

About the

World Bank Institute

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



THE WORLD BANK

WBI works to help free the world of poverty by enhancing the capacity of countries to meet their development goals through the power of knowledge.





WBI at a glance, fiscal 2003

Learning activities annually: more than **700**

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Client participants: nearly **60,000** in **200** countries

.....

Partner institutions: more than **160** formal partnerships

.....

Global Development Learning Network centers: **61**

.....

Scholarships awarded annually under the
Joint Japan/World Bank Graduate Scholarship Program
and the Robert S. McNamara Fellowships Program:
more than **400**

.....

Country offices: Almaty, Beijing, Cairo, Moscow, Paris, Tokyo



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 (www.developmentgoals.org) articulated by the international community in 2000.

Capacity enhancement, in its many forms, is always about change—very fundamental change over a long period of time. It may take 50 years to build capable institutions; and the requirements will vary in different places and at different times.

WBI acts as a catalyst for change within the World Bank and throughout the development community by facilitating the exchange of knowledge and experience among World Bank client countries.

Frannie A. Léautier
Vice President
The World Bank Institute

The World Bank Institute (WBI) supports the Bank's capacity building agenda 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. It also provides technical and pedagogical support to the Bank, facilitating and evaluating staff learning and developing and delivering programs for joint audiences of Bank staff and clients.

WBI helps people, institutions, and countries 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 learning 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 enhancement 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 its clients' 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. WBI also plays a leadership role across the World Bank in guiding the corporate strategy toward becoming a “Knowledge Bank.”

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 has 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 Enhancement 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 actors and 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 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 capacity enhancement 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, and foundations in client countries and others.

WBI’s main business lines include:

- **Capacity enhancement support services**, such as pedagogical advice, and country program briefs that lay out the key entry points for capacity enhancement at the country level
- **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 enhancement resource center
- **Diagnostic tools**, such as governance diagnostics and indicators, capacity enhancement 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 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—via Videoconference, the Web, in the Classroom, in the Field

WBI's global electronic knowledge networks and communities of practice unify 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, delivering real products in real time.

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 enhancement strategy. WBI's Knowledge Sharing program (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:

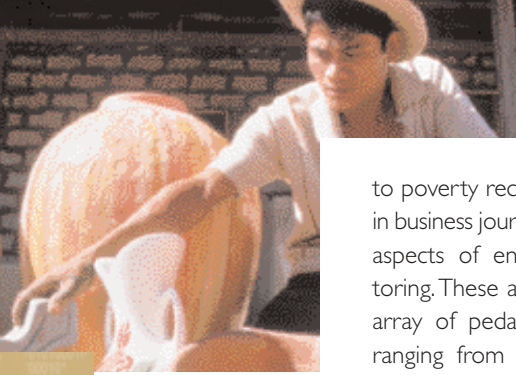
DevForum is an electronic venue for dialogue and global knowledge sharing. It hosts multi-language, global and regional e-discussions on topics such as corporate social responsibility, judicial reform, and environmental compliance (www.worldbank.org/devforum),

B-SPAN is a video broadcasting (webcasting) service including presentations by hundreds of leading development thinkers, which is updated several times per week (www.worldbank.org/bspan).

The Global Development Learning Network

The Global Development Learning Network (GDLN) (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. A partnership of public, private, and nongovernmental organizations with the World Bank, GDLN facilitates cooperation between its affiliates which provide services and support to government agencies, development organizations, and other development practitioners. These affiliates deliver seminars, training events, and meetings using the Centers' pedagogical technologies to connect country clients with their counterparts around the world through videoconference and high-speed internet. GDLN bridges geographical distances cost-effectively.

The development centers form the backbone of the Network. They are equipped with interactive videoconferencing and e-learning facilities using distance learning techniques and high-speed communications technologies. More than 40 of the 61 centers are located in developing countries. Learning activities cover topics ranging from public policies on human development



to poverty reduction, skill building in business journalism, and technical aspects of environmental monitoring. These activities use a wide array of pedagogical techniques, ranging from traditional face-to-face courses, technology-enabled

classroom teaching, and pure Web-based learning. In fiscal 2003, GDLN Centers were involved in some 580 activities that used interactive videoconferencing or the internet.

GDLN affiliates include universities, think tanks, foundations, nongovernmental organizations, UN agencies, aid agencies, and private companies. The Network also benefits from the generous support of several bilateral and multilateral donors in developing distance learning centers, programs, and other initiatives.

Working in Partnership

WBI builds partnerships with a range of organizations to help meet its objectives. Formal partnership agreements exist with more than 130 organizations that share WBI's mission and that provide expertise, content, facilities, staffing, funding, and many other inputs to support capacity enhancement programs. Many other organizations work in partnership with WBI under less formal arrangements.

In addition, generous contributions from more than thirty bilateral and multilateral donors, some public and private sector organizations, and some foundations, provide between 20 and 25 percent of WBI's operating budget each year. Many donor partners provide other types of support in addition to funding.

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 or as part of regional and global learning programs. 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.

- **Poverty and Growth**
www.worldbank.org/wbi/attackingpoverty
- **Community Empowerment and Social Inclusion (CESI)**
www.worldbank.org/wbi/communityempowerment
- **Education Program**
www.worldbank.org/wbi/education
- **Financial Sector Learning Program**
www.financelarning.org
- **Global Governance**
www.worldbank.org/wbi/governance/programs.html
- **Health, Nutrition and Population**
www.worldbank.org/wbi/healthflagship
- **Public Private Partnerships in Infrastructure (PPPI)**
www.worldbank.org/wbi/infrafin
- **Knowledge for Development**
www.worldbank.org/wbi/knowledgefordevelopment
- **Leadership Program on AIDS**
www.worldbank.org/wbi/aidsleadership
- **Trade**
www1.worldbank.org/wbiep/trade
- **Private Sector Development and Corporate Governance**
www.worldbank.org/wbi/corpgov
- **Public Sector**
www.worldbank.org/wbi/publicfinance
- **Rural Poverty and Development**
www.worldbank.org/wbi/sdruralpoverty
- **Social Protection and Risk Management**
www.worldbank.org/wbi/socialprotection
- **Environment and Natural Resources**
www.worldbank.org/wbi/sdenvironment
- **Urban and City Management**
www.worldbank.org/wbi/urban
- **Water Program**
www.worldbank.org/wbi/sdwater



December 2003

Printed on environmentally friendly paper

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Promoting knowledge and learning for a better world

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