

# Capacity Building

## *Workshop Report*

Fourth Capacity Building Training Workshop  
for Policymakers Serving in the Newly Formed  
Diaspora-Oriented Ministries in Africa



## Workshop Report

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Addis Ababa, 24–28 November 2014

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## FOREWORD

Contemporary global migration presents both challenges and opportunities: Challenges in terms of managing it in an orderly manner and opportunities in terms of harnessing more of the significant potential (capital, knowledge and networks) of migrants for the development of their countries of origin. This two-pronged manifestation – the problems and the benefits associated with migration – have made the topic a top priority on national, regional and international agendas worldwide.

The current dynamics of human mobility and its related issues represent huge policy and institutional challenges for many African countries. This is due to the fact that many African countries have become simultaneously a source, transit point and destination location. Consequently, they are confronted with the challenges emanating from the different facets of migration, but lack sufficient policymaking capacity, institutional experience and resources to deal with them effectively. In response to this complex challenge, a large number of African countries have recently established diaspora-oriented institutions. There are now more than 30 African countries with diaspora-oriented institutions and ministries, all of which were established to address migration related issues more professionally. However, these newly formed diaspora-oriented institutions often lack the capacity to develop well-informed and effective migration and development policies. This lack of capacity is three-fold: (1) lack of relevant knowledge and information tailored to their specific policymaking needs; (2) limited exposure to best practices and lessons learned from the experiences of other countries both in Africa and beyond; and (3) lack of technical capabilities to develop a national diaspora policy that can be translated into feasible strategic interventions and achievable actions.

This reality highlights a need to establish an African Capacity Building Facility for broader migration related issues. Such a facility will support African governments in acquiring the technical capability to design a national migration policy that enables them to address the management, integration and development facets of migration in a holistic manner. It will also help the continent to develop an African-owned agenda on migration, informed by African concerns, priorities, specific needs and aspirations. An African-owned agenda on migration will help the continent address the multi-faceted dynamics of migration in a better manner. It will also assist African governments in institutionalizing the engagement of the diaspora in the development of the continent. This is with the realisation that without significant policymaking capability, the newly formed diaspora-oriented institutions in Africa will not benefit adequately from the development potential of overseas diaspora.

Dr. Awil Mohamoud, Director of ADPC

## INTRODUCTION

From 24-28 November 2014, the African Diaspora Policy Centre (ADPC), in collaboration with the United Nations Economic Commission for Africa Capacity Development Division (UNECA-CDD), organized the fourth capacity building training workshop for policymakers serving in the newly formed diaspora-oriented institutions in Africa. The workshop was held at the UNECA conference centre in Addis Ababa. Twelve senior government officials tasked with overseeing migration and development related matters in their respective countries participated in this fourth edition of the workshop. The participants represented diverse countries and regions on the continent, specifically: Ethiopia, Mauritius, Mozambique, Namibia, South Sudan and Zambia. In addition, two prominent members of the Ethiopian diaspora civil society community attended the workshop.

This training workshop is a component of a larger capacity development programme implemented by ADPC since 2010. Other components of the programme take the form of direct technical assistance offered via consultancy, coaching, mentoring and online courses. The key objective of the programme is to improve the skills of diaspora-oriented policymakers in terms of designing effective policy instruments to facilitate the integration of diaspora-driven development into the national development agenda in their respective countries.

The rationale behind the training programme is based on a significant shift in recent years with regard to how African governments perceive their overseas diaspora. Diaspora are increasingly seen as actors who can make a significant and positive contribution to the development of their homelands, not only in terms of financial transfers (remittances) but also in terms of transferring knowledge and skills, promoting trade and foreign direct investment (FDI), philanthropy and spurring entrepreneurship. Consequently, this capacity development training programme was developed to respond to capacity deficits affecting the performance of the emerging diaspora-oriented government institutions tasked with overseeing diaspora engagement in development related matters.

The programme is designed to provide participants with:

- A better understanding of the nexus between migration and development by exploring the most recent insights and developments tailored to their specific policymaking needs in the field;
- A platform for best practices and ‘lessons learned’ about leveraging diaspora potential for homeland development across countries and continents;
- Hands-on tools to enhance technical policymaking capabilities of officials, enabling them to design and implement national diaspora policies;

### About ADPC

*The African Diaspora Policy Centre (ADPC) is a leading African diaspora think tank in the field of migration and development. It is committed to strengthening policymaking capabilities within the newly formed diaspora-oriented institutions in the Africa-Caribbean-Pacific (ACP) region. Without sufficient institutional and individual policymaking capacity, these newly formed institutions will neither adequately manage the emerging challenges of migration, nor sufficiently benefit from its opportunities and development potential. ADPC is convinced that enhancing the policymaking capacity of diaspora-oriented officials and institutions in the ACP region will enable them to engage their diaspora in the overall development of their countries of origin in a sustainable manner.*

*For more information visit [www.diaspora-centre.org](http://www.diaspora-centre.org).*

- Guidance on facilitating the institutionalization of diaspora relations and the integration of diaspora-driven development into a national development agenda;
- Strategic insights necessary for the development of effective regional policy approaches to migration and development that can foster alliances and strategic partnerships between countries.

The training workshop adopted an innovative methodology that combines a mix of theoretical discourse, best practice cases and technical capability for policy development. It was facilitated by a team of experienced international experts in the field of migration and development. These experts are core resource personnel at the ADPC headquarters and members of networks of external professionals located in different regions. This edition of the workshop was led by Prof. Dr. Gerd Junne, former chair of the International Relations department at the University of Amsterdam and chairman of The Network University and by Mr. Peter Mudungwe, a migration and development specialist from Zimbabwe based in South Africa.

### Participant expectations

Since its inception, the curriculum of the training programme has been designed and updated to respond directly to the policymaking needs of African government officials working on migration and development topics, specifically diaspora engagement and mobilization. A number of these needs are very similar across the African continent, while others are more context-specific and relate to a country's history or to its current socio-economic and political climate. Typically, ADPC selects two officials from each of the six participating countries according to criteria that reflect the diversity of migration and development issues between stable, transitional and more fragile countries. These criteria include policymaking experience and seniority, educational background and gender representation.<sup>1</sup>

- Prior to the training, the selected participants expressed the following expectations regarding what the training should deliver:
- Policy writing (drafting) relating to diaspora engagement for national development;
- Conducting stakeholder analyses and consultations for a diaspora policy;
- Cross-country comparisons of diaspora policies and programmes (how have other countries dealt with diaspora engagement and what can be learned from their experiences?);
- Diaspora mapping, databases and accessibility of information;
- Coordination and communication with embassies;
- Leveraging remittances for development.

<sup>1</sup> Of the 14 participants (12 government and 2 civil society), 5 were female (35%). The percentage of women in the executive branch of government among participating countries ranged between 39.2% in Mozambique and 10.8% in Zambia (Source: 'Investing in Gender Equality for Africa's Transformation', AfDB 2014).

## PROGRAMME CURRICULUM

The capacity building training workshop utilized an innovative methodology, combining theoretical discourse, best practice case studies and hands-on assignments to enhance technical policymaking capacity in the field of migration and development. The following section provides a brief overview of the workshop curriculum, broken down into these three components. For a more detailed overview of the programme and the individual modules, please refer to Appendix I.

### Migration and Development Discourse

The first and second day of the training workshop were primarily dedicated to creating a discursive context about the overall trends in policy and academic writing about migration and development in Africa and the Global South. Beginning with a background presentation about the magnitude of global migration and the nature of migration in Africa, trainer Mr. Mudungwe conveyed a range of issues in a conducive format, drawing expertise from the group while simultaneously presenting new insights. By the end of the first day, participants had engaged in a lively discussion about the different types of migration flows (irregular vs skilled migration), the corresponding lifecycle of migrants, and about what definitions of migration, development and 'the diaspora' would be most appropriate for policymaking purposes. After reviewing some astonishing recent statistics about migration – i.e. that migrants make up 3.3% of the world's population and that the majority of these (>50%) migrate within the Global South, rather than from South to North – the nexus between migration and development was discussed at length. Participants took stock of a comprehensive overview of the literature that has emerged since the turn of the last century, when the positive impacts of migration for development started receiving greater attention from academics, policymakers, practitioners, and diasporic communities themselves.

### Best Practices: Cases from Africa and Beyond

Throughout the training course trainers were encouraged to draw from concrete case studies as much as possible. Experience has shown that the use of case study material greatly enhances the capacity of participants to retain information. In addition, case studies from similar contexts in Africa or within the Global South appeal to the imagination and familiarity of participants. Given that the migration and development discourse sessions emphasized growing South-South migration flows, ADPC has geared this methodology towards enhancing South-South exchange. The following three modes of South-South best practice exchange were utilized:

1. Best practices from participants: every participant was asked in advance to prepare a short presentation highlighting a number of concrete successes regarding existing diaspora engagement mechanisms. Throughout the training many of these cases – such

as Ethiopia's Diaspora Housing Programme or Mauritius' IOM Migration Profile exercise – resurfaced as reference points in subsequent discussions.

2. Best practices from case studies in Africa: both trainers were encouraged to draw from case study materials that they had come across during their extensive work on migration and development in Africa. Many of the presentations, discussions and exercises were built around case studies from Ghana (diaspora engagement through embassies abroad; Senegal (incentives for diaspora to relocate); Nigeria (diaspora 'bonds'); Kenya (hosting the African Institute for Remittances); Zimbabwe (temporary return of healthcare professionals), etc.

Best practices from the Global South (Mexico and India): to widen the scope of the discussion, first-hand narration of case studies from Latin America (Mexico) and Asia (India) about diaspora engagement and diaspora mobilization for development. On the fourth day of the training the Indian and Mexican Ambassadors to Ethiopia attended the training as guest speakers providing a detailed and engaging overview of their diaspora policies and instruments.



*Photo left: The Indian Ambassador to Ethiopia in a discussion about diaspora and citizenship*

*Photo right: The Mexican Ambassador to Ethiopia in conversation with Dr. Alebachew Beyene of the Ethiopian Diaspora Association*

participants to finish the training workshop with the necessary skills to produce a tailor-made policy paper tackling very country-specific policy challenges regarding diaspora engagement.

### Capacity Building for Policy Development

The third component of the training workshop was designed to address the specific and technical policymaking needs of the participants. Since every country's policies and institutional settings are different, the methodology for this exercise focused on individual policy paper drafting. The process of drafting policy papers started on the first day and evolved as the training proceeded, culminating in the presentation of all policy papers on day five. The starting point for the drafting exercise was a discussion on day one during which a number of questions emerged, including, how can a country enhance the flow and impact of remittances? Or, how can a country address the negative impact of 'brain drain'? Subsequently, participants selected topics for their policy papers. This was followed by a stakeholder analysis for the designated topics, a simulation of stakeholder meetings and other role-playing exercises that addressed potential challenges within the policy drafting process. The objective of this drafting exercise was for

# RECURRING ISSUES

During all sessions the two resource persons were careful to guide discussions in a constructive and flexible way so that the concerns and interests of the participants were always leading the debate. Consequently, some sessions were shortened due to a lack of interest, while others were extended and elaborated upon. While a full review of all topics addressed is beyond the scope of this synthesis report, the following eight themes were recurrent and occupied the lion's share of discussion time:



*Participants from Mauritius and Zambia engaged in a plenary discussion during the ADPC capacity building workshop, Addis Ababa, November 2014.*

## 1 Establishing and maintaining linkages with diaspora communities (through embassies)

Although some of the participating governments were more advanced in formalizing their linkages with their overseas diaspora communities than others, engaging diasporas in host countries remains a challenge for many African governments. As the Ethiopian and Mozambican participants, in particular, emphasized, there is a great demand for cultivating linkages with the critical yet silent mass of diaspora professionals that often fall beyond the scope of embassy operations in host countries. Foreign missions usually manage to maintain close ties with politically active diaspora organizations, but there is a very small window of opportunity when it comes to engaging with individual professionals. Concrete examples came from Ethiopia and Ghana, where the governments invest in training their diplomats specifically on diaspora engagement. The development of institutional mechanisms within embassies, such as a one-stop-shop for diaspora investments or entrepreneurship, was also a key topic that resurfaced on several occasions during role-playing exercises.

## 2 The importance of an inclusive stakeholder dialogue for diaspora engagement

During the policy paper exercise, which stimulated participants to conduct a stakeholder analysis for drafting specific diaspora policy mechanisms, it became clear that most participants had previously not reached out extensively to other stakeholders outside of their direct institutional settings. Embassies, business associations, civil society organizations, universities, etc. were all stakeholders that featured prominently in the policy papers, yet practical experience about how to conduct such a stakeholder outreach was in many cases lacking. In this regard, the participation of two civil society members was a welcome addition to the workshop format: both the chairman of the Ethiopian Diaspora Association, Dr. Alebachew Beyene, and the chairwoman of the Alliance for Brain-Gain and Innovative Development (ABIDE), Dr. Tewabech Bishaw, provided valuable inputs to the discussions. In addition, Prof. Dr. Gerd Junne provided ample examples to illustrate the advantages and pitfalls of inclusive stakeholder dialogues for diaspora engagement.

## 3 Diaspora databases and migration profiles

As noted previously, many of the participants were interested in learning about diaspora mapping, data collection strategies as well as how to optimize communication and streamline access to data within government, etc. In this regard, Mauritius' experience in conducting an IOM migration profile exercise, which can now serve as a baseline for diaspora mapping, was discussed at length. Many of the participants were unfamiliar with this exercise and were keen to learn from Mauritius' experience. In the ensuing discussions, participants reflected on what the purpose of mapping is, how to conduct diaspora mapping efficiently, what resources are available for conducting such exercises, and what role embassies can play in supporting this. Ethiopia and Mauritius, the two participating countries with most diaspora mapping experience, emphasized that mapping is most beneficial when conducted in a strategic manner, and that 'mapping for the sake of mapping' ought to be avoided.

## 4 Brain gain for public sector capacity development (civil service)

As expected, the question of how an African government can retain or retract the human capital that resides within its diasporic communities abroad for the benefit of developing their country of origin featured in many of the sessions. Interestingly, the discussions about 'brain gain' often focused very concretely on how diaspora professionals can be mobilized to contribute to building the institutional capacity of the home government. This allowed the discussions to focus more on public sector capacity development and the potential role of the diaspora, which interested participants

from South Sudan and Mauritius in particular. Examples of existing programmes such as the IOM's Temporary Return of Qualified Nationals (TRQN) were discussed, and participants reflected on how such a programme could be developed to respond specifically to the needs of public sector capacity deficits. These discussions were often linked to the question of how to create the right conditions and incentives for diaspora professionals to come and work in a government institution in their country of origin.

## 5 Citizenship and diaspora rights

Although the political aspects of diaspora engagement did not feature extensively in this training workshop (ADPC's training is specifically designed to respond to technical policymaking capacity deficits), many participating countries were eager to learn from each other about diaspora rights in the country of origin and its implications. Ethiopia, for example, explained how it had institutionalized the 'yellow card' Ethiopian origin IDs for its diaspora. This card attributes a status similar to citizenship and allows Ethiopians living abroad to live, invest and work in Ethiopia. They are excluded from voting or being elected to a public function and they may not work for the Ministries of National Defence, Security, Foreign Affairs or other similar political establishments. Another example was provided by the Indian ambassador who elaborated on the institution of the Persons of Indian Origin Card (PIO Card). This also denies diasporas the right to vote, but allows them to live, work and invest in India, except in matters relating to the acquisition of agricultural/plantation properties.

## 6 Incentives and perceptions

As noted previously, questions regarding what kind of incentives a home government can or should provide to attract diaspora investment or 'human capital remittances' featured in many of the discussions. There were discussions of situations where governments are providing incentives that local communities perceive as disproportionate (such as large-scale land allocations, free high-quality public housing, tax holidays, etc.), thereby cultivating sentiments of resentment against the already privileged diaspora community. A role-playing exercise specifically dedicated to this topic was conducted during the session, stimulating a lively discussion about the importance of perception-management between the diaspora, the home government and the home communities. The experience from South Sudan illustrated how deep-rooted feelings of resentment and entitlement by a largely undereducated ruling elite within government obstructed structural diaspora engagement. In contrast, the Ethiopian experience showed participants how difficult it can be for a government to (re)gain trust among the diaspora after a long period of protracted civil conflict. Transparency, proportionality of incentives and informing the public about the importance of the diaspora for homeland development were often cited as guiding concepts for devising effective incentive mechanisms.

## 7 A migration agenda for Africa

Many of the participants also cited the session about 'A Migration Agenda For Africa' as one of the more relevant and interesting sessions. In the context of the ongoing discussions about Africa's own role and contribution in setting the post-2015 development priorities, migration and development is recognized as a key issue by many countries. In this regard, ADPC's Director, Dr. Awil Mo-hamoud, elaborated briefly on the Africa-EU partnership, in particular the Migration Mobility and Employment (MME) partnership, and about the challenges involved with coordinating such a partnership. This stimulated a lively and engaging discussion about the role of regional bodies such as the African Union (AU) and the various Regional Economic Communities (RECs), such as IGAD, the EAC, COMESA and SADC, for coordinating partnerships and setting new priorities. Many participants advocated for a more coordinated and pro-active approach and the discussion focused on institutional reform and alternatives to the current status quo.



*ADPC Director, Dr. Awil Mo-hamoud, briefs participants about the future of the Europe-Africa Strategic Partnership and the Diaspora Declaration that was formulated on this topic in March 2014*

## 8 Remittances for development

Finally, one of the questions that resurfaced in many of the sessions was how to better leverage capital remittances (both financial and social) for socioeconomic development. Since the topic of financial remittances has often dominated debates about diaspora engagement, the sessions dedicated to this were designed to add some nuance to these debates by demonstrating that, for example, most remittances have very little 'developmental' impact from a state-centred point of view. In this regard, the objectives of the newly established African Institute for Remittances (AIR) were discussed in detail and how these could contribute to making remittances less expensive. Simultaneously, the link between financial and social capital remittances was discussed during many of the sessions, where, among others, the chairwoman of the Alliance for Brain-Gain and Innovative Development (ABIDE) emphasized that the potential impact of financial remittances without social remittances was almost negligible for development. In a session about returnee diaspora entrepreneurship, participants provided



many examples about how social capital remittances in the form of transnational know-how combined with local connections and legitimacy were the foundation for sustainable entrepreneurship and employment creation, while the impact of financial remittances alone is often ambiguous.



*ADPC Director, Dr. Awil Mohamoud, congratulates Mr. Teferi Melesse, Director at the Diaspora Information & Research Directorate of the Ethiopian Ministry of Foreign Affairs.*

## VALUATION

During the final day of the training participants were asked to fill out an evaluation questionnaire about the quality of the training, the content, methodology, experts, professionalism of trainers, etc. Based on this initial valuation, ADPC was able to conclude that all participants were very positive about the training and found the content useful.

As three pie charts below illustrate, the overall rating of the training by participants ranged between 'excellent' and 'good' (a score of 5 and 4, respectively, on a scale of 1 to 5). In addition, 70% of participants strongly agreed that the training met their expectations. Whether participants will be able to apply this knowledge in their day-to-day activities depends on a range of formal and informal factors. 40% of participants strongly agreed that they will be able to apply the new insights gained during the training, while the other 60% merely 'agreed' with this statement. Even though this is still a very favourable valuation, ADPC acknowledged the concerns of participants that capacity development is more than only training officials. The recommendations below provide more details about ADPC's vision on how to address these concerns through a direct technical assistance facility that has been piloted in Ghana, Uganda and Kenya.

**How do you rate the training overall?**



■ 7 rated it as 'Excellent'  
■ 6 rated it as 'Good'

**The training met my expectation**



■ 9 rated it as 'Strongly agree'  
■ 4 rated it as 'Agree'

**I will be able to apply the knowledge learned**



■ 5 rated it as 'Strongly agree'  
■ 8 rated it as 'Agree'

# RESULTS/OUTCOMES

The capacity building training workshop is one of the three pillars of ADPC's 'Strengthening Policymaking Capacity of the Emerging Diaspora Ministries in Africa' (SEDIMA) project. Through training workshops, direct technical assistance and an online training programme in migration and development, ADPC's SEDIMA project focuses on the extent to which target groups are capable of integrating knowledge and skills to draft (and implement) migration policies that include priorities, visions and needs of the diaspora. This is evaluated using elements of the 'Outcome Mapping' methodology,<sup>2</sup> which depends largely on self-assessment data generated systematically by the project team and the participating partners. Although it is still too early to tell what the longer-term outcomes of the training workshop will be, the initial outcome mapping results, collected several weeks after the training, can be compared with the expected results as follows:

Type of outcome	Expected results	Preliminary results
Behaviour	Participants know exactly where and how to access the information they need to draft a diaspora friendly migration policy.	Participants claim that exposure to relevant information for drafting diaspora friendly migration policies is substantial. In particular, the overview of available information found through the online training course received much interest. More than half of the participants have shown interest in enrolling their colleagues into the online programme for 2015.
	Participants become pro-active agents who view developing policies as a positive challenge and who see themselves empowered/capable of connecting to the right information, people and good examples and knowledge to draft such a policy.	For some of the participants representing governments where diaspora engagement ranks highly on the political agenda (such as Mauritius and Ethiopia), this has been the case.
	Participants show pro-activeness and flexibility on how one can adapt policies to priorities and needs of diaspora.	This outcome is highly dependent on the individual competencies of the boundary partner (participant). Some participants, such as those from South Sudan and Ethiopia, have been very pro-active and innovative in how they utilize the outputs of this training. Ethiopia, for example, has submitted a request to further build the capacity of its regional governments specifically with regard to diaspora agribusiness entrepreneurship.

Type of outcome	Expected results	Preliminary results
Actions	Participants identify the inputs they need to draft migration policies. They connect and exchange with other stakeholders and with resource persons or experts they meet either at the training or during the online course and organize a consultation with diaspora to get their input for a policy or develop a questionnaire to capture their ideas.	Several of the participants have been following-up on the exchange made with other stakeholders and experts at this training, but the overall outcome remains unclear.
	Knowledge is acquired on, for example, where and how many of their nationals live abroad, and what they could potentially contribute to the development of their homeland.	At least ¾ of the participants have actively followed up with Mauritius during and after the training regarding their experience with the IOM migration profile (see recurring issues above).
Relationships	Participants know how to contact overseas diaspora, and understand how they can acquire information needed to sensitize policies.	Participants note that they have benefited from the examples and know-how regarding diaspora mapping and engagement, but no concrete outcomes have yet been recorded.

<sup>2</sup> Outcome mapping focuses on behavioural change exhibited by secondary beneficiaries. It is a flexible and modular approach to understanding how people make use of outputs of the project (training, course, advice). The use of outputs is called outcome and these are defined as changes in behaviour, relationships, activities or actions of people, and of groups and organizations with whom the training activity is connected.

# KEY LESSONS LEARNED AND RECOMMENDATIONS

Based on an interactive evaluation session that was conducted among all participants on day five of the training, the following lessons can be drawn:

## 1 Participants need time to digest information

For most of the participants, taking five full days to attend a training workshop abroad has a relatively high impact on their day-to-day responsibilities. As such, it would be unrealistic to designate more days for training purposes and expect senior-level officials to attend. That said, it was often noted by participants that the content of the training can, at times, be quite dense, whereas ample time to reflect on the new insights acquired is not always provided. One of the participants recommended planning one or two weekend days, interjecting the five training days; this would give participants an opportunity to reflect and digest some of the information at their own convenience. ADPC takes these concerns seriously and will explore this recommendation for future trainings.

## 2 South-South exchange works

The evaluation revealed that participants unanimously found the Thursday morning ‘South-South exchange’ session, showcasing best practices from Mexico, India, Ethiopia and Mauritius, to be most informative and inspiring. The key lesson learned from this is that today’s globalized context warrants facilitating exchange beyond Africa to include other cases from the Global South, including Latin America and Asia. ADPC will expand this format for future trainings and invite diplomatic representation and expertise from other countries, such as China, Thailand, Indonesia, Colombia, Brazil, etc.

## 3 Role-playing exercises work best when focused

Role-playing exercises have always been a core element of the ADPC migration and development trainings. For this edition, a few more exercises were integrated into the programme compared to previous years, such as the session on incentives and the session on returnee diaspora entrepreneurship. After evaluating these sessions carefully, and reflecting on them with the two resource persons, it became clear that role-playing sessions work best when the following pre-conditions are met: (1) the link between the exercise and the learning objective must be made very clear to participants; (2) the exercise should be carefully planned to avoid coinciding with information saturation, which is more common in the afternoon sessions after 3pm; and (3) the exercise should be carefully embedded in the session and relate to previous and

upcoming sessions if possible. If these preconditions are met, participants adopt a more pro-active attitude during the role-playing exercise.

## 4 Appreciate the (formal and informal) institutional settings

As can be understood from the outcome of the valuation questionnaires, illustrated in the section above, not all participants were unequivocally convinced that the knowledge they acquired could easily be applied in their work environment. During the interactive evaluation session this topic was probed in more detail and participants indicated that this was not so much due to the content of the training, but more due to the institutional setting in their respective ministries and departments. How to optimize the translation from individual capacity to institutional capacity has always been one of the main challenges for ADPC. The ADPC capacity building programme, within which this training workshop took place, is currently piloting two complementary interventions to support this translation:

- Direct Technical Assistance is currently being piloted in three ADPC training workshop ‘alumni’ countries: Ghana, Kenya and Uganda. This facility offers partner governments the opportunity to host an expert supplied by ADPC to assist with the technical aspects of drafting, operationalizing and implementing diaspora engagement policies and programmes.
- The online training programme is based on the interactive training workshop but is online and available for colleagues and staff of alumni participants in partner countries. This programme was reviewed by the participants of the training workshop in Addis Ababa and will be available to new (online) participants in May and October 2015.

## Recommendations

- ADPC will consider the following recommendations, as formulated by participants and experts, for future training sessions:
- Facilitate more exchange between participants and ‘forerunners’ from the Global South in the area of diaspora engagement;
- Optimize political buy-in: explore possibilities of inviting lawmakers (parliamentarians) to attend the training, even if only for a few key sessions;
- Data exchange: facilitate exchange of documents, reports, contact details, etc. between participants. Participants already engage in this, but with some extra support this can be simplified so that all participants can access each other’s data;
- Create an alumni network of ‘experts’: this is already being piloted in relation to the online programme – alumni participants are approached as resource persons within their respective ministries and departments. The recommendation is to expand this and facilitate exchange between all alumni in an online platform;
- Include more regional issues: migration and development issues

increasingly defy traditional distinctions and boundaries. As such, national governments are increasingly challenged with managing both the positive and negative effects of migration. A more regionalized approach would be more appropriate theoretically, but in the African context this is often complicated by a lack of coordination on the side of the regional communities and the African Union. Participants emphasized a willingness to learn more about alternative strategies and coordination mechanisms in order to achieve a pro-active regional approach.



## APPENDIX I: WORKSHOP PROGRAMME

### DAY 1

#### 1. Opening session

Opening words by ADPC, UNECA and Ethiopian Diaspora Directorate.

#### 2. Introduction exercise

Participants introduced themselves and their respective country's diaspora policy frameworks.

#### 3. Changing discourses on migration & development

Historical overview of policy discourses about migration, definitions of diaspora, and the migration and development nexus.

#### 4. Diaspora engagement for home country development

Participants presented and reviewed each other's policies and institutional settings for diaspora engagement.

#### 5. Introduction to the migration & development online training programme

Participants were introduced to the online training course that contained various assignments, background information, resources and access to a vast array of diaspora databases and information management toolkits. Participants were asked to review different modules of the course in their own time, and to reflect on the content during the last day of the training.

### DAY 2

#### 1. Mainstreaming diaspora policies with national and regional development agendas

Overview, with concrete examples from Africa, about how migration and development policy can be mainstreamed and integrated into overall (national and regional) development agendas.

#### 2. Policy paper drafting exercise

Participants selected topics for a draft policy paper (such as 'brain gain' or diaspora entrepreneurship).

- Participants prepared a stakeholder analysis for the designated topics.

Participants were assigned a fictional role – government and non-government – and simulated a stakeholder meeting for the designated topics.

- Participants addressed potential challenges within the policy drafting process by means of a role-playing exercise: each participant was assigned a role (public or private) and an asset (material or immaterial) and was asked to formulate an innovative solution to the challenge.

## DAY 3

### 1. Lifecycle of migrants: Different stages, different policies

Participants reviewed various migration trajectories and explored (using concrete case studies from Africa and Latin America) what policies complement the different stages.

### 2. Remittances

- Participants were introduced to the most recent trends and insights about remittance flows to and within Africa, how these flows can be leveraged for development purposes, and what governments can do to make remittances less expensive and their impact more sustainable.
- Participants explored, in more detail, the objectives and potential of the African Institute for Remittances (AIR) in Nairobi, Kenya.

### 3. Diaspora entrepreneurship after conflict

Participants reviewed a range of impacts that returnee diaspora entrepreneurship can yield after periods of conflict, from employment creation to technology transfer and from brokering foreign direct investment (FDI) to stimulating good economic governance.

### 4. Stimulating returnee diaspora entrepreneurship (exercise)

Participants were asked to position themselves as returnee entrepreneurs and answer a range of practical questions regarding permits, licences, taxes, etc. What mechanisms are in place to help an aspiring entrepreneur return home? What information is needed and how can this be stimulated?

## DAY 4

### 1. Institutions (embassies, business associations, civil society)

Using a range of concrete examples (including Ethiopia and Ghana), participants explored how auxiliary institutions can facilitate diaspora engagement. During this session the role of embassies was of particular interest.

### 2. South-South exchange: Lessons learned from Ethiopia, Mexico, India and Mauritius

During this triple session, four guest speakers – including two participants representing Ethiopia and Mauritius – considered forerunners in diaspora engagement, were asked to present a number of ‘best practices’. Content included detailed presentations and a vibrant discussion with all participants.

Guest speakers were:

- H.E. Mr. Juan Alfredo Miranda Ortiz, Mexican Ambassador to Ethiopia
- H.E. Mr. Sanjay Verma, Indian Ambassador to Ethiopia
- Mr. Teferi Melese, Diaspora Information and Research Director, Diaspora Affairs Directorate at the Ethiopian Ministry of Foreign Affairs.
- Mr. Nilkanthsing Jagarnath, Ministry of Foreign Affairs of Mauritius

### 3. A migration agenda for Africa: Regional dynamics and the joint Africa-EU Strategy

Participants discussed pan-African migration issues and what role the African Union and the Regional Economic Communities (RECs) can and cannot play in setting the agenda for the post-2015 development priorities. The case of the Africa-EU strategy is reviewed, particularly the area of Migration, Mobility and Employment (MME).

## DAY 5

### 1. Incentives

Participants were introduced to a range of different incentives that different African countries have resorted to for stimulating diaspora investment, entrepreneurship and brain gain. Both the advantages and pitfalls of these incentives were discussed during a fictional scenario exercise.

### 2. Presentation of policy papers

Participants presented and discussed the policy papers that had been working on since the policy paper exercises on day 1.

### 3. Evaluation

Participants were asked to review the programme and reflect on how the training may impact their ‘progress indicators.’<sup>3</sup> Evaluation forms were filled in and a plenary discussion about how the training will likely benefit the work of participants ensued.

### 4. Closing session

Closing addresses and participants received certificates of attendance.

<sup>3</sup> Progress indicators are qualitative indicators used for mapping outcomes of institutional capacity building processes. It is required that participants (or ‘boundary partners’) formulate these indicators themselves.

# APPENDIX II: LIST OF PARTICIPANTS

## Participants

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## Experts and guest speakers

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