



Norwegian Ministry
of Foreign Affairs

Strategy

Strategy for Norway's cooperation with the World Bank 2026–2030



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Foreword

The aid and development landscape has changed dramatically over the past year. International official development aid (ODA) has declined. We are also seeing increased rivalry between the major powers and far-reaching policy changes across international development organisations. This is happening as the need for international development assistance is increasing.

In this situation it is important to the Labour Party Government to make the most of Norway's development assistance. The World Bank is the single largest recipient of Norwegian aid. By using its ability to leverage capital from international markets, the bank's financing model generates a manyfold increase in the development and climate finance available to recipient countries. It is in Norway's interests that the World Bank remains a key driver of development, focusing on eradicating poverty, reducing inequality and addressing global challenges.

One fundamental principle of Norwegian foreign and development policy is to promote international law through binding international cooperation. The multilateral system, established and expanded in the wake of World War II, is being challenged by increasing geopolitical and geoeconomic polarisation. Major providers of ODA have made significant cuts to funding, while there is pressure on internationally agreed norms such as those enshrined in the UN Sustainable Development Goals.

The combination of major and rapid changes in the international development landscape on the one hand and the significance of the World Bank as the single largest recipient of Norwegian aid on the other requires the Labour Party Government to take a fresh look at Norway's cooperation with the World Bank in order to establish a set of long-term priorities. The National Audit Office of Norway has also recommended that the Ministry of Foreign Affairs develops a comprehensive long-term strategy for providing development assistance through World Bank trust funds and financial intermediary funds (FIFs). That recommendation is being acted on, but in this strategy the Labour Party Government also intends to look at the full extent of Norway's cooperation with the World Bank.

Norway wants the World Bank to continue to champion its core mandate: eradicating poverty, reducing inequality and addressing global challenges such as climate change. The Labour Party Government will also work to ensure that the development assistance provided by the World Bank is effective in addressing the key objectives of institution-building, job creation, mobilisation of private capital and fighting illicit capital flows.

Norwegian political priorities are increasingly under pressure. Democracy, gender equality, sexual and reproductive health and rights (SRHR), inclusion, diversity and the fight against climate change cannot be taken for granted. These priorities will remain important to Norway in its cooperation with the World Bank, in alliance with likeminded partners.

With this strategy, the Government seeks to clarify how Norway will work with the World Bank in the years leading up to 2030. The World Bank has been among Norway's most important development policy partners since 1945. The partnership has endured through changing times. This strategy is intended to help ensure that the partnership will continue to deliver for Norwegian interests and objectives in the coming years, too.



Minister of International Development, Åsmund Aukrust
Oslo, 20 March 2026

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1 Introduction

This strategy sets out priorities for Norway's cooperation with the World Bank in the years to 2030. It outlines how Norway will work to strengthen the World Bank's key role as a global driver of development in line with its mandate to eradicate poverty, reduce inequality and address global challenges, including climate change.

The world is facing significant humanitarian and development challenges caused by conflict, climate crisis and economic instability. Only a minority of the UN Sustainable Development Goals will be achieved by 2030. Every country is responsible for its own development, and aid alone has never been enough to achieve the Sustainable Development Goals. Insufficient climate and development finance has also contributed to a breakdown in trust between the global south and north. The reforms of the multilateral system must continue in order to maximise the effect of available funding and to create fairer, more inclusive, credible, accountable and legitimate multilateral institutions.

While need is increasing, several large, traditional donor countries have made significant cuts to their aid budgets. The decline in official development assistance is expected to continue. Many donor countries are increasingly linking aid to matters of self-interest, including migration and national security. The landscape of official development assistance has become more fragmented. The number of development assistance providers and programmes has grown, while more aid is being channelled away from government structures. This has added to the complexity of the global aid architecture, increased transaction costs for developing countries, and impacted aid effectiveness.¹

¹ *Understanding Trends in Proliferation and Fragmentation for Aid Effectiveness During Crises.* World Bank, 2022.

Against this backdrop, the World Bank plays a vital role in the efforts to reach the Sustainable Development Goals and prevent aid fragmentation. The World Bank is the largest global channel for multilateral financing of development and climate programmes.² Extensive reforms of the World Bank have taken place in recent years in order to unlock additional development and climate finance and increase efficiency and effectiveness at country level. By leveraging capital from international markets, the bank's financing model results in a manyfold increase in development and climate finance available to recipient countries. The World Bank is a key actor within the multilateral system due to its considerable financial resources, its role as an adviser to governments, and as a knowledge provider. It is therefore in Norway's interest to support the World Bank's efforts to combat poverty and climate change.

The World Bank plays an important role in partner countries by building capacity and supporting governance reforms that help to strengthen financial and debt management, boost domestic resource mobilisation, and enable private investment. The outcome document from the Fourth International Conference on Financing for Development held in Seville in 2025 encourages the World Bank and other multilateral development banks to continue their leading role in financing development and to further increase and optimize their annual lending capacity. The World Bank works in conjunction with the International Monetary Fund (IMF), regional development banks, the UN, the Organisation for Economic Cooperation and Development (OECD) and other actors. Membership in the World Bank, as in the UN and the IMF, is all but universal.

Cooperation at the World Bank is subject to the same polarisation that we see across the multilateral system as a whole. For a number of decades, Norway has been urging the World Bank to strengthen its work on climate change and gender equality in particular. That has yielded results. However, these efforts are now being challenged. This strategy sets out how Norway will work to ensure that the World Bank maintains its clear commitment to development and climate action in the years ahead.

The strategy's overarching goals for Norway's cooperation with the World Bank are presented below. Chapter 2 addresses Norwegian contributions made through the World Bank. Chapter 3 outlines strategic priorities for the cooperation. Chapter 4 sets out how Norway can exert influence through partnerships and alliances. Chapter 5 discusses support for fragility and conflict-affected countries. Chapter 6 concerns cooperation on mobilising domestic resources, debt and private capital, and Chapter 7 looks at the World Bank as a knowledge provider.

The strategy applies to the period 2026–2030. The Section for Development Policy and Multilateral Banks in the Ministry of Foreign Affairs has primary responsibility for implementing the strategy. An internal mid-term review will be conducted in 2028.

² In 2025 the World Bank provided USD 118.5 billion in development and climate finance, 29 % of which to sub-Saharan Africa. A total of 48 % of the World Bank's funding went to climate or climate-related investments.

Primary objectives for Norway's cooperation with the World Bank

- Promoting multilateral cooperation on joint solutions to global challenges by strengthening the World Bank's key role as a development and climate actor.
- Securing support for Norway's priorities in the areas of gender equality, climate change, nature, renewable energy and food security.
- Prioritising development assistance for low-income countries in order to combat poverty and inequality.
- Prioritising increased core support for IDA in conjunction with earmarked support provided through trust funds and financial intermediary funds.
- Promoting further reforms of the World Bank to ensure long-term financial sustainability and enhanced legitimacy, representation and effectiveness.
- Supporting the World Bank's work in fragility and conflict-affected contexts.
- Continuing support for Ukraine through the World Bank with emphasis on reforms for EU membership, long-term reconstruction and support for the private sector.
- Strengthening the World Bank's efforts to ensure domestic resource mobilisation, responsible and sustainable debt management, and mobilisation of private capital for development.
- Supporting the World Bank's prioritisation of job creation with emphasis on inequality, decent work, gender equality and the green transition.
- Improved reporting, visibility and dissemination of results.

About the World Bank

The World Bank and the International Monetary Fund (IMF) were established during the 1944 Bretton Woods Conference, where 44 countries, including Norway, convened to form a new international economic system following World War II. Norway is a founding member and shareholder³ of the World Bank, which has a near-universal membership with 189 member countries.⁴ The Minister of International Development represents Norway on the bank's Board of Governors, which convenes during the Annual Meetings of the World Bank and the International Monetary Fund (IMF) every autumn. Norway is represented on the World Bank Board of Executive Directors by an Executive Director who serves on behalf of all the Nordic and Baltic countries. In the period 2024–2028 the Nordic-Baltic constituency is represented on the board by Sweden. The board meets several times a week in Washington DC. One of the Baltic countries will represent the constituency in the period 2029–2030.

³ Norway's shares in the World Bank in August 2025 can be broken down as follows: IBRD (0.62 %), IFC (0.72 %), IDA (1.07 %), MIGA (0.67 %).

⁴ The following countries are not members of the World Bank: Andorra, Cuba, Liechtenstein, Monaco and North Korea. Palestine is also not a member.

THE WORLD BANK GROUP⁵ COMPRISES:

- **IBRD:** International Bank for Reconstruction and Development. The original World Bank. Provides loans for middle-income countries and creditworthy low-income countries.
- **IDA:** International Development Association. Provides subsidised loans and grants to the 78 poorest countries.
- **IFC:** International Finance Corporation. The private sector arm of the World Bank. Provides loans and guarantees and invests equity capital in private sector enterprises in low and middle-income countries.
- **MIGA:** Multilateral Investment Guarantee Agency. Provides guarantees to promote private capital mobilisation for developing countries.
- **ICSID:** International Centre for Settlement of Investment Disputes.⁶



⁵ The World Bank Group incorporates IBRD, IDA, IFC, MIGA and ICSID. The term 'World Bank' will be used hereafter unless referring to a specific World Bank institution (e.g. IDA).

⁶ The Ministry of Trade, Industry and Fisheries is responsible for overseeing Norway's involvement in ICSID, which is not described in further detail in this strategy.

Box 1: The World Bank financial model

IBRD: Funded by capital contributions from member countries that purchase shares in the bank according to set quotas, or subscriptions, based on each country's relative strength in the world economy. Only a fraction of the bank's share capital is actually paid in by member countries; the majority is callable guarantee capital, which countries promise to pay if the bank is unable to fulfil its debt obligations. IBRD has never called on these guarantees. IBRD last raised capital during the 2018–2023 period, when Norway contributed NOK 461.5 million of paid-in capital and approximately NOK 4 billion of guarantee capital. In 2025 Norway also contributed NOK 250 million of hybrid capital, an innovative financial instrument categorised as a capital contribution.

IBRD's high credit rating (AAA) allows it to borrow money in the international debt market at low cost, enabling it to lend out far more in volume (the multiplier effect) than the members pay in. IBRD lends to middle-income countries and certain creditworthy low-income countries on more favourable terms than these countries would be able to obtain in the capital markets. The returns earned by IBRD cover the operating expenses of the World Bank (IBRD and IDA) while strengthening the bank's financial reserves and enabling an annual transfer of funds to IDA (USD 783 million in fiscal year 2025). Since IBRD's establishment in 1944, member countries have paid in approximately USD 23 billion in capital, which has made it possible for IBRD to lend more than USD 500 billion on favourable terms, according to World Bank figures. The World Bank estimates that each USD 1 in capital contributions over a 10-year period unlocks about USD 10 in lending to middle-income countries.

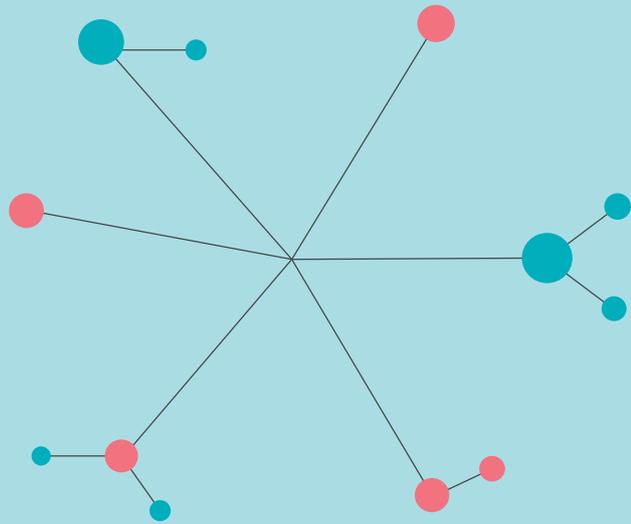
IFC: Funded in the same way as IBRD, by capital contributions that enable IFC to borrow in the market at rates reflective of its high credit rating. Norway contributed NOK 383.2 million in IFC's most recent capital increase, in 2020–2025.

IDA: Provides highly subsidised loans and grants to the poorest countries. IDA's activities are funded by donor countries, along with an annual transfer from IBRD's surplus. IDA must therefore seek donor replenishment every three years. Each NOK 1 contributed to IDA generates about NOK 3.5 in lending and grant financing.⁷ This multiplier effect is achieved by supplementing donor-country contributions with continual recirculation of the funds repaid by borrowers as well as with proceeds from bond issues in international capital markets (based on IDA's AAA credit rating) and transfers from IBRD. In the 2026–2028 period, Norway will contribute a total of more than NOK 5 billion to IDA.

MIGA: Funded by contributions from member countries upon its establishment in 1988. Since then, there has been no need for capital replenishment.

⁷ IDA20 Retrospective. World Bank, 2026.

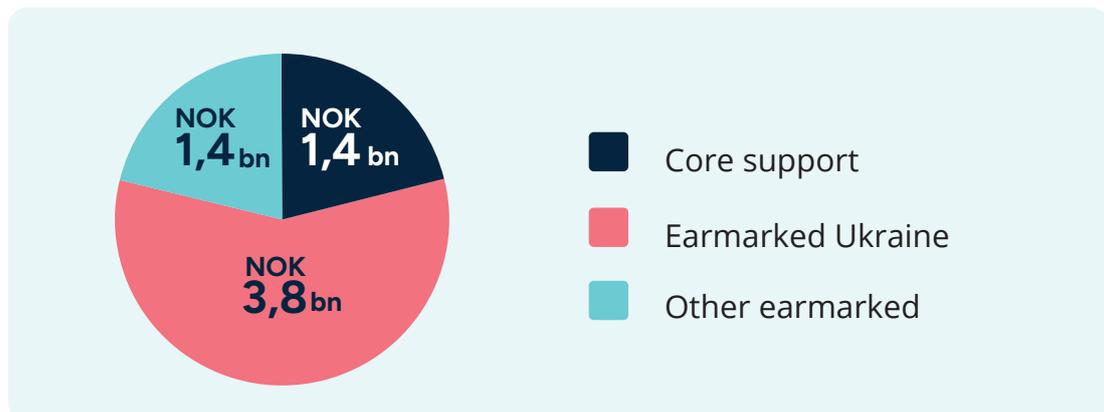
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2 Norwegian contributions provided through the World Bank

The World Bank is the single largest recipient of Norwegian aid. In 2024 Norway contributed NOK 6.6 billion to the World Bank, channelled partly as core support (NOK 1.4 billion), primarily to IDA, and partly as support to thematic and country-based funds (earmarked support: NOK 5.2 billion), of which a significant portion went to Ukraine (NOK 3.8 billion). See figure 1.

Figure 1 Norwegian support for the World Bank in 2024



Core support

Core support is voluntary, non-earmarked support provided to multilateral organisations that can be used in line with their respective mandates, procedures and negotiated priorities. Providing multilateral partners with core support is an overriding aim of Norwegian development assistance. The organisations in question rely on core support to fund their mandates and key tasks. Core support prevents aid fragmentation and provides the necessary flexibility to coordinate resources, ensure strategic direction and support the recipient countries' domestic plans. Norway follows up on its provision of core support through its active engagement on the boards of multilateral organisations such as the World Bank. In its review of World Bank trust funds and FIFs, the National Audit Office of Norway recommended⁸ that more of Norway's contributions to the World Bank be provided in the form of core support.

Providing core support to the World Bank helps to ensure effective use of limited resources by multiplying the capital available for lending for development and climate purposes (see Box 1). Many donors consider the World Bank to be an effective channel for channeling scarce development resources. Following pressure from the G20 in particular, the World Bank has carried out far-reaching reforms in recent years to increase its lending capacity by optimising its capital base and boosting financial innovation. Norway has supported these efforts on condition that the bank take a prudent approach to risk and maintains its high creditworthiness.

In 2024 core support to the World Bank made up 22 % of all Norwegian support to the World Bank and 2.5 % of all Norwegian development assistance that year. Core support is cost-effective, and its use by recipients is monitored through Norway's representation on the World Bank board and in the IDA governance structure. Funding for IDA in the period 2026–2028 increased by 50 % compared with the previous three-year period. Earmarked support for the World Bank has also increased significantly since 2022, primarily due to the civilian support for Ukraine being channelled through World Bank trust funds. In the years to 2030, steps will be taken to shift Norwegian financing for the World Bank towards core support. Nevertheless, the overall composition of the financing provided through the World Bank will continue to reflect the need for earmarked support for countries such as Ukraine and Palestine as well as other priority initiatives.

IDA as a tool for tackling poverty, inequality and global challenges

The World Bank's International Development Association (IDA) is an important tool in combating poverty and inequality and promoting development in line with the Sustainable Development Goals. IDA financing is based on recipient countries' own priorities, while donor countries provide guidance in the form of thematic priorities established during the replenishment negotiations taking place every three years. IDA supports investment in healthcare, education, social safety nets, climate change measures (especially adaptation), food security, natural resources, biodiversity, good governance and infrastructure. Job creation, financial management, fragility, conflict,

⁸ National Audit Office of Norway. Document 3:4 (2021–2022).

private investment and gender equality are cross-cutting issues. IDA assists with state-building, debt management and public services.

IDA provides heavily subsidised loans and grants to the poorest countries (see Box 1). IDA's ability to give grants depends on generous donor contributions. Such contributions have levelled off in recent years. This weakens IDA's creditworthiness over time and consequently also its ability to take up loans in the capital markets. This will result in lower volumes and increased pressure on the concessional loans and grants it provides. There will need to be clearer eligibility criteria and prioritization of countries that can lend on the most favorable terms. Norway will continue to prioritise the poorest and the most fragile and conflict-affected countries.

The increase in Norway's core support for IDA in 2026–2028 reaffirms that IDA is a key channel for Norwegian development assistance. Leading up to 2030, the Government will aim to increase the support even further. The support provided in 2026–2028 includes NOK 600 million in softly earmarked support for food security in the poorest countries. Norway will also be working to ensure that support for other priority areas is channelled through IDA as core support, preferably without such earmarking.

Earmarked support through Trust Funds and Financial Intermediary Funds

While this strategy recommends that core support be given priority, there are many good reasons why some Norwegian development assistance provided through the World Bank is earmarked. Norway provides earmarked support to World Bank trust funds for priority issues and particular geographical areas. Trust funds give the World Bank resources to achieve specific goals, advance new initiatives and support programmes at country level. In 2024 Norway financed 32 World Bank, IDA and MIGA trust funds. This accounted for 79 % of all Norwegian support channelled through the World Bank. The statistics reflect the World Bank's status as the biggest channel for civilian assistance to Ukraine, primarily provided as earmarked support for three Ukraine-related trust funds.⁹ Norway also provided NOK 3.3 billion in 2024 to nine Financial Intermediary Funds (FIFs) administered by the World Bank. FIFs are independent funds with their own boards. The World Bank acts as trustee and in many cases host for the funds' secretariats. The support provided for FIFs is additional to the earmarked support for World Bank trust funds described in figure 1.

Trust Funds

Trust funds are partnerships between the World Bank and donors. Trust funds finance much of the bank's knowledge production and technical advice provided to member countries, underpinning the bank's core operations. There are good examples of how trust fund financing through IDA helps to improve outcomes, including in the fields

⁹ In 2024 a total of 41 % of all Norwegian civilian assistance to Ukraine was channelled through World Bank funds, primarily the Ukraine Relief, Recovery, Reconstruction and Reform Trust Fund.

of health and education.¹⁰ Trust funds are also helping to bring about change at the World Bank over time. Examples include trust funds supported by Norway that focus on gender equality and human rights. Trust funds enable the World Bank to provide assistance when its lending powers are limited, as in the case of countries in conflict and non-members (e.g. Palestine). Trust funds are used by IFC and MIGA to mitigate risk when investing in challenging markets through blended finance mechanisms.

Norwegian support for World Bank trust funds also extends to priority areas such as governance, gender equality, energy, health, food security and digitalisation. For example, Norway has for many years supported the Energy Sector Management Assistance Program (ESMAP) trust fund, which serves as a particularly important source of knowledge for the bank as it seeks to increase investment in renewable energy. Through its engagement with ESMAP, Norway aims to influence the bank in a priority area for Norwegian development policy.

There is growing recognition both at the bank and among donors that there are too many trust funds and that the cost and amount of administration that goes into running them can be excessive. Reforms have been carried out to coordinate and reduce the number of World Bank trust funds. Compared to purely bilateral initiatives and trust funds, however, multi-donor trust funds are a way of reducing fragmentation while strengthening the World Bank's core operations. Norway will work to ensure that the funding it provides through trust funds is targeted at supporting and enhancing the bank's operations in Norway's priority areas.

Financial Intermediary Funds (FIFs)

FIFs are used to coordinate international support for issues and sectors that require large-scale investment, such as climate change and pandemic preparedness, and to organise and manage support for countries and regions facing immediate financing needs, such as Ukraine and Gaza. While FIFs help to coordinate support, the growing number of financing mechanisms are creating a fragmented financing architecture which can be difficult for the recipient countries to navigate. Another disadvantage of FIFs is that they borrow less in the market and therefore do not provide leverage in the way that World Bank core support does. Discussions are ongoing about how to make FIFs more effective in order to improve coordination with the World Bank's other activities and strengthen mobilisation of private capital. Norway supports these efforts. In the years to 2030, Norway will consider whether a greater proportion of Norwegian support for World Bank FIFs can instead be channelled as core support to the World Bank. However, given the importance internationally of providing support for the funding mechanisms under the climate change and environmental conventions, Norway will continue to support FIFs such as the Green Climate Fund (GCF), the Global Environment Facility (GEF) and the Fund for Responding to Loss and Damage (FRLD). The World Bank only serves as trustee and does not have operational responsibility for the running of the funds.

¹⁰ Initiated by Norway, GFF is the Global Financing Facility for maternal, child and adolescent health. It is a good example of a trust fund that helps to improve allocation of IDA funds to maternal and child health initiatives at country level. Norway also supports the Global Partnership for Education, a FIF hosted by the World Bank.

Addressing the National Audit Office's review of World Bank trust funds and FIFs

Following its examination of selected World Bank trust funds and FIFs in 2021, the National Audit Office of Norway recommended closer monitoring of results and costs relating to such funds.¹¹ Since then, the Ministry of Foreign Affairs and Norad have conducted an in-depth review of Norway's support for both World Bank and non-World Bank trust funds and financing mechanisms. Norad has developed a set of criteria for assessing the funds, including enhanced assessment guidelines focusing on relevance, development effectiveness and cost efficiency. The criteria include guidelines for how any future support for new or existing funds must be assessed against alternative channels, including core support. A plan for phasing out the support (an exit strategy) must be included. In line with the recommendation that more of Norway's support for the World Bank be channelled as core support, Norway will systematically consider core support for IDA as an alternative channel for earmarked sector-specific support through trust funds and FIFs.

Reporting and communicating results

The World Bank has good monitoring systems, safeguard mechanisms and systems for transparency and accountability. The bank has taken steps to improve and simplify the reporting of results and is working actively to communicate results. This extends to World Bank trust funds, whose outcomes are measured using their own results frameworks linked to the World Bank's primary objectives. The Multilateral Performance Network (MOPAN) rates the World Bank as 'satisfactory' with regard to achievement of results, efficient delivery, and relevance to partners.¹² Norway will continue to address and highlight results in its cooperation with the World Bank at country level and encourage the use of results to aid learning and make initiatives more effective. Norway will work to raise awareness of the World Bank and to highlight results, including in Norway.

The World Bank has launched reforms to simplify and streamline its processes to work faster and to increase development impact at country level. Reforms to the World Bank's guidelines on social and environmental matters are part of this process. The World Bank has good social and environmental safeguards in place, including a requirement for the bank to support member countries in fulfilling their human rights obligations.¹³ A more risk-based approach is currently under consideration. Norway supports reforms to simplify and streamline processes, providing that the bank maintains its knowledge-based approach, its effective systems for transparency and accountability and its strict criteria for social and environmental safeguards.

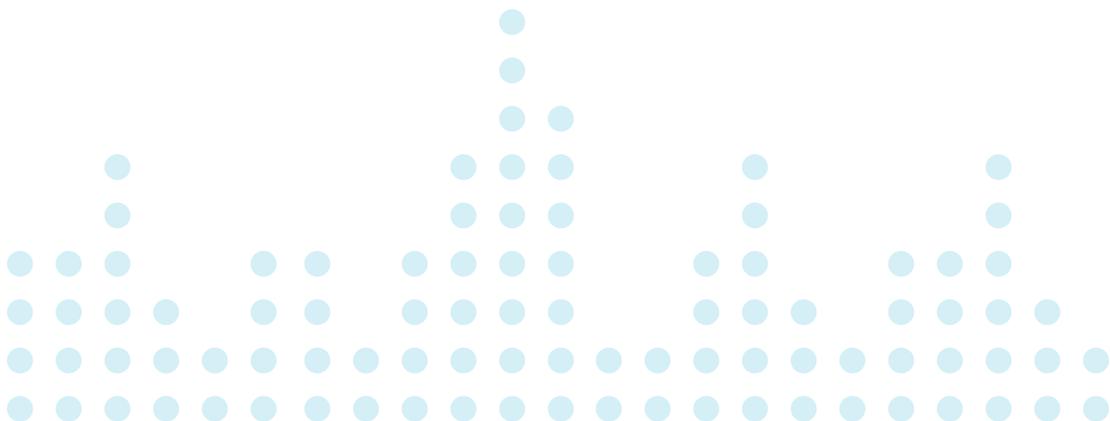
¹¹ National Audit Office of Norway. Document 3:4 (2021–2022).

¹² MOPAN (Multilateral Performance Network) Assessment Report 2023. World Bank (IDA and IBRD). 'Satisfactory' is the second highest rating.

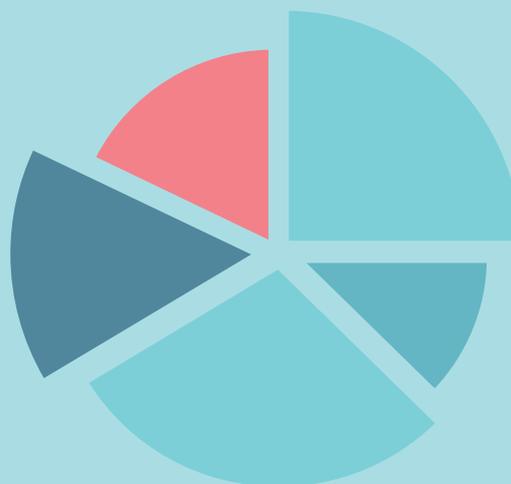
¹³ World Bank Environmental and Social Framework.

THE GOVERNMENT WILL:

- Increase its core support for IDA and systematically consider core support for IDA as an alternative channel for sector-specific funding and support through trust funds and FIFs.
- Implement enhanced guidelines on support for new trust funds and FIFs and on phasing out support with emphasis on concentrating efforts and improving cost efficiency and aid effectiveness.
- Promote Norway's priorities through IDA, taking into account the needs of IDA recipient countries, and safeguard funding on favourable terms for the poorest and most heavily indebted countries.
- Help to ensure quality in the reporting, monitoring and communication of results both in relation to core support and support through trust funds and FIFs.
- Support efficiency measures and a reduction in the number of trust funds.
- Ensure good coordination between earmarked support and core support through close monitoring by trust fund partnership councils and the World Bank board;



3



3 Cross-cutting and thematic priorities

In the period up to 2030 Norway will seek to preserve the World Bank's leading role on development and climate issues, in line with the bank's vision and mission, and will work systematically with the bank to prevent backsliding in priority areas such as gender equality, human rights, anti-corruption, climate change, nature and renewable energy.

Gender equality

Diversity, inclusion and gender equality are under pressure. In line with the Action Plan for Women's Rights and Gender Equality in Norway's Foreign and Development Policy (2023–2030), gender equality is as a policy objective and thematic priority for Norwegian cooperation with the World Bank. The bank's own updated gender strategy and implementation plan, which covers the 2024–2030 period, emphasises women in leadership positions, financial inclusion and efforts to end gender-based violence. Norway supports this strategy and promotes gender equality issues in dialogue with World Bank management. With the Government's action plan and the UN Sustainable Development Goals in mind, Norway will promote both women's rights and human rights for the LGBT+ community while calling for systematic use of the gender perspective in all sectors.

Gender equality, sexual and reproductive health and rights (SRHR) and ending gender-based violence were Norwegian priorities in the IDA21 negotiations on

replenishing IDA resources (which concluded in December 2024). Norway will continue to promote SRHR in the work of the World Bank and to strengthen its integration into health systems. These efforts must target fragile and conflict-affected countries, where women are most vulnerable. Norway will work towards full integration of gender equality in the World Bank Group Strategy for Fragility, Conflict and Violence. Norway will also highlight the use of expertise and gender-specific data, provide support to research, and urge cooperation with local women's organisations and civil society. This will strengthen targeted measures as well as transparency and accountability.

Human rights-based development

Human rights is not a separate area of focus at the World Bank. However, the World Bank Environmental and Social Framework refers to human rights. Norway has long provided earmarked support to the World Bank's Human Rights Trust Fund, which was established to promote and strengthen the integration of human rights principles across all bank activities. Norway will continue the work of integrating this focus on human rights in World Bank operations, in compliance with the mechanisms of the Environmental and Social Framework.

Box 2: Human Rights Trust Fund

The Human Rights Trust Fund (HRTF) is a multi-donor fund created to strengthen the understanding and application of human rights principles in the work of the World Bank. The trust fund provides training and expert guidance to bank employees and finances human rights initiatives with grants administered by the bank. A recently concluded external evaluation found that HRTF is the only dedicated scheme at the bank that promotes human rights principles. The fund is therefore an important focal point for the bank's human rights efforts and provides a way of ensuring that human rights are integrated in analyses and activities. The evaluation shows that HRTF has helped to advance key bank priorities, including those included in the Environmental and Social Framework and in guidelines for groups in fragile situations. In future the fund will direct its efforts at job creation, focusing on such issues as labour standards, employee rights, women's participation in the economy and the inclusion of minorities and migrants in labour markets.

Anti-corruption

The World Bank is a key actor in efforts to prevent and combat corruption, working in particular to strengthen public administration and promote governance reform. The World Bank emphasises the importance of four specific anti-corruption elements, which are in alignment with Norway's priorities: i) strengthening beneficial ownership

transparency and tackling illicit financial flows, ii) reducing corruption in public procurement and contract management, iii) reinforcing accountability institutions and the rule of law, and iv) fostering innovation through data and technology. Greater investment in these areas could produce significant benefits in terms of efficiency and performance. However, the bank's anti-corruption ambitions are not sufficiently reflected across the organisation or in the use of bank resources. There is a need for more rigorous follow-up and integration of anti-corruption measures throughout the World Bank, including through earmarked support, and with particular attention to corruption-prone sectors. Predictable, well-functioning institutions and rules also serve as fundamental frameworks for private investment and job creation. The Foreign Ministry's internal guidelines on preventing and combatting corruption internationally require Norway to urge institutions such as the UN, the World Bank and the IMF to focus more on anti-corruption issues in their dialogue with countries. Norway will work with like-minded members on the World Bank's Board of Executive Directors to insist that the bank's anti-corruption strategy be updated and implemented.

Climate and nature

Bolstering the World Bank's climate change efforts has been a strategic priority for Norway for a number of years, through its provision of core support, board engagement and contributions to climate change trust funds. The fight against climate change is an integrated part of the World Bank's core mandate. The World Bank's current goal is to allocate 45 % of its total lending to climate finance, equally divided between emissions reduction and climate adaptation, and to ensure that all operations align with the goals and principles of the Paris Agreement. Norway will remain a strong voice on climate issues in the World Bank, insisting that the bank remain committed to its goals and advocating an extension of the bank's Climate Change Action Plan until 2030.¹⁴ Norway will work systematically with like-minded partners on the board and through relevant trust funds to ensure that the World Bank maintains its clearly stated commitment to climate change mitigation and adaptation.

Norway will work towards greater transparency around the World Bank's methodology for measuring climate co-benefits. Climate adaptation and the use of early-warning systems to mitigate the effects of natural disasters are priorities for Norway. The World Bank is to be a key partner in pursuing the aims of the New Collective Quantified Goal on Climate Finance. An important set of tools in this regard are country platforms that bring together national authorities, multilateral banks, the private sector and civil society organisations in support of each country's own climate goals. Norway will promote the use of market mechanisms as described in Article 6 of the Paris Agreement as well as private sector mobilisation to develop and scale up cost-effective climate solutions in cooperation with the World Bank. Norway also supports the World Bank's work to reduce methane emissions, including those associated with flaring from oil and gas operations.

¹⁴ It is still unclear whether the World Bank Climate Change Action Plan will be extended beyond June 2026. However, World Bank management has confirmed that the bank's climate change ambitions will be retained.

Norway will be proactive to ensure that the World Bank's activities advance the objectives of the global biodiversity agreement¹⁵ and that the bank's climate change work is viewed in the context of other efforts to preserve nature and biodiversity, including measures to protect tropical rainforests and promote nature-based climate solutions, sustainable agriculture and ocean management. The use of nature-based solutions should be developed and expanded to achieve progress on emissions reductions, climate adaptation and biodiversity. Norway will continue to prioritise cooperation with the World Bank on rainforest preservation through earmarked support to funds and implementation of the new Tropical Forest Forever Facility (TFFF), established at COP30 with Norway's support.¹⁶ In line with the approach and agenda of the High-level Panel for a Sustainable Ocean Economy (Ocean Panel), which is co-chaired by Norway and Palau, Norway will work to ensure that the World Bank continues its support for sustainable ocean management by linking policy reforms, knowledge work and financing at the country level and by mobilising private capital.

Energy

Access to energy is an important priority for the World Bank, which in cooperation with the African Development Bank has an ambitious goal (known as Mission 300) of providing 300 million people in Africa with access to electricity by 2030. Norway cooperates actively with the World Bank to expand energy access, including clean cooking and renewable energy, in part through its core support to IDA and earmarked support to the ESMAP multi-donor trust fund, which has been a recipient of Norwegian support for decades. Norway will strengthen cooperation with the World Bank on energy access with an emphasis on renewable energy, including hydropower and clean cooking. Norway will promote renewable energy as the preferred and most cost-effective solution. The strong Norwegian support for Mission 300 will be continued, focusing on coordination and synergies with other forms of Norwegian energy assistance provided to the region, including through the Energy for Development programme. Dialogue with the World Bank on cooperation involving Norway's Sovereign Guarantee Scheme for Renewable Energy and the development of instruments to increase private sector investment will be continued.

The World Bank's new approach to energy investments, presented in 2025, opens the way for new investment in natural gas and nuclear energy production as a result of pressure from some shareholders and demand in recipient countries. The board has been divided on this issue. Norway is open to bank financing of gas-powered energy plants, carbon capture and storage (CCS) and the use of gas (LPG) in clean cooking, assuming conformity with the goals and principles of the Paris Agreement. There are different perspectives on these issues within the Nordic-Baltic constituency, which collectively takes a restrictive line on financing fossil fuel-based energy. Norway is also open to financing nuclear energy if done in cooperation with the International Atomic Energy Agency (IAEA) in all phases.

¹⁵ Kunming-Montreal Global Biodiversity Framework.

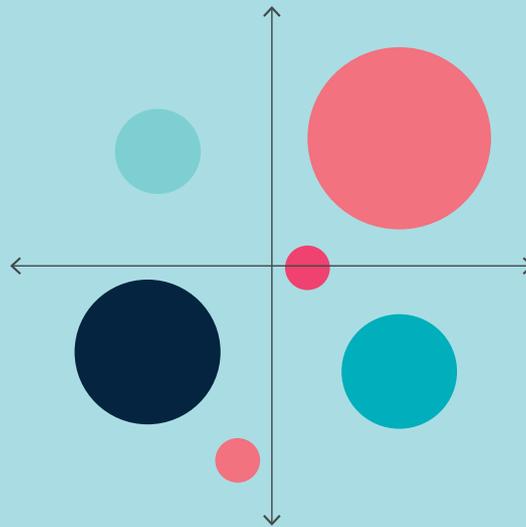
¹⁶ Norway supports Scaling Climate Action by Lowering Emissions (SCALE), a World Bank umbrella trust-fund for results-based climate finance. This trust fund includes a pillar for nature-based solutions. TFFF is a new initiative, which will mobilise private capital in an innovative manner and secure predictable, long-term financing for preservation of tropical rainforests. TFFF will be established as FIF.

THE GOVERNMENT WILL:

- Ensure implementation of the World Bank's gender equality strategy with emphasis on women's economic participation and sexual and reproductive health and rights.
- Strengthen human rights as an integrated part of World Bank operations, including through compliance with the Environmental and Social Framework and safeguards.
- Strengthen anti-corruption follow-up and integration across World Bank activities and urge the World Bank to update its anti-corruption strategy.
- Call on the World Bank to continue operating in accordance with the climate ambitions it has adopted, including the 45 % climate-finance goal and full alignment with the goals of Paris Agreement.
- Work to ensure that World Bank activities advance the goals of the global biodiversity agreement and the Ocean Panel's principles for sustainable ocean management.
- Support World Bank efforts to encourage climate adaptation, including climate-resilient agriculture, and reduce the effects of climate-related natural disasters through the use of early warning systems and other integrated measures.
- Continue cooperating with the World Bank on Mission 300 to increase access to electricity and clean cooking in sub-Saharan Africa through core and earmarked support as well as the Energy for Development programme and the Sovereign Guarantee Scheme for Renewable Energy.



4



4 Partnerships and continued reform

Norway works to gain support for its priorities in dialogue with the World Bank's senior leadership, in the exercise of its board duties, and in alliances with others. Effective coordination between the Ministry of Foreign Affairs and other relevant ministries, Norad and Norway's diplomatic and consular missions is crucial, as is dialogue with civil society, the research community and the private sector. Norway's significant contributions to the World Bank are important for dialogue and efforts to exert influence also at country level.

Partnerships and alliances to advance Norwegian priorities

The Nordic and Baltic countries are Norway's most important alliance partners in the World Bank. The eight countries have shared representation on the World Bank Board of Executive Directors, and each country is represented at the Nordic-Baltic Office (NBO) in Washington DC by an adviser. The NBO follows day-to-day board activity at the World Bank and seeks to influence bank leadership on priority issues for the Nordic-Baltic members, such as climate policy, gender equality and domestic resource mobilisation. Cooperation between the Nordic and Baltic governments is also close, based on a common set of strategic priorities that is largely consistent with Norwegian policy. Political divisions do exist, however, requiring a willingness to compromise.

Since 2025 the World Bank's largest shareholder, the US, has expressed the view that the World Bank should concentrate its efforts on the core mandate related to economic growth, job creation and energy access, with an emphasis on all sources of energy. While some of these efforts align well with Norwegian priorities, the new US approach to climate change, gender equality and diversity poses a challenge to established World Bank goals and frameworks and stands in contrast to the views of many of the World Bank's other shareholders.

Russia's war of aggression against Ukraine undermines the very essence of a multilateral world order based on the principles of international law, and has resulted in massive human suffering and material damage. The war also affects international cooperation within the World Bank, where Russia is a full member. The Nordic and Baltic countries have pushed for strong language and condemnatory language regarding Russia's warfare in the ministerial statements from the IMF's and World Bank's Spring and Annual Meetings, while others have been willing to compromise on the wording. Since the full-scale invasion in 2022, it has not been possible to reach agreement on ministerial statements from the Spring and Annual Meetings. The World Bank and the IMF are consensus-driven organisations, and it is highly unusual for participants not to agree on final declarations signalling the broad outlines of their institutional activities. It would be beneficial to return to a path where consensus statements are possible.

At a time when values are in conflict, it is more important than ever to cooperate with like-minded board members, across European and other countries. Cross-regional cooperation is also vital as a means to counteract polarisation and build trust in the multilateral system. The Nordic and Baltic Office plays an important role in this regard – for example, by engaging in dialogue with African Executive Directors who view the Nordic-Baltic constituency as a credible partner due to its sizeable IDA contributions. Priority is given to alliances with middle-income countries, as with Brazil on climate and rainforest issues and with new and growing donor countries such as China and the Gulf states. Norway wants more countries to invest in IDA and communicates this view in its dialogue with new donors. This approach is not without challenges. On topics such as gender equality and climate change, new donor countries may hold positions differing from those of Norway and its like-minded allies. Norway will continue alliance-building with an emphasis on multilateralism, respect for international law and efforts to combat poverty and inequality.

Reforming the World Bank's governance structure

The world has changed significantly since the Bretton Woods institutions were established more than 80 years ago. So too has the bank's governance structure; it now includes three African Executive Directors, for example.

The World Bank has an apolitical mandate, meaning the bank is to base its decision-making on economic considerations, not political factors.¹⁷ While the bank is a consensus-driven institution, its members have different degrees of voting power and influence. Voting powers at the World Bank are determined on the basis of countries' relative strength in the global economy, IDA contributions and 'basic votes' distributed

¹⁷ IBRD Articles of Agreement.

among all member states. This weighted voting is subject to adjustment on a regular basis (every five years). Recent review processes have not resulted in substantial adjustments, however. Norway believes changes to the governing structure are necessary to ensure legitimacy. This view is also underscored in the UN Pact for the Future, the outcome document of the Fourth International Conference on Financing for Development (FFD4) in Seville, and in G20 declarations. Reforms are important to ensure that the World Bank remains a preferred development partner for low- and middle-income countries.

The US is the World Bank's largest shareholder,¹⁸ followed by Japan. China, the world's second-largest economy, is highly underrepresented on the World Bank's board under the established shareholding formula. The US opposes increased Chinese influence in the bank and wants China to graduate from World Bank lending. China, for its part, seeks to expand its influence in the World Bank but has met resistance. This was partly why China took the initiative in 2015 to establish an all-new development bank – the Asian Infrastructure Investment Bank (AIIB) – which today has more than 110 member countries, including Norway, and in which China is the largest shareholder. The establishment of the New Development Bank (NDB), also known as the BRICS Bank, headquartered in Shanghai, is another example of World Bank 'copies' set up by China and other emerging economies dissatisfied at not being granted greater influence in the World Bank.

Norway supports the call for reform by advocating a gradual adjustment in voting power for underrepresented countries, including China, with particular emphasis on increasing the influence of African low-income countries on the World Bank's board. Norway also supports reforms beyond simple shareholding adjustments that would increase the influence of low-income countries (for example, through capacity-building measures for African board representatives).

The World Bank has always been headed by a US citizen. Together with like-minded countries, Norway is working to see to it that members of the World Bank leadership, including the President, are selected on the basis of their qualifications, with candidates from different regions and of different genders to be considered.

Cooperation with the IMF, the UN, civil society and other multilateral banks

It is important that the World Bank, as part of the global multilateral system, cooperates effectively with other multilateral development banks, the IMF and the UN system, and that clear divisions of responsibility are maintained. The IMF is responsible for macroeconomic surveillance and short-term financing, while the World Bank provides long-term development solutions. They coordinate closely on international debt, crisis management and country strategies, in part by sharing a common Debt Sustainability Framework (DSF) and reform programmes. Cooperation between the World Bank and the IMF is key to global economic stability and development. Norway supports

¹⁸ The US has 16.07 % voting weight in IBRD and 9.77 % in IDA. In comparison, Norway has 0.61 % voting weight in IBRD (where the Nordic-Baltic group has a combined 3.17 %) and 1.07 % in IDA (where the Nordic-Baltic group has a combined 5.64 %).

strong, structured cooperation with a clear delineation of roles. Encouraged by the G20, the multilateral development banks have taken steps to become 'better, bigger and more effective', with a sharper focus on climate efforts, co-financing, private sector mobilisation and results. Norway supports continued reforms, promoting close coordination and cooperation across MDBs.

The World Bank emphasises the importance of clearly defined roles in its cooperation with the development, humanitarian and political arms of the UN. At headquarters level in the bank, responsibility for cooperation lies with members of senior leadership who meet twice a year to discuss strategic priorities. Reforms of the UN system were launched in 2025–2026 under the UN80 Initiative. Part of this effort involves better coordination with the multilateral development banks. In fragile and conflict-affected situations, the World Bank is often dependent on the UN's presence, political insight and mandate. In areas where it is impossible to work through national authorities, the UN is a key implementer of World Bank-supported projects. There is room for improvement in how the World Bank and the UN cooperate and divide up their responsibilities. Key ways to achieve improvement include sharing and cooperating on analyses, binding participation in coordination forums, and systematic dialogue between the UN's resident coordinator and the World Bank's country representative.

Civil society organisations play an important role in holding the World Bank accountable for country-level projects and programmes, in line with the bank's Environmental and Social Framework. Such organisations possess local knowledge that the World Bank can benefit from. Civil society organisations may act as third-party implementers in fragile and conflict-affected situations where it is impossible to carry out activities through government authorities. Norway supports productive interaction between the World Bank and civil society organisations. The Ministry of Foreign Affairs will continue its close dialogue with Norwegian civil society organisations on cooperation with the World Bank.

Cooperation with the World Bank at country level

Norway is a significant contributor to World Bank efforts at country level, providing core support to bank operations as well as support through country-based and thematic funds. Raising awareness of Norwegian contributions made through the World Bank may enhance cooperation and synergies with other Norwegian efforts at country level while also promoting Norway's support to the World Bank. In future Norway will work for increased monitoring of World Bank efforts at country level in order to ensure effective cooperation and coordination that addresses the partner country's own priorities. Norway's diplomatic and consular missions play an important role by following up dialogue with the World Bank at the country level and ensuring that the priorities of Norway and each partner country are addressed in a coordinated manner.

Norwegian employees in the World Bank

The Foreign Ministry has drawn up an action plan for the 2024–2026 period to recruit Norwegian nationals to the World Bank. Norway has long been underrepresented in the World Bank Group compared to our financial contributions. In December 2025 there were 52 Norwegians holding permanent or temporary positions at the bank, including secondments and junior professional officers. The process of recruiting Norwegian

nationals to the World Bank will continue to receive priority in accordance with the action plan, which is being extended to 2030.

THE GOVERNMENT WILL:

- Advance Norwegian priorities, including gender equality, climate change measures and diversity and inclusion through cooperation with like-minded countries and the Nordic-Baltic constituency.
- Support calls for World Bank governance reforms by advocating a gradual adjustment in shareholding for underrepresented countries and for broader voice reforms to increase the influence of African low-income countries on the World Bank's Board of Executive Directors.
- Work towards a sound gender balance on the World Bank's board and in the bank's senior management.
- Improve resource use and outcomes at country level through cooperation and a clear division of responsibilities between the World Bank, other multilateral development banks, the UN and other development and humanitarian actors, including civil society organisations.
- Continue regular consultations and dialogue with Norwegian civil society organisations on Norwegian cooperation with the World Bank.
- Strengthen cooperation and coordination with the World Bank at country level, including through Norwegian embassies.
- Promote recruitment of Norwegian nationals to the World Bank.



5



5 Prioritising support for fragile and conflict-affected contexts

More than half of the world's poorest people live in fragile and conflict-affected contexts. It is often in such situations that development assistance could make the largest difference. The cost of not acting is potentially high, given that fragility, conflict and violence may threaten to reverse hard-won development gains. Norway works actively to keep the World Bank engaged in fragile and conflict-affected contexts and will continue its efforts to reduce poverty and inequality in keeping with its long-term development mandate and strategy for fragility, conflict and violence. It is vital both to uphold the 'do no harm' principle and to tailor solutions to suit individual national contexts. Prevention, conflict-sensitivity and integrated approaches are to be emphasised, along with private sector development and job creation, which may themselves have a stabilising effect. Norway supports the World Bank's focus on job creation, framework conditions, investment and local private sector development in fragile and conflict-affected countries. In such countries the World Bank is an important cooperation partner due to its financing capabilities, its financial control systems and its ability to reinforce national systems and build institutional capacity. Cooperation with national and local actors, including local civil society organisations and providers of education and training, is crucial.

About 40 % of IDA funding goes to fragile and conflict-affected countries, with a particular emphasis on Africa.¹⁹ The primary model involves cooperating with a country's authorities to build systems and institutions. When this is not possible, Norway is supportive of the World Bank working through a third party, such as UN organisations and international civil society actors.

The World Bank also plays a significant role supporting refugees and internally displaced persons in coordination with other actors, particularly through IDA's Window for Host Communities and Refugees. Norway supports the continuation of this work, which is a key aspect of World Bank efforts to eliminate poverty and inequality. Earmarked support to country-based trust funds, which underpin the work of the World Bank in countries such as Afghanistan, Ukraine and Somalia, is also crucial. In especially vulnerable areas the World Bank relies on external consultants for third-party monitoring to control the use of funds and prevent corruption. These are important measures, which Norway supports subject to cost-effectiveness requirements.

Women and girls are disproportionately affected by conflicts and climate-related disasters but are also important contributors to resilience and reconstruction. Norway seeks to ensure that the work of the World Bank emphasises gender equality in accordance with Sustainable Development Goal 5 on gender equality and UN Security Council Resolution 1325 on women, peace and security. Norway supports the World Bank's reconstruction efforts based on the domestic priorities of the countries involved and international consensus.²⁰

In 2026 the World Bank will adopt a revision of its strategy for fragility, conflict and violence. The principle of remaining engaged in challenging situations will continue to guide the World Bank's efforts, though with greater selectivity through a differentiated approach. Norway and the Nordic-Baltic constituency seek a continuation of the World Bank's broad, integrated engagement, which is crucial in fragile, conflict-affected countries in Africa and Asia as well as in conflict-affected countries and countries in transition in the Middle East. Support for Ukraine occupies a unique position and carries important lessons applicable to other contexts.

Ukraine

The World Bank turned around quickly in the wake of Russia's war of aggression and by January 2026 had mobilised USD 88 billion in support for Ukraine. The World Bank is a key channel for Norwegian development assistance and cooperation with Ukraine in accordance with guiding principles directing that Norwegian civilian support go through established and internationally recognised organisations with a proven ability to deliver results, ample capacity and effective control systems.²¹ By January 2026 Norway had channelled a total of NOK 13 billion in earmarked support to Ukraine through the World Bank, including NOK 11 billion via the Ukraine Relief, Recovery, Reconstruction and Reform Trust Fund (URTF). This support is directed towards government administration,

¹⁹ IDA 20 Retrospective. World Bank, 2026.

²⁰ The World Bank emphasises the reestablishment of public systems and services, and investments and reforms that promote job creation.

²¹ Meld. St. 8 (2023–2024). Nansen-programmet for Ukraine .

crisis response and reconstruction and reforms associated with EU membership in addition to private-sector development measures through IFC and MIGA.

The World Bank serves a key coordinating role in Ukraine and provides important analyses, thematic expertise and capacity in close cooperation with the UN and other international financial institutions. Reforms associated with long-term development and EU membership are a major focus. The World Bank has extensive systems in place to manage the risk of corruption and financial irregularities and to ensure compliance with environmental and social standards and the inclusion of groups in vulnerable situations. The World Bank is also an important channel for supporting the private sector in Ukraine through the use of loans and risk mitigation, including for foreign companies that wish to invest in Ukraine. Norway will continue providing support for the World Bank's efforts in Ukraine.

Palestine

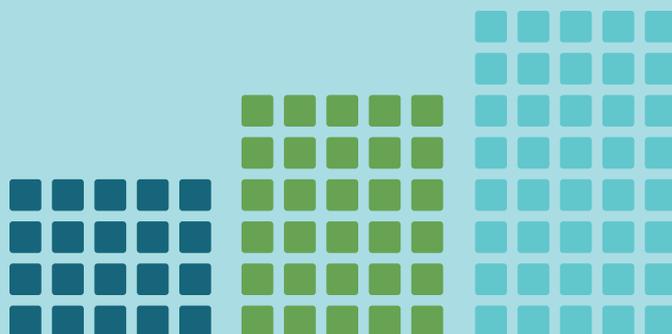
For more than 30 years, the World Bank has been an important adviser to the Palestinian authorities on efforts to build Palestinian institutions, which are crucial to the pursuit of a two-state solution. The World Bank has also been an important adviser to Norway in its role as chair of the international donor group for Palestine (the *Ad Hoc* Liaison Committee, AHLC). It is vital that donor investments made over many years to help develop Palestinian institutions are not lost, as this would mean the *de facto* end of the potential for a two-state solution. The World Bank has been, and remains, of central importance to the Palestinian authorities, including with regard to implementing reforms. Continued support to the Palestinian authorities, both direct and through multilateral channels such as the World Bank, is therefore of major importance.

The reconstruction of Gaza will be one of the largest international projects of the years to come. The World Bank has the ability to play an important role providing advice, expertise and financing in close coordination with the UN and other humanitarian and development actors. Beyond the necessity of repairing damaged infrastructure is the need to create a viable and sustainable economy. This will require substantial resources and reliable financing mechanisms with sound management structures. There is broad international support for robust engagement by the World Bank in Gaza and the West Bank. Norway will continue its already close cooperation with the World Bank and will underscore the necessity of Palestinian ownership and territorial integrity.

THE GOVERNMENT WILL:

- Prioritise support for fragile and conflict-affected contexts and strongly support World Bank engagement in line with the World Bank's long-term development mandate.
- Emphasise the importance of good governance, gender equality, stronger institutions, anti-corruption efforts and conflict sensitivity in countries characterised by fragility, conflict and violence.
- Strengthen efforts to create sound frameworks for private sector development and mitigate risk for private investments in fragile and conflict-affected contexts.
- Encourage the World Bank to expand its presence in fragile and conflict-affected contexts, prioritise support for local private sector development, and work through third parties as necessary.
- Continue supporting the World Bank's efforts in Ukraine with an emphasis on good governance, reforms for EU membership, long-term reconstruction and support for the private sector.
- Extend Norway's close cooperation with the World Bank on support for Palestine and reconstruction of Gaza.

6



6 Domestic resource mobilisation, debt and the private sector

Increasingly, development financing must come from mobilising each country's own resources and the private sector. The World Bank plays an important role in building capacity and supporting reforms that both enhance domestic resource mobilisation and facilitate private investments.

Domestic resource mobilisation

The Nordic and Baltic countries seek to strengthen the World Bank's efforts related to progressive taxation, capacity development and the battle against corruption and illicit financial flows. This is in keeping with the outcome document of the UN's Fourth International Conference on Financing for Development in 2025, which calls for a doubling of support for measures to expand domestic resource mobilisation. Through IDA, Norway has urged the World Bank to mobilise more technical assistance to countries that collect less than 15 % of their GDP in taxes, and has also advocated the creation of national action plans to combat illicit financial flows.

Boosting revenue from natural resources through improved tax administration and policy is a priority area in which the World Bank could benefit from Norwegian expertise.

The World Bank plays a unique role in promoting domestic resource mobilisation by linking capacity development and finance to the broader reform agenda. The World Bank should be more active in promoting integrated solutions for both the revenue and management aspects of public finance. Norwegian support for the World Bank's efforts to enhance domestic resource mobilisation is channelled primarily through IDA and the Global Tax Programme. Moving forward, Norway will work to integrate these efforts more closely with public financial management and governance, and to strengthen the World Bank's role as secretariat for the Platform for Collaboration on Tax (PCT).²²

Debt

The World Bank works systematically to promote debt transparency while fostering responsible and sustainable debt management. The World Bank cannot itself forgive debt, as this would weaken its credit rating and increase the cost of borrowing. But ongoing debt relief is provided to borrower countries through the Heavily Indebted Poor Countries (HIPC) initiative and the Multilateral Debt Relief Initiative (MDRI), which are both administered by IDA. This scheme will last until 2044. With the exception of China, there is a lack of support among donor countries for new IDA debt relief mechanisms. IDA rewards countries that adopt responsible debt policies with additional funding, and Norway has advocated even stronger incentives, in part to increase transparency. The World Bank requires all its borrowing countries to provide regular debt reports. Developing countries are increasingly asking for capacity building for debt reporting, management and planning. This should be a part of capacity building for domestic resource mobilisation and financial management. Norway will actively press for the World Bank to prioritise this in cooperation with the IMF.

The outcome document from the 2025 Conference on Financing for Development states that the UN, the World Bank and the IMF are to cooperate on creating a consolidated set of principles for responsible sovereign borrowing and lending. This has been a key Norwegian priority for many years. Norway will work to ensure that the three organisations carry out this task in an integrated and coordinated manner.

Mobilising private capital

Mobilisation of private capital is high on the agenda of the World Bank, which emphasizes efforts to ensure regulatory certainty, mitigate foreign exchange risk, expand the use of originate-to-distribute models, increase the use of guarantees, and deploy more equity. IFC's 2030 strategy includes ambitious goals for mobilising private capital and increasing equity investment. Norway supports these efforts. There is a risk, however, that elevated mobilisation goals will shift investment towards markets where access to capital is already good, while investments should both add value and maximise development impact. To ensure IFC's potential as an engine for private sector development in developing countries, Norway will urge IFC to increase its investments in IDA countries, with an emphasis on providing additionality. This will require risk tolerance and investment incentives that extend to smaller actors. IDA's Private Sector

²² PCT is a joint initiative of the four large multilateral organisations to coordinate technical advisory services and innovative shared solutions for optimising tax systems to achieve development goals.

Window is a vital tool for mitigating investment risk in the most challenging markets – and is supported by Norway. IFC’s Social and Environmental Performance Standards constitute the most important framework for evaluating social and environmental risks and are now undergoing an update. Norway will work actively to strengthen these standards.

The World Bank plans to triple its guarantee business by 2030. Norway is a contributor to MIGA’s trust funds for Ukraine and Palestine and for investments in renewable energy. There is a potential for cooperation with the World Bank in connection with Norway’s Sovereign Guarantee Scheme for Renewable Energy. Norway will also continue to support innovative World Bank solutions that encourage large-scale mobilisation of institutional investors.²³ Recirculation of capital through secure mechanisms is an important goal.

Job creation

Job creation with a focus on the private sector is the World Bank President’s central priority in the years to 2030. The job creation agenda is one that unites the bank’s shareholders. Jobs for youth are essential for economic growth, stability and social inclusion – especially in Africa. Job creation in formalised sectors provides a foundation for stable, predictable tax revenues. Sustainable employment requires investment in infrastructure and skills, predictable business frameworks and profitable companies. Support provided to small and medium-sized enterprises (SMEs) can boost job creation, entrepreneurship and economic growth. Norway supports the World Bank’s focus on job creation, with its emphasis on fair restructuring, the green transition, decent work, inclusion and gender equality. Norway will continue to promote cooperation between the World Bank and the regional development banks, which also have identified job creation as a high priority.

Cooperation with Norwegian private sector actors

The World Bank is an important partner for private Norwegian actors, which often finance projects in developing countries using guarantees and loans from the World Bank, IFC and MIGA. The Norwegian Investment Fund for Developing Countries (Norfund) and IFC cooperate closely as investment partners on a range of projects.

Feedback provided by private Norwegian actors indicates that the World Bank is instrumental in securing large-scale investments in developing countries and that the bank’s guarantee and loan products – especially when coupled with its policy dialogue with governments – mitigate the risk of operating in challenging markets. However, companies also state that the processes required for obtaining World Bank loans and guarantees are cumbersome and time-consuming, and they urge the World Bank itself to assume more risk in order to mitigate the risk for private actors. The Ministry of Foreign Affairs will continue to serve as a dialogue partner for Norwegian companies on practical dealings with the World Bank and will communicate their views to World Bank

²³ The Public Markets Mobilisation for Development initiative, which Norway supports, helps to connect multilateral development banks to public markets, including market listing of IFC’s portfolio holdings, which may enable larger-scale mobilisation of institutional investors.

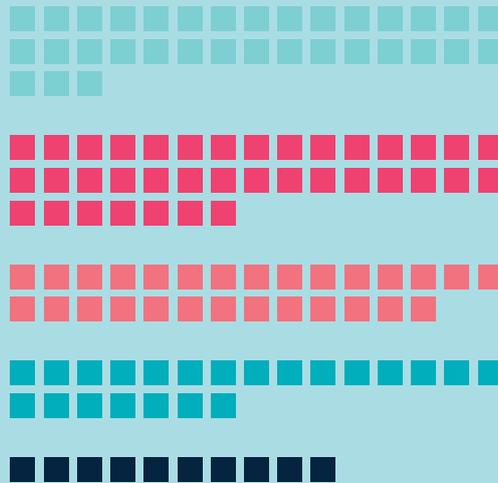
management. Meeting places have been successfully organised to enable Norwegian companies to interact with the World Bank leadership during visits to Norway. Topics have included opportunities for cooperation in Ukraine. This work will continue in close cooperation with relevant agencies responsible for business promotion.

The potential exists for Norwegian companies to participate more extensively in competitive bidding for World Bank-financed investment projects, a market that few Norwegian companies are familiar with. The World Bank's procurement regulations were recently changed, in part to increase the use of quality-rated selection criteria. The World Bank is working actively to secure wider international participation in competitive bidding processes. Norwegian companies express interest in such participation but indicate that few of them tend to succeed in bidding processes at country level. The Foreign Ministry and other relevant agencies will continue disseminating information about competitive bidding opportunities and organising meeting places where Norwegian companies and World Bank officials can discuss such opportunities. Cooperation with Norwegian embassies will be sought to monitor the effect of changes in the World Bank's procurement rules at country level, including through dialogue with Norwegian companies.

THE GOVERNMENT WILL:

- Strengthen domestic resource mobilisation as a key priority for the World Bank's reform efforts, lending and capacity building, and help to strengthen these efforts.
- Support the World Bank's essential role in promoting debt transparency, responsible and sustainable debt management and multilateral debt relief mechanisms that function as intended.
- Promote cooperation between the UN, the World Bank and the IMF on creating a globally consolidated set of principles for responsible sovereign borrowing and responsible lending.
- Call for reforms to strengthen private sector development, especially in the most challenging markets, through the IFC 2030 strategy.
- Support the World Bank's focus on job creation, with emphasis on fair and green transition, decent work, inclusion and gender equality.
- Strengthen the bank's efforts to mobilise private capital through guarantee cooperation and encourage the bank to attract institutional capital by increasing the use of originate to-distribute models.
- Urge the World Bank to intensify job-creation efforts for women and youth, including by investing in small and medium-sized enterprises in close cooperation with the regional development banks.
- Facilitate meeting places and dialogue between Norwegian companies and the World Bank on opportunities for cooperation to promote private investment in developing countries, including through World Bank-financed procurement.

7



7 The World Bank as knowledge provider

The World Bank is a data and knowledge-driven organisation that generates and shares research-based insights on development, with a goal of being a global thought leader. To the bank, making data and analyses available to all is a matter of importance. One of the bank's strengths is the combination of knowledge and financing capacity. Technical assistance is an integrated part of World Bank lending – distinguishing the bank from commercial lenders – and is highly valued by partner countries, including China. Country efforts are based on thorough analyses, including of the connection between development and climate issues. In conflict-affected areas, such as Ukraine and Palestine, the World Bank also carries out thorough analyses of physical damage and needs, often in cooperation with the UN and the European Union. Norway promotes systematic sharing of analytical work between the UN and the World Bank.

Norway encourages knowledge work through its support for trust funds, but to secure investments in research and evaluation it also wishes to see an increase in financing via internal budgeting. Norway will promote the use of impact evaluations and learning-based approaches in the work of the World Bank and will support partnerships with research communities in low and middle-income countries, particularly in Africa. Norway also supports efforts to increase both demand and capacity for the use of data and research in countries with weak institutions.

The World Bank is building artificial intelligence (AI) capacity with a focus on its strategic and responsible use and the effects on development. The bank's World Development Report 2026 centres on the implications of AI for low-income countries. Norway supports this work and will closely follow developments in the years to 2030.

THE GOVERNMENT WILL:

- Support continuation of the World Bank's knowledge-based lending model.
- Highlight the World Bank's leading role in development and development economics and draw on the bank's analyses and knowledge production for learning purposes and improving Norwegian assistance efforts where relevant.
- Promote a focus on knowledge production in the World Bank's core budget.
- Be an advocate for incorporating impact evaluations and learning-based approaches in the World Bank's operational work.
- Monitor the World Bank's AI efforts with emphasis on strategic and responsible use and documented development impact.

Published by:
Norwegian Ministry of Foreign Affairs

Additional copies may be ordered from:
Norwegian Government Security and Service
Organisation

publikasjoner.dep.no

Telephone: + 47 22 24 00 00

Publications are also available on:

www.government.no

Publication number: E-1038 B

Design: Anne Leela/Konsis AS

Print: Norwegian Government Security and
Service Organisation
03/2026 – Impression 25

