

The WBG Knowledge Bank

DEC, IBRD/IDA, IFC, and MIGA

October 09, 2025



WORLD BANK GROUP

THE WORLD BANK
IBRD • IDA

IFC

International
Finance Corporation

MIGA

Multilateral Investment
Guarantee Agency



The jobs challenge:

- For many of our clients, the WBG's knowledge is as valuable as our financing.
- However: our knowledge is fragmented across the WBG.
- WBG approach now needed to tackle the unprecedented jobs challenge: 1.2bn youth in EMDCs reaching working age over next 10 yrs; only ~420m jobs expected to be created.

To help address the jobs challenge, we:

- Seek to arm our clients with a suite of public and private sector solutions that enable impact at scale.
- Will supercharge our thought leadership, innovation, and cutting-edge knowledge by combining each WBG institution's expertise into one offering.
- Intend to put that knowledge at the fingertips of frontline staff.
- And we'll replicate and scale what works.



Strategy

- Need for revamped WBG knowledge strategy
- Fragmented product offering
- “Bespoke” development solutions
- Culture of outputs over impact (“under promise, overdeliver”)

- Jobs as unifying goal and strategic framework, supported by the 3 pillars and 5 sectors
- WBG sector strategies & implementation plans
- Revised CPFs, with global knowledge input
- Impact-focused corporate initiatives (e.g., M300)

Structure

- Separate WBG global knowledge teams, leading to duplication or gaps
- Few existing WBG accountability mechanisms
- Select themes (e.g., Tourism) scattered across WBG

- Create WBG Knowledge Bank Verticals
- WBG VPs, Directors, PMs accountable to deliver to WBG
- WBG global staff integration in Verticals
- WBG MD-level governance structure created

People & Systems

- Front-line staff unevenly equipped with cutting-edge knowledge; limited KML
- Limited incentives to share and scale knowledge
- Fragmented funding/ TFs landscape
- Limited external partnerships

- AI-powered Knowledge360 and Data 360 platforms; CoPs
- WBG HR and budget reforms
- WBG budget and “off-the-top” funding
- MDB financing platform; partnership charter

Challenge



Solution

Conceptual Structure for the Verticals and Key Enablers



**WBG Vertical
Vice Presidency**

**WBG Director/ Manager
Policy and Regulations**

Terms of reference:

1. Delivers thought-leadership, cutting-edge analytics, policy and regulations, and EoDB;
2. Leads on new technologies & innovations;
3. Defines model policies, laws & regulations, & ease of doing business via:
 - DPOs and P4Rs
 - Analytical work, and
 - Upstream sector development

**WBG Director/ Manager
Solutions and Impact**

Terms of reference:

1. Supports Regions to replicate/ scale high-impact projects & innovations across all WBG products;
2. Shares best practices via Communities of Practice; and
3. Provides operational support to Regions via:
 - IBRD/IDA investment loans;
 - IFC investment and advisory services; &
 - MIGA guarantees

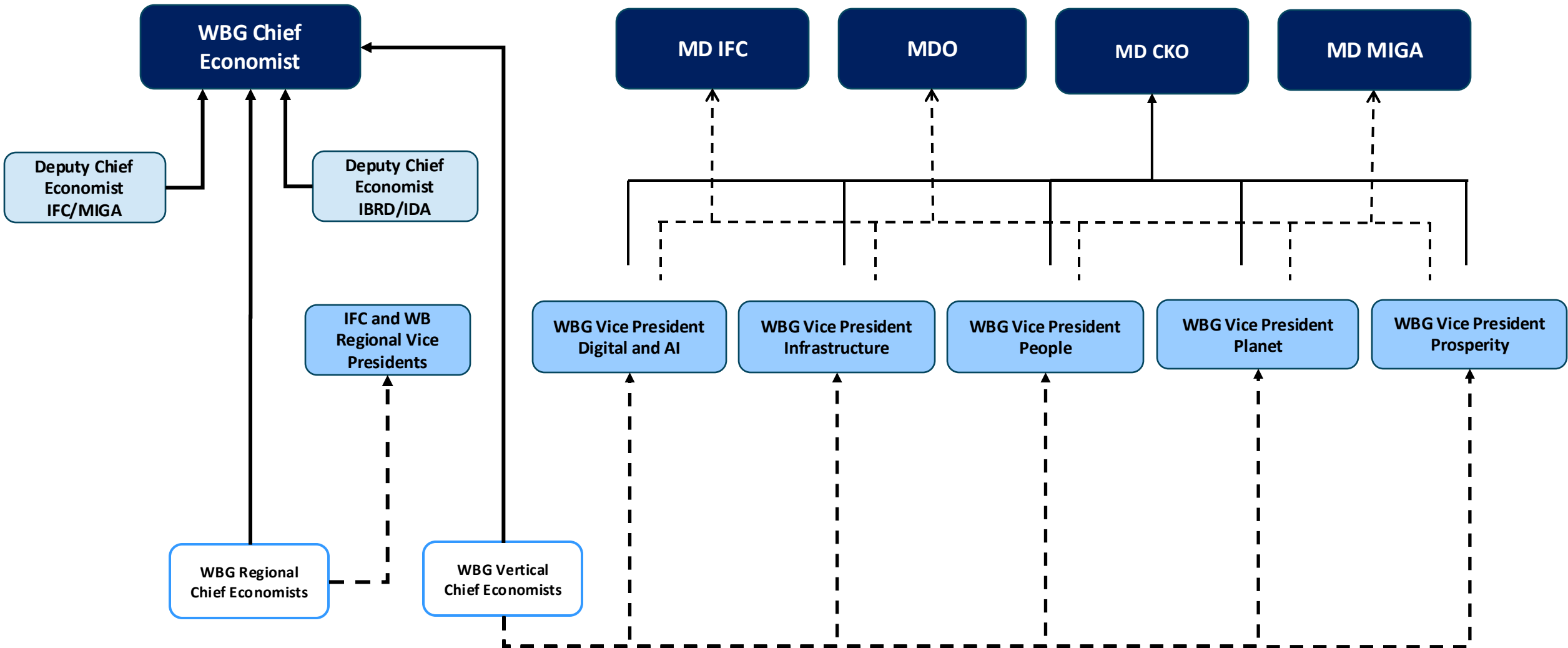
Key enablers:

- Knowledge Bank VPs, directors, managers, and staff to serve entire WBG.
- Focus on delivering joint public and private sector solutions to clients.
- Clear distinction between roles ('policy & regulations' vs. 'solutions & impact'), though scaling is 'everyone's business'.
- New and/or modified ADM that clarifies accountability, reduces churn, enhances "contestability", and supports operational delivery. Explore WBG ADM convergence.
- Common goals linking Knowledge Bank VPs, directors, managers, and staff with WBG's operational delivery, coupled with strong incentives via joint: KPIs, performance objectives, dashboard, President Awards, etc.

WBG Knowledge Bank overseen by MDs by: (i) setting strategic direction; (ii) embedding feedback loop; and (iii) conducting periodic strategic reviews.

* CKO = Chief Knowledge Officer

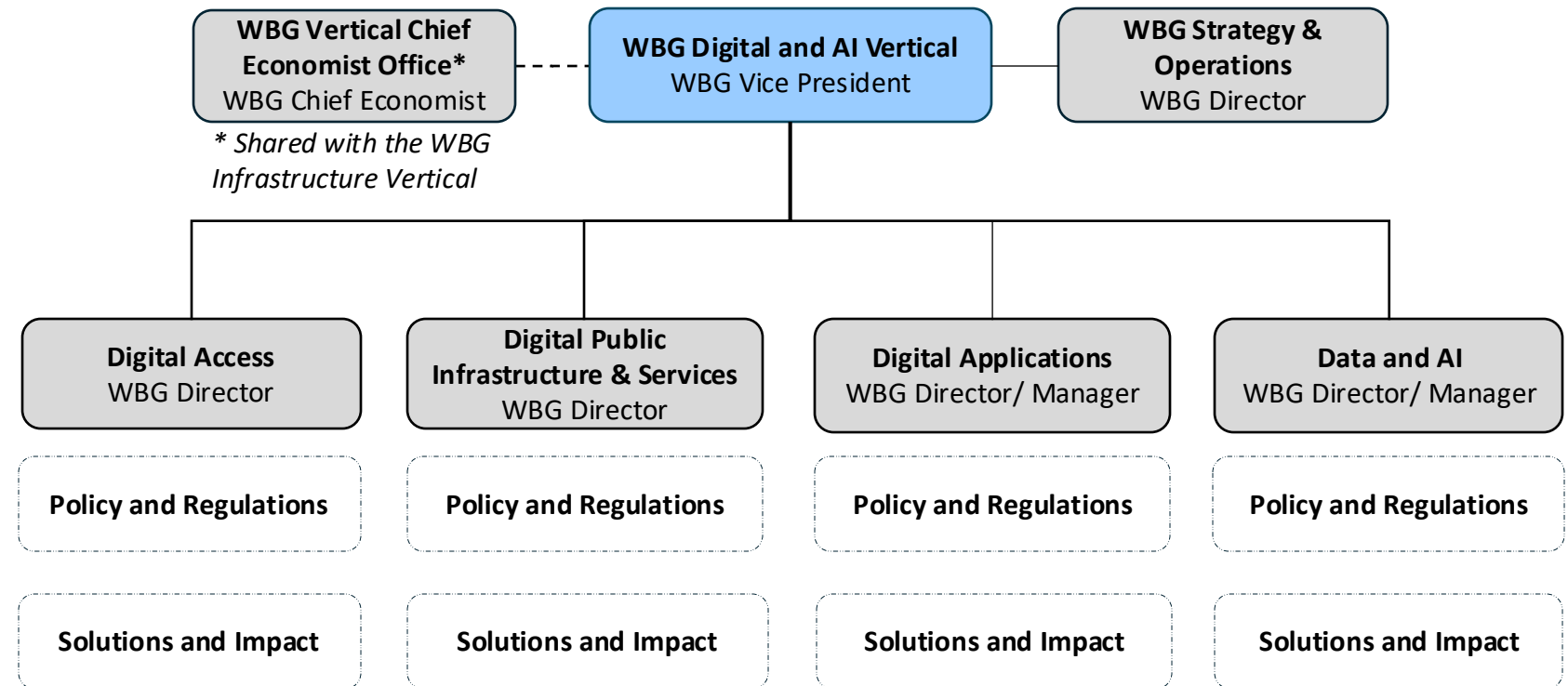
Proposed WBG Knowledge Bank Structure





What's new:

- **Creating two new Departments for Digital Applications and Data and AI** by bringing together WB and IFC teams
- **Refocusing the mandates of the two existing Departments** to Digital Access (*currently Digital Foundations*) and Digital Public Infrastructure and Services (*currently Digital Use*)
- **An integrated approach to providing clients with public and private solutions to implement the Digital Strategy** including the four Big Bets to: boost access, make affordable devices, invest in public and private ecosystems, and advance small AI solutions in agriculture, education, and health

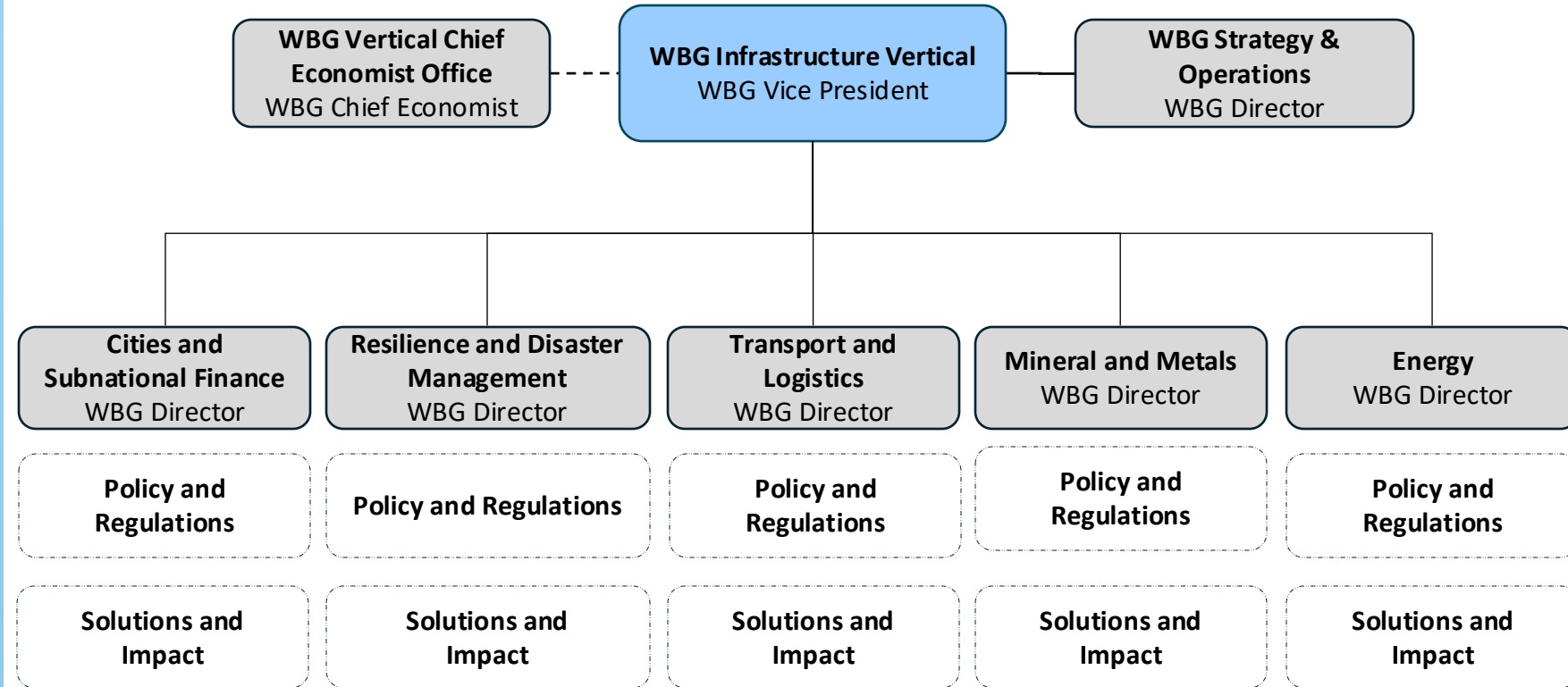


Note: Given start-up phase, 'Digital Applications' and 'Data and AI' may initially be led by PMs.



What's new:

- Fully integrated WBG Vertical
- **New WBG Tourism unit** created under Cities and Subnational Finance
- **Infrastructure Finance dept.** housed in IFC, where it will serve the WBG similar to MIGA's Unified Guarantee Platform
- **New Cities and Subnational Finance: department created**, focusing on subnational lending, municipal development and services, land, etc.
- **WBG Resilience and Disaster Management** unit elevated to department
- **WBG Minerals & Metals unit** elevated to department

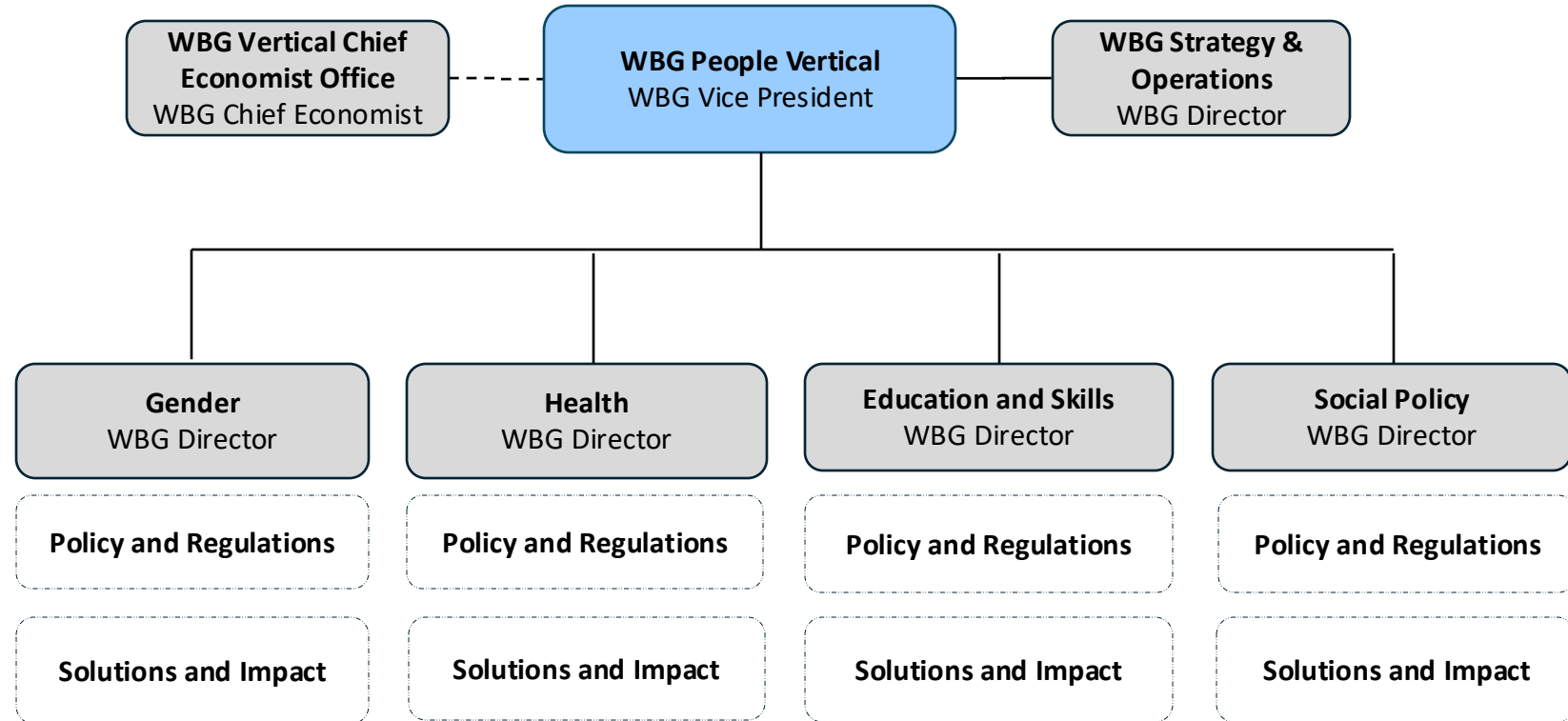


Note: Some WBG Directors may be asked to lead two departments.



What's new:

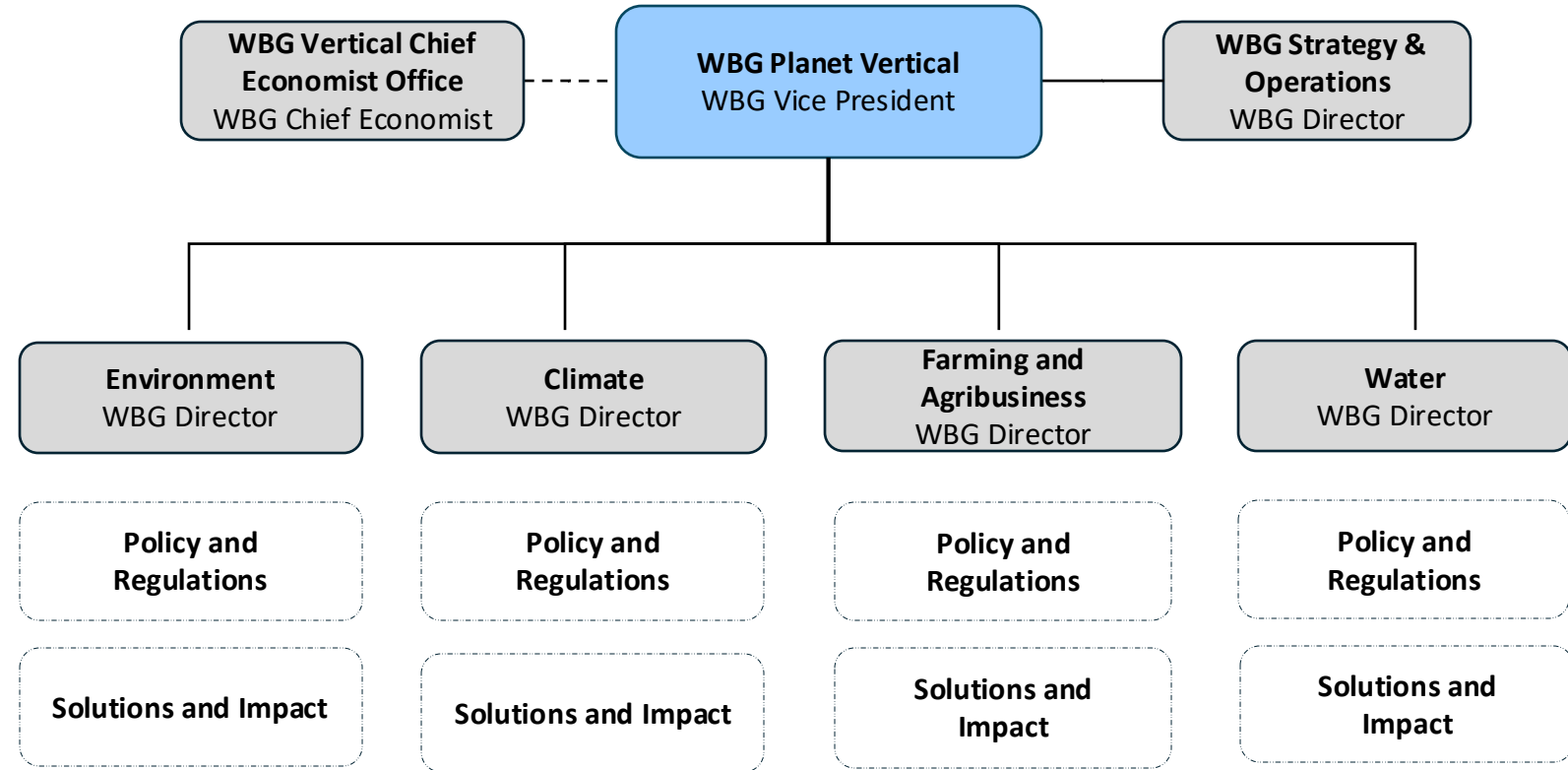
- New **Social Policy** Department will join Social Sustainability and Inclusion from WBG Planet with Social Protection and Labor
- **Public Pensions** team will join WBG Prosperity
- WBG **Gender** team will join public and private expertise to deliver the WBG Gender Strategy across Verticals and Regions
- **Health and Education & Skills** will combine expertise on public and private financing and service delivery





What's new:

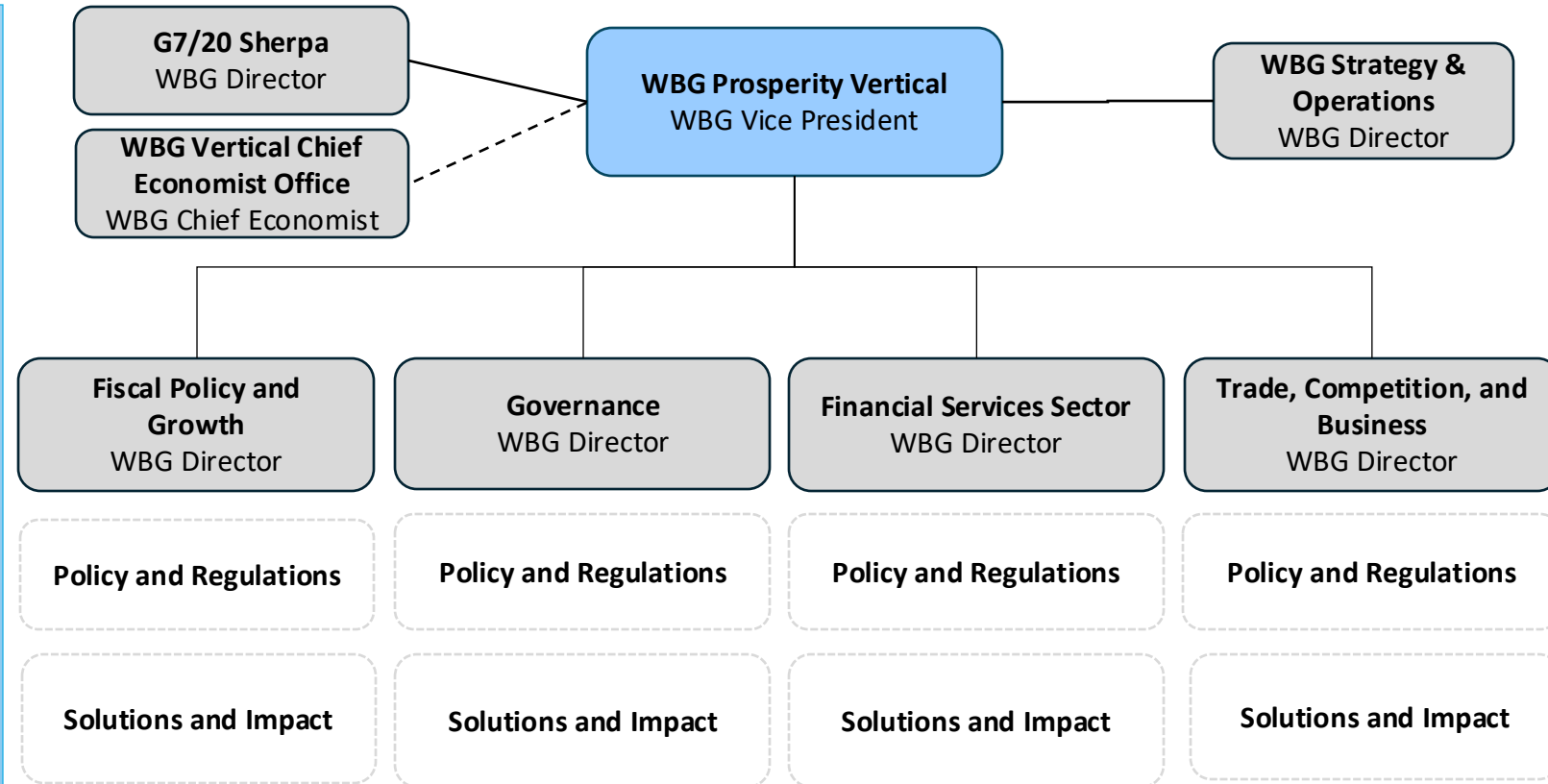
- Bringing public and private sector interventions together in **four WBG departments** to allow proven packages of WBG solutions to be brought to scale, e.g., via AgriConnect
- SSI will join Social Policy** to form a new Social Policy Department in WBG People that will bring together community and local development, social protection systems, skills, and employment solutions
- Agriculture to be renamed Farming and Agribusiness** to better reflect public and private mandates, as well as food and agriculture agendas





What's new:

- **New WBG Financial Services Sector dept.** offers broad range of financial sector solutions; incl. financial sector resilience & integrity, capital markets dev., financial inclusion, SME finance, SOFIs, disaster risk finance, housing & sustainability finance.
- **Vertical will bring together several teams around priority engagements:** Teams working on CPSDs, SME growth, trade, competition, business regulation and industrial policy in new **WBG Trade, Competition and Business dept.**, while building capabilities on manufacturing; global tax policy and administration experts together in **WBG Fiscal Policy and Growth dept.**
- To better integrate analysis on distributional impact of reforms and investments into operational knowledge and lending, **poverty team will move to new unit on Distributional Impact of Policies under Fiscal Policy and Growth dept.**; data experts on poverty statistics will move to DEC. Regional poverty teams will report to Practice Managers on Distributional Impact of Policies under Regional Prosperity Directors.
- **Jobs and Growth unit** under Fiscal Policy and Growth dept. to provide tools, analytics, and advice on Country Growth and Jobs Reports, country policy engagements and support jobs initiatives across WBG.

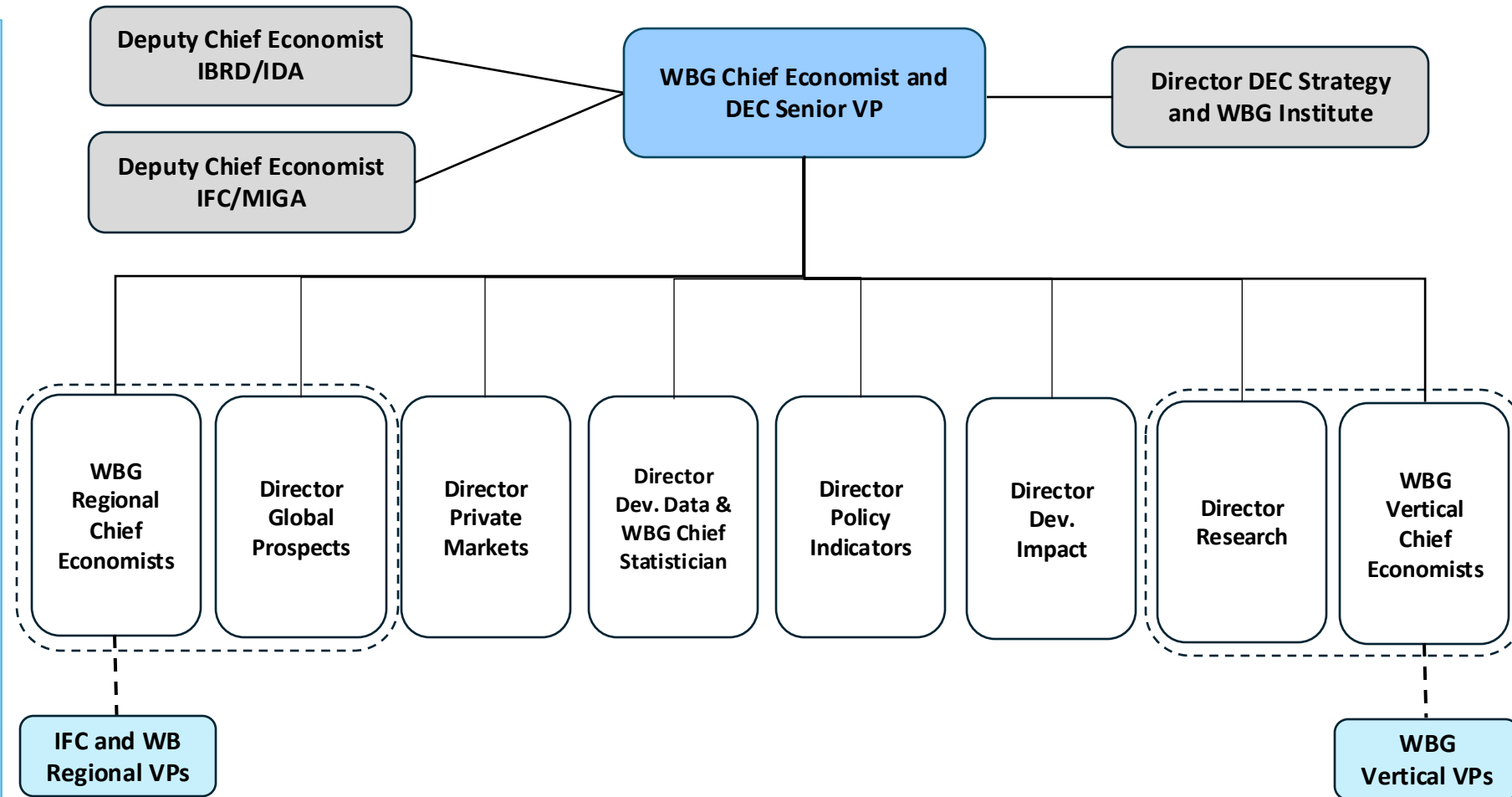


*Numbers do not include CGAP which has 52 staff positions.



What's new:

- **Clarity of roles:** DEC focuses on applied research, data, indicators, & corporate priorities; new Verticals focus on generating/ aggregating, managing, and delivering “operational” knowledge to the Regional teams
- **Vertical CEs** report to WBG CE, with dotted lines to WBG Vertical VPs
- **DEC Research** dept. to be reorganized by Verticals, with work program managed by Vertical CEs
- **Regional CEs** report to WBG CE, with dotted reporting line to IFC & WB RVPs; work program on global and regional economic prospects is coordinated and complementary; IBRD/IDA Deputy Chief Economist is also Director Global Prospects
- **Private Markets:** IFC/MIGA Deputy CE is also Director Private Markets
- **Policy Indicators:** DEC responsible for methodology, protocols, & quality standards for all WBG indicators





What's new:

WBG Knowledge Management & Learning:

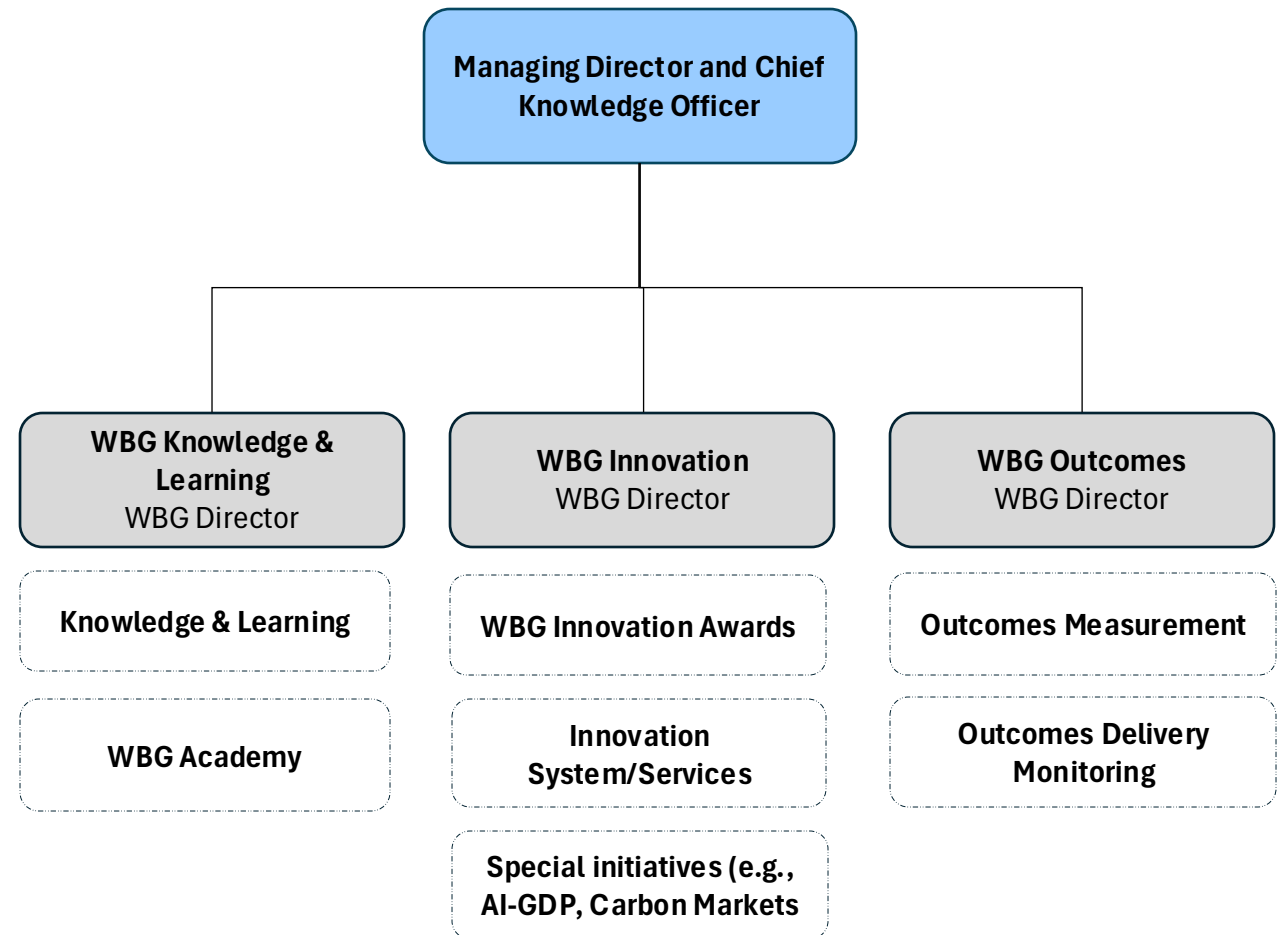
- Kickstart AI-powered Knowledge360 and Data-360 platforms
- Nurture public-private models through WBG Academy Impact and Practitioner Programs
- Optimize IFC's technical learning approach for WBG staff
- Weave talent systems together with the KML family

WBG Innovation:

- Identify and accelerate high-potential WBG innovations that integrate public and private sector solutions
- Support transformation of WBG approach to innovation from individual-driven to unified Innovation Portfolio
- Provide innovation services (analytics, tools, and portfolio insights) to manage innovation strategically

WBG Outcomes:

- Reinforce consistent WBG Scorecard implementation
- Evaluate targets and a WBG 1-stop shop for Outcomes
- Strengthen M&E talent through WBG Outcomes family
- Upgrade systems with AI for smarter measurement
- Lead global thinking on outcome measurement
- Transform WBG culture through incentive and communications



Mission 300 is a Prime Example of Our New Approach in Action



Scaling up:



- **31m people connected**
- **\$8bn of IDA/ IBRD financing committed** & \$1.2bn of co-financing mobilized, informed by knowledge
- **~90 access projects** across WBG for distributed renewables (DRE) and on-grid
- **29 National Energy Compacts launched**

One WBG approach:



- **WB:** Regional solutions for quick replication and private sector response at scale (e.g., ASCENT/ DARES)
- **IFC:** Focus on access projects. Zafiri, patient equity facility, capitalized by WBG, AfDB, and partners
- **MIGA:** new risk mitigation solutions tailored to the needs of DRE companies, grid-edge innovations & IPPs
- **DEC** provides data, analytics, and advice that enable M300 to effectively target energy access interventions

Knowledge and solutions:



- **Global energy team & DEC:** (i) \$52m in ESMAP TF financing; (ii) advisory in structuring compacts; (iii) M&E.
- **Mission 300 partners:** (i) TA Accelerator Facility of \$10m for TA, \$12m for compact implementation (Rockefeller/ GEAPP); (ii) tracking Compact implementation (SEforAll); (iii) advocacy.



Strategy

- By Dec 15, 2025: Finalize WBG Knowledge Bank Strategic Implementation Plan

Structure

- By Jan 1, 2026: WBG Knowledge Bank launch, incl. updated reporting lines

People and Systems

- By July 1, 2026: Full suite of HR, RM, KM, etc. reforms implemented



Annex

WBG Approach Unlocking Private Capital via Domestic Market Development



WBG has helped bridge financing gaps in strategic sectors:



- The **WBG** is supporting 40+ countries across key areas to help them develop capital markets frameworks, infrastructure and institutions; different market segments (money/bond/equity/derivative markets); guarantees and other derisking solutions to mobilize local currency investors in strategic sectors; institutional investors and expansion of their long-term assets; and to mobilize local currency financing through catalytic investments and offer structured training programs.

Results



JCAP program alone:

- enabled \$17b in private investment, contributed to \$7.7b in WB lending by 2023, and mobilized US\$2.6 billion in IFC-related investment.

Next steps



- We will scale up our advisory engagements, including in IDA countries; enhance our focus on derisking solutions to mobilize investors; and strengthen partnerships to accelerate progress.

Advancing Gender Strategic Country-led Engagement, Increasingly as One WBG



FY25 Highlights:

16 fast-track countries (including 10 One WBG countries) are implementing comprehensive and coherent country-led programs toward gender equality.

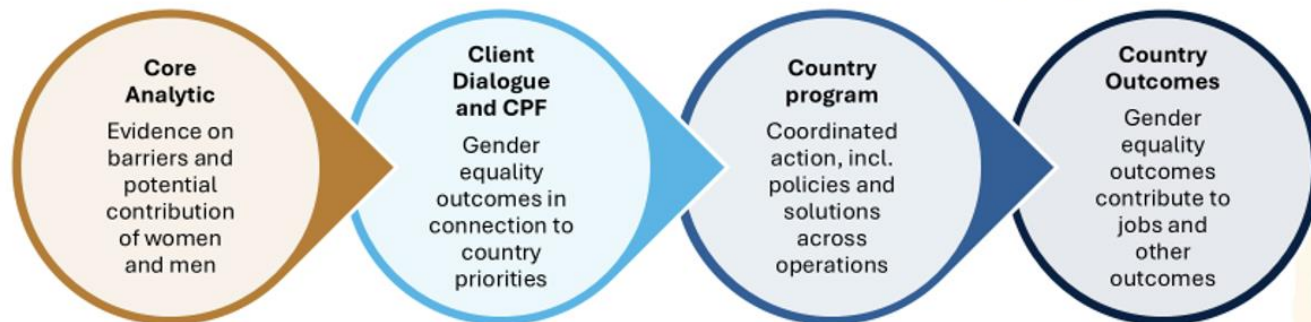
- ✓ **12 core diagnostics** in **10 countries** pinpointing most salient barriers facing women/girls and men/boys
- ✓ **5 FY26 CPFs** to advance specific gender equality outcomes in alignment with country priorities
- ✓ **62 FY25 operations** in **15 fast-track countries** expected to reach **40M** beneficiaries with concerted action



Fast-tracking the WBG Gender Strategy in Morocco

- ✓ **MoF champions and leads** multisectoral TA for a roadmap to address barriers for women for national jobs strategy.
- ✓ **Maghreb Gender Facility** analytics shape CPF priorities and reforms.
- ✓ **DPL** on growth and jobs.
- ✓ **Private sector guarantees and investments** supporting more and better jobs for women incl. in infrastructure, retail, and STEM.

Gender analysis is being integrated into core diagnostics to inform policy dialogue and build the business case for reforms and investments in country programs.



Making the case for women in the Mauritania Country Growth and Jobs Report

- ✓ **Economic case:** Reforms on health, education and social norms that raise FLFP could lift GDP by 4%.
- ✓ **Evidence to action:** findings informed **SCD & CPF**.
- ✓ **Policy influence:** policy dialogue with **MoF on Gender Equality Project**; influenced **DPO** prior actions on school-to-work transition and DRM.

What Has Already Been Achieved Under the Knowledge Bank



← *Focused Partnerships that Amplify Reach and Results* →



Data 360 Launched

300M data points unified — giving teams real-time data to guide operations.



Analytics & Flagships Recalibrated

Focused analytics and flagships that are comprehensive, flexible, and actionable.



WBG Academy Established

150+ programs — turning learning into scalable, structured capacity building.



Innovations Piloted

Launched three pilots for innovation, building the WBG system and pipeline.



Digital MPA Deployed

First One WBG MPA promoting digital inclusion across several countries.



Scorecard & Targets Embedded

Tracking WBG outcomes to enhance decisions, accountability, and impact.