

Capacity Building by Multilateral Development Banks:

Cases and Key Features of Training Initiatives

Joint analytical report of the Eurasian Development Bank and the CAREC Institute

2026



A mechanism to increase non-investment impact and differentiate from commercial banks



The EDB has created a first-of-its-kind 'guide' to MDBs' training initiatives



1 Why do MDBs and IFIs create educational products and provide training?

2 What are the key features of MDBs' training initiatives?

3 What approaches do MDBs use to measure the effectiveness of their training programmes?

The history of training initiatives started over 70 years ago

1955

Economic Development Institute

1999

World Bank Institute

2024

World Bank Group Academy



WORLD BANK GROUP

2011

Launch of the online platform

2016

Expansion of the platform into an Open Learning Campus

40%

is the share of donors' contributions to fund training programmes in 2011 (60% – the WB's administrative budget)

2.1%

is the share in the WB's gross administrative budget in 2010

10 key research issues

Goals

1

Enabling factors

2

Governance models

3

Financing models

4

Programme customization

5

Key thematic areas

6

Target audience

7

Online platforms and AI

8

Partnerships

9

Effectiveness

10

1. Goals:

Why do MDBs need training initiatives?



Training initiatives have similar goals regardless of the size of capital and geography of MDBs' operations

1

Development of skills of partners and clients

2

Spreading in-house knowledge and best practices

3

Accessibility of knowledge to a wide audience

4

Reducing project risks

5

Promoting influence in the regions of operations

2. Enabling factors: What are the drivers of MDBs' training initiatives?

Gaps and needs in training and capacity building for MDBs' clients

Example from MDBs' practice

Obtained knowledge and expertise synergy with other training initiatives

- MDBs' analytics and research
- Case studies and professional project/sector expertise

Stable sources of funding for knowledge sharing

- MDBs' own resources
- External donors



There is much room for improvement in the education system in Africa



The African Development Institute at the AfDB is engaged in capacity building and training in the countries of the region based on a separate strategy

3. Governance models: To whom do MDBs' training units report?

1

Separate legal entity



2

Vice-President level



3

Department/Division level






Factors:

- Degree of importance for shareholders and management

- Availability of funding

4. Financing models: How can financial sustainability of MDBs' training units be ensured?

	MDB budget	Donors' contributions	Own resources
Advantages	Ensures stability	Enables a broader range of activities	Independence of decisions
Disadvantages	Limited available resources	Financial stability risks	Asset allocation is required
Examples	 Eurasian Development Bank	 THE WORLD BANK IBRD - IDA WORLD BANK GROUP  ADBInstitute	Happens rarely, except for high-income countries

5. Programme customisation: How and why do MDBs customise their training products?

Areas of customization



Focus on sector-specific topics

- Islamic Finance
- Green and sustainable finance
- Irrigation and water supply
- Food security
- Transport infrastructure, etc.



Customization to specific needs of the countries and regions of operations

- Subregional MDBs have a deeper understanding of countries' development needs



Examples from MDBs' practice

Provides comprehensive training on the Islamic finance

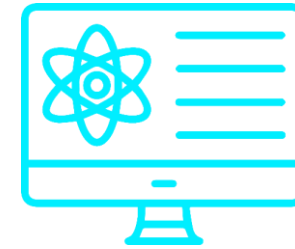
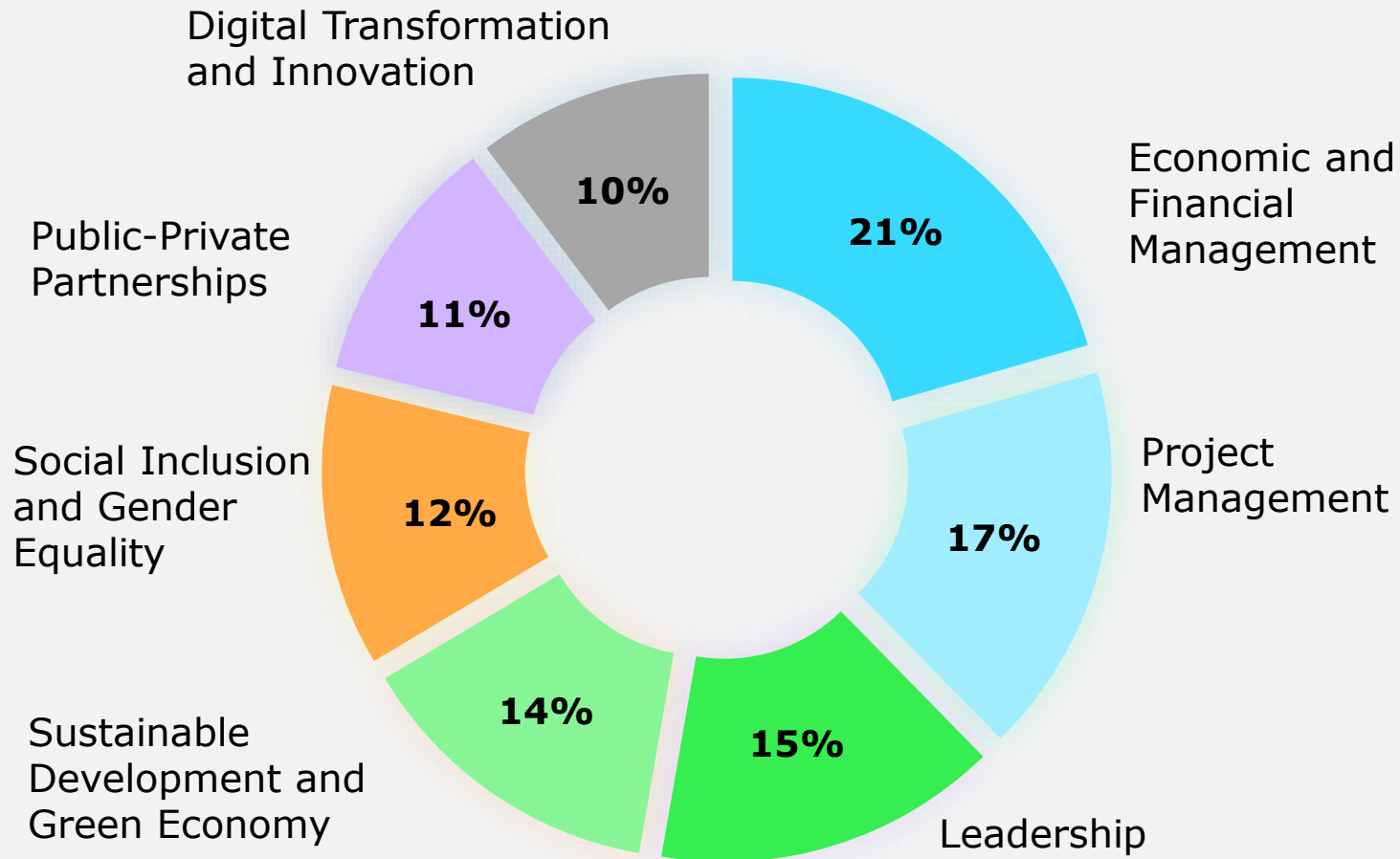
Provides training for managers of water utilities at the NADB Utility Management Institute

Has developed its own Capacity Development Strategy for its region of operations

The **IMF** has established a network of Regional Capacity Development Centres

6. Key thematic areas of training programmes: What priorities do MDBs' training units have?

Distribution of MDBs' programmes by thematic area, %



Modern technology shapes attractive thematic areas of MDBs' training programmes:

- **Digital governance**
- **Smart cities**
- **Cybersecurity**
- **Use of AI**

7. Target audience: How is the audience for MDBs' training programmes changing?

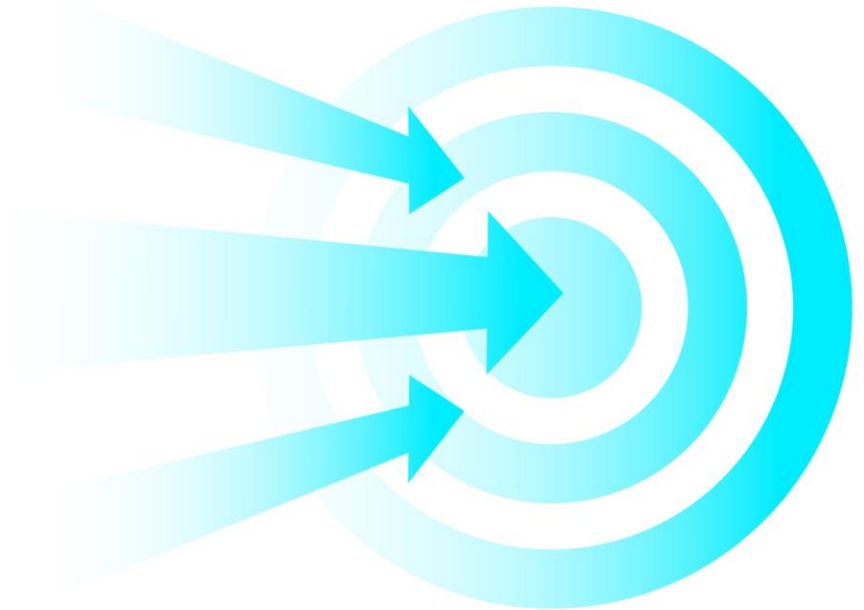
MDBs' clients (offline)

- Core target audience:
- Civil servants
 - Borrowers

Wide audience (online)

Potential clients beyond
the core group

from clients to global reach



8. Online platforms and AI: What are the benefits of digital technologies for training initiatives?

Goals of using online platforms and AI

1. Expanded access to knowledge
2. Personalized learning experience
3. Multilingual educational space

Case Study



The **Islamic Development Bank Institute** developed an Islamic Finance Artificial Intelligence Assistant – **IFAA**.

The **IFAA** provides comprehensive insights into the IsDB Group's and other publicly available publications and data, making complex Islamic financial concepts accessible to a broader audience

9. Partnerships: How can the effect of training programmes be enhanced?

National governments

Partnership results

Support to learning by aligning training programmes with local needs and policies

Educational institutions

Expertise and experience

Think tanks

Research and analytics to improve training

Private sector actors

Resources and practical skills for training

Development agencies

Dissemination of best practices and resource allocation



Agreement between the NADB and the Monterrey Technological Institute (ITESM) in Mexico

Turned the utility management training programme into a diploma-level course.

The 100-hour course was launched in the city of Hermosillo in 2017 and taught by the ITESM.



10. Effectiveness evaluation methodologies: What do MDBs focus on when evaluating the effectiveness of their training programmes?



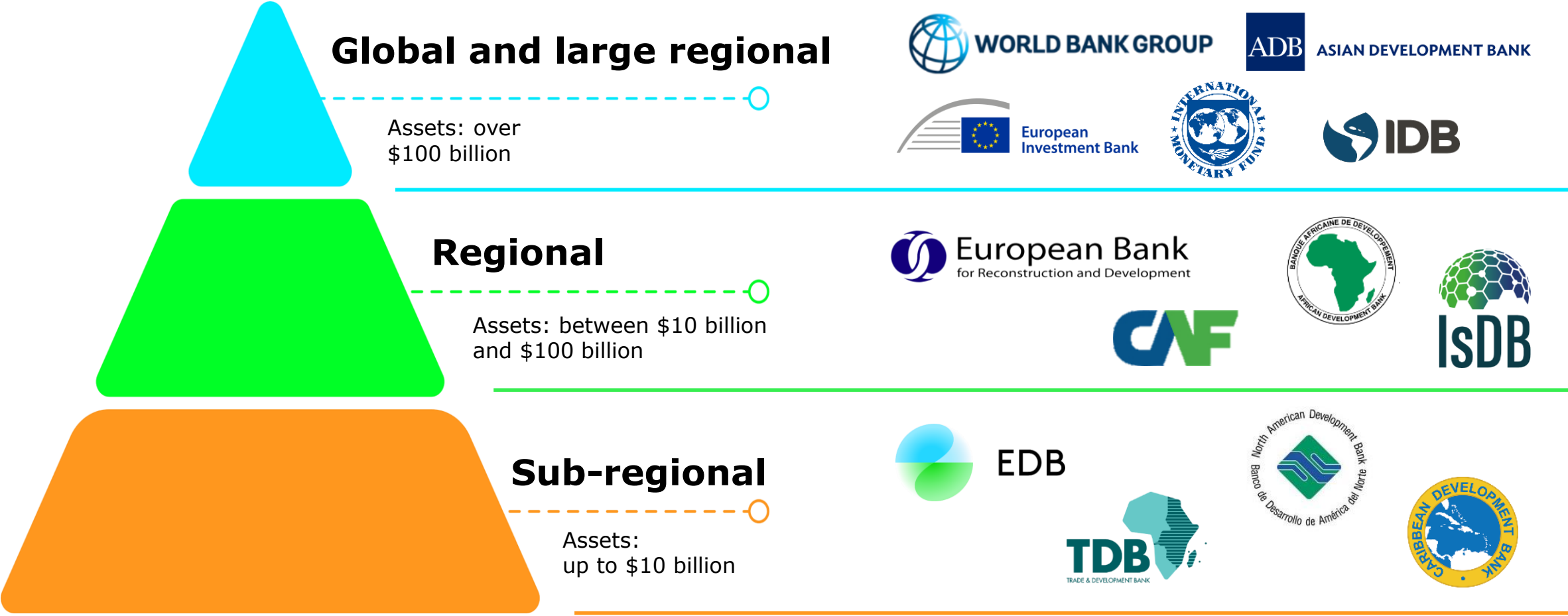
The Kirkpatrick model is the framework for effectiveness evaluation



IDB case study:
proprietary methodology to assess knowledge influence

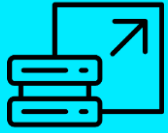
This methodology helps to measure the extent to which the bank's knowledge products influence the achievement of business objectives. It extends the Kirkpatrick model by adding a fifth level – influence.

Training initiatives are a criterion for mature MDBs (assets > \$10 billion)



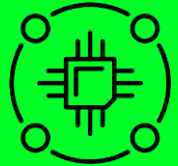
Long-term outlook

Technology enables further development of training initiatives



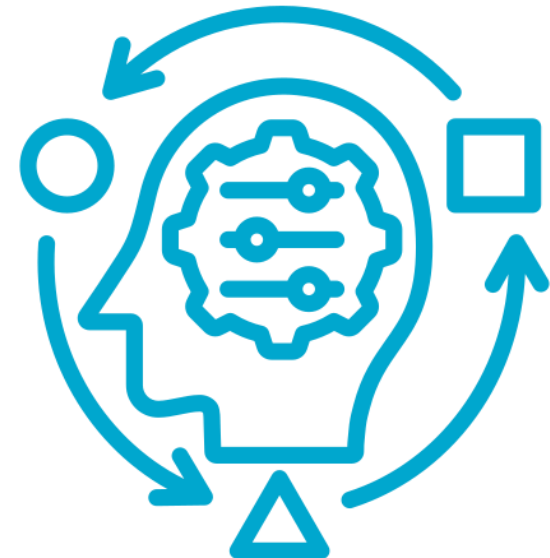
Scalability & Accessibility

- Online platforms & mobile apps expand global reach
- Growth of open educational resources
- Reduced MOOC production costs



Core Technologies

- AI – adaptive & personalized learning
- VR/AR – practical modelling (e.g. infrastructure projects)



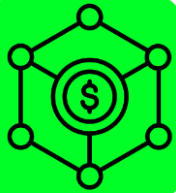
Long-term outlook

«Think global, act local» - MDBs continue solving global challenges with focus on local needs



Strategic Partnerships

- Cooperation with universities & EdTech (Coursera, edX)
- Growing inter-MDB collaboration
- International certification (PPP, procurement, etc.)



Mixed financing models

- Customized courses developed at sponsors' request
- Donors in the form of countries, companies, and foundations



Localization and regional adaptation

- Translation into national languages
- Adaptation of materials to the institutional characteristics of different regions.
- Involvement of local experts
- Profound integration with MDB projects and national programs

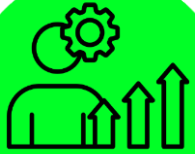
Long-term outlook

MDBs will use extra tools to amplify training impact



ROI measurement & optimization

- Performance evaluation powered by digital technologies
- Optimizing resource allocation between online and offline formats



Growth of soft skills programs

- Expansion of the range of educational topics, including leadership, strategic management, communication and negotiation, and digital transformation



Alumni communities & academic capital accumulation

- Community building activities for graduates, academic staff and industry experts



Eurasian Development Bank



HEADQUARTERS

220 Dostyk Ave.

Almaty, 050051

Kazakhstan

Tel.: +7 (727) 244 40 44

Fax: +7 (727) 244 65 70

Email: info@eabr.org



EABR.ORG