For the World Bank Institute (WBI), fiscal year 2008 (FY08) has been a year of self-assessment and transition. New leadership and changes in strategic directions at the World Bank Group have led to a reshaping of the Bank’s knowledge management and dissemination practices, while emerging priorities on the development agenda—among them climate change and the global crises in food and energy supplies—have made learning and knowledge sharing even more critical.
ALIGNING WITH THE WORLD BANK GROUP'S STRATEGIC DIRECTIONS

President Robert B. Zoellick has set six strategic directions to guide the Bank on its mission “to contribute to an inclusive and sustainable globalization—to overcome poverty, enhance growth with care for the environment, and create individual opportunity and hope.” Within the broad framework of the six strategic directions, WBI’s mission is to help countries acquire, share, and apply global and local knowledge to meet their development challenges.

Although Bank lending represents a declining share of global financial flows, demand for its knowledge products has been markedly on the rise. As a creator and broker of global knowledge and as a source of development experience and know-how, the World Bank faces challenges as well as opportunities. The Bank generates or has access to sources of development expertise and experience that are both broad and deep. At the same time, however, validating, managing, integrating, and disseminating those resources in the form of products and services is a daunting task.

OFFERING LEARNING OPPORTUNITIES FOR KEY STAKEHOLDERS

As one of the Bank’s main instruments of capacity building, WBI has a long history of designing and facilitating knowledge exchange. Founded in 1955, WBI’s predecessor, the Economic Development Institute, originally delivered a single course on general development once a year to 20 high-level officials from developing countries. Since then WBI has supported the Bank’s corporate priorities and delivered learning on topics ranging from improved project and sector management to macroeconomic policy formulation and adjustment lending. Using the latest technologies to help share global and local knowledge worldwide, the Institute has reached more than half a million development stakeholders since its inception.

WBI’s comparative advantage stems from several factors: its corporate-level mandate to carry out cross-regional and cross-sectoral learning programs, a brand name established over more than 50 years, an extensive network of partners, expertise in adult learning pedagogy and technologies, work with traditional and nontraditional audiences such as parliamentarians and media professionals, a history of leadership on frontier topics, and agility in support of shifting corporate priorities.

Figure 1. World Bank Institute

CREATING, SHARING, AND APPLYING GLOBAL KNOWLEDGE

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BUILDING SKILLS | RAISING AWARENESS

GLOBAL PUBLIC GOODS | REGIONAL PUBLIC GOODS | COUNTRY-SPECIFIC ISSUES

LOW-INCOME COUNTRIES | MIDDLE-INCOME COUNTRIES | FRAGILE STATES
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WBI is now refining its products and services to advance its role as a catalyst for South-South and North-South learning and as a training institute offering in-depth content on strategic topics in development. In FY08, a strategic review of the opportunities and challenges facing WBI recommended building on the Institute’s expertise in learning design and technology; its network of partner organizations, including universities, training institutes, and think tanks; its unique position and experience as an incubator of innovative products; and its strong position as a recognized and impartial knowledge broker (Figure 1).

Refining the Business Model and Product Lines
WBI’s business model continues to be based on three principal components: aligning products and services with the Bank’s corporate goals and with regional and country priorities; leveraging resources through donors and partner organizations; and using e-learning to expand reach. However, to better achieve its mission of providing knowledge and learning services to strengthen organizational capacity in partner countries, WBI has begun to streamline and reshape its learning product lines for increased depth and quality of content.

Increased emphasis has been placed on building skills for mid-career civil servants through in-depth courses lasting more than five days; raising awareness among policy makers through seminars and workshops; fostering professional and thematic networks; and building consensus among stakeholders around key development issues. In FY08, WBI delivered some 170 courses of more than five days’ duration, of which 118 were delivered with partners. These courses represent about 30 percent of total WBI activities (see page 21).

Focusing on Global and Regional Issues
In FY08, WBI began working more closely with the World Bank’s regional units and thematic networks to support the Bank’s strategic priorities. It also continued to move away from country-specific activities of short duration toward greater upstream planning for longer and deeper engagements with regional capacity-building and service-delivery institutes and toward designing learning programs that can be locally sustained and contribute to country and regional goals.

Although WBI will still deliver learning activities for countries as the need arises, countries will be chosen selectively, and priority will be given to topics of global or transborder interest. The Institute will also expand its function as an incubator of innovative initiatives that may emerge on the development agenda. The section “Creating, disseminating, and applying knowledge,” on page 16, describes WBI’s strategic shift in greater detail. In the past fiscal year, WBI began this transition while also implementing its FY08 work program.

Delivering Thematic Learning Events
With a budget of $70.8 million (excluding funding for scholarships) and working with 21 donors and some 68 partner organizations, the Institute’s 14 thematic programs (see Appendices 1 and 2) conducted 573 learning events and knowledge-sharing activities for some 39,500 participants (see Appendix 3). A breakdown of those participants is shown in Figure 2.

As part of a strategic shift to increase outreach by leveraging technology and to develop tools for self-paced learning, WBI’s thematic units worked with the Institute’s multimedia and learning design group to develop and deliver online e-learning courses and knowledge exchange through videoconference. They also facilitated the formation and operation of online communities of practice that enable development...
practitioners across the globe to share solutions to common problems. See page 22.

**Awarding Scholarships**

In FY08, the Institute awarded 278 scholarships through the Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP) and the Robert S. McNamara Fellowships Program for graduate study in development-related fields. Demonstrating its strong commitment to the program, the government of Japan increased its financial support to the JJ/WBGSP by 20 percent, which permitted a substantial increase in scholarships awarded to 261, up from 190 last year. The Robert S. McNamara Fellowships Program was restructured this year to allow 17 scholars to study at the doctoral level, up from just one last year and three the year before. The Japan-Indonesia Presidential Scholarship Fund, which enables Indonesian students to pursue PhD studies, was also launched in FY08 (see Appendix 4).

In addition to their direct benefits to participants, these programs help the Bank build partnerships with world-class universities, opening possibilities for joint research, executive training courses, and capacity building for developing-country universities.

**Reaching influential audiences**

Following its mandate, WBI directed its activities to high-level policy makers and other key stakeholders, including parliamentarians, educators, media figures, and civic leaders. In FY08, government officials made up 50 percent of WBI participants, the private sector 20 percent, educators 16 percent, and nongovernmental organization representatives 10 percent. Women accounted for more than one-third of all participants (see Figure 2).

**WBI AT WORK: EXPANDING OUTPUTS THROUGH PARTNERSHIPS**

More than half (53 percent) of WBI’s direct activity costs in FY08 were funded by trust funds. Thus for every dollar of working capital spent, WBI leveraged $1.15 in trust fund resources. WBI’s partnership review panel helped ensure that the Institute’s work with partners was fully in line with its strategic priorities and the development goals of its clients.

WBI made important progress in FY08 in strengthening its partnerships:

- The Austrian Federal Ministry of Finance established its first trust fund with WBI on agricultural trade policy. Programs in energy efficiency and trade in services are being discussed.
- An emerging donor relationship with Iceland’s Ministry of Foreign Affairs, the University of Iceland, and Reykjavík University identified common interests in corporate social responsibility, parliaments, clean energy, small states, and other areas.
- With InWEnt (Capacity Building International, Germany), WBI cohosted the High-Level Retreat of Development Training Institutes, held in June in Berlin (see pages 22 and 49). The training institutes issued the “Berlin Statement on International Development Training,” addressing the operational effectiveness of development training institutes and the effectiveness of training as a component of development assistance.
- WBI served as chair of the Joint Donors’ Competence Development Network (Train4Dev), which has more than 20 development organizations as members and seven thematic subgroups.
- With the Canadian International Development Agency, WBI cohosted Train4Dev’s annual meeting. Held in Washington, DC, the meeting focused on harmonizing staff training and client learning and aligning them to client country needs as envisioned in the Paris Declaration on Aid Effectiveness.
- WBI continued to deepen its longstanding partnership with the British Council, particularly in education.
During FY08, WBI reached out to audiences well beyond the classroom by publishing 12 books on topics that included urban slums; the role of parliaments in peacebuilding; and broadcasting policies and practices that promote voice and accountability. Three issues of Development Outreach magazine were published, focusing on democracy and development, climate change, and poor people’s participation in markets, respectively (see Appendix 6).

Partnersing for Scale and Reach

In FY08, WBI worked with a long list of partners around the world and continued to expand its partnerships locally, regionally, and globally. Partnerships allow WBI to enrich the content of its programs, scale them up, and increase their cost-effectiveness. Partnerships also help to build local capacity, to harmonize capacity-development activities more broadly across donors, and to better align these activities with country needs.

Through Resource and Delivery Partners

The Institute has resource partners and delivery partners; some organizations act in both capacities. Resource partners augment WBI’s financial, intellectual, and technical resources by providing funding, expertise, content, staff, facilities, and other inputs (see Appendix 5). Delivery partners, many of which are located in WBI’s client countries, collaborate with WBI to deliver a wide range of capacity-development programs and activities. These partners mobilize local resources, apply local knowledge, customize content, and strengthen local ownership. Partnerships with universities also help integrate academic perspectives with development experience on the ground and enable cross-fertilization.

Expanding the Use of E-Learning and Learning Design

In FY08, nearly two-thirds of WBI’s activities were delivered jointly with partners (see Figure 3). In accordance with WBI’s partnership principles, these partners not only commit resources, but also share goals and objectives, risks and responsibilities, and a common approach to measuring outcomes and results.

Designing for Better Outcomes

WBI’s learning specialists work with subject-matter experts to create effective learning experiences that result in concrete and measurable outcomes. This entails selecting the right target audiences, clarifying learning objectives, and identifying appropriate methods and media to attain those objectives. The Institute’s multimedia team advises WBI staff and World Bank operational teams on the design of courses for delivery at a distance, including blended learning interventions that combine face-to-face sessions with videoconferencing and web-based learning. WBI helps those teams identify and select the appropriate learning design and blend of media (CD-ROM, video, audio, and print) that best engage the learner through interactive, participatory, and experiential learning.

Integrating Media

WBI uses combinations of delivery modes and media that make the most sense for the task at hand. For example, face-to-face activities can help build trust and consensus through interpersonal engagement among policy makers or competing stakeholders. Videoconferencing can promote dialogue and debate. And web-based learning modules complement face-to-face activities by supporting reflection, follow-up, and sustained engagement and interaction through communities of practice.

WBI’s Multimedia Center provided operational support to the World Bank and other organizations on training techniques, learning materials design,
and the facilitation of distance-learning activities. In FY08, WBI’s Multimedia Center advised 13 World Bank teams, helping to design and develop 23 blended courses, 23 interactive digital collections of learning materials, 9 communities of practice, and 17 interactive data applications to support the World Bank’s indicator databases. The team also designed and supported 17 other learning events and conferences during the year. Highlights include the design and development of Approaches to Urban Slums: A Multimedia Sourcebook on Adaptive and Proactive Strategies on CD-ROM, of which more than 1,000 copies have been disseminated to key stakeholders in the urban sector. In addition, the team developed a collection of cutting-edge learning materials on innovative forms of rice cultivation, as well as multimedia-enhanced case studies on water users associations (see page 53). It also supported large events such as the International Business Forum (see page 48).

**E-learning**
E-learning refers to the use of the Internet, e-mail, Web sites, and CD-ROMs to deliver, facilitate, and enhance both formal and informal learning and knowledge sharing at any time, in any place, and at any pace. In FY08, 16 percent of WBI activities were delivered through e-learning or blended learning. The proportion is targeted to increase next year.

**Blogging for development**
Blogs are an effective way of sustaining connections with former participants as well as creating opportunities for just-in-time knowledge exchange and outreach. WBI’s Poverty and Growth blog, created as a course-specific learning tool, has expanded its topical coverage to include economic literacy, gender, and poverty-reduction strategy, as well as recent thinking on development economics. The blog provides access to news, practical tools, academic papers, and commentaries. WBI’s Governance Matters blog has broadened the dialogue and promoted feedback on sometimes difficult issues among governance practitioners and World Bank staff.

### The Global Development Learning Network (GDLN)
WBI has nurtured GDLN’s technology-based distance-learning potential since the network’s inception in 2000. Eight years later, GDLN has evolved into a self-governing body with regional business-development strategies. A mature network of professionals skilled at transforming content into effective learning experiences, it provides a means of delivering knowledge that is relevant, applied, and made available just in time around the world. WBI continues to coordinate event logistics and the financial management of the network. In FY08, GDLN hosted more than 1,000 learning events, using multimedia and blends of face-to-face and distance-learning products, and reaching in excess of 100,000 people.

GDLN is widely used to customize programs and bring global knowledge to local audiences—and local knowledge to regional and global audiences. GDLN developed multimedia-enhanced case study presentations on best practice in judicial reform.
(in Ecuador) and on effective child labor prevention (in Egypt) and helped disseminate lessons learned to other countries.

ADDRESSING REGIONAL PRIORITIES

To ensure that its work program responds to the priorities and interests of the World Bank’s regional units, WBI holds planning discussions with regional country teams, country directors, and senior management. Beginning in FY09, WBI will implement a new strategy that moves away from a country-based approach to the delivery of more programs on regional and global issues.

Africa

In FY08, WBI supported Bank priorities for Africa as articulated in the Regional Integration Strategy and the Capacity Development Management Plan (CDMAP). In Ethiopia, Ghana, Kenya, Liberia, Nigeria, South Africa, and Tanzania, WBI helped implement CDMAP’s Action 4—“Strengthening oversight capacity of the media in 7 countries”; in Senegal, Action 13—“helping countries undertake capacity development needs assessments and build capacity-sensitive strategies”; and in Mali, Action 15—“ensuring that country assistance strategies include capacity development.” WBI’s program in Africa accounted for 30 percent of WBI’s total client participants and included activities on strengthening private sector partnerships in the response to HIV/AIDS and on trade and natural resources management—important topics in the World Bank’s regional integration strategy for Africa (see Figure 4). In FY08, 155 learning events were delivered under 72 programs. Programs were delivered to media professionals, parliamentarians, and civil society stakeholders; and governance diagnostics were carried out in Benin, Burundi, and the Democratic Republic of Congo. In Sudan, several activities on public sector development and management supported implementation of the peace agreements. In addition, WBI and the Bank’s Africa Region have taken the lead in mobilizing the African diaspora to contribute to the continent’s development. A high-level continental conference was organized on promoting diaspora-led investments as a source of financing for growth and development in Africa; and a funding mechanism was put in place to support new ideas generated by the diaspora in Europe.

East Asia and Pacific

In East Asia, WBI delivered 43 programs that included 85 learning events addressing country-specific as well as regional issues. In China, the Institute supported the country’s growing international engagement, particularly with Africa. In several countries, WBI helped implement the World Bank’s governance and anticorruption strategy, with activities on public sector management in Indonesia, the Lao People’s Democratic Republic (Lao PDR), and Thailand; on demand-side governance through parliamentary strengthening in Indonesia, Thailand, and Vietnam; and on social accountability in the Philippines. The investment climate was also emphasized, with country-specific programs for China and Indonesia, along with a subregional program in support of ASEAN integration. Climate change was another area of emphasis, with environment and natural resource management programs in China, Lao PDR, and Vietnam, as well as programs on sustainable urban development in China and the Philippines.

Europe and Central Asia

In Europe and Central Asia, WBI worked with middle-income countries, including recent and aspiring members of the European Union, as well as the poorer countries in Central Asia. WBI delivered 68 learning events under 28 programs in 10 countries in the region, of which 7 were multicountry programs. The main thematic areas were health, education, public sector governance, monitoring and evaluation, gender statistics, and private sector competitiveness. Closer collaboration was forged with regional institutions such as the Joint Vienna Institute. In Russia, WBI organized training events at the subnational level on public-private partnerships in infrastructure for the municipality of St. Petersburg;
business development and competitiveness for local tourism business associations in collaboration with the World Bank’s Foreign Investment Advisory Service; and on trade policy and World Trade Organization reforms through a series of GDLN discussions that linked multiple locations.

**Latin America and the Caribbean**

In Latin America, WBI delivered 26 programs that included 65 country-specific and regional learning events for government, the private sector, academia, and civil society. Country-specific programs were delivered in Argentina, Bolivia, Brazil, the Dominican Republic, Guatemala, El Salvador, and Mexico. The focal points were public sector governance and anticorruption (topics included judicial reform, e-government, and public finance), governance diagnostics (in El Salvador and Guatemala), and the demand side of governance (parliaments, the media, and civil society). Other topics included urban management, the investment climate, education, infrastructure, health, social protection, the environment, and corporate social responsibility.

**Middle East and North Africa**

WBI’s program in the Middle East and North Africa was organized around 19 programs that delivered 26 thematic and sectoral learning events in support of regional and country priorities (such as water, governance, finance, trade, social protection, education, infrastructure, and urban management). WBI also supported initiatives on the knowledge economy, corporate social responsibility, leadership development, and promotion of local partnerships and knowledge networks. The Institute provided technical assistance services and helped clients to build capacity in project management and implementation. Governance diagnostics were carried out in Morocco and Yemen.

**South Asia**

In South Asia, WBI focused on building the capacity of national and local training institutions in key development themes. Twenty-eight multiyear programs are coordinated from the Institute’s regional hub in New Delhi, serving Afghanistan, Bangladesh, India, Pakistan, and Sri Lanka. In FY08, 55 learning events were delivered. In India, for example, the ongoing urban management certification program with the Administrative Staff College of India is now being scaled up nationally under India’s National Urban Renewal mission. WBI’s program with Bangladesh’s Central Bank has helped to strengthen the bank’s research capacity in policy analysis. At the regional level, a network of South Asian institutions is being established to provide certification and training in social accountability. The objective is to ensure sustainability by creating and supporting centers of excellence in the region.

**Creating, Disseminating, and Applying Knowledge**

New knowledge and information—well targeted in time and place and for the right change agents and institutions—can be critical in helping countries define and implement their development objectives. WBI helps World Bank client countries create, share, and apply global knowledge by gathering and synthesizing research results, delivering courses and seminars, and developing learning products to transfer skills, raise awareness, build consensus and team orientation, and foster networks. It also works with local service-delivery and capacity-building institutions to help them formulate and implement their strategies and programs.

WBI’s 14 thematic programs use a variety of instruments to achieve these outcomes across a broad range of sectors and themes. The following section provides some examples of WBI’s programmatic approaches in FY08.

**Gathering Research Results: Interactive Indicators**

WBI has created several sets of indicators and diagnostic products and services that serve as interactive learning tools and that help build institutional capacity.

Together with the Bank’s Development Economics Research Group, WBI launched Governance Matters 2008. This year’s report, the seventh public release of the Worldwide Governance Indicators, crowns a decade-long effort by researchers to build and update the most comprehensive cross-country set of governance indicators currently available to the public. They are widely used by policy makers, donors, and researchers alike (see Box on facing page).

World Trade Indicators 2008 is a comprehensive online database aggregated from multiple sources. Developed in 2007 and launched in 2008, this new instrument compares the performance of 210 countries and customs territories across 299 trade indicators, helping policy makers, business people, and researchers analyze the key factors affecting the trade results of countries and regions (see pages 32 and 64).

WBI’s Knowledge Assessment Methodology (KAM, www.worldbank.org/kam) is an interactive
The Worldwide Governance Indicators are based on aggregate and individual indicators of six dimensions of governance:

- Voice and accountability
- Political stability and absence of violence
- Government effectiveness
- Regulatory quality
- Rule of law
- Control of corruption

Indicators are provided for 212 countries and territories. They are drawn from 35 data sources, including survey institutes, think tanks, nongovernmental organizations, and international organizations. The indicators reflect the responses of tens of thousands of enterprises, citizens, and experts in industrial and developing countries.

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Figure 5.

**KNOWLEDGE ASSESSMENT METHODOLOGY (KAM): BASIC SCORECARD FOR CHINA (——) AND INDIA (—)**

Comparison group: all countries; type: weighted; year: most recent (KAM 2007, www.worldbank.org/kam)
benchmarking tool to help countries identify the challenges and opportunities they face in making the transition to the knowledge economy. Updated every year, KAM allows policy makers to pinpoint their country’s problems and opportunities, revealing areas where policy attention or investments may be required to make the transition to a knowledge-based economy (see Figure 5).

The Institute’s most recent assessments tool is “Fighting Corruption Through Collective Action,” a step-by-step guide to help businesses navigate through high-risk environments and limit opportunities for corruption. Developed with a coalition of business-oriented nongovernmental organizations and multilateral agencies, the guide is part of a Web portal of resources on “Business Fighting Corruption” (see page 32).

Developing synthetic learning materials with and for clients: Books and more

WBI has a history of developing and disseminating learning materials in a range of media. Some of these are used in courses and seminars and subsequently refined and formally published as books. These materials are often prepared jointly with donors and other partners, including client country experts and practitioners.

In FY08, 12 titles were formally published (see Appendix 6), covering a range of important topics, for example, Knowledge, Technology, and Cluster-Based Growth in Africa; Parliaments as Peacebuilders in Conflict-Affected Countries; The Investment Climate in Brazil, India, and South Africa: A Comparison of Approaches for Sustaining Economic Growth in Emerging Economies; and Approaches to Urban Slums: A Multimedia Sourcebook on Adaptive and Proactive Strategies.

Every issue of WBI’s Development Outreach magazine presents multiple perspectives on emerging development topics. With a circulation of more than 25,000, the magazine is widely disseminated to WBI alumni and other stakeholders and serves as a basis for policy-oriented videoconference discussions that involve influential decision makers in the public and private sectors.

Since its launch in 1999, Development Outreach has covered such topics as governance and the market economy, bridging the digital divide, gender equality, the role of the private sector in development, trade for development, fighting HIV/AIDS, improving the investment climate, health services for the poor, fighting corruption, human rights and development, and science and technology. The online edition (www.worldbank.org/devoutreach) attracts about 11,000 unique visitor requests per month. This year’s issues are highlighted on pages 33, 44, and 53.

Facilitating the exchange of global and local knowledge

WBI helps countries share knowledge through high-level conferences, seminars, and thematic courses that last one to three weeks and address global, regional, and country-specific issues. It also helps develop and support networks and communities of practice. The Institute delivers these activities face to face or through videoconferencing, online e-learning programs, and radio and television. Most often, two or more of these methods are combined.

Sharing global knowledge just in time

Responding to mounting demand, WBI and George Washington University cohosted a two-day knowledge-sharing event on the significance of oil-price increases. The “Global Finance Forum on Oil Price Volatility, Economic Impacts, and Financial Management” brought together 100 policy makers, central bankers, and finance and energy officials from oil-exporting and -importing countries around the world who came to share their concerns with experts from the U.S. Federal Reserve, Goldman Sachs, the government of Norway, Lufthansa, Saudi Aramco, British Petroleum, and the U.S. Energy Information Agency (see page 43).

In April 2008, World Bank’s South Asia region used GDLN to coordinate a rapid response to the food crisis with a dialogue on “Food Prices: A Global Perspective.” Ministers, academicians, and economists in six South Asian countries discussed the effects of increasing food prices on the region. Local GDLN partners, such as the Tata Energy Research Institute in India, provided expert facilitation and assembled a high-level audience in positions to carry out the recommendations. The dialogue prompted further discussion on how countries could cooperate to attenuate the impact of regional food crises.

On October 9–10, 2007, more than 300 business and public sector leaders and entrepreneurs at the 12th International Business Forum, “Business and the Rules of the Game,” exchanged views on how public-private collaboration in a globalized world could help address such priorities as corruption, climate change, and advancing the Millennium Development Goals. This process helped build consensus that business, government, and civil society must “triangulate” to improve global governance (see page 48).

Building human capital for the longer term

Through the Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP) and the Robert S.
McNamara Fellowships Program, WBI provides scholarships that cover graduate study for one to two years. JJ/WBGSP fellows are exposed to the best of global knowledge before returning home to apply it locally. They continue to share information through an active alumni network. Under the JJ/WBGSP, WBI has forged a dozen partnerships with leading universities in Europe, Japan, and North America, as well as ties with a network of more than 50 academic institutions worldwide. In late FY08, it launched the Japan-Indonesia Presidential Scholarship Program with $10 million in grant funding (see Appendix 4).

**Transferring skills: In-depth courses on mainstream topics**
Through its core courses and seminars, WBI helps build sector-specific skills by bringing together local and international experts and practitioners.

**Core courses**
The five-day fee-based course on “Infrastructure Finance for Public-Private Partnership Projects” provided 50 policy makers and practitioners from anglophone Africa with intensive hands-on techniques and practical tools for feasibility testing, project appraisal, due diligence, and financial structuring. Partner relationships with two prominent practitioner institutions in Korea and South Africa made this learning event affordable while also ensuring full cost recovery (see page 21).

By the end of the five-day program, participants had gained technical skills and an understanding of public-private partnership issues for their own countries.

“Export Development and Diversification” is a global e-learning course delivered by WBI in cooperation with the Bank’s Development Economics Research Group, the Poverty Reduction and Economic Management network, and the International Trade Center in Geneva. The course, which covers the theory behind export-promotion initiatives, imparted practical trade-analysis skills to policy makers and their advisers; researchers; private sector operators from agriculture, industry, and services; and representatives from export-support institutions in client countries.

“WBI’s Flagship Course on Pension Reform” was delivered once again in FY08 jointly with the Bank’s Human Development Network. The course helps participants develop high-level skills for making strategic policy choices in the pension reform process by presenting the latest concepts, tools, and lessons learned from around the world. Modular content is delivered over a three-week period through a combination of distance-learning and face-to-face workshops in cooperation with partners in developing countries and in the member countries of the Organisation for Economic Co-operation and Development.

As part of a new course on “Strategic Choices in Education Reform” customized for education officers of the United Nations Children’s Fund, WBI’s education and multimedia teams developed two e-learning modules on education economics, statistics, and indicators as preparatory work for a two-week face-to-face session.

**Building evaluation capacity**
Three years after the Paris Declaration on Aid Effectiveness, many countries are formulating and implementing national development strategies along with corresponding results frameworks. This focus on managing for results requires adequate capacity in monitoring and evaluation.
In FY08, as part of a strategic shift away from internal evaluation of WBI products and services, the Institute Evaluation Group drew on its experience and core content developed over the course of a decade to offer a number of learning activities for staff and clients. The group delivered 10 courses and technical-advisory clinics on evaluation training for 350 development stakeholders from 14 countries. Topics ranged from the fundamentals of monitoring and evaluation (such as indicator development and data collection) to specialized topics, such as reconstructing baseline data and approaches to impact evaluation. FY08 also saw the launch of a new program on needs-assessment methodology; in this area, WBI delivered three courses and a dozen technical assistance sessions for World Bank teams.

RAISING AWARENESS AMONG POLICY MAKERS

... about governance...

Supported financially by Finland’s Ministry of Foreign Affairs, the Canadian International Development Agency, and Japan’s Ministry of Finance, WBI’s program for parliamentarians works with the Global Organization of Parliamentarians against Corruption to provide training and other learning resources. Last year, the program delivered more than 20 “Parliamentary Seminars on Budget Oversight” to raise awareness among parliamentarians about their role in overseeing the allocation and use of public funds and the management of government budgets. The seminars used empirical and analytical studies to demonstrate good practices from around the world. Among the program’s other accomplishments in FY08 were the production of case studies on parliamentary reform in Thailand and Indonesia and collaborative work with the Indonesian senate to enhance the ability of the upper chamber to oversee the financial operations of government (see pages 36, 39, and 46).

... about corporate social responsibility...

“Corporate Social Responsibility and Competitiveness in the Arab World” is an e-learning program designed to raise awareness of corporate responsibility and competitiveness among private and public sector leaders in Egypt and, more broadly, in the Middle East. It is one of the products to have emerged from a strategic partnership on corporate social responsibility and corporate governance among WBI, the Egyptian Institute of Directors (EIoD), the Center for International Private Enterprise, and the Arab Labour Organization. This Arabic-language course, the first of its kind, was developed jointly with the EIoD.

As part of its multiyear “Business and HIV/AIDS Technical Support” program, WBI worked with the Ethiopian Business Coalition Against HIV/AIDS to organize a two-day exhibit on “Business and HIV/AIDS Results” for 180 senior business leaders from more than 75 companies and senior representatives from government and civil society. The exhibit included displays of actions taken by companies to fight HIV/AIDS. The event also highlighted the midpoint achievements of 18 companies’ rapid-results initiatives under a pilot project initiated by the business coalition and WBI. Early results included creation of nutritional and financial support programs for people living with HIV/AIDS, scaling up of peer education programs, workplace assessments, HIV testing and counseling services, and even construction of a new clinic.

... about leadership...

At WBI’s Leadership and Change Forum in Marseilles (October 2007), leaders and development professionals from nine countries, together with representatives from the World Bank and other donors, exchanged their experiences applying the rapid-results approach, an innovative results-management tool used successfully by World Bank task teams in different regions. The rapid-results approach empowers teams to achieve results quickly while building ownership and accountability for the response effort. The forum explored how the rapid-results approach has been used by leadership to inform and implement wider institutional change at the national and subnational levels, and how it can be operationalized and institutionalized. WBI, the U.K.’s Department for International Development, the Canadian International Development Agency, the French Ministry of Foreign Affairs, and the United Nations Development Programme have adopted an action plan to raise awareness and to document good practices in leadership development in developing countries. The first phase of this plan is the Global Leadership
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Initiative Research Project, a stocktaking of donors’ efforts to date in leadership development and support. The cases and an analytical summary, “Leadership for Development Results: Country Case Studies,” are available at www.worldbank.org/capacity/leadership.

... about enabling citizens’ voice...
In Ghana, WBI has collaborated closely with policy makers and civil society organizations to help develop a new national broadcast law. One goal of the collaboration was to formulate policies, practices, and institutions to serve as platforms for citizens’ voice and the demand for good governance. Building on this experience, WBI provided advice on international good practices during the development of a draft broadcast law, logistical support to enable the government to draft policy and legislative proposals, and consensus-building support in consultative forums with government, civil society, and private sector advocates. In March 2008, at the request of the minister of information, WBI helped evaluate a draft broadcast bill tabled in cabinet, recommended specific improvements, and conferred with key interests in the sector to help reach agreement.

Building consensus among key stakeholders
... local communities...
WBI’s sector-specific governance programs have been supporting national governance and anticorruption strategies and local decision makers in achieving better service delivery. “Improving Governance in the HIV/AIDS Response in Tanzania” identified actions to reduce corruption in the provision of HIV retroviral medication by building consensus among people living with HIV/AIDS, local communities, governmental and nongovernmental institutions, the private sector, and development partners. The program was a pioneering initiative in working with local communities to promote an evidence-based approach to better governance outcomes. WBI also used YouTube for the first time to highlight this program.

Governance and Anticorruption Surveys measure the perceptions and experiences of firms, households, and public officials. The survey’s lead to action plans to improve governance and anticorruption strategies. The analysis performed along the way encourages local stakeholders to make use of the survey results to promote a constructive, nonpolitical debate on institutional reforms. Agency-specific data focus the debate on institutions rather than individuals, depoliticizing the problem and facilitating reform. In FY08, surveys and seminars were completed in several Sub-Saharan African countries and, for the first time, the process was applied in two Middle Eastern countries—Morocco and Yemen.

... leaders...
WBI has held cabinet-level workshops that allow leadership teams to learn from their peers about managing for results, to prioritize actions and issues, and to initiate action through a series of rapid-results pilots that are now being scaled up at the country level. In Burundi, WBI is spearheading a leadership development program with 11 pilot projects (see page 35).

... trainers...
WBI and InWEnt (Capacity Building International, Germany) took the lead in a conference on the “Effectiveness of International Development Training” designed for senior training staff from bilateral and multilateral organizations and training professionals from institutes in all world regions. Participants identified and agreed on key principles for harmonizing training for development as well as concrete actions on next steps. Recommendations will be brought to the High-Level Forum on Aid Effectiveness in Accra, Ghana, in September 2008 (see page 49).

Fostering intraregional and global experience transfer through networks
Working with Brazil’s Ministry of the Environment, WBI’s program on “Decentralized Environmental Management for 5,500 Municipalities in Brazil” is a multipronged and multimedia initiative comprising courses, seminars, and e-learning for municipal
managers. One important component is a series of monthly videoconference seminars on selected issues followed by two weeks of online discussions among participants to foster a network for training and information exchange. In FY08, this partnership, active since 2006, trained a total of 1,336 participants (see page 40).

Since 1992, the China Health Network of 26 medical schools and schools of public health has supported health policy development by training trainers, offering seminars and courses, and developing modern advanced-degree programs for long-term capacity building. In FY08, a newly redesigned health financing and policy course for China was prepared and a local team was trained to deliver it. The Health Human Resources Development Center (HHRDC) of China’s Ministry of Health (MOH) is taking an active role in leading and coordinating the long-term operation of the program (see page 50). As a program partner, the Chinese University of Hong Kong has provided access to a group of faculty members from various universities in Hong Kong. The government of China has made a long-term commitment to fund the Network’s training and research operations, and the HHRDC-led course is a permanent part of MOH’s long-term capacity building program. WBI supplies minimal financial support but continues to provide content for courses. Network faculty do training on their own, using WBI materials.

The Global Alliance for Improved Nutrition (GAIN) and WBI jointly sponsor an alliance of companies committed to fighting malnutrition. In FY08, WBI cohosted the GAIN Business Alliance Global Forum for 100 business leaders from across the global food supply chain. Joined by experts from the European Union and international agencies, academia, and government, they shared their knowledge of and experiences with various business models to improve access to affordable fortified foods for poor populations that suffer from vitamin and mineral deficiencies. WBI developed case studies on public-private partnerships for soy sauce fortification in China (to reduce anemia) and on fortified biscuits in India (to improve children’s health). GAIN and WBI will continue to work with the alliance members to promote learning on how to operate effectively in low-income markets, including research projects on market opportunities that benefit the poor through better nutrition.

The Affiliated Network for Social Accountability in Africa (ANSA), a successful network of civil society, community groups, and governments that advocates for improved governance, is described in the following section and on page 30.

**Helping to apply knowledge over time with long-term partners**

WBI works with service-delivery organizations at the retail level and capacity-building organizations at the wholesale level on multiyear initiatives to design and implement strategies and deliver activities and products. The following are some examples of new and ongoing relationships.

ANSA is a wholesale initiative for building the capacity of African institutions. The network links civil society and community groups with governments to advocate for citizen involvement in demand-side governance initiatives. The network now boasts 1,600 members. A regionwide conference in Addis Ababa in May brought together practitioners from 28 African countries to share their experiences. In FY08 the initiative provided technical support to the World Bank’s National Conference on Social Accountability in Madagascar and to the Basic Public Support Project in Ethiopia. ANSA’s success in Africa led in FY08 to spinoffs in East Asia and the Pacific and Southeast Asia (see page 30). In East Asia and the Pacific, as part of the Bank’s Demand for Good Governance Project, ANSA developed a “social accountability” school in Cambodia, where more than 100 government and civil society leaders have been certified in basic tools and methodologies (see page 30).

In 2007, WBI and the United Nations Economic Commission for Europe launched an innovative three-year program on Gender Statistics in Europe and Central Asia to build the capacity of the national statistical offices in the region’s middle-income and poorest countries. This multiyear program has built a community of practice for statisticians, researchers, and academicians. National statistical offices have taken ownership of the program.

The Urban Management Certification Program for municipal service employees in India, originally launched with the Hyderabad-based Administrative Staff College of India and the Pune-based Yashwantrao Academy for Development Administration, is now being scaled up nationwide, adding more partners and new learning technologies (see page 39).

**Going Forward: Lessons Learned and New Directions**

WBI has begun to work more closely with the Bank’s regional units and thematic networks and to systematize the design of its learning programs. The closer collaboration will include the preparation and peer
review of early concept notes upstream, and planning for longer-term and deeper engagement with regional capacity-building organizations.

The Institute will design and deliver new core learning programs that combine insights from experience on the ground with theoretical and analytical tools aimed at building skills for mid-career decision makers. WBI will develop other product lines to encourage and support the sharing of development experience between and among low-income countries (including fragile states) and middle-income countries. In FY09, some 75 percent of activities will address global or regional issues, with country-specific themes accounting for no more than 25 percent.

Following the recommendations of the Bank's Independent Evaluation Group, WBI plans to prepare guidelines on effective training design for broader use by the Bank and its partners and, with the Bank's Operations Policy and Country Services Group, to develop and maintain a roster of training experts available to the entire World Bank Group.

**Stressing content and comparative advantage**

WBI will continue to move away from delivering highly customized country-based events in favor of more regional and global offerings. The Institute will build on its past success with courses of longer duration that support corporate strategic priorities and help build the skill sets of mid-level officials and high-level policy makers. Composed of customizable modules, and lasting one to three weeks, intensive core learning programs will be designed to provide in-depth and cutting-edge coverage of a given topic, including region- and country-specific concerns. Both the content and learning design of existing and new courses will be peer reviewed for quality.

Emphasis will be placed on knowledge exchange on topics dealing with international (global and regional) public goods—issues that cannot, or will not, be adequately addressed by individual countries acting alone and are therefore best addressed on a multilateral basis. Topics include, for example, water and environmental management, climate change, and trade. Courses will be offered jointly with delivery partners, such as universities and local management institutes, to participants coming from countries facing similar concerns within a single region or across several regions. Programs that address the most pressing issues affecting fragile states and in which the Bank and its partners have a comparative advantage will be given priority. WBI will draw on the expertise of the Bank’s regional and thematic network staff, as well as local researchers and operational teams, to ensure high quality and relevant content.

**Deepening engagement with like-minded partners**

WBI has been evaluating its current partnerships to ensure a strategic fit with the Institute’s objectives and to identify those that can make complementary contributions. Courses will be offered jointly with organizations such as the International Monetary Fund and the African Development Bank, as well as local and internationally known universities and recognized centers of excellence in higher learning, such as the Asian Institute of Management, the Arab Planning Institute in Kuwait, and the Joint Vienna Institute. WBI will enter into twinning arrangements with local partners as a way of building institutional capacity through the training of trainers and curriculum development, thereby ensuring the sustainable delivery of regional capacity-building programs. Negotiations with several future partners are ongoing.

**Lending operational support to World Bank regional units**

WBI will continue to provide advice and technical assistance to the Bank’s regional units on course design and teaching methods, including good practice in learning design and e-learning. The Institute has also begun to offer training in project management to support the Bank’s transition to the use of client country government systems for project implementation. The program has been delivered in Afghanistan, the Lao PDR, Morocco, and Sudan and, in FY09, will be scaled up with the African Development Bank and the Islamic Development Bank.

**Incubating innovations**

Private knowledge-based organizations often maintain innovation hubs engaged in the development of new products and services. WBI has filled a similar function for many years as a kind of new business development hub for the World Bank Group, providing a “safe space” to explore, design, and prototype or pilot new products and services on emerging topics on the development agenda. This kind of incubation function helps keep the Bank on the cutting edge of knowledge for development.

WBI has a proven track record of successful incubation projects, including the Worldwide Governance Indicators and Country Governance Diagnostics, the World Trade Indicators (an interactive database), the GDLN, the Knowledge for Development Program and its Knowledge Assessment Methodology, and the graduate scholarship programs.
In FY09, the Institute plans to expand and formalize its role as an incubator by putting in place a process to manage new projects from identification to their incorporation in Bank operations. The Institute proposes to use a venture capital approach and to work with its donors and other partners interested in funding or providing in-kind support for innovative ideas on frontier issues. WBI will put together dedicated project teams composed of its own staff and staff from other parts of the Bank, as well as academics and other experts with appropriate skills. Project proposals will be approved by WBI’s managing director.

Supporting corporate knowledge functions

Although WBI hosts and manages the GDLN secretariat and is responsible for logistics, global strategy, and communications, GDLN teams in the Bank’s regional vice-presidential units manage partnerships and program development. As this growing partnership of affiliated learning centers has been moving toward financial sustainability, the Bank is shifting its role from that of sustainer of the network to that of client or user.

Successful pilot projects have shown that the real value of GDLN for the World Bank and other development institutions lies in the network’s ability to offer innovative knowledge-capture and knowledge-dissemination solutions and well-designed learning experiences on a regional and global level. Consequently, WBI has begun working with GDLN to maximize its potential to provide learning strategies and content in addition to worldwide connectivity.

GDLN is expanding its reach through partnerships with in-country networks in Brazil, China, India, Indonesia, Pakistan, and Russia—it has access to well over a thousand sites in some 80 countries. Partnerships are now providing deeper access in countries, reaching learning specialists with local know-how.

Expanding scholarships

WBI manages resources and university partnerships for graduate scholarships, including the Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP) and the Robert S. McNamara Fellowships Program. Through the JJ/WBGSP, WBI has forged a dozen partnerships with leading universities in North America, Europe, and Japan, and ties with a network of more than 50 academic institutions worldwide. Funding for the program is expected to reach $17 million in 2009–2010.
With these successful models and partnerships to build on, WBI has begun discussions with the government of Saudi Arabia about a scholarship fund for students from Arab countries. With the broad objective of helping these countries transition to more market-driven and knowledge-based economies, the program would help prepare well-trained professionals, at the master’s and PhD levels, for both the public and private sectors, in key topics such as international trade and finance, governance, business administration, engineering, and information and communication technology. It would also help develop the capacity of local academic institutions to provide high-quality training and research, enhance student mobility within the region, and build partnerships between regional centers of excellence and top international academic institutions. WBI is also seeking to expand the worldwide network of universities at which developing-country students can obtain scholarships under these programs.

**Advancing strategic objectives through knowledge sharing**

In an increasingly complex and interconnected world, the need to share knowledge and facilitate information exchange is central to effective development within and across borders. In the past fiscal year, WBI has provided knowledge and learning support to the World Bank Group’s strategic priorities and client countries. Going forward, the Institute is well positioned to address new challenges and opportunities by applying its time-tested methods and piloting innovative approaches.