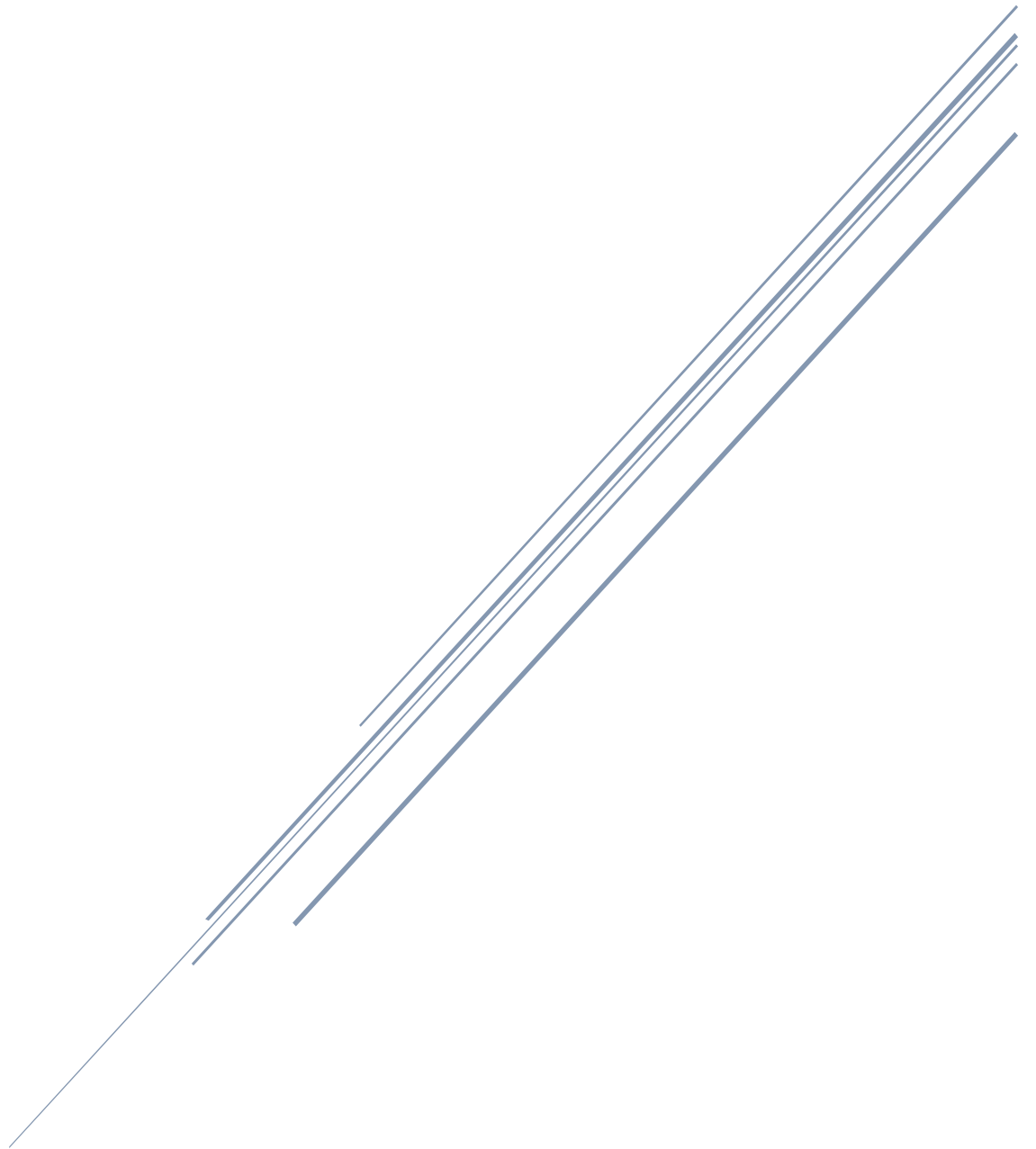


LNDC DIASPORA ENGAGEMENT STRATEGY FOR TRADE AND INVESTMENT, 2020 - 2025

Strategy Document



Final Draft for Digital Consultation, 28/06/2019
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Executive Summary

1. Introduction

This strategy is entitled *LNDC Diaspora Engagement Strategy for Trade and Investment*. It has been commissioned by the Lesotho National Development Corporation (LNDC) with support from Phase II of the Private Sector Competitiveness Project (PSCP) with financial support from the World Bank. It is developed to be a key contributor to LNDC's vision to no longer "look inwards within the geographic borders of Lesotho in diversifying our economy."¹ It is a first mover in strategically designing a framework to establish the diaspora of Lesotho as an integrated and valued partner for trade and investment.

The strategy document consists of 6 sections – an introduction, situational analysis, strategy roadmap and objectives, accountability (including monitoring and evaluation), financing the strategy, and conclusion. This strategy document will be accompanied by a series of 4 annexes – an Action Plan (outlining an Implementation Framework and Costed Action Plan), a governance roadmap, examples of global best practice, and a prospect index for investment in the strategy.

Context

The context for this strategy is local, regional and global:

- **Local:** Diaspora engagement has become "an important national development agenda in Lesotho in the context of National Strategic Development Plan (NSDP) II."² The opportunities for diaspora engagement have also been signposted in a series of other legislative, policy and sector-based analyses for Lesotho's developmental agenda.
- **Regional/Global:** At the regional and global level, the contextual importance of this work is arguably more visible. Diaspora engagement within the SADC region has been developing at a rapid pace with an exponential increase in the number of diaspora engagement policies and strategies being developed in the region. Ongoing investment in the topic has come from key developmental influencers such as the African Union, European Union, United States Agency for International Development and World Bank.
- At a policy and strategy development level, key implementing agencies such as the International Centre for Migration Policy Development (ICMPD) and International Organization for Migration (IOM) have been key gatekeepers. The inclusion of migration within the Sustainable Development Goals (SDGs) and the potential added value of diaspora engagement to many of these goals pinpoint the growing pertinence of the topic.

Methodology

This strategy was developed through an inter-disciplinary methodology based on 4 key phases. The initial phase focused on the delivery of an extensive desk review and delivery of a framework document. The desk review included analysis of key academic, legislative and policy documents. Phase 2 focused on extensive stakeholder consultations – with the diaspora and stakeholders in Lesotho – followed by the delivery of a detailed Diagnostic Report. Phase 3 delivered an incremental drafting process driven by consultations and workshops. Phase 4 included the validation process including this extensive digital consultation on the strategy.

¹ LNDC Strategic Plan, 2018 -2023.

² Information garnered from ToRs of this project.

Definition, Vision and Mission

With the trade and investment scope of this strategy, we are afforded an inclusive definitional base to embed the wide variety of diaspora capitals available to Lesotho. A consensus was built during the strategy development process on the following definition, vision and mission.

Definition: *consisting of those living abroad who are natives/origins of Lesotho; those who hold Lesotho citizenship; and/or foreign citizens not necessarily of Lesotho origin but who maintain an affinity/link to Lesotho and are willing to contribute to the development of Lesotho.*

Vision: *To create a spirit of partnership with the Lesotho diaspora to co-create the future of Lesotho. It is to create an enabling environment for a mutually beneficial relationship between Lesotho and her diaspora. This vision will be based upon trust and support with the purpose to develop Lesotho and her diaspora at home and abroad.*

Mission: *To ensure that diaspora engagement contributes positively to the social cohesion and economic development of Lesotho.*

2. Situational Analysis

The situational analysis consists of 3 key sections namely an assessment of stakeholder consultations, a SWOT analysis, and a Gaps Analysis. The stakeholder consultations provide first-hand insight into the conceptual, design and operational needs of the strategy. The SWOT analysis serves as a current understanding of where diaspora engagement stands for LNDC. The Gaps analysis provides the evidence base on what the strategy needs to deliver to bring impact.

Stakeholder Consultations

The stakeholder consultations were conducted in line with global standards of ethic and research methods. Input was provided with the promise of anonymity and gathered via one-to-one consultations, stakeholder workshops and diaspora consultations.

ONE TO ONE CONSULTATIONS

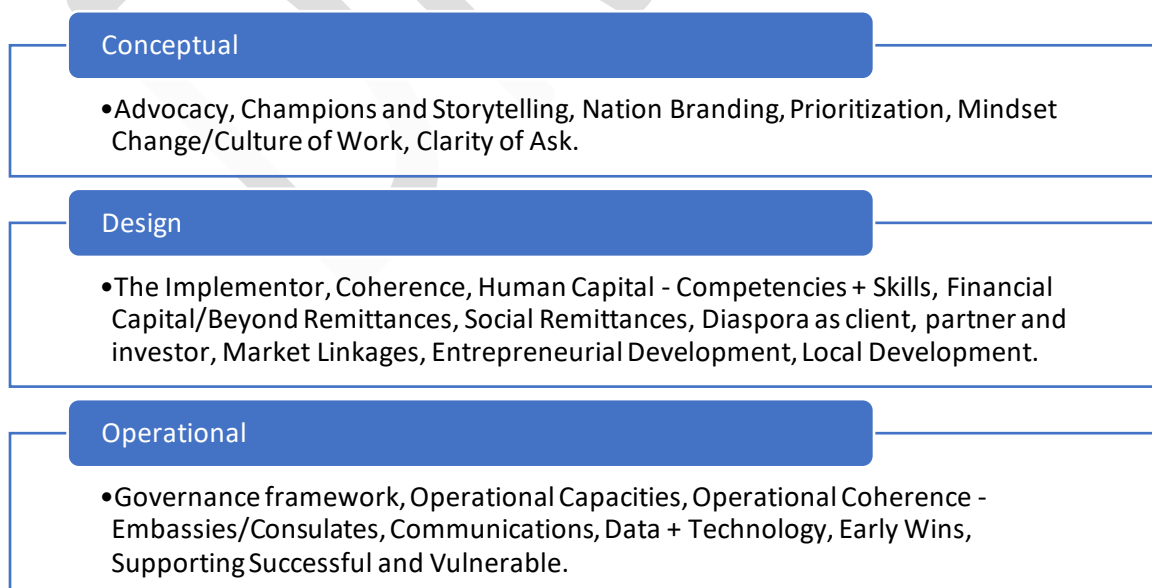


Figure 1 Overview of the Needs derived from one-to-one consultations

These findings provide the baseline set of conceptual, design and operational insights that inform the recommendations of the strategy. Through consultation with stakeholders in Lesotho through various workshops, we identified an additional set of insights across these three categories.

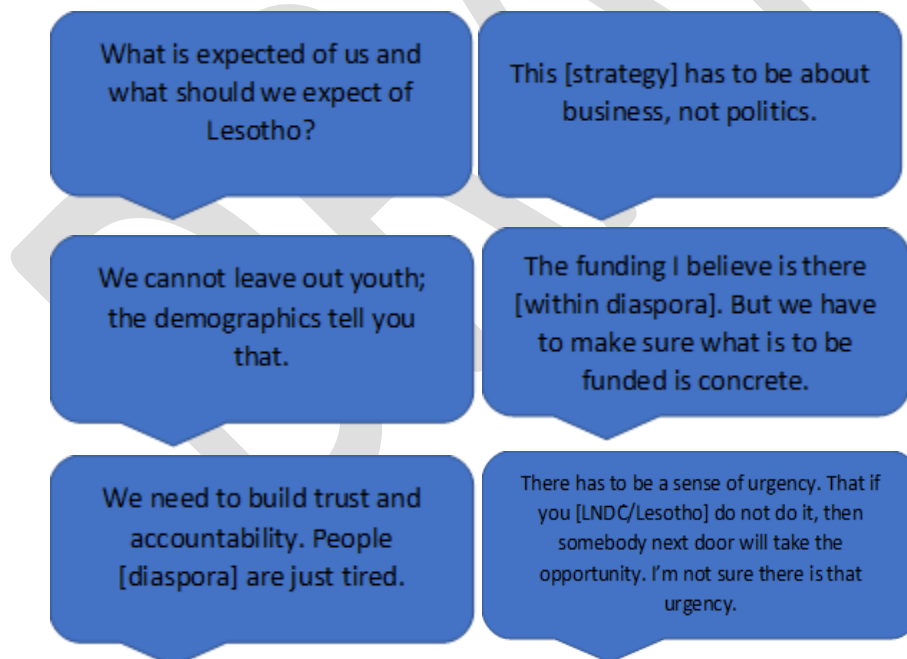
WORKSHOP FINDINGS

Workshop consultations identified the followed additions at a conceptual, design and operational base. At the conceptual level, stakeholders emphasized the need to enhance **relationships and trust with the diaspora**. At the design level, stakeholders were keen to embed the findings above into a baseline organizational and operational culture document to accompany this strategy. The annex of a governance roadmap is the beginning of this process. Finally, the operational insight focused on establishing **consensus on the framework document and identifying early priorities** for the implementation of the strategy across its key strands.

DIASPORA CONSULTATIONS

The consultations with the diaspora community are the most telling indicator on the viability of the strategy moving forward. Therefore, it is envisaged that such consultation will be ongoing throughout the implementation of the strategy.

Rather than position them within a framework of conceptual, design and operational insights, this section is designed to be a snapshot of some of the key quotes from the consultations along with a short overview of other key questions posed by the diaspora community. By allowing their quotes to stand independently, it provides a compelling story of the road ahead for the strategy.



Some of the main insights from the diaspora indicates that there remains a confusion on the expectations of engagement along with a lack of a community infrastructure to support the diaspora.³ There is an uneasiness about the strong role of government and politics in shaping the engagement framework with a strong preference for LNDC to be the advocacy and bridge for trade and investment. There is a more emotive and philosophical concern about the vitality of culture and heritage for the

³ Insight from Stakeholder Consultations.

next generation of the diaspora. Yet, amongst these issues, there is a confidence in the ability and willingness to develop, engage and invest with Lesotho.

This potential is the purpose of this strategy. Within this strategy, it will be recommended to position the diaspora as a co-creator and participant in Lesotho’s development. It will ensure the diaspora retains a “seat at the table” when it comes to the leadership and implementation of this strategy.

SWOT Analysis

The SWOT analysis acts as a critical evaluation of the current standing of diaspora engagement for trade and investment for LNDC. It is designed with the lens of identifying the strengths, weaknesses, opportunities and threats that the strategy can work through to the betterment of diaspora engagement for LNDC.



Figure 2 Overview of SWOT Analysis

When positioned with the insights gathered during the stakeholder consultations, the SWOT analysis enables us to design a Gaps Analysis that acts as the central evidence base for the recommendations within the strategy.

GAPS ANALYSIS

The gaps analysis is designed to collate the findings of the consultations, desk review and SWOT analysis into a succinct basis for the engagement strategy roadmap. It is devised into institutional, informational and implementation gaps. It is important to note that this strategy can work to close

these gaps but some of the gaps will entail ongoing engagement across the lifecycle of this document and future iterations of this strategy.

The institutional, informational and implementation gaps are as follows:

Type	Gap
Institutional	Inter-Institutional Framework, Diaspora Advisory Framework, Donor Relationship Management - Inspiring Donors, Capacity Development.
Informational	Data + Debate, Community Network Density, R&D [Research & Development], Audit other countries.
Implementation	Human and Financial Resources, The Loss Leader Mindset: Phased Implementation, The two 3P's (Public-Private Partnership through policy, programmes and projects), Impact Awareness.

3. Strategy RoadMap and Objectives

Strategy Roadmap: In line with Global Best Practice

The strategy roadmap is informed by two models of global best practice on strategic diaspora engagement. By incubating these models as codes of good practice, the strategy can increase market confidence in its recommendations. The two models discussed are the joint IOM-MPI *Handbook on Developing a Roadmap for Diaspora Engagement* and The Networking Institute's *4-Step Process to Diaspora Engagement*.

THE IOM'S 3E STRATEGY: ENABLE, ENGAGE AND EMPOWER

The IOM has been an ongoing influencer and supporter of diaspora engagement in Lesotho. Their unique strategy for diaspora engagement is outlined in their joint handbook with the Migration Policy Institute [MPI]. It determines that there are various forms of developmental capital within diaspora communities under the areas of Human/Social Capital, Economic Capital and Cultural Capital. By providing mechanisms to enable, engage and empower diasporas, these capitals can be accessed.

THE NETWORKING INSTITUTE'S 4-STEP PROCESS

The Networking Institute's 4-Step process on diaspora engagement has been developed from their extensive portfolio of diaspora engagement globally. They have worked with public and private sector organizations across cities, countries and industries in approximately 30 countries to successfully engage their diaspora capital. The 4-step process is Research, Cultivation, Solicitation, and Steward. This process is built upon key skills including strategic planning, networking and listening to your diaspora.

Both these approaches help this strategy to pivot the findings of the situational analysis – culminating in the Gaps analysis – to a strategic framework of recommendations based on 5 key strands.

Strategy Objectives

The strategy is based upon 5 key objectives. Issues of enhancing LNDC capacity, shaping an instrumental governance framing to push public-private partnership, leadership management and implementation capabilities all point towards the first strategic objective of this strategy – ***Institutional and Leadership Development***. The clear need for nurturing trust, networks, and knowledge exchange into the diaspora relationship elevates the importance of objective 2 – ***Engaging Lesotho Diaspora Human Capital***.

The stated desire to centrally embed trade and investment as a form of developmental potential particularly in areas of investment, job creation, SME support, and tourism pinpoint the need for objective 3 on **Engaging Lesotho Diaspora Economic Capital**. Finally, the explicit need for greater communication, information, and investment back into the diaspora of Lesotho will be fulfilled within the final engagement objective of this policy – **Investing in Diaspora Communities**.

Objective 5 focuses on **Review and Transition to the Next Strategy**. It is a direct response to the expectations from all consultations on the development of robust accountability along with ensuring transition planning for future versions of this strategy.

Strategy Strands and Activities

These objectives constitute the 5 main strands of the strategy’s action plan. Within each strand, there are a series of activities that are designed in a phased implementation plan. This phasing is intrinsically linked to effective risk management for LNDC in incrementally building both its capacity and scale of engagement. Each activity is given a detailed breakdown in the strategy document.



Figure 3 Action Plan - Strands and Activities

Brief Descriptors of Activities

Strand 1 – Institutional and Leadership Development

Activity	Description
1.1 Diaspora Engagement Advisory Council	Focused on the development of a truly representative advisory council for LNDC on diaspora engagement.

1.2 LNDC R&D Hub	Focused on the allocation of responsible staff whose sole purpose is the implementation of this strategy. It will also include the development of a suite of R&D product to ensure market viability of key products & services.
1.3 Upskilling Series	Focused on capacity and staff development including training and study visits on diaspora engagement.

Strand 2 – Engaging Lesotho Diaspora Human Capital

Activity	Description
2.1 Lesotho Leads – Diaspora Leadership Network	Focused on the need to strengthen the network infrastructure of the diaspora and to provide LNDC access to key leaders within the diaspora.
2.2 Lesotho Listens – Diaspora T&I Summit	Focused on being a flagship, diaspora specific trade & investment summit in Lesotho along with providing a convening for businesses, international donor agencies, foundations and other potential investors to showcase their work.
2.3 Lesotho Learns – Diaspora Fellowship & Mentoring Programme	Focused on a fellowship and mentorship programme that combines both the in-person and digital transfer of human capital.

Strand 3 – Engaging Lesotho Diaspora Economic Capital

Activity	Description
3.1 Lesotho Lives – Diaspora Tourism Initiative	Focused on developing a year-long diaspora tourism “homecoming” followed by development of an investment programme on tourism for diaspora as community development projects.
3.2 Linked Lesotho – Diaspora Marketplace Competition and Crowdfunding Platform	Focused on creation of a start-up and SME business competition for diaspora and Lesotho businesses. Followed by development of a crowdfunding platform for investors in winners of competition.
3.3 Lesotho Legacy – Diaspora Philanthropy Fund	Focused on research and creation of a diaspora philanthropy fund for Lesotho.
3.4 Lesotho Leverages – Diaspora Bond Feasibility Study	Focused on delivery of a feasibility study on the development of a diaspora bond for Lesotho.

Strand 4 – Investing in Diaspora Communities

Activity	Description
4.1 Lesotho Diaspora Day	Focused on creation of a day of celebration for diaspora in Lesotho and their countries of

	residence. Designed to be utilized to strengthen diaspora associations.
4.2 Lesotho “Likes” – Diaspora Digital Marketing and Nation Branding Campaign/Competition	Focused on promoting Lesotho’s nation brand and providing scope for diaspora children to promote their heritage.
4.3 Lesotho “Next-Gen”: Diaspora Youth and Women Leadership Programme	Focused on ensuring leadership development of diaspora youth and women to enhance their role in Lesotho’s development.

Strand 5 – Review and Transition to Next Strategy

These activities are the expected reviews and design planning for future iterations of this strategy. They will be conducted through the inter-institutional apparatus built in the Action Plan and published both digitally and in-print. Each of the activities outlined above will also have their specific M&E criteria which will be issued regularly to gauge impact awareness.

4. Accountability, Evaluation and Monitoring

This section of the strategy outlines the preliminary architecture for ensuring compliance with normative market expectations in areas of accountability, evaluation and monitoring. It provides a synopsis of the core programme of commitments to be implemented by LNDC to execute the strands and activities outlined earlier. It develops further insight onto other key considerations such as the creation of an operational culture including a communications system along with the development of key evaluative criteria such as impact awareness.

This architecture is predominantly built by this strategy, but it will be imperative for LNDC and its partners – including the diaspora – to ensure that the architecture is operationalized when the strategy rolls out. It is to be expected that alterations will occur due to market realities at various stages of strategy implementation.

- **LNDC Core Programme of Commitments:** LNDC remains the core facilitator in this strategy. As such, it will have a core programme of commitments across each strand which are outlined in more detail in the strategy document. At a baseline, they include donor management, ensuring executive support of diaspora engagement with LNDC, and creating a spirit of partnership with key institutions in Lesotho and abroad.
- **Functional Dimension of Strategy Development:** Again, there will be systematic requirements of LNDC to implement the function dimensions of this strategy. Key steps in this include the adoption of this strategy (when applicable) across other portfolios in LNDC, ensuring adherence to quality indicators, and increasing the visibility of this strategy in LNDC’s outreach.
- **Creating an Operational Framework:** It will be imperative for LNDC to drive forward a world-class operational framework designed through a result driven service.
- **Embedding a Communication System:** This will embed a multi-platform communication and engagement system in order to ensure positive impact of this strategy. This will be a hybrid of new and social media outreach coupled with in-person communication points.
- **M&E:** LNDC will work to ensure strict criteria around monitoring and evaluating given the expenditure of public funds and distribution of LNDC and donor resources enabling strategy delivery.
- **Impact Awareness:** Given that this strategy on diaspora engagement is the first of its kind for LNDC, we will be able to develop KPI’s that are achievable and realistic. This will help us to gauge where scale of engagement may be best applied along with providing strong data for auditing in strand 5 of the strategy.

5. Financing the Strategy

This section of the strategy outlines the financial model and planning of the Action Plan for the strategy. Finalization of these figures will be completed after this extended digital consultation.

Overview of Financial Model

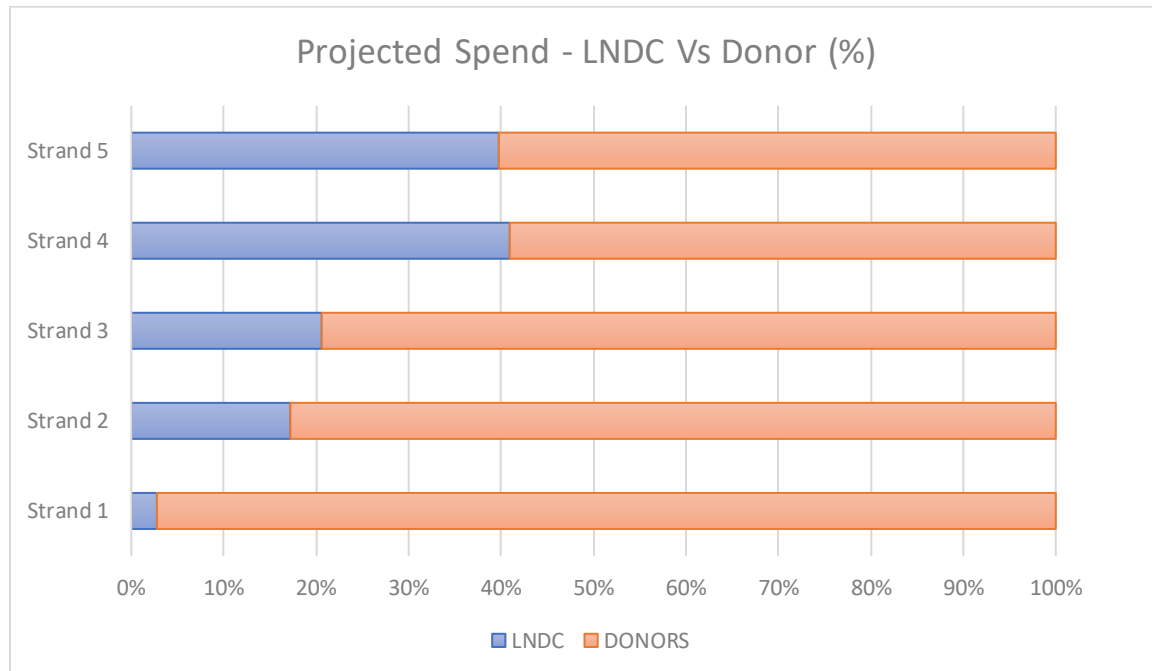


Figure 4 Overview of Projected Spend per Strand (%) - LNDC and Donor

The financing of this strategy will be determined through a robust Donor Relationship Management (DRM). The fiscal reality is that strong donor support is needed to safeguard the early implementation of this strategy. This can ensure that LNDC and its partners have access to the necessary financial and technical support to implement its vision and mission. This is a step-change opportunity for donors in the region to support a new cycle of developmental impact in Lesotho – diaspora engagement.

Therefore, the financial model designed for this strategy leans upon traditional donor methodologies of projects and product creation. However, when necessary, seed capital from LNDC has been budgeted to ensure that donors can see the commitment of LNDC to the strategy. Furthermore, the design of the financial model of the strategy is based upon a triangular model of a series of donor dependent recommendations, collaborative projects, with market focused products that can be independently sustainable and generate return on investment.

By embedding this model, we will ensure a matched return model for every EURO spent in the strategy.

Budget per Strand

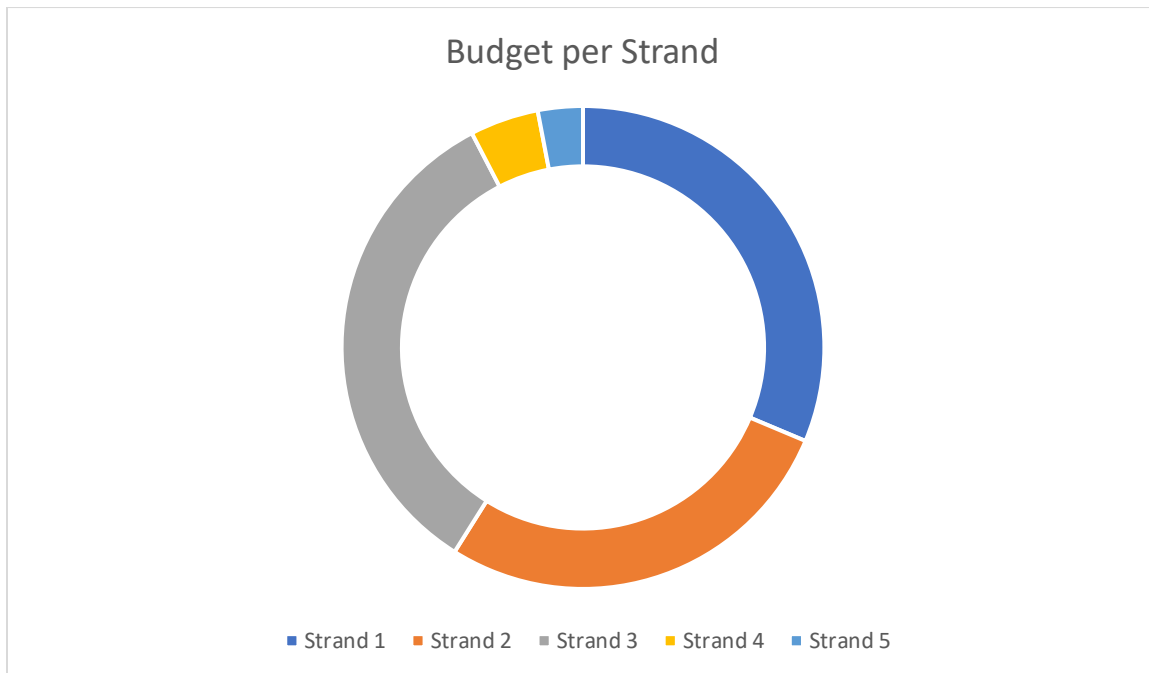


Figure 5 Overview of Budget per Strand

This breakdown is in line with the trade and investment focus of this strategy. The early spend through strand 1 is to build the operational culture and institutional apparatus to ensure LNDC and its partners have the capacity to execute. Strand 2 spending is focused upon the low-risk human capital engagements that can determine trust and relationships to act as portals to investment asks of the diaspora. Certain activities within these strands can be designed by LNDC and partners to be outsourced as ongoing activities beyond the lifecycle of this strategy.

Strand 3 acquires the largest spend outlay as it is the strand most directly involved in trade and investment. This strand is the core strand for return on investment through product and projects along with the philanthropic fund. These will be the market assessors for potential scaling of engagement in later iterations of this strategy. Strand 4 is a lower outlay as it entails activities that can be partnered through the Government of Lesotho to create a strong nation brand and next generation/cultural engagements to support the strategy. Strand 5 focuses on the accountability and reporting of all activities.

6. Conclusion

This strategy is a landmark investment by LNDC. Through this strategy, LNDC has displayed a mature appreciation of being able to look internally with a critical lens to ensure that it is best equipped to design and implement this strategy. It reflects the realities of diaspora engagement to LNDC and sets in place a framework that can help LNDC on its vision and mission for diaspora engagement. This type of engagement – particularly for trade and investment – is a long-term process. It is centred on building relationships that can cultivate ongoing transactional benefits for trade and investment.

With the growing importance of diaspora to development, this strategy provides the market entry framework to bring positive impact from diaspora engagement for LNDC and Lesotho. Put simply, to not implement this strategy would mean Lesotho being left behind. The potentials are too significant to ignore. The mission and vision of this strategy is clear; we see a meaningful, scalable involvement of the diaspora in the betterment of Lesotho. We see the Lesotho diaspora as a co-creator of Lesotho's future. This will be done together, for the betterment of LNDC, Lesotho and the diaspora at home and abroad.

1. Introduction

As an industrial development Corporation mandated to pioneer and build industries, attract and invest both domestic and foreign capital, LNDC can no longer afford to look inwards within the geographic borders of Lesotho in diversifying our economy. We have now come to a conclusion that our best bet as a country is to invest in capabilities geared towards open and fierce global competition. (LNDC Strategic Plan, 2018 – 2023)

This strategy is entitled *LNDC Diaspora Engagement Strategy for Trade and Investment*. It has been commissioned by the Lesotho National Development Corporation (LNDC) with support from Phase II of the Private Sector Competitiveness Project (PSCP) with financial support from the World Bank. Its development represents a landmark recognition of the growing importance of diaspora to the cultural, economic and social development of Lesotho. It is a first mover in strategically designing a framework to establish the diaspora of Lesotho as an integrated and valued partner for trade and investment.

The aim of the strategy is to embed an engagement framework that will set the basis for effective diaspora engagement for LNDC. Therefore, the operational culture will be determined through a central role for LNDC in safeguarding the delivery of the strategy. This work has been designed to harmonize LNDC efforts with existing diaspora engagement mechanisms in Lesotho – such as the *Enhancing Coordination and Strengthening Institutional Capacity to Effectively Engage with Basotho Diaspora* project implemented by the International Organization for Migration (IOM). The successful delivery of this strategy will be determined by world class collaboration and partnership across lead institutions at home and abroad. We look forward to contributing to this spirit of collaboration through this strategy.

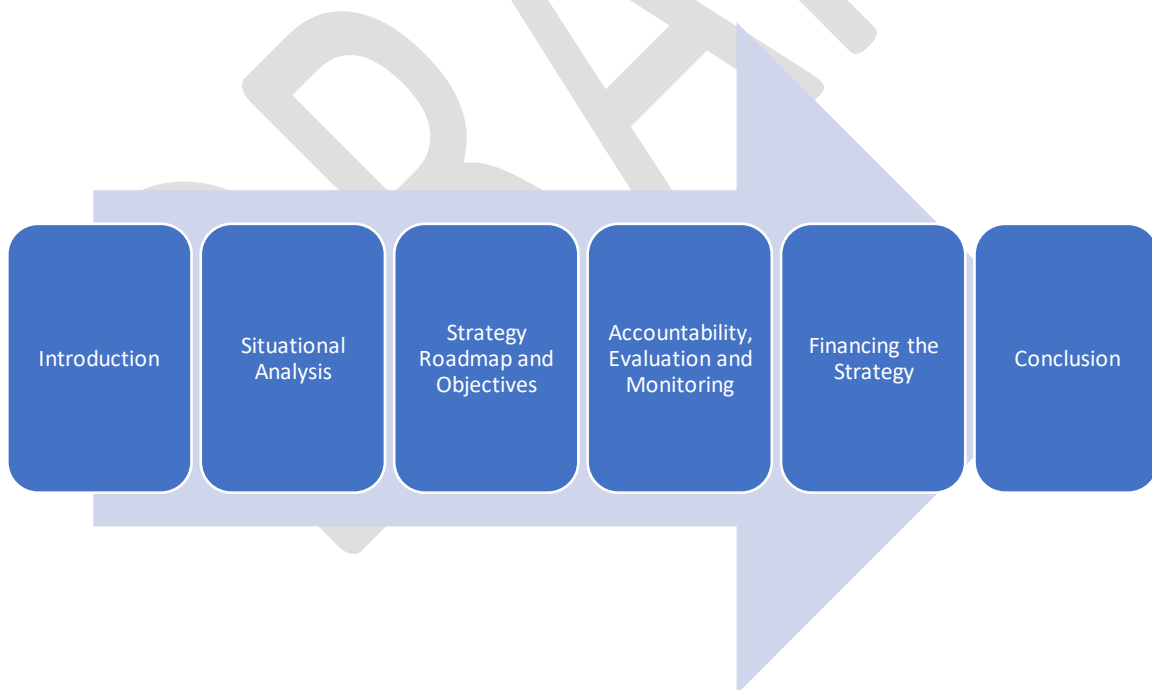


Figure 6 Sections of Strategy Document

The strategy is structured through 6 sections. This section – the Introduction – outlines the context for the development of the strategy; the definition of diaspora driving the strategy; the methodology utilised to develop the strategy; and a short synopsis of existing legislation, policies and practices pertinent to diaspora engagement for trade and investment. Section 2 is a detailed situational analysis that builds a data driven decision making approach to the recommendations of this strategy. It

outlines key findings from stakeholder consultations along with the development of SWOT and gaps analyses that inform the recommendations in the Action Plan (AP) of the strategy.

Section 3 focuses on identifying the core strategic strands and objectives to be developed through the AP of the strategy. This section will also include a descriptor of global best practice diaspora engagement roadmaps. This will help to enhance market confidence in the recommendations of the strategy. It also executes a stated aim of Lesotho’s developmental agenda to ensure compliance with global codes of good practice in strategy development. Section 4 outlines the central components of the accountability, evaluation and monitoring framework within the strategy. Section 5 provides a synopsis of the financial parameters of strategy implementation. The final section will be a short conclusion.

This strategy document will be accompanied by a series of Annex material to supplement the insights of the strategy. These annexes have been identified through the stakeholder consultation and diagnostic report as key supports of strategy implementation. These will include:



Figure 7 Overview of Annexes to accompany Strategy Document

These annexes have been designed to supplement the existing capacity of LNDC to implement the strategy. This strategy is the first of its kind for LNDC therefore we have a duty of care to ensure active investment in the capacity development of LNDC from a financial, human and knowledge resources perspective.

1.1 Context for Strategy

The context for this strategy is local, regional and global. At these levels, diaspora engagement for trade and investment has emerged as an engagement of choice for several public and private sector entities. In the case of Lesotho, some of these local contexts pinpoint why this strategy should be developed and supported for implementation.

The project design documentation that led to this strategy provides strong contextual insight into the importance of this strategy. It states that there is “an emerging opportunity to enable diaspora to be recognized.”⁴ This is based upon the fact that “diaspora - which had had not been included in the

⁴ Information garnered from ToRs of this project.

previous planning phase - has become an important national development agenda in Lesotho in the context of National Strategic Development Plan (NSDP) II.”⁵

Apart from the growing pertinence of diaspora to strategic national developmental agenda, other local contextual influences pinpoint the importance of this strategy. The Country Diagnosis Report by Ministry of Development and Planning (MoDP) in November 2017 states that, ““Lesotho has become one of the most ‘migration-dependent’ countries in the world,” citing the fact that remittances are estimated at 15.1 percent of GDP⁶ in 2016, which mostly originate from South Africa. Similarly, the Population and Household Census 2016 conducted by Bureau of Statistics (BOS) proves that Lesotho is a country with high level of international mobility given the fact that 179,579 Basotho (or 8.9% of the total populations) are living outside Lesotho, of those 124,386 are in South Africa.”⁷

The reality is that diaspora engagement – as a subset of the wider migration-development nexus – is now an engagement of necessity for Lesotho when viewed with the lens of local contexts. LNDC and its financiers deserve recognition for being a catalytic actor within such engagement.

At the regional and global level, the contextual importance of this work is arguably more visible. Diaspora engagement within the SADC region has been developing at a rapid pace. The exponential increase in the number of diaspora engagement policies and strategies being developed is indicative of this growth. Systematic support from international donor agencies of all size and scale pinpoint the increasing interest in the topic.

Ongoing investment in the topic has come from key developmental influencers such as the African Union, European Union, United States Agency for International Development and World Bank. At a policy and strategy development level, key implementing agencies such as the International Centre for Migration Policy Development (ICMPD) and IOM have been key gatekeepers. This strategy can enable LNDC and its partners in Lesotho – governmental and private sector – to scale their influence on regional focus on the topic.

At the global level, diaspora engagement has never been in a stronger position. The prominence of diaspora engagement to global policy dialogues and developmental agenda has strengthened significantly over the past few years. Key signature gatherings such as Global Forum on Migration and Development, Global Diaspora Forum, and High-Level Dialogue on Migration and Development have all identified diaspora engagement as a key contributor to effective development. Similarly, the potential impact of diaspora engagement to the Sustainable Development Goals (SDGs) is beginning to feature within global development agenda particularly in the context of remittances and partnerships.

These contexts pinpoint one reality for Lesotho and LNDC when it comes to diaspora engagement:

To do nothing on diaspora engagement will mean being left behind.

⁵ Information garnered from ToRs of this project.

⁶World Development Indicators 2016, available at <https://data.worldbank.org/indicator/BX.TRF.PWKR.DT.GD.ZS?locations=LS>.

⁷ Information garnered from ToRs of this project.

1.2 Methodology

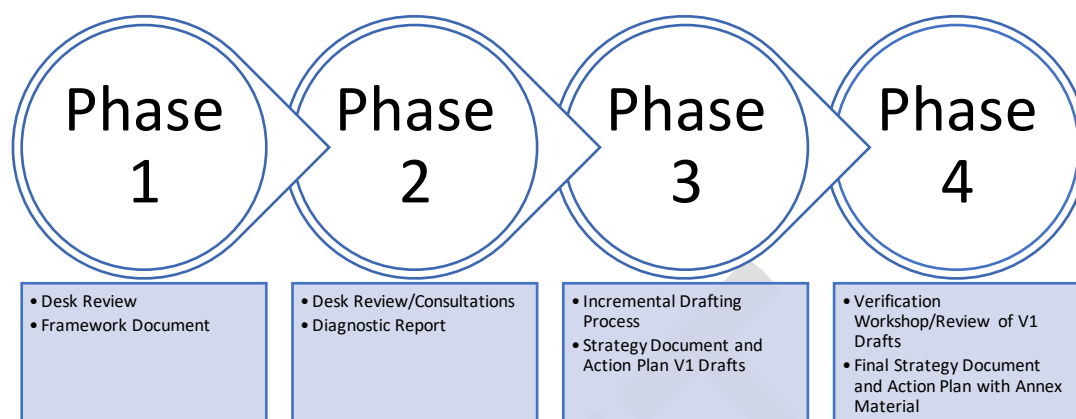


Figure 8 Phased Methodology and Output per Phase

The methodology to develop this strategy was an inter-disciplinary methodology based upon the development of research and in-field consultations. It consisted of 4 key phases. The first phase of the methodology focused on the development of a framework document that consisted of a detailed desk review of relevant primary and secondary source material. There remains an ongoing lack of depth on the critical analyses and insights available on Lesotho migration and diaspora. This strategy will work to narrow these gaps.

This framework document provided the basis for a series of in-person consultations with key stakeholders in Lesotho and the diaspora. These stakeholders were identified from the key sectors involved in diaspora engagement for trade and investment. These included diaspora representatives, government stakeholders, private sector representatives and 3rd sector organizations such as academia and donor communities. These consultations supplemented the framework document to deliver the second phase of the methodology – a Diagnostic Report. This report shaped much of the situational analysis to follow in the next section of this strategy.

The third phase of the methodology centred upon an incremental drafting process where the initial draft of the strategy was submitted for review. Upon review and validation workshops with stakeholders in Lesotho, the final draft was designed and submitted to LNDC. The final draft was then made available through an open consultation phase by LNDC for digital consultations by the diaspora.⁸ This was to ensure that the diaspora retained an active opportunity to input their aims, concerns and ideas into the strategy. The final phase of the methodology included the provision of training to LNDC staff and counterparts on the key skillsets of diaspora engagement as an early capacity development tool to help implement the strategy.

This inter-disciplinary methodology leveraging digital and in-person research mechanisms was designed to ensure optimal efficiency in line with projected budget for strategy development. The consistent support of LNDC and its staff in facilitating such a methodology was instrumental in effective delivery of the methodology and is duly noted by the author of this strategy.

Methodological Note: Data Collection

An on-going methodological difficulty in diaspora and migration studies remains the ability to collect and interpret precise data on a given community abroad. Whilst a key methodological and analytical

⁸ This methodological approach is to ensure that all stakeholders have an active input on the strategy. It was also harmonized with the series of diaspora forums developed by the IOM and Government of Lesotho.

query, the historiography of the Lesotho diaspora will need deepening. However, early institutional leadership by the government of Lesotho (GoL), LNDC and IOM in developing datasets is an important first step. Deepening this dataset will form an early part of implementing this strategy.

If we prescribe to the vision that the diaspora represents a central developmental agent in designing, implementing and securing Lesotho's developmental aspirations then we will need to network our existing datasets. This can help us determine a more nuanced database from which to engage. This strategy can help provide those network points for the purposes of trade and investment. It will also provide new engagements to build tailored data. This will enable us to answer the foundational questions of diaspora engagement: Who is our diaspora, where are our diaspora and what are they doing?

1.3 Definition, Vision and Mission

The lack of a clear definition on the diaspora of Lesotho is a clear early barrier to the development of this strategy. In order to determine an optimal definitional framing for diaspora, it is imperative to develop the definition within the lens of focus within the strategy – trade and investment.

The diaspora of Lesotho retains various forms of diaspora capital that can have positive impact on the trade and investment portfolios of LNDC. Diaspora capital is defined as “the resources available to a country, region, city, organization or place that is made up of people, connections, networks, money, ideas, attitudes and concerns of those with an ancestral or affinity-based interest in their home country.”⁹ The positioning of ancestral and affinity-based interest prescribes the need for an inclusive framework for defining the Lesotho diaspora for trade and investment.

Ongoing work in the development of a national policy for diaspora engagement by the GoL may need to take a narrower approach to definition. However, given the desire to include as much developmental potential as possible within the trade and investment lens, we can utilize a broader inclusive definition for this strategy.

During the consultations and workshops to develop this strategy, we were able to build a consensus on the definition of the Lesotho diaspora for this strategy. Stakeholders defined the Lesotho diaspora as:

consisting of those living abroad who are natives/origins of Lesotho; those who hold Lesotho citizenship; and/or foreign citizens not necessarily of Lesotho origin but who maintain an affinity/link to Lesotho and are willing to contribute to the development of Lesotho.¹⁰

This definition is a mature and nuanced definitional base for this strategy. The inclusion of affinity diaspora can be a unique component that can help differentiate Lesotho in terms of diaspora engagement in the region. It will broaden the scope of potential activities, constituencies and partnerships that can be nurtured to implement the strategy. In turn, this can help establish LNDC and Lesotho as a thought leader within the regional and global contexts outlined earlier.

Furthermore, during the strategy development process, there were ongoing requests to ensure that the strategy develop a core vision and mission statement to remain coherent with the wider policy landscape in Lesotho. We again built a consensus on these statements through our consultations and workshops.

The vision for diaspora engagement for trade and investment by LNDC is:

⁹ Kingsley Aikins and Martin Russell, “Diaspora Capital: Why Diaspora Matters for Policy and Practice”, *Migration, Policy and Practice, Volume 3, No. 4*, IOM, Geneva 2013.

¹⁰ This definition was validated through the series of stakeholder consultations held during the strategy development process.

To create a spirit of partnership with the Lesotho diaspora to co-create the future of Lesotho. It is to create an enabling environment for a mutually beneficial relationship between Lesotho and her diaspora. This vision will be based upon trust and support with the purpose to develop Lesotho and her diaspora at home and abroad.¹¹

The mission statement of this strategy is:

To ensure that diaspora engagement contributes positively to the social cohesion and economic development of Lesotho.¹²

These statements can serve as the key aspirational and pragmatic delivery of the strategy. The vision remains a long-term ambition to be facilitated by LNDC and its partners. Our focus on co-creation enables the development of an AP that can be truly partnership based and infuse various investors into the implementation process. The centrality of trust and support to the diaspora is also in line with global best practice on diaspora engagement for trade and investment.

This strategy should be the first step in the work towards this vision. It will be integral for LNDC and this strategy to embed transition planning for future iterations of this strategy beyond its lifecycle to deliver this vision. This is a statement of commitment to diaspora engagement by LNDC and such transition planning can be leveraged to attract donors and funders to support LNDC's long-term work on diaspora engagement.

The mission statement aligns with the pragmatic aims to be developed during the lifecycle of this strategy, namely positive impact in areas of social cohesion and economic development. The series of recommendations to follow will bridge the mission and vision statements to equip LNDC with early impact, mid-term scale potential and robust transition planning.

1.4 Review of Legislation, Policy and Practice Frameworks

Within the policy and legislative review, important transitional decisions pinpoint the importance of developing this strategy. The sectoral alignment of the **National Strategic Development Plan (NSDP II) of Lesotho** identifies diaspora engagement as a preferred method of engagement. For example, the four identified sectors of developmental focus – manufacturing, tourism, technology and agriculture – can all be supported through the disaggregate nature of diaspora engagement.¹³ The diaspora can be imagined as a disaggregate community with the ability to create tailored, sector-specific networks that can invest financial and non-financial capitals to the aims of the NSDP II.

More recently, the shift in migration management policy on dual citizenship opens important opportunities for this strategy. It has been noted that “the eighth (8th) Constitutional amendment to allow dual citizenship for Basotho approved by Parliament in 2018 is a significant step towards better engagement with Basotho diaspora abroad. The Citizenship and Immigration Bill 2018 indicates a dynamic policy change in Lesotho’s migration management towards forward-looking and development-oriented migration management.”¹⁴

This decision reflects the removal of a key barrier in diaspora engagement at the issue of dual citizenship had been a recurring theme in previous LNDC engagements.¹⁵ Furthermore, this progress and reform is indicative of the advocacy role that can be played by LNDC and this strategy in bringing

¹¹ This vision was validated through the series of stakeholder consultations held during the strategy development process.

¹² This mission was validated through the series of stakeholder consultations held during the strategy development process.

¹³ “Lesotho: Government identifies drivers of development plan,” *Lesotho Times*, 12 January 2018.

¹⁴ Information garnered from ToRs for this project.

¹⁵ Insight gathered from stakeholder consultations – both in country and from diaspora.

other barriers to attention. The policy decisions to amend such legislation will be outside the remit of LNDC and the strategy. Yet, that does not discourage it from being a meaningful insight document to project potential areas of additional reform.

Further policy and developmental agenda also provide applicable insight into the progression of this strategy. Internally within LNDC, it is important to ensure that this strategy echoes their own institutional development vision and mission. LNDC's vision in their Strategic Plan, 2018 – 2023 is to be “a catalyst for a diversified, globally competitive economy, underpinned by manufacturing and high-tech agro-processing industries.”¹⁶



Figure 9 Overview of LNDC Strategic Focus

Within the LNDC Strategic Plan, diaspora capital can play varying contributory roles in the 5 goals outlined. For example, diaspora communities can be active consumers and influencers of LNDC's customer-centric culture. Diaspora capital can provide pathways to sustainable and impact investment practices within the corporation. The connective capital of diasporas can be leveraged on the diversification process both in terms of market linkages and raising capital. Finally, diaspora communities are natural repositories of talent.

Other national and regional policy settings also provide indicative focus areas for the strategy. The *Lesotho: Development of a Consolidated National Trade Policy Final Report* identified service “sub-sectors for rapid growth and for contributing to economic transformation,” that this strategy can supplement activities within.¹⁷ These sectors were tourism, financial services, ICT and Infrastructure services.¹⁸ Other trade and investment material pinpointed additional sectors such as automation and energy as key sectors of focus.¹⁹

¹⁶ “LNDC Strategic Plan, 2018 – 2023,” *Lesotho National Development Corporation*.

¹⁷ “Lesotho: Development of a Consolidated National Trade Policy Final Report,” *International Development Group LLC*, January 2019.

¹⁸ “Lesotho: Development of a Consolidated National Trade Policy Final Report.”

¹⁹ “Lesotho: Development of a Consolidated National Trade Policy Final Report.”

Regional development agenda also pinpoint important thematic considerations for this strategy in striving to promote access to opportunity for youth, gender sensitive engagements and strengthening MSME's.²⁰ This strategy can design sector based and thematic interventions that suit the existing national and regional development agenda. In doing so, we will be able to ensure early relevance and support for the strategy.

Beyond policy and legislative framings, other key practitioner sources provide invaluable guidance for this strategy. Two platforms are particularly informative within this source material. The *Untapped Potential: Engaging Basotho diasporas in the South for national development* report by ACP in 2014 and the ongoing *Enhancing Coordination and Strengthening Institutional Capacity to Effectively Engage with Basotho Diaspora* project.

Both provide strong contextual insights for this strategy, but both are based upon the premonition of developing a national diaspora engagement strategy for Lesotho. Therefore, this strategy needs to extrapolate findings only particular to the issues of trade and investment from both sources.

The ACP Report identifies a series of recommendations for a diaspora policy based upon 8 overarching themes:

- Build trust and diaspora formation, organization and activities;
- Dual citizenship and government institutions reaching out to the diaspora;
- Awareness raising, trust building and mobilization of stakeholders (Government, diaspora, civil society, international community);
- Ways to incorporate diaspora contributions into development strategies and facilitate investment in human development;
- Funds supporting diaspora projects;
- Linking migrants and civil society;
- Skills transfer;
- Portability of social benefits, rights and employment.²¹

This strategy can only operate within certain sections of these themes and play an advocacy role on the other issues if they arise within the engagement process. It will be integral to define the role of LNDC and this strategy within the wider engagement process for the GoL. LNDC are the market leaders in terms of facilitating trade and investment so it is a logical step to institutionalize such engagements through LNDC.

For example, if we allow the scope of the strategic aims to broaden then LNDC can be brought into areas where it does not need to be operating. Similarly, LNDC's agile operational culture allows it to be a more creative designer of investment opportunities and to diversify its donor base. This can lead to engagements where government cannot and do not want to go.

For example, the ACP report outlines a series of recommendations for a diaspora policy. A sample is illustrated below:

²⁰ Lulessa Abadora, Brigitte Fahrenhorst, and Frank Zelazny. "Untapped Potential: Engaging Basotho diasporas in the South for national development," *ACP Observatory on Migration*, 2014.

²¹ "Untapped Potential: Engaging Basotho diasporas in the South for national development".

Overview of Pertinent Recommendations from ACP Report²²

Understanding and honouring the diaspora as a development actor by building trust and organizing events that celebrate the efforts the diaspora	Lowering remittances transfer fees, introducing cost-free money transfer systems, similar to a kind of TEBA bank for all migrants, in order to reduce the financial burden of money transfers made by the diaspora	Offering funds for topping-up diaspora investments or development aid, such as those provided by most governments in the Northern countries, which can help to promote the diaspora to act collectively and may attract their engagement in human development
Providing information on human development-related investments in order to attract and enable the participation of the diaspora in development Projects	Alleviating taxes or custom fees for importing goods and equipment, in order to attract investments made by the diaspora and to attract the diaspora to return to Lesotho	Allowing foreign currency bank accounts in order to attract the diaspora to deposit savings in Lesotho
Organizing diaspora associations supported by embassies and civil society organizations (CSOs)	Offering skills transfer programmes in order to engage the diaspora in circular migration providing professional know-how and experiences to institutions in Lesotho which are suffering from a lack of highly skilled staff	Offering investment incentives, such as land, in order to attract diaspora engagement
Offering dual citizenship or at a minimum a special “yellow card” to protect diaspora citizens’ rights	Negotiating transfer of social benefits (like pension funds) in order to allow the diaspora to return after retirement without losing benefits acquired abroad	Organizing local CSOs in rural areas as collective recipients of collective investments in human development and linking diaspora associations with local CSOs in order to promote collective rural development that goes beyond promoting benefits to individuals.

The above table illustrates that recommendations for a diaspora policy will include elements beyond the reach of LNDC. Therefore, determining the clear boundaries of what LNDC will embed through this strategy will be critical. It will be important to envisage this strategy as the trade and investment “plug” of any national diaspora engagement policy. This will avoid duplication of effort and expenditure along with providing clear guidance to the diaspora on who is guiding the trade and investment relationship.

Such coherence can also be developed through the *Enhancing Coordination and Strengthening Institutional Capacity to Effectively Engage with Basotho Diaspora* project. Whilst the synergies

²² “Untapped Potential: Engaging Basotho diasporas in the South for national development”.

between the two processes are clear, the methodological process of the IOM project provides strong added value for this strategy. The focus of the project is built upon 3 steps of “Strengthening Institutions, Dialogue, and Evidence Based Policy.”²³ The dialogue phase can be enhanced through joint consultation to including this strategy.

Furthermore, given the projected roll-out of this strategy ahead of the national policy, this strategy can provide real-time market insight to GoL and IOM ahead of their policy development.

DRAFT

²³ “Lesotho: Enhancing Coordination and Strengthening Institutional Capacity to Effectively Engage with Basotho Diaspora,” *IOM, Project Overview Powerpoint*.

2. Situational Analysis

This section of the strategy consists of the situational analysis. It consists of 3 key sections namely an assessment of stakeholder consultations, a SWOT analysis, and a Gaps Analysis. The stakeholder consultations provide first hand insight into the conceptual, design and operational needs of the strategy. The SWOT analysis serves as a current understanding of where diaspora engagement stands for LNDC. The Gaps analysis provides the evidence base on what the strategy needs to deliver to bring impact.

2.1 Stakeholder Consultations

The Diaspora has a soft heart for Lesotho.²⁴ (Quote from Stakeholder in Lesotho)

This part of Section 2 outlines the insights of the stakeholder consultation process. The consultation insights are broken into three sub-sections. The feedback provided in all sub-sections is recorded anonymously as to enhance credibility and transparency of input.²⁵ These sub-sections are a record of insight from one-to-one consultations, the stakeholder workshop and diaspora consultations.

These insights act as an early scope of the findings of the SWOT analysis and linked Gaps Analysis which follow later in this section. The insights that follow are first-hand and rich indicators of what the strategy can and should enact to better deliver the vision and mission outlined earlier. The insights are broken into 3 categories to identify their impact on the strategy. These are:



Figure 10 Insight Categories, Phase of Project and Deliverable they inform

- **Conceptual:** These insights are the conceptual insights from the consultations that will help determine how the strategy is designed and implemented. These insights may include features such as concerns for the strategy or ideas on what the strategy can provide at a conceptual level to support diaspora engagement for trade and investment.
- **Design:** These insights are the design-based insights that will help determine what the strategy should focus on and why. They may include considerations such as the strategic foci, thematic interventions, governance and other key design considerations.
- **Operational:** These insights are the operationally bound insights that provide analysis on the central operational culture needed to effectively implement the strategy. These insights may be based on recommendations of key activities, expectations and tools to implement the strategy.

²⁴ Insight from Stakeholder Consultations.

²⁵ This is in line with methodologies best equipped to ensure open, honest input from stakeholders.

Given that this strategy is the first of its kind for LNDC and partners, it is to be expected that there be a significant listing within each categorization as the conceptual, design and operational needs reflect the requirement to build both an infrastructure and system of engagement. This strategy can become the early mover in narrowing these needs along with providing successful, scalable interventions to increase market confidence in diaspora engagement for trade and investment in Lesotho.

2.1.1 One to One Consultations

This is a synopsis of findings from the one-to-one consultations held during a study visit in Lesotho. Stakeholders engaged during the visit include donors, government, private sector and third sector organizations.

Conceptual

Conceptual



Figure 11 Concept Based Insights

Advocacy

A recurring conceptual basis during one-to-one consultations was the need for the strategy and LNDC to play an advocacy role in terms of diaspora engagement.²⁶ Although the strategy is focused on trade and investment, key advocacy issues are repeatedly coming into focus before systematic and scalable engagements can be built. The clearest indication of this was the recent advancement in dual citizenship. Other advocacy issues around easing bureaucracy around e-visas and the ease of doing business all positioned advocacy as a key conceptual basis for the strategy.²⁷ This indicates that to achieve a trade and investment discussion with the diaspora, certain commitments on supporting the diaspora will first need to be embedded in the strategy.

Champions and Storytelling

Another conceptual basis offered through the consultations was the need to identify champions within the diaspora and capture their stories of success. Underpinning this feature was an apparent lack of confidence in the image and potential of diaspora engagement. It is important to envisage influential members of your diaspora as tipping agents who can “tip” a 50-50 deal in your favour.²⁸ The first step in this is building confidence and willingness to participate. Multiple stakeholders spoke

²⁶ Insight from Stakeholder Consultations.

²⁷ Insight from Stakeholder Consultations.

²⁸ Kingsley Aikins and Nicola White, “The Global Diaspora Strategies Toolkit”, *Diaspora Matters*, Dublin 2011.

of the need to capture success stories, share them and inspire the conveyors of those stories – the diaspora – to be the champions of this strategy.²⁹

Nation Branding

A consequence of the lack of confidence was the repeated asks about embedding this strategy as a mechanism to enhance the nation brand of Lesotho. In the networked global economies of the 21st century, every nation needs its global friends advocating for it. Diaspora communities are natural allies in this endeavour. By adopting an affinity and nation-based definition as outlined earlier, this strategy can begin to partner with the diaspora to change the hearts and minds of companies, clients or investors on Lesotho. This concept was central to many of the discussions on the strategy.³⁰

Prioritization

Another conceptual basis was the importance of prioritizing what the strategy should be doing. Across a variety of meetings, it was noted that the strategy should have “focus and be pragmatic.”³¹ Other stakeholders noted the need to ensure that such prioritization be enacted to ensure the strategy “can be implemented, and not just be another strategy sitting on the shelf.”³²

The hard reality is that most diaspora engagement fails. Therefore, this strategy will need to take an incremental, pragmatic approach to building the organizational and operational frameworks to build a culture of success. This will take time and investment.

The emphasis on prioritization is enhanced given the sectoral fluidity of diaspora engagement. Diaspora engagement has the flexibility to bring added value to many exercises and engagements. For example, across the consultations, samples of priority suggested included: capacity development for implementation, digital marketing, support of entrepreneurship/start-ups, enhanced co-ordination with embassies/consulates, a diaspora investment mechanism, skills transfer, and investment in diaspora networks.³³ It will be the job of this strategy to embed a strategic plan to build such activities effectively through world-class donor and investor relationships. This will need to be done slowly and with care by the right implementing agencies.

Mindset change

A telling contribution during the one-to-one consultations came from a leading international organization who noted the need to embrace a mindset change around diaspora. The key message here was that “migration was seen as a negative” and leveraging diaspora engagement to change that mindset may be an inspirational feature of this strategy.³⁴ The concept of change – mindset and operational – came to the fore across the consultations particularly in the context of ensuring a mindset change in the culture of work implementing the strategy. This raises key design and operational insights discussed later in terms of governance as discussed in the annex material.

Clarity of Ask

Within the conceptual basis of the strategy, stakeholders were keen to ensure that the strategy knows “what it is asking for?”³⁵ This point clarifies a lot of the earlier insights in that there is need for focus in terms of what the strategy should aim to do and who should cultivate the relationships to make that happen. This strategy, through consultation with the diaspora, will need to dilute these to ensure that the actual engagements reflects the interests of both Lesotho and the diaspora.

²⁹ Insight from Stakeholder Consultations.

³⁰ Insight from Stakeholder Consultations.

³¹ Insight from Stakeholder Consultations.

³² Insight from Stakeholder Consultations.

³³ Sample of potential focus areas garnered from stakeholder consultations.

³⁴ Insight from Stakeholder Consultations.

³⁵ Insight from Stakeholder Consultations. This insight was framed differently by various stakeholders.

Design

Stakeholder insights also provide critical intelligence that can inform the design thinking of the strategy. Numerous insights offered direct input into the compositional features of the strategy and will help to build the case for key features of the strategy content.

Design

The Implementor
Coherence
Human Capital - Competencies + Skills
Financial Capital/Beyond Remittances
Social Remittances
Diaspora as "client, partner and investor"
Market Linkages
Entrepreneurial Development
Local Development

Figure 12 Design Based Insights

The Implementor

Core to a lot of the design orientated insights was one key question: Who should implement the strategy? This echoes earlier debate on positioning this strategy as a supplementary to wider governmental efforts in Lesotho to nurture diaspora engagement. The work of the GoL in partnership with IOM will provide a mainstream policy mechanism through which the GoL can design its policy framework for diaspora engagement.

This strategy, with its core focus on trade and investment, positions a central role for LNDC in the implementation of the trade and investment portfolio. The GoL can play a facilitative role in the implementation of the strategy and utilize it to leverage its own policy and developmental agenda. Various stakeholders were keen to see a central role for LNDC in implementing the strategy as it has the capacity to be an active bridge between the sectors of commerce, diaspora and government.³⁶ This can develop important trust into the diaspora relationship and provide agile operational cultures to enhance project design and delivery.

Coherence

A repeated demand on the design-based insights was the need to ensure optimal coherence for this strategy with the existing institutional and policy mechanisms at work within Lesotho. One stakeholder emphasised the need to ensure that this strategy "fit with LNDC's own institutional strategy."³⁷ Another noted that it was important for this strategy to "serve the existing developmental plans of the country."³⁸ This was a recurring theme throughout the consultations. This strategy has

³⁶ Insight from Stakeholder Consultations. This will have critical impact in designing the governance roadmap to accompany this strategy.

³⁷ Insight from Stakeholder Consultations. Again, this was offered by both representatives of the diaspora and Lesotho based stakeholders.

³⁸ Insight from Stakeholder Consultations.

already identified how it can enhance LNDC's strategic plan and Lesotho's development agenda. The AP will outline the actionable points to make this a reality.

Human Capital – Competencies and Skills

Global best practice on diaspora engagement has identified a set of core focus areas that have garnered both donor interest and success in engagement over the past 10 years. During the consultations in Lesotho, one of these key areas – human capital – was identified as a key design feature for this strategy.

Although trade and investment foci automatically draw attention to the financial capital that diasporas can invest, the pathway to such finance is often through softer engagements such as human capital. Stakeholders repeatedly identified the talents and skills of the diaspora as an area of early intervention for this strategy. Therefore, designing segmented and sustainable interventions in human capital will be a key design feature of this strategy. Recommended areas of focus included engagement to advance public administration, education, financial literacy/inclusion, mentorship and health.³⁹

Financial Capital – Beyond Remittances

An astute design-based insight was the necessity to supplement financial engagement beyond the realm of remittances to development of mechanisms to attract diaspora investment and savings. Whilst the formalization of remittances is an important focus within the trade and investment landscape, various stakeholders were keen to see the development of innovative investment mechanisms that can both formalize remittances and work to attract the financial capitals of the diaspora beyond their remittances. Key considerations were made, however, on ensuring investor confidence through the development of robust feasibility criteria, investment transparency and strong accountability procedures.⁴⁰ Again, this points to the need for an incremental approach to project design in order to establish low-risk engagements that can build such robustness at a modular design level.

Social Remittances

Whilst not identified as such during consultations, the importance of including social remittances in the design of the strategy echoed throughout the feedback. Social remittances relate to the cultures, ideas and practices that diaspora members can remit back home. Numerous stakeholders were keen to ensure that human capital engagements embed such social remittances as a means of sustainability. This can have a trickle impact in terms of attracting affinity diaspora investors also as it can enhance compatibility between their domestic marketplaces and the expected marketplace in Lesotho. Another stakeholder noted how such remittances can contribute to standardization and quality assurance to enhance product exportability from Lesotho.⁴¹

Diaspora as “Client, Partner and Investor”

Building upon the clarity of ask point at the conceptual level, the design correlation of this debate centres on how the diaspora community is envisaged through the design of the strategy. Across the consultations, there were numerous sectors where the diaspora could fit many different archetypes. As one stakeholder commented, “when necessary, it is important to see the diaspora as the client, investor and/or partner.”⁴² This is an important design feature as it will determine the type of engagement that can be designed and what each role for the diaspora offers within that engagement. It is important also to ask the diaspora where they see their role and find mutuality in the AP.

³⁹ Insight from Stakeholder Consultations. This is a sample listing and it will be the work of this strategy to design market interventions where early impact can be gathered.

⁴⁰ Insight from Stakeholder Consultations.

⁴¹ Insight from Stakeholder Consultations.

⁴² Insight from Stakeholder Consultations. Again, this was framed differently by various stakeholders, but the core insight was understanding what role the diaspora can play in specific interventions.

Market Linkages

Another key design consideration offered by stakeholders was to look beyond the human and financial capitals of the diaspora and to begin to design early phase engagements that can leverage the connective capitals of the diaspora. This is particularly pertinent in terms of export promotion and market linkages. There is strong global precedent on the value of diaspora communities as B2B/B2C links and lead generators.

This would position the establishment of effective diaspora networks as a key determinant in the early phases of the strategy. As one stakeholder noted, the next step is to “create functional networks.”⁴³ Such networks will allow the diaspora to be engaged through soft asks and allow the diaspora to “road-test” the effectiveness of the implementation framework. Examples of such soft asks identified include the potential to engage diaspora to facilitate planned expansion of LNDC through international offices, scale university partnerships, and internship/training placements.⁴⁴

Entrepreneurial Development

As identified in the prioritization discussion, several stakeholders were keen to ensure that the development and support of entrepreneurship in Lesotho be advanced through the strategy. Such design considerations can be achieved through a hybridity of earlier insights on connective, human and financial capitals being shaped through a projectized approach. It was encouraged that the strategy promote entrepreneurship to unlock to potential of the next generation in Lesotho. The strategy can work towards this aim.

Local Development

The final design-based insight that has compelling impact on the strategy was the recommendation to ensure that local development be embedded in the strategic aims and activities. This move to local development is particularly pertinent to diaspora engagement. Diaspora communities, whilst connecting through an affinity to a nation, are often more passionate about their local towns or municipalities rather than the nation. This positions local development and community development projects as a key area of interest for diaspora engagement. One stakeholder noted that “access to rural areas and community development is key” for the future of Lesotho.⁴⁵ This strategy can begin to explore how diaspora engagement can contribute to this endeavour.

Operational

Stakeholder input also provide an early roadmap for some of the core operational considerations of the strategy. It is worthwhile to quickly scope these insights as they provide contextual basis for the SWOT analysis and Gaps Analysis that follows in this section.

⁴³ Insight from Stakeholder Consultations.

⁴⁴ Insight from Stakeholder Consultations.

⁴⁵ Insight from Stakeholder Consultations. The rising prominence of local development within diaspora engagement positions this as a key area of focus in certain activities of this strategy.

Operational



Figure 13 Operation Based Insights

Governance Framework

The strongest operational insight offered by stakeholders was the need to design a strong governance framework for the strategy. It was recommended that this governance framework reflect the aims of the strategy (trade and investment) and the constituencies needed to implement such aims. Therefore, as the recommended implementor of the strategy, LNDC should co-ordinate the governance framework.

This will be designed in line with global best practice on diaspora engagement along with normative governance expectations in areas such as accountability, compliance, transparency and reporting. It is projected that this governance roadmap will develop a multi-tiered governance framework that will embed diaspora, donors, LNDC, government and other partners as active constituents of the framework. It will also be designed upon an integrated assessment mechanism to ensure optimal governance across the lifecycle of the strategy.

Operational Capacities

As will be explored in more detail in the SWOT analysis and Gaps Analysis, stakeholders were keen to emphasise the need to invest in the operational capacities of LNDC and other partners to implement the strategy. This would include key activities for the strategy around allocation of human resources, training, and research. Stakeholders identified areas such as fundraising and networking as key training areas.⁴⁶

Operational Coherence – Embassies/Consulates

As this is a new strategy, early phase implementation should be encouraged to harmonize with existing operational capacities. Stakeholders repeatedly identified the roles of embassies and consulates as the preeminent network of access to the diaspora.⁴⁷ Building coherence between this strategy and the future activities of such networks will be critically important.

⁴⁶ Insight from Stakeholder Consultations. It was also encouraged that such upskilling be harmonized to other ongoing activities by key partners such as IOM.

⁴⁷ Insight from Stakeholder Consultations. This will position this strategy as a key enhancer of the diplomatic activities of the GoL.

Communications

The ad hoc nature of diaspora engagement to date reflects the stated need by stakeholders to shape a more effective communications platform with the diaspora. The lack of consistent communication platforms is often a result of the lack of effective diaspora networks outlined earlier. This strategy will need to identify viable communication mechanisms and service providers that enhance the communicative infrastructure of diaspora engagement for Lesotho. Diaspora engagement is now a high tech and high touch industry.

Data + Technology

Developing as a subset of the communicative insight, stakeholders also identified the need to deepen the dataset on the diaspora as a key operational focus. Whilst traditional mapping projects have failed to garner impact, there is an opportunity to create a mechanism to collectivize datasets of agencies interested in trade and investment. Furthermore, stakeholders were keen to see optimal use of technology to ensure effective outreach and data protection. The intersections of data and technology will play a key role in the project/product infrastructure of many of the key recommendations throughout the strategy.

Early Wins

An astute insight from some stakeholders pinpointed the need to establish a culture of impact for the strategy early in its implementation. This will be key in ensuring market confidence and increasing diaspora interest in engaging with the strategy. Therefore, it will be important to develop a systematic risk management implementation methodology that provides low-risk activities within the early phase implementation of the strategy. Such activities can include the design of “functioning networks” discussed earlier, institution building, and human capital engagements. These can provide the “early wins” towards the more expansive investment vehicles later in the strategy.

Supporting Successful and Vulnerable

An interesting operational insight offered by one-to-one consultations in Lesotho is the repeated requests to ensure that the strategy also provides support to the vulnerable members of the Lesotho diaspora. Whilst initially outside the remit of a diaspora engagement strategy for trade and investment, inclusion of such support mechanisms can be useful in narrowing the shortcomings in nation branding and confidence. It will be important for this strategy to implement such support orientated activities that are pertinent to the aims of the strategy. These will, most likely, fall into areas such as advocacy, investment in network infrastructure of diaspora community, and mainstreaming gender into the engagement activities of the strategy.

2.1.2 Workshop Findings

The workshop held in Lesotho provided important opportunities to consult GoL stakeholders and gauge their expectations for the strategy. To build methodological consistency, the additional conceptual, design and operation-based insights were offered by workshop delegates. The earlier analyses on one-to-one consultations were, in the majority, also echoed by workshop stakeholders.

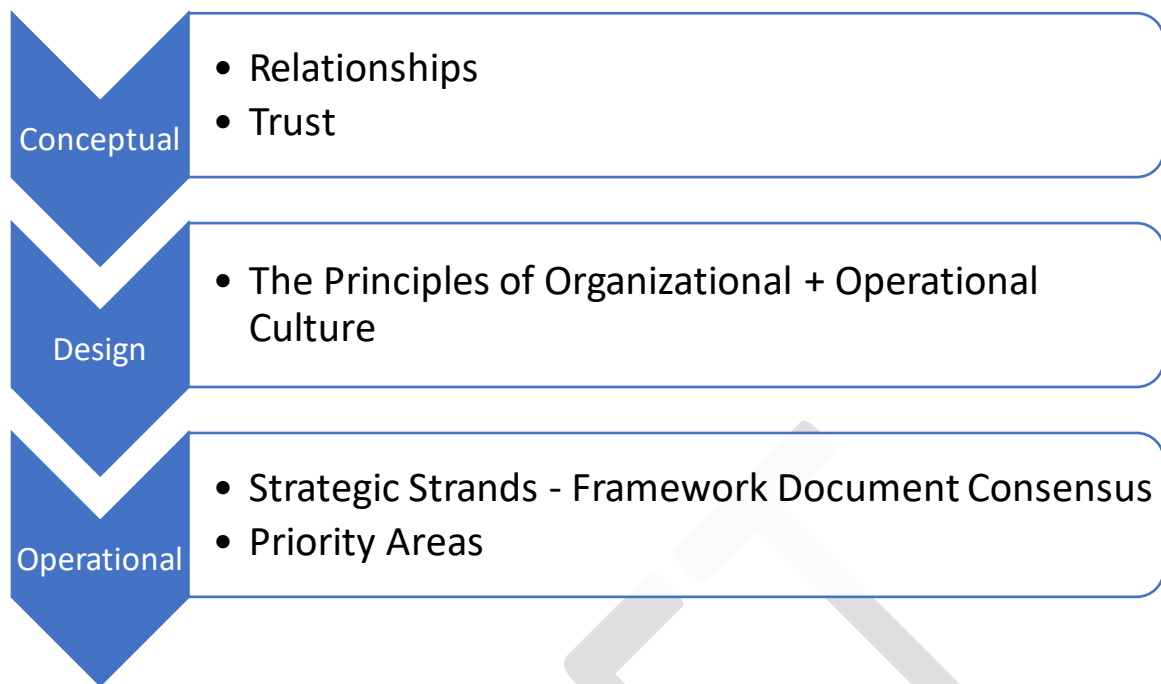


Figure 14 Snapshot of Workshop Findings

Conceptual

The workshop stakeholders were able to provide experiential insights given that many are active in ongoing efforts to engage diaspora communities across their ministerial portfolios. These additional conceptual considerations were based upon two key themes: the importance of relationship building and the importance of trust to the diaspora engagement journey.

Relationships

Workshop delegates outlined their findings from previous engagements in determining that the key conceptual base for diaspora engagement is to envisage the engagement as relationship driven. There was a concern amongst delegates on the potential for fatigue within the diaspora if the engagement is a one-way transactional process. This is real and was noted by diaspora members also. In this framing, the diaspora is harnessed rather than engaged and get tapped rather than listened to.

Trust

Associated with the move towards relationships rather than transactions, workshop delegates identified the need to build trust as a key determinant in shaping positive impact from this strategy. From existing engagements and previous experiences, delegates outlined that there remained trust issues between the diaspora and Lesotho. The advancement of dual citizenship was identified as a potentially key transformative step in building closer trust with the diaspora. It was recommended that the strategy continue to promote engagements that can build such trust including areas of support provision, building pride in the diaspora community through culture and heritage promotion along with development of peer-to-peer networks.

Design

The design focused impact from the workshops for the strategy focuses on the development of the core principles of the organizational and operational culture to drive implementation of the AP.

The Principles of Organizational + Operational Culture

The delegates also began to identify the key value systems and principles of the organizational and operational cultures that will inform the strategy. These cultures will be critically important in helping to secure funding for implementation. The early pillars of such cultures that were identified included

accessibility, agility, diversity, equality, inclusivity, innovation, smart power and transparency.⁴⁸ Formalizing such principles into a functioning culture system can be a mechanism to embed the coherence needs outlined earlier and advance the compatibility of LNDC's operations with emerging global codes of good practice.

Operational

Along with echoing the earlier findings from the one-to-one consultations, the workshop delegates provided additional operational-based insights in two key areas. These were consensus on the findings of the framework document and initiation of the prioritization process. Both insights are critical for the implementation plan of the strategy.

Strategic Strands – Framework Document Consensus

Workshop delegates engaged a presentation of the key findings of the framework document submitted to LNDC and built consensus on the key findings. Those findings portray the central SWOT analysis offered next.

Priority Areas

The final session of the workshop was designed to begin the process of prioritization in line with framework document findings. This resulted in workshop stakeholders identifying 4-5 key areas of interest in line with the strategic strands to be identified in this strategy. These areas of focus were – establishing and supporting an institutional framework for implementation; developing a skills inventory on the skills present within the diaspora; forming strong diaspora associations/community organizations; development of investment product for the diaspora; and strengthening communications with the diaspora.⁴⁹

2.1.3 Diaspora Consultations

The consultations with the diaspora community are the most telling indicator on the viability of the strategy moving forward. Therefore, it is envisaged that such consultation will be ongoing throughout the implementation of the strategy. As outlined in the methodological section, it is strongly recommended that the final draft of the strategy be opened for an extended period of public consultation so that the diaspora can feed in their concerns, hopes and ideas to the final strategy.

Here we provide a short snapshot of key comments and insights from the diaspora. Rather than position them within a framework of conceptual, design and operational insights, this section is designed to be a snapshot of some of the key quotes from the consultations along with a short overview of other key questions posed by the diaspora community. By allowing their quotes to stand-alone, it provides a compelling story of the road ahead for the strategy.

⁴⁸ This is a baseline for the development of additional documentation to build a prospectus for the strategy.

⁴⁹ Again, this serves as a baseline for the Action Plan of the strategy.

Quotes from Consultations with Diaspora Members⁵⁰



The above quotes partially reflect the ongoing reality of the situation on the ground for the diaspora. There remains a confusion on the expectations of engagement. There remains a lack of a community infrastructure to support the diaspora.⁵¹ There is an uneasiness about the strong role of government and politics in shaping the engagement framework. There is concern about the vitality of culture and heritage for the next generation of the diaspora. Yet, amongst these issues, there is a confidence in the ability and willingness to develop, engage and invest with Lesotho.

Other diaspora consultations identify additional insights for the strategy development process. One diaspora member spoke of the need of “unlocking of the bureaucracy” that hinders investment back home.⁵² Others spoke of the need for the LNDC to be that “implementing agency” who can be the “advocacy and bridge” between the government and diaspora for trade and investment.⁵³ Another diaspora member spoke of the natural desire to want to “migrate back home when I retire” thus identifying the need to ensure strong support mechanisms to make that happen.⁵⁴ Another diaspora

⁵⁰ Insight from Stakeholder Consultations.

⁵¹ Insight from Stakeholder Consultations.

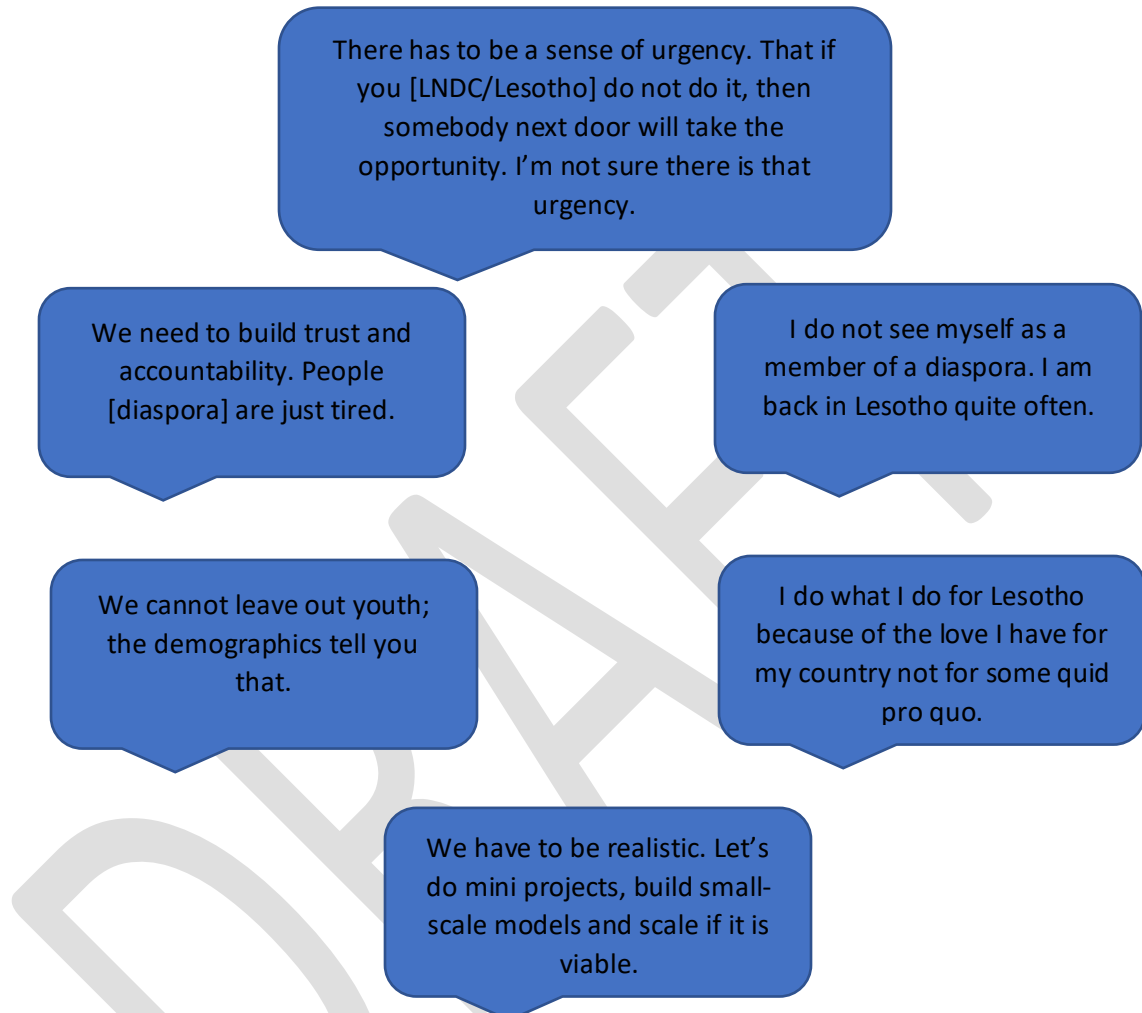
⁵² Insight from Stakeholder Consultations.

⁵³ Insight from Stakeholder Consultations.

⁵⁴ Insight from Stakeholder Consultations.

member identified the pursuance of dual citizenship as a “lifting of a barrier” that can unlock new potentials.⁵⁵

Further Quotes from Consultation with Diaspora Members⁵⁶



These additional insights from the diaspora echo and supplement earlier contributions. Many diaspora members are actively engaged and investing in Lesotho through civil society and community development projects. This work emanates from the “love I have for my country.” Harmonizing trade and investment ambitions through incremental partnership with such work will be critical for this strategy.

The insight around “not seeing oneself” as a member of the diaspora is an important one for this strategy. Given the proximity of most of the diaspora geographically to Lesotho by being based in South Africa, diaspora trade and investment may, at times, be best nurtured through more mainstream offerings in areas such as community development. The strategy will need to develop a nuanced engagement portfolio to cater for this.

The importance of accountability and the correlated ongoing fatigue is a clear attitudinal and structural barrier that this strategy will need to address. Again, it also pinpoints the necessity for LNDC

⁵⁵ Insight from Stakeholder Consultations.

⁵⁶ Insight from Stakeholder Consultations.

to nurture partnerships with organizations that retain diaspora confidence in areas of accountability and transparency.

The telling insight on the need to develop urgency in the engagement process backs up earlier points on enthusiasm. However, it also indicates that the marketing of this strategy and the active inclusion of diaspora influencers in its implementation will be key to the success of the strategy. There is a sense within the diaspora that they remain as outsiders and there were repeated insights on how the culture of investment and ease of doing business hindered their ability to invest.

Furthermore, many insights reflected that these experiences would more quickly deter potential foreign direct investors into Lesotho. The challenge for this strategy is to win back the confidence and trust of the diaspora in the investment journey.

In total, the ongoing contributions and inputs from diaspora members in the main represent consistency with a lot of the conceptual, design and operational insights garnered from stakeholders in Lesotho. This consistency can be a valuable tool in designing a realistic strategy that can begin to address the issues and opportunities inherent within this consistency.

However, the testimonies of the diaspora also pinpoint the smart power, or people-to-people networks, that now need to be built to effectively scale diaspora engagement.⁵⁷ The consultations with the diaspora infuse an emotive component to strategy design that needs to be acknowledged and catered for. It is these emotional influencers – for example on next generation engagement – that can become determinants of success or failure.

The strategy, therefore, will need to ensure ongoing capture of such insights. It will also need to provide the diaspora with a “seat at the table” in terms of governance and implementation of the strategy. This will be important to ensure access to real-time insight on the diaspora and the most viable mechanism to achieve this is to embed them as a core constituency in the well-being of the strategy. This will result in direct activities within the AP that position the diaspora and its community gatekeepers as key influencers at a fundraising, governance and leadership level. This is how you build trust with your diaspora.

⁵⁷ Joseph Nye defines smart power as a combination of soft and hard power. See Joseph S. Nye Jr. “Smart Power.” *The Huffington Post*, November 29, 2007. An example or representation of this came in U.S. Secretary of State Hillary Clinton’s referral of smart power as “people to people” networks at her convening of the Global Diaspora Forum, Washington D.C. May, 2011. Available at <http://www.state.gov/secretary/rm/2011/05/163574.htm>

2.2 SWOT Analysis: Current Standing of Diaspora Engagement for LNDC

This SWOT analysis acts as a critical evaluation of the current standing of diaspora engagement for trade and investment for LNDC. It is designed with the lens of identifying the strengths, weaknesses, opportunities and threats that the strategy can work through to the betterment of diaspora engagement for LNDC.

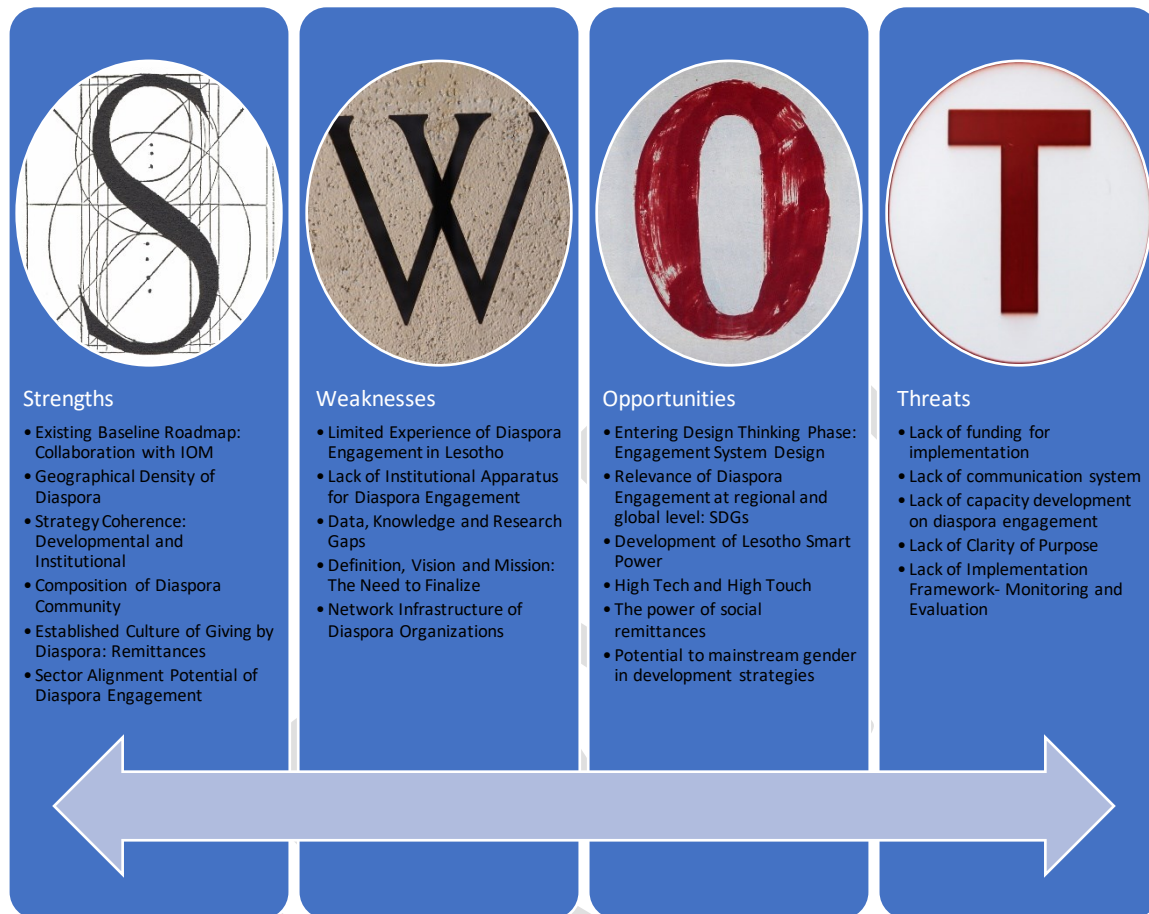


Figure 15 Overview of SWOT analysis from Desk Review

Strengths

Strengths	Existing Baseline Roadmap: Collaboration with IOM
	Geographical Density of Diaspora
	Strategy Coherence: Developmental and Institutional
	Composition of Diaspora Community
	Established Culture of Giving by Diaspora: Remittances
	Sector Alignment Potential of Diaspora Engagement

Figure 16 Snapshot of Potential Strengths

Existing Baseline Roadmap: IOM Collaboration

The ongoing support in diaspora engagement in Lesotho provided by the IOM is a clear early strength for the development of this diaspora engagement strategy. Apart from the capacity development support provided through direct consultations in the form of workshops and in-direct support through ongoing research work, the development of this strategy can be positively informed by such support.

Furthermore, it also provides an early mover capacity in leveraging such support to embed the institutional networks of the IOM as potential enablers of the strategy development and implementation process. The IOM remains a knowledge leader on diaspora engagement globally and embedding this strategy with their work will open pathways to key support mechanisms for implementation.

Geographical Density of Diaspora

Lesotho has a competitive advantage in the design phase of this strategy since most of its diaspora is condensed to South Africa. It is estimated that 99.7% of those working abroad are in South Africa.⁵⁸ This will enable the development of streamlined engagement activities to a specific geographical vicinity. This will be beneficial given the limited scope of initial internal capacity to advance diaspora engagement.

Whilst pockets of the diaspora are located elsewhere, this geographical density will allow for a targeted engagement mechanism which is a positive methodology of diaspora engagement. Similarly, it will provide an additional critical advantage in designing the implementation framework from the perspective of donor engagement. It is projected that the partnership driven implementation framework can be streamlined to partners with an ongoing or prospective interest in the geographies of focus.

⁵⁸ "International Migration of Lesotho: Data Analysis from BOS Census 2016," *IOM Lesotho*, Oct 2017.

Strategy Coherence: Developmental and Institutional

An early phase strength emanating from the desk review is that the development of this strategy has clear relevance to the national and developmental agenda driving Lesotho's development. This was outlined in section 1 of this strategy.

Additional points of coherence can be driven from the importance of diaspora engagement to also support Lesotho's development in non-financial settings. Diaspora communities containing important connections and capitals that can contribute to stated aims in areas such as upgrading of skills, development of strong standardized procedures/products along with key market linkages for export promotion. This ability to make the strategy coherent with existing developmental and institutional frameworks will be an important conduit to nurture high level political and sector support.

Composition of the Diaspora Community

Whilst there are a dearth of critical datasets and insights to develop the strategy, the existing datasets pinpoint useful trajectories in areas such as the composition of the diaspora across key indicators such as age and occupation. The predominant compositional features of the community are that they are within the working age group with a projected pipeline of diaspora community development through ongoing visibility of students. The core occupation set is defined as elementary occupation work as per reports from IOM.

They report that, "the 2016 Census also revealed that among the 179,579 people living abroad, 74.3% (133,202 persons) of them are the aged between 25-59 years or workforce age. This is followed by 13.2% (23,691 persons) aged 20-24 years some of them may go to university and others may work. 4.2% (7,603 persons) of them are aged 15-19 years (presumably secondary students), 3.2% (5,764 persons) are aged 5-14 years (pre- and primary students), and 2.4% (4,377 persons) are infant and children between 0 and 4 years (pre- and nursery school). 2.6% (4,672 persons) of the emigrants are aged over 60 years, of which some may have been retired."⁵⁹ The strength of this composition is that it will allow for targeted engagement activities that will work within the composition of the community.

It will enable the strategy to design realistic measures in line with the capacities and propensities of the community's engagement potential. It will also enable a phased implementation approach where key transition engagements – such as entry to marketplace for students (through promotion of job creation and/or support of entrepreneurship) or development of 3rd Act engagements (retirement planning) – help build legacy for the initial strategy. Essentially this strength will enable the strategy to engage a segmented audience for a segmented purpose for a segmented period.

Remittances: Established Culture of Giving

The centrality of remittances to the migration-development discourse of Lesotho illustrates one key strength. There remains an active culture of giving within the diaspora community. The opportunity within the strategy is to align engagement activities with other developmental policies to nurture a strategic model of remittance use shifting away from consumption.

The established culture of giving provides a good baseline upon which to design, educate and operationalize more strategic diaspora investment vehicles. Furthermore, with a lens on implementation, this shift will allow for a more creative engagement of a diversified partner base including foundations, international agencies and the private sector opening earlier discussions on engaging beyond remittances.

Sector Alignment Potential of Diaspora Engagement

Diaspora engagement is an agile industry in that the engagement portfolio can be adapted to work across sectors. A core strength of a diaspora engagement strategy for LNDC will be this agility. For

⁵⁹ "International Migration of Lesotho: Data Analysis from BOS Census 2016."

example, the key sectors and industries of developmental focus for Lesotho outlined earlier can be positively influenced by the direct and in-direct support of diaspora communities. The strategy will be able to adopt a “Diaspora and” approach where a sector can be plugged in and added value can be derived through the design of market interventions. For example, there is a rich history on “Diaspora and Tourism” where diaspora act as key customers and investors in the tourism aims of their homelands.

Weaknesses

This section of the SWOT analysis provides an overview of the weaknesses that may deter positive impact from the strategy. The AP of this strategy will design early-phase interventions to tackle these weaknesses.

Weaknesses

Limited Experience of Diaspora Engagement in Lesotho

Lack of Institutional Apparatus for Diaspora Engagement

Data, Knowledge and Research Gaps

Network Infrastructure of Diaspora Organizations

Figure 17 Snapshot of Potential Weaknesses

Limited Experience of Diaspora Engagement in Lesotho

An obvious weakness behind this strategy is that it is the first of its kind. This indicates that there is a limited experience of diaspora engagement in Lesotho. Whilst important contextual support has been provided by IOM and other partners, there is still a strong educational process to be developed through the strategy development process and early stage implementation. The opportunity for LNDC, however, remains in the fact that diaspora engagement is not new for the organization.

With the established culture of giving and ongoing engagement through embassies and consulates, there is a baseline upon which to formalize engagement. Furthermore, LNDC have been active in diaspora engagement since 2014.⁶⁰ More recently, IOM through their project have begun to establish as inter-institutional working group on the topic.⁶¹

These steps towards formalization of engagement are the mechanisms through which we can cater for the weaknesses of limited experience. Through our implementation framework, we can provide the necessary stakeholders with access to regional and global knowledge leadership on diaspora

⁶⁰ It was noted from stakeholders that this has operated in an ad hoc manner and that this strategy can provide the framework to build a coherent approach to diaspora engagement.

⁶¹ This is part of an ongoing project by IOM through a series of diaspora forums with a view to potential development of a national diaspora policy for GoL.

engagement. Ongoing work in areas such as capacity development and study visits are all critical components of this endeavour.

Lack of Institutional Apparatus for Diaspora Engagement

Most diaspora engagement fails. Whilst there are many design and procedural reasons for this, an early phase deliverable to safeguard diaspora engagement remains the development of a strong institutional apparatus to guide implementation. Such an apparatus needs to be reflective of the reality of diaspora engagement in that it brings a hybrid public and private sector framework.

In Lesotho, preliminary work around identifying an inter-institutional apparatus to guide diaspora engagement has been ongoing. This will need to be more nuanced and build systems of coordination that can cater for the public and private sector realities of trade and investment promotion. Such an apparatus is also an early determinant in your Donor Relationship Management (DRM) mechanism. With the Annex materials, we will be able to build a compelling prospectus for the strategy that is based upon a strong institutional apparatus led by LNDC.

Data, Knowledge and Research Gaps

From the desk review, an obvious weakness remains the limited scope of data, knowledge and research on diaspora engagement in Lesotho. The existing knowledge base consists of a mixture of country-specific and regional based analytical insights.⁶²

As the demand for data driven insights grows across the public and private sector, the strategy will strive to narrow these gaps. This can be done through the promotion of strategic research partnerships along with scaling the ongoing activities of active knowledge leaders on migration and development in the region. The increasing level of interest among academics, donors, foundations, practitioners and the private sector on diaspora studies shows that such partnerships may be able to cultivate early impact for the strategy.

Network Infrastructure of Diaspora Organizations

In line with the weakness of a lack of institutional apparatus for diaspora engagement from Lesotho, the same applies to the network infrastructure of diaspora organizations. Within the desk review, limited examples of sustainable diaspora organizations can be identified. One organization, Lesotho Diaspora Alliance in South Africa, was showcased in the ACP report.⁶³

Diaspora engagement is contingent on the ability to identify community gatekeepers at an individual and organizational level. Increasing the number of diaspora community organizations for Lesotho along with their networking capabilities will be an important feature of the strategy. Again, the sector alignment potential of diaspora engagement can ensure that this process is done in a manageable manner to ensure compatibility with the developmental aims of LNDC and Lesotho.

Opportunities

This section of the report outlines the opportunities afforded by the development of the strategy. These features are the baseline indicators through which sustainable design can be built for the strategy.

⁶² A key early deliverable for this strategy will be the enhancement of this knowledge base through R&D.

⁶³ "Untapped Potential: Engaging Basotho diasporas in the South for national development".

Opportunities	Entering Design Thinking Phase: Engagement System Design
	Relevance of Diaspora Engagement at regional and global level: SDGs
	Development of Lesotho Smart Power
	High Tech and High Touch
	Potential to mainstream gender in development strategies

Figure 18 Snapshot of Potential Opportunities

Entering Design Thinking Phase: Engagement System Design

The unique opportunity of this strategy is that it is being developed from the inception phase. Therefore, there is scope to enhance the ongoing capacity of stakeholders in Lesotho on the optimal form of strategy design and implementation frameworks comparable to global best practice. In the next section of this strategy, we provide succinct examples of best practice roadmaps for diaspora engagement. This can provide critical in ensuring early phase support for implementation from a funding and logistical perspective.

Relevance of Diaspora Engagement at Regional and Global Level: SDGs

Within the desk review, diaspora capital is emerging as a preferred source of developmental finance as it contains a repository of capital that cuts across the financial and non-financial spectrum of development. Remittances from diaspora communities are often cited as a potential source of developmental finance that can support key interventions in marketplaces such as community development and MSMEs.

Diaspora communities are often cited as potential catalytic investors in large scale developmental projects where their roles as “first movers” enhance the credibility of projects to other investors. As such, diaspora engagement is emerging as a strategy of choice at the regional and global level due to its potential and pertinence to such agenda. For example, the potential of diaspora engagement to supplement the aims of the SDGs cut across many terrains. This relevance is a key opportunity for this strategy.

Development of Lesotho Smart Power

In line with the quote from the CEO of the LNDC at the start of this strategy, there is a strategic emphasis on the diversification of Lesotho’s development to embed new economies of scale and marketplaces. This strategy can enhance Lesotho’s economic outreach by embedding a new form of smart power to their economic and foreign policy. Smart power is an instrument of strategy designed on the power of your “connectedness” and networks.⁶⁴ Diaspora engagement can be the key smart power bridge for Lesotho in their economic diversification plan.

⁶⁴ See earlier definition.

High Tech and High Touch

A clear insight from the analysis of the desk review was the need to embed a more systematic approach to the enhancement of the ICT sector along with the promotion of more robust development of Intellectual Property (IP) in local and regional economies.⁶⁵ Diaspora engagement is an engagement process that is determined through a high tech and high touch approach where digital connectivity meets in-person networking.

There is an opportunity through this strategy to pilot forms of ICT development along with embed diaspora communities within a start-up/marketplace competition to enhance the technology-based aims of Lesotho's development. Such work also begins to diversify the donor base to support implementation by embedding central roles for partners such as the private sector. Existing examples are operational in other locales and there will be an opportunity to plug Lesotho into pan-African diaspora work in this terrain.

Potential to mainstream gender in developmental strategies

A key finding from the base data available on the diaspora was the relatively equal split among gender within the diaspora community. Recent IOM based projections indicate that "approximately 40%" of the diaspora are women thus ensuring the need for a "gender sensitive approach."⁶⁶ With such a profile, it is important to ensure that this diaspora strategy mainstreams gender in its design and implementation activities. By enhancing gendered engagement, this strategy can contribute to stated aims by local and regional stakeholders to enhance the equality and inclusivity of their strategies.⁶⁷

Threats

This section of the SWOT analysis outlines the immediate threats to the strategy. These are focused upon the direct threats to the strategy, but the weaknesses outlined earlier provide in-direct design and operational threats that may mature as the strategy develops.



Figure 19 Snapshot of Potential Threats

⁶⁵ This theme cut across many documentation, in particular *SADC Industrialisation Strategy and Roadmap 2015 – 2063*, approved April 2015.

⁶⁶ "International Migration of Lesotho: Data Analysis from BOS Census 2016."

⁶⁷ *SADC Industrialisation Strategy and Roadmap 2015 – 2063*, approved April 2015.

Lack of Funding for Implementation

The obvious threat to the strategy is the lack of funding for implementation. This ensures that the strategy development process needs to develop and nurture a DRM system that incorporates the portfolio of donors that support diaspora engagement. Through ongoing advice from the consultant and access to their extensive network, there is an ongoing commitment to help LNDC to access potential donor communities.

Lack of communication system

The lack of a coherent communication system with diaspora communities – digital and off-line – is a key threat to the success of the strategy. It will be imperative to support the development of such a system through formal channels (Embassies/Consulates) along with more community orientated mechanisms. Again, a potential positive of countering this threat will be the ability to enhance ICT methodologies along with engaging key service providers in the media/marketing space.

Lack of Capacity Development on Diaspora Engagement

Whilst support provided to date has been important, there will be a need for much more systematic capacity development for LNDC on diaspora engagement to make this strategy a success. The allocation of professional human resources and support to their professional development remains an ongoing threat to the strategy. Within the AP of this strategy, it is envisaged that providing solutions to such a threat will be the focus of early phase implementation. By enhancing such capacity, we will be able to safeguard early projects and products of the strategy.

Lack of Clarity/Consensus of Purpose

Through the desk review, the possible interventions for Lesotho development through diaspora engagement are vast. Given the wide-ranging institutional interest in the topic, a threat to the strategy is an ongoing lack of consensus on the purpose of the strategy. This, in turn, ensures a lack of clarity to what the strategy should and can achieve. Through the study visit and other consultative measures, it is imperative to secure such consensus upon which to build a realistic mechanism to deliver impact. Such considerations have impact upon identifying core responsible institutions for implementation, allocation of budget lines, and other key implementation indices.

Lack of Implementation Framework – Monitoring and Evaluation

Associated with the previous threat is an additional threat in the lack of a detailed implementation framework. It is projected that through this work, we will provide a dual system of Action Plan to narrow this threat. The Action Plan will consist of an Implementation Framework (IF) – outlining key implementation datasets – along with a Costed Action Plan (CAP) – outlining microscopic costings to deliver activities of the plan.

2.3 A Gaps Analysis: Institution, Information, Implementation

This gaps analysis is designed to collate the findings of the consultations and desk review into a succinct basis for the engagement strategy roadmap. The preceding analyses pinpoint some of the key institutional, informational and implementation gaps that the strategy will need to narrow.

It is important to note that the strategy can work to close these gaps but some of the gaps will entail ongoing engagement across the lifecycle of this and future iterations of this strategy. This means that this strategy can be designed to put in place the framework for diaspora engagement for trade and investment. Future versions of this strategy will need to re-examine this framework and assess its compatibility with market realities at the writing of future LNDC diaspora engagement strategies.

By identifying the main 4 gaps across an institutional, informational and implementation settings, we can begin to sketch the strategy framework best suited to enact activities to narrow these gaps. It will also enable us to ensure that the early activities of the strategy directly engage the design and operational needs to further diaspora engagement for trade and investment by LNDC.

By combining these findings, we can ensure that we begin to establish an organizational and operational culture that can attract the necessary partners and resources to build diaspora engagement. This gaps analysis, therefore, is the bridge between our research and practice in designing the strategy.

Institutional

The first step in designing the practice of engagement is to collate our findings pertinent to the institutional apparatus needed for diaspora engagement. This means that we need to look internally and externally in order to gauge who are the key institutions needed for trade and investment focused diaspora engagement. We then need to frame the institutional needs emanating from this listing and begin to scope out activities within the strategy that can narrow these needs.

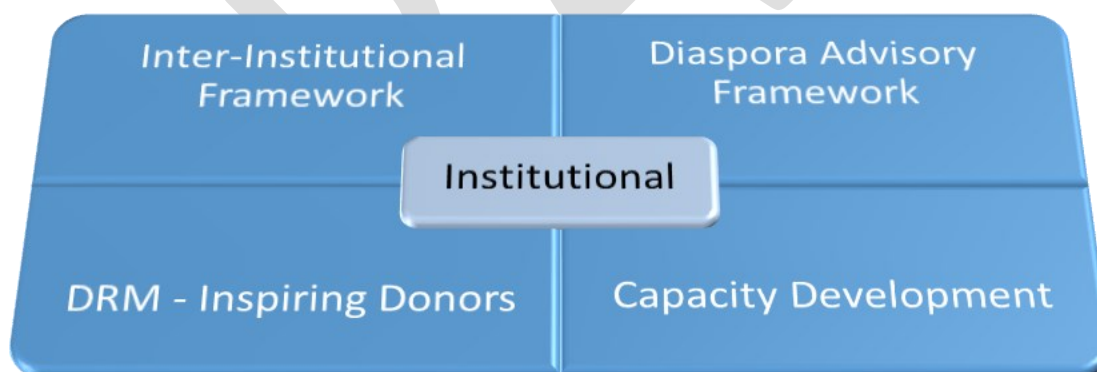


Figure 20 Four main institutional needs to be addressed in strategy

In the previous analyses, there is a clear need to develop **an inter-institutional framework** for implementation **with LNDC at its core**. This will be based upon the governance roadmap accompanying the strategy. Such an inter-institutional framework will address the opportunities of embedding a cross-sector implementation apparatus to guide the strategy. It will be important to ensure that the necessary constituencies – namely LNDC, diaspora, donors, government and the private sector – have an active role in safeguarding this inter-institutional apparatus.

Whilst inclusion of the diaspora within such frameworks will be a natural first step commitment to nurture trust between diaspora and LNDC for this strategy, another clear need is the ability to **embed**

a more robust diaspora input at an institutional level. The strategy, therefore, will work to create a diaspora advisory framework where ongoing input from the diaspora can be garnered.

Funding for implementation remains the number one institutional need of this strategy. Therefore, we will need to develop a nuanced and systematic DRM approach for the strategy. By embedding donors early into the institutional framing for implementation, the strategy can work **to inspire donors.** Furthermore, the DRM approach will actively support the **diversification of the donor base.** Such diversification can be a powerful added value to traditional donor agencies such as international agencies by providing access to non-traditional donors such as philanthropists and private sector. The strategy will encourage creative and innovative fundraising solutions in its AP.

Diaspora engagement in Lesotho is relatively new so will **we have to invest in and help LNDC** on its road to delivery. The strategy will design interventions that will **enhance internal capacity of LNDC and its partners** to develop impactful diaspora engagement. Such activities will constitute the early focus of the strategy as to ensure capacity when it comes to rollout of market interventions in the strategic focus areas of the action plan.

Informational

Given the projected operational framework for this strategy – partnership and project/product based – there are a series of informational needs that are critically important for the safety of the strategy. These informational needs are reflective of the ongoing market demands in international development to work towards data driven decision making. The strategy will need to cater for these needs as a matter of priority and design interventions that can provide ongoing support to provide reliable data to inform strategy activities.



Figure 21 Four main informational needs to be addressed in the strategy

We have learnt in previous sections of this report that diaspora engagement is a two-way process. Therefore, it is important to **spark debate between stakeholders in Lesotho and the diaspora on what the relationship should look like.** A tool to shape such debate will be the development of conferences and conventions where we can bring together key actors. Furthermore, **the data gaps** identified earlier need to be narrowed.

A serious informational need emanating from the data gaps for Lesotho remains the lack of a community infrastructure within the diaspora. The work of this strategy will be **to build the diaspora community infrastructure.** Investing into such work will build the mutuality of engagement. It will enhance operational criteria around communications and marketing that will ease the project implementation of key market interventions emanating through the strategy. As it stands, **we lack a community system where we can distribute trade and investment ideas/opportunities** to the diaspora. We need to narrow this gap.

R&D remains a key informational gap for the strategy. The prominence of ensuring feasibility and scoping studies to any trade and investment opportunities illustrate another important R&D component for this strategy. It can be estimated that most recommendations emanating from this strategy will be new modes of work for LNDC and its partners. Therefore, **it is imperative to ensure robust feasibility and scoping studies into these recommendations before market entry.** If a stated prerequisite of this strategy is to ensure “early wins” then such incremental project management will be important.

The final key informational gap for this strategy is the **need to audit other forms of diaspora engagement.** Diaspora engagement is a non-competitive industry. Therefore, LNDC can play an active role in building a database of good practice by examining similar trade and investment engagements elsewhere. This strategy will provide a synopsis of such engagements as an annex, but it is also recommended that LNDC continue to build this listing.

Implementation

The implementation gaps are those that will have direct correlation to the foundational needs of the AP. These are the core needs that the AP will need to keep front and centre of its design thinking. Whilst overarching principles, they will also be key influencers in the design of each activity and help to determine the business plan for each activity.

It will be important to develop a tiered system of commercialization through the strategy in certain activities to develop return on investment (RoI) to invest back into the strategy. In doing so, the strategy will operate a financial model that can work towards sustainability and reduce the need for systematic donor support across future iterations of the strategy.

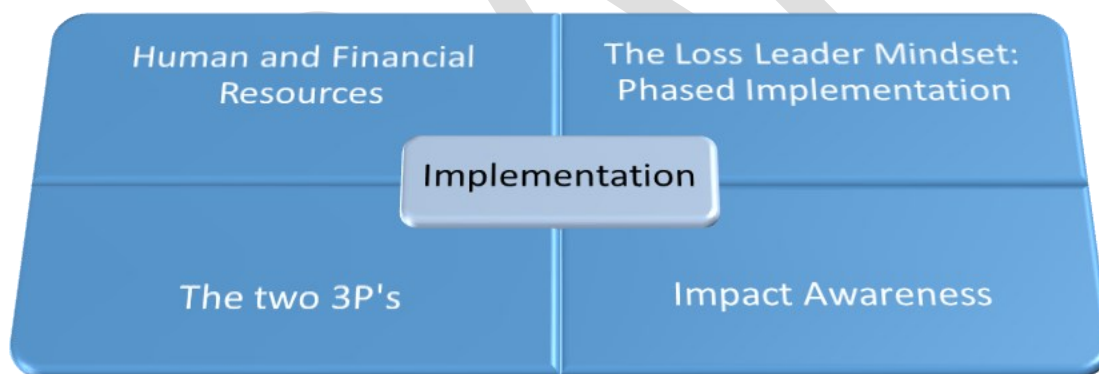


Figure 22 Four main implementation needs to be address in strategy

The **allocation of enough human and financial resources with LNDC to safeguard early implementation of the strategy is a prerequisite** for the strategy. Given that the strategy will work towards attracting funds for implementation with enhancement of internal capacity and strengthening market linkages for LNDC, it will be important to allocate core staff with sole responsibility for the strategy. By doing so, **it will increase donor and market confidence in the commitment of LNDC** to the strategy.

An additional feature of this investment will be the development of a **loss leader mindset.** Diaspora engagement is **long term process and it is important to conceptualize the strategy as a long-term process.** This strategy should be envisaged as the first mission step to execute the longer-term vision

outlined in the introduction. Therefore, the return on investment can take time. As the IOM reports note, there is a “need for long-term thinking.”⁶⁸

However, with strategic management, diaspora engagement is also an engagement sphere with potentially exponential returns. Therefore, cultivating this loss leader mindset at an executive leadership level with LNDC and its partner agencies will be critical.

Whilst it is important to position LNDC at the center of implementation, **it cannot and should not be expected to go it alone.** A key implementation gap for this strategy will be the development of the two 3P’s. It will be dependent on the building of **effective partnerships across the public and private sector.** However, operationalizing these 3P’s will be dependent on the formalization of policy, project and products. **This strategy is the first step commitment from LNDC** in contributing to this process.

Underpinning all the above is the ability to **remain realistic.** This strategy, from an implementation perspective, needs to remain reflective of where it is coming from. This is the first formal structuring of diaspora engagement for trade and investment in Lesotho. Therefore, we need to build a **system of impact awareness that can deliver achievable, realistic growth.** As noted earlier, the hard reality of diaspora engagement is that most of it fails. The implementation needs of this strategy are to ensure that this strategy does not add to that list.

⁶⁸ “International Migration of Lesotho: Data Analysis from BOS Census 2016.”

3. Strategy RoadMap and Objectives

This section of the strategy outlines two models of global best practice on strategic diaspora engagement. By incubating these models as codes of good practice, we can develop a coherent organizational and operational culture for the implementation of the strategy. The two models discussed are the joint IOM-MPI *Handbook on Developing a Roadmap for Diaspora Engagement* and The Networking Institute's *4-Step Process to Diaspora Engagement*. They act as a roadmap rationale for the recommendations later in this section on the core strands and activities of the strategy.

3.1 Strategy Road-Map: Global Best Practice

In accordance to the joint IOM-MPI *Handbook on Developing a Roadmap for Diaspora Engagement*, there are 4 key pillars to successfully embedding diaspora communities – in this case the diaspora of Lesotho – as partners for development. These are:

- Identify Goals and Objectives.
- Know Your Diaspora (or Communities Abroad).
- Build Trust.
- Mobilize Stakeholders.

However, these pillars are founded upon the core 3E strategic approach of **engage, enable and empower**. These 3 interconnected elements help to identify and shape the central foci within the trade and investment context as they allow for a multi-level range of deliverables will cut across the density of diaspora capital available for trade and investment.

IOM's 3E strategy: Enable, Engage and Empower



Capitals Associated with 3E strategy

The 3E strategy identifies a series of core capitals that communities abroad can contribute to home country development. These are Human and Social Capital, Economic Capital and Cultural Capital. Within the context of this strategy, these capitals are influential instruments in identifying the activities outlined later in the AP. The following is a brief assessment of each form of capital.

Human and Social Capital

This form of capital is “described as the human resources that diaspora members constitute through their skills and knowledge, and the extended networks that they maintain.” The accumulative skillset of communities abroad can be “invaluable” in terms of the “development of a variety of sectors such as health, education and technology.” These global networks are intrinsic in nurturing productive flows of ideas, trade and jobs and are based “upon relationships with families, friends, colleagues or associations.”⁶⁹

Within this strategy, this identifies the potential to develop key interventions in areas such as networking with and amongst the Lesotho diaspora; upskill the networking capacities of LNDC and other implementing partners; developing data management skills of LNDC; development of skills transfer and crowdsourcing platforms; and adopting a relationship rather than transactional based approach to the AP.

Economic Capital

This capital is “not only represented by remittances and savings, which constitute only a fraction of total private capital flow, it also includes direct investments made by diaspora members in business activities.”⁷⁰ Communities abroad will often constitute various roles within the Diaspora Direct Investment (DDI) landscape including “the brain-gainer, the technologist, the brave capital investor, the catalyst and the diplomat.”⁷¹ Members of communities abroad will “often be in a prime position to take advantage of new economic opportunities in the countries where they both reside and originate from, and they are more willing to invest as a result of their personal ties.”⁷²

Within this strategy, this identifies the need to produce a varied portfolio of trade and investment interventions that can convert upon the networks built. This can include exploration of new opportunities for investment (e.g. crowdfunding); developing a culture of investing amongst the diaspora (enhancing robust feasibility and marketplace competitions) and advocating for a legislative framework that is conducive to doing business. In many ways, the strategy will adopt a SEED approach to diaspora engagement: Supply – Enabling Environment – Demand.⁷³

Cultural Capital

Culture remains the glue that binds communities abroad to home. Variations of culture exist across the diaspora with many threads of the cultural tapestry based on arts, heritage or literature. This capital is hugely influential for Lesotho. This capital is “the rich and diverse background that transnational communities bring to the societies in which they reside, and the acquisition of new values and ideas that make up their ever-changing identity. Cultural capital not only contributes to creating diverse societies that are more dynamic and innovative but also enhances relations between countries. The ideas and different social constructs that diaspora members possess can break down barriers among different groups and contribute to greater gender equity, peace building efforts and enhanced participation in political processes in both countries where these communities reside and originate from.”⁷⁴

⁶⁹ This is adopted from the IOM’s 3E strategy, outline available at <https://diaspora.iom.int/ioms-strategy-enable-engage-and-empower-diaspora>.

⁷⁰ This is adopted from the IOM’s 3E strategy, outline available at <https://diaspora.iom.int/ioms-strategy-enable-engage-and-empower-diaspora>.

⁷¹ Thomas DeBass, ‘Diaspora Direct Investment: The Untapped Resource for Development,’ US Agency for International Development (USAID), May 2009.

⁷² This is adopted from the IOM’s 3E strategy, outline available at <https://diaspora.iom.int/ioms-strategy-enable-engage-and-empower-diaspora>

⁷³ Concept advanced by Chukwu Emika-Chikezie at “Diaspora Finance and Investment” Forum, London May 2016. Co-Hosted by Comic Relief, Diaspora Matters and Overseas Development Institute with other partners.

⁷⁴ This is adopted from the IOM’s 3E strategy, outline available at <https://diaspora.iom.int/ioms-strategy-enable-engage-and-empower-diaspora>.

Within this strategy, this identifies the need to ensure the promotion of Lesotho culture abroad; adopting a cultural economy framework; understand emerging cultural traits of next generation diaspora of Lesotho; and leveraging cultural heritage and branding/communication/media projects as portals to trade and investment.

The Networking Institute 4-Step Process to Diaspora Engagement

The Networking Institute has been contributed to the development of diaspora strategies and projects in approximately 30 countries. Throughout this process, they have developed a unique 4-step process to diaspora engagement that acts as an informative platform for the aims addressed within this strategy. The team at The Networking Institute have a proven track record in attracting significant capital from diaspora communities for development. The 4 steps are: Research, Cultivation, Solicitation, and Stewardship.

Research

In this phase, it is about getting to know who the diaspora is, where they are and what they do. Individuals and organizations need to be identified, their histories learned, and profiles built. It is all about what people “can” do rather than what they “will” do. The research phase includes a strategic charting of diaspora capacities and propensities for engagement.

Within this strategy, this phase will determine the potential to develop an R&D mechanism to build a robust base for future work by LNDC. Some of this capacity will exist internally within LNDC but it is projected that strategic partnerships be sought to attain the necessary research base needed to scale some of the more ambitious interventions in the AP.

Cultivation

Diaspora engagement evolves over time. Initially, it is often impulsive, yet through effective process, it gradually becomes habitual, thoughtful, strategic and, ultimately, inspirational. Cultivation is mainly about having conversations with, listening to and getting to know diaspora members on several different levels.

Through this process, you can learn about diaspora members’ concerns, interests and hopes for the future of their homeland. This will facilitate the identification of what goals and objectives they have and perhaps what legacy they might like to leave in their diasporic engagement. Trust is a core ingredient, and it can be built and developed by cultivating two-way partnerships and a sense of collaboration. The vision statement of this strategy echoes this point.

The art of listening is one of the great skills of effective diaspora engagement. This strategy will need to design activities to ensure that the diaspora is embedded as key influencers in the projects of the strategy. The methodology of this strategy was the starting point of this process. However, direct activities that can enhance trust and listening will be central to delivering realistic trade and investment interventions.

Solicitation

For diaspora engagement to be effective, there should be “asks and tasks.” Key diaspora members need to be engaged in small groups with specific projects over a limited period. Diaspora initiatives have a habit of being like fireworks with spectacular launches, but they often fizzle out and fade away for lack of resources and energy. General evangelical exhortations to the diaspora, while sounding good, do not lead to action.

The solicitation step, through, “asks and tasks,” is important in focusing the engagement process for diaspora members, and it provides a crucial stake for diaspora members in their engagement with their homeland.

The need for this strategy in many ways reflects the first step-change in identifying these “asks and tasks.” It will be critical for the AP to determine tailored sector-specific engagements to align diaspora connectivity and self-interest.

Stewardship

Stewardship is a bit like after-sales service and comes after somebody has made a commitment to support home. It is centred on transforming one-off transactional relationships into long-term sustainable ones. The greatest error is to take support for granted and the biggest reason people do not continue to support is an attitude of indifference. Focusing on diaspora retention is important because once people start supporting an organization or a project, they will continue to do so until treated badly. Considering this, rewards and recognition for diaspora members and involvement are important.⁷⁵

The stewardship dimensions of this strategy are focused on ensuring that engagement is based upon relationships rather than transactions. The strategy will work to embed key stewarding criteria within its activities to safeguard impact and legacy from the strategy. Similar mechanisms will also be important to the DRM framework to retain donor and investor support for the budget to implement the strategy.

3.2 Strategy Objectives

From the situational analysis and guidance from global best practice, we can now identify 5 strategic strands that are the core objectives of this strategy. Issues of enhancing LNDC capacity, shaping an instrumental governance framing to push public-private partnership, leadership management and implementation capabilities all point towards the first strategic strand of this strategy – ***Institutional and Leadership Development***. The clear need for nurturing trust, networks, and knowledge exchange into the diaspora relationships elevates the importance of strand 2 – ***Engaging Lesotho Diaspora Human Capital***.

The stated desire to centrally embed trade and investment as a form of developmental potential particularly in areas of investment, job creation, SME support, and tourism pinpoint the need for strand 3 on ***Engaging Lesotho Diaspora Economic Capital***. Finally, the explicit need for greater communication, information, and investment back into the diaspora of Lesotho will be fulfilled within the final engagement strand of this policy – ***Investing in Diaspora Communities***.

Strand 5 focuses on ***Review and Transition to the Next Strategy***. It is a direct response to the expectations from all consultations on the development of robust accountability along with ensuring transition planning for future versions of this strategy. This ensures that LNDC is viewed as committed to the topic in the long-term and are truly investing in the long-term vision outlined in the introduction of this strategy.

Each strand objective will consist of a series of activities that are designed in an incremental and phased roll-out. They have been designed to operate upon a progressive risk management framework where the quality and scale of intervention pursued by LNDC develops as it enhances its own understanding of diaspora engagement. These activities are designed to be a hybrid of LNDC led and facilitated endeavours. The critical project management decisions for each should be led by relevant LNDC management or staff.

⁷⁵ Above analysis adopted from Aikins and Russell, “Diaspora Capital: Why Diaspora Matters for Policy and Practice”.

3.3 Strategy Strands and Activities

The graph below identifies the set of activities per strand.



Figure 23 LNDC Diaspora Engagement Strategy Strands and Activities

3.3.1 Descriptors of Activities

This section of the strategy provides a short overview of the key activities. These descriptors are brief, and more detail is provided in the AP. Furthermore, the branding of the activities utilized here is a holding template and it is recommended that LNDC design its own branding upon activities. It is also recommended that each activity include strong planning for diversity, equality and inclusivity. The phased implementation of these activities is designed in line with the findings of previous sections and positioned to nurture trust with the diaspora.

Strand 1 – Leadership and Institutional Development

Strand 1 of the strategy is designed to embed the organizational and operational culture to safeguard the strategy's implementation. It is focused on ensuring that private and public sector institutions work together for the betterment of strategy.⁷⁶ This is designed to shape real-time analysis on the potential legal and financial reforms that may be needed to fully enact the aims of the strategy.⁷⁷ It also provides the apparatus to convene overachievers in the diaspora and position them as co-owners of this strategy.⁷⁸

⁷⁶ This public-private approach was strongly recommended during the final consultation/validation of this strategy by stakeholders in Lesotho across all aspects of strategy activities.

⁷⁷ This strategy does not retain the potential to enact reform, but it is envisaged that the strategy will help to identify key points of future reform for GoL in terms of diaspora engagement.

⁷⁸ During final stages of strategy validation, key feedback focused on the need to recognize diaspora and position them as key advisors for institutions in Lesotho – for example, in tertiary education institutions.

Diaspora Engagement Advisory Council

This activity is designed to embed the governance roadmap outlined in the annex material. It is focused on the development of a truly representative advisory council for LNDC on diaspora engagement. During the validation process of this strategy, stakeholders identified the need to identify high-level political support, champions for the strategy at home and abroad, and to ensure sector based involvement.⁷⁹ It will be the central pivot of its DRM by providing a central role for its key donor and diaspora partners in the governance of the strategy.

LNDC Diaspora R&D Hub

This strategy will not be successful unless LNDC allocates human resources to its implementation and invests in this staff. The establishment of the LNDC R&D Hub is the realization of the loss-leader mindset outlined earlier. It includes the allocation of responsible staff whose sole purpose is the implementation of this strategy. It will also include the development of a suite of R&D product to ensure market viability of key interventions in later strands of the policy. This will be particularly focused on the development of a diaspora skills inventory and robust feasibility studies on projects targeted for diaspora support (financial or otherwise).⁸⁰ This can be delivered jointly with leading knowledge institutions in Lesotho.⁸¹

Upskilling Series

It is imperative that a series of upskilling be forwarded to the leadership of LNDC and the staff of the LNDC Diaspora R&D Hub on diaspora engagement. By doing so, LNDC can enhance its internal capacity along with brokering relationships with potential supporters of this strategy. Key segments of this upskilling will include trainings and study visits on diaspora engagement to other jurisdictions with a proven track record in diaspora trade and investment.

Strand 2 – Engaging Lesotho Diaspora Human Capital

Strand 2 of the strategy is specifically designed to enhance networking between “diaspora professionals, skilled personnel and their homeland counterparts.”⁸² It then focuses on promoting the actual exchange of such knowledge and capacity. This will enhance the shift from brain gain to brain exchange within the Lesotho context.⁸³ In many instances, this will adopt a sectoral approach and position the diaspora as key advisors or connectors for the development of counterpart institutions in Lesotho.⁸⁴

Lesotho Leads: Diaspora Leadership Network

The LNDC Diaspora Leadership Network is a direct response to the need to strengthen the network infrastructure of the diaspora. It will also provide LNDC access to key leaders within the diaspora in a programmatic format. Stakeholders were keen to ensure that profiles of the diaspora were built to ensure that clusters could be built.⁸⁵ This would enable more effective use of limited capacities in the

⁷⁹ These insights are a sample of the findings from the validation process that are designed in the AP of this strategy.

⁸⁰ Stakeholders were keen to ensure innovative profiling of the diaspora take place due to ongoing methodological issue in migration studies on the effective collection of data on diasporas.

⁸¹ During final strategy validation/consultation, it was specifically recommended that research projects be delivered jointly in partnership between public and private sector institutions.

⁸² Advised as per feedback from one stakeholder during the final validation consultations.

⁸³ This was a strong topic throughout the strategy development process.

⁸⁴ See footnote 75.

⁸⁵ These insights are a sample of the findings from the validation process that are designed in the AP of this strategy.

early phases of the strategy. An additional benefit of this approach would be to match the clusters with the sectors of interest across Lesotho's developmental agenda thus ensuring coherence.⁸⁶

The network will be designed to create coherence with the sectors of focus for LNDC in trade and investment. It will become a natural auditor and distribution channel for opportunities within these sectors. The network, with seed capital from LNDC, will be designed in way to create sustainability by end of the strategy's lifecycle.

[Lesotho Listens: Diaspora T&I Summit](#)

The LNDC has proven track record of excellence in trade and investment promotion. This summit will be an additional diaspora focused promotional event in Lesotho with a specific trade fair approach. This will be supplemented by providing a marketplace for international donor agencies, foundations and other potential investors to showcase their work. It will become a flagship event, held every 2 years, to design market interventions and inform later strategies in this area.

[Lesotho Learns: Diaspora Fellowship and Mentorship Program](#)

This program is a fellowship and mentorship programme that combines both the in-person and digital transfer of human capital. The fellowship programme will be designed to garner impact from the expertise and social remittances of the diaspora. The mentorship programme will be an executive development programme where peer-to-peer networks in a sector specific framing will be developed.

[Strand 3 – Engaging Lesotho Diaspora Economic Capital](#)

Strand 3 focuses on optimizing the investment climate in Lesotho for diaspora engagement. Whilst the financial and legislative reforms to execute such a portfolio remains outside the remit of this strategy, this strand enacts a series of economic interventions to strengthen diaspora direct investment.⁸⁷ It provides products and services to shift away from a consumption based model of remittances to innovative investment vehicles in sectors such as diaspora bonds, entrepreneurship and philanthropy.⁸⁸ This is set to encourage a deeper, ongoing culture of diaspora investment in Lesotho that can unearth further markets in due course.⁸⁹

[Lesotho Lives –Diaspora Tourism Initiative](#)

The Lesotho Lives initiative will be a tourism initiative that combines two main features. Firstly, it will be year long invitation to the Lesotho diaspora to return and host gatherings in their home towns. This component of the initiative will provide the basis for reshaping the branding, image and messaging on Lesotho. It will provide powerful "convenings and stories" on Lesotho. Stakeholders recommended that this initiative align with existing national celebrations and events.⁹⁰ It was also recommended to ensure that such cultural engagement serve as a dialogue on the future of diaspora engagement for LNDC and its partners in Lesotho.⁹¹

⁸⁶ These insights are a sample of the findings from the validation process that are designed in the AP of this strategy.

⁸⁷ The activities outlined in this strategy are designed to embolden the culture of diaspora direct investment in Lesotho. It is imperative to position diaspora direct investment as a stand-alone subset of FDI to effectively measure its impact.

⁸⁸ During final consultations/validations of the strategy, stakeholders in Lesotho emphasised the need to produce investment offerings to engage "diaspora savings and cross-border financial flow."

⁸⁹ During final consultations of the draft strategy, stakeholders emphasised the need to "reduce the barriers" to investment for the diaspora. The legal and financial reforms to enact this will be within the remit of the GoL and the forthcoming national policy on diaspora engagement. The activities of this strand work to enhance the culture and scale of diaspora investment to further assess the necessary reforms.

⁹⁰ These insights are a sample of the findings from the validation process that are designed in the AP of this strategy.

⁹¹ These insights are a sample of the findings from the validation process that are designed in the AP of this strategy.

The second component of the initiative will be the launch of an investment programme in Lesotho tourism as a community development product. This will be the legacy of the initiative and transition experience to investment in Lesotho tourism.

[Linked Lesotho – Diaspora Marketplace and Crowdfunding Platform](#)

Linked Lesotho is designed as a Diaspora Marketplace competition where businesses in Lesotho and potential entrepreneurs in the Diaspora compete for a variety of business development support. This competition will be a key opportunity to embed private sector support for the strategy along with targeting major multinational support. The competition will be adjudicated by a series of local, regional and global industry leaders.

The successful awardees within the competition will then be the first batch of showcase investment opportunities on the Linked Lesotho crowdfunding platform. This platform is designed as an early mover in shifting remittances into more strategic use. The business plan for Linked Lesotho can be designed by LNDC and its new diaspora engagement advisory council in order to ensure sustainability for the platform to embed new businesses onto the platform. Stakeholders were keen to ensure that local actors, particularly the GoL, retain ownership of an incentive package to attract such diaspora investment.⁹²

[Lesotho Legacy Fund – Diaspora Philanthropy Fund](#)

The LNDC Lesotho Legacy Fund, a diaspora philanthropy fund, will be the creation of a donor-advised fund in partnership with LNDC. The creation of the fund will be a key portal through which the investment from the diaspora is safeguarded. Philanthropy is a proven portal and educational tool for trade and investment purposes. By aligning philanthropy with trade and investment, LNDC will be able to create new investment opportunities to support its key clients and prospects.

[Lesotho Leverages – Diaspora Bond Feasibility Study](#)

This Lesotho Leverages activity is to develop a feasibility study in collaboration with in-country partners on the potential issuance of a diaspora bond.⁹³ Such an issuance could be a key scale activity in the next iteration of this strategy. The rising interest in diaspora bonds within the African context will provide a strong situational base upon which to build the feasibility study.

[Strand 4 – Investing in Lesotho Diaspora Communities](#)

Strand 4 is centred on the strengthening the unity and patriotism of Basotho living abroad.⁹⁴ It is designed to enact a series of nation branding events that can spark the development of existing diaspora associations in the diaspora. It will also actively work to promote the creation of new associations.⁹⁵ This will be delivered through a programme of activity based on communication, community and culture.

[Lesotho Diaspora Day](#)

The LNDC Diaspora Day is an LNDC sponsored event where one day per annum, LNDC helps Lesotho diaspora to celebrate their culture and heritage. It is designed to be a day of celebration and fun where LNDC gives back to the diaspora for their continued support of Lesotho. It is a day to celebrate Lesotho cuisine, culture, heritage, language, music and other aspects of Lesotho-ness that people want to

⁹² These insights are a sample of the findings from the validation process that are designed in the AP of this strategy.

⁹³ This activity was recommended by stakeholders at the validation workshop for the draft strategy.

⁹⁴ The themes of unity, national and patriotism were offered during the final consultations/validation of this strategy.

⁹⁵ During the validation of the strategy, stakeholders noted the need to “encourage formations of associations in destination countries, engage existing associations for support; and extend consular supports.”

remember. Stakeholders were keen to ensure that a strong focus on children be embedded in this activity and across the culturally orientated work of this strategy.⁹⁶

[Lesotho “Likes” –Digital Diaspora Marketing and Nation Branding Campaign/Competition](#)

Lesotho “Likes” will be the creation of a communication platform to support diaspora engagement. It will focus on the development of a Digital Marketing campaign to promote the strategy and its activities. Furthermore, this campaign can be a key contributor to the ongoing national brand development of Lesotho. The Lesotho “Likes” work will also focus on the development of a nation brand competition where members of the diaspora will be encouraged to share their idea of Lesotho’s nation brand in a creative, digital manner.

[Lesotho “Next-Gen”: Diaspora Youth and Women Leadership Programme](#)

The LNDC Next-Gen Programme is a programme designed to promote and support the next generation and women leaders in the diaspora. The programme participants will be afforded special access to the other activities within this AP. The programme will also create peer-to-peer networks with emerging leaders in Lesotho with the next-generation diaspora influencers.

[Strand 5 – Review and Transition to Next Strategy](#)

[Lesotho Progresses: Impact Framework and Mid-Term Review 2023](#)

This mid-term review will be instructed to collate all activity-based evaluative criteria along with providing a deeper audit on the performance of the strategy to date. It should be completed by LNDC and external assessors as to ensure transparency. Consultation with relevant stakeholders, as per methodology of this strategy, is recommended. The review should be publishing digitally and in-print.

[Final Review and Creation of 2nd LNDC strategy on diaspora engagement for T&I, 2026 – 2030](#)

The final review is expected to be completed by external auditors. It should include a detailed assessment of the necessary governance criteria including publication of financial accounts, annual reports and programme results. The final product should also include the second LNDC strategy on diaspora engagement for trade and investment, 2026 – 2030. Again, it should be published digitally and in-print.

⁹⁶ These insights are a sample of the findings from the validation process that are designed in the AP of this strategy.

4. Accountability, Evaluation and Monitoring

This section of the strategy outlines the preliminary architecture for ensuring compliance with normative market expectations in areas of accountability, evaluation and monitoring. It provides a synopsis of the core programme of commitments to be implemented by LNDC to execute the strands and activities outlined earlier. It develops further insight onto other key considerations such as the creation of an operational culture including a communications system along with the development of key evaluative criteria such as impact awareness. The Annex material accompanying this strategy delves into these topics in more detail.

4.1 LNDC Core Programme of Commitments, 2020 - 2025

Given the 5-year timeframe of this strategy, the core programme of activities is shaped with key reflection points for LNDC in collaboration with the diaspora, donors, international organizations and diaspora experts who will collaboratively drive implementation of the strategy. To this end, the core programme of activities has developed in two phases with a programme of core engagements for the period 2020-2023, with a review of engagements in 2023 to realign with development needs and emerging opportunities at that stage. It will be critical to ensure these engagements are included as a form of monitoring and evaluative framework to ensure subsequent success of activities within the strategy. This will deliver a mid-term review to develop assessment of ongoing activities in 2023 with a view to strengthening core activities for 2024-2025 (inclusive).

Role of LNDC in Achieving Strand Deliverables, 2020-2023

Strand 1 – Institutional and Leadership Development	
I.	Development of an inter-institutional implementation framework led centrally by LNDC.
II.	Strengthening Diaspora engagement within the wider portfolio of LNDC activities and organizational development.
III.	Establishment of tiered implementation working groups to be reviewed as strategy develops.
IV.	Commitment to ensuring active representation from key partners for implementation including diaspora, donors, international organizations and private sector in governance framework of strategy implementation.

Strand 2 – Engaging Lesotho Diaspora Human Capital	
I.	Develop sector-specific networks in line with the needs of Lesotho’s educational/capacity/infrastructural development.
II.	Create products and programmes via LNDC in partnership with key organizations to promote human capital exchange for trade and investment.
III.	Commitment by LNDC to support activities by partner institutions working on human capital transfer.
IV.	Expectation of LNDC to ensure project design in human capital engagements include transition to economic capital engagements when applicable to ensure coherence across the strategy.

Strand 3 – Engaging Lesotho Diaspora Economic Capital	
I.	Ensure continued research, dialogue and distribution of real-time analysis via LNDC on trade and investment opportunities in Lesotho.
II.	Actively promote a “culture of investment” via LNDC among Lesotho diaspora – e.g. individual and collective products/strategies.

III.	Development a series of diaspora trade and investment products for the Lesotho diaspora from data-driven decision making.
IV.	Advocate to reduce attitudinal and structural barriers to greater role of Lesotho diaspora in trade and investment, for example, financial inclusion/literacy, promotion of Public-Private Partnerships and reduction in remittance cost.

Strand 4 - Investing in Lesotho Diaspora Communities	
I.	LNDC to actively promote engagements that will enhance the network density and infrastructure of Lesotho diaspora organizations.
II.	LNDC to design and implement a new media communications strategy to strengthen the relationship between Lesotho and her diaspora.
III.	Commitment to ensuring active promotion of Lesotho culture and heritage along with supporting next-generation engagement for trade and investment purposes.
IV.	Commitment to ensure a gendered approach to diaspora engagement.

[Additional Programme of Activity 2024 – 2025 \(inclusive\)](#)

The strategy recommends that periods of overarching strategic review occur in 2023 in order to scope new potentials for engagement within diaspora engagement at that juncture. In later sections on key performance indicators (fully developed in AP), the strategy outlines key assessment criteria to ensure positive performance of engagement in line with expectations of public funds expenditure and donor support.

In line with this, additional consultative activities will allow LNDC to:

- Strengthen the relationship with the diaspora and seek their input future activities;
- Capitalize on the emergence of new ideas emanating from concrete and systematic engagement;
- Prepare and plan projects and initiatives for the 2nd phase of strategy implementation 2024-2025;
- Having some concrete results on contribution of diaspora to Lesotho in mid-term perspective. This can be leveraged to scale donor investment in the strategy implementation.

[4.2 Functional Dimensions of Strategy Development](#)

In order to increase the successful implementation of this engagement strategy, a series of practical and functional dimensions need to be catered for. Therefore, it is imperative to include provisions for these dimensions within the structured framework to deliver the LNDC led approach advocated by this strategy. These will include, but not be limited to, the consideration of this strategy within:

- A range of LNDC portfolios and portfolios of partners organizations as identified by LNDC pertinent to the security and sustainability of this strategy;
- Procedural obligations of LNDC staff in line with the scope of interests in this strategy;
- Leadership and Management capabilities across relevant departments of LNDC to strive for optimal performance of this strategy.

In order to ensure optimal performance for implementation, the practical elements of strategy implementation are catered for in the AP. Central capacities that are considered in this regard include:

- Establishment of Quality Indicators;
- Management Capabilities and Capacity Development;
- Engagement and Communication;

- Inter and Intra-Institutional co-ordination and partnership;
- Financial Management and Assessment;
- Development of strategic partnerships with donor community;
- Administration Components.

Strategy Implementation

The most successful forms of diaspora engagement strategies are those that operate within a hybrid public-private partnership model. LNDC is uniquely positioned to guide this process for Lesotho in terms of trade and investment. It can emerge as a determining leader in diaspora engagement for Lesotho and host a facilitative role for government to support their efforts.

This will result in the linkages of the strategy to a series of projects and programmes which - in IOM's terminology - **engage, enable and empower** diaspora communities to become developmental agents for their home country. It is, in many ways, these projects and programmes which bring an engagement strategy "to life". LNDC can lead but it should not be expected to go it alone. Creative partnerships and donor investors will bring best impact.

Whilst a consensus on the range of project and initiatives is negotiated throughout the lifespan of this strategy, some key constitutional elements within the implementation framework will help sharpen the likelihood of success. These include:

- Creating and embedding a viable operational and organizational culture in line with governmental and budgetary practicalities (see Annex material);
- Embedding an accessible and nuanced communicative engagement framework;
- Allocation of professional human resources and time for diaspora engagement;
- Creating a systematic form of metrics for performance and operational review.

4.3 Creating an Operational Framework

In developing this strategy, LNDC and its financiers acknowledges the central role of the diaspora of Lesotho in the development of the country. Within current structures, it is imperative to continue support the growth of LNDC, with cross-partner participation, whose sole purpose is to ensure the successful implementation of this strategy. Given the far-reaching implications of diaspora engagement across the range of social, economic and cultural policy spectrums, continued institutional building is required across all areas associated with the trade and investment focus of this strategy.

Beyond core operational capacities, LNDC and its institutional apparatus will facilitate an operational and organizational culture founded on:

- Result driven service delivery;
- Allocation of training for staff (training included in AP);
- Co-ordination services across range of stakeholders/initiatives involved;
- Continued support to network of Lesotho diaspora community organizations abroad;
- Collaboration with private sector in Lesotho for implementation of strategy;
- Ensure communicative outreach done regularly and efficiently.

In order to further nurture trust from the diaspora, it is encouraged the early cycle of funding is allocated within LNDC level to help launch and sustain early stages of the strategy. The role of diaspora engagement within the LNDC organizational development plan should safeguard this need. This will increase market confidence amongst donors as to the commitment of LNDC to this strategy and its success.

4.4 Embedding a Communication Strategy

It is now imperative to embed a multi-platform communication and engagement system in order to ensure positive impact of this strategy. The diverse manners in which the diaspora now access news, information and ideas about their homeland must be reflected in this system.

Therefore, not only a nuanced communication outreach system is needed in terms of platform engagement, it is also imperative to segment the diaspora in order to ensure access to and for these constituents. It is imperative to envision the diaspora of Lesotho as active users of this communication strategy and assess how best to meet their needs and expectations. Key elements of this communication strategy will include:

- Continued support of community and marketing services abroad on Lesotho culture heritage, and trade promotion;
- Design of Social and New Media strategies for communication;
- Development of a synchronised digital platform to showcase aims and expectations of LNDC engagement (including development of mobile apps, inclusion of ICTs);
- Strategic partnership with private, public and community organizations globally (e.g. diaspora media);
- Strengthening dataset on Lesotho diaspora (e.g. enhancement on number and range of community organizations).
- Continued in-country and in-market engagement such as Diaspora Summits and Trade Fairs;
- Centralization of Lesotho nation brand to LNDC portfolio of diaspora engagement.

4.5 Monitoring and Evaluation

As with any strategy, it is important to ensure strict criteria around monitoring and evaluating given the expenditure of public funds and distribution of LNDC and donor resources enabling strategy delivery. However, Gibril Faal – a thought leader on diaspora engagement – makes an important distinction on the constructive usage of such monitoring systems when he notes that such elements should be designed as **as a tool for improvement and progression, not as a weapon for blame and recrimination**.⁹⁷ As such, within this strategy, key evaluative points have been included in terms of the strategic visions and mission outlined earlier. Within this, key performance indicators derived from base-line entry awareness at a product/project level also ensure a secondary evaluative constituent.

Overall given the synergy of this strategy to product/project delivery, we can develop deep evaluative frameworks and continuous institutional or capacity development mechanisms throughout the AP. This will further enhance ability to shape effective monitoring and evaluative frameworks. In line with the monitoring and evaluative needs associated with this strategy, the AP is divided into two sections. The first section is the implementation framework. The second section is the detailed costed Action Plan which is discussed in the next section of this strategy.

4.6 Impact Awareness

The initial and scaling phases of the impact awareness will be straightforward given the limited forms of institutionalized diaspora engagement within LNDC to date. This strategy is the first systematic framework solely designed for diaspora engagement. Therefore, we can derive baseline data which will act as the foundational dataset for product and project evaluation.

The essential outcome of these processes is to ensure that the positive impact expected from the strategy is met along with identifying where missed opportunities occurred, operational shortcomings hindered impact and exploration of fresh lines of engagement for phase 2, 2024-2025.

⁹⁷ Gibril Faal, *Moldovan Diaspora Strategy 2025: Towards Productive Actual and Virtual Return to Moldova*.

Baseline to Key Performance Indicators

In the AP, each engagement activity is allocated a baseline and key performance indicators which will serve as the integral component of a performance matrix for policy implementation. These include but are not limited to:

- Level of new programmes and projects launched;
- Level of positive feedback from diaspora;
- Level of job creation;
- Level of investment generated;
- Level of market linkages/leads generated;
- Level of awareness of LNDC strategy;
- Level of contribution to developmental agenda in urban and rural Lesotho.

Extensive consultation with relevant partners through LNDC will need to continue in order to ensure the viability of these indicators as market and strategy expectations can fluctuate in various fields. This can be facilitated during the evaluative slots allocated in the AP and the ongoing operational culture developed by LNDC for diaspora engagement.

Auditing and Transparency

It is imperative for the successful implementation of this strategy that the relevant stakeholders ensure effective data collection on implementation is gathered. This can then be independently verified, audited and reported in a transparent manner.

The mid-term review – to be completed initially in 2023 before launch of second phase of implementation – will also include systematic review of the monitoring and evaluative framework in order to ensure it meets the needs of the strategy and its future development. It is imperative for such review to include external consultation as developed in the methodology of this strategy.

5. Financing the Strategy

This section of the strategy provides an overview of the key fiscal framework to drive the strategy. The accompanying Annex I of this strategy provides a microscopic planning and costing through the Implementation Framework & Costed Action Plan.

The financing of this strategy will be determined through a robust DRM approach. The fiscal reality is that strong donor support is needed to safeguard the early implementation of this strategy. This can ensure that LNDC and its partners have access to the necessary financial and technical support to implement its vision and mission. This is a step-change opportunity for donors in the region to support a new cycle of developmental impact in Lesotho – diaspora engagement.

5.1 Overview of Financial Model

Therefore, the financial model designed for this strategy leans upon traditional donor methodologies of projects and product creation. However, when necessary, seed capital from LNDC has been budgeted to ensure that donors can see the commitment of LNDC to this type of work. Furthermore, the design of the financial model of the strategy is based upon a triangular model of a series of donor dependent recommendations, collaborative projects, with products that can be independently sustainable and generate ROI.

By embedding this model, we will ensure a matched return model for every EURO spent in the strategy. It is the stated commitment of this strategy that the operating cost of the strategy will result in the delivery of a repository investment fund from diaspora engagement and creation of product/services to the approximate equivalent spend of the operating cost. This strategy will not only deliver impact for donors through their traditional criteria of project evaluation but build an operational culture that is entrepreneurial.

5.2 Estimated Budget of Strategy

The estimated operational budget of this strategy is 2,757,500 EURO. The budget projects a direct cost of 15.59% of this budget to LNDC in the form of seed capital to ensure market confidence. This equates to 430,000 EURO. The donor dependent composition of the estimated budget is 84.41% or 2,327,500 EURO.

Upon completion of the strategy and its recommendations, it is projected that there will be a suite of trade and investment facilitation projects and services operational. This will be supplemented by the creation of the first ever diaspora philanthropy fund (centred on venture philanthropy) of 2,250,000 EURO delivering the matched spend impact outlined earlier. Testing the viability of the marketplace at this level through these activities will enable LNDC, donors and partners to verify its feasibility for scale in later iterations of this strategy.

5.3 Breakdown of Budget per Strand

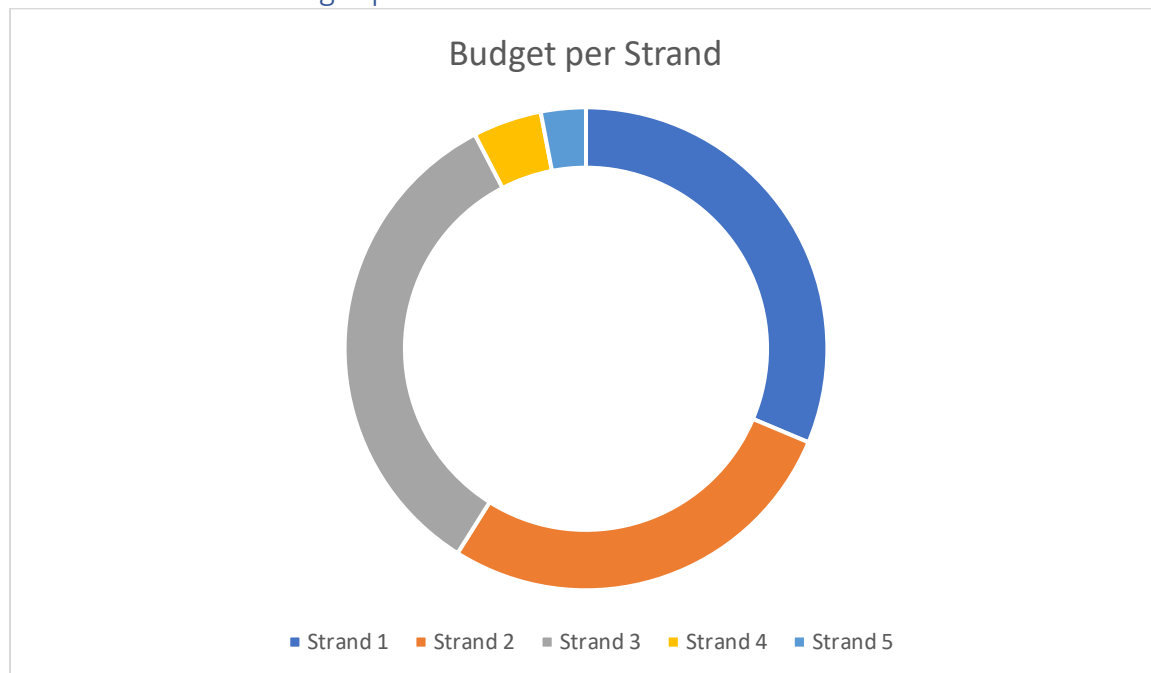


Figure 24 Overview of Budget per Strand

The graphic above illustrated the breakdown of estimated budget per strand. The projected operation cost breakdown per strand is as follows:

- Strand 1: 864,000 EUROS;
- Strand 2: 761,000 EUROS;
- Strand 3: 922,500 EUROS;
- Strand 4: 127,000 EUROS;
- Strand 5: 83,000 EUROS.

This breakdown is in line with the trade and investment focus of this strategy. The early spend through strand 1 is to build the operational culture and institutional apparatus to ensure LNDC and its partners have the capacity to execute. Strand 2 spending is focused upon the low-risk human capital engagements that can determine trust and relationships to act as portals to investment asks of the diaspora. Certain activities within these strands can be designed by LNDC and partners to be outsourced as ongoing activities beyond the lifecycle of this strategy.

Strand 3 acquires the largest spend outlay as it is the strand most directly involved in trade and investment. This strand is the core strand for ROI through product and projects along with the philanthropic fund. These will be the market assessors for potential scaling of engagement in later iterations of this strategy. Strand 4 is a lower outlay as it entails activities that can be partnered through the Government of Lesotho to create a strong nation brand and next generation/cultural engagements to support the strategy. Strand 5 focuses on the accountability and reporting of all activities.

5.4 Breakdown of Budget per Annum

To be inserted upon consultation of budget with LNDC and project partners after digital consultation.

5.5 Breakdown of Budget per strand via LNDC and Donor

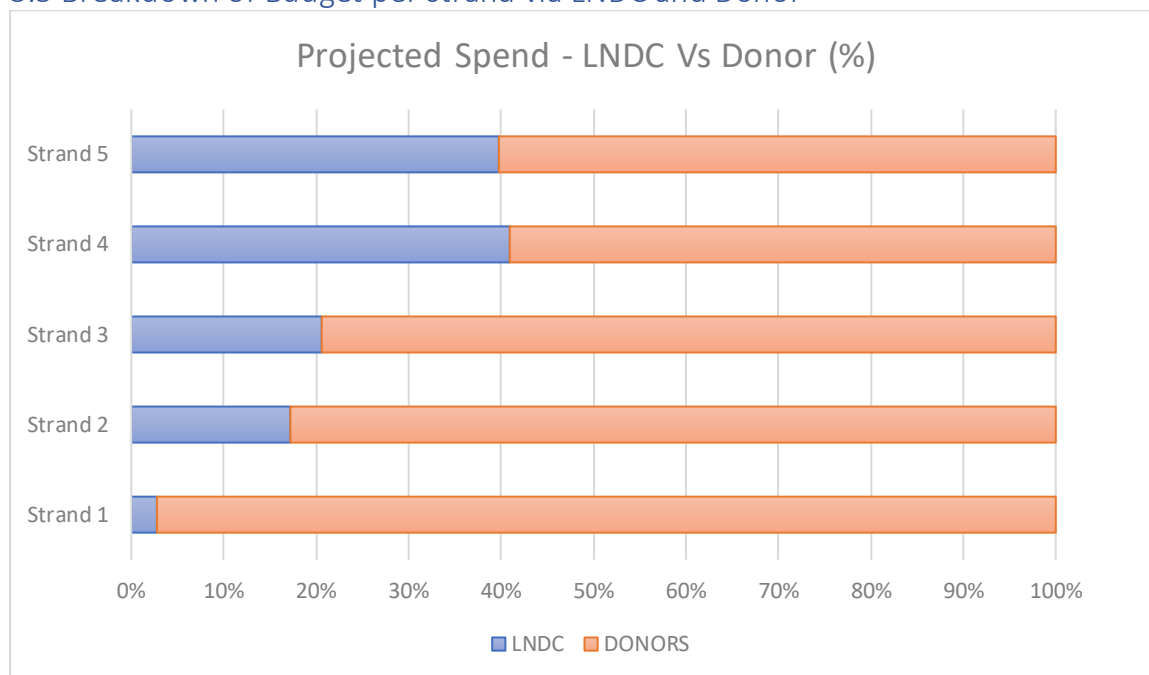


Figure 25 % of Spend per LNDC and Donor

Within each strand, there is a various expectation of LNDC and Donors given the phased implementation model of the strategy. For example, the early capacity development needs of Strand 1 prescribe a more active role for donors hence the greater dependency within that strand on donor involvement. Strand 2 and 3 see an increasing LNDC involvement due to the need to ensure seed investment to build some of the projects and products. The increased involvement of LNDC in Strand 4 and 5 is centred upon the fact that these strands include activities that should be the remit of LNDC and its partners as a means of giving back to the diaspora.

In terms of financial planning, these figures equate to the following:

Strand	LNDC and Donor Spend
1. Institutional and Leadership Development	LNDC: 24,000 EURO Donors: 840,000 EURO
2. Engaging Lesotho Diaspora Human Capital	LNDC: 131,000 EURO Donor: 630,000 EURO
3. Engaging Lesotho Diaspora Economic Capital	LNDC: 190,000 EURO Donor: 732,500 EURO
4. Investing in Diaspora Communities	LNDC: 52,000 EURO Donor: 75,000 EURO
5. Review and Transition to Next Strategy	LNDC: 33,000 EURO LNDC: 50,000 EURO

The breakdown of the financial plan and model through these categorizations is a critical first step in designing the prospectus to accompany the strategy. Within this prospectus, we will be able to develop a tiered prospecting strategy that can work across a strategy, strand or activity-based

approach to match our prospect index.⁹⁸ This material will enhance LNDC's capacity to source implementation capital for the strategy.

6. Conclusion

This strategy is a landmark investment by LNDC. It is a timely acknowledgement of the growing awareness of the positive capitals that diaspora engagement can bring for the trade and investment in Lesotho. Through this strategy, LNDC has displayed a mature appreciation of being able to look internally with a critical lens to ensure that it is best equipped to design and implement this strategy.

This strategy has worked to reflect the realities of diaspora engagement to LNDC and to set in place a framework that can help LNDC on its vision and mission for diaspora engagement. This type of engagement – particularly for trade and investment – is a long-term process. It is centred on building relationships that can cultivate ongoing transactional benefits for trade and investment.

As such, this strategy adopts the mindset to set in motion the offerings and upskilling that can mobilize LNDC to bring to market creative product and projects for diaspora engagement. It brings together a strong leadership role for LNDC with a partnership-based approach to help LNDC deliver a holistic portfolio for engagement.

Diaspora engagement in Lesotho is a growing narrative. This strategy is the first of its kind in moving from narrative to action. With the growing importance of diaspora to development, this strategy provides the market entry framework to bring positive impact from diaspora engagement for LNDC and Lesotho. Put simply, to not implement this strategy would mean Lesotho being left behind. The potentials are too significant to ignore.

The mission and vision of this strategy is clear; we see a meaningful, scalable involvement of the diaspora in the betterment of Lesotho. We see the Lesotho diaspora as a co-creator of our future. This will be done together, for the betterment of LNDC, Lesotho and the diaspora at home and abroad. This spirit of collaboration and partnership, we hope, will come to define a mutually beneficial relationship between LNDC and the Lesotho diaspora for trade and investment. We look forward to delivering this strategy together; relentlessly.

ANNEX I – IV to be provided as separate documentation with final draft

⁹⁸ The initial prospect list identified by stakeholders at the validation workshop included a hybridity of organizations and institutions in the public and private sector. Upon completion of the Annex Material of the Strategy Document, we will be able to insert specific prospects for specific activities. The prospects identified include: PSCP, World Bank, IOM, UNDP, Irish Aid, GiZ, USAiD, Gates Fdn, Carnegie Fdn, Government of Lesotho, Econet, Vodacom, Standard Bank, Metropolitan, Western Union, Maluti Mountain Brewery, AVIS, MGC Mining along with a series of high capacity individuals in the diaspora.