WBI’s thematic programs fall into two categories—focus country programs and global and regional activities. Focus country programs accounted for 50 percent of the WBI program budget in FY05. Learning activities delivered through focus country programs are integrated into the Bank’s overall assistance strategy for that country.

In its global and regional activities, WBI convenes participants to learn about and debate relevant issues in light of original research performed at WBI or elsewhere in the Bank. Much of WBI’s global and regional work is carried out and delivered in collaboration with partner organizations; much of it supports the development of country-specific programs.

In FY05 WBI’s thematic programs delivered 850 activities, about half of which focused on skill building; two-thirds were delivered face-to-face. Most of the other events were delivered via distance learning technologies, mainly through the Global Development Learning Network (GDLN) and other forms of videoconferencing. More and more training events use e-learning, generally web-based. Most activities now combine several modes of delivery.

Our main products include learning events, technical assistance, and activities that raise awareness.

- **Learning events** include courses and seminars and other forums in which participants can build necessary skills. In addition, we hold or sponsor workshops and moderated dialogues that allow practitioners to exchange their knowledge and experience in a structured format.

- **Technical assistance** helps organizations to develop capacity. Examples include India’s Administrative Staff College and the Centre de Formation Continue (CEFOC) in Burkina Faso. The idea behind much of our technical assistance is to develop independent regional centers of excellence and to strengthen the operational capacity of delivery institutions—for example, Indonesia’s Association of Water Utilities, the Bank of Bangladesh, or Kenya’s Retirement Benefits Administration. Action learning programs, in which WBI staff play a facilitating role, have an important technical assistance component and are often delivered as follow-up to learning activities. Operational Bank teams, working with WBI, also provide technical assistance.

- **Awareness-raising activities** such as lectures and presentations are aimed at very large audiences that have only basic knowledge of pertinent issues. In many of these activities
WBI builds on the simple messages disseminated through media, adding technical material and providing tools for discussion of policy options. These activities are usually coordinated with related efforts to educate or inform policymakers and other leaders in the field.

The criteria for selecting participants in WBI activities are linked to the nature of the activities. Focus country programs are fully integrated with Bank assistance, so participants are selected in conjunction with the relevant country team. For global activities, most participants are selected in collaboration with the relevant World Bank sector board, partners, and clients.

Community Empowerment and Social Inclusion (CESI)

www.worldbank.org/wbi/empowerment

The CESI learning program helps diverse stakeholders in client countries create the conditions that enable the poor and the excluded to shape their own development by strengthening their voices in policymaking, project design, and implementation. Supporting both the supply and demand sides of good governance, the program offers a range of learning and knowledge activities to make societies and their institutions more inclusive, cohesive, and accountable to the needs of poor people.

Social inclusion initiatives promote enabling environments for Roma empowerment in Eastern Europe and indigenous peoples’ participation in Latin America. Social cohesion includes: scaling up local capacity for community driven development in Africa, involving traditional structures in development policies and projects, and providing tools for conflict management at the local level. Social accountability is fostered through regional stocktaking of good practices in Asia and Africa, conferences and field training for policymakers and practitioners in South Asia, piloting of participatory community radio stations, and access to information campaigns in Latin America and Eastern Europe.

CESI assesses local needs, develops learning materials, conducts workshops and other capacity development activities, and builds and supports communities of practice. Representatives from local government, central government, community organizations/civil society, media and, increasingly, the private sector are included in country-specific activities plus international
events to facilitate knowledge sharing among practitioners. All activities are delivered in collaboration with local partners; 50 percent are delivered using distance learning technologies.

In FY05, CESI has been spearheading Bankwide work on issues of social accountability by conducting regional stocktakeings of good practice in Africa and Asia. An Africawide conference on the topic was hosted by the program in FY05, and country-based work linked strongly with operations was delivered in Bosnia, Ghana, Sri Lanka, and Tanzania.

Education

www.worldbank.org/wbi/education

The Education program seeks to improve the quality, efficiency, equity, and sustainability of educational provisions by taking a comprehensive and integrated view of education. This view, which bridges education, economics, finance, and other key sectors of human development, such as health and HIV/AIDS, is then applied to institutional capacity building in the country context. Through a variety of partnerships, the program provides a unique vehicle to synthesize and disseminate the wealth of experience gained by World Bank member countries in the design, delivery, and monitoring and evaluation of educational reforms.

The program takes a sectorwide approach to a range of issues in education reform including Education for All (EFA), the MDGs, and the knowledge-based economy, emphasizing five cross-cutting themes: (a) management of education reform; (b) economics and financing; (c) quality improvement; (d) governance and accountability; and (e) education assessment and use of information systems. The program targets key agents of change from the public and private sectors involved in education policy-making at all levels of government; academic and teacher development institutes; and staff of the World Bank and other international and bilateral agencies.

Environment and Natural Resources Management

www.worldbank.org/wbi/environment

The ENRM program helps client countries develop their capacity to manage scarce natural resources and environmental quality in the broader context of sustainable development and poverty reduction. The program offers a range of knowledge products to build skills of individuals and capacity of institutions that influence the design of new policies or have responsibility for the management of environment and natural resources. These include activities tailored to the specific needs of countries, regional activities, and a global flagship course on Environmental Economics for Development Policy.

Country activities are designed jointly with country teams and clients, such as the “Transforming Institutions for Sustainable Development” course offered to senior policymakers in China in FY05. This course will be offered in Thailand and other countries in FY06. Other themes in FY05
included strategic environmental assessment, compliance with environmental regulations, urban environmental management, carbon finance, and the design of markets for ecosystem services. Increasingly, ENRM works with client institutions on multiyear programs. For example, in FY05 collaboration was intensified in Brazil with the Ministry of Environment to train municipalities throughout the country.

Regional activities facilitate knowledge sharing among specialists, decisionmakers, and practitioners, such as through the Clean Air Initiative and a course on managing conflict over natural resource use at the community level. The environmental economics course is now being offered in collaboration with regional initiatives in Asia. A regional version of the course was offered in Latin America in FY05. Expansion of the course to other regions is planned for FY06.

**Financial Sector Capacity Development**

www.financelearning.org

The Financial Sector Capacity Development Program, jointly managed by WBI and the Bank’s Financial Sector Vice-Presidency, aims to strengthen the ability of financial sector stakeholders in client countries (policy makers, regulators, practitioners, and members of civil society), to evaluate financial sector issues, set priorities, and make informed choices. The program uses a variety of methods and instruments, including (a) training courses to develop specific financial sector skills; (b) workshops, seminars, and conferences to share best practices and lessons of experience; (c) books and best-practice manuals on key financial sector topics; and (d) training-of-trainers to foster sustainable financial sector learning in client countries. The program delivers activities at the global, regional, and country levels; country-level activities target selected focus countries and meet specific country needs. The program also caters to Bank staff and is developing closer links with the Bank’s Financial Sector Operations. Coursework, or learning activities, are being designed to directly support ongoing Bank projects, and in some cases WBI is responsible for the design of capacity development components of financial sector projects. To expand outreach, the program increasingly uses technology (videoconferencing, online courses) and partnerships with capacity development institutions in client countries.

**Health and AIDS**

www.worldbank.org/wbi/healthnutritionandpopulation
www.worldbank.org/wbi/aidsleadership

The newly merged Health and AIDS program strengthens institutional capacity in client countries to address HIV/AIDS and to achieve critical health outcomes. In collaboration with international experts and institutions, WBI is developing state-of-the-art knowledge, which it then tailors for context and language to develop both national and regional capacity. More than half the Health and AIDS program targets WBI’s focus countries. The audience includes agents of
change, typically policymakers and implementers in health/HIV/AIDS, finance, planning, and representatives of civil society, academicians, and staff from development agencies.

The topics are grouped into three themes:

- Developing capacity for accelerated implementation of HIV/AIDS programs
- Achieving the Millennium Development Goals (MDGs) and other health outcomes
- Health systems and economics.

Face-to-face and distance learning courses, conferences, policy seminars, and technical assistance are all offered; these are held mostly in partnership with national or regional training institutions that allow for customization, expanded reach, and institutional sustainability.

Our program in China, delivered in collaboration with the Ministry of Health and a network of 26 Chinese institutions, is a key example of our country focus and national partnerships. High demand for capacity development programs for HIV/AIDS implementation (i.e., procurement, contracting, and rapid results initiatives) also illustrates the program’s strong linkages with Bank operational work.

**Poverty and Growth**


The objective of the Poverty and Growth Program (PGP) is to enhance client countries’ analytical skills and institutional capacity in all aspects of poverty reduction policies and strategies—design, implementation, monitoring, and evaluation. Activities are primarily tailored to country circumstances upon demand from the national poverty reduction strategy (PRS) units and the Bank’s country teams, and are delivered in collaboration with Bank teams and local training partners. The audience comprises officials from the national PRS teams; policymakers from ministries of finance and planning and from central banks, PRS priority sectors, and statistical offices; and representatives from civil society and local donor agencies. The bulk of PGP activities are face-to-face and distance learning courses and workshops focused on country-specific basic poverty measurement and analysis, macroeconomic policy management, and PRS design and implementation challenges, in which cross-cutting issues of gender, trade, and governance are discussed. Internet and community radio are increasingly used to raise awareness of economic issues and share experiences. Noteworthy activities in FY05 include the Balkan PRSP Forum, the Pro-Poor Growth seminar in China, the Sudan PRSP workshops, and technical assistance to enhance capacity in Thailand’s Statistical Office.
The Private Sector Development Program has two components: the Corporate Governance and Corporate Social Responsibility (CGCSR) program and the Investment Climate Capacity Enhancement program.

The CGCSR program develops capacity for institutional change with innovative, integrated approaches. Through policies that promote sustainable private sector development, the program helps companies establish corporate governance policies that promote social responsibility and business ethics that benefit society and improve competitive advantage. It emphasizes multisectoral partnerships and an engaged private sector working with government and NGOs on social, environmental, and sustainable development issues. The success of the 2005 Business Partnership in Fighting HIV/AIDS in Africa held in Ethiopia—involving business associations, local government, civil society, and the Bank country team—means that the partnership can be scaled up and expanded to Tanzania in 2006. Another program that shares best practices and strengthens private sector efforts is the Global Alliance for Improved Nutrition (GAIN) to eliminate vitamin and mineral deficiencies—a cornerstone of the MDGs.

Creating an investment climate that encourages the development of a dynamic private sector is key to sustained growth and poverty reduction. The Investment Climate Capacity Enhancement Program builds client countries’ capacity to identify, analyze, formulate, and implement reforms that will lead to a better investment climate. The program operates in all regions of the world, with a range of offerings that blend traditional and innovative approaches to knowledge sharing, consensus building, technical assistance, and implementation support for policy reform. Program activities are delivered using both face-to-face and distance learning modalities. Most are tailored to specific country needs and extend over several years to ensure sustainability and maximize impact. In FY05, the program delivered 36 activities and reached 6,276 participants.

Public-Private Partnerships in Infrastructure

The delivery of infrastructure services (water, energy, transport, and telecommunications) to businesses and households is critical to growth, social inclusiveness, and poverty reduction. Massive investment programs alone will not ensure the sustainable provision of these services unless developing countries establish the proper policy environment and build institutions capable of addressing these challenges. The PPPI strategy is to wholesale capacity development by working with partner organizations that can help client governments meet higher professional standards in developing PPPI sectors. The program involves multiyear development activities with the Centre d’Etudes de Politique de Développement (CEPOD), in Senegal, for francophone Africa; with the
Graduate School of Business of the University of Cape Town for anglophone Africa; and with the Centro de Estudios Económicas de la Regulación (CEER) for Latin America. Learning tools (interactive CD-ROMs, books) on cutting-edge themes or topics in infrastructure reform, regulation, and finance are also offered. The program delivers both regional and national learning events and is increasingly aligned to emerging priorities identified by Bank operations and the networks. In FY05, the program conducted economic and sector work on Morocco’s water sector and delivered two successful learning events, which will be repeated in FY06. Similarly, 19 senior staff members at Brazil’s Ministry of Planning attended the program’s high-level hands-on course on risk analysis of infrastructure projects.

Public Sector Governance

www.worldbank.org/wbi/governance
clp

Critical to the World Bank’s mission to alleviate poverty and reach the MDGs is a well-functioning public sector that delivers quality public services consistent with citizen preferences and fosters private, market-led growth while managing fiscal resources in a prudent manner. The Public Sector Governance program offers guidance and lessons from practices that promote responsive, responsible, and accountable public governance in developing countries via multyear learning and country-focused programs that support World Bank operations. The program reaches political leaders, senior policymakers, legislators, managers, and practitioners at various levels; technical experts; civil society leaders;
academics; and scholars. Courses are delivered face-to-face and through videoconferencing. They can be web-based or broadcast via digital radio. The program addresses two related themes: public sector management and institutions of accountability in governance.

The PSG program addresses the MDGs for poverty reduction (goals 1 and 2), education (goal 3), and health (child mortality, goal 5, maternal health, goal 6) by focusing on an efficient and accountable public sector and on the delivery of basic public services. It also promotes four of the Bank’s five corporate priorities: public sector governance; education, health, and empowerment; security; and social inclusion.

The PSG program also includes the Media Information and Governance and Parliamentary Strengthening Programs.

WBI’s Media, Information, and Governance program provides analytical, advisory, and training activities that help developing countries create the legal and institutional environment for free flow of information, foster the capacity for more transparent and accountable governance in the public sector, and create conditions for improved access to information by media and citizens’ groups. Key objectives of the program are:

- Stimulating debate and dialogue that leads toward consensus and support among key stakeholders, and building coalitions for reform in the freedom-of-information environment as a first step to creating capacity.

- Strengthening the legal framework on freedom of information (FOI) and disclosure by helping countries create appropriate FOI laws, institutions, and policies and by training legislators and legal professionals in global best practices.

- Developing capacity in both central and local governments for delivery of information, through better management of information internally and better mechanisms to transmit information to citizens.

- Creating capacity among journalists and other media professionals to act as effective intermediaries of information between governments and citizens, and as checks on the exercise of government authority.

The program undertakes capacity assessments, organizes face-to-face learning programs and distance learning sessions, and assists countries in drafting action plans for legislative reform and implementation. Training modules are directed at policymakers, government officials, lawmakers and legal professionals, media persons, and civil society representatives. Program modules include best practices in FOI laws and regulation, media ownership, media self-regulation, journalist codes of conduct, and repeal of restrictive secrecy and libel laws, as well as essential journalism skills such as research and reporting. There are four learning modules:

- Legal and institutional framework

- Public information capacity and records management
Media institutions

Journalism skills and training.

The Parliamentary Strengthening program aims to enhance parliaments’ capacity to fulfill their responsibilities, especially for PRSP and budget oversight. This past year, highlights of the program include:

- A Youth Parliament organized with the Commonwealth Parliamentary Association (CPA) and hosted by the Parliament of Queensland. Some 80 young people, aged 18–30, from more than 20 countries considered issues ranging from governance and anticorruption to poverty reduction, HIV/AIDS, and terrorism.

- In collaboration with the Parliamentary Centre (Canada), a program in Latin America and Africa to support regional networks of women MPs.


- Support for an increased number of Bank-sponsored parliament-strengthening operations, including those in Guinea, Indonesia, Nigeria, Pakistan, Rwanda, and Sri Lanka.

The program will continue work in these areas, and on the role of parliament in curbing corruption. Emphasis will be placed on expanding analytical and data-collection work on parliamentary performance in partnership with UNDP, the Inter-Parliamentary Union, CPA, and other organizations.

Social Protection and Risk Management

www.worldbank.org/wbi/socialprotection

The Social Protection and Risk Management program supports the Bank’s mission to provide security, reduce vulnerability, and eradicate extreme poverty through capacity development related to:

- Social safety nets

- Children and youth and public policy

- Labor market policies
Pension reforms

Vulnerability and social risk management.

The program is anchored by a set of learning programs designed to build and maintain skills and offers action-oriented and team-based technical assistance through multiyear programming tightly linked to the Bank’s ongoing lending operations and economic and sector work. The main goals are to develop capacity for formulating and implementing policies and to strengthen regulatory and institutional frameworks. The program includes three global courses (Safety Nets, Labor Markets, and Pensions), but most of the activities are country or regionally focused. Participants include high-level policymakers, public officers, practitioners, NGO staff, and technical staff from the public and private sectors.

The activities are offered face-to-face and by distance or e-learning. Recent successful deliveries include: (a) the first capacity building pilot to support orphan and vulnerable children in Sub-Saharan Africa; (b) a series of tailor-made events on social safety nets for Pakistan, China, Brazil, and Russia; (c) a series of workshops on strategic options for social protection in Madagascar; (d) five distance learning courses on labor markets and on pension administration for Africa and East and Central Asia, and (e) a regional conference on pensions for the Middle East and North Africa.

Trade

To meet the challenges of the eighth MDG—which calls for an open, rules-based, and nondiscriminatory trading system, country-level trade integration, and policy reforms—and to promote one of the World Bank’s global priorities—the learning program on trade aims at enhancing the capacity of developing countries to (a) participate effectively in bilateral, regional, and multilateral trade arrangements and negotiations, and (b) establish sound national trade policies and institutions to take advantage of the world trading system. Complementing programs of other institutions on the legal dimensions of trade agreements and their implementation (and building on the knowledge base in the World Bank’s International Trade Department), WBI’s trade program emphasizes how trade affects development.

The targeted audiences are trade negotiators and officials in developing countries who are working on trade reforms; trade researchers and trainers who advise negotiators and shape stakeholders’ views; and PRSP national teams, the private sector, and civil society representatives influencing development strategies. Instruments include training courses and workshops on trade policy, with a mix of delivery modes (face-to-face, distance learning,
and Internet; WTO accession; trade, growth, poverty and gender; services trade; standards; intellectual property rights; and regionalism, agricultural trade, and trade facilitation.

In FY05, for example, WBI continued to work very effectively with the Vietnamese Academy of Social Sciences (VASS) to support the Vietnamese government’s bid to accede to the World Trade Organization. Several training courses on specific trade policy issues brought together officials from various trade ministries and academic researchers. In FY05, WBI also organized a series of workshops to support Kenya’s national export strategy and launched a national program in support of Madagascar’s multilateral and regional trade negotiations and as follow-up to its participation in the Integrated Framework.

**Urban and City Management**


The long-term objective of the Urban and Local Government program is to enable urbanized local governments to contribute to meeting the MDGs by improving the quality of the institutional structure, financing arrangements, and professional service in urban municipal governments, particularly in WBI focus countries. In collaboration with national, regional, and local partners, the program focuses on core competencies of urban and local authorities including: city development strategies, disaster risk management, housing/land, local economic development, municipal finance, urban services to the poor, and urban waste management. The urban program also focuses on multisector and institutional themes such as metropolitan management and slum upgrading.

In FY05 the urban program delivered 42 capacity building activities to 3,200 participants (21,200 participant training days). The output represents a significant increase over FY04. More important is the fact that the program has begun a process to institutionalize and deepen capacity building in key partner institutions. A good example is the Administrative Staff College of India, where the urban planning curriculum is being mainstreamed as a certification program that assesses competencies in key positions in local governments. Important progress was made in the development and delivery of a disaster-management program in English, Spanish, and French with the collaboration of key partners. Finally the program is expanding its coverage to develop the capacity of secondary cities and towns in Guatemala and Africa through the use of radio. In FY05 the first training program for local government in Guatemala was produced. The Tanzania Local Government Action Forum was delivered to local government officials and civic leaders using community radio. In FY06 the program’s name will change to Urban and Local Government to better reflect its content.

**Water and Rural Development**


The goal of the Water and Rural Development program is to be an effective partner for learning and capacity building of client institutions, professionals, and civil society in water and rural development issues. The program aims at increasing capacity to implement principles of integrated water resource management in
policies and investments and strengthen institutions to improve efficiency in the delivery of water supply and sanitation services in both urban and rural settings. The program also works with clients to integrate rural development in poverty reduction initiatives by strengthening rural training institutions, and supports clients in improving land management as well as in setting standards and regulations for agricultural export products such as horticultures.

The approach to learning and capacity development is aimed at institutional strengthening, including special twinning programs. The program provides targeted services in design and supervision of the capacity building components of investment and technical assistance projects; development and delivery of learning programs, including course series, seminars, workshops, forums; and facilitation of policy dialogue in advance of the reform process. The program delivers its products through a combination of methods.

In FY05, the program focused on its twinning arrangements with PERPAMSI, the Indonesian Professional Association of Water Enterprises, and with CEFOC (Centre de Formation Continue) in West Africa. The PERPAMSI partnership is an integral part of the extensive capacity building component embedded in the Bank’s lending program in the water sector in Indonesia. In FY05, the program further strengthened the capacity of rural development stakeholders in West Africa through its twinning partnerships with CEFOC in Burkina Faso.