



Spring 2002

WBI News



"I am passionate about development and its global benefits. I came to the Bank from academia, so I am also devoted to the power of knowledge and learning which are critical to achieving the development goals in the 21st century. We can best build capacity by creating the enabling environments in which local knowledge is allowed to flourish and contribute to global knowledge; where people learn from one another as they also innovate on their own; and where global and local knowledge inform action and influence change."

Frannie A. Léautier

World Bank Institute welcomes new Vice President

In December 2001 Frannie A. Léautier took up the post of vice president of the World Bank Institute. Before joining WBI, Ms. Léautier served as chief of staff for World Bank President James D. Wolfensohn where she was responsible for supervising and coordinating the work of the president's office with all Bank units.

Ms. Léautier, who joined the Bank in 1992, is an expert in infrastructure strategy, and has held several positions in the Bank including transport economist in the Latin America & Caribbean and South Asia Regions, research economist in the Bank's Development Economics Department, sector director for infrastructure in South Asia, and director of the infrastructure group responsible for transport; water and sanitation; urban development; and energy.

Ms. Léautier holds a Master of Science in Transportation and a PhD in Infrastructure Systems from the Massachusetts Institute of Technology (MIT). Before joining the Bank, she taught at the Center for Construction Research and Education, and the Department of Urban Planning at MIT. She is Associate Editor of the Journal of Infrastructure Systems and a member of several international committees on infrastructure development.

She has received a number of awards for excellence in management and for intellectual leadership in infrastructure development.

See Spring issue of WBI News for a Q & A with Frannie Léautier on future directions of WBI.



Africans Call for Pro-Poor Policies

Some 400 participants from 30 African countries met in Dakar in September to discuss the challenges that the Poverty Reduction Strategy Papers (PRSPs) still present. Although most came from government agencies, representatives of civil society organizations, the private sector, and parliamentarians also played an active part.

According to WBI's Ishac Diwan, "Candor, openness, and a constructive spirit pervaded the Forum. For once, African officials and representatives truly occupied center stage."

"The Forum demonstrated that poverty reduction has become the central focus of many African government policies and budgets," adds Jeni Klugman from the Bank's poverty reduction group, "and it's because they recognize a real need. It's not just a response to a 'wave of fashion' in the international community."

A number of panel discussions highlighted specific areas of interest.

Voices of the Poor

High on the list of participants' priorities were governance and accountability and listening and responding to the poor when designing and delivering policies and programs. They indicated that participatory processes are starting to make a difference. For example, community meetings in Tanzania to discuss priorities for the PRSP revealed that rural poor people ranked poor governance as their number one problem.

Discussants also examined the roles of key actors, including local governments, civil society, and the media. PRSP consultations



Participant addresses Forum

have often bypassed local governments despite their essential role in program delivery and performance monitoring. The participants saw vibrant local government structures as requiring public access to information in local languages to mobilize networks of community associations and poor people.

Pro-Poor Policies

An important theme that emerged was that even though more targeted social services can greatly improve the lot of the poor, pro-poor growth is needed to significantly reduce poverty over time. Achieving this requires governments to make effective use of economic policy tools to encourage investment and improve labor productivity among the poor. At the same time, governments need to focus on key complementary policies, for instance, to build productive assets for the poor through education and health services, to support their accumulation of assets such as land and livestock, and to increase their access to local and global markets.

Monitoring

Just as the priorities the poor express at local levels may differ from those identified at the national level, so too may their experiences of program impact differ. While many countries have made substantial progress in assessing their information needs and establishing systems for collecting and analyzing data on poverty outcomes, few good feedback links exist from poor people to policymakers and better systems need to be developed.

Partner Roles and Attitudes

The country delegations took the lead in insisting on harmonization among donor policies and procedures, and



Senegalese President Abdoulaye Wade (left) greets delegates

stressed that donors need to change their mind sets to support government programs. Specifics included the following:

- Conditionality should be less intrusive and more focused on outcomes than on ex ante promises.
- Medium-term financing plans and commitments need to be more predictable.
- Project assistance should shift to sectorwide and budget support.
- Debt relief and new financing in support of national PRSPs are not being provided in the promised amounts and speed.
- Donors should accept national systems as the basis for performance monitoring rather than relying on separate reporting systems.
- Countries would prefer to develop their capacity to devise their own solutions and strategies, and thus they prefer an approach that progressively builds local capacity over time rather than one-off donor support for sophisticated systems, which does not lead to sustainable improvements.
- Potential partners' tendency to shy away from conflict situations is counterproductive. Poverty is often at the heart of conflict situations and actions to reduce conflict should include policies to fight poverty.

For more information contact: **Jeni Klugman** at jklugman@worldbank.org or **Ishac Diwan** at idiwan@worldbank.org. For a complete set of session summaries and related information see <http://www.worldbank.org/wbi/attackingpoverty>.

Clean Air Initiative Honored

The Bank's Clean Air Initiative (CAI) has just won the coveted DaimlerChrysler Environmental Leadership Award in the category of "Extraordinary Efforts for the Environment/Extraordinary Environmental Responsibility."

The award is the result of an ongoing collaboration between the World Bank and DaimlerChrysler to implement the CAI: a networking, capacity building, and technical assistance program to address urban air quality issues in Latin American Cities.



For more information contact: **Anthony Bigio** at Abigio@worldbank.org or visit <http://www.worldbank.org/cleanair>.

Bank's Anticorruption Work Highlighted

In October, Prague hosted the 10th Annual International Anticorruption Conference (IACC), organized by the IACC secretariat and Transparency International (TI). Participants included Mexico's President Vicente Fox and Open Society Institute founder George Soros.

The World Bank contributed substantively, both in plenary sessions and individual workshops. During the plenary session on the private sector's role, WBI's Daniel Kaufmann challenged myths and presented evidence on the inadequate, and often counterproductive, involvement of multinational and domestic enterprises in addressing corruption. The Bank's Cheryl Gray participated in the plenary on strengthening institutional restraints, which was led by Baltasar Garzon Real, the Spanish judge who set an international law precedent by forcing Augusto Pinochet to face a U.K. court. Gray explained the importance of sound institutions for effective development and

summarized the Bank's approach to governance reform and activities to date.

Bank staff involvement in many specialized workshops illustrated the breadth of its anticorruption activities. They organized and participated in workshops ranging from corruption in forestry, oil, and the judiciary to the role of parliamentary oversight.

At a one-day workshop organized by Bank staff, representatives from seven Latin American countries debated anticorruption programs that had been developed through an action learning process facilitated by WBI. Other staff organized a workshop on international state capture in relation to the transition countries, plus another on the importance of anticorruption activities in decentralization, and participated in others on privatization and corruption, new research frontiers, and the role of civil society organizations in global governance.

Finally, Bank staff also sat on various panels, including ones that focused on whistle-blowing, recovering the proceeds of corruption, and international investigations.

On the conference's last day George Soros called for collaboration between the Open Society Institute, TI, the World Bank, and others to collaborate in monitoring changes in transparency and accountability and creating governance "scorecards," and Peter Eigen, TI's president, paid tribute to the Bank's "greater openness to civil society." The next meeting will take place in Seoul in two years.

For conference materials and presentations go to <http://www.10iacc.org/index.html>. For more on the Bank's involvement see <http://worldbank.org/wbi/governance/prague2001.htm>. For general information about the Bank's anticorruption and governance work visit <http://worldbank.org/wbi/good-governance/> or <http://www1.worldbank.org/publicsector/anticorruption/index.htm>.



World Bank and Maryland State Department of Education connect with Ugandan Colleagues

New Initiative Links School Leaders through Virtual Forum

Education officials and teachers from Uganda and the US were brought together in December by videoconference for a "virtual launch" of the International Forum for School Leaders, a joint initiative by the Maryland State Department of Education and the World Bank.

The Forum will give secondary school leaders the chance to share best practice in teaching and learning and will establish a network for ongoing professional dialogue. The goal is to achieve quality education for all, and to ensure that reforms in teaching methods and school leadership achieve significant improvements in student learning.

"The emphasis here is on the role of the school principal as an instructional leader, and not only as an administrator," says David Harding, Senior Education Specialist at the World Bank Institute.

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New Initiative Links School Leaders through Virtual Forum, Continued

In its pilot stage, the Forum will link school leaders from English-speaking countries, including the UK, India, Uganda, Ghana, Singapore, Sri Lanka, and the US. The first session used videoconferencing at the Bank's Washington headquarters to bring together school leaders and officials from Uganda and representatives from Maryland's State Department of Education, including the State's Superintendent, Dr. Nancy Grasmick.

"This initiative with the State of Maryland is an example of the innovative partnerships the Bank is forging in order to share knowledge, to build capacity in the education sector, and to make schools into more supportive and effective learning environments," said John Middleton, WBI's Director for Global Learning.

The strategic focus of Maryland's school improvement program, Every Child Achieving: A Plan for Meeting the Needs of the Individual Learner, is to improve student learning by setting state standards, monitoring individual student progress, and strengthening teachers' skills and the leadership capacity of principals.

"We are very excited about the opportunity to partner with the World Bank in delivering quality professional development to Maryland principals through the International Forum for School Leaders," said Dr. Nancy Grasmick, Maryland's State Department of Education Superintendent. "The videoconferencing technology and Internet holds great promise and we are pleased to share ideas with international colleagues on building teacher capacity in schools."

During the videoconference 13 Ugandan representatives raised many issues that could apply equally to Maryland schools, including inadequate resources for teaching materials and equipment, lack of parent participation in the learning process, how to accommodate children with special needs, how to monitor and assure quality of teaching and learning, and lack of well-trained staff to deal with special subjects like music and science.

During the year-long pilot project, school principals will collaborate in problem solving, and will work together on strategic action plans to promote good



Ugandan educators at Distance Learning Center in Uganda

teaching in their schools. An interactive website will provide links to current research on school effectiveness as well as international best practice on excellence in teaching. Training events will be delivered through videoconferencing.

The Forum is an extension of the World Links for Development (WorLD) program, which uses information and communications technology to enhance teaching and learning in developing countries through school-to-school links.

For more information contact: **David Harding** at dharding@worldbank.org.

Global Development Learning Network Reaches New Milestone

As befits the Global Development Learning Network's (GDLN's) goal of harnessing information and communication technology for global learning and knowledge exchange, the launch of its latest distance learning center (DLC) was a virtual event, with participants in Australia, China, Singapore, and the United States linked by videoconference.

Just 18 months after launching 17 DLCs, in October the Bank opened its 30th DLC in China's Ningxia Hui Autonomous Region. According to the World Bank Institute's Phil Karp, the Ningxia DLC "is a milestone in three ways: it is the first DLC situated outside of a major city (it is located in one of China's poor Western provinces); it lays the groundwork for a nationwide connection for China; and it begins GDLN's shift to use of Internet Protocol for its videoconferencing."

The Ningxia DLC stems from a request from China's minister of finance, who noted: "I have the funds to build schools in rural areas, but I cannot get the best teachers to go there." The outcome was an upgrading of the Beijing DLC into a hub. Located at Ningxia University, the university and the local government jointly operate the center.

At the opening ceremony Jemal-ud-din Kassum, the Bank's vice president for East Asia and Pacific Region, stressed the new DLC's

role in attacking rural poverty: "We need to connect local schools, teachers and students; we need to connect local health workers; we need to connect local government officials, not only with their counterparts from other provinces and regions, but . . . from other countries."



Ningxia DLC development team. From left: Jiping Zhang, Le Vu, Phil Karp, Austin Hu, Carl Fu (not shown in photo)

A training of trainers course taught 35 Ningxia University faculty how to deliver programs using the GDLN, and the first international development learning program hosted by the DLC in November addressed the implications of World Trade Organization membership, a particularly timely and important topic for China. Meanwhile, the DLC is being used for two-way learning: a training of trainers program was beamed to participants in Beijing to prepare them to serve as facilitators for an upcoming WBI course on urban development.

For more information on the GDLN go to <http://www.GDLN.org>.

Program Highlights

Corporate Governance and Strategy in East Asia

This course is one of the components of the Corporate Governance and Corporate Social Responsibility program cofinanced by the government of Japan. It is jointly organized by WBI, the Bank's East Asia and Pacific Region, and WBI's local partners in East Asia.

The program is a multiyear activity intended to help countries strengthen and revitalize corporate governance and social responsibility systems through local capacity building and action-oriented learning activities. At the country level the program can help in designing and implementing policy measures and initiatives to create an environment that supports sound corporate governance, corporate social responsibility, and business ethics practices, thereby helping to strengthen transparency and sound social values and involve all segments of society in the development process, including nongovernmental organizations and the private sector.

The program addresses a number of groups at different levels of society, including government officials and regulators, corporate and civil society leaders, academics, and journalists. It emphasizes the exchange of best practices.

For more information on the core course visit: http://www.worldbank.org/wbi/corpgov/core_course/index.htm. For more information about the Corporate Governance programs visit: <http://www.worldbank.org/wbi/governance/corpethics.htm>

Distance Learning for Ghanaian Parliamentarians

In November some 30 members of Ghana's parliament took part in the first collaborative program between WBI and the Bank's poverty reduction group to examine the role of parliament in the Poverty Reduction Strategy Paper (PRSP) process. The objective is to help key parliamentarians understand the PRSP process and determine what role their parliament should play.

The activity consists of five two-hour videoconferences over six weeks. The initial session included a presentation on

the PRSP and a lively discussion about parliaments, governance, and accountability. Future sessions will cover such topics as participation and the role of representative institutions, the national policymaking process, parliament and the budget cycle, and holding governments to account. Other national workshops will be held in Ethiopia, Kenya, Malawi, Niger, and Nigeria.

For more information visit: <http://www.worldbank.org/wbi/governance/parliament.htm>

Journalists and Consensus Building in Africa

African policymakers, intellectuals, and the international community seem to agree that good governance, social investment, and private sector development must become central elements in Africa's development strategies. At the same time individual countries must be aware of and enforce their national interests in their relations with the rest of the world. All this requires commitment by the government and the governed, by the elite and by ordinary citizens. A critical element of this effort are the mass media, that is, the journalists and writers who must explain the various options to their countries' people.

To educate the region's media professionals on this emerging framework for African development, WBI and the Bank's Africa Region recently launched a training program based on the framework's core components. During the last year some 500 reporters in more than 20 African countries have taken courses in Economics and Business Journalism and Investigative Journalism, and more have enrolled for both programs this year via Global Distance Learning Network video-conference seminars.

The aim is to equip African journalists with current thinking about aspects of the new development framework, create a local learning and support environment, and provide them with online reference materials and information sources. To provide perspectives on local realities, the courses use region-based resource people whenever possible. A network of senior facilitators and editors, all

seasoned professionals with many years of reporting experience, runs the programs in the field.

At a recent ceremony in the Bank's Country Office in Yaounde, Cameroon, to award certificates to the first journalism training graduates, Manager Madani Tall stressed the significance of the media's role in fighting poverty. The media's challenge, he said, "is to help a mass audience understand the underpinnings of the difficult policy choices their leaders have to make to ensure a peaceful, corruption-free, environment for growth and economic development." Journalists have to "take political and economic theory to the masses, engage the nation in a conversation on development, and constantly promote a debate on the options that present themselves to policymakers every day in the effort to vanquish poverty."

For more information on the Investigative Journalism program contact **Rick Stapenhurst**, Rstapenhurst@worldbank.org. For more details on the Economics and Business Journalism course contact **Tim Carrington**, tcarrington@worldbank.org, or **Eric Chinje**, echinje@worldbank.org.

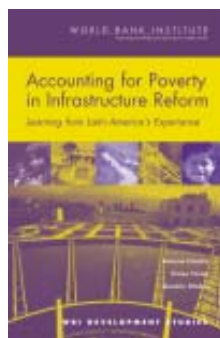
Protecting Investments in People Social Safety Nets are central to poverty reduction

"Social safety nets should not be considered a luxury item only developed countries can afford, said Bank Managing Director Mamphele Ramphele as she launched the first Washington-based course on "Protecting the Vulnerable: The Design and Implementation of Effective Safety Nets." "Well-designed and well-targeted safety nets are good investments that help the poorest when hit by a shock, raise living standards, and promote social cohesion."

Social safety nets are an integral part of the Bank's poverty reduction strategy. Protecting poor and vulnerable groups from the risk of losing their incomes, and ensuring that they have adequate access to essential services such as health, education, and nutrition, is at the heart of the development process. Not only do safety nets promote equity, they also insure against the loss of human capital.

Continued on reverse

Resources from the World Bank Institute



New Publication

Accounting for Poverty in Infrastructure Reform: Learning from Latin America's Experience

Antonio Estache, Vivien Foster, and Quentin Wodon

This book explores the connections between infrastructure reform and poverty in Latin America, both conceptually and empirically. Following a brief historical review of Latin America's reform experience and its impact

on the poor, it covers various ways to address poverty concerns in the context of increased private sector participation in infrastructure. It explains why infrastructure investment is likely to continue to be a core component of many poverty alleviation programs, and why and how infrastructure reform aimed at promoting private financing of investment must be carefully designed to take poverty concerns into account. The book's ultimate goal is to provide policymakers with practical guidelines and options for the future, grounded in rigorous analytical support.

During the last decade, publicly-owned water, power, and telephone companies across Latin America have been sold to the private sector or reformed to attract private sector participation. This drew \$290 billion in private capital flows to the region in the 1990s. Nevertheless, the World Bank maintains that better regulatory frameworks are needed to ensure that these flows are invested in infrastructure that gives the poor access to basic infrastructure services at prices they can afford. According to the Bank's Danny Leipziger: "Throughout Latin America, 125 million people still lack access to safe water, 200 million are without adequate sanitation, and about 70 million still lack access to modern energy supplies."

A key factor in ensuring that the poor gain access at prices they can afford is a well-designed regulatory framework that promotes competition among private service providers while also offering accurately targeted subsidies for the poor. However, many existing subsidies are mis-targeted, and a large proportion goes to households well above the poverty level, completely bypassing the majority of the poor.

This book is intended not only to help policymakers think through the tradeoffs between efficiency, equity, and the fiscal consequences of various options, but to be relevant to regulators, who must focus on access and tariff design issues to try to improve both efficiency and equity. It also includes a set of instruments intended to provide analytical support to decisions in priority setting, recognizing that the tradeoffs between efficiency, equity, and fiscal costs ultimately require political decisions. The book builds on more general work on the links between poverty and the infrastructure sectors that the Bank has supported in the context of the highly indebted poor countries initiative.

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Program highlights, Continued from reverse

"The time to design safety nets is when a country is not in crisis. Rebuilding human assets out of abject poverty is extremely difficult," added Robert Holzmann, the Bank's Director for Social Protection.

This learning program considers the role of social safety nets within the broader context of equitable economic development, public expenditure and budget constraints, and institutional structure. The course also takes into account potential implications from the perspective of political economy and gender equity, among other factors.

Safety Nets feature prominently in the Bank's war on poverty. The World Development Report 2000/2001: Attacking Poverty proposes a strategy for attacking

poverty on three fronts: promoting opportunity, facilitating empowerment, and enhancing security. Social Safety Nets are central to enhancing security and reducing the risks faced by poor people. The growing importance of this security dimension is reflected in the Bank's lending for social protection which increased from 240 millions in 1994 to 1.7 billion in 2001. As lending has increased, so too has the demand for complementary services such as capacity building and technical and policy advice.

"Courses like this one that include people from all over the world not only help disseminate new ideas and building skills, they also generate new knowledge through the interaction and exchange of experience among the course partici-

pants," says Middleton. "It is also an opportunity for Bank staff and their client countries to take part in this exchange of ideas which we hope will result in a more informed policy dialogue among key development stakeholders."

Courses on safety nets have also been offered in English, Spanish and French for a number of Latin American and African countries through distance learning; and other offerings are planned for the Middle East and North Africa and Europe and Central Asia.

Useful links: For more information contact [Azedine Ouerghi \(Aouerghi@worldbank.org\)](mailto:Azedine.Ouerghi@worldbank.org) or [Lalia Semmoune-Gallo \(Lsemmoune@worldbank.org\)](mailto:Lalia.Semmoune-Gallo@worldbank.org), or visit www.worldbank.org/wbi/socialprotection/.