



WORLD BANK INSTITUTE DEVELOPING CAPACITY IN COUNTRIES



WORLD BANK INSTITUTE

Promoting knowledge and learning for a better world

THE WORLD BANK IS A VITAL SOURCE OF FINANCIAL AND TECHNICAL ASSISTANCE TO DEVELOPING COUNTRIES AROUND THE WORLD. THE WORLD BANK INSTITUTE (WBI) IS ONE OF THE BANK'S MAIN INSTRUMENTS FOR DEVELOPING INDIVIDUAL, ORGANIZATIONAL, AND INSTITUTIONAL CAPACITY THROUGH THE EXCHANGE OF KNOWLEDGE IN THOSE COUNTRIES TO WHICH THE WORLD BANK MAKES LOANS OR PROVIDES EXPERT ADVICE.



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WALTER GUEVARA, SUPERINTENDENT
OF THE CIVIL SERVICE, BOLIVIA,
AND FORMER PARTICIPANT IN WBI
ANTICORRUPTION COURSE, SAYS:

“These kinds of [anticorruption] activities are being held not just in Latin America but in other parts of the world. There’s no question that WBI has had an enormous impact because of the breadth, frequency, and depth of its activities. As societies evolve and problems change, the World Bank Institute also changes its approach. And I’m sure they are looking forward to the new challenges of the twenty-first century.”



OUR CLIENTS

WBI works with policy makers, technical experts, civil servants, business and community leaders, and civil society stakeholders to foster the analytical, technical, and networking skills that support effective socioeconomic programs and public policy formulation. The Institute reaches about 100,000 participants every year through some 1,000 activities.

OUR APPROACH

WBI designs and delivers courses and seminars, provides policy advice, and helps countries identify the individual skills and institutional and organizational capabilities needed to achieve their development goals.

Activities are carried out face-to-face in classrooms in Washington, DC and abroad, and at a distance using two-way videoconferencing and the Internet. Combinations of printed course materials, textbooks, instructional video, CD-ROMs, interactive multimedia, facilitated online courses, Web forums, radio, online communities of practice, and e-mail lists support these activities.

WBI facilitates peer-to-peer exchanges of experience and expertise among developing country participants, as well as with international experts. It emphasizes leadership training and action learning during which teams from participating countries address actual issues and prepare action plans for their return home.

WBI also provides advice and support to World Bank staff on pedagogical design, training techniques, facilitation of distance learning activities, design and implementation of online discussions, and e-learning.

A THREE-MONTH COURSE: AFRICA GOOD GOVERNANCE PROGRAM ON THE RADIO WAVES, OFFERED WITH THE MUNICIPAL DEVELOPMENT PARTNERSHIP FOR EASTERN AND SOUTHERN AFRICA, REACHED 200 MAYORS, LOCAL PUBLIC OFFICIALS, MEMBERS OF LOCAL COMMUNITIES, AND REPRESENTATIVES OF CIVIL SOCIETY IN GHANA, KENYA, TANZANIA, AND UGANDA. THE SECOND IN A SERIES OF COURSES THAT INCLUDES ANTI-CORRUPTION AT THE LOCAL LEVEL, AND MUNICIPAL FINANCE AND PARTICIPATORY BUDGETING, THIS COURSE WAS DELIVERED TO REMOTE AND RURAL AREAS THROUGH DIGITAL SATELLITE RADIO TECHNOLOGY, AND INTRODUCED KEY CONCEPTS AND TOOLS RELATED TO CIVIC PARTICIPATION AND GOVERNANCE.



ELIZABETH ADU, CHIEF COUNSEL,
AFRICA PRACTICE GROUP, LEGAL VICE
PRESIDENCY, WORLD BANK SAYS:

“An advantage of WBI’s new business model is that the Institute’s expertise in capacity building, pedagogy, and use of technology for learning can be leveraged by the rest of the Bank. This ensures that support to countries and regions is well focused and that the selection of learning programs is country-led and fully ‘owned’ at the local level.”



DEVELOPING CAPACITY IN SELECTED COUNTRIES

WBI devotes 70 percent of its program budget to working with a group of 45 so-called focus countries that are selected based on the World Bank’s assessment of their needs and the extent to which they can benefit from WBI’s services. The focus countries are low-income and middle-income countries and low-income countries under stress (page 5).

In these countries, the Institute puts in place programs designed to strengthen institutional capacity by building teams of experts and leaders, encouraging organizational reform, and, in some cases fostering reform at the national and subnational levels of government. These tailored programs can be multidisciplinary and can involve multiple sectors. They can be short term, medium term, or multiyear, depending on needs and desired outcomes.



FOCUS COUNTRIES BY REGION

LATIN AMERICA & THE CARIBBEAN

Argentina
Bolivia
Brazil
Dominican
Republic
Guatemala
Mexico

EUROPE & CENTRAL ASIA

Bosnia and
Herzegovina
Kazakhstan
Kyrgyz Republic
Romania
Russian
Federation
Tajikistan
Turkey
Ukraine
Uzbekistan

AFRICA

Burkina Faso
Burundi
Chad
Ethiopia
Ghana
Kenya
Liberia
Madagascar
Malawi
Mozambique
Nigeria
Senegal
South Africa
Tanzania

MIDDLE EAST & NORTH AFRICA

Arab Republic
of Egypt
Islamic Republic
of Iran
Lebanon
Morocco
Yemen

SOUTH ASIA

Afghanistan
Bangladesh
India
Pakistan
Sri Lanka

EAST ASIA & THE PACIFIC

China
Indonesia
Lao People's
Democratic
Republic
Philippines
Thailand
Vietnam

THE INSTITUTE'S SECTORAL OR
THEMATIC COURSE OFFERINGS
ADDRESS THOSE DEVELOPMENT
TOPICS SUPPORTED BY THE WORLD
BANK, INCLUDING:

THEMATIC COURSE OFFERINGS

HUMAN DEVELOPMENT,

- Education www.worldbank.org/wbi/edu
- Health and AIDS www.worldbank.org/wbi/healthnutritionandpopulation
- Knowledge for Development
www.worldbank.org/wbi/knowledgefordevelopment
- Social Protection and Risk Management
www.worldbank.org/wbi/socialprotection

POVERTY REDUCTION AND ECONOMIC MANAGEMENT,

- Poverty and Growth www.worldbank.org/wbi/povertyandgrowth
- Public Sector Governance www.worldbank.org/wbi/governancelp
- Governance and Anti-Corruption www.worldbank.org/wbi/governance
- Trade www.worldbank.org/wbi/trade

ENVIRONMENTALLY AND SOCIALLY SUSTAINABLE DEVELOPMENT

- Community Empowerment and Social Inclusion
www.worldbank.org/wbi/empowerment
- Environment and Natural Resources Management
www.worldbank.org/wbi/environment
- Water and Rural Development www.worldbank.org/wbi/water
www.worldbank.org/wbi/rural

FINANCE AND PRIVATE SECTOR DEVELOPMENT

- Financial Sector Capacity Development www.financelarning.org
- Private Sector Development (Corporate Governance and
Corporate Social Responsibility; Investment Climate)
www.worldbank.org/wbi/corpgov
www.investmentclimate.org
- Public-Private Partnerships in Infrastructure
www.worldbank.org/wbi/infrastructure
- Urban and City Management www.worldbank.org/wbi/urban

LEADERSHIP DEVELOPMENT

WBI supports newly appointed governments by helping leadership teams improve the culture of results in their organizations.

For example, WBI helps national cabinets

- stay abreast of information and ideas on issues such as globalization and trade,
- achieve strategic objectives through action planning and results-based management,
- work with multidisciplinary and interministerial teams.

Programs for private sector leaders cover topics such as

- the role of business in development,
- corporate social responsibility,
- ethics and corruption,
- management of public-private partnerships.

WBI also works with youth (in their role as the leaders of tomorrow) and with nongovernmental organizations on fighting corruption and developing demand for good governance.

In the area of e-leadership, WBI works with public and private sector leaders to determine how they can best use technology to advance their objectives. This might include support in good governance at the country level, where technology can enhance transparency (such as the use of Web sites to post public expenditures), or supporting effective teamwork across geographic boundaries, where technologies such as videoconferencing and the Web can help organizations develop new ways of working.

DEVELOPING LEADERSHIP SKILLS

FOR PUBLIC SECTOR OFFICIALS:

WBI'S LEADERSHIP PROGRAM HAS HELPED CABINETS AND NEWLY APPOINTED LEADERS IN INDONESIA, MADAGASCAR, SENEGAL, TAJIKISTAN, AND TURKEY STAY ABREAST OF ISSUES SUCH AS GLOBALIZATION AND TRADE, ACHIEVE STRATEGIC OBJECTIVES THROUGH ACTION PLANNING AND RESULTS BASED MANAGEMENT, AND WORK ACROSS MULTIDISCIPLINARY AND INTERMINISTERIAL TEAMS.

OUR BUSINESS MODEL AND STRATEGY

WBI's business model is built on three elements designed to increase the Institute's reach and effectiveness, namely

- leveraging financial resources through the use of bilateral donor trust funds, and cost recovery from participants and partners, and by selling WBI's services to other World Bank units,
- networking with training partners to help deliver activities, thereby reducing costs, increasing the number of events, building the capacity development skills of local partners, and fostering the exchange of knowledge and expertise across countries,
- capitalizing on the use of technology, such as, videoconferencing, radio, and the Internet, to reach a greater number of clients more rapidly and more efficiently, and to facilitate professional networking among participants.

The Institute's Evaluation Group supports data-based decisionmaking by collecting evidence on the quality, relevance, instructional effectiveness, and outcomes of WBI's activities, and helps shape WBI's strategy through formative evaluations and quality reviews. (Institute Evaluation Group www.worldbank.org/wbi/evaluation.) WBI's strategy is also guided by an External Advisory Council whose members, represent a range of international perspectives from academia, government, and the private sector, and provide objective feedback and recommendations.

A MULTIYEAR PARTNERSHIP TO DEVELOP URBAN MANAGEMENT SKILLS IN INDIA: IN AN ONGOING PARTNERSHIP WITH THE ADMINISTRATIVE STAFF COLLEGE OF INDIA, SENIOR CITY MANAGERS ATTENDED A PROGRAM ON STRENGTHENING URBAN MANAGEMENT FOCUSING ON PUBLIC-PRIVATE PARTNERSHIPS IN MUNICIPAL SERVICES, INTERNATIONAL EXPERIENCES IN SOLID WASTE MANAGEMENT, AND CITY DEVELOPMENT STRATEGIES. THIS WAS THE THIRD IN A SERIES DIRECTED TO DIFFERENT LEVELS OF CITY MANAGEMENT STAFF.



BUILDING A GLOBAL CLASSROOM FOR ETHICAL LEADERSHIP IN BUSINESS: WBI'S GLOBAL CLASSROOM PROGRAM IS A PARTNERSHIP WITH THE WHARTON SCHOOL OF BUSINESS TO TEACH MASTERS-LEVEL STUDENTS IN BUSINESS AND PUBLIC ADMINISTRATION AT LEADING UNIVERSITIES WORLDWIDE ABOUT ETHICAL LEADERSHIP, CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABLE COMPETITIVENESS, AND THE ROLE OF BUSINESSES AND PUBLIC-PRIVATE PARTNERSHIPS IN THE CONTEXT OF DEVELOPMENT AND GLOBALIZATION. EXTENDED 3-MONTH DIALOGUES USE VIDEOCONFERENCING AND ONLINE COURSES TO PRESENT AND DISCUSS HARVARD BUSINESS SCHOOL CASE STUDIES.



WEB SITES OF INTEREST

CAPACITY DEVELOPMENT RESOURCE CENTER
WWW.WORLDBANK.ORG/CAPACITY

DEVELOPMENT EDUCATION
WWW.WORLDBANK.ORG/WBI/DEVELOPMENTEDUCATION

GLOBAL DEVELOPMENT LEARNING NETWORK
WWW.GDLN.ORG

KNOWLEDGE SHARING
WWW.WORLDBANK.ORG/KS

PARTNERSHIPS
WWW.WORLDBANK.ORG/WBI/PARTNERSHIPS

SCHOLARSHIPS
WWW.WORLDBANK.ORG/WBI/SCHOLARSHIPS

WBI EVALUATION GROUP
WWW.WORLDBANK.ORG/WBI/EVALUATION

WBI LEARNING DESIGN
WWW.WORLDBANK.ORG/LEARNINGDESIGN

WBI PUBLICATIONS
WWW.WORLDBANK.ORG/WBI/PUBLICATIONS



OUR GLOBAL PROGRAMS

In addition to its work with focus countries, the Institute also delivers global activities that address topics and issues common to groups of countries or to regions.

Examples include the Global Governance Program and the Knowledge for Development Program. Both have developed diagnostic tools that use comparative data and measurable indicators to assess countries' performance gaps at the national and subnational levels.

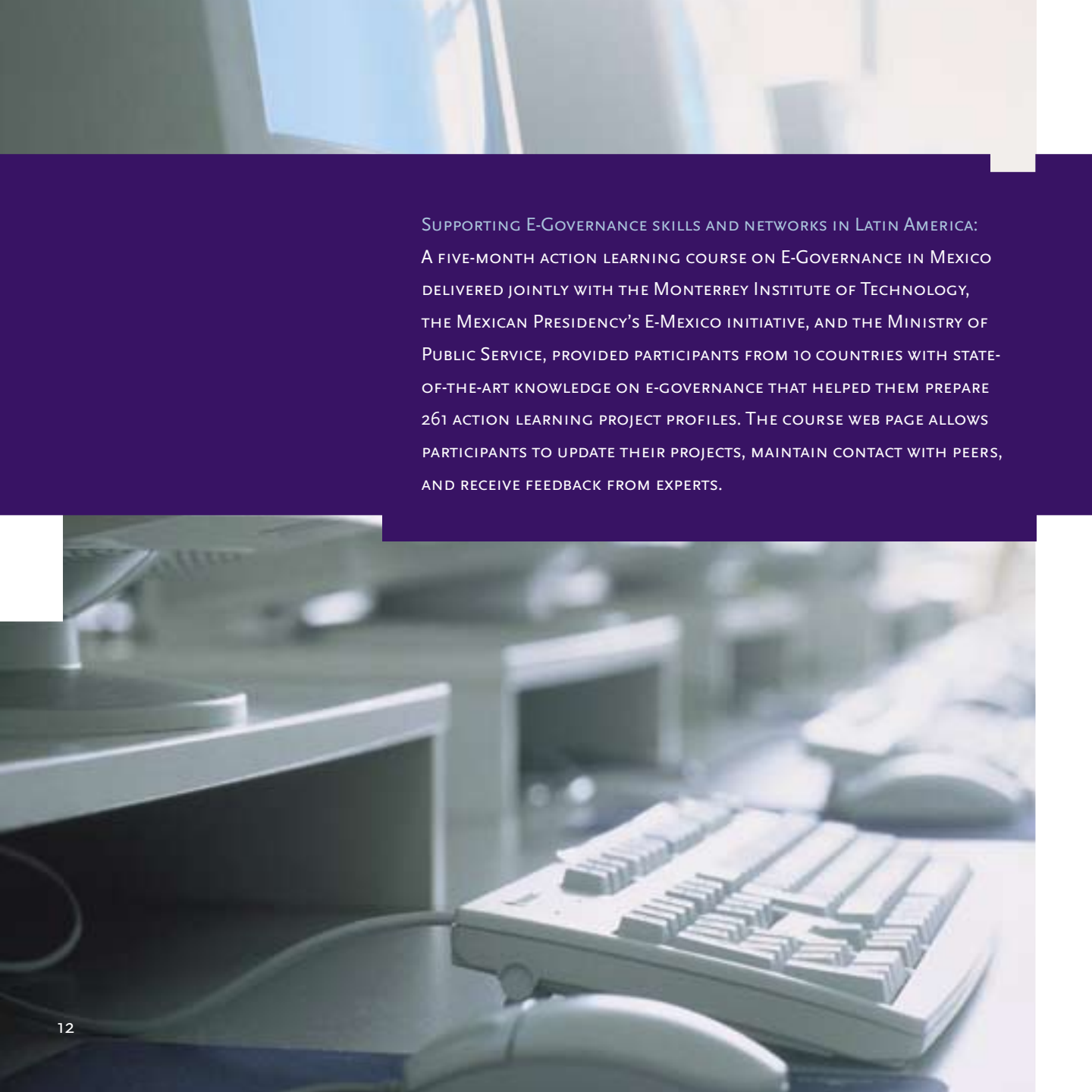
The Global Governance Program gathers data on governance, corruption, security threats, rule of law, voice, ethics, and human rights. WBI and the World Bank's Development Economics Group have published governance indicators for 209 countries and territories which track changes and trends in performance. Coupled with the trend toward voice and democratic accountability in many countries, these indicators help empower reformists in government and civil society to obtain consensus for change among their constituents. (Governance and Anti-Corruption www.worldbank.org/wbi/governance)

The Knowledge for Development Program assesses countries' preparedness for competing in today's global knowledge economy, and offers advice on how to access and use knowledge and innovation to increase economic competitiveness and social well-being. The program's Internet-based Knowledge Assessment Methodology (KAM www.worldbank.org/kam) helps countries compare themselves with neighbors, competitors, or countries they wish to emulate. The Knowledge Assessment Methodology consists of a set of 80 structural and qualitative variables that serve as proxies for the elements critical to the development of a knowledge economy. The comparison has been undertaken for 128 countries, including most of the developed OECD economies and more than 90 developing countries. (Knowledge for Development www.worldbank.org/wbi/knowledgefordevelopment)

ALEXANDER SIDOROVICH, VICE
RECTOR, MOSCOW STATE UNIVERSITY,
AND WBI PARTNER SAYS:

"It is of utmost importance to bring together people from different countries at one site. It is a most powerful feature of WBI programs. And it is not by chance that many leaders and top-level decision makers and officials from these countries, in fact, grew out of such programs, people who now occupy positions as governors of central banks or heads of ministries and agencies. While political situations may change and agendas may change, knowledge cannot be devalued."





SUPPORTING E-GOVERNANCE SKILLS AND NETWORKS IN LATIN AMERICA:
A FIVE-MONTH ACTION LEARNING COURSE ON E-GOVERNANCE IN MEXICO
DELIVERED JOINTLY WITH THE MONTERREY INSTITUTE OF TECHNOLOGY,
THE MEXICAN PRESIDENCY'S E-MEXICO INITIATIVE, AND THE MINISTRY OF
PUBLIC SERVICE, PROVIDED PARTICIPANTS FROM 10 COUNTRIES WITH STATE-
OF-THE-ART KNOWLEDGE ON E-GOVERNANCE THAT HELPED THEM PREPARE
261 ACTION LEARNING PROJECT PROFILES. THE COURSE WEB PAGE ALLOWS
PARTICIPANTS TO UPDATE THEIR PROJECTS, MAINTAIN CONTACT WITH PEERS,
AND RECEIVE FEEDBACK FROM EXPERTS.

OUR PARTNERS

WBI has formal agreements with some 200 multilateral, bilateral, and private sector partners that help expand the Institute's professional expertise, staffing, funding, facilities, and administration.

About 30 bilateral partners provide financial resources amounting to 50 percent of the Institute's working capital. WBI considers its donor organizations first as partners in achieving mutually agreed development objectives, and only second as financiers.

More than half of WBI's activities are developed and delivered jointly with partners in developing countries, including universities and other academic institutions, training institutes, nongovernmental organizations, research centers, and think tanks. These partners design and adapt learning programs to meet local needs, translate materials, and organize and deliver courses and other activities. By collaborating in this way, they also gain experience and build the organizational capacity to design and deliver learning programs themselves, thereby ensuring local ownership and program sustainability. (Partnerships www.worldbank.org/wbi/partnerships)

HUGO BETETA, GUATEMALA'S SECRETARY
OF PLANNING SAYS:

"WBI is willing to work with you, at your side, respectfully, to push for reform... I always felt accompanied by WBI in my reform initiatives. I think that sense of having global support groups ... for making some of the ideas turn into reality, provides a sense of comfort that is important to have as well.... I could not envision a successful World Bank without the good work of the WBI. That learning, capacity building is at the core of the mission of the World Bank."



THE GLOBAL DEVELOPMENT LEARNING NETWORK (GDLN)

WBI manages a small secretariat for the Global Development Learning Network (www.gdln.org) which is part of the Bank's strategy to increase its effectiveness through the use of technology. Located in more than 60 countries, some 100 GDLN partners, or Network Affiliates, use advanced distance learning technologies to connect development experts and policy makers around the world, thereby bridging geographical distances cost-effectively. Affiliates include universities, think tanks, foundations, nongovernmental organizations, United Nations agencies, other aid agencies, and private companies.

Network Affiliates manage centers equipped with interactive technologies such as videoconferencing equipment and computers with high-speed internet access. The Affiliates offer a range of services and techniques that enable organizations and individuals to share knowledge and learn from each others' development experiences. GDLN clients include academic institutions that offer distance learning courses on development issues; government officials discussing trade policies with their counterparts in other countries; health professionals sharing information on fighting HIV/AIDS; and development agencies entering into dialogue with key partners across the globe.

FIFTEEN YEARS OF DEVELOPING CAPACITY WITH CHINA: A TRAINING OF TRAINERS WORKSHOP FOR CHINA ON MACROECONOMICS AND HEALTH, WHICH IS PART OF A 15-YEAR COLLABORATION WITH THE CHINA HEALTH ECONOMICS NETWORK AND THE WORLD HEALTH ORGANIZATION'S BEIJING OFFICE, SURVEYS INTERNATIONAL EXPERIENCE ON MACROECONOMICS, AND DISCUSSES THE ROLE OF THE GOVERNMENT, ADEQUATE LEVELS OF INVESTMENT IN PUBLIC HEALTH, AND THE CORRELATION BETWEEN HEALTH AND POVERTY.



WBI PUBLICATIONS

WBI publishes books, working papers, case studies, and other learning materials that help extend the Institute's reach beyond the classroom. They reflect the topics covered in WBI's thematic programs, and may be produced jointly with collaborating agencies.

Development Outreach magazine, published three times a year, presents the views of expert authors from around the world on current topics in development. Articles on complex topics are written in a transparent language accessible to the general reader.

Visit: <http://www1.worldbank.org/devoutreach/>







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