



Ex-post Evaluation: Enhancing coordination and strengthening institutional capacity to effectively engage with Basotho diaspora

CD.0003

Final Report

May 2022

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Executive Summary

The following report is an ex-post evaluation of the project, CD. 0003 “Enhancing coordination and strengthening institutional capacity to effectively engage with Basotho diaspora”, managed by the Lesotho Country Office of the International Organization for Migration (IOM) and funded by the IOM Development Fund.

This ex-post evaluation was commissioned by the Fund and was carried out by Sharon McClenaghan, Owl RE, research and evaluation consultancy, Geneva, from February to May 2022. The purpose of this evaluation was to assess the relevance and coherence of the project for the stakeholders and beneficiaries, the effectiveness and efficiency of project management and implementation, the expected impact, how well cross-cutting themes of human rights and gender were mainstreamed in the project, and how sustainable the desired effects were or could be.

The evaluation was carried out using a desk review of available data and documents, and key informant interviews with thirteen project stakeholders.

Findings

The project was regarded as very successful by all stakeholders interviewed and found to be highly relevant and impactful. It reached its objective and added significant value in the delivery of its key components: the development of a Diaspora Policy, the establishment of a Diaspora Directorate, support for a Basotho Diaspora Association, (BDA) and effective engagement of the Basotho diaspora as a key strategic partner to support the government’s COVID-19 response. The project was an excellent example of seed funding creating a strong institutional base and mechanism for diaspora outreach, as well as creating greater awareness of the range of the Basotho diaspora, and their needs as well as their potential contributions.

Relevance, (rating: Excellent – 5): This was a multifaceted project, closely aligned with both the national priorities of the government and the Basotho diaspora. It was designed very comprehensively in partnership with the Ministry of Foreign Affairs (MoFA) and built on a solid rationale with four outcomes and ten outputs. It was found to be highly relevant to the migration context and especially to the COVID-19 pandemic during which it expanded its scope in order to optimize the contribution of the diaspora to address the protection needs of the most vulnerable diaspora.

Coherence (rating: Excellent - 5): The project was found to be coherent with previous and ongoing IOM projects and other interventions in the field, maximizing the synergies between them.

Effectiveness (rating: Excellent- 5): The project was found to be highly effective, achieving its objective, outcomes, outputs and activities, almost a third of which were added in order to respond to the COVID-19 pandemic. It developed a co-ordination mechanism for engagement between the government and the diaspora consisting of a Diaspora Directorate located within the MoFA, a National Diaspora Policy formulated through widespread consultation, with a corresponding action plan and the formation

of a Basotho diaspora association, (BDA). Furthermore, the pandemic afforded an opportunity to use the engagement between the stakeholders to significantly broaden the reach and effectiveness of the project working with the government to support the government's COVID -19 response.

Efficiency and Cost Effectiveness (rating: rating: Excellent- 5): The project was found to be highly cost effective, managed and implemented very efficiently through the noted dedication of the project team. Delays were incurred as a result of COVID-19, and one no- cost extension (NCE) of six months was required, during which time it was extended to include three new outputs within the existing budget. The project was an excellent example of seed funding, providing a strong foundation for future diaspora engagement through institutional and policy change.

Impact (rating: Excellent - 5): The project demonstrated a range of sustainable impacts creating a strategic framework for effective engagement with the Basotho diaspora. This was further demonstrated during the COVID-19 pandemic during which time the diaspora made a significant contribution to support the government's COVID-19 response, through the provision of medical help, food and vaccine delivery.

Sustainability (rating: Very Good - 4): The project took a number of measures to ensure sustainability, primarily by building a strong institutional structure to support diaspora engagement in the form of a diaspora policy (now endorsed) and action plan, a new government institution, the diaspora directorate, with an allocated budget and a new association for the Basotho diaspora, the BDA, now formalized. One threat noted to the sustainability of project results was the weak development and wider political context of the country in which the government changes every four years. However, along with the new institutional architecture, the project also significantly strengthened relationships between a wide range of diaspora stakeholders. Together these provide a solid base for the ongoing and future engagement of the diaspora and should help offset the instability of the political context.

Conclusion and recommendations

The project successfully developed both policy and institutional capacity for effective engagement with Basotho Diaspora in the socio-economic development of the country, delivering significant impact during the 30-month framework, half of which was during the COVID-19 pandemic. It created sustainable change through the creation of lasting government architecture while also establishing the diaspora as a key strategic government partner, mobilized within the pandemic to support the government's COVID-19 response.

A. Project management

The project was managed extremely efficiently during a difficult period of the COVID-19 pandemic by IOM Lesotho who worked closely with the Technical Working Group (TWG) to organize all meetings and the implementation of activities. IOM's presence and expertise was highly commended by stakeholders, many of whom also noted the importance of IOM's continued "hands on" involvement in the next phase of diaspora engagement.

Recommendation for IOM Lesotho, (priority level: 2- medium):

For future projects:

- Ensure early handover of project management activities to the government beneficiaries, where relevant, such as organizing meetings etc, allowing them a period of time to manage activities independently and take ownership of them, avoiding an over- dependence on IOM presence when the project terminates.

B. Project documentation

During project implementation a number of activities had to be adapted and the project expanded to include new activities. This resulted in changes which had to be made to the budget, many retrospectively and some activities were re-coded prompting changes being made to the narrative reports.

Recommendation for IOM Lesotho, (priority level: 2- medium):

For future projects:

- Ensure early correspondence with the Fund about changes needed in the budget e.g. to account for previously unforeseen costs or changes in activities.
- Ensure that changes in activities are recoded and attention is paid to ensure that the narrative reports reflect the activities and remain coherent with the budget.

C. Project design

The design of the project was one of its strengths ensuring inclusion and the basis for strong relationships based on trust between diaspora stakeholders. One limitation noted however was that the finalized diaspora policy was not fed back to all the stakeholders who had input into it, leaving some unaware of their contribution This was admittedly a challenge given the dispersed nature of the diaspora.

Recommendation for IOM Lesotho, (priority level: 2- medium):

For this project and future projects:

- Find a way for the project to feed back to all of its stakeholders, if possible working with representative organizations, such as the newly formed BDA to ensure that the trust built between stakeholders is maintained.

D. Project follow-up / Sustainability

The new diaspora directorate is now housed in the MoFA with a diaspora policy and workplan, equipment and allocated staffing. Within the context of changes in South Africa to the legislation which could see immigrants expelled and returning back to Lesotho, the work of the directorate in protecting vulnerable migrants becomes increasingly more relevant. To help in these early stages of operationalization and embed sustainability IOM should continue to try and assist whenever possible until the office it is fully established.

Recommendation for IOM Lesotho, (priority level: 2- medium)

- Continue to work with the government and the MoFA to support the diaspora directorate and the implementation of the diaspora policy workplan, to help

sustain the momentum around diaspora engagement which the project helped build.

- Support the Department of Labour (DoL) and the diaspora directorate as well as the regional IOM Southern Africa Regional Office to respond to challenges encountered by migrant diaspora workers in view of the impending changes to South African legislation.

Lessons Learnt:

- Key to the success of the project results was the extensive thought and preparatory work which was undertaken in anticipation of every activity and the effort put into building the knowledge and awareness of diaspora stakeholders, which ultimately built their commitment to the project goal. As one government member noted, *“IOM is not afraid to put in the leg work needed to build relationships which is key for the work to continue.”*

Glossary of Terms

BDA	Basotho Diaspora Association
DAC	Development Assistance Committee
HoO	Head of Office (of IOM)
HR	Human rights
IDF	IOM Development Fund
MoFAIR	Ministry of Foreign Affairs and International Relations
MoHA	Ministry of Home Affairs
PMO	Prime Minister's Office
NCC	National Consultative Committee on Migration
LNDC	Lesotho National Development Corporation
MoDP	Ministry of Development and Planning
PSCEDP	Private Sector Competitiveness and Economic Diversification Project
MIDSA	Migration dialogue for Southern Africa.
MoHA	Ministry of Home Affairs
MoLE	Ministry of Labour and Employment
MS	Member State
MoSD	Ministry of Social Development
NCE	No-cost extension
NSDP	National Strategic Development Plan
RM	Results matrix
SADC	South Africa Development Community
SC	Steering Committee
SDGs	Sustainable Development Goals
SG	Steering Group
TWG	Technical working group

1. Introduction

The following report is an ex-post evaluation of the project, *Enhancing coordination and strengthening institutional capacity to effectively engage with Basotho Diaspora* managed by the Lesotho Country Office of the International Organization of Migration (IOM) and funded by the IOM Development Fund (“the Fund”).

This ex-post evaluation was commissioned by the Fund and was carried out by Sharon McClenaghan, Owl RE, research and evaluation consultancy, Geneva, from February to May 2022. The evaluation focused on six main OECD-DAC¹ evaluation criteria: relevance, coherence, effectiveness, efficiency, impact and sustainability. Human rights and gender equality were integrated into the evaluation criteria, where relevant.

2. Context of the evaluation

As one of the most ‘migration-dependent’ countries in the world, the Basotho diaspora is recognised as playing a key role in the national development agenda of Lesotho and included in the National Strategic Development Plan (NSDP) 2019-2023. Remittances through formal channels are estimated at 17.5percent of GDP² and a major source of foreign exchange.

However, despite the 8th Constitutional amendment which allows dual citizenship for Basotho and a progressive Citizenship and Immigration Bill, (2018), overall engagement with the diaspora has been without a unified or harmonized approach. There has been no single Ministry, sub-Ministry or independent institute with the mandate of coordination, harmonization of dealing with Basotho diaspora abroad and no National Diaspora Policy.

Financed by the Fund, the aim of the project was to address this and support an increased contribution of the Basotho diaspora in the socio-economic development of Lesotho by strengthening the government’s institutional capacity to coordinate diaspora affairs and mobilize the Basotho diaspora.

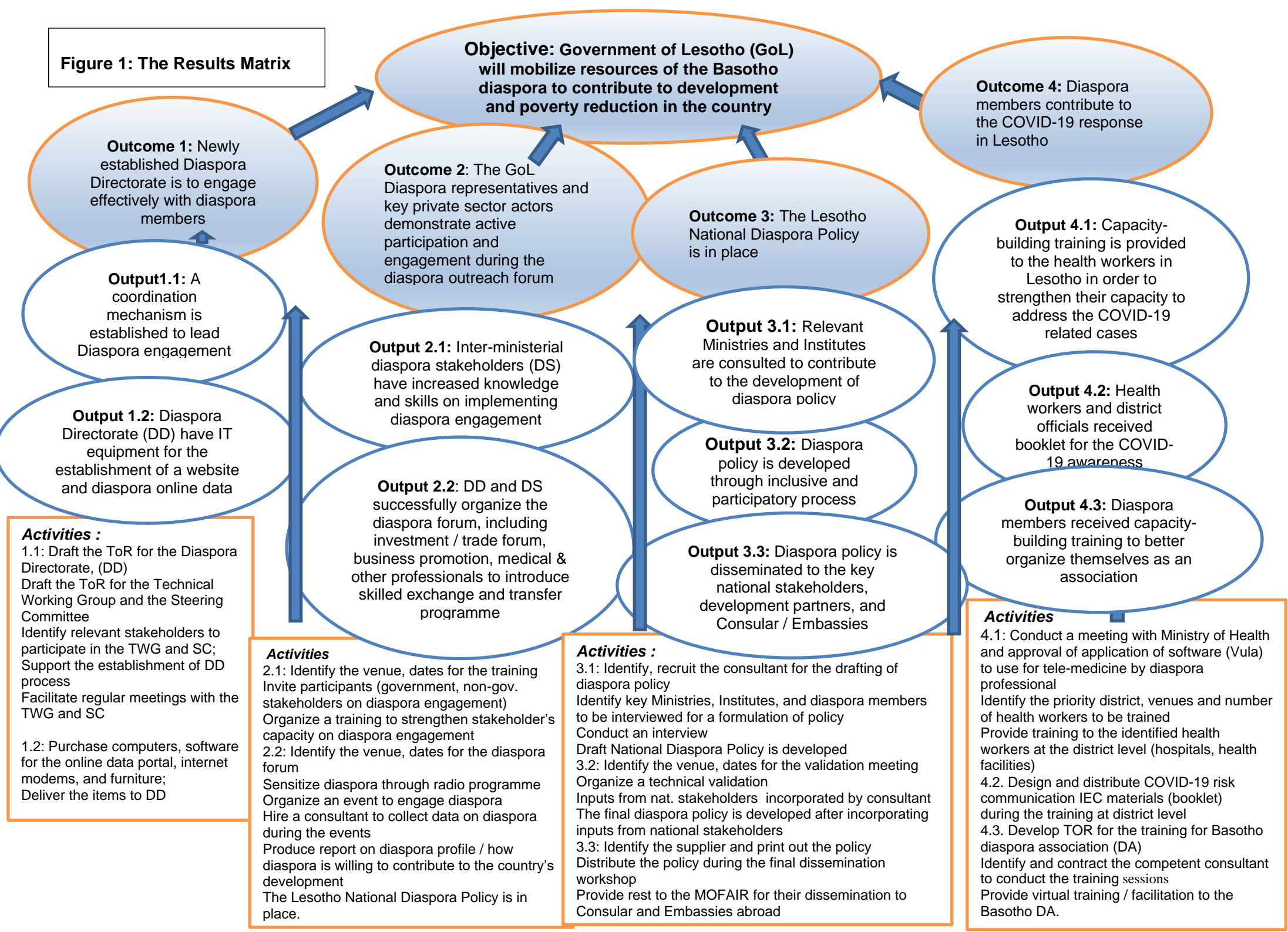
The Results Matrix (RM) is reproduced below to illustrate the intervention logic foreseen for the project:

¹ Organisation for Economic Co-operation and Development - Development Assistance Committee; ‘DAC Criteria for Evaluating Development Assistance’:

<http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

² ‘Sending Money Home: Contributing to the SDPs, One Family at a Time’ (June 2017, IFAD).

Figure 1: The Results Matrix



3. Evaluation purpose and objectives

3.1. Purpose and objectives

The purpose of this evaluation was to assess the relevance and coherence of the project for the stakeholders and beneficiaries, the effectiveness and efficiency of project management and implementation, the expected impact, how well cross-cutting themes of human rights and gender were mainstreamed in the project, and how sustainable the desired effects were or could be.

The evaluation aimed to promote transparency and accountability, assist the Fund in its decision-making, better equip staff to make judgments about the project and to improve the effectiveness for potential future project funding. The primary objectives of the evaluation were to:

- (a) Assess the relevance and coherence of the project's intended results;
- (b) Assess the Theory of Change;
- (c) Assess the effectiveness of the project in reaching their stated objectives and results, as well as in addressing cross-cutting issues such as gender, human-rights based approach, etc.;
- (d) Assess the efficiency and cost-effectiveness of project implementation;
- (e) Assess the impact prospects and outcomes to determine the entire range of effects of the project (or potential effects) and assess the extent to which the project has been successful in producing expected change;
- (f) Assess the sustainability of the project's results and benefits (or measures taken to guarantee it) or prospects for sustainability;
- (g) Assess how effectively issues of gender equality and human rights protection were mainstreamed in the process of project design and during project implementation;
- (h) Identify lessons learned and best practices in order to make recommendations for future similar projects and help the Fund in its decision-making about future project funding.

These objectives are operationalised in a series of evaluation questions and indicators (see section 3.3 below).

The findings, recommendations and lessons learned from this evaluation are to be used by IOM Nepal, all IOM units implementing IOM Development Fund projects and the Fund, as described in the following table.

Table 1: Evaluation Intended Uses and Users

Intended Users	Intended Uses
IOM Lesotho	To improve identification of country's needs and alignment of IOM's interventions with national, regional and global development agenda; To improve identification of and alignment of IOM's interventions with national, regional and global development and migration agenda. To improve efficiency and effectiveness of future project implementation.

	<p>To demonstrate accountability of project implementation and use of resources.</p> <p>To identify specific follow-up actions/initiatives and project development ideas.</p> <p>To document lessons learned and best practices.</p>
All IOM units implementing IOM Development Fund projects	To improve efficiency and effectiveness of current and future IDF funded projects
IOM Development Fund	<p>To assess value for money.</p> <p>To use the findings and conclusions in consideration of future project funding approval.</p>

3.2. Evaluation scope

The evaluation covered the full project period from 01 September 2018 – 28 February 2021. Partners and stakeholders interviewed were chosen based on the extent of their involvement in the project and availability and were identified in collaboration with the IOM project manager. The terms of reference (ToR) / Inception Report can be found at annex 1. The list of interviewees can be found in annex 2. The main documents consulted are listed in annex 3.

3.3. Evaluation criteria

The evaluation focused on the following six main evaluation criteria, based on the OECD/DAC guidelines: relevance, coherence, effectiveness, efficiency, impact and sustainability. Gender and human rights were also mainstreamed where pertinent. In response to the evaluation purpose and scope, the evaluation focused on 21 out of the 25 evaluation questions found in the evaluation matrix (as outlined in the ToR / Inception Report found in annex 1). Responses to cross-cutting questions were integrated across the findings.

4. Evaluation methodology

The evaluator used a participatory and mixed methods approach, involving and consulting with the relevant stakeholders as much as possible, integrating this approach into the methodology as feasible. Data was collected from a number of different sources in order to cross validate evaluation findings.

4.1. Data sources and collection

Two data collection methods were employed to ensure reliability of data:

- 1) Desk review of available data and documents (see annex 3);
- 2) Key informant interviews, conducted with IOM and stakeholders involved in the project.

4.2. Data sampling

A sample of 13 stakeholders involved in the project were interviewed. The stakeholders included:

- 3 IOM staff:
 - 2 from the Lesotho Country Office, 1 from the Regional Office for Southern Africa.

10 external interviewees

- 6 government representatives and those from affiliated organizations
- 3 diaspora representatives
- 1 consultant

(See annex 2 for the complete list of persons interviewed).

4.3. Data Analysis

Quantitative and qualitative approaches were used to analyse findings from the document review and interviews. This approach was also used to assess the achievements of the results matrix and accompanying project documentation. Triangulation (reviewing two or more sources of data) was used to corroborate findings, substantiate findings and to underline any weaknesses in the evidence. For each evaluation criteria a rating was determined based on the following scale:

Table 2: Evaluation criteria and scaling

Evaluation Criteria Scaling		Explanation	Supporting evidence
5	Excellent (Always)	There is an evidence of strong contribution and/or contributions exceeding the level expected by the intervention.	<i>Supporting evidence will be detailed for each rating given.</i>
4	Very good (Almost always)	There is an evidence of good contribution but with some areas for improvement remaining.	
3	Good (Mostly, with some exceptions)	There is an evidence of satisfactory contribution but requirement for continued improvement.	
2	Adequate (Sometimes, with many exceptions)	There is an evidence of some contribution but significant improvement required.	
1	Poor (Never or occasionally with clear weaknesses)	There is low or no observable contribution.	

4.4. Limitations and proposed mitigation strategies

In total, four limitations and challenges were identified for the evaluation and detailed in the Inception Report. The following table describes these limitations and how they were addressed.

Table 3: Limitations and challenges

No.	Limitation	How these limitations were addressed
1	Timing: The timing of the evaluation during the Covid-19 pandemic response/recovery may impact on the availability of IOM staff and project stakeholders/ beneficiaries, and/or extend the time that will take to respond to the evaluation request and provide inputs.	By the time of field work, Lesotho was in COVID-19 recovery phase, employees had returned to work and there was little impact on the availability of project stakeholders for interviews.
2	General problem of insufficient data or insufficient representative data collected, owing to poor response rate from interviewees.	Project documentation was excellent and as a result sufficient data was collected for the evaluation. Triangulation with other data gathering tools from different sources helped to address any data gaps arising. Where insufficient data existed this is noted accordingly throughout the report.
3	Objective feedback from interviewees – they may be reticent to reveal the factors that motivate them or any problems they are experiencing or being transparent about their motivation or about internal processes.	This did not materialize as an obstacle. All discussions were transparent and open and project stakeholders were overall enthusiastic in contributing to the evaluation.
4	General bias in the application of causality analysis.	This did not pose a major limitation as a consensus was found on the majority of findings.

5. Findings

The project was regarded as very successful by all stakeholders interviewed and found to be highly relevant and impactful. It reached its objective and added significant value in the delivery of its key components: the development of a Diaspora Policy, the establishment of a Diaspora Directorate and support for a Basotho Diaspora Association, (BDA). As a result of the COVID-19 pandemic, the project necessitated a six month no-cost extension, (NCE) during which time it expanded its reach to effectively engage the diaspora as a key strategic partner to support the government’s COVID-19 response. The project was very cost effective and an excellent example of seed funding creating a strong institutional base and mechanism for diaspora outreach, as well as creating greater awareness of the range of the Basotho diaspora, and their needs as well as their potential contributions.

The table below summarizes the findings and provides a rating for each evaluation criteria:

Table 4: Summary evaluation findings per criteria

<p>Relevance 5 - Excellent</p>	<p>This was a multifaceted project, closely aligned with both the national priorities of the government and the Basotho diaspora. It was designed very comprehensively in partnership with the Ministry of Foreign Affairs (MoFA) and built on a solid rationale with four outcomes and ten outputs. It was found to be highly relevant to the migration context and especially to the COVID-19 pandemic during which it expanded its scope in order to optimize the contribution of the Basotho diaspora, (medical expertise, contacts and know how), to address the protection needs of the most vulnerable diaspora.</p>	<p>Interviewees Project documentation</p>
<p>Coherence 5 - Excellent</p>	<p>The project was found to be coherent with previous and ongoing IOM projects and other interventions in the field, maximizing the synergies between them.</p>	<p>Project documentation</p>
<p>Effectiveness 5 - Excellent</p>	<p>The project was found to be highly effective, achieving its objective, outcomes, outputs and activities, almost a third which were added in addition to the original plan in order to respond to the COVID-19 pandemic. It develop a co-ordination mechanism for engagement between the government and the diaspora consisting of a diaspora directorate located within the MoFA, a diaspora policy, formulated through widespread consultation, with a corresponding action plan and creation of a Basotho diaspora association, (BDA). Furthermore, the pandemic afforded an opportunity to use the engagement between the stakeholders to significantly broaden the reach and effectiveness of the project working with the government to support the government’s COVID 19 response.</p>	<p>Project documentation Interviewees External publications IOM website</p>
<p>Efficiency and cost effectiveness 5 - Excellent</p>	<p>The project was found to be highly cost effective and was managed and implemented very efficiently through the noted dedication of the project team. Delays were incurred as a result of COVID-19, and one no cost extension (NCE) of six months was required, during which time the project was extended to include three new outputs within the existing budget. The project was an excellent example of seed funding, supporting institutional change and policy and providing a strong foundation for future diaspora engagement.</p>	<p>Interviewees and email correspondence Project documentation</p>
<p>Impact 5 - Excellent</p>	<p>The project demonstrated a range of sustainable impacts creating lasting institutional change and the basis of a strategic framework for effective engagement with the Basotho diaspora. This was further demonstrated during the COVID-19 pandemic during which time the Basotho Diaspora made a significant contribution to support the government’s COVID-19 response, through the provision of medical help, food and vaccine delivery.</p>	<p>Interviewees Project documentation</p>
<p>Sustainability 4- Very Good</p>	<p>The project took a number of measures to ensure sustainability, primarily by building a strong</p>	<p>Interviewees Project documentation</p>

	<p>institutional structure to support diaspora engagement in the form of a diaspora policy (now endorsed), and action plan, a new government institution, the diaspora directorate, with an allocated budget and a new association for the Basotho diaspora, the BDA, now formalized. One threat noted to the sustainability of project results was the weak development and wider political context of the country in which the government changes every four years. However, along with the new institutional architecture, the project also significantly strengthened relationships between a wide range of diaspora stakeholders. Together these provide a solid base for the ongoing and future engagement of the Basotho diaspora in the socio-economic development of the country and should help offset the instability of the political context.</p>	
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Relevance – 5 – Excellent

This was a multifaceted project, closely aligned with both the national priorities of the government and the Basotho diaspora. It was designed very comprehensively in partnership with the Ministry of Foreign Affairs (MoFA) and built on a solid rationale with four outcomes and ten outputs. It was found to be highly relevant to the migration context and especially to the COVID-19 pandemic during which it expanded its scope to optimize the contribution of the Basotho diaspora (finance, medical expertise, contacts and know how), to address the protection needs of the most vulnerable diaspora.

1. To what extent is the project aligned with national priorities and strategies, government policies and global commitments?

Finding: The project was highly relevant for Lesotho, described as one of the most ‘migration-dependent’ countries in the world, aligning with national and regional priorities of the government regarding migration and the diaspora, as well as the global commitments of the SDGs. It also responded directly to the needs of the Basotho diaspora in South Africa during the COVID-19 pandemic, aligning with the government’s priorities to provide support to the most vulnerable.

The project was found to be highly relevant for the Government of Lesotho (GoL). It was aligned to the national priorities detailed in the National Strategic Development Plan II (2019-2023), which, for the first time, includes migration and the diaspora under one of the four pillars, “strengthening Human Capital”, as well as the priorities of increasing domestic revenue mobilization and addressing the skills gap to enhance the economy.³ The project was also very relevant to the favourable policy environment benefiting the diaspora. These include the amendment to allow dual citizenship for Basotho (approved by Parliament in 2018 during implementation) and the Citizenship and Immigration Bill, 2018 both which indicate a policy

³ <https://www.gov.ls/wp-content/uploads/2021/06/National-Strategic-Development-Plan-II-2018-19-2022-23.pdf>.

change towards a more forward-looking and development-oriented migration management for Lesotho. The project was also aligned to the government's commitment to the SDGs, specifically SDG target 10.2, ("The productive inclusion of migrants in the development of their countries of origin as well as those of destination"), as well as to the government's regional commitment to the Maputo diaspora declaration.⁴

The project was found to be very relevant to the migration context. Lesotho is one of the most migration-dependent countries in the world,⁵ with a high dependence on remittances generated – an estimated 17.5% through formal channels and up to 30% through informal channels.⁶ Further, the project was strongly aligned to the government's COVID-19 pandemic response, broadening its scope during implementation to address the needs of the increasing vulnerability of the Basotho diaspora in South Africa, (See also question 3).

2. To what extent were the needs of beneficiaries and stakeholders, taken into account during project design?

Finding: The project was designed in response to a request from MoFA and was fully inclusive in its design, with beneficiaries and stakeholders represented throughout all stages of implementation. During the COVID-19 pandemic the project proposal expanded in accordance with the changing needs of beneficiaries and requests as they became apparent.

The project was developed at the request of the MoFA, the main project partner. Attempts at diaspora outreach had been made before but there had been no one institutionalized government response and this was the first collective response by government ministries and agencies, including the private sector towards the diaspora.

The project was designed in collaboration with the MoFA and in consultation with government ministries and other diaspora stakeholders, who were included at every stage of implementation. A steering group (SG) and a permanent technical working group (TWG) were formed, based on the already functioning National Consultative Committee on Migration (NCC).⁷ Activities were designed to be inclusive, prioritizing the needs of the main beneficiaries- the government and the Basotho diaspora throughout the project. For example, a mapping report was developed highlighting the wide range of diaspora and great effort was made to ensure that engagement with diaspora communities included the most vulnerable. Other activities included three outreach forums across South Africa, designed to consult with

⁴ "Members of SADC adopted and launched the Regional Diaspora declaration at the 6th MIDSA Migration dialogue for Southern Africa. 28.10.21." See: <https://ropretoria.iom.int/news/6th-ministerial-migration-dialogue-southern-africa-maputo-mozambique>

⁵ World Development Indicators 2016, available at <https://data.worldbank.org/indicator/BX.TRF.PWKR.DT.GD.ZS?locations=LS>

⁶ "Sending Money Home: Contributing to the SDPs, One Family at a Time" (June 2017, IFAD).

⁷ Established in 2010, the NCC consists of the main stakeholders involved in migration. The TG consisted of: representatives from the Ministry of Development Planning (MoDP), Lesotho National Development Corporation (LNDC), Ministry of Home Affairs (MoHA), Ministry of Trade and Industry (MoT), Ministry of Labour and Employment (MoLE), Ministry of Health (MoH), Central Bank, Ministry of Finance (MoF), Private Sector Foundation (PSF), Lesotho Chamber of Commerce (LCC) and National University of Lesotho (NUL).

the diaspora community in relation to the development of the diaspora policy and a diaspora database which was developed when it became apparent this was needed by the Lesotho High Commissions and Consulates who did not have a database of diaspora living in their respective countries.

Further, the project expanded, in response to the COVID-19 and in accordance with the changing needs of beneficiaries and requests as they became apparent and specifically to include the need from the GoL for support in its COVID19 response.

3. Was the project designed with a logical connection between its objective, outcomes, outputs and indicators based on a solid rationale/needs assessment?

Finding: The project had a strong logical connection between its objective, outcomes outputs and indicators. A rapid needs-assessment conducted at the beginning of the COVID - 19 prompted an expansion of the project which helped ensure its relevance to the objective as well as significantly increasing its impact.

Relevance of results- based matrix (RM) and vertical logic analysis

The RM was developed with 4 outcomes and 10 outputs and 33 supporting activities to support the objective: “*The Government of Lesotho (GoL) will mobilize resources of the Basotho diaspora to contribute to development and poverty reduction in the country,*” (see Figure 1). The project was designed very comprehensively with a solid rationale and a strong logical connection between the objective, outcomes, outputs and indicators with strong supporting activities. It was designed to build institutional structure (thereby also addressing the instability of the political context), to develop much needed capacity for both government and the diaspora in terms of training and material resources and to build trust by creating awareness of the potential and needs of all diaspora stakeholders - all of which were key for effective diaspora engagement. In addition, the project was revised at the beginning of the COVID -19 pandemic (from its original 3 outcomes to 4), in order to further respond to the needs of Basotho diaspora which significantly increased the relevance, effectiveness and impact of the project to both the GoL as well as to the diaspora.

Table 5: Evaluation Assessment of the Project Results Matrix Vertical Logic

<p>Objective: Government of Lesotho (GoL) will mobilize resources of the Basotho diaspora to contribute to development and poverty reduction in the country.</p> <p>Indicator:</p> <ol style="list-style-type: none"> 1. No. of programmes initiated on diaspora engagement knowledge and skills transfer (Data source and collection method: MoDP report) 2. No. of new Investment acquired through diaspora (Data source and collection method: LNDC report) 3. No. of policy recommendations stated in diaspora policy implemented (Data source and collection method: MoLE report) <p>Baseline, Target 0,3, 0,3, 0,3</p>	<p>The objective is appropriate. It is ambitious within the project timeframe and it is suggested that to demonstrate progress another indicator is added.</p> <p>Suggested additional indicator: <i>Willingness of Basotho diaspora to contribute to development and poverty reduction in country.</i></p> <p>The Baseline is appropriate but the targets are ambitious within the timeframe. A more realistic target would be 1.</p>
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<p>Outcome: Newly established Diaspora Directorate is to engage effectively with diaspora members.</p> <p>Indicator: 1. No of Diaspora Directorate to regularly and effectively communicate and engage with the diaspora. (Data source and collection method: MoFAIR report, project evaluation report)</p> <p>Baseline: 0 Target: 1</p>	<p>The outcome is appropriate. A rewording of the outcome is proposed which makes the engagement clearer.</p> <p>Suggested outcome: <i>Newly established Diaspora Directorate engages effectively with diaspora members-</i></p> <p>Suggested additional indicator: <i>Number of effective engagements by the Diaspora Directorate with the Basotho diaspora (effective to be defined).</i></p> <p>The Baseline and Target are appropriate.</p>
<p>Output 1.1: A coordination mechanism is established to lead Diaspora engagement.</p> <p>Indicator: 1.The Diaspora Directorate is established (Data source and collection method: Project report) 2. % of the female officials among the SC (Data source and collection method: List of nominated officials) 3. % of the female officials among the TC (Data source and collection method: List of nominated officials) 4. Number of Steering Committee (SC) meetings held (Data source and collection method: Minutes, participant lists) 5. Number of Technical Working Group (TWG) meetings (Data source and collection method: Minutes, participant lists)</p> <p>Baseline: No, 0,0,0,0 Target: yes, 30%, 50%,2, 12.</p>	<p>The output is appropriate but should be made gender sensitive. A suggested output is: <i>A coordination mechanism, with gender representation is established to lead Diaspora engagement .</i></p> <p>It is suggested that the first indicator for the establishment of the Diaspora Directorate is moved to the outcome.</p> <p>The remaining indicators 2-5 are appropriate.</p> <p>The Baseline and Target are appropriate.</p>
<p>Activities: 1.1.1. Draft the ToR for the Diaspora Directorate 1.1.2. Draft the ToR for the Technical Working Group and the Steering Committee 1.1.3. Identify relevant stakeholders to participate in the TWG and SC; 1.1.4. Support the establishment of Diaspora Directorate process 1.1.5. Facilitate regular meetings with TWG & SC.</p>	<p>The activities are appropriate.</p>
<p>Output 1.2: Diaspora Directorate have IT equipment for the establishment of a website and diaspora online data portal.</p> <p>Indicator: 1. Number of IT equipment delivered at Diaspora Directorate (Data source and collection method: Procurement Record, Deed of Donations) 2. Number of furniture delivered at Diaspora Directorate (Data source and collection method: Procurement Record, Deed of Donations)</p> <p>Baseline: 0, 0 Target: 20, 1</p>	<p>The output is appropriate. A rewording of the output is proposed which makes this clearer: Output 1.2: <i>The Diaspora Directorate has IT equipment for the establishment of a website and diaspora online data portal and the necessary furniture needed for functionality.</i></p> <p>The Baseline is appropriate. It is suggested that the target is dependent upon an assessment of what is needed and could be: <i>To be determined within the first 3 months.</i></p>
<p>Activities: 1. Purchase computers, software for the online data portal, internet modems, and furniture; 2. Deliver the items to Diaspora Directorate</p>	<p>An additional activity could be: <i>Conduct an IT and furniture assessment of what is needed for the resourcing of the Diaspora Directorate.</i></p>
<p>Outcome 2: The GoL, Diaspora representatives and key private sector actors demonstrate active</p>	<p>The outcome and indicator are appropriate.</p> <p>An additional indicator could be:</p>

<p>participation and engagement during the diaspora outreach forum. Indicator: % of the feedback given from GoL to Diaspora representative (women, men, investor, professional) on the inquiry or requests raised during the outreach meetings (Data source and collection method: Minutes of the follow up meeting, MoFAIR report, evaluation report) Baseline: 0 Target: 80%</p>	<p><i>Number of government officials and private sector actors in attendance at the outreach forums.</i></p> <p>The Baseline and Target are appropriate.</p>
<p>Output 2.1: Inter-ministerial diaspora stakeholders have increased knowledge and skills on implementing diaspora engagement programs with a roadmap. Indicator: 1. No. of government and non-government officers trained on diaspora engagement (Data source and collection method: Participant list, training report, project reports) 2. Number of roadmap / action plan to engage Basotho diaspora (Data source and collection method: Roadmap, training report) Baseline: 0, 0 Target: 20, at least 10 women, 1</p>	<p>Output 2.1 is appropriate. A suggested rewording could be:</p> <p><i>The knowledge and skills of inter- ministerial diaspora stakeholders are strengthened in relation to implementing diaspora engagement programs through the development of a roadmap.</i></p> <p>The first indicator does not measure knowledge and skills just attendance at a training. A suggested alternative indicator is: <i>Increase in knowledge and skills; baseline 30% target 80% (as measured against a baseline measured in pre-post surveys).</i></p> <p>The Baseline and Target for the second indicator are appropriate.</p>
<p>Activities: 1. Identify the venue, dates for the training 2. Invite participants (government, non-government stakeholders on diaspora engagement) 3. Organize a training to strengthen stakeholder's capacity on diaspora engagement.</p>	<p>The activities are appropriate.</p>
<p>Output 2.2: Diaspora Directorate and diaspora stakeholders are successfully organizing the diaspora forum, including investment / trade forum, business promotion, medical and other professionals to introduce skilled exchange and transfer programme. Indicator: 1. Number of diaspora and other participants in the events 2. Number of the reports on the diaspora outreach event is available (Data source and collection method: Database, Consultant report) Baseline: 0, 0 Target: 600 (minimum 30% women), 1</p>	<p>The output and indicators are appropriate. It is suggested they are both rephrased to make them clearer and an additional indicator is added:</p> <p><i>Output 2.2: The diaspora forum, is successfully organised by the diaspora directorate and diaspora stakeholders to include: investment / trade forum, business promotion, and a skill exchange and transfer programme by medical and other professionals.</i></p> <p>It is suggested that the first indicator be divided into two i in order to differentiate between government representation from Lesotho and South Africa, (also an indication of government commitment), and that from the Basotho diaspora. Suggested Indicators: <i>Number of Ministers and associated stakeholders from Lesotho and South Africa in the meeting</i> <i>Number of Basotho diaspora stakeholders from South Africa in the meeting.</i></p> <p>The Baseline is appropriate but the target is high. A suggested alternative is: Target: 450 with 50% representation from women.</p>

<ol style="list-style-type: none"> 1. Identify the venue, dates for the diaspora forum 2. Sensitize diaspora through radio programme 3. Organize an event to engage diaspora 4. Hire a consultant to collect data on diaspora during the events 5. Produce report on diaspora profile / how diaspora is willing to contribute to the country's development 	<p>The activities are appropriate.</p>
<p>Outcome 3: The Lesotho National Diaspora Policy is in place Indicator: Number of diaspora policy available (Data source and collection method: Evaluation report, project report) Baseline: 0, Target: 1</p>	<p>The Outcome is appropriate. An additional indicator is suggested: <i>Diaspora Policy is endorsed by the GoL.</i></p> <p>The Baseline and Target are appropriate.</p>
<p>Output 3.1: Relevant Ministries and Institutes are consulted to contribute to the development of diaspora policy. Indicator: Number of government Ministries / Institutes interviewed during the drafting process (Data source and collection method: Consultant report) Number of diaspora members interviewed during the drafting process (Data source and collection method: Consultant report) Baseline: 0,0 Target: 10, 10 (at least 5 women)</p>	<p>Output 3.1 and Output 3.2 can be conflated into one output (currently output 3.2), as this demonstrates clearly the availability of the product, as per the IOM Project Handbook.</p> <p>The indicators, Baseline and Target are appropriate and it is suggested they are included under Output 3.2.</p>
<p>Activities: <ol style="list-style-type: none"> 1. Identify, recruit the consultant for the drafting of diaspora policy 2. Identify key Ministries, Institutes, and diaspora members to be interviewed for a formulation of policy 3. Conduct an interview 4. Draft National Diaspora Policy is developed </p>	<p>The activities are appropriate, and it is suggested should be included with the activities for 3.2.</p>
<p>Output 3.2: Diaspora policy is developed through inclusive and participatory process. Indicator: Number of technical validation workshops conducted (Data source and collection method: Project record, procurement document) Number of participants in the workshop (Data source and collection method: Participant lists (gender, occupation) Baseline: 0,0 Target: 2, 20 (at least 10 women)</p>	<p>The output is appropriate. The indicators are appropriate and should include the indicators of 3.2.</p> <p>The Baseline and Target are appropriate.</p>
<p>Activities: <ol style="list-style-type: none"> 1. Identify the venue, dates for the validation meeting 2. Organize a technical validation 3. The inputs from national stakeholders are incorporated by consultant 4. The final diaspora policy is developed after incorporating inputs from national stakeholders </p>	<p>The activities are appropriate.</p>
<p>Output 3.3: Diaspora policy is disseminated to the key national stakeholders, development partners, and Consular / Embassies. Indicator: <ol style="list-style-type: none"> 1. No of copies of policy printed out (Data source and collection method: Project record, procurement document) </p>	<p>The output, indicators, Baseline and Target are appropriate.</p>

<p>2. Number of Ministries, DPs, and Embassies (under MoFAIR) receive the copy of diaspora policy (Data source and collection method: Project record, procurement document) Baseline: 0,0 Target: 100, 30 (15 Ministries, 15 DPs).</p>	
<p>Activities: 1. Identify the supplier and print out the policy 2. Distribute the policy during the final dissemination workshop 3. Provide the rest to the MOFAIR for their dissemination to Consular and Embassies abroad</p>	<p>The activities are appropriate.</p>
<p>Outcome 4: Diaspora members contribute to the COVID-19 response in Lesotho Indicator: Number of tele-medicine sessions conducted by diaspora medical specialist Baseline: 0 Target: 20</p>	<p>Outcome 4 is appropriate. The indicators, baseline and target are appropriate.</p>
<p>Output 4.1: Capacity-building training is provided to the health workers in Lesotho in order to strengthen their capacity to address the COVID-19 related cases. Indicator: Number of health workers attended the training. Baseline: 0 Target: 80, (40 female, 40 male)</p>	<p>It is suggested that the output is reworded: <i>Capacity of health workers in Lesotho is developed to strengthen their ability to address the COVID-19 related cases.</i> Additional indicator suggested: <i>Training provided on use of software for tele medicine purposes.</i> The Baseline and Target are appropriate. The target is too ambitious given the problem of availability during the pandemic. A more realistic target could be 40.</p>
<p>Activities: 1. Conduct a meeting with Ministry of Health and approval of application of software (Vula) to use for tele-medicine by diaspora professional. 2. Identify the priority district, venues and number of health workers to be trained. 3. Provide training to the identified health workers at the district level (hospitals, health facilities).</p>	<p>The activities are appropriate.</p>
<p>Output 4.2: Health workers and district officials received booklet for the COVID-19 awareness. Indicator: Number of booklets for COVID-19 risk communication. Baseline: 0 Target: 300.</p>	<p>The output should be rephrased in line with the IOM handbook to clearly demonstrate the product. Suggested output: <i>Booklets for COVID-19 risk communication produced and distributed to Health workers and district officials</i> The Baseline is appropriate but the Target is too ambitious. A suggested target is: 100.</p>
<p>Activities: 1. Design COVID-19 risk communication IEC materials (booklet) 2. Distribute COVID-19 booklet during the training at district level</p>	<p>The activities are appropriate.</p>
<p>Output 4.3: Diaspora members received capacity-building training to better organize themselves as an association. Indicator: Number of training sessions conducted virtually. Baseline: 0 Target: 6</p>	<p>It is suggested that the output is reworded: <i>Capacity of Diaspora members is developed to form a diaspora group/ association.</i> The Baseline and Target are appropriate.</p>
<p>Activities: 1. Develop TOR for the training for Basotho diaspora association</p>	<p>The activities are appropriate.</p>

2. Identify and contract the competent consultant to conduct the training sessions 3. Provide virtual training / facilitation to the Basotho Diaspora Association	
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4. To what extent do the expected outcomes and outputs remain valid and pertinent as originally intended in terms of direct beneficiary needs?

Finding: The Diaspora Directorate is in its infancy as is the formation of the BDA, and the training and capacity provided by the project remain very valid in these initial stages of operationalization. The expected outcomes and outputs also remain pertinent within the current context of legislative change within South Africa and the increased obstacles faced by the most vulnerable of Basotho diaspora, many of whom may to return to Lesotho. Further, with regard to diaspora investment the GoL recently approved the eighth (8th) Constitutional amendment to allow dual citizenship for Basotho and thereby reducing some of the barriers to diaspora engagement and providing an enabling environment for investment.

The outcome and outputs of the project remain valid and pertinent, especially within the current migration and policy context of the country. The project represented a timely opportunity for the GoL to engage Basotho diaspora abroad, having developed (and later approving) the 8th Constitutional Amendment to allow dual citizenship for the Basotho, easing some of the barriers to engaging the diaspora for investment purposes.⁸ The institutional structure provided by the project is in its infancy and the training and capacity provided by the project as well as the diaspora policy and roadmap remain very valid as foundational keystones of effective engagement with the Basotho diaspora.

Further, the increased focus on the vulnerable diaspora, (outcome 4) is increasingly valid and pertinent within the changing migration / labour policy context in South Africa and the growing number of obstacles faced by the most vulnerable of Basotho diaspora. A new law currently being debated could mean that the undocumented Basotho without citizenship may have to return back with their families regardless of how long they have stayed outside the country.⁹

As noted by one government interviewee, *“the work, (of the project) remains relevant as we haven’t reached even half the diaspora in South Africa. We only attended vulnerable diaspora with food, medical health etc. There are those that are trafficked and need help and those that will have to come back. Then there are those that possess skills who want to come back and invest. We need to be able to organize diaspora homecoming events, create a market for them, build a Trust Fund etc... there is much of do.”*

⁸ See <https://constitutionnet.org/news/lesotho-amends-constitution-allow-dual-citizenship>

⁹ A special permit agreement for Basotho working in South Africa was recently extended for another four years but this is a short term measure and “not a lasting solution” as noted by The Minister of Home Affairs, at the Outreach forum.

5. How adequately were human rights and gender equality taken into consideration during the project design and implementation?

Finding: Both gender and human rights were taken into consideration during project design and implementation. Gender was included in output indicators and women were well represented in terms of representation on the SG and TWG as well as in relation to the disaggregation of data. A human rights approach was intrinsic to the project approach as demonstrated in the outreach activities which ensured a focus on vulnerable migrants.

Gender was included in project design in the form of output indicators which measured gender equality representation in terms of the percentage of men and women attending coordination meetings and diaspora outreach meetings. The project was able to demonstrate good gender representation on the coordination mechanism (established through membership of the TWG and SG), with numbers of female officials represented higher than both the project targets (at 62% and 50% respectively). According to interviewees, although gender equality issues were not explicitly addressed during engagement with the diaspora they emerged “naturally,” as noted by one of the attendees, “*The women were well represented at the outreach meetings and through attendance their specific issues were already there in the issues they raised.*”

A human rights perspective was central to the approach of the project, and a mapping exercise and a rapid assessment conducted at the beginning of the COVID -19 pandemic, ensured that the full range of diaspora were targeted as beneficiaries, particularly in the outreach activities. As one respondent noted: “*When we did the outreach we took into consideration the needs of the vulnerable migrants. Semi or unskilled migrants. Priorities of women workers in food distribution... there was a high percentage of vulnerable workers at the meetings as well as the Ministers.*” The consultation facilitated by the three outreach forums helped ensure that the needs of the vulnerable diaspora abroad were addressed in the final Diaspora policy, where they were included as an objective (“*To provide services to both the integrated and vulnerable members of the diaspora*”).¹⁰

6. Is the project in line with IOM/IOM Development Fund priorities and criteria?

Finding: The project was found to be aligned to IOM and the Fund’s priorities and criteria. It supported two of IOM’s current strategic foci and IDF’s eligibility criteria. The project also supported the second objective of IOM’s Migration Governance framework (MiGOF) by enhancing the socio-economic well-being of migrants and societies.

The project was found to support two of IOM’s current strategic foci,¹¹ notably:

¹⁰ National Diaspora Policy, Page 20. See: <https://lesotho.un.org/sites/default/files/2021-07/Diaspora%20Policy%20FINAL%20%28003%29.pdf>

¹¹ IOM mission and strategic focus: https://www.iom.int/sites/default/files/about-iom/iom_strategic_focus_en.pdf

- No. 4: To contribute to the economic and social development of States through research, dialogue, design and implementation of migration-related programmes aimed at maximizing migration's benefits.
- No. 8: To assist States to facilitate the integration of migrants in their new environment and to engage diasporas, including as development partners.

The project also supported the three principles of IOM's Migration Governance Framework (MiGOF), notably through Objective 1: Good migration governance and related policy should seek to advance the socioeconomic wellbeing of migrants and society.¹² Concerning IDF's eligibility criteria,¹³ the project responded to key criteria on capacity-building element through the through meetings and workshops as well as the production and dissemination of evidence-based research.

Coherence – 5- Excellent

The project was found to be coherent with previous and ongoing IOM projects and other interventions in the field, maximizing the synergies between them.

7. To what extent is this project compatible with other IOM activities?

Finding: The project was found to be fully integrated into the work of IOM Lesotho as reflected in the IOM Lesotho Country Strategy 2019-2023, in which diaspora engagement is a priority focus, as well as with previous and ongoing IOM projects.

Diaspora engagement is a priority focus for IOM Lesotho, reflected in the IOM Lesotho Country Strategy 2019 – 2023 as well as the IOM Regional Strategy for Southern Africa, 2019 – 2023.¹⁴ IOM has a long history of working on diaspora issues for example supporting the GoL to develop the Migration and Development Policy (in 2014) and through a previous IDF funded project on Labour Migration project, 2016-2018, in which many of the labour migrants are also diaspora.¹⁵ This previous work built a strong foundation for the current project as many of the diaspora stakeholders were the same working together in a previous migration technical group.

8. To what extent is this project compatible with other broader interventions in this field?

Finding: The project was found to be compatible with other interventions in the field including an ongoing SDG financing project (2019-2023), focusing on diaspora investment.

The project was found to be compatible with previous and current interventions in this field. These included a project which aimed to support host South African governments in the

¹² IOM Migration Governance Framework, See: https://www.iom.int/sites/g/files/tmzbdl486/files/about-iom/migof_brochure_a4_en.pdf

¹³ IDF eligibility criteria: <https://developmentfund.iom.int/eligibility-criteria>

¹⁴ <https://publications.iom.int/books/iom-regional-strategy-southern-africa-2019-2023>

¹⁵ IDF- funded project, LM.0304, Strengthening Labour Migration Management in Lesotho, (2016 - 2018).

Southern African region in their response to COVID -19, covering training, community social cohesion and emergency assistance,¹⁶ funded by the United Kingdom Foreign, Commonwealth, and Development Office (FCDO) and a project on the reintegration of returnee and other vulnerable migrants impacted by COVID -19.¹⁷ Another relevant project is the ongoing SDG financing project (2019-2023), in which IOM partners with UNICEF and UNDP, which can be seen as both complimentary and a continuation of the diaspora engagement project, focusing on diaspora investment / finance, as well as remittance mechanisms to make it easier for migrants to send money back home.¹⁸

Effectiveness – 5 – Excellent

The project was found to be highly effective, achieving its objective, outcomes, outputs and activities, almost a third which were added at the beginning of the COVID-19 pandemic. It developed an engagement mechanism between the government and the diaspora consisting of a diaspora directorate located within the MoFA, a diaspora policy, formulated through widespread consultation, with a corresponding action plan and the creation of the BDA. Furthermore, the pandemic afforded to opportunity to use the engagement between the stakeholders to significantly broaden the reach and effectiveness of the project, (adding another eight activities), to work with the government to support the government's COVID-19 response.

9. Have the project's outputs and outcomes been achieved in accordance with the stated plans and results matrix?

Finding: The project was assessed as achieving the objective through establishing the first stage of diaspora engagement. It achieved its total of four outcomes, ten outputs and 33 activities in accordance with the stated results matrix, (RM). The timeline of project activities was extended by six months in accordance with delays during which an additional outcome and four outputs were added, significantly increasing effectiveness by extending the reach of the project to include the contribution of the diaspora to the government's COVID-19 response.

The project achieved its four outcomes and associated outputs, very successfully supporting the GoL to significantly increase engagement with a wide range of the Basotho diaspora and to mobilize the resources of Basotho diaspora to contribute to the relevant development needs. It created institutional infrastructure to support diaspora engagement in the form of the National Diaspora Policy, (informed by the engagement process and later approved by the Cabinet in December 2020), a "Roadmap," a Diaspora Directorate within the MoFA with an office furnished by the project and the establishment and formalization of the BDA. As noted

¹⁶ Humanitarian response to vulnerable migrants stranded in Southern Africa: COVID-19. FDO, September 2020- March 2021.

¹⁷ Socio- Economic integration of returnees and other vulnerable households in migration affected areas severely impacted by COVID-19 pandemic, March 2020- March 21.

¹⁸ As part of the SDG financing project (2019-2023), UNDP worked on Development Finance Assessment (DFA) which includes diaspora finance / remittance aspects and IOM is working on the remittance assessment as well as policy coherence towards facilitating diaspora finance in Lesotho. [https://info.undp.org/docs/pdc/Documents/LSO/Lesotho%20Joint%20SDG%20Programme%20FC1%202020%20LSO%20\(Final\)_29Jul2020.doc.pdf](https://info.undp.org/docs/pdc/Documents/LSO/Lesotho%20Joint%20SDG%20Programme%20FC1%202020%20LSO%20(Final)_29Jul2020.doc.pdf)

by one Government representative, *“The jump to having a Diaspora Directorate and an association is a big thing. Before they weren’t talking and now they are and the diaspora have an organization scattered across the countries. We were able to achieve what we asked plus so much more, the project was a true success.”*

A great amount of attention was paid to include the needs of all diaspora beneficiaries, addressing capacity needs through research, extensive training and relationship building, (the only limitation noted was that the Diaspora Policy was not fed back to all the stakeholders who had input into it).

The project was revised at the beginning of COVID-19 to include an additional outcome focusing on the contribution of the Basotho diaspora to the government’s COVID-19 response in Lesotho and as a result of this and other additional supporting work, (from another project), the Basotho diaspora were effectively mobilized to provide medical aid and food assistance to vulnerable diaspora as well as helping the government with the vaccine rollout.

Table 6: Evaluation Assessment of the Project Results Matrix Vertical Logic

Objective: Government of Lesotho (GoL) will mobilize resources of the Basotho diaspora to contribute to development and poverty reduction in the country.	Achievement	The project successfully supported the GoL to mobilize the resources of the BD to contribute to development and poverty reduction, especially within the immediate COVID-19 context. Two programmes on health were developed utilising diaspora knowledge and skills transfer: training on telemedicine application and through conversations informed by diaspora support, for a national vaccine roll-out strategy for those not covered under the existing WHO programme. One new investment was made, resulting from the diaspora training session. In addition, the project supported government with the identification and assistance of 12,000 vulnerable diaspora stranded in South Africa, with food assistance.
Outcome: Newly established Diaspora Directorate (DD) is to engage effectively with diaspora members.	Achieved	The project supported the establishment of the DD, located within the MoFA with an office furnished by the project. The DD successfully engaged with the diaspora in South Africa and through coordination with the BDA, supported a number of initiatives, for example, the development of a global engagement strategy for economic investment with the Lesotho National Development Corporation (LNDC).
Output 1.1: A coordination mechanism is established to lead Diaspora engagement.	Achieved	A coordination mechanism was established to lead the diaspora engagement. This was formed from the Steering Committee and Technical Working Group, which had 20 meetings to lead the project activities.
Activities	Achieved	Activities supporting output 1.1 were all undertaken.
Output 1.2: Diaspora Directorate have IT equipment for the establishment of a website and diaspora online data portal.	Achieved	Th project provided IT equipment and furniture. computers, software for the online data portal, internet modems, and furniture.
Activities:	Achieved	Activities supporting output 1.2 were all undertaken.
Outcome 2: The GoL Diaspora representatives and key private sector actors demonstrate active participation and engagement	Achieved	Three outreach forums were organised in Johannesburg, Bloemfontein, and Durban attended by 6 representatives of the Ministries and diaspora. Around 60% of the questions asked by the diaspora

during the diaspora outreach forum.		during the forums were answered during the forums and information desks and another estimated 20% were answered outside this. This included 11 diplomats from Lesotho High Commission and Consulates based in South Africa who increased their skills and knowledge on how to engage diaspora more effectively.
Output 2.1: Inter-ministerial diaspora stakeholders have increased knowledge and skills on implementing diaspora engagement programs with a roadmap.	Achieved	According to evaluation assessments, attendees of the 3 day training and roadmap development workshop, (<i>Facilitating Migration and Development in Lesotho</i>), increased their knowledge on diaspora engagement. This workshop was also attended by 11 diplomats from Lesotho High Commission and Consulates based in South Africa. A road map for diaspora engagement was produced.
Activities	Achieved	Activities supporting 2.1 were all undertaken
Output 2.2: Diaspora Directorate and diaspora stakeholders are successfully organizing the diaspora forum, including investment / trade forum, business promotion, medical and other professionals to introduce skilled exchange and transfer programme.	Achieved	The diaspora forums were organized jointly by IOM and MoFAIR, in partnership with the Lesotho High Commission and Consulates. Three Basotho diaspora outreach forums were organised in Johannesburg, Bloemfontein and Durban successfully developing engagement between the GoL and the diaspora: These were attended by a range of diaspora stakeholders including ministry representatives, trade and business representatives and diaspora Basotho diaspora (478 diaspora in total).
Activities	Achieved	Activities supporting 2.2. were all undertaken.
Outcome 3: The Lesotho National Diaspora Policy is in place.	Achieved	National Diaspora Policy was developed and approved unanimously by the Cabinet in December 2020.
Output 3.1: Relevant Ministries and Institutes are consulted to contribute to the development of diaspora policy.	Achieved	The National Diaspora Policy was developed with full consultation with the key ministries and after having incorporated inputs from national stakeholders and diaspora members.
Activities	Achieved	Activities supporting output 3.1 were all undertaken.
Output 3.2: Diaspora policy is developed through inclusive and participatory process.	Achieved	2 technical validation workshops were conducted at TC and SC level.
Activities	Achieved	Activities supporting 3.2 were all undertaken.
Output 3.3: Diaspora policy is disseminated to the key national stakeholders, development partners, and Consular / Embassies.	Achieved	The National Diaspora Policy was disseminated to 10 Key Ministries and diplomatic missions.
Activities	Achieved	Activities supporting output 3.2 were undertaken and 375 copies of the National Diaspora Policy were printed. Remaining copies not distributed were left to Ministry of Foreign Affairs and International Relations (MOFAIR), for further dissemination.
Outcome 4: Diaspora members contribute to the COVID-19 response in Lesotho	Achieved	IOM supported of tele-medicine session by Basotho diaspora medical specialists from South Africa to provide virtual training on an innovative telemedicine application for doctors and nurses working in health facilities in two districts in Lesotho to support the government's COVID-19 response. The project did not achieve its target of 20 sessions due to the second wave of COVID-19 pandemic and increased illness among the health workers.

		However, the project also contributed to this outcome by conducting a rapid assessment of the diaspora in support the Ministry of Social Development, (MoSD) identify destitute migrants in South Africa affected by COVID-19 for emergency food support.
Output 4.1: Capacity-building training is provided to the health workers in Lesotho in order to strengthen their capacity to address the COVID-19 related cases.	Mostly achieved	In coordination with the Ministry of Health, approval of application of software (Vula) to use for tele-medicine by diaspora professional was given and health workers were identified and trained, facilitating access to relevant specialist medical expertise through the use of the technology. 50 health workers were reached. This was short of the target of 80 as the second wave of the pandemic led to the unavailability of health workers.
Activities	Achieved	Activities supporting outcome 4.1 were all undertaken.
Output 4.2: Health workers and district officials received booklet for the COVID-19 awareness.	Achieved	COVID-19 awareness materials were developed in the form of 900 flyers, 900 leaflets, 900 posters and 600 stickers) distributed to hospitals in four districts in support of the Government's COVID-19 response, according to project documentation.
Activities	Achieved	Activities supporting outcome 4.2. were all undertaken.
Output 4.3: Diaspora members received capacity-building training to better organize themselves as an association.	Achieved	Specialised training was developed and delivered virtually to support the establishment of the BDA. A virtual forum for the diaspora network was also organized holding regular meetings attended by between 30 and 200 members (according to project documentation.)
Activities	Achieved	Activities supporting outcome 4.3 were all undertaken.

10. Was the collaboration and coordination with partners (including project implementing partners) and stakeholders effective, and to what extent have the target beneficiaries been involved in the processes?

Finding: Effective collaboration and coordination with partners (including project implementing partners) and stakeholders was one of the key strengths of the project. Significant time was spent on building an inclusive stakeholder model to ensure the needs of the diaspora in its full range were captured throughout the project.

Collaboration and coordination with stakeholders and partners was extremely strong throughout the project duration and was key to the success of building an effective engagement mechanism. As noted in question 2, an inclusive TWG was set up and described by one member as, “*the glue to the project.*” It met regularly on a mostly monthly basis and resulted in a high level of buy in from the government (eg the diaspora policy was passed through unanimously through with the Cabinet, and the Diaspora Directorate was endorsed with funding allocation).

The target beneficiaries, and diaspora stakeholders in both Lesotho and South Africa were fully involved in the consultative processes of the project which project activities were designed to support. Based on a mapping report, as well as training given to Consulate representatives in South Africa, three outreach meetings (478 attendees in total) to consult with the diaspora

community in the development of the diaspora policy. These forums were key to the success of the resulting policy - facilitating the concerns and challenges raised by diaspora members in the informal sector to be heard by the Lesotho government officials in attendance. The forum sessions were also key in building a strong engagement between the two groups as one member of the diaspora noted, *“We have to work on trust issues and on the commitment of the government but we went through that process with the project.”*

11. What major internal and external factors have influenced (positively or negatively) the achievement of the project’s objectives and how have they been managed within the project timeframe?

Finding: Factors which influenced the project positively and helped it reach its objective and outcomes included: the commitment of the IOM staff, particularly the Head of Office, (HoO), the strength of existing relationships with the Diaspora stakeholders and the design of the project. COVID-19 caused delays and disruptions in implementing project activities but also provided an opportunity for the project to expand in response to the changing additional needs of beneficiaries which further served to improve the relevance and effectiveness of the project results.

The following positive factors which influenced the results of the project were identified:

Internal

- IOM Lesotho is a **trusted partner** of the government and this as well as the **dedication and commitment of IOM staff**, especially the HoO, was noted by all external interviewees as key to the success of the project, as well as in relation to its prospects for sustainability. As one government representative responded, *“IOM and the HoO played a very critical role ..you can see it in such a high government commitment to the project with representatives of 6 ministries ministers showing up to the outreach forums, which is unheard of.”*

- **The design of the project** to support “integrated diaspora engagement” was inclusive and collaborative, with activities designed to build upon each other, and communication differentiated to suit different diaspora stakeholders. Extensive effort was put into the technical group meetings (a total of 20 were held) and diaspora engagement trainings, as well as mapping the diaspora, which ensured as wide as possible representation at the outreach meetings. Such representation was critical to trust building between the government and the diaspora. As noted by an external stakeholder in relation to the project, *“They have taken the time needed and all the right steps, to make sure the diaspora’s concerns were heard, to building motivation as well as reaching out to the most vulnerable diaspora during the COVID -19 pandemic.”*

External:

- The pre-existence of the **national consultative committee** on migration and existing relationships of trust between the migration stakeholders also added to the strength of the project as many of the stakeholders were the same for the project.

- **The COVID-19 pandemic had both positive and negative impacts** on the project. Negatively it caused delays, as noted above, but positively it helped accelerate the

compilation of the database of the diaspora as many diaspora registered themselves quickly with the project for assistance during the lockdown, “out of desperation,” overcoming the initial fear many of the migrants had of sharing their identity details. The process confirmed that a significant number of the diaspora are undocumented or very partially documented, living in South Africa illegally and very vulnerable. As noted by a government interviewee, “COVID has created a situation of immediate needs and attention, COVID opened our eyes how critically important the project initiative was.”

- **The change of legislation and granting of dual citizenship** by the GoL addressed a significant barrier to diaspora engagement as previously those who had moved to another country and taken up citizenship had lost their Lesotho citizenship. The change of legislation occurred during project implementation and was also seen as strengthening trust in the government as to diaspora interests. As noted by an interviewee, “Dual citizenship was a game changer. When it was announced in the meeting (an outreach meeting), everyone stopped and there was a standing ovation... by the diaspora, this was the sign they needed to show the government was serious.”

The following negative factors which influenced the results of the project were identified:

- As a result of a **change of government during the project** (May 2020) all Ministers and Principal Secretaries changed, making it necessary to re-engage with new government officials. However, the project ensured ongoing close involvement with technical advisors which lessened the impact of the change. It did however result in a delay in the establishment of the Diaspora Directorate as well as the adoption of the Diaspora Policy, requiring the project to request a six month No Cost Extension, (NCE).

Efficiency & Cost Effectiveness – 5 – Excellent

The project was found to be highly cost effective and was managed and implemented very efficiently through the noted dedication of the project team. Delays were incurred as a result of COVID-19, and a no-cost extension (NCE) of six months was required, during which time the project was extended to include three new outputs and eight more activities within the existing budget. The project was an excellent example of seed funding, supporting institutional and policy change, providing a strong foundation for future diaspora engagement. Furthermore, it used the opportunity the pandemic afforded to broaden the reach of the project significantly, working with the government to support vulnerable migrants including those the project had helped identify.

12. How cost-effective was the project? Could the activities have been implemented with fewer resources without reducing the quality and quantity of the results?

Finding: The project was found to be very cost-effective, representing the best possible use of the IDF \$200,000 funding to achieve results of the greatest possible value to stakeholders and beneficiaries involved. It stayed within budget while adding three additional outputs and eight activities during COVID-19 pandemic, when other activities were halted temporarily.

The project represented the best possible use of available resources to achieve results and ensure that the objective of the project was met. Due to the sharp increase of COVID-19 cases

in Lesotho, activities were slowed down or halted temporarily. The project used this time, and funds available from savings made on completed activities such as training (which was conducted virtually), to further revise the project and fund new activities. A rapid needs-assessment was conducted and funds were allocated to eight new activities. These included the training of the diaspora on forming an association, and capacity building training to diaspora medical specialists to support health practitioners in Lesotho through “tele-medicine.”

13. How efficient was the overall management of the project?

Finding: The project was managed extremely efficiently with a high degree of effort and care demonstrated by the IOM staff, particularly the HoO. Some limitations resulted from the COVID-19 pandemic, but these were addressed quickly; the time and money freed up were used to optimize the impact of the project through the inclusion of additional relevant activities. The implementation of the project was very well recorded, with extensive supporting documentation available on PRIMA.

The project was managed extremely efficiently with a high degree of commitment and diligence demonstrated by the IOM staff, particularly the HoO, noted by all project stakeholders. As a result of the COVID-19 pandemic, some activities such as trainings had to be changed, but these were delivered effectively, and savings made were used to optimize the impact of the project through the inclusion of the additional activities. The project was well documented and was available on PRIMA for all components.

14. Were project resources monitored regularly and managed in a transparent and accountable manner to guarantee efficient implementation of activities? Did the project require a no-cost or costed extension?

Finding: The project demonstrated regular monitoring of project progress throughout the timeframe with reports, both narrative and financial, submitted every six months. As a result of the COVID -19 pandemic a number of activities were delayed and one no cost extension (NCE) of six months was required. During this time the project was revised to accommodate an extension of new activities, included within the existing budget. A number of changes were made, some retrospectively, to the approved budget and to the corresponding narrative reports to ensure coherence. The project was allocated a total budget of USD \$200,000 with a surplus of USD \$5,475 remaining, (excluding evaluation costs).

The project demonstrated regular monitoring of project progress throughout the timeframe, with interim and final reports, both narrative and financial all of which were submitted on time and inclusive of all relevant and key annex documentation uploaded to PRIMA.

One NCE of six months was required as a result of the COVID-19 pandemic which caused delays to a number of activities and the project was extended.

There was one budget revision (8.7.2020) which was also followed by a number of changes made, some retrospectively, to the approved budget, for example to account for unforeseen bank charges. Further, a number of changes had to be made related to recoding, to reflect accurately the activities undertaken and as a result the corresponding narrative reports were amended to ensure coherence.

Budget analysis: The project was allocated \$200,000, and according to the Final financial report, excluding the planned evaluation costs, the project spent \$194,525, leaving a balance of \$ USD \$5,475.

Table 7: Comparison between the Proposed budget and the actual budget spent

Expenditure item	Proposed budget	Actual expenditure	Change indicated in documentation
Staff	51,038	50,404	N/A
Office	8,962	8,676	N/A
Output 1.1:	4 692	4 809	Change noted
Output 1.2	6 578	6 811	N/A
Output 2.1:	3,120	3,120	N/A
Output 2.2:	75,634	72,535	Change noted
Output 3.1:	36,169	36,115	N/A
Output 3.2:	1,657	1,657	N/A
Output 3.3:	4,950	4,254	N/A
Output 4.1:	3,000	2,466	All changes noted
Output 4.2:	500	450	
Output 4.3:	2,700	3,227	
Evaluation	1,000	-	
TOTAL	200,000	194,525	

15. Were the costs proportionate to the results achieved?

Finding: The results achieved by the project represented exceptional value for money reaching its objective, including a significant expansion, all within the original budget.

The results achieved by the project were found to be proportionate to the costs expended. The budget expended led to the completion of all activities, including the addition of the eight new activities, and the project’s objective was achieved; the project represented exceptional value for money.

Impact – 5- Excellent

The project demonstrated a range of sustainable impacts creating lasting institutional change and the basis of a strategic framework for effective engagement with the Basotho diaspora. This was demonstrated during the COVID -19 pandemic during which time the diaspora made a significant contribution to support the government’s COVID-19 response, through the provision of medical help, food and vaccine delivery.

16. Which positive/negative and intended/unintended effects/changes are visible (short and long-term) as a result of the project?

Finding: The project led to a number of positive changes in terms of building an effective engagement mechanism between diaspora stakeholders as well as a change of mindset regarding the diaspora. No negative effects were found as a result of the project.

The following positive short to medium term changes were identified, all of which have the potential to support significant longer-term changes:

The project resulted in institutional change within the government, developing an effective engagement mechanism between diaspora stakeholders, and providing the basis for ongoing diaspora outreach, with results already evident. It helped develop a diaspora directorate, with a staffing budget for three people (at the time of writing being recruited), a diaspora policy with an action plan and supported the formation of the BDA. As noted by one respondent, *“the policy provides a direction which has never existed before. It has defined the role of the line ministries and through the technical committee. ..now we have clear coordination and responsibilities.”* A database was also produced, which by the end of the project, included 1,517 Basotho diaspora residing in the 31 countries registered with their contact and occupation details. The engagement mechanism was further supported by strengthening the knowledge and capacity of the project stakeholders through differentiated training on diaspora engagement developed for government ministry and other members of the TWG, consulate representatives in South Africa and the diaspora.

Before the project there was no co-ordinated response from the government to engage the diaspora and only an informal collection of diaspora individuals *“reaching out through personal network to try to contribute to the home country,”* as one interviewee described and there were no Basotho database. As noted by one government stakeholder, *“IDF has kickstarted the whole diaspora movement. This is first time it is fully functional – we had been trying for years, Now you have the BDA.. it is becoming known across the globe and whatever information they want etc ... they can go through this and for me quite an achievement. People are starting to reach out now.”*

The project was also very successful in bringing about a change of mindset on diaspora outreach, helping the government and other stakeholders broaden their vision of diaspora needs and resources available. In this way the project helped build the political will of the government and other stakeholders to commit to the needs of the most vulnerable diaspora, which, as noted by the Minister, *“made a significant contribution to support Lesotho’s fight against COVID-19”*¹⁹ through help with distributing food parcels and vaccine delivery. It also facilitated diagnostic support for physicians in Lesotho from Basotho medical specialists in South Africa and Uganda using the Vula Software. While this was a short-term measure used during the COVID -19 period, the software remains available for the government to further utilise it.

No negative effects were found as a result of the project.

¹⁹ As noted at the IOM governing body 2020, statement by Honourable Motlantoa Letsosa Minister of Home Affairs Lesotho at the 111th Session of the International Organization for Migration (IOM) Council November 2020 Geneva.
https://governingbodies.iom.int/system/files/en/council/111/General_debate/Lesotho%20-%20STATEMENT%20FINAL%20BY%20%20HON.%20MINISTER%20111TH%20SESSION.pdf

17. Can those changes /outcomes/ expected impact be attributed to the project's activities? Are there any contribution from external factors?

Finding: The results of the project were achieved without significant attribution of external factors.

The project's results were achieved primarily through the planned project interventions. There had been previous attempts to engage the diaspora by the government and related stakeholders, as noted by interviewees, and also many attempts by members of the Basotho diaspora who operated in an informal capacity, to strategically target investment opportunities, but these had not been successful.

Sustainability – 4- Very Good

The project took a number of measures to ensure sustainability, primarily by building a strong institutional structure to support diaspora engagement in the form of a diaspora policy (now endorsed), and action plan, a new government institution, the diaspora directorate, with an allocated budget and a new association for the Basotho diaspora (the BDA), now formalized. One threat noted to the sustainability of project results was the weak development and wider political context of the country in which the government changes every four years. However, along with the new institutional architecture, the project also significantly strengthened relationships between a wide range of diaspora stakeholders. Together these provide a solid base for the ongoing and future engagement of the Basotho diaspora in the socio-economic development of the country and should offset the instability of the political context.

18. Did the project take specific measures to guarantee sustainability and how was this supported by partners and the IOM?

19. Have the benefits generated by the project deliverables continued once external support ceased?

Finding: The project took various measures to ensure sustainability of the results achieved. Activities were designed around training on diaspora engagement for all main stakeholder groups, as well as a number of consultative processes such as the outreach forums, (which fed into the formulation of the diaspora policy). These activities significantly built capacity as well strengthened relationships between the government and the diaspora as well as other stakeholders, as well as and maximising ownership of the forthcoming policy and its provisions. The project also provided for institutional sustainability in the form of the diaspora policy roadmap, a new diaspora directorate and support given for the creation of a Basotho diaspora association.

The project took various measures to ensure sustainability of the results achieved. The diaspora policy was developed in a very comprehensive consultation with the diaspora, which resulted in a high level of reflected needs and ownership and the development of the diaspora directorate provides an institutional "home" for the engagement work within the government. As noted by one government stakeholder: "*As part of the TC we were able to focus on what has to be done ..in a collaborative way to have solutions. Now we have the new authority set up and the diaspora policy and provision has been made outside of our own institutions to keep moving forward.*" In addition, a Governance Roadmap and Diaspora Engagement

Roadmap 2020-2024 were also developed with the diaspora policy which provide direction and a mandate for the directorate members.

Considerable efforts were made to support the Basotho diaspora in establishing themselves as a group. Training was specifically designed to build expertise on how to form an organization, as well as to mobilize funding opportunities, and as a result the BDA was formed and formalized, creating an essential base for engagement with the diaspora.

These measures, including the momentum generated by the project's activities, are ongoing and can be seen to have already delivered results, (see also question 16). The diaspora directorate and the BDA, (noted by one Ministry representative as "helping significantly" with the outreach activities, were both active establishing themselves in their new roles and together supporting a new diaspora engagement strategy for trade and investment, through trade and outreach forums²⁰ amongst other activities.

20. Was the project supported by national/local institutions and well-integrated into national/local social and cultural structures?

21. Have adequate levels of suitable qualified human resources been available to continue to deliver the project' stream of benefits?

Finding: As indicated by all interviews conducted, the project results were strongly supported by representatives from all national/local stakeholders consulted and well-integrated into national and local social and cultural structures. The government endorsed the diaspora policy unanimously, creating an institutional home for diaspora engagement as well as a ministerial working group to continue to implement the diaspora engagement roadmap.

A range of human resources were available to continue to deliver the project's stream of benefits in the short to medium term and external funding was being pursued to guarantee longer-term sustainability. The Diaspora Directorate has now been established with funding for three positions and the BDA was active, although still operating in a voluntary capacity. IOM Lesotho, continues to be an important partner in helping sustain results in the short term and was currently active in securing further project funding for work on diaspora engagement.

The new approach diaspora engagement developed by the project is well-integrated into national and local social and cultural structures. There was a high degree of commitment and ownership from a wide range of diaspora stakeholders towards the project's results with the diaspora policy presented by the government as "a guiding framework" for partnership.²¹ As

²⁰ This strategy is entitled *LNDC Diaspora Engagement Strategy for Trade and Investment, 2020 - 2025* and 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.

²¹ At a meeting presenting the then-draft Lesotho National Diaspora Policy, the Minister described it as an important guiding framework to position Basotho diaspora as a key stakeholder and strategic partner in the development and economic growth of Lesotho, particularly considering the impact of COVID-19 on the socio-economic situation of the country. IOM Lesotho Office Newsletter: September - October

noted by one government interviewee, *“the Ministry of Finance have allocated funds and Ministry of Public Services has created the funds and the positions and the ministry of Foreign Affairs has created the space. Now we just need to get on with it.”*

A number of qualified human resources were available to support the project’s benefits in the short to medium term as was detailed in the diaspora engagement roadmap. The Ministry of Public Service has allocated a budget for staff to manage the affairs of the directorate (covering three new staff) and interviews with stakeholders noted a high interest in mobilising donor support, as well as funding at a regional level for the directorate. The BDA, recently formalized, was still operating in a voluntary capacity and will ultimately need to secure financial resources to be sustainable (from the diaspora or other donors).

6. Conclusion and recommendations

The project successfully developed both policy and institutional capacity for effective engagement with Basotho Diaspora in the socio-economic development of the country, delivering significant impact during the 30-month framework, half of which was during the COVID-19 pandemic. It created sustainable change through the creation of lasting government architecture while also establishing diaspora as a key strategic government partner, mobilized within the pandemic to support the government’s COVID-19 response.

E. Project management

The project was managed extremely efficiently during a difficult period of the COVID-19 pandemic by IOM Lesotho who worked closely with the TWG to organize all meetings and the implementation of activities. IOM’s presence and expertise was highly commended by stakeholders, many of whom also noted the importance of IOM’s continued “hands on” involvement in the next phase of diaspora engagement.

Recommendation for IOM Lesotho, (priority level: 2- medium; to be completed by 15.11.22):

For future projects:

- Ensure early handover of project management activities to the government beneficiaries, where relevant, such as organizing meetings etc, allowing them a period of time to manage activities independently and take ownership of them, avoiding an over- dependence on IOM presence when the project terminates.

F. Project documentation

During project implementation a number of activities had to be adapted and the project expanded to include new activities. This resulted in changes which had to be made to the budget, many retrospectively and some activities were re-coded prompting changes being made to the narrative reports.

Recommendation for IOM Lesotho, (priority level: 2- medium; to be completed by 15.11.22):

For future projects:

- Ensure early correspondence with the Fund about changes needed in the budget e.g. to account for previously unforeseen costs or changes in activities.
- Ensure that changes in activities are recoded and attention is paid to ensure that the narrative reports reflect the activities and remain coherent with the budget.

G. Project design

The design of the project was one of its strengths ensuring inclusion and the basis for strong relationships based on trust between diaspora stakeholders. One limitation noted however was that the finalized diaspora policy was not fed back to all the stakeholders who had input into it, leaving some unaware of their contribution This was admittedly a challenge given the dispersed nature of the diaspora.

Recommendation for IOM Lesotho, (priority level: 2- medium; to be completed by 15.11.22):

For this project and future projects:

- Find a way for the project to feed back to all of its stakeholders if possible working with representative organizations, such as the newly formed BDA to ensure that the trust built between stakeholders is maintained.

H. Project follow-up / Sustainability

The new diaspora directorate is now housed in the MoFA with a diaspora policy and workplan, equipment and allocated staffing. Within the context of changes in South Africa to the legislation which could see immigrants expelled and returning back to Lesotho, the work of the directorate in protecting vulnerable migrants becomes increasingly more relevant. To help in these early stages of operationalization and embed sustainability IOM should continue to try and assist whenever possible until the office it is fully established.

Recommendation for IOM Lesotho, (priority level: 2- medium; to be completed by 15.11.22):

- Continue to work with the government and the MoFA to support the diaspora directorate and the implementation of the diaspora policy workplan, to help sustain the momentum around diaspora engagement which the project helped build.
- Support the Department of Labour (DoL) and the diaspora directorate as well as the regional IOM Southern Africa Regional Office to respond to challenges encountered by migrant diaspora workers in view of the impending changes to South African legislation.

Lessons Learnt:

Key to the success of the project results was the extensive thought and preparatory work which was undertaken in anticipation of every activity and the effort put into building the knowledge and awareness of diaspora stakeholders, which ultimately built their commitment to the project goal. As one government member noted, *“IOM is not afraid to put in the leg work needed to build relationships which is key for the work to continue.”*

Annex One: Evaluation ToR/Inception Report

1. Introduction and Context

Project for Ex-Post Evaluation	CD.0003
Duration of the Project	30 months
Budget (USD)	USD 200,000
Donor	IOM Development Fund (IDF)
Countries covered	Lesotho
Evaluation	External Independent Evaluation
Evaluation Team	Owl RE Research and Evaluation
Evaluation Period	01 September 2018 – 28 February 2021

This document is a combined Terms of Reference (ToR) and Inception report produced for the IOM Development Fund (the Fund), the ex-post evaluation of the project, *Enhancing Coordination and Strengthening Institutional Capacity to Effectively Engage with Basotho Diaspora*. This report outlines the purpose, objectives, methodology, questions, tools and workplan of the consultancy.

Financed by the Fund, this was a project which sought to support the Government of Lesotho (GoL) in strengthening its institutional capacity to fully coordinate diaspora affairs. As one of the most 'migration-dependent' countries in the world, the Basotho diaspora is recognised as playing a key role in the national development agenda of Lesotho and included in the National Strategic Development Plan (NSDP) 2019-2023. Remittances through formal channels are estimated at 17.5percent of GDP²² and a major source of foreign exchange.

However, despite the 8th Constitutional amendment which allows dual citizenship for Basotho and a progressive Citizenship and Immigration Bill, (2018), overall engagement with the diaspora has been without a unified or harmonized approach. There is no single Ministry, sub-Ministry or independent institute with the mandate of coordination, harmonization of dealing with Basotho diaspora abroad and no National Diaspora Policy.

The aim of the project was to address this and support an increased contribution of the Basotho diaspora in the socio-economic development of Lesotho by strengthening the government's institutional capacity to coordinate diaspora affairs and mobilize the Basotho diaspora. It was organized around three outcomes. The first was the establishment of a Diaspora Directorate engaging effectively with diaspora members, the second was the active presence and participation of government, Diaspora representatives and key private sector actors during the diaspora outreach forum and the third was the development of the Lesotho National Diaspora Policy, in place. The project's result matrix is found at annex 5.

7. Purpose and Objectives

²² "Sending Money Home: Contributing to the SDPs, One Family at a Time" (June 2017, IFAD).

The purpose of conducting this ex-post evaluation is to assess the relevance of the project to its stakeholders and beneficiaries, coherency, the effectiveness and efficiency of project management and implementation, the expected impact, how well were cross-cutting themes of human rights and gender mainstreamed in the project, and if the desired effects are sustainable, and/or have the prospects of sustainability, (following the DAC evaluation criteria²³).

The evaluation aims to promote transparency and accountability which will, in turn, assist the Fund in its decision-making and to better equip staff to make judgments about the project and to improve effectiveness where possible and with regard to future project funding. Concerning the expected use of findings, the ex-post evaluation aims to also identify lessons learned, good practices, and provide a learning opportunity for the Fund and its implementing partners with regard to the project formulation process. The findings will also help make evidence-based strategic decisions in relation to specific projects, while also demonstrating the Fund's on-going commitment to results based management.

The primary objectives of the evaluation are to:

- (a) Assess the relevance of the project's intended results;
- (b) Assess the relevance of the Theory of Change and design of the results matrix and the extent to which the objective, outcomes and outputs are well formulated; the indicators were SMART and baseline and targets appropriate;
- (c) Assess the coherence of the project with IOM's activities and other interventions in the sector;
- (d) Assess the extent to which the needs of stakeholders and beneficiaries were taken into account during project design and if the project is aligned with national priorities and strategies, government policies and global commitments
- (e) Assess the effectiveness of the project in reaching their stated objectives and results, as well as in addressing cross-cutting issues such as gender, human-rights based approach, etc.;
- (f) Assess the efficiency and cost-effectiveness of project implementation, along with regular progress monitoring of project resources and if the costs were proportional to the results achieved;
- (g) Assess the impact prospects and outcomes to determine the entire range of effects of the project (or potential effects) and assess the extent to which the project have been successful in producing expected change;
- (h) Assess the sustainability of the project's results and benefits (or measures taken to guarantee it) or prospects for sustainability, and if these benefits generated by the project still continued once external support ceased;
- (i) Assess how effectively issues of gender equality and human rights protection were mainstreamed in the process of project design and during project implementation;
- (j) Identify lessons learned and best practices in order to make recommendations for future similar projects and help the Fund in its decision-making about future project funding.

²³ Organisation for Economic Co-operation and Development – Development Assistance Committee, 'Evaluation of development programmes, DAC Criteria for Evaluating Development Assistance', web page, OECD. See <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>.

These objectives are operationalised in a series of evaluation questions and indicators (see annex 1: Evaluation matrix). The Results Matrix (RM) is reproduced in annex 5 to illustrate the intervention logic foreseen for the project.

8. Methodology

The evaluation framework will focus on the standard DAC criteria and cross-cutting themes criteria, supported by standard tools (i.e. interview guide and evaluation checklist – see annexes 3 and 4) and will take place over a period of 9 weeks from the drafting of the TOR/IR. The evaluation will be conducted in person, in line with COVID 19 restrictions and take a participatory approach involving and consulting with the relevant stakeholders in the different steps of the evaluation and integrating this approach into the methodology as far as is feasible. It will use a mixed methods approach and cross validate evaluation findings through the triangulation process, where possible.

3.1. Research methods/tools

Research tools will be both quantitative and qualitative and will be used across the different themes and questions.

3.2. Sampling

Overall sampling will be purposeful in that the stakeholders will be selected for the evaluation, based on their involvement as staff, consultants, experts, partners or beneficiaries of the project. The selection of participating stakeholders will be led by the project coordinator and will aim to be representative, to ensure that a balance is found in terms of gender, race/ethnicity, age range and other project-specific criteria.

The following table provides further information on the research tools, how they will be deployed and stakeholders proposed for key informant interviews.

Tool	Description	Information Source
<i>Document review</i>		
	Review of main documentation	IOM documentation on PRIMA, including internal/external reports, relevant publications, review of the website, country reviews etc.
<i>Interviews</i>		
Interviews internal	Some 3-4 semi-structured interviews of IOM staff, using an interview guide virtually or by email.	IOM country office program staff, past and present - Chief of Mission - Project manager - Regional Thematic Specialist
Interviews external	Some 8-12 semi-structured interviews using an interview guide, to include: - members of the Steering group/ technical working group	-

	<ul style="list-style-type: none"> - DIASPORA Government delegates attending exposure visit - Government staff and affiliated organizations - UN organizations - Civil society organizations - Project consultant/s 	
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3.3. Analysis

The findings from the desk review, key informant interviews will be collated and analyzed using appropriate quantitative and qualitative techniques and the evaluation criteria used will be rated by the evaluator based on the scale in the table below, with supporting evidence described. Where the evidence is weak or limited, it will be stated.

Findings will be used to assess the achievements of results as articulated in the Results Matrix, (see Annex 5) both numeric and descriptive results and used to rate the project as a whole according to the assessing evaluation criteria, see table below for further explanation.

Evaluation Scaling	Criteria	Explanation	Supporting evidence
5	Excellent (Always)	There is an evidence of strong contribution and/or contributions exceeding the level expected by the intervention	<i>Supporting evidence will be detailed for each rating given.</i>
4	Very good (Almost always)	There is an evidence of good contribution but with some areas for improvement remaining	
3	Good (Mostly, with some exceptions)	There is an evidence of satisfactory contribution but requirement for continued improvement	
2	Adequate (Sometimes, with many exceptions)	There is an evidence of some contribution but significant improvement required	
1	Poor (Never or occasionally with clear weaknesses)	There is low or no observable contribution	

3.4. Limitations and proposed mitigation strategies

The following limitations have been identified with accompanying mitigation strategies to minimise the impact described, where possible. If it is not possible to fully rectify the limitations identified, findings will have to be reached based on partial information. Where this occurs the

evaluation will seek to be transparent about the limitations of the evaluation and to describe how these may have affected the overall findings, conclusions and recommendations.

- (a) The context of COVID-19: The timing of the evaluation during the COVID-19 pandemic response will likely impact on the availability of IOM staff and project stakeholders/beneficiaries, and/or extend the time it will take to respond to the evaluation request and provide inputs.

Mitigation strategy: Early and close involvement of the project manager and former project managers to help coordinate meetings and ensure availability of key stakeholders. In person interviews will take place over a period of 1 week but will allow for an extended pre-interview period to compensate for the disruptions caused by COVID-19 in order to prepare the stakeholders and will allow for an additional 1 week for follow-up remote interviews.

- (b) General problem of insufficient data or insufficient representative data collected, owing to poor response rate from interviewees.

Mitigation strategy: Triangulation with other data gathering tools from different sources will help address data gaps.

- (c) Objective feedback– interviewees may be reticent to reveal the factors that motivate them or any problems they are experiencing or being transparent about their motivation or about internal processes.

Mitigation strategy: Anonymizing sources and ensuring interviews are conducted on a one to one basis in confidentiality can help address issues of reticence.

- (d) General bias in the application of causality analysis

Mitigation strategy: Judgements will be informed by the team and all findings will be reviewed jointly, as well as by the project manager and the main evidence for ratings will be described.

9. Workplan

The workplan is divided into three phases, covering a nine-week period:

Phase 1 – Inception: An initial meeting with the project manager to discuss the evaluation framework, identify stakeholders and to ensure involvement and ownership from the start. From this, a methodology, timeline, standard tools and evaluation approach has been developed and detailed in the inception report (this document).

Phase 2 – Data collection: During the second phase of the evaluation field work will be undertaken in-person and remotely. Interviews will be conducted by Skype or email, and all relevant project data will be collected and reviewed.

Phase 3 - Report writing: During the final phase collected data will be analysed and a report drafted for validation. The results of the evaluation will be disseminated by means of the report.

The key tasks and timing are described in the following table:

	February 2022 – April 2022					
Week beginning						

Key tasks	07/02	21/02	21/3	28/3- 4/4	11/4	18/4
Kick off meeting with project manager; document review						
Drafting and delivery of inception report						
Data collection: field visit and remote interviews						
Data analysis and report writing						
Delivery of draft report						
Validation of the report by the project manager and Fund staff; finalisation of report and evaluation brief						

4.1. Team management

The evaluation will be carried out by Sharon McClenaghan with Glenn O’Neil as a support and for quality control.

10. Deliverables

The following deliverables (draft and final), are foreseen for the consultancy: Inception report (this document), Executive summary, (2 pages), Evaluation report and Evaluation learning brief.

Deliverables	Schedule of delivery
1. TOR/Inception Report shared with IOM	25.02.2022
2. Completed field data collection	25.03.2022
3. De-briefing session with project manager delivered	25.03.2022
4. Draft Evaluation Report	15.04.2022
5. Final Evaluation Report and Evaluation Learning Brief	22.04.2022

Annex One: Evaluation Matrix

Key Evaluation Questions and sub questions	Indicators	Data Collection Tools	Sources of Information
RELEVANCE: Extent to which the project's objective and intended results remain valid as originally planned or modified			
1. Is the project aligned with national priorities and strategies, government policies and global commitments?	Alignment of project with relevant national policies, strategies, government policies and global commitments (e.g. international treaties and agreements).	Document review Interviews	Project documentation Interviewees
2. To what extent were the needs of beneficiaries and stakeholders taken into account during project design?	Needs of beneficiaries and stakeholder groups reflected in project design. Evidence of consultation during project development and of project activities and outputs tailored to their needs	Document review Interviews	Project documentation Interviewees
3. Was the project designed with a logical connection between its objective, outcomes, outputs and indicators based on a solid rationale/needs assessment?	Consistency and logic of the results matrix. Design of project according to IOM project development guidelines; SMART indicators and outcomes, needs assessment carried out.	Document review	Project documentation
4. To what extent do the expected outcomes and outputs remain valid and pertinent as originally intended in terms of direct beneficiary needs?	Current relevance of project outputs and outcomes to beneficiary needs.	Document review Interviews	Project documentation Interviewees
5. How adequately were human rights and gender equality taken into consideration during the project design and implementation?	Reference to human rights and gender equality concerns integrated into project design and deliverables. Informed opinion/perceptions of Project Manager and key informants	Document review Interviews	Project documentation Interviewees

	on human rights and gender equality issues in relation to the project.		
6. Is the project in line with IOM/IOM Development Fund priorities and criteria?	Adherence to IDF eligibility criteria, IOM's current strategic focus and the principles/objectives of IOM's Migration Governance Framework (MIGOF).	Document review Interviews	Project documentation Interviewees
COHERENCE: The compatibility of the project with other IOM activities and interventions of the sector.			
7. To what extent is this project compatible with other IOM activities?	Extent to which the project is compatible with other IOM activities in the country.	Document review Interviews	Project documentation External documentation Interviewees
8. To what extent is this project compatible with other interventions in this field?	Extent to which the project is compatible with other identified interventions in this field.	Document review Interviews	Interviewees External documentation
EFFECTIVENESS : The extent to which the project achieves its intended results			
9. Have the project's outputs and outcomes been achieved in accordance with the stated plans and results matrix?	Extent to which project outputs and outcomes have been achieved and the projects deliverables and results (expected and unexpected) led to benefits for stakeholders and beneficiaries.	Document review Interviews	Project documentation Interviewees
10. Was the collaboration and coordination with partners (including project implementing partners) and stakeholders effective, and to what extent have the target beneficiaries been involved in the processes?	Level of Involvement and extent of effectiveness of target beneficiaries, partners and stakeholders in collaboration and coordination processes.	Document review Interviews	Project documentation Interviewees
11. What major internal and external factors have influenced (positively or negatively) the achievement of the project's objectives and how have they been managed within the project timeframe?	Identification of influential a) internal factors (positive and negative) and b) external factors (positive and negative). Effectiveness of project management of internal and external factors.	Interviews	Interviewees

EFFICIENCY & COST EFFECTIVENESS: How resources (human, financial) are used to undertake activities and how well these are converted to outputs			
12. How cost-effective was the project? Could the activities have been implemented with fewer resources without reducing the quality and quantity of the results?	Adherence to original budget- Level of budget variance. Extent to which the resources required for project activities could have achieved the same results with less inputs/funds, on a sustainable basis.	Document review Interviews	Project documentation Interviewees
13. How efficient was the overall management of the project?	Degree of timeliness of project inputs provided by stakeholders /beneficiaries needed to implement activities. Narrative and budget reports submitted on time. Implementation of project activities implemented as scheduled; any variations to the project reported and adapted on PRIMA	Document review Interviews	Project documentation Interviewees
14. Were project resources monitored regularly and managed in a transparent and accountable manner to guarantee efficient implementation of activities? Did the project require a no-cost or costed extension?	Level and quality of monitoring of project resources. Incidence of no cost/ costed extension allocated.	Document review	Project documentation
15. Were the costs proportionate to the results achieved?	Comparison of costs with identified results.	Document review Interviews	Project documentation Interviewees
IMPACT: How the project intervention affects outcome and whether these effects are intended or unintended.			
16. Which positive/negative and intended /unintended effects/changes are visible (short and long-term) as a result of the project?	Incidence of positive and negative effects /changes (short and long-term, intended and unintended) to which the project contributes.	Document review Interviews	Project documentation Interviewees

17. Can those changes /outcomes/ expected impact be attributed to the project's activities? Are there any contributions from external factors?	Estimation of contribution of project and identified external factors.	Document review Interviews	Project documentation Interviewees
SUSTAINABILITY : If the project's benefits will be maintained after the project ends			
18. Did the project take specific measures to guarantee sustainability and how was this supported by partners and the IOM?	Number of documented specific measures taken to ensure sustainability; level of support by partners and IOM.	Document review Interviews	Project documentation Interviewees
19. Have the benefits generated by the project deliverables continued once external support ceased?	Extent to which the benefits generated by the project have continued post external support.	Interviews	Interviewees
20. Was the project supported by national/local institutions and well-integrated into national/local social and cultural structures?	Extent of sustainability measures taken by national /local institutions to support the project. Level of commitment by key stakeholders to sustain project result.	Interviews	Interviewees
21. Have adequate levels of financial resources and suitable qualified human resources within IOM and partners been available to continue to deliver the project's stream of benefits?	Extent of level of financial capacity and human resources of partners and IOM to maintain project's benefits in the future.	Interviews	Interviewees
Cross Cutting Criteria			
22. Was the project designed and planned, taking into consideration a gender analysis, needs assessment and available guidance?	Extent to which the project has carried out a gender analysis and needs assessment and followed MA/59 (Guidelines on Implementing the IOM Programme Policy on Migrants and Gender Issues) and MA/62 (Guide on Gender Indicators for Project Development).	Document review Interviews	Project documentation Interviewees

23. If greater gender equality was created through the project, has there been increased gender equality beyond project completion?	Extent to which gender equality has been created by the project and is still evident.	Document review Interviews	Project documentation Interviewees
24. During data collection (if carried out during implementation), were the persons interviewed or surveyed diverse and representative of all concerned project's partners and beneficiaries and the data appropriately disaggregated and in respect of IOM's Data Principles?	Extent to which data collected is representative of the diversity of the project's partners and beneficiaries. Application of IOM's Data Protection Principles. Disaggregation of data collected e.g. by age, disability, displacement, ethnicity, gender, nationality, migration status.	Data analysis Interviews	Project documentation/data Interviewees
25. How were the various stakeholders (including rights holders and duty bearers, local civil society groups or nongovernmental organizations) involved in designing and/or implementing the project?	Level and quality of involvement of stakeholders in designing and/or implementing the project.	Interviews Document review	Interviewees Project documentation

Annex Two: Draft structure for evaluation report

1. Executive summary
2. List of acronyms
3. Introduction
4. Context and purpose of the evaluation
 - context
 - evaluation purpose
 - evaluation scope
 - evaluation criteria
5. Evaluation framework and methodology
 - Data sources and collection
 - Data analysis
 - Sampling
 - Limitations and proposed mitigation strategies
6. Findings
7. Conclusions and recommendations
8. Annexes:
 - Evaluation terms of reference;
 - Evaluation inception report;
 - Evaluation matrix;
 - Timeline,
 - List of persons interviewed or consulted;
 - List of documents/publications consulted;
 - Research instruments used (interview guidelines, survey, etc).

Annex Three: Interview guide

Interview Questions		Informants
General		
1.	Please briefly explain your work?	All stakeholders
2.	What has been your role and involvement in the project being evaluated? What area of the project were you involved with?	
Effectiveness and impact		
3.	What results/achievements did you see from these activities? How successful were they do you think?	All stakeholders
4.	What do you think helped achieve these results? Was there any obstacles?	
Relevance		
5.	How well aligned was the project with national priorities and policies?	Government stakeholders
Efficiency		
6.	For your involvement with the project, how well was the project managed? Were the project activities implemented as you thought they should?	All stakeholders
Impact		
7.	What main impacts do you think the project made?	All stakeholders
Sustainability		
8.	Now it's over a year since the project has finished. What benefits of the project still continue?	All stakeholders
9.	Do any of the benefits of the project continue in your own organisation or institution today? If yes, please explain which ones.	
Looking forward		
10.	What would you recommend for the continued success for this project's results (and other similar project)?	All stakeholders
11.	What would you say are the main lessons learnt from this project?	
Any other comments	Do you have any other comments or feedback on the project?	

Annex Four: Checklist for evaluation

Following is a checklist that will be followed by the evaluation team for the evaluation.

#	Step	Yes / No Partially (specify date)	Explanation / comment
<i>Inception and preparatory phase</i>			
1.	Document review by Owl RE team		
2.	Kick-off meeting with project manager		
3.	Creation of TOR/inception report		
4.	Validation of TOR/inception report by project manager		
5.	Validation of TOR/inception report by Fund team		
6.	Creation of interview schedule by project manager		
7.	Reception and comment on interview schedule by the evaluation team		
<i>Data collection phase</i>			
8.	Initial briefing with IOM manager/staff		
9.	Data collection conducted with main stakeholder groups		
10.	Feedback presentation/discussion with IOM manager/staff at conclusion of data collection		
<i>Analysis and reporting phase</i>			
11.	Compilation and analysis of data /information		
12.	Quality control check of evidence by evaluation team leader		
13.	Submission of draft report to project manager and Fund team		
14.	Reception of comments from project manager and Fund team		
15.	Consideration of comments received and evaluation report adjusted		
16.	Validation of final report by project manager		
17.	Validation of final report by Fund team Production of learning brief		

Annex 5 – see figure 1

Annex two: List of persons interviewed

IOM

1. Eriko Nishimura, Head of Office, IOM Lesotho.
2. Masoai Dennis, Project Officer, IOM Lesotho.
3. Jason Theede, Senior Specialist - Labour Mobility & Human Development, IOM Regional Office for Southern Africa.

Government and affiliated organisations

4. Molefi Nyaka, Director Consular Affairs, Ministry of Foreign Affairs and International Relations, (MOFAIRS).
5. Phomotso Sematlane, The Lesotho National Development Corporation, (LNDC).
6. Mpinane Masupha, Principal Labor Liaison Officer, Ministry of Labor and Employment, (MoLE)
7. Maselone Thite, Senior Economist, and Leonia Lepphoto, Principal Economist Central Bank.
8. Mantsebo Motsoanakaba, Director of Immigration Services, Ministry of Home Affairs, (MoHA)

Diaspora

9. Halieo Lelosa, Basotho Diaspora Association Council & Domestic Workers.
10. Dr Rannakoe Lehloenya, Basotho Diaspora Association member (Medical Doctor - COVID-19 Response)
11. Lekhema Ramaphiri, Mine Workers Association.

Other

12. Dr. Martin Russell, Diaspora Consultant.

Annex three: List of documents/publications consulted

Project documentation:

- IOM project document, including proposal and budget.
- Budget monitoring and Revision: Project budget pipeline analysis and revised budget
- Interim project reports and Final report

IOM Migration Governance Framework

IOM Fund eligibility criteria (undated)

IOM mission and strategic focus (undated)

External documentation:

1. National Strategic Development Plan II 2018/19 to 2022/23, Government of Lesotho
2. *Sending Money Home: Contributing to the SDGs, One Family at a Time*, June 2017, International Fund for Agricultural Development (IFAD).
3. *Lesotho amends constitution to allow for dual citizenship*, 3 December 2018, Constitutionnet.
4. National Diaspora Policy for Lesotho, (2021) Government of Lesotho.
5. *LNDC Diaspora Engagement Strategy for Trade and Investment*, (2019) Dr Martin Russell.