

## Final Report on Global Evolution Process Consultations

### 1. Overview, Participation and Geographic Distribution:

Overall, participants appreciated the opportunity to lend their voice to the WBG Evolution Process, and demand for a seat at the table was very strong. The meetings were well attended, both in person and online, with substantive and constructive comments coming from a diverse set of stakeholders representing think tanks, CSOs, development partners, faith-based organizations, parliamentarians Indigenous Peoples, the private sector, and others. It is very clear that several key themes strongly resonate with stakeholders in client countries, including poverty reduction, climate change, inclusion (particularly of women and girls), private sector engagement, responsiveness to clients, partnerships (especially with civil society), access to financing, domestic resource mobilization, and knowledge.

The Bank has held consultations in Washington DC and in all seven operational regions as well as online.

#### Participation in Numbers:

##### Evolution Forum, Washington DC, April 11, 2023:

88 total  
63 in person  
25 online

##### Regional Consultations, Global, July 2023:

887 total  
365 in person  
552 online  
118 countries represented  
664 participating organizations

##### Online Consultations, April 11 – July 31, 2023:

81 submitted the online survey via the [website](#)  
43 sent submissions to the dedicated email address

### 2. Key Themes and Highlights:

#### Support for the Evolution Process:

Participants appreciate the consultations, their timing and believe that evolution process is a critical undertaking for the Bank and development.

They welcome the Bank's willingness to listen in a transparent setting.

Many welcome the Bank embracing a roadmap to change and want the institution to be more relevant in addressing key development challenges.

Almost all speakers, including the more critical voices opted for constructive input and specific suggestions in the meetings.

#### Strong Support for Poverty Reduction in Vision and Mission:

The Bank's focus on poverty is seen as non-negotiable.

Focus on poverty, not just extreme poverty, but the many who are close to the poverty line. View poverty as multi-dimensional, including climate vulnerability. Protect IDA.

Some asked for the word "accelerate" to precede "ending poverty" in the mission statement.

Linkage between poverty and a livable planet was widely appreciated.

Some questions about what a livable planet means and if it would include biodiversity, pollution, etc.

Many want the Bank to pay more attention to inequality and inclusion as part of the shared prosperity goal.

Request for a stronger focus on financing the SDGs.

Focus always on the poorest, in IDA and IBRD countries.

Increase in development assistance needs to embrace goals of poverty reduction.

#### Climate Change is the Most Urgent Global Public Good:

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This was very often raised across all regions with a clear sense of urgency to address climate change and to make resources available, especially around adaptation.

Climate should be embedded across the Bank's work.

Successfully addressing a global public good requires local approaches.

Particularly in lower income countries climate justice was mentioned frequently. Climate and GPG focus should not come at the expense of poverty reduction.

Many pointed out that addressing climate requires different financial terms.

Although climate was the dominant global public good mentioned, others asked for a strong focus on FCV, pandemic preparedness, food security/nutrition, water, biodiversity, pollution.

More focus on resilience aspects of climate also raised.

Calls for more capacity building and awareness raising of climate impacts.

Calls for the Bank to verify climate investments and stop all fossil fuel financings or projects that enable fossil fuel use.

### **Emphasis on Inclusion, Especially Gender:**

A very strong call from all regions to address gender gaps.

Violence against girls and women is often mentioned as an obstacle for development.

In the context of gender, exclusion of other vulnerable groups was also mentioned (people with disabilities, LGBTQI+).

Especially in countries with large young populations, youth engagement was seen as critical.

Put children at the center of development.

Include non-discrimination as a principle in all operations.

### **Private Sector Involvement:**

Bring in private investment to promote SDGs, including for climate and financial inclusion.

SMEs are critical.

Call for redistribution of financial and other risks as incentives for private sector involvement.

Risk-sharing, not just de-risking.

Ask for the Bank to help governments to create incentives for the private sector to get involved in energy and economic transitions.

More access to guarantees.

Need to manage risk of working with private sector and combine with public resources, rather than minimize the role of government in service delivery.

Skepticism around role of private sector, which some feel is over-represented in the Evolution Paper.

Call for strong scrutiny and finding a responsible way to engage. PPP are seen as challenging, especially for essential services.

### **Responding to Country Needs through Operations:**

Calls to identify levers for development; crisis response; allocation of financing resources.

Need for striking a balance between simplifying/streamlining with accountability, transparency, and good governance.

More agility in Bank operations is needed.

A stronger focus on promoting innovations and technological advancement (i.e., digitalization).

Country needs should drive regional and global initiatives. Global public goods should be anchored in countries.

"Country first" should be replaced with "people first".

A stronger focus on impact that should be reflected in the scorecard and the need for disaggregated data (gender, children, etc.). Measure outcomes, including for climate.

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### **Governance, Anti-Corruption, Transparency, Human Rights:**

Calls for greater WBG support to help strengthen governance and prevent corruption in countries, including through indicators.

Corruption is seen as a major hurdle to development. Seen as undermining the Bank's credibility.

Request to also reflect these in the DC paper.

Stakeholders see good governance in client countries foundational to the success of the current reform. Also seen as relevant to working with the private sector.

### **Partnerships and CSOs:**

Strong calls for the Bank to involve CSOs, INGOs, FBOs, UN agencies, MDBs, social entrepreneurs and others. Many shared openly negative perceptions of the Bank and their governments but also highlighted the institutions significance as a development player.

Involvement of CSOs and grassroots organizations as well as streamlined citizen engagement was often mentioned in connection with improving governance, holding the Bank and governments accountable and ensuring better monitoring and evaluation of development operations.

Shrinking civic space, Human Rights violations, were often noted as an obstacle to inclusive development that the Bank should take into account.

Requests for more direct funding to CSOs and more consultations.

### **Access to More Financing for Development:**

Bank should put reforms before asking for more money. CAF reforms and Bridgetown 2.0 are often cited as must-dos.

Both low- and middle-income regions are very focused on concessional financing.

From poorer countries, there was a call to preserve and increase financing for the poor and extremely poor (IDA). Fear that MIC support may crowd out LIC support.

In middle-income countries new concessional financing was seen as an opportunity to address issues like biodiversity and climate change.

The new model needs unpacking to make it more digestible.

Co-financing and cooperation with other MDBs need to increase as well as with the private sector, philanthropic organizations.

Some are skeptical about the Bank's financing as they view it as the cause of high debts.

### **Domestic Resource Mobilization:**

Bank should focus more on this area. Seen by many as an area of growth.

Challenges were raised in this area, including the low level of tax revenue in some countries; the difficulties that come with enforcing taxes; and how to finance public expenditures most effectively.

Several highlighted the need to address illicit financial flows through global cooperation.

### **Human Capital**

Calls for more support around human capital, especially in low-income countries.

Higher education seen to provide job opportunities. Area of girls' education was often mentioned.

Requests to blend with the human capital agenda with climate change and addressing needs of children.

More support for Universal Health Coverage and mental health also raised.

### **Knowledge:**

Request for research that informs public development investments and private sector involvement.

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**3. Next steps:**

The consultations, despite their depth and breadth, represent a partial image.

Not all voices are represented, but a very concerted effort was made to include as many countries and organizations, both online and in person.

As the Evolution Process continues, engagement should go on.

It is important for senior management as well as country representation to continue the dialogue as the process progresses and decisions are being operationalized.

The second Evolution Forum at the Annual Meetings will be an important bookend to the consultation process where we will report on what we heard from stakeholders and ask for support in implementation.

## Annex 1: Consultation Schedule:

Region and Country <sup>1</sup>	Management Representative	Dates
South Asia (Dhaka, Bangladesh), regional, online multi-stakeholder	Ed Mountfield, OPSVP	July 5, 2023
South Asia (Dhaka, Bangladesh), country-focused in person multi-stakeholder	Ed Mountfield, OPSVP	July 5, 2023
Latin America and the Caribbean (Panama City, Panama), regional, hybrid multi-stakeholder	Axel van Trotsenburg, SMD	July 10, 2023
Latin America and the Caribbean (Panama City, Panama), regional, private sector, in person	Axel van Trotsenburg, SMD	July 10, 2023
Africa West (Abidjan, Cote d'Ivoire), parliamentarians, hybrid	Anna Bjerde, MDO	July 10, 2023
Africa West (Abidjan, Cote d'Ivoire), regional, hybrid multi-stakeholder	Anna Bjerde, MDO	July 11, 2023
Africa West (Accra, Ghana), regional, private sector, hybrid	Anna Bjerde, MDO	July 13, 2023
Europe and Central Asia (Tirana, Albania), regional, multi-stakeholder online	Ed Mountfield, OPSVP	July 17, 2023
Europe and Central Asia (Tirana, Albania), country-focused, in person multi-stakeholder	Ed Mountfield, OPSVP	July 17, 2023
East Asia Pacific (Indonesia, Jakarta), regional, hybrid multi-stakeholder	Aki Nishio, DFIVP	July 17, 2023
East Asia Pacific (Indonesia, Jakarta), regional, private sector, hybrid	Aki Nishio, DFIVP	July 17, 2023
Africa East (Washington, DC), regional, virtual*	Axel van Trotsenburg, SMD	July 20, 2023
Middle East and North Africa (Rabat, Morocco), regional, hybrid multi-stakeholder	Anshula Kant, MD & CFO	July 24, 2023
South Asia (Delhi, India), country-focused, hybrid multi-stakeholder	Aki Nishio, DFIVP	July 27, 2023

\* The consultations were planned to be held hybrid out of Nairobi, but were relocated to Washington, DC, because mission travel was suspended, and staff asked to work from home at the advice of WBG Security.

<sup>1</sup> **SAR:** Afghanistan, Bangladesh, Bhutan, India, Nepal, Pakistan, Sri Lanka

**LCR:** Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Jamaica, Panama, Paraguay, Peru, Saint Lucia, Uruguay

**AFW:** Benin, Burkina Faso, Cameroon, Central African Republic CAR, Chad, Côte d'Ivoire, Ghana, Guinea Conakry, Liberia, Mali, Mauritania, Niger, Nigeria, Republic of Congo, Senegal, The Gambia, Togo

**ECA:** Albania, Armenia, Azerbaijan, Bosnia and Herzegovina, Bulgaria, Croatia, Kazakhstan, Kosovo, Kyrgyz Republic, Moldova, Montenegro, North Macedonia, Poland, Romania, Serbia, Slovenia, Tajikistan, Türkiye, Ukraine, Uzbekistan

**EAP:** Cambodia, China, Indonesia, Lao PDR, Malaysia, South Korea, The Philippines, Thailand, Timor-Leste, Vietnam

**AFE:** Angola, Botswana, Burundi, Comoros, Democratic Republic of Congo, Eritrea, Eswatini, Kenya, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Rwanda, Seychelles, Sao Tome & Principe, Somalia, South Africa, Tanzania, Uganda, Zambia, Zimbabwe

**MNA:** Belgium\*, Egypt, Germany\*, Jordan, Kuwait, Lebanon, Morocco, Oman, Palestine, Saudi Arabia, Tunisia, United Kingdom\*, United States\*, Yemen. \*Some participants joined from countries outside the region.

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**Consultation materials:**

- [Development Committee Paper](#) translated into six languages: [French](#), [Spanish](#), [Arabic](#), [Russian](#), [Chinese](#), and [Portuguese](#)
- Short synopsis of Development Committee paper
- Evolution Process [Powerpoint](#)
- Q&A

**Online consultations:**

- [Website](#) available in seven languages (English, French, Spanish, Arabic, Portuguese, Chinese, Russian)
- Survey available in seven languages
- [Videos and summaries](#) of all regional consultations posted

**Guiding Questions for all consultations:**

- What are your views on the direction and ambition of the WBG evolution process?
- What are your priorities for enhancing the WB's operating model?
- Do you agree with the proposed changes in the WBG financial model?
- Do you have views on how the WBG could create more incentives for private sector engagement in global and country development challenges?
- What would a WBG that is fit-for-purpose for today's development challenges look like?

**Annex 2:****Participation in Regional Consultation:**

City	Country	Region	Audience	Format	Scope	Organizations	Countries	In-person attendees	Virtual attendees	Total attendees
Dhaka	Bangladesh	SAR	Multi	Online	Region	23	5	0	28	28
Dhaka	Bangladesh	SAR	Multi	In person	Country	44	1	48	0	48
Delhi	India	SAR	Multi	Hybrid	Country	32	1	19	14	33
<b>Totals</b>						<b>99</b>	<b>7</b>	<b>67</b>	<b>42</b>	<b>109</b>
<b>Participating countries: Afghanistan, Bangladesh, Bhutan, India, Nepal, Pakistan, Sri Lanka</b>										
Panama City	Panama	LAC	CSOs	Hybrid	Region	49	18	36	54	90
Panama City	Panama	LAC	Private S.	In person	Region	15	1	16	0	16
<b>Totals</b>						<b>64</b>	<b>18</b>	<b>52</b>	<b>54</b>	<b>106</b>
<b>Participating countries: Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Jamaica, Panama, Paraguay, Peru, Saint Lucia, Uruguay</b>										
Abidjan	Côte d'Ivoire	AFW	Parliament.	Hybrid	Region	15	14	37	29	66
Abidjan	Côte d'Ivoire	AFW	Multi	Hybrid	Region	35	12	22	52	74
Accra	Ghana	AFW	Private S.	Hybrid	Region	25	17	20	38	58
<b>Totals</b>						<b>75</b>	<b>17</b>	<b>79</b>	<b>119</b>	<b>198</b>
<b>Participating countries: Benin, Burkina Faso, Cameroon, Central African Republic CAR, Chad, Côte d'Ivoire, Ghana, Guinea Conakry, Liberia, Mali, Mauritania, Niger, Nigeria, Republic of Congo, Senegal, The Gambia, Togo</b>										
Tirana	Albania	ECA	Multi	In person	Country	32	1	36	0	36
Tirana	Albania	ECA	Multi	Online	Region	112	27	0	108	108
<b>Totals</b>						<b>144</b>	<b>28</b>	<b>36</b>	<b>108</b>	<b>144</b>
<b>Participating countries: Albania, Armenia, Azerbaijan, Bosnia and Herzegovina, Bulgaria, Croatia, Kazakhstan, Kosovo, Kyrgyz Republic, Moldova, Montenegro, North Macedonia, Poland, Romania, Serbia, Slovenia, Tajikistan, Türkiye, Ukraine, and Uzbekistan.</b>										
Jakarta	Indonesia	EAP	Multi	Hybrid	Region	50	8	11	40	51
Jakarta	Indonesia	EAP	Private S.	Hybrid	Region	19	8	6	25	31
<b>Totals</b>						<b>69</b>	<b>10</b>	<b>17</b>	<b>65</b>	<b>82</b>
<b>Participating: Cambodia, China, Indonesia, Lao PDR, Malaysia, South Korea, The Philippines, Thailand, Timor-Leste, Vietnam.</b>										
Washington DC	Multiple	AFE	Multi	Virtual	Region	103	23	70	69	139
<b>Totals</b>						<b>103</b>	<b>23</b>	<b>70</b>	<b>69</b>	<b>139</b>
<b>Participating countries: Angola, Botswana, Burundi, Comoros, Democratic Republic of Congo, Eritrea, Eswatini, Kenya, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Rwanda, Seychelles, Sao Tome &amp; Principe, Somalia, South Africa, Tanzania, Uganda,</b>										
Rabat	Morocco	MNA	Multi	Hybrid	Region	110	15	44	65	109
<b>Totals</b>						<b>110</b>	<b>15</b>	<b>44</b>	<b>65</b>	<b>109</b>
<b>Participating countries: Belgium*, Egypt, Germany*, Jordan, Kuwait, Lebanon, Morocco, Oman, Palestine, Saudi Arabia, Tunisia, United Kingdom*, United States*, Yemen.</b>										
<b>Totals</b>						<b>664</b>	<b>118</b>	<b>365</b>	<b>522</b>	<b>887</b>

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**Breakdown of Online Submissions:**

Email Survey Feedback	Type of organization	# of inputs (final tally)	English	French	Spanish	Arabic
	Civil Society Organization	29	26	2		1
	Think Tank	1	1			
	Academic Institution	1		1		
	Government	1	1			
	Media	0				
	Foundation	0				
	Development Institution	6	6			
	Others	5	3	2		
	Private Sector	0				
<b>Total of inputs received</b>	<b>43</b>	<b>37</b>	<b>5</b>	<b>0</b>	<b>1</b>	
Online Survey Feedback	Type of organization	# of inputs (final tally)	English	French	Spanish	Arabic
	Civil Society Organization	35	24	8	3	1
	Think Tank	7	3	2	2	
	Academic Institution	8	3	3	2	
	Government	11	1	10	0	
	Media	1		1		
	Foundation	0				
	Development Institution	3	1	2		
	Others	8	3	5		
	Private Sector	7	2	5		
<b>Total inputs received</b>	<b>81</b>	<b>37</b>	<b>36</b>	<b>7</b>	<b>1</b>	
<b>Sum total inputs received</b>	<b>124</b>	<b>74</b>	<b>41</b>	<b>7</b>	<b>2</b>	



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