



# TIMOR-LESTE NATIONAL DIASPORA ENGAGEMENT POLICY

2023 – 2027

Executive Summary

Ministry of Finance and Ministry of Foreign of Affairs  
and Cooperation

21 June 2022

# Executive Summary of Timor-Leste National Diaspora Engagement Policy, 2023 – 2027

## Introduction

This policy is the first ever *Timor-Leste National Diaspora Engagement Policy*. The policy responds to the growing appreciation from the Government of Timor-Leste (GoTL) of the layered impacts that Timorese communities abroad play in both the wellbeing of Timor-Leste and the continued wellbeing of Timorese people abroad. As a young nation, this policy marks a watershed intervention by positioning the Timorese diaspora not only as a critical agent of socio-economic development in Timor-Leste but as a key ally in the advancement of Timor-Leste as a global, outwardly connected nation.

The policy is structured across six main sections as follows:

- Section one provides a succinct assessment of the policy rationale at a regional and global policy level to position the policy as a key enabler of the international relations of the GoTL.
- Section two provides an assessment of the current policy and legislative base in Timor-Leste informing this policy with a view to identifying policy impacts in key areas such as institutional and policy coherence.
- Section three works beyond the current policy and institutional base to provide a situational analysis of the current evidence base on Timorese diaspora engagement to inform the objectives and recommendations of this policy.
- Section four provides the core policy objectives and recommendations that comprise a phased implementation model to derive a sustainable system of diaspora engagement for development in Timor-Leste.
- Section five outlines the key accountability, monitoring, and evaluation tools to implement the policy.
- Section six provides a synopsis of the financial plan developed in the action plan accompanying this policy.

The policy development process was designed to align contemporary knowledge resources with field led insights through various consultations. Based on this process, the policy sets forth the following definition of the Timorese diaspora, vision, and mission for the policy.

The definition of the Timorese diaspora, based on IOM's definitional understanding of diaspora offered in their respective Glossary on Migration, shapes the Timorese diaspora as

*Timorese migrants or their descendants living abroad who maintain links with home based on a shared sense of history, identity, or mutual experiences in the destination country. The Timorese diaspora also includes non-Timorese nationals who have a sense of affinity and belonging with Timor-Leste and who are willing to contribute to its development.*

The vision of the policy is to

*be a policy of action that puts the Timorese diaspora first by strategically supporting the development of Timorese diaspora communities abroad as well as providing tools through which to build a mutually beneficial relationship between the diaspora and Timor-Leste. This vision is part of a longer-term vision of the Government of Timor-Leste to acknowledge and*

*accelerate the role of the Timorese diaspora as an active co-creator of the future development of Timor-Leste at home and abroad.*

The mission of the policy is to

*establish the baseline institutional and operational frameworks to initiate a reciprocal relationship of impact between Timor-Leste and the Timorese diaspora. This mission will be rooted in the realities facing both constituencies and the policy will strive to enact diaspora engagements that contribute to the wellbeing of both these constituencies in collaboration with key external supporters.*

## Section 1 – Regional and Global Policy Rationale

This section of the policy scopes the external policy rationale informing this policy, particularly outlining the importance of this policy to the foreign policy aims of Timor-Leste. The regional rationale informing this policy situates diaspora engagement as a key contributor to Timor-Leste’s foreign policy vision. Timor-Leste’s bid to join the Association of Southeast Asian Nations (ASEAN) can be enhanced through the soft and smart power of the Timorese diaspora. This rationale is accelerated by the fact that many southeast Asian countries are emerging as global leaders in diaspora engagement.

The significance of diaspora engagement globally as a developmental policy of choice pinpoints the necessity of this policy for Timor-Leste. According to the EU Global Diaspora Facility (EUDIF), over 100 countries and regions now have some form of official apparatus for diaspora engagement. Furthermore, IOM’s Migration Data Portal identifies approximately 10 Goals of the Sustainable Development Goals (SDGs) that can be enhanced by well managed migration, including diaspora engagement.

### Diaspora Capital for SDGs



*Figure 1 Range of SDGs impacted by diaspora capital*

Beyond the SDGs, the Global Compact for Safe, Orderly, and Regular Migration (GCM) is another pertinent policy influence in shaping the importance of this policy for the GoTL. This compact specifically outlined diaspora engagement as a key objective. Objective 19 of the GCM states:

*We commit to empower migrants and diasporas to catalyse their development contributions, and to harness the benefits of migration as a source of sustainable development, reaffirming that migration is a multidimensional reality of major relevance for the sustainable development of countries of origin, transit and destination.*

In light of this global significance of diaspora engagement in development, this policy provides an extended capacity to the GoTL to participate at a regional and global level on diaspora engagement. This is a critical value provided through this policy for the GoTL to advance Timor-Leste on the regional and global stage through diaspora engagement.

An important conceptual thread that will synthesize the policy objectives and recommendations to bring this opportunity to bear for the GoTL is the concept of diaspora capital. Diaspora capital, as defined by The Networking Institute, is:

*the overseas resources available to a country, region, city, organization or location and it is made up of flows of people, networks, finance, ideas, attitudes, and concerns for places of origin, ancestry, or affinity. In short, flows of people, knowledge, and money.*

The IOM, through their 3E Strategy, identify core categorizations of such capital including cultural capital, economic capital, human capital, and social capital. This 3E Strategy is designed to engage, enable, and empower diasporas for development.

## Section 2 – Timor-Leste Policy and Legislative Context

Effective diaspora engagement remains a cross-cutting issue across several government line ministries, public actors, and private actors, including the diaspora and the private sector. This results in a complex institutional, policy, and legislative context that requires careful consideration in this policy prior to establishing additional insights to inform the policy objectives and recommendations.

Primary Institutional Actors for Timor-Leste National Diaspora Engagement Policy	Secondary Institutional Actors for Timor-Leste National Diaspora Engagement Policy
<b>Ministry of Foreign Affairs and Cooperation*;</b> <b>Office of the Prime Minister;</b> <b>Ministry of Finance;</b> <b>Coordinating Minister for Economic Affairs;</b> <b>Ministry of Interior;</b> <b>Ministry of Justice;</b> <b>Ministry of Social Solidarity and Inclusion;</b> <b>Ministry of Transport and Communications;</b> <b>Ministry of Higher Education, Science and Culture;</b> <b>Ministry of Health;</b> <b>Ministry of State Administration;</b> <b>Ministry of Education, Youth and Sport;</b> <b>Ministry of Planning and Territory;</b> <b>Ministry of Agriculture and Fisheries;</b> <b>Ministry of Tourism, Trade, and Industry.</b>	Private Sector Representatives, Training and Employment Agencies, World Bank, UNDP, IOM, Diplomatic Community, International Cooperation Partners, Diaspora Community.

*Table 1 Relevant Institutional Actors for Diaspora Engagement in Timor-Leste (\* Ministry of Foreign Affairs and Cooperation identified as core coordinating institution for diaspora engagement)*

At its core, the government has two operational choices in nurturing diaspora engagement for sustainable development through policy interventions. It can either be an implementer of policy instruments or a facilitator of policy instruments. There will be specific criteria or types of interventions where the government will need to display leadership to help set the market conditions to ensure effectiveness from diaspora engagement, for example through services and protection measures for the diaspora or investment promotion. Other areas of intervention may align towards a more facilitative role for government, for example, in partnership with the international community to shape multi-year programmatic or project-based interventions in diaspora engagement that serve the scope and ambition of this policy.

There is an important consideration to be drawn also in terms of the impact of policy and legislative coherence with existing developmental aims in Timor-Leste in the core focus areas of this policy. The

GoTL have done excellent work in already scoping some of the potentials for diaspora engagement for development in Timor-Leste and there is also an opportunity now to mainstream diaspora engagement across relevant policy and developmental frameworks currently active in Timor-Leste.

Key Policy and Legislative Documents	Policy Focus Considerations for National Diaspora Engagement Policy
<p><b>Constitution of Timor-Leste; Programme for VIII Constitutional Government; Timor-Leste Strategic Development Plan, 2011 – 2030; National Economic Recovery Plan 2020; National Employment Strategy 2017 – 2030; The National Education Strategic Plan; National Strategy for Social Protection, 2021 – 2030; Migration &amp; Asylum Law; Law No. 3/2017 on Prevention and Fight Against Trafficking in Persons and Fourth Amendment to the Penal Code; National Investment Law; National Labour Migration Action Plan; Remittances and Reintegration Policy.</b></p>	<p>Core Implementation Focus:</p> <ul style="list-style-type: none"> <li>• Sustainable Frameworks for Diaspora Diplomacy.</li> <li>• Human Development through human and social capital.</li> <li>• Economic Development.</li> </ul> <p>Core Operational Focus:</p> <ul style="list-style-type: none"> <li>• Good Governance.</li> <li>• Phased Implementation.</li> <li>• Collaborative Implementation (including monitoring and evaluation).</li> </ul>

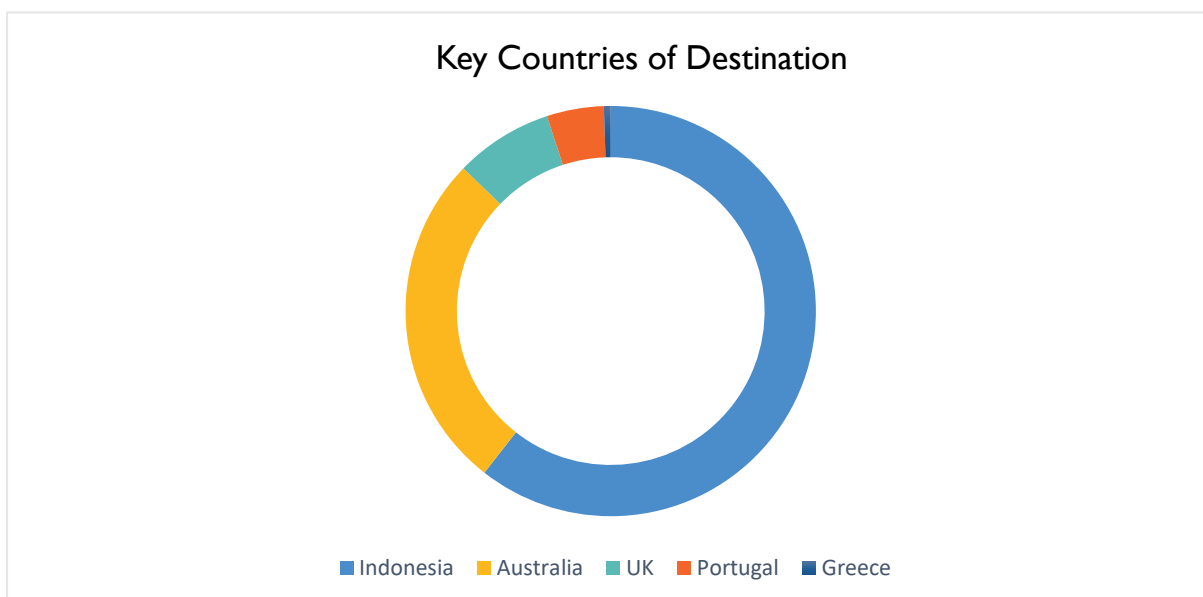
*Table 2 Overview of Key Policy/Legislative Base and Policy Impacts*

### Section 3 – Diaspora Engagement for Development in Timor-Leste: A Situational Analysis

Decades of emigration from Timor-Leste has resulted in large, and growing, Timorese diaspora communities all over the world, but concentrated to mainly Australia, Indonesia, Portugal, the Republic of Korea, the United Kingdom (U.K.), and Greece. Based on estimations provided by the IOM’s Global Migration Data Portal, it is estimated that approximately 39,600 Timorese emigrants were abroad in 2020.<sup>1</sup> Similarly, EUDIF estimates 39,202 Timorese emigrants reside abroad which is 2.9% of the overall population.<sup>2</sup> According to the government, it is estimated that there are currently around 50,000 Timorese nationals living abroad.

<sup>1</sup> IOM. (n.d.). Global Migration Data Portal: Timor-Leste Country Data.

<sup>2</sup> EUDIF. (2021). Timor-Leste Diaspora Engagement Factsheet. Brussels.



*Figure 2 Key Countries of Destination of Timorese Diaspora (as per EUDIF Factsheet)*

Instructive analysis for the policy can also be drawn through the organizational and networking composition of the Timorese diaspora. This amplifies the necessity of this policy to drive structured enhancement of the community network infrastructure of the Timorese diaspora. This will not only enhance the distribution mechanisms for the policy recommendations to follow but position the policy as an instrument of care and support to the Timorese diaspora in their community development journey.

Through a review of existing research and assessment of charity registries, when available, in key countries of destinations for the Timorese diaspora, clear policy gaps emerge around the composition of the community network infrastructure of the Timorese diaspora. The current standing of Timorese diaspora community entities is one of informality and reactivity.

This means that most Timorese diaspora organizations or networks utilize informal organization frameworks. For example, many are not registered as an official non-profit organization and most convene or mobilize through digital platforms such as Facebook or GoFundMe. Similarly, engagement tended to showcase the diasporic relationship with home was often driven in a reactive setting where the diaspora mobilized in response to a specific issue back home. This was most visible in the form of humanitarian relief. The work of this policy will be to support the confidence and capacity of the Timorese diaspora to shift towards a process of formalization and proactive involvement in the development of Timor-Leste.

Explorative research designed to support this policy's development process conducted by the IOM in the form of a diaspora study also provides valuable insights. Key thematic findings can be drawn from this research based on the attitudinal and behavioural dynamics operating across the diaspora. It must be noted that these findings are preliminary, and the actions of this policy can ensure a more robust exploration of such issues through the engagement mechanisms advanced in the policy's objectives and recommendations.

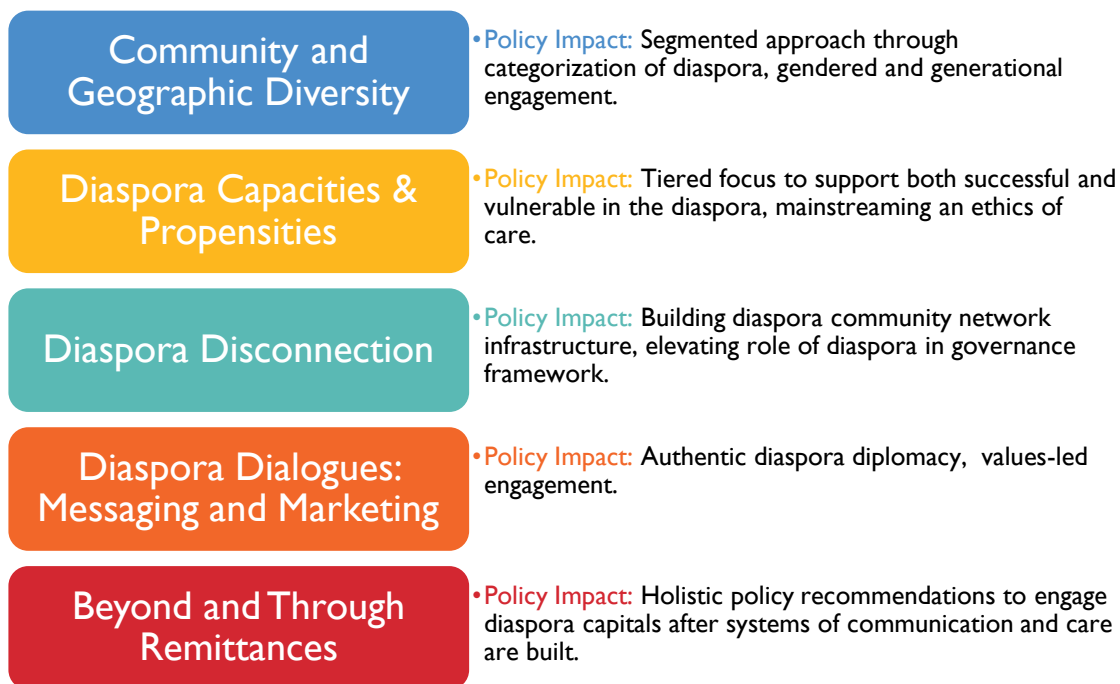


Figure 3 Indicative Characteristics of Timorese Diaspora

There is strong variance across community profiles in key countries or regions of destination for the Timorese diaspora. For example, existing research did identify strong community variance across locations in terms of the diasporic senses of rootedness, their connectivity with the Timorese government (for example, those that emigrated through labour mobility programmes displayed stronger engagement with the official mechanisms of the government), and other key distinguishers such as remittance behaviour due to cost of living in different locations. This is echoed through the academic literature with one contemporary analysis noting that “the construction of new identities and new forms of belonging throw light on what it means to be Timorese well beyond the borders of Timor-Leste.”<sup>3</sup>

The importance of diversity to the Timorese diaspora story is not only in the procedural or practical considerations of the diasporic journey but also in the composition of the community. The diaspora is maturing with strong indices of Timorese communities abroad signposting that it is becoming more of a gendered and generational diaspora. It is estimated that 44.7% of the emigrant population of Timor-Leste is female.<sup>4</sup>

Existing research indicates that across this diversity there are nuanced forms of diaspora capacities and propensities operating across different segments of the diaspora. On one hand, there is a story of pride waiting to be told about the Timorese diaspora based on their personal senses of emigration being one of impact. Other key impact indices of achievement in areas such as educational attainment through certain segments of the diaspora support this viewpoint.<sup>5</sup> This also notes the potential of diaspora skills transfer for the policy.

On one tier, these capacities and propensities signal the developmental potential. Yet, there is a counterweight to this in that many in the Timorese diaspora could also be described as vulnerable. In

<sup>3</sup> Ann Wigglesworth and Lionel Boxer. (2017). Transitional livelihoods: Timorese migrant workers in the UK. Paper presented at Australasian Aid Conference Canberra.

<sup>4</sup> EUDIF. (2021). Timor-Leste Diaspora Engagement Factsheet. Brussels.

<sup>5</sup> IOM. (n.d.). Draft Report: Characteristics, Competencies and Motivations of the Timorese Diaspora. Dili.

terms of policy implications, these dynamics inform the primary focus of the policy to adopt a tiered approach that embeds an ethics of care not just from the Timorese diaspora to Timor-Leste's development but from the GoTL to the Timorese diaspora. The means engaging the successful in the diaspora whilst also supporting the vulnerable in the diaspora.<sup>6</sup>

In terms of operationalizing engagement through the policy, existing analysis on the Timorese diaspora signposted a critical engagement rupture in the form of a potential diaspora disconnection. For example, whilst cohorts of diaspora organizations were identified in the Diaspora Emergency and Action Coordination (DEMAC) report on diaspora humanitarianism in Timor-Leste, the Characteristics, Competencies and Motivations of the Timorese Diaspora Report by IOM found that 68% of their respondent pool were not part of a diaspora organization.<sup>7</sup>

Advancing the formalization of diaspora networks through strong community infrastructure across the diaspora will be a key focus area for the policy as this infrastructure is a critical distribution mechanism of engagement activities. Linked to the diaspora disconnect hurdle is an associated challenge to then begin this process of community strengthening through formalized dialogues.

In terms of current engagement by the diaspora, remittances remain the core entry point of engagement for the diaspora, and they constitute 8.7 per cent of Gross Domestic Product (GDP) of Timor-Leste.<sup>8</sup> The Central Bank of Timor-Leste's Annual Report for 2020 noted that "the value of remittances received from emigrant Timorese workers increased again by \$55 million in 2020 to \$150 million."<sup>9</sup> In their 2021 report, they noted that this increased again to \$171 million.<sup>10</sup>

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<sup>6</sup> This was something that emanated across research on Timorese diaspora with one media commentary piece noting that "understanding the important contribution" that Timorese diaspora in the U.K. "are making to the Timorese economy, and their desire for ongoing links to their homeland, should be enough for the Timorese government to recognise their U.K. resident citizens as worthy of their care and attention." See Ann Wigglesworth. (2018). Identity and opportunity for Timorese migrant workers in the UK. *DevPolicy Blog*. 1 November.

<sup>7</sup> IOM. (n.d.). Draft Report: Characteristics, Competencies and Motivations of the Timorese Diaspora. Dili.

<sup>8</sup> World Bank. (2021). Annual Remittances Data: Inflows. Washington D.C.

<sup>9</sup> Central Bank of Timor-Leste. (2020). Timor-Leste and the Pandemic – Economic Resilience and the Global Challenges: Annual Report. Dili.

<sup>10</sup> Central Bank of Timor-Leste. (2021). Revitalizing the National Economy through Innovations and Synergies: Annual Report. Dili.



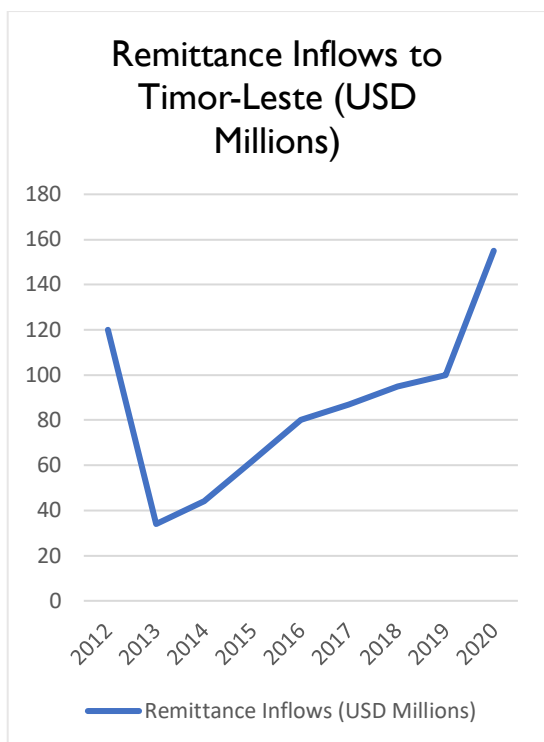


Figure 4 Remittance Inflows (IOM Migration Data Portal)

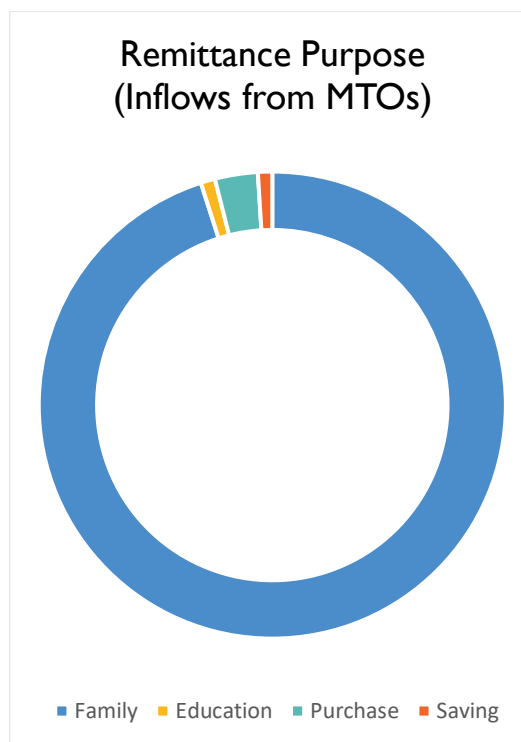


Figure 5 Purpose of Remittances Sent by MTO (Central Bank Report)

Whilst remittances remain the primary source of direct financial involvement in Timor-Leste for the diaspora, the scope to extend to a wider framing of diaspora capital for diaspora engagement should not be missed. The preliminary diaspora scoping research did notify trends around potential areas of future financial engagements in areas such supporting agricultural development, poverty alleviation, entrepreneurship and small business development, and economic empowerment as well as an emerging interest in considering philanthropic donations to contribute to the socio-economic development of Timor-Leste. These provide a natural lens to thinking through and beyond remittances.

The policy therefore must be in solution mode to design interventions that match supply and demand from local market opportunities in Timor-Leste to diaspora capacities and propensities. However, a key early intervention here will be focused on nurturing behavioural change in financial commitments through the diaspora. For example, in relation to money transfer operators, the purpose of remittances sent was strongly focused on familial commitments.<sup>11</sup> Interestingly, in their 2021 report, the Central Bank did note an increase in the use of such remittances through such transfer operators increasing in purchasing (approximately 9.2 per cent).<sup>12</sup> This may signify an emerging development potential through remittances for Timor-Leste.

Based on this situational analysis, categorizations of the Timorese diaspora can be developed to help identify target recipient audiences across the range of recommendations in the policy. These will be

<sup>11</sup> Central Bank of Timor-Leste. (2020). Timor-Leste and the Pandemic – Economic Resilience and the Global Challenges: Annual Report. Dili.

<sup>12</sup> Central Bank of Timor-Leste. (2021). Revitalizing the National Economy through Innovations and Synergies: Annual Report. Dili.

critical in helping to streamline data collection processes and engagement activities. The categorizations are as follows:

- Overseas Timorese Workers (OTWs) which primarily include those who have migrated as part of facilitated labour migration programmes.
- The vulnerable diaspora includes those who are suffering hardship in the diaspora as well as those who are irregular migrants, including victims of human trafficking.
- The rooted diaspora specifically addresses those who are not part of specific labour migration programmes and are beginning to establish deep roots in their adopted homelands.
- The gendered diaspora specifically focuses on the women of the Timorese diaspora.
- Next-generation diaspora includes those within the rooted communities that are growing up abroad but have ancestral links with Timor-Leste.

### Section 4 – Policy Objectives and Recommendations

The recommendations have been based on the evidence produced in the policy as well as global exemplars in diaspora engagement such as the joint IOM-Migration Policy Institute (MPI) *Developing a Road Map for Engaging Diasporas in Development* which identifies four key pillars to successfully embedding diasporas as partners for development.<sup>13</sup> The pillars are: Identify Goals and Objectives; Know Your Diaspora; Build Trust; Mobilize Stakeholders.

The objectives and recommendations respond to the policy gaps identified across a 3-I model of institutional, informational, and implementation policy gaps. A synopsis of these gaps for the GoTL is visualized below.

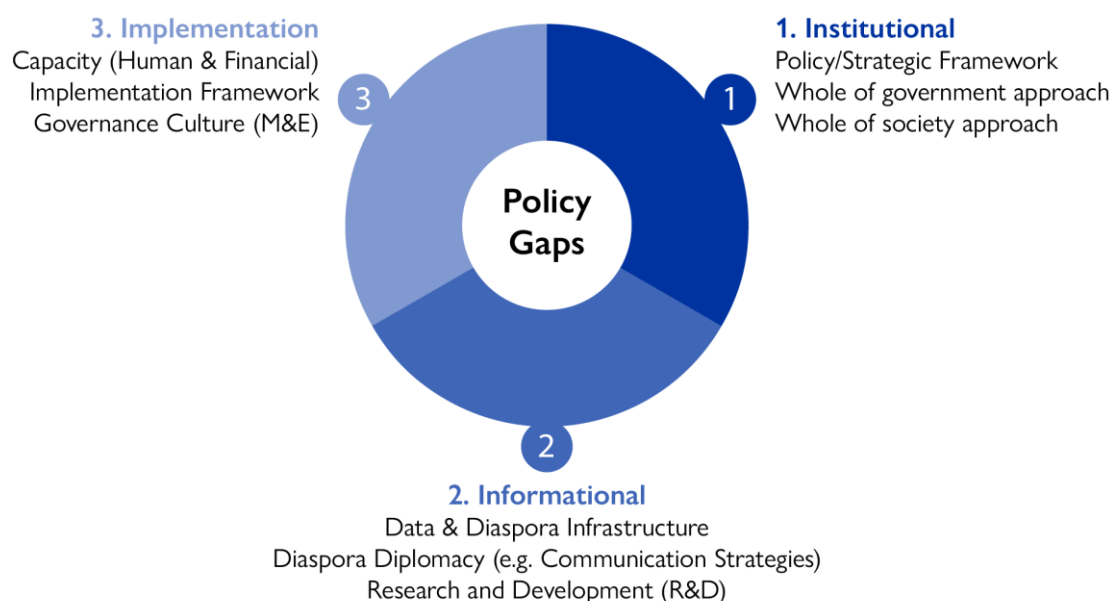


Figure 6 Institutional, Informational, and Implementation Policy Gaps

This policy is already a direct response to the institutional gaps in that it is the first ever comprehensive policy for diaspora engagement for the GoTL. The GoTL should be duly recognized for their leadership in advancing this policy. The requirement of a whole-of-government and whole-of-society approach will be critical for the success of this policy.

<sup>13</sup> IOM/MPI. (2012). *Developing a Road Map for Engaging Diasporas in Development: A Handbook for Policymakers and Practitioners in Home and Host Countries*. Geneva/Washington D.C..

The informational gaps relate to the data collection infrastructure and diaspora infrastructure assessed earlier with specific focus on diaspora diplomacy. The implementation gaps will be addressed in the action plan accompanying this policy which outlines the detailed capacitation of the necessary actions recommended in this policy and the governance culture to ensure accountability.

The objectives of the *Timor-Leste National Diaspora Engagement Policy, 2023 – 2027* are structured into five pillars. They are structured to ensure active participation of the key constituencies that this policy must serve – the GoTL, the Timorese diaspora, the Timorese people, and partners such as the private sector and international cooperation partners. The five pillars, which create a phased implementation approach for the policy, are:

- Pillar 1: Institutional and Leadership Development.
- Pillar 2: Timor-Leste Diaspora Diplomacy.
- Pillar 3: Timor-Leste Diaspora Human Capital.
- Pillar 4: Timor-Leste Diaspora Economic Capital.
- Pillar 5: Monitoring and Evaluation.

To achieve these objectives, the *Timor-Leste National Diaspora Engagement Policy, 2023 – 2027* provides the following recommendations. The final design and delivery of these recommendations can be shaped in a collaborative framing between the GoTL, international cooperation partners, and other key enablers of the required frameworks for diaspora engagement across these recommendations. This reflects the reality and opportunity for the GoTL to display leadership by adopting the role of both facilitator and implementer when appropriate across these recommendations. Finally, these recommendations directly engage across the categorizations of the Timorese diaspora developed earlier.

The recommendations are as follows:



Figure 7 Key Policy Recommendations of *Timor-Leste National Diaspora Engagement Policy*

### *Key Recommendations – Pillar One: Institutional and Leadership Development*

#### Action 1.1 – Creation of Global Timorese Unit

This recommended action is the creation of a Global Timorese Unit within the Ministry of Foreign Affairs and Cooperation. This unit is designed to be the lead institutional actor to coordinate engagement of the Timorese diaspora and the implementation of this policy.

#### Action 1.2 – National Diaspora Coordination Council and National Diaspora Partnership Council

This recommended action is the creation of a National Diaspora Coordination Council that embeds a whole-of-government framework for implementation as an inter-ministerial council to guide this process. The National Diaspora Partnership Council is a collective institutional tool that will embed key partners for government to be kept informed of and provide support to governmental plans for diaspora engagement thus ensuring a whole-of-society approach.

#### Action 1.3 – Global Timorese Portal

This recommended action is the development and implementation of a layered communication strategy culminating in the dissemination of target diaspora communication materials (in-print through diplomatic missions and through a digital home for the Global Timorese Unit). This portal is designed to be the go-to resource and home for reliable information for the Timorese diaspora

### *Key Recommendations – Pillar Two: Timor-Leste Diaspora Diplomacy*

#### Action 2.1: Global Timorese Diaspora Civic Forum

This recommended action is the delivery of a structured dialogue with the Timorese diaspora to develop real-time analysis on their aims, needs, and hopes for their relationship with Timor-Leste. This dialogue can embrace in-person dialogue through diplomatic missions as well as digital outreach tools to strengthen the interaction between the GoTL and the Timorese diaspora. This will culminate with the creation of the Federation of Global Timorese Organizations.

#### Action 2.2: Global Timorese Together Campaign

This recommended action is to support an annual campaign of cultural diplomacy with the Timorese diaspora through diplomatic missions to support cross-diaspora connections. A core calendar of celebrations should be developed as well as creative marketing tools such as competitions for diaspora members to share their stories and senses of Timorese identity abroad.

#### Action 2.3: Global Timorese Information Dashboard

This recommended action is to formalize processes for data collection and distribution of findings from such data outreach. This will be based through a regular large-scale consultative research tool in the form of the Global Timorese Diaspora Mapping and Profile Study that will explore key datasets such as demographics, skills inventory, investment preference, financial behaviour, and return plans of the diaspora.

### *Key Recommendations – Pillar Three: Timor-Leste Diaspora Human Capital*

#### Action 3.1: Global Timorese Diaspora Leadership Network

This recommended action is to support the creation of a global network of Timorese diaspora leadership. The network will be focused on creating small networks of affluence and influence from across the diaspora in key target sectors to support human development and economic development in Timor-Leste.

#### Action 3.2: Global Timorese Corps

This recommended action is the delivery of a short-term service programme to facilitate the return of skills of the Timorese diaspora to contribute to the socio-economic development of Timor-Leste. It is

recommended that three pilot target sectors are centralized in the programme with potential primary consideration of agriculture/manufacturing, civic empowerment, and education.

#### Action 3.3: Global Timorese Next-Generation Camp

This recommended action is to support the development of a next-generation camp to ensure the next generation of the Timorese diaspora can explore and experience their ancestral connection to Timor-Leste. The vision of this camp is to align youth in Timor-Leste and diaspora youth to build collaborations through civil society, education, local development, and other channels that can contribute to the socio-economic development of Timor-Leste.

### **Key Recommendations – Pillar Four: Timor-Leste Diaspora Economic Capital**

#### Action 4.1: Global Timorese “Time for Timor-Leste” Tourism Initiative

This recommended action is the development a portfolio of activities to engage the Timorese diaspora to support the development of the tourism sector in Timor-Leste in areas such as ecotourism and community tourism. The core deliverable of this portfolio will be the creation of a year-long tourism initiative that acts as a formal and open invitation on behalf of the Timorese people for the diaspora to return for a series of community, familial, and official celebrations of the diaspora.

#### Action 4.2: Global Timorese Impact Fund

This recommended action is the development of an independently brokered impact fund for the Timorese diaspora to channel more structured support for philanthropic and humanitarian support to Timor-Leste. A key aspect of this process will also include embedding financial education and financial literacy tools to educate the diaspora and local communities on the potentials in diversifying use of remittances sent by the Timorese diaspora.

#### Action 4.3: Global Timorese Diaspora Changemaker Challenge

This recommended action is the advancement of a diaspora business marketplace competition that can directly impact the diversification of the Timorese economy through various forms of diaspora capital. At a minimum, it is envisaged to include a diaspora entrepreneurship challenge for diaspora members to submit business proposals addressing key socio-economic challenges for economic sustainability in Timor-Leste and an entrepreneurial challenge for entrepreneurs in Timor-Leste to access a suite of business development support packaged by leaders in Timor-Leste, international cooperation actors, the private sector in Timor-Leste, and key diaspora leaders.

### **Key Recommendations – Pillar Five: Monitoring & Evaluation**

#### Action 5.1: Mid-Term Review of the Policy

This recommended action is a collaborative assessment of the policy implementation process to both track impact and explore new opportunities unlocked through the early phases of the policy’s implementation.

#### Action 5.2: Full-Term Review

The recommended action is an external audit of the full-term implementation of the policy to include the development of the second iteration of this policy, provisionally entitled *Timor-Leste National Diaspora Engagement Policy, 2028 – 2030*.

## Section 5 – Implementation Framework: Accountability, Monitoring and Evaluation

There are a basic range of practical activities expected from the GoTL to ensure policy implementation and sustainability. These have been derived from an understanding on the current and future composition of the organizational and operational cultures built through this policy. They have been developed with the underlying foundations that they are:

- Achievable and capable of scale given expected external support.
- Situated to address the aims of institutional development of relevant governmental stakeholders in Timor-Leste.
- Designed to incorporate added value to existing engagement structures whilst opening new areas of diaspora engagement for the GoTL and the Timorese diaspora alike.
- Designed to embed a strong ethos of transparency in implementing this policy.
- Designed to ensure that the policy is inclusive for stakeholders at home and abroad.
- Envisioning a transition towards future iterations of this policy as part of a long-term vision for diaspora engagement in the development of Timor-Leste.

The breakdown of core governmental commitments across each pillar of the policy is as follows:

Pillar	Core Government Commitments
<b>Institutional and Leadership Development</b>	Authorize the establishment of institutional framework developed in the policy and facilitate the collaborative cross-sector model.
	Capacitate Global Timorese Unit with human and financial resources as seed investment in the policy.
	Embrace government-to-government upskilling on diaspora engagement.
<b>Diaspora Diplomacy</b>	Authorize enhanced portfolio of outreach by Timorese diplomatic missions such as public and cultural diplomacy.
	Commit to hosting inaugural Global Timorese Civic Forum.
	Develop data collection system and partnerships to support large-scale mapping and profiling of the Timorese diaspora.
<b>Diaspora Human Capital</b>	Authorize collaboration with international cooperation partners for programmatic interventions.
	Endorse a government led recognition programme for Global Timorese Leaders.
	Validate all implementation partners for programmatic interventions.
<b>Diaspora Economic Capital</b>	Enact legislative review and any reforms required to create conducive environment for business, charity, and investment.
	Prioritize external resource mobilization to support programmatic interventions.
	Establish tailored communication tools from government to support programmatic interventions.
<b>Monitoring and Evaluation</b>	Ensure open, timely, and regular reporting through the governance structure of the implementation plan.

*Table 3 Overview of Core Government Commitments per Pillar of National Policy*

The governance framework of the policy must respond to the imperative of establishing cross-government, cross-sector, and partner participation, whose sole purpose is to ensure the successful implementation of this policy. The specificities of optimal performance for this policy, in the form of the practical elements of implementation, are catered for in the action plan accompanying this policy. Central capacities that are considered in this regard include:

- Establishment of quality indicators.
- Management capabilities and capacity development.
- Diaspora communication, engagement, and marketing.
- Cross-governmental co-ordination and partnership.
- Financial management and assessment.

- Development of strategic partnerships with international cooperation partners and other sources of external support.
- Administration components including resourcing of necessary staffing and support teams.

Underpinning the delivery of this will be a streamlined governance framework that utilizes the institutional apparatus built in pillar 1 of the recommendation. This will be linked by extending a key facilitative role for the Timorese diaspora in the governance framework also. This is done through a core governance mechanism as visualized below.

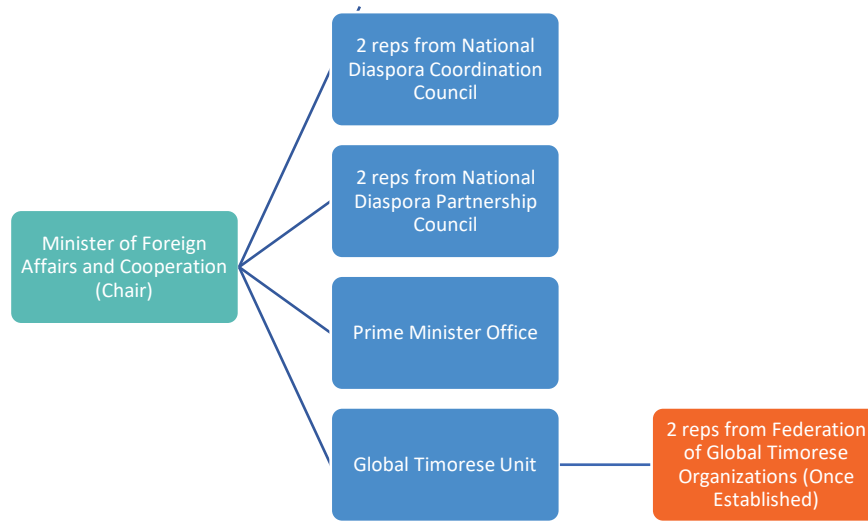


Figure 8 Governance Framework to Implement Timor-Leste National Diaspora Engagement Policy

It is proposed that this governance apparatus be advanced to meet every 6 months to track effective implementation. The constituencies of this governance framework must reflect the constituencies both served by this policy and instrumental to its success. As this policy is a new instrument for formal diaspora engagement in Timor-Leste, key evaluative points have been included across the lifecycle of the policy at a macro and micro level. Whilst the macro-level evaluative points come in pillar five of the strategy, micro-level indices are preliminarily built in at an initiative level and outlined in accompanying action plan of this policy.

## Section 6 – Financing the Policy

The financial model of the policy is based to recognize three determining factors. These are:

- The evolving budgetary capacities of the GoTL as the country emerges from the COVID-19 pandemic and the importance of fiscal efficiency in the delivery of public policies.
- The importance of oscillating between a role of facilitation and implement for the GoTL in the successful implementation of this policy given the variety of interventions across the spectrum of diaspora capital.
- The importance of mobilizing both the technical and financial expertise built across international cooperation partners to support the GoTL in the successful implementation of this policy.

Therefore, the financial model of implementing this policy is one of partnership between the GoTL and international cooperation partners. This positions the GoTL as the early policy innovator and safeguard for the successful advancement of this policy. The financial model ensures that the formal partnership with external actors is designed to capacitate the GoTL with the technical and financial

support to work towards full ownership of later iterations of this policy. The recommendations are phased to deliver policy and programmatic interventions that can, in time, curate a culture and system of diaspora engagement that can be scaled for developmental impact in diaspora engagement.

The overall estimated budget for the implementation of this policy is 1,440,000 USD. Emanating from this budgetary spend will be a new institutional framework for diaspora engagement, enhanced service delivery to the Timorese diaspora, and a suite of developmental impact through the different forms of diaspora capital across the Timorese diaspora. The operational costs are designed to split evenly across the GoTL and international cooperation partners with an expected outlay of 720,000 USD each.

The breakdown of budget per pillar is aligned to the global best practice frameworks for diaspora engagement outlined in section four of this policy. They reflect the need to engage, enable, and empower the Timorese diaspora through this policy to become active co-creators of development in Timor-Leste by building relevant institutional and implementation activities in a phased approach to build trust with the diaspora.

#### Allocation of Estimated Budget Per Pillar

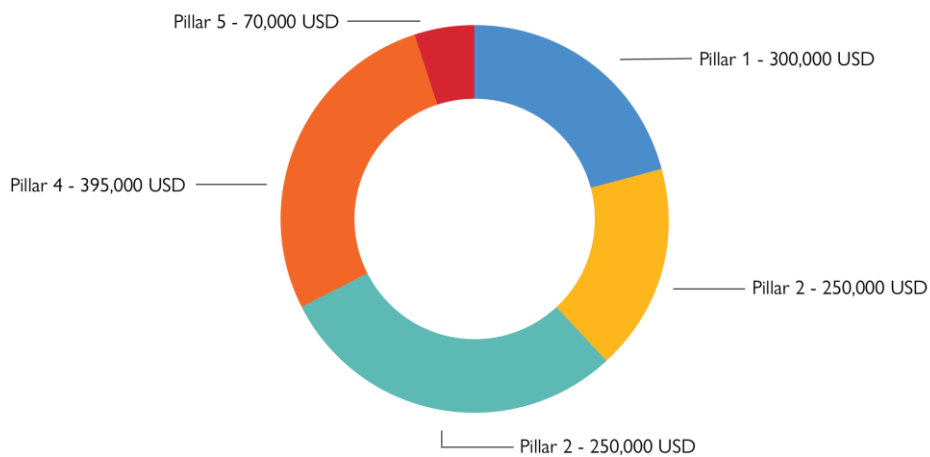


Figure 9 Breakdown of Budget per Pillar

The breakdown per pillar is as follows:

- Pillar 1: The projected budget for the implementation of the recommendations in pillar one is 300,000 USD.
- Pillar 2: The projected budget for the implementation of the recommendations in pillar two is 250,000 USD.
- Pillar 3: The projected budget for the implementation of the recommendations in pillar three is 425,000 USD.
- Pillar 4: The projected budget for the implementation of the recommendations in pillar four is 395,000 USD.
- Pillar 5: The projected budget for the implementation of the recommendations in pillar five is 70,000 USD.

The allocation of budget per pillar and the rationale for the financial model across each pillar pinpoints specific forms of collaborative financing across these pillars. This provides an active leadership role for the key constituencies required for the successful implementation of this policy. This can ensure a



compelling case statement is drawn for the policy to nurture leadership across these constituencies to not only allocate financial support of the policy but technical support also.

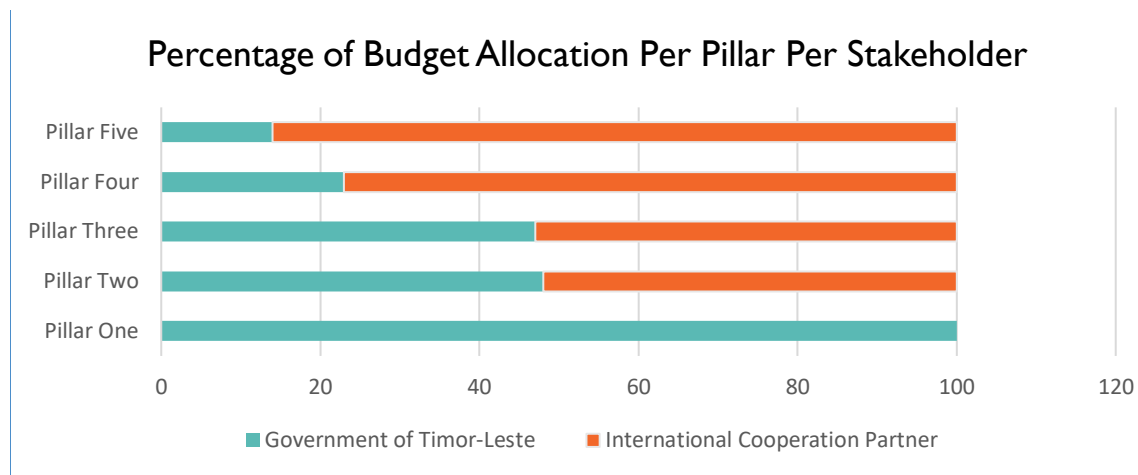


Figure 10 Breakdown of Source of Pillar Funding per Stakeholder

Given the specific focus of pillar one on building the institutional framework to sustain a system of diaspora engagement in Timor-Leste and to safeguard its role as a developmental policy of choice for the GoTL, it is recommended that the GoTL fund this pillar as their core investment into the policy. The introduction of partnership in direct engagements of the Timorese diaspora begins in pillar two. Therefore, it is projected that the allocation of budgetary responsibility for the GoTL in this pillar will be 48 per cent of the budget and for international cooperation partners, it will account to 52 per cent.

This close partnership model can also be aligned with human capital engagements of the diaspora in pillar three as the ask of the diaspora for their skills and networks can both be served by the GoTL and international cooperation partners. In this pillar, it is projected that the GoTL will be responsible for 47.16 per cent and for international cooperation partners, it will account to 52.94 per cent. The economic engagement of the Timorese diaspora in pillar four will require a more facilitative role for the GoTL as the specific aims of this pillar are to prove the feasibility of specific applications for diaspora economic contributions in Timor-Leste. Considering this, it is projected that the GoTL will be responsible for 22.78 per cent of the budget allocation in this pillar and for international cooperation partners, it will account to 77.22 per cent.

Trust with the Timorese diaspora will be built not just by the financial and engagement commitments by the GoTL and its partners but by a commitment to a code of governance conduct that embraces transparency in pillar five. Therefore, it is envisaged that the GoTL will provide seed capital for internal reviews (14.29 per cent of budget). It is recommended that international cooperation partners will support external reviews and development of the next iteration of this policy through 85.71 per cent of the estimated budget for this pillar.

## Conclusion

This policy sets forth an ambitious long-term vision for diaspora engagement in Timor-Leste. In conjunction with this vision, the policy strives to set in place the foundational frameworks that can create and nurture a sustainable system of diaspora engagement that will both support the development of Timor-Leste and the Timorese diaspora. As a young nation with a global outlook, Timor-Leste has a powerful national asset in their global diaspora family. This policy represents a landmark policy innovation for the GoTL whose commitment to implement the policy will be critical

for its success. The policy centralizes this global Timorese family as an active co-creator in safeguarding the well-being of Timor-Leste and its people, at home and abroad.