To develop and deliver a growing array of country-specific, regional, and global programs, WBI has compiled an unparalleled network of technical facilities and partner institutions around the world. Web-based technologies not only add a new dimension to WBI’s more traditional mass media; they also allow us to reach remote locations with customized programs. Videoconferencing radically reduces the marginal cost of face-to-face meetings and seminars with participants in far-flung locations. The heart of WBI’s technological powerhouse is the Global Development Learning Network, which the World Bank has developed in collaboration with a broad range of partners.

Access everywhere—the Global Development Learning Network

The 68 affiliates of the Global Development Learning Network (www.gdln.org), located in 49 different countries, offer their facilities, services, and interactive distance learning techniques to the development community for learning events of all types. Tools and services include videoconferencing, internet access, event facilitation, and translation services.

The World Bank initiated GDLN in 2000, coordinates the network through WBI, and remains its major client, staging 459 events through GDLN in FY04—246 of which were WBI activities. Overall 858 activities were offered through GDLN in FY04, up 48 percent from FY03. The network added 140 new clients in FY04. Its reach is extended beyond major cities to hundreds of sites by connections with significant in-country networks in Brazil, China, Ecuador, and Japan.

Each year more and more people from different cultural, social, and economic backgrounds, who otherwise would not have the opportunity to meet, participate in GDLN events. Last year the network was used by indigenous people in Ecuador and Mexico, doctors in Ghana, and Vietnam, policymakers in Japan, small-scale miners in the Kyrgyz Republic, Ghana and Canada, and economists in Karachi and Islamabad to connect with peers in their countries, their regions, and around the world. GDLN clients—government agencies, development organizations, NGOs, private businesses—have learned that working with GDLN not only cuts travel costs but also allows them to rethink their interactions, stretching them across time and including groups that otherwise might not have been included.

UNESCO’s International Higher Education Center works with GDLN to bring together its alumni—such as women engineers in developing countries who otherwise would not be able to contribute to such meetings.
When the U.S. Bioterrorism Act went into effect in October 2003, with significant implications for companies that export to the United States, U.S. officials used GDLN to reach major suppliers in developing countries to discuss the restrictions and opportunities of the Act. On October 31, the GDLN Center in Vietnam hosted a videoconference connecting U.S. officials in Washington with audiences in India, Indonesia, Thailand, and Vietnam to present the new regulations, clarify questions, and discuss implications with participants from ministries, trade associations, and chambers of commerce and industry.

In April 2004, doctors and medical students from Australia and Vietnam came together through GDLN to address the avian influenza outbreaks in Southeast Asia. Participants at the Vietnam Development Information Center in Hanoi and the University of Sydney discussed plans to prevent future outbreaks of the disease, based on the present responses in Vietnam and Thailand as well as recent actions to stop the spread of other infectious diseases, like Severe Acute Respiratory Syndrome (SARS).

The Shanghai Conference on Scaling Up Poverty Reduction (May 25–27, 2004) was preceded by a nine-month series of GDLN videoconferences in which individuals and organizations prepared for the conference.

From May to July 2004, officials from the banking and securities sectors in Bosnia-Herzegovina participated in a World Bank course on fighting money laundering and the financing of terrorism. A series of GDLN videoconference sessions connected participants in Sarajevo and Banja Luka, Bosnia-Herzegovina; Belgrade; Ljubljana; Washington; and Zagreb. The World Bank’s technical assistance, delivered through GDLN, is timely, low in cost, and extremely effective in helping local officials share knowledge on how to implement international standards.

During FY04, World Bank health projects in the Dominican Republic and Ecuador began working with their GDLN centers to implement the projects’ capacity building components, ensuring that knowledge exchange takes place when it is most needed. FY04 also saw GDLN become a supporting tool for core operations in El Salvador and Nicaragua to connect local project managers with each other and with experts overseas.

The availability of GDLN’s facilities has begun to make an impact in the way development business is conducted. Training providers have shifted part of their original face-to-face work to GDLN. For example WBI is now using distance learning techniques for about 50 percent of its output—up from 2 percent four years ago. Governments are using GDLN for major conferences and gatherings. The Ministry of Solidarity and Social Security in Côte d’Ivoire asked its local GDLN Center, in November 2003, to organize a just-in-time workshop with major international development agencies to develop action plans for humanitarian aid in the country. In February 2004, from the Brazilian GDLN Center, President Luís Inácio Lula da Silva addressed some 200 international parliamentarians and other participants in an international conference in Paris on increasing transparency and accountability in international development.
Partnerships build reach and sharpen focus

Underpinning all of WBI’s work is its partnership strategy. Partnerships add significantly to WBI’s ability to extend its reach to wider and more diverse audiences. They help WBI scale up by providing and tailoring content, delivering learning events, and monitoring results. And they are the key to our ability to deliver country-focused capacity development programs.

WBI now has formal partnership agreements with some 190 organizations (appendix 5), and informal agreements with some 250 more. Partners commit to develop programs of mutual priority and interest, and to share resources (financial, technical, and human) and risks.

Partnerships with donors help WBI meet its goals, providing nearly 50 percent of WBI’s budget in FY04. WBI has entered into multiyear funding partnerships with bilateral donors—Belgium, Canada, Finland, France, Ireland, Italy, Spain, and Switzerland. Other donors—Denmark, Britain’s Department for International Development, the European Commission, Norway, and Sweden—support our work through specific trust fund relationships. In addition, WBI manages the WBI Training Grants Window of Japan’s Policy and Human Resources Development Fund and the capacity building window of the World Bank–Netherlands Partnership Program.

For WBI, dedicated multiyear partnership agreements ensure that financial resources provided by trust funds can be planned and disbursed in the same manner as funds from the Bank budget. Just as important, such agreements create substantial leverage. Donors increasingly partner with WBI in developing and delivering programs, without giving money directly to the Institute. Instead, they pay for their share of the costs of joint activities, or directly fund facilities that are part of global programs or networks.

Strategic partnerships at the national level are another important element of WBI’s partnership approach with key donor countries (Canada, France, Italy, the Netherlands). In these integrated partnerships relationships are closely coordinated with the national donor agency, key policymaking bodies, universities, think tanks, and the private sector.

WBI’s partnerships support our strategic directions, including alignment with Bank operations and country focus. Partnership activities in FY04...
illustrate the benefits of pursuing shared priorities, and integrating capacity building activities into development operations in countries. For example, the Swiss Agency for Development and Cooperation (SDC) has agreed that, for FY04, its trust fund contributions to WBI, previously earmarked for global thematic programs, will be focused on cross-themed capacity development efforts in countries of mutual priority—Bolivia, Burkina Faso, and Tajikistan. Other donors, including Spain and France, have also responded favorably to WBI’s country focus; still others (Canada) have provided support to WBI’s capacity development work in postconflict countries.

WBI is working with other units of the World Bank to ensure that partnerships are mainstreamed as a business tool. WBI’s innovative approaches to developing partnerships in support of our programs is contributing to the Bankwide partnership strategy.

Twinning with service delivery institutions and capacity building institutions

Complementing our country-focused capacity building agenda, WBI extends its reach by partnering with dynamic national and local organizations in various economic sectors that have the potential to multiply the effects of WBI’s capacity development services. The goal for FY04 was to implement pilot projects with at least four service-delivery institutions and four capacity building institutions. That goal was actually exceeded with the launching of 14 pilots. Examples are provided below.

Russian business groups use WBI tools to assess capacity needs

To help Russian businesses improve their competitive position in the marketplace and exert a positive impact on the policy and business environment, WBI has partnered with the Russian Federation’s Chamber of Commerce and Industry (RFCCI) and the Russian Union of Industrialists and Entrepreneurs (RUIE). Capacity-needs assessments began in FY04. Based on the results, institution-building activities will be designed to improve Russia’s corporate governance infrastructure. The RFCCI and the RUIE have already proven their value in the Bank’s operational work in Russia.

RFCCI represents some 20,000 companies and public institutions—organized into 156 regional chambers and a set of active committees—that are working together to create a socially oriented

Twinning for institutional capacity development

Twinning is an instrument for building institutional capacity that has been used by many international development aid organizations, including the World Bank. In FY04, WBI carried out a desk review of twinning effectiveness, which identified six distinctive features of twinning arrangements:

1. An institution-to-institution relationship, based on partnership between two organizations
2. Emphasis on sustainable organizational capacity building
3. Long-term cooperation that continues after project completion
4. Flexibility to alter the work program over time, as needed
5. Use of a mix of activities (staff exchange, placement of experts, training events)
6. Focus on individual and organizational learning

market economy. It is playing a leading role in Russia’s preparations to join the World Trade Organization (WTO).

**Better measures, better forecasts**
—Goskomstat tracks poverty in the Russian Federation

WBI, the Bank’s Europe and Central Asia Region, and the U.K. Department for International Development have joined to help the Russian government enhance its capacity to measure, monitor, and analyze poverty in Russia in accordance with internationally accepted methods and norms. WBI organized a two-day seminar on poverty and social impact analysis (PSIA) in Moscow in May 2003. Its objective was to familiarize Russian officials and researchers with the PSIA and with data requirements for forecasting the social impact of reforms. In June 2003, WBI and the Bank’s Learning Group for Poverty Team staged a four-day retreat focused on joint learning and discussion of interim findings and analytical papers with Russian statisticians and policymakers. Russian experts gathered for a WBI-sponsored training seminar in November 2003. The two-part event began with a two-day introduction to SPSS and statistical data analysis. It concluded with a five-day workshop on Russia’s HBS database, with participants from Goskomstat, the International Labour Organization, and the World Bank.

**Introducing risk-based supervision at the Retirement Benefits Authority of Kenya**

The Retirement Benefits Authority (RBA) of Kenya is a new agency overseeing private pension plans as well as the National Social Security Fund. It has a leading role in the Africa Pension Forum, a recently constituted initiative that is a byproduct of an earlier WBI activity. RBA has a strong team of well-trained professional staff embarked on an ambitious plan to develop an integrated strategy of pension supervision. However, the supervision strategy and regulatory framework of the organization are still in the initial phase of development.

WBI is helping the RBA to design a comprehensive supervision strategy based on the principles of risk-based supervision. The pilot experience, a case study in the second phase of the World Bank’s Sub-Saharan Africa Pension Program, is designed to induce effects in pension institutions elsewhere in Africa. The RBA experience was presented as a case study in the Second Conference on Public Pensions Management delivered by WBI.

**Toward better services for local water enterprises in Indonesia**

PERPAMSI (Persatuan Perusahaan Air Minum Indonesia) is an association of Indonesian water enterprises. Headquartered in Jakarta with regional offices in the 34 provinces, PERPAMSI helps its 300 member utilities better manage water supply to urban and rural communities. The organization also assists in training its member utilities in dealing with local governments and the public. To better carry out its mandate, PERPAMSI has created an internal department specifically focused on human resources development.

The objectives of its partnership with WBI are to strengthen the association’s services to the local water enterprises in (1) institutional development, asset management, and technical services; (2) expansion of water supply and sanitation services, including incentives for involvement of the private sector; (3) engagement of local governments in discussions related to water supply and sanitation issues, including water pricing and cost recovery; and (4) implementation of the water utilities benchmarking system recently developed with Bank assistance.
The Bank is heavily engaged in the water sector in Indonesia—and the pilot with PERPAMSI is a good complement to the intensive work on policy dialogue and benchmarking of services currently under way.

**Excellence in research and policy analysis at Bangladesh Bank**

With help from WBI, the research department of Bangladesh Bank is developing and implementing a plan for organization change and skill enhancement to advance its goal of excellence in research and policy analysis. The goal of the partnership is to improve incentives, performance monitoring, and organizational structures within the department, with the ultimate objective of enabling the department to provide better policy advice to the Bangladesh Bank, the government, and the parliament. More on WBI’s multiyear program in Bangladesh can be found on page 24.

**Training trainers to enhance municipal management in Jordan**

Jordan’s Ministry of Municipalities, Rural Affairs, and Environment (MOMRAE) requested support from WBI in developing a program to train trainers in various areas of intergovernmental fiscal relations and local government management. Proposed activities under the partnership include design and delivery of capacity development programs on intergovernmental fiscal relations (design of intergovernmental transfers, measurement of vertical and horizontal imbalances, analysis of revenue buoyancy) and policy advice on intergovernmental reform issues including redesign of intergovernmental transfer formulas and equalization of fiscal needs across municipalities.

As part of its effort to strengthen Jordan’s municipal sector MOMRAE has established three training centers for local government officials and started offering intensive training courses on administrative, fiscal, technical and environmental issues. In the last 12 months, they have offered 184 courses for more than 3,000 municipal employees.

The partnership between MOMRAE and WBI is an outcome of a workshop organized by WBI and the World Bank’s Middle East and North Africa Finance, Private Sector, and Infrastructure Unit.

**Intergovernmental fiscal design and local government management in Turkey**

Joining the European Union is likely to place heightened demands on the public administration system of Turkey. To meet those demands, the new government is taking bold steps in reforming the country’s public administration system through decentralization of decision-making power and development of a modern local government system.

The Turkish Ministry of Interior asked WBI to develop a program of cooperation in design of intergovernmental systems and local government training. The Ministry is especially interested in learning more about decentralization reforms in the European Union.
The partnership’s work program entails reviewing the overall legal and regulatory framework relevant for municipal management, evaluating pilot municipalities and their operations with special emphasis on finance and revenue, and developing proposals on how to improve municipal management. Workshops and seminars are being organized on intergovernmental fiscal relations, the current structure of revenues and expenditures, intergovernmental transfer systems, intergovernmental transfer formula design, and analysis of the proposed intergovernmental fiscal system. The goal is to produce draft legislation.

The partnership’s activities are one of the five main areas of WBI’s Country Program Brief for Turkey (December 2003).

**Nurturing Burkina Faso’s regional center for sustainable development in West Africa**

The Centre de Formation Continue (CEFOC) in Ouagadougou is playing a leading role in delivering a joint regional learning program in Francophone Africa with WBI. The aim of the partnership is to help CEFOC build capacity in rural development at the institutional and policy levels and to deliver quality training in new areas outside CEFOC’s rural training mandate. The partnership is building CEFOC’s capacity to deliver distance training through GDLN and so to become a provider of content in environment and sustainable development in West Africa. The new partnership follows on successful collaborations between WBI and CEFOC in recent years.

CEFOC is affiliated with two postsecondary institutions in Ouagadougou that train rural engineers and technicians for the 14 member states of Western and Central Africa. In addition, the schools undertake other support activities in the area of development (http://www.eier.org/index.html).

**Developing capacity for urban reform through the Administrative Staff College of India**

To facilitate the establishment of an Urban Management Program at the Administrative Staff College of India (ASCI), WBI designed and delivered a series of five learning activities during FY04 for key policymakers, decision makers, and other agents of change.

ASCI pioneered the delivery of management education to experienced professionals in India. Over 50,000 executives from government and nongovernmental agencies from India and overseas have taken advantage of the residential programs offered by the college. Considering the rate and nature of India’s urbanization and the problems faced by Indian city managers, ASCI has indicated its desire to develop a strong urban management focus and play a significant role in providing development training, research, and consultancy services to urban local bodies and other national and international organizations.

The partnership with WBI has enabled ASCI to establish India’s first professional urban management program aimed specifically at senior staff of urban local governments. Its activities are conducted in consultation and coordination with India’s Ministry of Urban Development and Poverty Alleviation and the Urban and Water Sector Unit of the World Bank’s South Asia Region.

**Russian educators customize WBI core courses to build skills in health finance in the former Soviet Union**

WBI is collaborating with the World Bank’s Europe and Central Asia (ECA) Region to develop partnerships with the Moscow Medical Academy and the Higher School of Economics to customize and deliver WBI’s core health-sector course in the Russian Federation and elsewhere in the former Soviet Union. The goal is to address a critical lack of skills in health economics and health finance in the region and to support ECA’s lending and learning program.

The Higher School of Economics trains professionals in the fields of economics and public sector management. It has established strong partnerships with several western universities to retrain civil servants. The Moscow Medical Academy (MMA) offers training in healthcare management and organization. Its Faculty of Public Health Management was organized in 1996 and an Institute of Public Health and Health Services Management came into being in 2001.

WBI is also collaborating with the World Bank’s East Asia and Pacific and South Asia regions to develop networking partnerships to customize
and deliver WBI core courses in health reform and financing and reproductive health. Partners in South Asia include BRAC, Bangladesh (formally known as Bangladesh Rural Advancement Committee); the Administrative Staff College of India, Hyderabad; the Institute for Policy Studies (IPS) in Colombo, Sri Lanka; and the India Institute of Health Management Research (IIHMR), Rajasthan. The operational arm of the World Bank in South Asia, which manages a large portfolio of human development investments in India, supports these partnerships. Critical to the success of Bank-financed programs is the availability of skilled and knowledgeable country counterparts.

Vietnam's Ho Chi Minh Political Academy
The goal of WBI's pilot activity with Vietnam's Ho Chi Minh Political Academy is to review the curricula and content of existing economic courses, advise on new programs, develop a program of leadership linked with the economic reform agenda (in the areas of economic theory and policy, public administration and political economy), advise on modern teaching methods, improve economic library resources and advise on electronic library options, support new programs and related research, and pilot new short-term courses on economic reform.

Vietnam's Academy of Social Sciences prepares for accession to the WTO by building capacity in the civil service
In June 2003, working with the World Bank's Hanoi office and Vietnam's Academy of Social Sciences, WBI organized a forum to discuss Vietnam's readiness to join the World Trade Organization (WTO). Upon its conclusion, Prime Minister Phan Van Khai asked the World Bank to support Vietnam's accession to the WTO. The response was a wide-ranging program in which WBI and several trust funds play important roles. The main components are:
- **Building research capacity** to allow Vietnamese policymakers to assess the impact of policy options during negotiations. Managed by WBI, this component is closely coordinated with the Bank's East Asia and Pacific Region and its Poverty Reduction and Economic Management Network.
- **Outreach activities** for members of the National Assembly who will have to vote on the implementing legislation and accession protocol.
- **Training** of officials of the Office of Government, which reviews legislation submitted to the cabinet and other government agencies.
- **Technical assistance** to support the implementation of the WTO single-undertaking agreements, including a customs reform project that is likely to be supported by a World Bank loan.

**Media partnerships explore the developmental role of the private sector**
WBI's media program, a pilot project of the institute's Corporate Governance and Corporate Social Responsibility Program, has brought new perspectives on private business to large audiences, particularly in transition economies.

**Studio B in Serbia and Montenegro**
WBI has developed a partnership with Studio B to broadcast a series of radio programs on private sector development, competition, and the role of business in society. Eleven 20–30 minute segments were broadcast in March and April 2004 in the Case B series on one of Studio B's most popular programs. The estimated number of listeners in the region, based on past audiences, is between one and two million.

Using background materials provided by WBI, Studio B television delivered a series of television segments in spring 2004. Topics included the role of business in society, the importance of good corporate governance, export promotion, and the role of youth in development. These segments have met with positive audience reactions, suggesting strong interest in these issues among the people of Serbia.

**Building capacity among journalists**
WBI's course on Corporate Social Responsibility and Sustainable Competitiveness for journalists and media drew 500 participants to the University of Belgrade to learn how journalists can promote more socially responsible and equitable private sector development.

**Interview on CNN Espagnol**
WBI's Corporate Social Responsibility and Governance program was featured on CNN...
Espagnol’s personal finance program, “En Effectivo,” which draws 1–2 million people. A six-minute interview underlined the role that businesses can play in development. Moderator Alisa Valderrama presented the comments of young people from across Latin America who had participated in videoconference discussions organized by WBI, the Young Americas Business Trust, GDLN, and the Organization of American States. The interview was aired four times across Latin America and generated high interest and constructive feedback from viewers.

**Global e-Conference on the role of media and corporate social responsibility**

To facilitate the expansion of our media program, WBI and the World Bank’s DevCom partnered with respected international and national organizations to produce a three-week global online discussion on “Media and Corporate Social Responsibility.” The discussion enjoyed the participation of 600 individuals from all continents. Findings from the program will be used to shape the program’s media strategy for FY05.


**Partnership with Voice of America (VOA)**

The Voice of America’s European Division has agreed to produce a series of television programs based on interviews with experts recommended by WBI. Among the topics of mutual interest are corporate social responsibility and poverty alleviation, socially responsible investing, business transparency against corruption, the role of business in building peace and democracy, the new role of youth in development, and the role of business in fighting HIV/AIDS. The segments will be broadcast once a week under the general theme “Business and Society.” VOA has a large audience share in the target areas of Serbia, Bosnia, Albania, Macedonia, and Croatia. A broader version of the material will be translated into local languages and posted on the VOA and WBI websites, enabling local institutions to use the material for related workshops and seminars.