

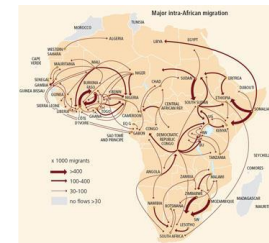
International Dialogue on Migration 2018

Towards effective migration governance: partnerships for capacity development

Measuring the impact of capacity development

Capacity development and measurement

- ❑ Capacity Development (CD) is an enabler as well as an outcome. Hence, success of measurement will largely depend on quality and accuracy of planning
- ❑ The overlap of CD with other sectors renders good planning difficult: Indicators for measurement will tend to serve the sectors rather than the thematic. Therefore, we need to build a theory of change (ToC)
- ❑ But a ToC remains a theory: the occurrence of new trends / new developments can compromise outcome. Hence, real impact may go unnoticed (issue of counterfactual)
- ❑ CD outcome is “non monetized”, hence, sometimes overlooked
- ❑ Measuring should therefore be budgeted as this will lead to knowledge building



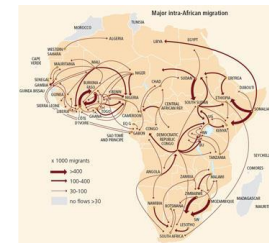
Challenge of implementing CD activities

- ❑ Capacity development is complex by nature
 - CD Activities should target specific outcomes that can be achieved, observed and attributed to the effort invested with a minimum of inference

- ❑ Diversification of CD activities aiming the same outcome(s) will yield measure
 - It will help triangulate and substantiate the change

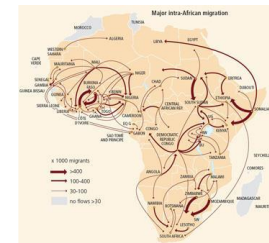
- ❑ It is more challenging to target impact level of measurement. As stated above, capacity development is rarely fully predictable and impact is shared

- ❑ State fragility is an impediment to successful CD implementation given the instability and weakness of public Institutions



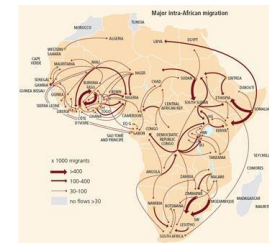
Mechanisms to evaluate and monitor impact of CD

- ❑ Support migration mainstream into highest level of government, and provide technical assistance to lead the identification of gaps and determine further goals with the expected outcomes
- ❑ Invest in knowledge on CD by engaging the countries collectively (at least those who have adopted migration mainstreaming) on the design of CD indicators for the definition of CD activities. The setting up of an accessible data management platform is a good practice that should be promoted
- ❑ Foster the use of non-tradition measurement methodologies at monitoring stage. For example, cultural attitudes can be explored and used to define change that is empirical and relevant for migration. This will contribute to knowledge building and then to capacity enhancement.



Some (generic – high level) indicators for observing CD impact

- ❑ Quality of planning: national plans should reflect alignment to commitment; Longer-term plans are designed with capacity-related outcome measures.
- ❑ CD turns from supply-driven to demand-driven, with express need for mainstreaming tools and knowledge across institutions
- ❑ Emerging need arise: e.g., request for technical assistance to implement (identified) reform / regulation
- ❑ Knowledge is generated; initiatives involving peer countries (e.g., cross-border issues regulation, design of common policies, shared outcomes) are observed; and more country-led partnerships are built for CD



Some methodological limitations in the practice

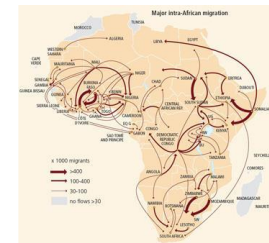
CD measurement is broadly defined at the AfDB in terms of *Institutional Development Impact*, and measured from the angle of *sustainability* under *Institutional strengthening of capacities* sub-criterion defined as:

The extent to which a project has contributed to strengthen institutional capacities - including for example through the use of country systems - that will facilitate the continued flow of benefits associated with the project

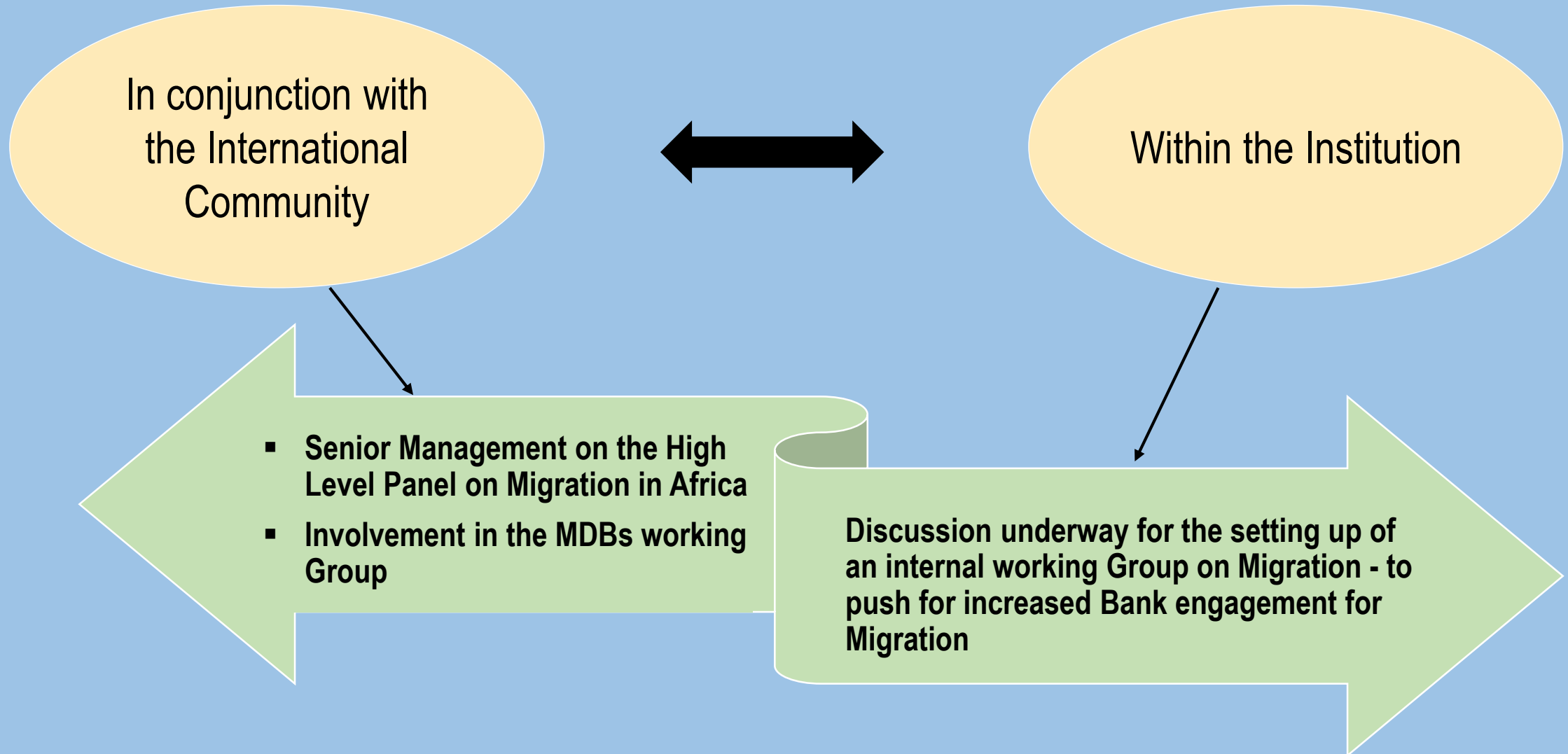
There is methodological limitation to this practice as the contribution analysis will hardly be consistent across evaluators and evaluations

However, this practice generates a database which is a valuable source of knowledge that can be triangulated and validated through desk evaluation methodologies such as metaevaluation / metaanalysis, and this, at both sectoral and thematic levels, to informed on impact.

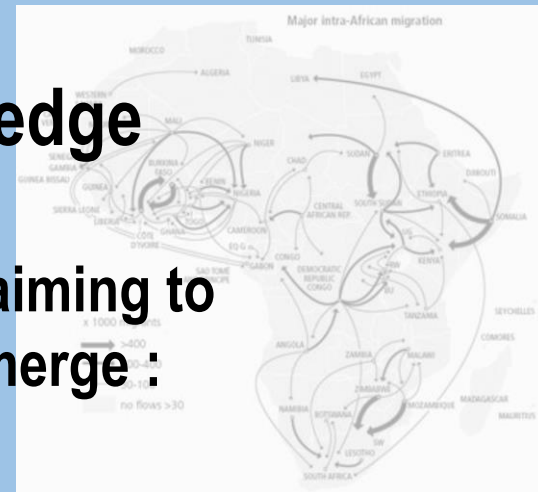
The AfDB is working to build national statistical capacities for migration data analysis



AfDB's engagement for Migration CD is increasing



AfDB's Approach: Stimulate demand through policy knowledge



A framework featuring five strategies aiming to empower Africa for the continent to emerge:

- ✓ **Light Up and Power Africa** (Increase access to energy to boost industrialization)
- ✓ **Feed Africa** (Move from archaic to mechanized agriculture and scale up to agribusiness)
- ✓ **Industrialise Africa** (achieve greater competitiveness)
- ✓ **Integrate Africa** (create a borderless Africa for the emergence of a competitive intra-African market)
- ✓ **Improve the quality of life of the people of Africa** (featuring the JfYA initiative)

The High 5
for transforming Africa

- Light up & power Africa
- Feed Africa
- Industrialise Africa
- Integrate Africa
- Improve the quality of life for the people of Africa

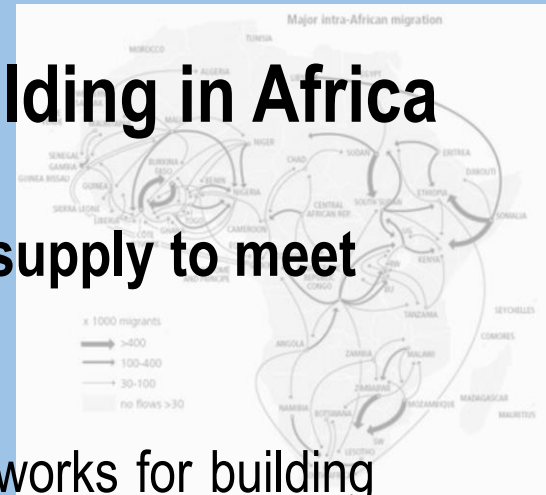
The High 5 Agenda

Five priority actions for the African Development Bank and for Africa. The High 5 Agenda is the African Development Bank's channel for focusing and scaling up its 2013-2022 Ten Year Strategy, to bring about the social and economic transformation of Africa.

The High 5 are designed to deliver the twin objectives of the Ten Year Strategy: inclusive growth that is shared by all; and the gradual transition to green growth.

The High 5 are: Light up and power Africa; Feed Africa; Industrialize Africa; Integrate Africa; Improve the quality of life for the people of Africa.

Two-pronged vision to CD for sustained human capital building in Africa



- **It's about bridging policy to financing, through CD for demand and supply to meet and be equated**
- Feed Africa and Jobs for Youth in Africa (JfYA) are two complementary frameworks for building human capital through eradicating extreme poverty and malnutrition while empowering the people and creating jobs for millions of Africans
 - ❑ The rationale is to leverage Africa's comparative advantage, i.e., invest in the land and the people to turn the continent to a top-level food exporter
 - ❑ ENABLE Youth and Youth Entrepreneurship are among the central flagship initiatives
- Boost Africa, the recent joint AfDB-EIB initiative in support to young African entrepreneur empowerment, is setting the stage for intensified attention to capacity development (<http://www.eib.org/en/projects/regions/acp/applying-for-loan/boost-africa/index.htm>)
- The Migration Development Fund which is now closed, has a powerful joint instrument for CD

Feed Africa & JfYA feed into the Migration issue at the highest level

Agriculture

(turning Africa's Youth to future leaders of Agricultural Transformation)

Rural Microenterprise: provide youth with capital, skills training and mentorship to launch agriculture-based micro enterprises

ENABLE Youth: Program designed to help young Africans to incubate and secure finance to grow larger scale agri-businesses

Agro-Industrialization Pipeline: Developing a pipeline of skilled agro-industrial companies.

Industrialization

Skills Enhancement Zone: develop a skilled workforce aligned to employer needs by creating demand-led training and job placement within industrial clusters.

ICT

Computational Thinking: introduce digital literacy, logical thinking, and complex problem-solving curricula in secondary schools

Coding for Employment: develop premier academies to train graduates a suites of IT skills to position youth competitively in the labor markets as potential workforce and entrepreneurs

Implementation planned to reach total investment of:

- 54 million USD (rural micro enterprise);
- 764 millions USD (Enable Youth); and
- 206 million USD (ICT)

covering on-going and future projects in these flagship areas

The end result is youth centered policy-making with increased but legal intra-African migration regulated to meet the demand for skills

Implementation mechanism: Funding is part of the approach to CD



Enabling Youth Employment INDEX

- **The Africa-wide Enabling Youth Employment Index** is an index that has been developed to measure youth employment outcomes and enabling policies at country levels
(<https://allafrica.com/stories/201711271181.html>)



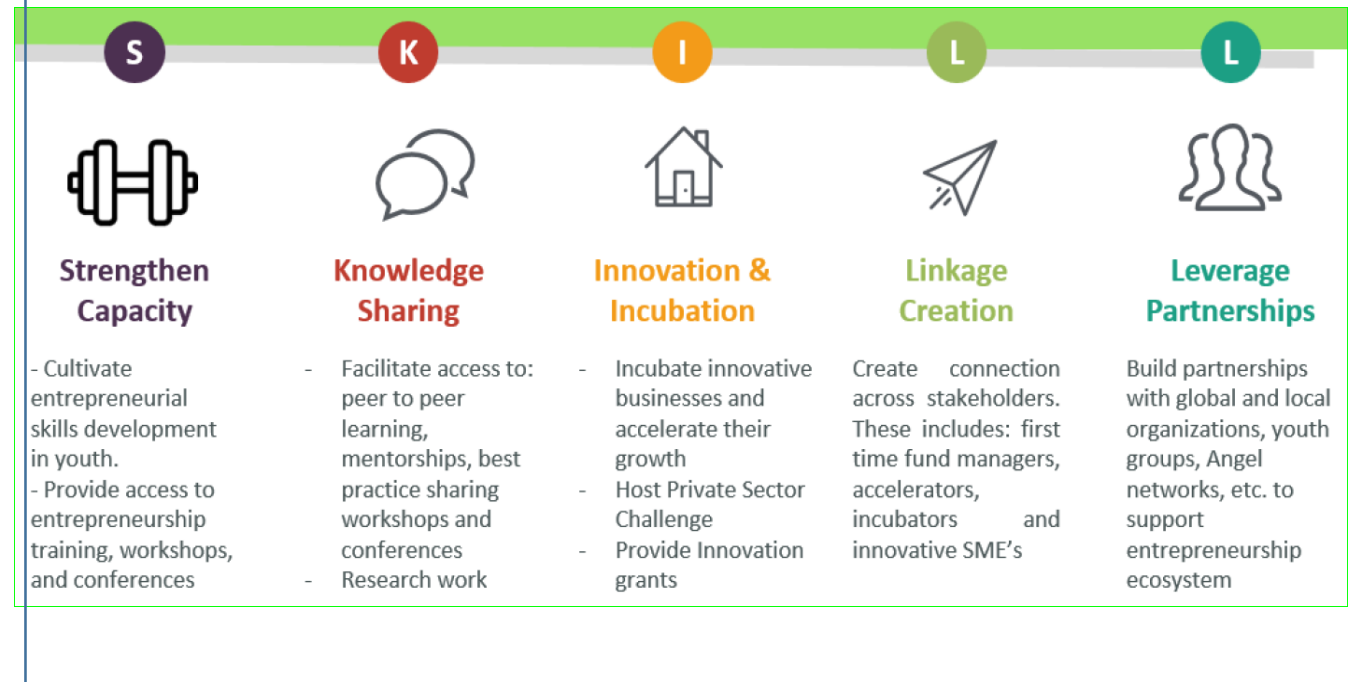
Innovation Lab

- The aim of the lab is to strengthen entrepreneurship ecosystem in Africa, by incubating promising and innovative businesses enterprises and providing them the necessary support to scale.
- The JfYA Innovation Lab focuses on migration hotspots



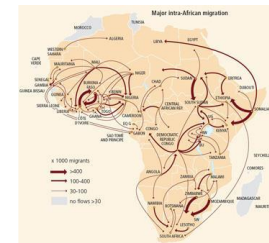
Youth Entrepreneurship and innovation trust fund

- **Setting up of the YEI is a multi-donor trust fund** as a financial and operational instrument to enable successful reach to youth
- The trust fund is to serve as a channel to mobilize resources and promote investments which will catalyze the creation of a sustainable ecosystem for youth entrepreneurs



Factors that will contribute to measuring CD investment impact

- ❑ The approach is holistic: state, organizational and individual capacities are served; policy, research and financing are integrated; alignment with continental goals (Agenda 2063) promoted in the countries; and Private sector involved to increase access to financing
- ❑ CD (in the form of Technical Assistance) used to stimulate demand in full awareness of the challenges
- ❑ Internal collaboration generates substantial resource for assessment of CD impact: various Bank Units (Policy; Strategy (Sectors); Complex of the Chief Economist (Economic Governance); Transition States Coordination Office; Financial Sector Department; Private Sector Development Department; etc.) are involved in the design and supervision of implementation, leading to increased recipient countries' capacity to measure progress
- ❑ The variety of tools to ensure effective change (e.g., support to policy management; resource mobilization for funding; and M&E&L) is rated as performance requirement within the AfDB
- ❑ Place of policy dialogue at the highest level (state) but consultatively (participative country dialogue) and full engagement of beneficiaries



Areas of gap to address for improved impact attribution

Partnership for CD impact measurement is a must, given the variety of investments and the difficulty of attribution at the project level: foster multilateral cooperation to improve streamlining, complementary and knowledge on Migration, for optimizing impact measurement

- Big ticket funding and coordination among multilateral development institutions (MDIs) would allow the establishment of larger programme frameworks for a more coherent approach across sectors, resulting in more joint co-financing and joint implementation, providing an opportunity to learn from others, as well as capitalising on the individual strengths of the MDIs
- There is scope to align analytical work undertaken by MDIs and partners to create better data and analytics to respond to migration challenges at investment and policy levels. This could include targeted assessments of migration on SMEs, enhanced skills mapping and legal barrier assessments, with relevant stakeholders, the assessment of hard and soft barriers to integrate migrants in labour markets, and the evaluation of (shared) impact

