonstrating the strongest performance, while Azerbaijan and Belarus show greater room for strategic development in diaspora mobilization and communication policies.

In the context of globalization, there is an increasing need to find new ways to collaborate, attract investment, and exchange experiences and technologies. The Jewish diaspora represents a prominent example of how transnational networks can significantly influence state development, demonstrating that diaspora policy remains highly relevant and increasingly important (Brinkerhoff, 2009; Vertovec, 2009). As a long-term and effective communication network model, this case offers valuable insights. The formation and development of the startup ecosystem in the Republic of Azerbaijan is also noteworthy, particularly with the establishment of the “Tech Diaspora,” aimed at accelerating innovation and supporting entrepreneurial growth. The main goals of the Azerbaijan Tech Diaspora include developing the national startup ecosystem and strengthening connections among Azerbaijani professionals living abroad in technological and innovative sectors (State Agency for Public Service and Social Innovations, 2024).

Furthermore, within the framework of the “Strategy of socio-economic development of the Republic of Azerbaijan for 2022–2026,” significant emphasis is placed on expanding the technological diaspora, attracting Azerbaijani professionals working in leading global tech hubs, and fostering collaboration through initiatives such as the Absheron Valley innovation space (President of the Republic of Azerbaijan, 2022).

Another important initiative is the “Cyber Diaspora Network,” which aims to connect Azerbaijani cybersecurity professionals worldwide and strengthen their global cooperation network (Association of Cybersecurity Organizations of Azerbaijan, n.d.). According to Məmmədov (2016), the Azerbaijani diaspora possesses substantial intellectual and material potential, and the establishment of a strong diaspora media presence in Europe plays a crucial role in shaping international political discourse and promoting coordinated ideological and communication strategies. Diaspora organizations play a critical role in advocacy, awareness-raising, and communication, ensuring that the voices of affected populations are heard and that stakeholders remain accountable in humanitarian contexts. Particularly in times of crisis, effective diaspora engagement requires a multifaceted approach that integrates communication, coordination, technical exchange, emergency response, volunteering, and advocacy (Gamlen, 2014; Pamment, 2014).

Conclusion

In conclusion, the development of a comprehensive Communication Strategy for work with the Azerbaijani diaspora is a strategic necessity in the context of the rapidly evolving global information environment. Effective communication systems are now central to governance, public diplomacy, and the formation of international perception, making them essential for strengthening state–diaspora relations. For the Republic of Azerbaijan, such a strategy enables more coordinated, transparent, and technology-driven interaction with

diaspora communities. It enhances the efficiency of information exchange, strengthens institutional cooperation, and ensures that diaspora engagement is aligned with national priorities and global communication standards. The implementation of this strategy will support the modernization of communication infrastructure, expand digital and media capabilities, and increase the active participation of Azerbaijanis abroad in socio-political and cultural initiatives. It will also contribute to more effective public diplomacy, improved international representation of Azerbaijan, and stronger dissemination of national narratives. Ultimately, a well-structured communication strategy will consolidate state efforts, diaspora networks, and media resources into a unified system, ensuring sustainable cooperation and reinforcing Azerbaijan's position in the global information space.

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