

80672



THE WORLD BANK INSTITUTE

# Capacity for development: Leveraging the power of knowledge, innovation, and coalitions for change



THE WORLD BANK

Public Disclosure Authorized

Disclosure Authorized

Public Disclosure Authorized

Public Disclosure Authorized



## Capacity for development: Leveraging the power of knowledge, innovation, and coalitions for change

Across the globe citizens are demanding accountability and transparency from their governments. Middle-income countries (MICs) in the G-20 are driving global growth and shifts in global power. And access to information and technology through mobile phones and social media are multiplying opportunities for citizens to provide feedback—transforming the way we do development.

This fast changing global environment is forcing the development community to adapt—to do development differently. It's no longer only about finance. It's about transparency in government, access to the latest global knowledge, and using innovative ways to solve development challenges. This builds the capacity of citizens to find their own solutions to development challenges, sustain growth, and fight poverty.

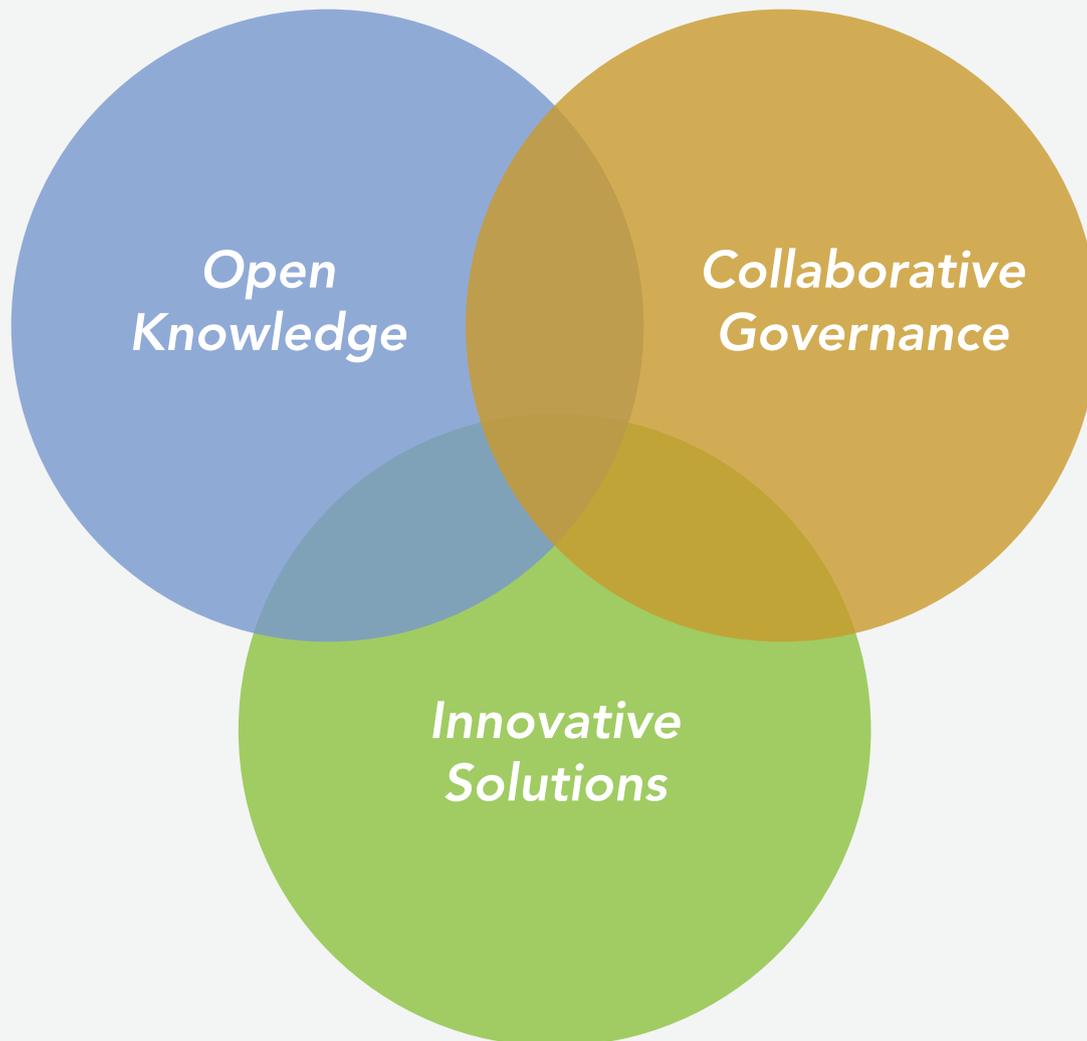
### **Our role and approach**

The World Bank Institute (WBI) supports the World Bank's operational work and its country clients in this rapidly changing landscape by forging new dynamic approaches to capacity development. This is how we help government and nongovernment stakeholders make change happen. WBI offers three clusters of support to its developing-country clients:



- **Open Knowledge:** connecting them to global knowledge and learning on the “how” of reform,
- **Collaborative Governance:** helping them to mobilize for collective action, and
- **Innovative Solutions:** scanning and incubating innovations to tackle key development challenges.

WBI’s multicountry, multistakeholder approach provides a platform for policy makers and practitioners to learn from the experiences of others who face similar challenges, and to use this knowledge to find solutions to their own development needs.





## Open Knowledge

WBI connects stakeholders and development practitioners to global knowledge and learning—knowledge that is a source of inspiration and practical know-how, and that fosters ownership and galvanizes action. Our approach to Open Knowledge takes two forms, Structured Learning and Knowledge Exchange:

- **Structured Learning.** In fields where content is mature, WBI codifies global knowledge into training programs to help its clients master tested development know-how. Offerings include a Health Systems Strengthening flagship course, procurement training for the East Asia Pacific region, Sustainable Urban Land Use Planning, and dozens more. In July 2011, WBI launched the Bank's new virtual e-learning platform, the e-Institute, which turns cutting-edge global knowledge into interactive courses online, including pedagogically effective e-learning courses, multimedia packages, and simulation games. The e-Institute has begun by packaging World Bank knowledge and expertise. The medium- to long-term goal is to support knowledge institutions in customizing and wholesaling World Bank content, and ultimately to create an e-learning repository of global knowledge made available as a global public good.
- **Knowledge Exchange (KE).** WBI supports peer-to-peer learning and helps broker knowledge exchanges among developing countries. WBI recognizes that for many practitioners and policy makers, the most relevant practical knowledge resides with their peers in other countries, and that people learn best from those who have tackled similar development challenges. Nigerians can learn from India



about information and communication technology (ICT), Africans can learn from China about special economic zone, and so forth. This approach builds ownership and capacity in ways that traditional models of knowledge exchange could not. WBI also supports several Communities of Practice on, for example, public private partnerships (PPPs), creating inclusive cities, procuring pharmaceuticals, and youth voices against corruption. These practitioner networks aim to become effective knowledge brokers and to map the sources of knowledge and how knowledge flows in their areas of expertise. WBI also encourages World Bank country teams to incorporate knowledge exchanges in country programs, is promoting the Global Development Learning Network (GDLN) as a worldwide KE implementation platform, and has started supporting middle-income countries, including Indonesia, India, and Colombia, that want to become Knowledge Hubs and systematically share their development expertise.

However, financial resources and knowledge alone will not ensure change and results on the ground. Governments and citizens also need to build coalitions and consensus for collective action through collaborative governance.

## **Collaborative Governance**

Today, the World Bank can no longer work primarily with government officials alone. Successful development requires building multistakeholder coalitions, sometimes among conflicting social groups, to forge a consensus for change. Collective solutions require effective and inclusive leadership as well as new forms of collaboration: for example, public-private partnerships for the provision of infrastructure, health, or education; citizen report cards to improve public service delivery; or mayors and civil society working together for climate change mitigation in urban centers. WBI enables government and nongovernment stakeholders to mobilize for collective action, overcome political economy challenges and bring about change.

WBI offers four Collaborative Governance business lines:

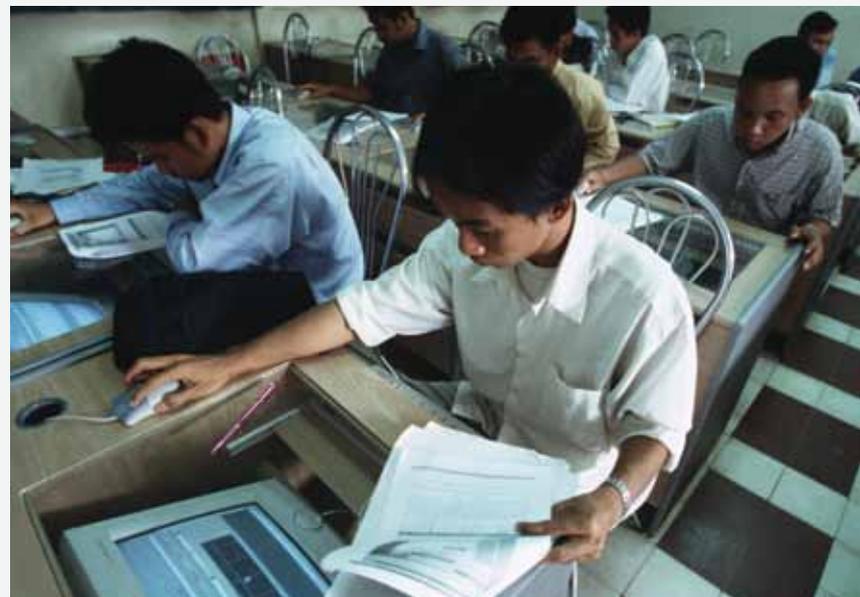
- ***Open Government and Open Aid.*** WBI has played a leading role in making the World Bank a more open institution. Under the Mapping for Results platform designed to promote accountability in Bank projects, WBI geo-coded 30,000 project locations in 144 countries. Through the Open Aid Partnership, WBI is making this mapping platform available to all donors, and helping them geo-code their own projects. WBI is also helping the signatories of the Open Government Partnership (OGP)

achieve higher standards of transparency and participation by mapping of public spending. WBI's Open Contracting initiative increases stakeholder capacity to monitor the award and implementation of public contracts in construction and pharmaceutical procurement in East Africa and in the extractive industries sector in Ghana. It has an ongoing program to help governments implement Access to Information legislation.

- **Capacity Building for Nongovernmental Actors.** WBI strengthens networks of non state actors—civil society organizations (CSOs), parliamentarians, media, youth, and business. It helps them partner with developing countries and World Bank operational teams to ensure accountability, participation, monitoring, and oversight in Bank projects and other development programs. For example, WBI is engaging with CSOs through the Affiliated Networks for Social Accountability (ANSA); working with Parliaments to enhance legislative and monitoring capacity, especially related to budgets; working with the media to help them make sense of governance budgets, inform their reporting to increase transparency and accountability and with the private sector to promote responsible investment. The Global Partnership for Social Accountability (GPSA), the World Bank's new fund to support CSOs that work

on social accountability, is being incubated at WBI.

- **Citizen Engagement through ICT.** WBI is working with a variety of stakeholders to promote mechanisms that connect citizens to public service providers and policy makers and to establish feedback loops on the quality of public services and the effectiveness of donor-funded programs. One example is the use of mobile phones in the Democratic Republic of Congo to help citizens become engaged in the local budgeting process. WBI is also a leading partner in the Open Development Technology Alliance (ODTA)—the ICT knowledge platform that mobilizes best practice and expertise to encourage citizen feedback in Bank operations through ICT.
- **Multistakeholder Collaborative Action.** Successful development requires various





individuals, groups, and organizations to work together to achieve a complex set of objectives. This is about the How of reform. WBI equips leadership teams with the tools they need to manage difficult political economy situations and bring about this kind of change. It also facilitates multistakeholder coalitions to address complex issues where traditional approaches seem to have stalled. These range from promoting transparency in government contracting in Africa to dealing with litigation for access to public health care in Latin America.

### **Innovative Solutions**

Leveraging innovative technologies, WBI is developing tools, methods, and online platforms to facilitate an open and collaborative development process among governments, citizens, and other stakeholders.

- **Competitions & Challenges.** The collective insight and entrepreneurial energy of talented citizens can generate breakthrough ideas and products to advance development. Over 100 software applications to help make progress toward the Millennium Development Goals were developed within three months after an Apps for Development competition was announced. A newly created online platform has enabled the World Bank to launch an array of competitions and challenges, using

incentives such as cash prizes. Whether mobilizing a community to solve a narrowly defined problem, or inviting citizens and experts to propose solutions to a pressing issue, the platform is capable of managing a wide variety of challenges.

- **WB Innovation Labs.** WBI has a track record of incubating innovations such as Open Data, geo-mapping, and the ICT Knowledge Platform for citizen feedback. WBI is setting up the World Bank Innovation Labs that will develop an innovation portfolio to support the World Bank's strategic priorities. The Lab will anticipate trends, and scan and incubate cutting-edge innovations, systematically leveraging global knowledge, technology, and talent.
- **Development Marketplace.** For more than ten years, the Development Marketplace (DM) has managed a competitive grants program that helps social enterprises expand the supply of public goods and services to the poor in developing countries. The DM targets high impact social entrepreneurs who need growth financing to expand, scale up, or replicate their operations. Its current focus is on countries in East Africa, the Middle East, and South Asia.

### Focusing on Results

In recent years, WBI has invested heavily in assessing results. WBI developed the Capacity

## Open Contracting

WBI's approach to capacity development is most powerful when its business lines are combined to solve pressing problems.

To combat corruption in contracting, WBI convenes multicountry, multistakeholder coalitions around disclosure and monitoring of contracts (collaborative governance), connecting them to peers and e-learning for inspiration and practical knowledge (open knowledge), and running competitions to crowdsource mobile apps for citizens and CSOs to monitor contracts (innovative solutions). Early results: A CSO contract watch is up and running in nine African countries; an Auditor-General & Public Accounts Committee is overseeing contracts in Ghana.

Development Results Framework (CDRF) to shape and monitor its approach to capacity development. The CDRF articulates a clear change strategy and a results chain that links strategic development objectives, capacity results, and intermediate results. The CDRF is used in planning, monitoring, and reporting on WBI initiatives. A number of Bank operations, clients, and donors have applied the framework in strategic planning, capacity diagnostics, and monitoring and evaluation. In Liberia, the Government has used this framework to better articulate the results of its medium-term development strategy and achieve a stronger focus on capacity-building.



## Thematic Areas

WBI applies its new approach in seven thematic areas: climate change, fragile states, growth and competitiveness, governance, health systems, public-private partnerships, and urban development.

### ■ CLIMATE CHANGE

WBI offers three programs for stakeholders who are trying to achieve low carbon development. The *Low Emissions Development* program explores new directions in carbon finance and emerging climate finance opportunities. The *Climate-Smart Agriculture* program helps agriculture sector stakeholders formulate policies and practices that increase crop production and food security, build resilience to climate change, and reduce greenhouse gas emissions. The *Sustainable Energy* program supports the implementation of energy efficiency programs, provision of energy access through innovative rural electrification mechanisms, and development of sustainable energy policies.

### ■ FRAGILE AND CONFLICT-AFFECTED STATES

WBI strengthens the capacity of the state at all levels by training public sector clients, civil society, and private sector partners on the main themes, findings, and recommendations of the *World Development Report 2011: Conflict, Security and Development*; and by supporting the g7+, a coalition of fragile states that have come

together to reduce poverty, deter conflict, and provide better conditions for their citizens.

### ■ GOVERNANCE

WBI applies its collaborative governance approach in the areas of public financial management and procurement. It develops the capacity of multiple stakeholders at the country level to better engage in and understand how budget choices are made, how budget expenditures are implemented, and how they affect service delivery. WBI also supports coalitions of government, civil society, and the private sector in Africa and elsewhere looking to improve transparency and oversight of contracting in extractive industries, infrastructure, and pharmaceuticals procurement.

### ■ GROWTH AND COMPETITIVENESS

This program uses Development Debates, global and regional dialogues, e-learning, and multi-stakeholder consensus building to strengthen the capacity of policy makers and practitioners to formulate and implement competitive policies for growth, job creation, innovation, regional integration, and other key topics. WBI has collaborated with the World Bank's thematic networks in developing a course on *Frontiers in Development* that captures cutting-edge knowledge and experience on a range of current development issues.

### ■ HEALTH SYSTEMS

WBI helps countries improve their health systems through its leadership and consensus-building programs. In East Africa, it brings together stakeholders in government, civil society, parliament, and the pharmaceutical industry to help them reform the way the state procures medicines. In Latin America, it convenes judicial and health authorities from seven countries to address the challenges presented by litigation to gain access to public health care. WBI is also scaling up the delivery of its courses on Health Systems through networks of academic institutions in Asia and Africa.

### ■ PUBLIC-PRIVATE PARTNERSHIPS (PPP)

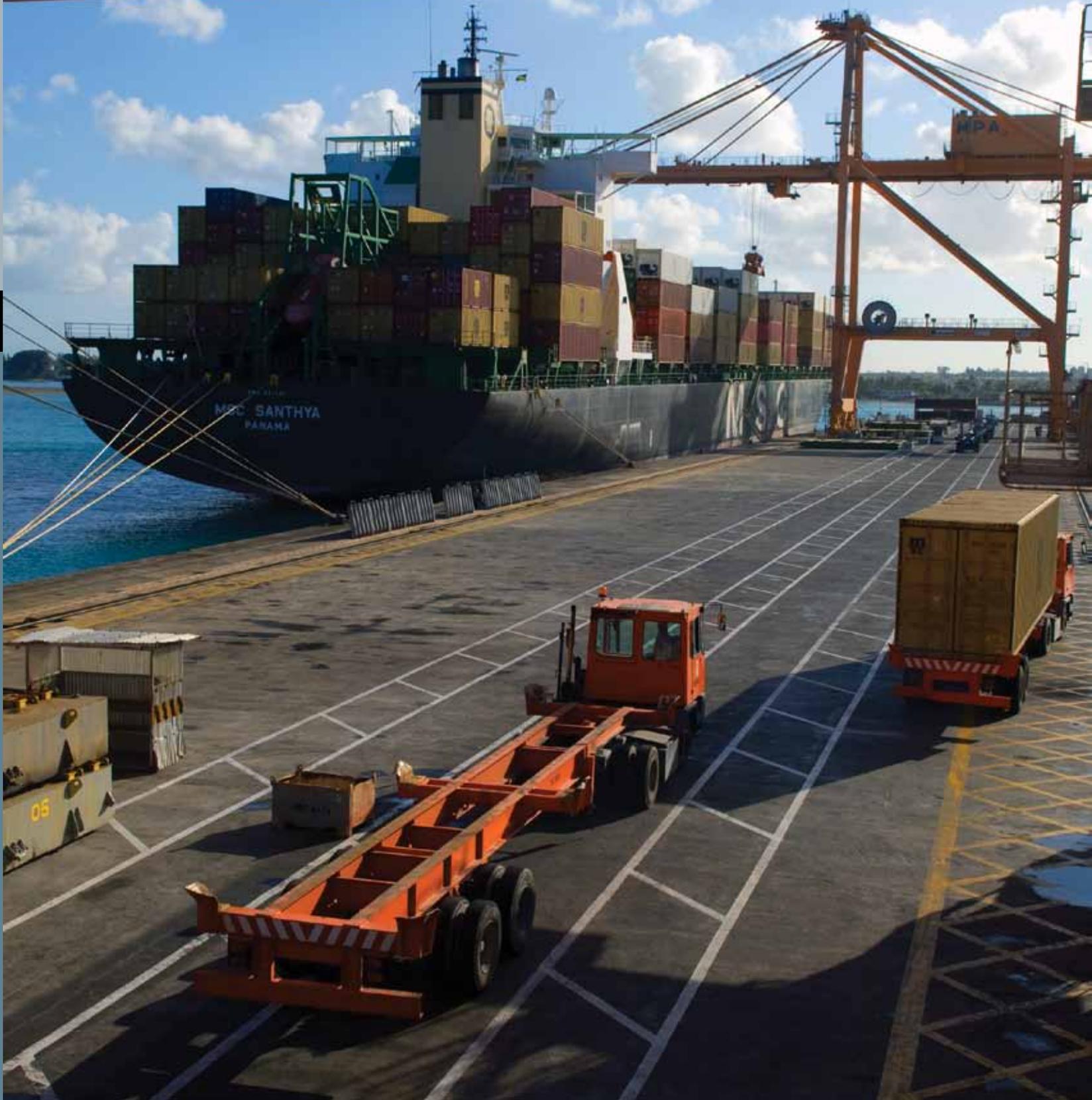
WBI is a global connector of PPP practitioners, providing them with accessible knowledge and global best practices to help them design and implement successful PPPs. Highlights include *PPP Days*—a well-established global forum

where PPP practitioners exchange knowledge on innovations and new developments in the field. It also offers a leadership program to address governance issues and the political economy challenges surrounding PPPs.

### ■ URBAN DEVELOPMENT

This program provides city leaders, municipal staff, and other practitioners with the knowledge and skills to manage their cities effectively. Highlights include *Inclusive Cities*, a peer learning and knowledge platform on slum upgrading and affordable housing; a multi-year series of city-to-city dialogues among seven countries in the Balkans, which combine knowledge exchange on regional and global experiences with substantive leadership training; and *Learning from Mega-Disasters*, a program to distill the lessons and good practices from Japan's experience with the great earthquake of March 2011.



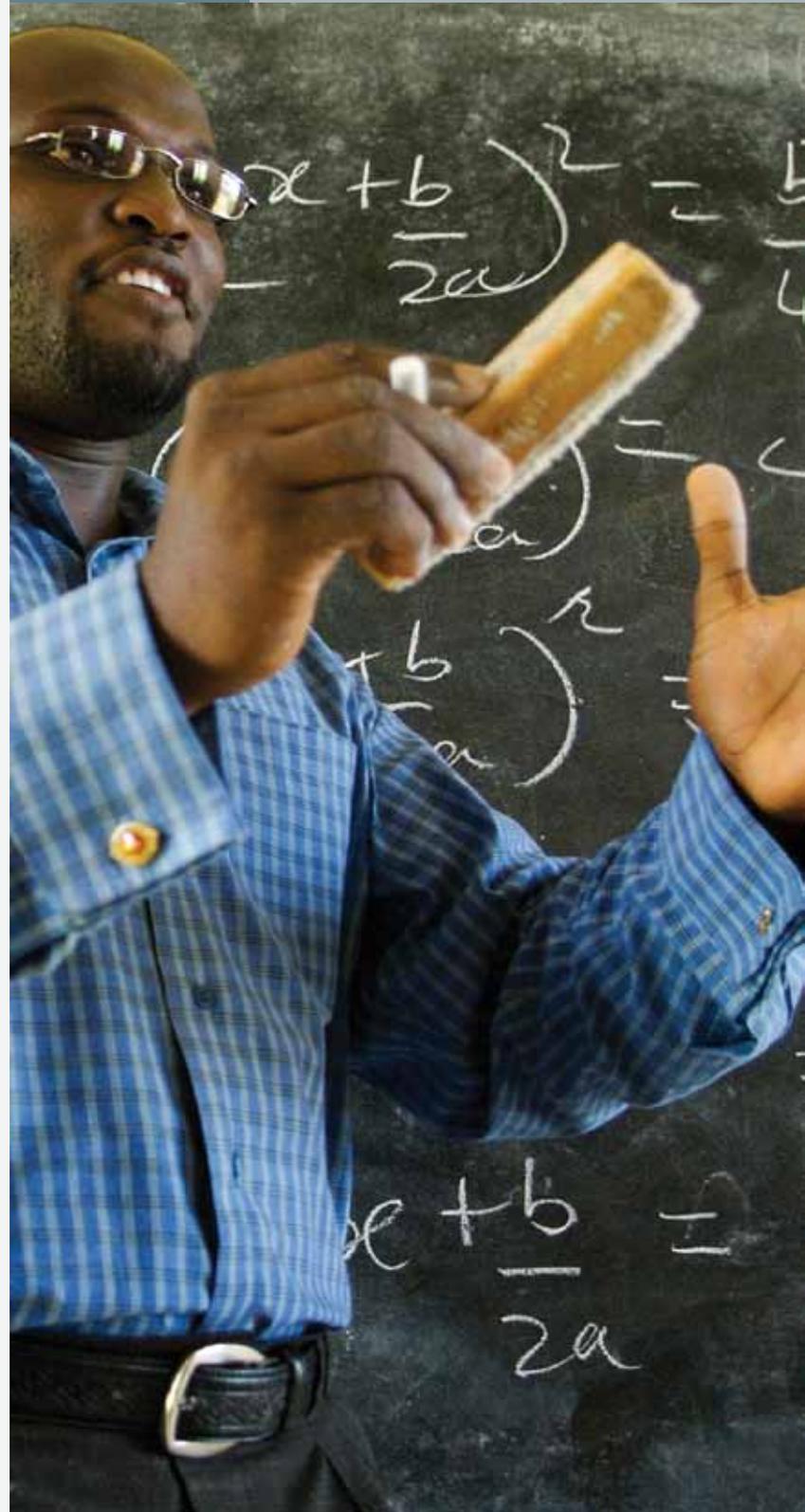




allocation of nearly US\$2 billion of World Bank project financing; and the experiences shared are documented and disseminated through a web-based knowledge library

### Scholarship Programs

WBI administers the Joint Japan/World Bank Graduate Scholarship Program, the Robert S. McNamara Fellowships Program, and the Japan Indonesia Presidential Scholarship Program. These programs provide financial support for graduate and postgraduate studies leading to masters and doctoral degrees in development-related fields for mid-career professionals from eligible developing countries. In 2011 the Joint Japan/World Bank Graduate Scholarship Program provided 234 new scholarships for master's students from 80 countries. In addition, the other two programs supported Ph.D. programs and research for more than 80 scholars and fellows.



## WBI's strategic country partners

WBI works closely with these country partners to leverage their support and expertise to maximize our capacity development impact:



*Austria*



*Australia*



*Belgium*



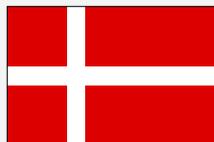
*Canada*



*People's Republic of China*



*Colombia*



*Denmark*



*Finland*



*France*



*India*



*Ireland*



*Japan*



*Republic of Korea*



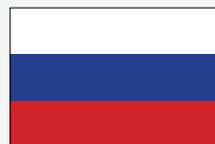
*Mexico*



*The Netherlands*



*Norway*



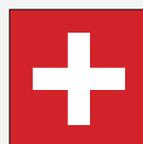
*Russian Federation*



*Spain*



*Sweden*



*Switzerland*



*United Kingdom*



# মনিটরিং বোর্ড - ২০১০-২০১১

ষদ ★ জামালগঞ্জ, সুনামগঞ্জ।

তারিখ - ১৫/১০/২০১০

নকারী র নাম	বরাদ্দ টাকার পরিমাণ	টাকার উৎস	এ পর্যন্ত খরচ পরিমাণ	বর্তমান প্রাপ্ততা	মন্তব্য
ইউপি সদস্য (মহিলা)	২৫,০০,০০০.০০	টিআর, এডিপি, এনসিএসপি, ইউপি			
" " "	২,১০,০০০.০০	এনসি এমপি, শরিক, ইউপি			
" " "	২০,৪০,০০০.০০	টিআর, এডিপি, এনসি এমপি, শরিক, ইউপি			
" " "	১,০০,০০০.০০	এডিপি, এনসিএমপি, স্থানীয় সম্পর্কিত, হাট প্রকল্প			
" " "	১০,১০,০০০.০০	এডিপি, এনসিএমপি, শরিক, ১৫, ইউপি	১,০০,০০০.০০	৫০%	
" " "	৬,১৫,০০০.০০	এডিপি, এনসিএমপি, শরিক, ইউপি			
" " "	২,৬৫,০০০.০০	" " " " " " " "			
" " "	১,২৫,০০০.০০	এডিপি, এনসি এমপি, ইউপি			
" " "	১,০০,০০০.০০	এনসি এমপি, শরিক, ইউপি			
" " "	১,০০,০০০.০০	এনসি এমপি, শরিক			
" " "	১,০০,০০০.০০	এডিপি, এনসিএমপি, স্থানীয় সম্পর্কিত	২০,০০০.০০	২০%	
" " "	১,০০,০০০.০০	এনসি এমপি, শরিক			
" " "	১,০০,০০০.০০	টিআর, এডিপি, এনসিএমপি, ইউপি			
" " "	১,০০,০০০.০০	এনসিএমপি, শরিক, ইউপি			
" " "	১,০০,০০০.০০	" " " " " " " "			
" " "	১,০০,০০০.০০	এডিপি, এনসিএমপি, শরিক			
" " "	১,০০,০০০.০০	এনসিএমপি			



## WBI Regional Coordinators

Collaboration and coordination with the World Bank's regional operations is essential to our work. Joint planning with them, and drawing heavily on their experience with regional lending, analytical work and advisory activities, helps ensure the quality and relevance of our learning programs. WBI's regional coordinators serve as liaisons with World Bank regional operations as well as with partner organizations in client countries.



### *Africa*

**Ms. Waafas Ofosu-Amaah** (based in Washington)  
aofosuamaah@worldbank.org

**Mr. Joel Kolker** (based in Pretoria)  
jkolker@worldbank.org

### *East Asia and the Pacific*

**Ms. Joyce Msuya** (based in Beijing)  
jmsuya@worldbank.org

### *Europe and Central Asia*

**Ms. Tatyana Leonova** (based in Moscow)  
tleonova@worldbank.org

### *Latin America and Caribbean*

**Ms. Hnin Hnin Pyne** (based in Washington)  
hpyne@worldbank.org

### *South Asia*

**Ms. Bhavna Bhatia** (based in New Delhi)  
bbhatia@worldbank.org

### *Middle East and North Africa*

**Ms. Hnin Hnin Pyne** (based in Washington)  
hpyne@worldbank.org

## WBI partnership contacts

### *Strategic Partnerships*

**Mr. Mark Nelson** (based in Washington)  
mnelson1@worldbank.org

### *Bilateral Partnerships*

**Mr. Seth Ayers** (based in Washington)  
sayers@worldbank.org





For more information, contact  
José-Manuel Bassat  
Communications Advisor  
[jbassat@worldbank.org](mailto:jbassat@worldbank.org)

[www.worldbank.org/wbi](http://www.worldbank.org/wbi)



The World Bank Institute  
1818 H Street, N.W.  
Washington, D.C. 20433  
USA

[www.worldbank.org/wbi](http://www.worldbank.org/wbi)