



About the

# World Bank Institute



THE WORLD BANK

# WBI at a Glance

Fiscal Year 2004

Learning activities annually

■ more than 1000

Client participants

■ nearly 80,000  
in 124 countries

Partner institutions

■ more than 200

Global Development Learning  
Network centers

■ 74

Scholarships awarded  
annually under the Joint  
Japan/World Bank Graduate  
Scholarship Program and the  
Robert S. McNamara  
Fellowships Program

■ more than 350

WBI representation

■ Egypt      ■ Indonesia  
■ Ethiopia   ■ Kazakhstan  
■ France     ■ Russia  
■ Ghana     ■ Senegal  
■ India      ■ Switzerland  
■ Italy       ■ Tunisia





## The World Bank Institute

Unleashing the Power of Knowledge  
to Build a World Free of Poverty

WBI helps reduce poverty by enhancing  
the capacity of countries to meet their  
development goals through the power  
of knowledge

Capacity—the ability of individuals, institutions, and whole societies to solve problems, make informed choices, order their priorities, and plan their futures—is the key to achieving the Millennium Development Goals (<http://www.developmentgoals.org/>) articulated by the international community in 2000.



*"WBI's country-focused strategy is not just about where we do business, but also about how. It is about customizing content to meet specific national needs and priorities and designing programs with long-term institution building in mind."*

Frannie A. Léautier  
Vice President  
The World Bank Institute



The World Bank Institute (WBI) helps countries develop their capacities by providing courses and seminars, policy advice, and other learning products and services on topics such as economic management and poverty reduction, environmentally and socially sustainable development, financial and private sector development, governance, human development, and knowledge for development.

WBI works with countries and institutions to diagnose problems that keep communities poor, to make informed choices to solve those problems, and to share what they learn with others. Through traditional and distance learning methods, WBI and its partners in many countries and throughout the development community deliver knowledge-based products and services to policymakers, technical experts, and leaders of civil society—fostering analytical and networking skills to help people make sound decisions, design effective socioeconomic policies and programs, and unleash the productive potential of their societies.

Closely integrated with the rest of the World Bank Group, WBI designs and delivers demand-driven products and services at the country level. As an operational vice-presidency within the World Bank, WBI's mandate is to champion the Bank's capacity development agenda—an agenda defined by our clients, the Bank's member countries. An eighteen person *External Advisory Council*, whose members represent a range of perspectives, provides objective feedback and recommendations for shaping the Institute's future.

## From Knowledge to Action

The ability of a society to solve its own problems and innovate from within is the key to sustainable development. By presenting face-to-face and distance learning programs on topics and issues identified by clients, WBI increases their ability to access knowledge from local and global sources including the World Bank—the “knowledge Bank”—and its many development partners, thus narrowing the knowledge and information divides that separate developed and developing countries and helping client countries thrive in the global economy.

By combining new media, including the Internet and videoconferencing, and innovative use of traditional media, with proven pedagogical techniques, WBI reaches policymakers, academics, and development practitioners in every corner of the world. In recent years, WBI has

broadened its reach to include parliamentarians, journalists, teachers, students, and civil society leaders, and connected this wide array of development professionals through communities of practice that create opportunities for just-in-time problem solving and peer learning.

## A Strategy and Business Model with Capacity Development as Its Goal

WBI's three-pronged business model strives for:

- **Greater impact** of WBI products and services through closer alignment with country operations, customization of products to country needs, and networking among stakeholders.
- **Greater reach** through partnerships and communications technology—including video and Internet, Web-based e-learning, and digital radio—and through a wide range of stakeholders at national, regional, and local levels, including the private sector, research communities, and civil society.
- **Greater effectiveness** by monitoring progress, measuring results, and using resources efficiently.

## A Business Model with a Country Focus

“Country focus” says more about *how* WBI does business than about *where*. It implies continuity and depth in WBI's engagement with clients and operational lending programs. In many cases, the best way to provide assistance is through a multi-year program in partnership with a local capacity building or service delivery institution that will eventually deliver learning and knowledge sharing programs on its own. Working in partnership with donors and other organizations WBI helps increase the reach, impact, and effectiveness of its programs by tapping into the expertise, experience, and skills that are available from the many organizations that share common objectives. These include academia, the public and private sectors, nongovernmental organizations, foundations in client countries, and others. Collaboration with donors and other organizations also helps advance the capacity development harmonization agenda.

WBI's main business lines include:

- **Capacity development support services**, such as pedagogical advice, assessment tools, and capacity development strategies, for example:

WBI works most closely with 33 focus countries from the World Bank's six regions

**Africa**

Burkina Faso	Madagascar
Chad	Nigeria
Ethiopia	Senegal
Ghana	Tanzania
Kenya	

**East Asia and the Pacific**

China	Philippines
Indonesia	Thailand
Lao PDR	Vietnam

**Europe and Central Asia**

Bosnia-Herzegovina	Turkey
Central Asia	
Russian Federation	

**Latin America and the Caribbean**

Bolivia	Guatemala
Brazil	México

**Middle East and North Africa**

Arab Republic of Egypt	Morocco
Islamic Republic of Iran	Republic of Yemen

**South Asia**

Afghanistan	Pakistan
Bangladesh	Sri Lanka
India	

- *Country Focused Capacity Development Initiatives* are formulated in collaboration with in-country actors in response to demand for addressing specific capacity gaps and priorities. *Country Program Briefs* (CPBs) ensure that WBI's interventions fit within the country's broader capacity development agenda and are aligned with World Bank operations.
- **Thematic learning programs**—courses, seminars, and communities of practice using face-to-face, distance learning, and blended approaches
- **Learning products**, such as e-learning programs, Web sites, CD-ROM libraries, books, and training materials. Knowledge services, such as online dialogues, advisory services for clients and staff, and a capacity development resource center

- **Diagnostic tools**, such as governance diagnostics and indicators, capacity development needs assessments, and knowledge assessments
- **Policy advisory services** tailored to country needs
- **Evaluation and certification programs**, including evaluation of learning programs for clients and Bank staff

Internally, WBI also provides advice and support to other Bank units on pedagogical design, training, and facilitation of distance learning activities delivered through videoconferencing, online discussions, and e-learning platforms. The Institute supports evidence-based evaluations of the effectiveness and impact of its programs, publishing the findings on its Web site.

## WBI Promotes Learning through Videoconference, the Web, in the Classroom, and in the Field

WBI's global electronic knowledge networks and communities of practice connect development practitioners working on similar problems at the global, regional, and local levels. In WBI's "action learning" programs, teams from participating countries address real issues with follow-up actions on their return home.

WBI and its partners use interactive technologies—notably videoconferencing and the Internet—as well as blended applications of new and traditional educational methods to take learning and knowledge sharing around the world—empowering communities, connecting schools and universities, and creating communities of practice among policymakers and practitioners faced with similar development challenges.

In addition to action learning, WBI uses expert lectures, seminars and colloquia, small-group projects, and peer mentoring. Learning takes place in traditional classrooms, in distance learning centers, on project sites, at participants' places of employment, and even at home—as development professionals learn from one another in facilitated communities of practice or informal e-mail discussions. Delivery modes include printed textbooks and course materials, instructional video, two-way videoconferencing, CD-ROM, interactive multimedia, facilitated online courses, Web forums, radio, and e-mail lists.

## Knowledge Sharing

Knowledge sharing—capturing, disseminating, and applying the knowledge and experience of World Bank staff, clients, and partners—is an integral part of WBI’s capacity development strategy. WBI’s Knowledge Sharing program ([www.worldbank.org/ks](http://www.worldbank.org/ks)) provides project support and consulting services to country teams and Bank staff supporting the work of the Bank’s internal knowledge communities (for example, thematic groups and advisory services), and hosts two of the Bank’s main knowledge sharing tools:

- *DevForum*, targeted to countries using multi-language, global and regional e-discussions on topics such as corporate social responsibility, judicial reform, and environmental compliance ([www.worldbank.org/devforum](http://www.worldbank.org/devforum)),
- *B-SPAN*, a video broadcasting (webcasting) service including presentations delivered at the World Bank by hundreds of leading development thinkers which is updated several times per week ([www.worldbank.org/bspan](http://www.worldbank.org/bspan)).

## The Global Development Learning Network

The Global Development Learning Network (GDLN) ([www.gdln.org](http://www.gdln.org)) is an essential part of the Bank’s strategy to scale up development efforts through partnerships with in-country agencies and organizations by using technology. Located in more than 50 developing countries, the Network’s Affiliates apply advanced distance learning technologies and methods to connect people working in development around the world, bridging geographical distances cost-effectively.

The more than 70 GDLN Affiliates are development learning centers equipped with interactive technologies such as videoconferencing, computers and high speed internet access; they also offer a variety of services and techniques to enable effective communication across distances. Organizations, teams, and individuals around the world use these tools to share knowledge and learn from each others’ experiences on a wide range of development issues. GDLN clients include academic institutions offering distance learning courses on development issues; government officials discussing trade policies with their counterparts in other countries; health professionals sharing information on fighting HIV/AIDS; and development agencies seeking dialogue with key partners across the globe. In Fiscal Year 2004, GDLN

Affiliates facilitated nearly 860 activities with topics ranging from public policies on human development, to poverty reduction, skill building in business journalism, and technical aspects of environmental monitoring.

Affiliates include universities, think tanks, foundations, nongovernmental organizations, UN agencies, other aid agencies, and private companies. The Network also benefits from the generous support of several bilateral and multilateral donors in supporting Affiliates' facilities and costs, learning events, and related initiatives.

## Working in Partnership

WBI builds partnerships with a range of organizations to help meet its objectives. Formal partnership agreements exist with nearly 200 organizations that share WBI's mission and that provide expertise, content, facilities, staffing, funding, and many other inputs to support capacity development programs. Many other organizations work in partnership with WBI under less formal arrangements.

In addition, generous contributions from nearly thirty bilateral and multilateral donors, some public and private sector organizations and some foundations, provide nearly 50 percent of WBI's operating budget each year. Many donor partners also contribute nonfinancial resources to WBI learning programs.

More than half of WBI's activities are developed and delivered jointly with partners in client countries. These partners include universities and other academic institutions, training institutes, nongovernmental organizations, research centers, and think tanks. Partners collaborate in many ways, from designing learning programs and materials to meet local needs, to translating materials and organizing and delivering programs. By collaborating in this way, partner institutions in client countries gain experience and build the organizational capacity to design and deliver learning programs themselves, thus ensuring the sustainability of learning for development.

## Thematic Course Offerings

WBI's thematic programs consist of courses, seminars, and policy advice on topics that are critically important to the development process, and are tailored to specific countries. Some programs are global in reach. Attuned to specific country needs and aligned with the Millennium Development Goals and the Bank's corporate operational goals, these courses undergo extensive peer review and draw on state-of-the-art theory and practice. Whether delivered in classrooms through interactive videoconferencing, over the Web, or in blended formats and in partnership with international, regional, and national academic and training institutions, WBI programs are customized to local requirements.

### **City Management and Urban Development**

[www.worldbank.org/wbi/urban](http://www.worldbank.org/wbi/urban)

### **Community Empowerment and Social Inclusion**

[www.worldbank.org/wbi/empowerment](http://www.worldbank.org/wbi/empowerment)

### **Corporate Governance and Corporate Social Responsibility**

[www.worldbank.org/wbi/corpgov](http://www.worldbank.org/wbi/corpgov)

### **Education**

[www.worldbank.org/wbi/education](http://www.worldbank.org/wbi/education)

### **Environment and Natural Resources Management**

[www.worldbank.org/wbi/environment](http://www.worldbank.org/wbi/environment)

### **Financial Sector**

[www.worldbank.org/wbi/banking](http://www.worldbank.org/wbi/banking)

### **Governance and Anti-Corruption**

[www.worldbank.org/wbi/governance](http://www.worldbank.org/wbi/governance)

### **Health, Nutrition and Population**

[www.worldbank.org/wbi/healthnutritionandpopulation](http://www.worldbank.org/wbi/healthnutritionandpopulation)

### **Investment Climate**

[www.worldbank.org/wbi/investmentclimate](http://www.worldbank.org/wbi/investmentclimate)

### **Knowledge for Development**

[www.worldbank.org/wbi/knowledgefordevelopment](http://www.worldbank.org/wbi/knowledgefordevelopment)

### **Leadership Program on AIDS**

[www.worldbank.org/wbi/aidsleadership](http://www.worldbank.org/wbi/aidsleadership)

### **Poverty and Growth**

[www.worldbank.org/wbi/povertyandgrowth](http://www.worldbank.org/wbi/povertyandgrowth)

### **Public-Private Partnership in Infrastructure**

[www.worldbank.org/wbi/infrastructure](http://www.worldbank.org/wbi/infrastructure)

### **Rural Poverty and Development**

[www.worldbank.org/wbi/rural](http://www.worldbank.org/wbi/rural)

### **Social Protection**

[www.worldbank.org/wbi/socialprotection](http://www.worldbank.org/wbi/socialprotection)

### **Trade**

[www.worldbank.org/wbi/trade](http://www.worldbank.org/wbi/trade)

### **Water**

[www.worldbank.org/wbi/water](http://www.worldbank.org/wbi/water)



# WORLD BANK INSTITUTE

*Promoting knowledge and learning for a better world*

The World Bank  
1818 H Street, NW  
Washington, DC 20433  
USA

[www.worldbank.org/wbi](http://www.worldbank.org/wbi)