

CAPACITY MULTIPLIERS

TECHNOLOGY AND PARTNERSHIPS



The multimedia solutions used by WBI and its many partner organizations widen the circle within which learning and dialogue occur. WBI course participants take back to their ministries, municipalities, offices, and businesses not just the knowledge they have acquired, but also CD-ROMs, printed course materials, and the business cards of new contacts. What they do with all this after the event makes the difference between “just another course” and true capacity development—an intervention that strengthens learners’ ability to initiate, design, and implement projects, programs, and reforms in their home countries.

Quickly applying new knowledge, engaging with colleagues as you do so, and being able to tap, real-time, the knowledge of others who work on similar challenges are essential parts of the type of learning that changes not just individuals, but also organizations, institutions, and development outcomes. Over the last year WBI teams have pushed the limits of what multimedia-based technologies and partnerships offer in facilitating interventions that last a lifetime.

MULTIMEDIA TECHNOLOGY

WBI’s Multimedia Center reflects the importance of nurturing innovative approaches to learning that harness the power of technology and technology partnerships, such as the Global Development Learning Network (box 6.1). The Multimedia Center is staffed by 15 audiovisual producers, programmers, graphic designers, and learning experts. Working in Washington, Moscow, and Paris, they provide integrated technology services to WBI teams wishing to use the full range of tools and techniques available to extend the impact of their work beyond a specific place or time. Particularly notable in the last year was the center’s growing use of emerging social networking tools and integrated audiovisual technologies. These tools make it possible to create truly interactive virtual extensions of learning events. Drawing on several successful pilots, the team is exploring how partner agencies and institutions in developing countries can help provide multimedia solutions to WBI course teams.

Specific examples for the use of emerging social networking tools and integrated audiovisual technologies



can be found at: www.worldbank.org/bspan and www.worldbank.org/devforum.

Virtual conferences gather far-flung participants

To make international conferences accessible to all interested participants, and not just the lucky few with time and money for travel, WBI teams experiment with interactive technologies and methodologies that enable people around the world to take part in conferences from their home or office. The WBI team working on the Third International Conference on Conditional Cash Transfers, held in Istanbul in June, took up the challenge to double attendance by providing a full virtual conference experience. They succeeded. While some 300 practitioners in Istanbul learned about the promise of conditional cash transfers as a tool for lifting families out of poverty, an additional 396 people in 69 countries experienced the same conference virtually and live through a Web site that provided complete conference coverage and facilitated involvement from remote participants through an e-discussion forum. All sessions were streamed live, and an online resource center with video interviews and other learning materials allowed visitors to delve deeper

BOX 6.1

A unique partnership bears fruit: the Global Development Learning Network (GDLN) and WBI

GDLN, a World Bank initiative, is today a global community of more than 120 learning Affiliates that cooperate in providing technology-supported learning and knowledge sharing services to individuals and organizations working in development. GDLN Affiliates have become agents of change in their countries, facilitating access to experts and promoting dialogue among developing countries.

"If my health minister wants to find out how to collaborate with countries in Asia on avian flu, I can call on GDLN Affiliates around the world to make this happen," says Bahiah Khamsi, director of a GDLN Affiliate in Ecuador. Hosting 927 activities in FY06, GDLN Affiliates have come to see themselves as agents of change when critical knowledge or policy dialogues that cross national borders are at stake. They offer the use of information technologies, such as videoconferencing and the Internet, to organizations that need to collaborate or communicate with distant partners and stakeholders. As these technologies become increasingly widespread, the expert facilitation and event coordination skills of GDLN Affiliates, as well as their ability to rely on fellow Affiliates worldwide, are shaping a unique learning community.

WBI has nurtured GDLN since its inception in 2000, building on its experience in technology-based distance learning techniques. Project and country teams from the Bank's operational regions quickly recognized the value of collaborating with GDLN, and early in FY06 they took over the responsibility for the emerging GDLN regional associations. WBI now focuses on the global aspects of the partnership, working through a small secretariat. A WBI logistics team helps international clients grasp how to make best use of the GDLN worldwide network when organizing a learning or communication event that could benefit from a distance component. Today well over two-thirds of GDLN clients are organizations external to the Bank. In FY06, WBI accounted for just 118 of GDLN's 927 learning events, about half of the Bank's usage of the network.

www.gdln.org

into specific topics. All sessions were made available in English and Spanish, a first for events of this kind. Some 1,800 additional people read the online discussions without formally registering for the conference. After the conference ended, participants in Africa and Latin America continued discussions with contacts they made online on how they could adapt conditional cash transfers for use in their countries. The virtual conference design catalyzed collaboration and an exchange of ideas that have lasted well beyond the actual event. www.virtualcct.net

Continuous learning from a blog

WBI's alumni often return to us after having attended courses or workshops in the past. Listening to these return visitors, we discovered that their experience in applying what they learned made them especially good students—and even better peer mentors. To capitalize on this "alumni effect," WBI's Poverty and Growth Program launched an initiative that brings together more than 6,000 alumni who have attended its workshops and courses over the past years. Working with WBI's Multimedia Center, the team set up a poverty and growth blog. Best known for their role in political dialogue, blogs often are built around one person's insights and opinions on political or other developments. WBI piloted the tool's usage in a somewhat different context—with exciting results. This blog, designed to build a tight-knit community engaged in an open and ongoing dialog on poverty and growth issues, is run by a team that posts topic-specific news and resources several times a week and engages in debate and dialogue with readers. Within a short time, the blog's community has grown to 8,000 regular visitors who react to postings and discuss their ideas on country-specific poverty reduction strategies, contribute cases and data, and propose new approaches to poverty measurement. With minimal effort, a continuing learning experience is enriching its members every day, gaining a life of its own. <http://pgpblog.worldbank.org>

Order amid chaos: a coordinated response to mitigate disaster

When disaster strikes, the ability to organize resources quickly around priorities can save thousands of lives. How does a country acquire that ability? In the aftermath of the November 2005 earthquake in Pakistan, government organizations, international organizations, and NGOs struggled with the challenge of making the best use of assistance proffered by many governments, organizations, and individuals. A World Bank team commissioned work on an interactive database that would collect and share information about agencies' relief resources and the areas where these could best be used. A serious challenge was how to package the information so that it would be readily accessible to the groups involved in the rescue efforts. WBI's Multimedia Center was called in to help. Within days its programmers had designed a user-friendly interface for the data. In doing so, the programmers drew on their experience in building the swift and flexible interactive applications that users of WBI's most prominent products, such as the Governance Indicators (<http://governance.worldbank.org>) and the Knowledge Assessment Methodology (<http://kam.worldbank.org>), have come to appreciate. Risepak, for Relief Information System for Earthquakes Pakistan, combines information on available resources and on the ability of relief agencies to deliver them, along with geographic information drawing on GPS data. Where is medicine most needed?

Which roads are open? What should be done with food supplies given the time it may take to transport them? Riseapak helped relief agencies coordinate their efforts by finding quick answers to these questions. Hosted and maintained in Pakistan, Riseapak won the prestigious Stockholm Challenge Award in the Public Administration category. www.riseapak.com

Learning by doing: catalyzing change

Participants in Burkina Faso and Senegal did not know that they were about to implement the changes they hoped for their countries when they signed up for a WBI e-learning course on community driven development (CDD) that promised to help participants identify ways of bringing poor and marginalized people into the quest for sustainable development.

Believing in “learning by doing,” a WBI team partnered with the University of Ouagadougou in Burkina Faso, the National School of Applied Economics in Senegal, and GDLN centers in both countries to design an innovative, blended learning course. The WBI team took more than 60 students, local development specialists, civil administrators, and economists on an interactive learning adventure that drew on the panoply of services available at the GDLN centers. Advanced Internet facilities, videoconferencing, and the expertise of trained staff underpinned a combination of face-to-face and electronic sessions. The course modalities inspired participants to practice the behaviors that they sought to promote in CDD projects: self-reflection, proactive problem solving, mutual coaching, and collaboration. A course Web site enabled participants to access modules, post ongoing country group work, provide feedback, and share insights about the institutional arrangements needed to empower community groups and local governments. “Participants found that the blend of delivery modes offered in this course, and the emphasis on e-learning, optimized their capacity to absorb and acquire useful knowledge,” said Jean-Marc Yameogo, training coordinator at the GDLN center in Burkina Faso. By the end of the course, participants had built their own community and equipped its members with the skills they needed to drive change in local development practices. To multiply this experience, the University of Ouagadougou and the School of Applied Economics in Senegal intend to make this pilot e-learning course a standard component of future programs. Anticipating such reactions, the WBI team has created a course that can be reused and readily adapted for other audiences.

WBI'S EXTENSIVE PARTNERSHIP NETWORK

Partnerships are increasingly important for the delivery of WBI's country-specific, regional, and global programs, and

for sustaining the capacity they build. WBI's partnerships take two forms: resource partnerships and delivery partnerships.

“Resource partners”—donor institutions—development cooperation agencies, multilateral institutions, foundations, and private corporations—commit financial, technical, and intellectual resources that help WBI extend the reach, deepen the content, or prolong the engagement of its programs. Partnering with such entities also has the benefit of improving the coordination and increasing the harmonization of capacity development activities.

“Delivery partners” in recipient countries strengthen local ownership and commitment, mobilize local resources, and apply local knowledge to make WBI's programs more effective. As they learn, through collaboration with WBI, how to deliver such programs, delivery partners sustain and replicate programs even after WBI's initial engagement has ended.

Some partner organizations act in both capacities at once—providing resources and enhancing delivery (boxes 6.2 and 6.3).

Each year, about half of WBI activities are delivered jointly with partners. WBI continues to establish new partnerships and to nurture existing ones: it now has formal agreements with 187 partners (appendix 5) and informal arrangements with about 200 others.

Partners share with WBI the costs of, the credit for, and the risks associated with jointly agreed activities. They also help to provide expertise, content, facilities, staff, funding, and other inputs. It is the commitment of resources and the shared goals and work programs that distinguish *partners* from other cooperating organizations, such as consulting firms.

Resource partners

The contributions of resource partners in FY06 represented nearly half of WBI's total working capital. The largest financial contributions come from major bilateral aid agencies, with the remainder coming from foundations, the private sector, and other organizations.

Japan has been one of the most generous of WBI's resource partners, not only financially, but also intellectually. Through its Policy and Human Resource Development–WBI Capacity Development Grants Program, Japan made a substantial financial contribution over many years to developing individual skills and enhancing organizational excellence. In FY06 Japan continued to be one of the largest donors to WBI programs and played an integral role in enabling WBI to implement country-specific programs,

particularly in Asia, that were aligned with country assistance strategies, the recipients' own poverty reduction strategies, and internationally agreed development goals. Japan's financial contributions supported WBI's social protection program in South Asia, WBI's flagship courses on health sector reform and sustainable financing in Mongolia, and a series of leadership seminars on EU accession in Turkey.

The Canadian International Development Agency (CIDA) is WBI's oldest resource partner. Over the years CIDA has supported numerous thematic and country programs. CIDA now supports WBI's governance program in Africa, including activities on local governance, judicial reform, governance diagnostics related to the media and information sector, capacity building in the media, and the strengthening of parliamentary oversight. CIDA also draws on a substantial field presence, in particular, experts engaged in projects financed by the Canada Fund for Africa, to contribute technical and intellectual resources to WBI programs.

Some resource partners make an intellectual contribution by developing the content for training events, customized for geographical and cultural factors and often prepared in the local language. The organizations that partner with WBI in this kind of work typically include universities, think tanks, foundations, and other academic institutions, as well as NGOs and private sector

organizations. WBI's partnership with the Commonwealth Parliamentary Association (CPA) is an excellent example. In FY06, WBI and CPA organized seminars on strengthening parliamentary scrutiny of the budget, curbing corruption, and reducing poverty, among other topics. The Parliamentary Oversight for Poverty Reduction workshop, held in The Gambia in August 2005, was a part of WBI's ongoing support to the parliaments of Ghana and Nigeria and of CPA's capacity building program for West African members of the British Commonwealth. WBI and CPA also coordinated a study group on improving parliamentary administration, jointly developed a professional development program for parliamentary staff, and undertook joint research on the role of parliament in curbing corruption.

Another example of an intellectual partnership is WBI's collaboration with the Zicklin Center for Business Ethics Research at the Wharton School of the University of Pennsylvania. The center collaborates with WBI's Corporate and Social Responsibility Program, applying its substantial expertise to learning and knowledge-sharing activities such as the recent conference on Research on Corruption and Its Control: The State of the Art, held at the Wharton School of Business. Resource partners also provide technical support. They frequently contribute experts, for example, to WBI's training and technical assistance programs.

BOX 6.2

WBI and partners are building capacity to fight AIDS, tuberculosis, and malaria

A partnership between WBI and World Health Organization (WHO)—in collaboration with UNICEF, UNAIDS, the Global Fund for AIDS, Tuberculosis, and Malaria (GFATM), and the governments of the United States, France, and Canada—helps countries to procure and manage critical drugs and related supplies. The initiative has made possible a steep increase in the number of people on antiretroviral (ARV) treatment in low-income and middle-income countries—from 400,000 at the end of 2003 to about 1 million by July 2005.

The partnership dates from 2003, when WHO, UNAIDS, and the Global Fund declared that poor access to ARV drugs constituted a global health emergency. The World Bank and WHO established a partnership to respond to the challenges of poor drug procurement and supply management systems for scaling up antiretroviral therapy. WBI provided technical expertise, logistical support, and experience in supporting learning and training. WHO provided major funding for the initiative, together with UNAIDS, UNICEF, the Global Fund, the UN Fund for International Partnerships, and the governments of France, the United States, Canada, and the Netherlands.

WHO, WBI, and USAID organized early hands-on training workshops for country-level implementation agents and key staff in procurement, logistics, and management of supplies of antiretrovirals and related supplies, drawing on *Battling HIV/AIDS: A Decision Maker's Guide to the Procurement of Medicines and Related Supplies*, produced under the partnership by WHO and the World Bank.

In FY06, WHO was a principal delivery partner in three ARV Drug Procurement and Supply Management Workshops in Bangkok, Moscow, and Nairobi. WBI alone delivered two other workshops in the same series. In addition, WHO organized and delivered two training of trainers workshops—one in Copenhagen for 30 English-speaking trainers; another in Dakar for 35 French-speaking trainers.

The initiative has already produced lasting results, training more than 500 professionals, assisting in the development of more than 30 procurement and supply management plans, and creating a busy network of practitioners.

The Korea Development Institute (KDI), an important strategic partner of WBI since 2002, provides financial and other support for the Korea Knowledge Partnership Program. KDI's School of Public Policy and Management shared Korea's expertise in public expenditure management and economic development with audiences in Kazakhstan, the Lao PDR, and Turkey. The partnership has strengthened the capacity of the Lao PDR's national training institute for civil servants in public financial management and economic development. It has improved government procurement practices in Kazakhstan through dialogue and a series of workshops cohosted by KDI and WBI.

Many resource partners provide a mixture of resources. For example Belgium's Directorate General for Development Cooperation has funded several WBI programs over many years. It recently helped WBI expand its anticorruption program in francophone Africa and now is helping to develop the first regional anticorruption observatory, the *Observatoire de lutte contre la corruption en Afrique centrale*, through financial contributions and help in shaping the program's strategy.

Delivery partners

Many institutions in client countries collaborate with WBI by delivering capacity development activities. In addition to providing facilities and administrative support, distributing educational materials, and conducting follow-up activities, delivery partners help to develop content or to adapt it to local conditions and circumstances. In so doing, they expand their own ability to independently manage and deliver capacity development activities and learning programs. WBI's delivery partners include NGOs, community foundations, universities, think tanks, and private training institutions.

The South African Department of Science and Technology (DST) partnered informally with WBI's Knowledge for Development Program to organize a conference on Knowledge for Africa's Development: Innovation, Education, and ICTs in Johannesburg in May 2006. DST helped develop the conference program and organized the event.

China's Ministry of Finance, another delivery partner, worked with WBI and CIDA to develop and deliver a series of courses on reforming the fiscal system in China to deal with regional fiscal disparities and improve access to basic services by the rural poor. They also helped to stage a dialogue in Hohod on the reform of local government organization and finance in China with a special emphasis on access to basic education and health services by the rural poor and migrants.

The Knowledge Network Agency for the Middle East and North Africa is a World Bank office set up jointly by WBI

BOX 6.3

WBI and JICA team up to build performance monitoring systems

WBI and the Japan International Cooperation Agency (JICA) are partners in a productive and successful collaboration in monitoring and evaluation (M&E). Over the last three years, the partnership has delivered a series of courses in South Asia and Africa for client countries and field staff of JICA and the World Bank. These and other activities have enabled several countries to develop national performance monitoring systems.

JICA provided financial, intellectual, and technical contributions to the M&E courses by funding the work of a Tokyo-based evaluation specialist, instructors, and consultants for the development of training materials. In addition, JICA helped WBI deliver the training events, for example, through the use of JICA's distance learning system, JICA-Net. v

In FY06, WBI and JICA jointly organized an M&E training course that connected through GDLN and JICA-Net sites in Bangladesh, Papua New Guinea, Sri Lanka, Tokyo, and Washington. The course, Quantitative Methods for M&E, gathered some 50 client country officials and project staff.

These collaborative efforts have paved the way for continuous technical and strategic cooperation with JICA in many countries of East and South Asia.

and the Bank's Middle East and North Africa region in Marseilles. It is leveraging the experience of European local governments to benefit other cities in the region, mainly those where both the World Bank and Cities Alliance work jointly. This partnership has helped WBI to scale up its training and knowledge-sharing activities on critical issues such as urban development, governance, and transparency.

Several partners are collaborating to support the African Institute of Science and Technology (AIST), which was conceived by the Nelson Mandela Institution. Supported by WBI, the International Finance Corporation, and other leading financial and academic institutions (including the African Development Bank, the Indian Institute of Technology-Bombay, and the University of California), the AIST initiative will develop four campuses across Sub-Saharan Africa. The Nigerian and French governments have contributed funds in support of these centers of excellence, which will focus on educating graduate students and conducting research in specific areas of science and technology relevant to Africa.