The capacity for change
Capacity is the ability of individuals, organizations, state institutions, coalitions, and society itself to catalyze change to achieve their development objectives. Capacity development is therefore a country-led and country-owned process of change, requiring collective solutions from all segments of society—public, private, and civil. The overarching objective is to create capable and accountable states, a competitive and responsible private sector, and an engaged and empowered citizenry.

Collective solutions require new forms of collaboration, whether through public-private partnerships for the provision of infrastructure, health, or education; citizen report cards to improve public service delivery; or mayors working together for climate change mitigation in urban centers. Developing the capacity for collective action means developing the capacity of entire leadership teams or ministries. It also means building multistakeholder coalitions, sometimes even among conflicting social groups, to forge a consensus for change.

Our vision
Our vision is to be a catalyst for action that leads to change, and to serve as a global connector of knowledge, learning, and innovation. WBI connects globally to catalyze locally.

Our approach
Effective capacity development must be transformational. It must reach beyond training and technical assistance to inspire, empower, equip, and connect leaders and coalitions of state and nonstate actors.

As a broker of global knowledge, WBI works with donors, learning institutions, and centers of excellence that can shape, customize, and deliver content locally. We link global sources of knowledge through our platforms for South-South exchange and innovation. We connect, through World Bank operations, to the best sources of knowledge and finance and to partners who provide funds and expertise.

Successful capacity development activities should lead to measurable changes in
knowledge, practices, products, and services that improve the institutional environment in which development progress can be achieved. WBI supports capacity development strategies and programs that are locally-owned.

Extensive partnerships with governments, civil society organizations, professional networks, and private sector associations, coupled with the use of technologies such as e-learning and the Global Development Learning Network (GDLN), also enable us to adopt a wholesale approach and take our programs to scale.
**Our business lines**

WBI offers several business lines that support debate, experimentation, and sharing of innovative ideas. These can be used alone or in combination depending on country needs.

**Practitioner exchanges**

WBI promotes a catalytic approach to capacity development which galvanizes practitioners to action. We provide products and services to support South-South knowledge exchanges and learning—inspiring policymakers and development professionals by putting them in touch with successful development solutions from other parts of the world.

- **South-South Experience Exchanges:** In Africa, countries seeking to develop a skilled workforce that can compete in providing information technology services have been learning from India. A 54-member delegation from eight African countries visited India for a first-hand look at information technology-enabling policy models and the corporate workings of Infosys, Microsoft, and other industry leaders.

- **The Global and Regional Development Debate Series** brings together eminent academics, finance ministers, and central bank governors to discuss new approaches to development and economic strategies that enable countries to compete in the global economy.

**Innovation platforms**

In addition to exchanging practitioner experiences we also scan for, incubate, and scale up transformative innovations.

- **WBI provides online platforms as well as innovation fairs and clinics** to support and share innovative practical solutions to development challenges. Examples include using mobile Information and Communication Technology for social accountability, youth initiatives for conflict prevention, and geomapping to promote transparency. We work with local and international partners and networks to solicit and screen promising ideas, and with organizations such as Ashoka and Santa Clara University to expand the pool of innovative projects.

- **Development Marketplace (DM)** is a global and regional competition for early stage innovations with strong potential for
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development impact and replication. More than a thousand social entrepreneurs have received seed money from Development Marketplace over the past decade to scale up innovative startup projects that help the poorest. The DM supports local intermediaries to provide pre-investment technical assistance to social enterprises and to connect them to a growing pool of external investors.

Leadership and coalition building

Leadership is not only an individual ability, but a process of mobilizing resources, people, and groups to achieve a desired end. WBI and its partners offer seminars and advisory services on leadership development and coalition building for policymakers, and skills-building activities in several sectors and thematic areas. We also offer programs to build the capacity of civil society organizations, and to engage business and youth in taking collective action for public sector accountability and combating corruption.

- WBI helps advance good governance in the extractive industries by building multistakeholder coalitions among government, civil society, and the private sector at different points in the value chain, beginning with awarding of licenses.
- We mobilize alliances to help mayors and city officials manage expanding cities in a sustainable and green manner. We deliver knowledge exchange services to over 3,000 cities to help city managers deliver public services through innovative financing mechanisms and public private partnership structures, while also sharing best practices in climate change mitigation and adaptation.
- We support networks of institutions that can hold the state to account, such as parliamentary public accounts committees to oversee public finance management; and a network of Supreme Court justices for peer exchanges on issues of judiciary transparency and accountability.
- Social accountability networks can make a lasting contribution to better governance. We help build networks of civil society organizations by partnering with the Affiliated Networks of Social Accountability (ANSA) in Africa, East Asia, and South Asia.
Structured learning
Structured learning programs help develop skills and address capacity constraints in priority sectors or disciplines through courses, workshops, and conferences. Flagship courses are offered by country and regional institutes and through the use of e-learning. For example:

- Our Flagship Program on Health Sector Reform and Sustainable Financing, first developed over a decade ago with Harvard University, has been delivered across several regions. WBI’s state-of-the-art curriculum on health systems management has been adapted and offered through regional health networks such as the Asia Network for Capacity Building in Health Systems Strengthening.
- WBI started the first Urban Management Certification Program, initially in partnership with the Administrative Staff College of India, a national training institute based in Hyderabad, and subsequently with other state-level training institutes. WBI has supported content development, peer review, and pedagogical approaches for the use of case studies, new learning techniques, and learning technologies.
Strategic priorities and thematic areas
WBI’s programs advance the frontiers of development thinking and practice. They do this in collaboration with other units in the World Bank Group and with worldwide networks of leaders, thinkers, and practitioners.

Cross-cutting Priorities

- **Fragile and Conflict-Affected States**
  WBI enhances the capacity of the state at all levels, as well as civil society, media and the private sector, to form and sustain coalitions for state-building, institutional reform, and greater accountability. This enables them to contribute to successful transitions, sustained peace, and enhanced citizen-state relations. The program includes skills-building for revenue collection, budget management, procurement, service delivery, and associated monitoring and evaluation. It also offers a program on leadership and coalition building customized to the needs of fragile states.

- **Governance**
  Corruption and poor governance are the greatest obstacles to poverty alleviation. WBI helps build the capacity of state institutions in client countries to manage the challenging processes of reform. We strengthen leadership and build coalitions through just-in-time practitioner exchanges, South-South learning, peer networks, and innovation platforms. We have programs on leadership, governance of extractive industries, procurement, access to information, business-led collective action against corruption; judicial transparency and accountability; stolen asset recovery (StAR); parliamentary oversight, and mobilizing stakeholders for reform.

Thematic Areas

- **Climate Change**
  Leaders across the world are struggling with the realities of climate change and how to prepare for, adapt to, and mitigate its effects. WBI helps countries move toward low-carbon development and climate resiliency. Programs cover leadership and coalition building for climate change; cities and climate change; mitigation and innovation in carbon finance; and climate adaptation in water, agriculture, and natural resources management.

- **Growth and Competitiveness**
  WBI facilitates exchanges of knowledge and experience among policymakers, practitioners, and experts to help them design policies and strengthen institutions that enhance their prospects for sustainable, inclusive growth and poverty reduction. This program delivers global policy dialogues on macroeconomic and fiscal policy, trade, skills development, and innovation policy, as well as courses on labor market polices, and capital flows.
Connecting globally, catalyzing change locally

**Health Systems**
WBI’s Health Systems practice delivers courses, seminars, and other forms of knowledge exchange on key aspects of health systems strengthening. These include financing and payment; health service delivery; institutional organization, regulation and governance; and health outcomes and strategic planning to achieve them. Audiences include government officials, parliamentarians, health managers, nongovernmental organizations, academia, the private sector, aid donors, and training institutions.

**Public-Private Partnerships**
Public-Private Partnerships (PPPs) mobilize private sector resources—technical, managerial, and financial—to deliver essential public goods. WBI delivers courses, conferences, and other knowledge-exchange activities on the analysis and evaluation of PPP design and structures; PPPs for climate change mitigation and adaptation; PPPs as innovative financial tools for infrastructure investments; PPPs to access risk-transfer markets; and partnerships to deliver basic health and education services.

**Urban Development**
With three million people moving into cities in developing countries every week, and with the roughly one billion already living in slums, cities must rapidly enhance their capacity to finance and deliver more services to households, businesses, and industry while also addressing the climate change agenda. In this complex setting, WBI’s Urban program helps improve the quality of professional service in key management posts in cities throughout the world, focusing on urban planning and land management, municipal finance and governance, urban service delivery, and ensuring safe and resilient cities.
Partnerships
Capacity development remains a fundamental challenge to achieving sustainable development despite considerable efforts from the international community. In 2009, the international community spent roughly US$120 billion on Official Development Assistance, of which between a quarter and a third was spent on activities designed to enhance capacity. WBI, in collaboration with its partners, is at the forefront of helping countries to design and implement effective capacity-development programs. As a connector to the best global and local sources of knowledge, we rely on our partners and agents of change to help us develop and deliver content. A majority of our programs are delivered with partners.

To achieve our vision of connecting globally and catalyzing change locally, WBI works with two broad categories of partners: Strategic Partners and Global, Regional, and Local Partners.

Strategic Partners enhance WBI’s intellectual resources, content base, knowledge networks, and financial resources. These partners, from the public and private sectors, provide roughly half of WBI’s resources spent directly on programs, which helps create cost-effective programs, coordinate activities, and harmonize aid.

Global, Regional, and Local Partners provide support in WBI’s client countries and help us deliver and scale up our programs and activities. They strengthen local ownership and commitment, mobilize local resources, and apply local knowledge. These partners include nongovernmental organizations (NGOs), foundations, universities, think tanks, and training institutions.

Scholarship programs
As part of its mission to build capacity in developing countries, 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 master’s and doctoral degrees in development-related fields for mid-career professionals from eligible developing countries. For more information, see: www.worldbank.org/scholarships.

**Partnership Instruments**
To maximize the impact of these resources, WBI uses two instruments which complement its thematic-based partnerships:

- **The Multi-Donor Financing Facility (MDFF),** supporting innovative approaches to capacity development, and
- **The South-South Experience Exchange Facility (South-South Facility),** enabling developing countries to build their own capacity by sharing their development experiences and knowledge and by learning from one another.

The MDFF is designed to enable like-minded partners to improve the effectiveness and impact of the assistance they devote to strengthening the capacity of countries to manage their development effectively. Through the MDFF, partners support:

- Scaling up and wholesaling the delivery of capacity-development programs across multiple countries and regions with increased impact through customizing program content to regional and country needs;
- Leveraging strategic partnerships with institutions, such as universities and think tanks as well as with the private sector, to help WBI broaden its reach and impact;
- Strengthening key capacity development instruments by further integrating knowledge exchange, innovation, leadership, and structured learning to improve results.

As a global development institution that offers financing, knowledge and convening services across 120 countries, the World Bank is well positioned to help countries implement effective knowledge exchanges by helping to match the supply and demand for knowledge. To harness this opportunity, the South-South Facility was launched by World Bank Group President Robert Zoellick at the Bank’s Annual Meetings in 2008.

With partners, the South-South Facility helps developing countries share their own experience and identify the experiences of others that are relevant to their challenges. Over 50 low-income countries have received knowledge from nearly 70 countries. These exchanges are influencing the design and direction of nearly US$2 billion of World Bank project financing, and the experiences shared are documented and disseminated through a web-based experience exchange library.
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
WBI in the field
Collaboration and coordination with the World Bank’s regional operations is essential to our work. Planning jointly with the regions and drawing heavily on regional experience with lending, analytical work, and advisory activities helps ensure the quality and relevance of our learning programs. WBI’s regional coordinators also serve as liaisons with partner organizations in client countries.

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