Fias | THE FACILITY FOR INVESTMENT CLIMATE ADVISORY SERVICES

2024 ANNUAL REVIEW

IFC International Finance Corporation WORLD BANK GROUP

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About the Facility for Investment Climate Advisory Services (FIAS)
Through the FIAS program, the World Bank Group and donor partners facilitate investment climate reforms in developing countries to foster open, productive, and competitive markets and to unlock sustainable private investments in sectors that contribute to growth and poverty reduction. The FIAS program is managed by the International Finance Corporation (IFC), a member of the World Bank Group, and implemented by IFC teams. For more information, visit https://www.thefias.info.

Acknowledgments
This report was overseen by FIAS Program Manager Sanda Liepina and written by IFC staff and the FIAS Program team. Contributors: Anna Brown, Ruth Githu, Syed Estem Dadul Islam, Faiqa Khan, Cynthia Mene, Geoffrey Mercer, Abigail Ndooka, Obed Pandit, Aishwarya Singh. Editor: John Diamond

Cover Photo
Workers sort avocados for export to international markets at Westfalia Fruit Mozambique, in Chimoio, Mozambique. FIAS supports several IFC projects in Mozambique ranging from agribusiness and banking to pharmaceuticals and biofuels. Photo © Emidio Jozine/IFC

contents

FIAS has long worked to streamline legal and regulatory environments to foster greater foreign and domestic investment and open new avenues for economic participation by women. Through three years of the FY22–26 strategy cycle, FIAS projects have helped private sectors realize nearly $100 million in savings through reduced compliance costs. With an emphasis in the FIAS strategy on sector-specific work in areas such as manufacturing, tourism, clean energy, housing, and agribusiness, the FIAS portfolio is turning in impressive results to date for new investment generated or retained ($211 million) and value of financing facilitated ($186 million).

Message from the Director

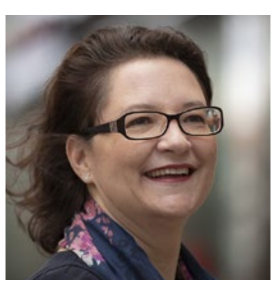
For nearly four decades, the Facility for Investment Climate Advisory Services (FIAS) multi-donor trust fund has helped emerging markets and developing economies foster and grow private sectors that can create sustainable growth and inclusive employment. A head-spinning amount of change has swept over the global economy in that time. But one thing remains constant: only the world's private sectors can create the number of jobs needed to meet global economic needs. This is where FIAS has been working—supporting private sector development in some of the most economically challenged environments—places coping with extreme climate conditions, political turmoil, and regional conflict. Without the mechanism of a donor-supported trust fund, much of the private sector advisory work implemented by IFC and World Bank teams simply would not happen.

Donor-supported trust funds play an important role in enabling IFC and the World Bank to deliver this kind of advisory work, which is why I am so proud to be overseeing FIAS, one of IFC's largest and oldest multi-donor trust funds. Thanks to the contributions of IFC, the World Bank, and our 14 Development Partners, FIAS can fund projects that improve the prospects for sustainable private sector growth across the developing world. In fiscal year 2024 FIAS supported work in 83 client countries, more than half of them lower income borrowing countries of the International Development Association (IDA). FIAS work in fragile and conflict-affected situations (FCS) has nearly tripled year over year, to 61 projects in FY24.

FIAS has long worked to streamline legal and regulatory environments to foster greater foreign and domestic investment and open new avenues for economic participation by women. Through three years of the FY22–26 strategy cycle, FIAS projects have helped private sectors realize nearly $100 million in savings through reduced compliance costs. With an emphasis in the current FIAS strategy cycle on sector-specific work in areas such as manufacturing, tourism, clean energy, housing, and agribusiness, the FIAS portfolio is already turning in impressive results to date for new investment generated or retained ($211 million) and value of financing facilitated ($186 million).

The latest edition of the World Bank Group's flagship report *Global Economic Prospects* warns of a global economy settling into a growth trajectory that will be insufficient to foster sustained economic development. Without course corrections, most low-income countries are unlikely to graduate to middle-income status by the middle of the century. The report recommends policy action at both global and national levels to foster a more favorable external environment, enhance macroeconomic stability, reduce structural constraints, enhance access to energy, and thus accelerate long-term growth and development. FIAS-supported projects can make important contributions to this work.

We are, as always, grateful for the financial support FIAS receives from our Development Partners and for the substantive contributions they make to our strategy so that our developing country clients get every ounce of beneficial results possible out of every dollar that goes into the program.



Anastasia Gekis
Director
IFC Strategy & Operations Management

Introduction

FY24 marks the third year of the five-year FIAS FY22–26 strategy cycle. The portfolio has grown considerably, from 139 projects the previous year to 175 by the end of FY24. The breadth of work ranges across business sectors from small-holder farming to major high-tech manufacturing. As projects mature, results and beneficial impacts from FIAS-supported work are coming through, and the emphasis on sector-specific work built into the FIAS strategy is translating into new investment generated or retained, and substantial financing facilitated.

The portfolio retains a robust roster of projects aimed at expanding economic opportunities for women and helping client countries increase affordable and reliable energy access and respond, through adaptation and mitigation, to the impacts of climate-driven natural disasters. In the FIAS Core portfolio of projects selected by FIAS Program management, FIAS has more than doubled IFC corporate targets for the percentage of projects that include components addressing these issues. For the overall portfolio, FIAS is also well ahead of the corporate targets.

In the past two years FIAS has greatly increased the portfolio in the East Asia and Pacific region thanks to generous contributions from FIAS Development Partners. The Asia portfolio is strengthening FIAS results in gender and climate and promises to contribute significantly to investment generation goals. This change has made it more difficult to achieve FIAS's client-facing expenditure goal of 50 percent supporting projects in Sub-Saharan Africa. Through three years of the strategy cycle, Sub-Saharan Africa expenditures represent 36 percent of all FIAS client-facing expenditure. But through a dedicated effort by the FIAS Program team, the portfolio in Sub-Saharan Africa has increased substantially, from 37 projects in FY23 to 67 in FY24. As these projects ramp up, we expect to make progress toward the spending goal.

The FIAS 2024 Annual Review includes a Special Topic chapter on linkages between IFC Advisory and Upstream projects and World Bank development lending and policy operations. With the ambitious goals of ending extreme poverty and promoting shared prosperity on a livable planet, the Bank Group's updated vision under the Evolution Roadmap process entails delivering as "One World Bank Group." As detailed in Chapter 2, a growing number of FIAS-supported projects entail collaboration between IFC teams and their counterparts at the International Bank for Reconstruction and Development (IBRD)—the World Bank. Of the 175 projects in the FIAS FY24 portfolio, at least 69 projects, or 39 percent, involve substantial collaboration with World Bank operations.

Chapter 1 provides an executive summary of project activity, results, and finances. Chapter 3 provides an overview of the portfolio, narrative highlights of FIAS-supported projects, a look at how FIAS measures results, and a list of relevant publications and events. Chapter 4 provides a detailed summary of the financial picture.

Thanks to the consistent support of **IFC**, **IBRD**, and FIAS's 14 Development Partners—**Australia**, **Austria**, **Canada**, **Denmark**, **European Union**, **France**, **Ireland**, **Luxembourg**, **Netherlands**, **New Zealand**, **Norway**, **Sweden**, **Switzerland**, and the **United States**—FIAS is on a sound financial footing. The Program team was pleased to welcome back New Zealand as a FIAS Development Partner in FY24. As of the end of FY24, FIAS secured $166.1 million in total contributions, 83 percent of the way toward the strategy cycle goal of $200 million. For this continuing support, IFC, the World Bank, and the FIAS Program team are extremely grateful.

A construction worker is finishing sealing glass at a building construction site in Kuala Lumpur.
Photo: Trinn Suwannapha / World Bank

FIAS FY24 results

$106M
new investment
generated/retained

$164M financing facilitated FIAS-supported projects

8 M&E validated
economy-wide and sector reforms,

half in IDA and FCS client countries

69 IFC projects
linked to IBRD

81% of FIAS Core projects
include work on job opportunities for women

85%
address climate mitigation, adaptation

01/FIAS FY24 Results at a Glance

Emphasis on New Investment, Finance, Country-Level Work

$106.2M

investment generated

$106.2 million in new investment generated or retained through FIAS-supported projects in **Georgia, Kosovo, Kyrgyz Republic,** and **Uzbekistan**

$163.7M

financing

$163.7 million in value of financing facilitated (VFF) through projects in the **Dominican Republic, Kenya, Pakistan, Uzbekistan,** and **Zimbabwe**

$20.5M

cost savings

$20.5 million in direct compliance cost savings (DCCS) to private sector firms due to regulatory and legal streamlining implemented with the help of FIAS-supported work in **Indonesia**

8

reforms

8 reforms in 5 IFC client countries covering agribusiness, competition and investment policy, and contracts: **1** each in **Kosovo, Ukraine,** and **Uzbekistan**; **2** in **Zimbabwe**; **3** in **Morocco**

$19.4M

average expenditure

FIAS client-facing expenditure (**$28.2 million** in **FY24**) has been trending upward, from an average of $14.2 million per year in the FY12–16 FIAS strategy cycle and $18.7 million per year in the FY17–21 cycle to an average through three years of the FY22–26 cycle of $19.4 million per year

Addressing Women's Economic Opportunity, Climate Adaptation and Mitigation

FIAS overall portfolio

67% **gender**

62% **climate**

47% **both**

The FIAS overall portfolio is ahead of IFC targets for the percentage of IFC Advisory and Upstream projects that include **gender** or **climate** components (**40** percent and **35** percent, respectively)

FIAS Core portfolio

81% **gender**

85% **climate**

71% **both**

The FIAS Core portfolio, in which IFC determines funding eligibility, more than **doubles** the IFC corporate targets for gender and climate work, as shown in the table below

FIAS FY24 Portfolio: Gender/Climate Summary

	# Gender	% Gender	Target	# Climate	% Climate	Target	# Both G&C	% Both G&C
99 Core Projects	80	81%	80%	84	85%	70%	70	71%
175 Total Projects	118	67%	40%	109	62%	35%	82	47%

01/FIAS FY24 Results at a Glance

IDA, Africa, FCS: FIAS Prioritizes Work in Challenging Environments

A preliminary analysis by the FIAS Program team of a sampling of countries found **19** instances in **Africa** and **6** in the **Middle East** in which governance and security issues impacted implementation of FIAS-supported projects.

107

projects in IDA

Client-facing spending in IDA and Sub-Saharan Africa continues to grow but remains below target as a percentage of overall spending due to significant growth in the Asia portfolio. The FIAS program team continues to work to close these gaps

67

in Sub-Saharan Africa

Client-facing expenditure on projects benefiting Sub-Saharan Africa was $8.8 million in FY24, which exceeds the average per-year spending in that region over the past 13 years of $7.9 million

61

in FCS

FIAS-supported work in FCS tripled year over year from 23 projects at the end of FY23 to 61 projects through FY24; spending in FCS as a percentage of total spending is on target

01/FIAS Scorecard

STRATEGIC THEME	INDICATOR	FY17–21 CUMULATIVE*	FY22	FY23	FY24	FY22–26 CUMULATIVE	FY22–26 TARGET*
Focus on Priority Clients	% client-facing project spend, IDA countries	63%	65%	60%	50%	**56%**	**70%**
	% client-facing project spend, Sub-Saharan Africa	46%	54%	35%	31%	**36%**	**50%**
	% client-facing project spend, FCS	28%	37%	25%	25%	**27%**	**25%**
Delivering Significant Business Results	No. of reforms supported	204	1	11	8	**20**	**200**
	% reforms in IDA countries	58%	0%	64%	50%	**55%**	**70%**
	% reforms in Sub-Saharan Africa	43%	0%	73%	25%	**50%**	**50%**
	% reforms in FCS countries	24%	0%	27%	50%	**35%**	**25%**
Client Satisfaction and Development Effectiveness	Overall client satisfaction results	94%	96%	100%	NA	**96%**	**90%**
	Development Effectiveness: % Projects Rated Positive for DE	72%	100%	57%	50%	**63%**	**80%**
Measuring Impact	Direct Compliance Cost Savings (USD)	$196.2M	$296,707	$75,726,282	$20,500,000	**$96,522,989**	**$200M**
	Investment Generated/Retained (USD)	$999.1M	$29,733,755	$75,155,419	$106,229,060	**$211,118,234**	**$1B**
Measuring Impact (New Indicator)	Value of Financing Facilitated (USD)		$22,300,000	$0	$163,667,600	**$185,967,600**	**TBD**
Measuring Impact (Jobs)	No. of Jobs Pilot impact assessments		3	3	2	**8**	**10–15**
Leverage (New Indicators for tracking and reporting)	No. of IFC investment operations informed and enabled	106	7	17	39	**39**	
	No. of projects linked to IBRD operations	28	54	68	69	**69**	
Thematic Impact (New indicators)	% of Projects gender flagged (Core Portfolio)		63%	75%	81%	**81%**	**80%**
	% of Projects gender flagged (Total portfolio)		47%	59%	67%	**67%**	**40%**
	% of Projects with climate related activities (Core Portfolio)		58%	80%	85%	**85%**	**70%**
	% of Projects with climate related activities (Total portfolio)		26%	54%	62%	**62%**	**35%**

* Blank boxes in FY17–21 indicate the value was not part of Scorecard for that cycle; in Target column, blank boxes indicate targets are not being calculated for IFC, IBRD linkages.

01/FIAS FY24 Portfolio at a Glance

The 175 projects supported by FIAS in FY24 (up from 139 in FY23) continued the growth trend in FIAS-supported activity. As envisioned in the FIAS FY22–26 strategy, FY24 FIAS projects emphasize sector work in agribusiness, tourism, manufacturing, and financial services. Many projects combine sector-specific work with enabling environment advisory. Sector- and investment-related projects focus on various industries: 50 projects address sectoral reforms particularly in agriculture, agribusiness, tourism, and manufacturing; 37 focused on access to finance, financial institutions, banking, and insurance; and 25 projects focused on energy- and climate-related work. Of the outcomes sought by FIAS-supported projects, 98 projects (56 percent of the portfolio) seek reforms for private investment or promote increased private investment.

Client-Facing Engagements

162
client-facing projects

152
country specific

10
global or regional platforms

- Of the 162 client-facing projects in the FY24 portfolio, 152 are specific to a client country or group of countries; 10 are global or regional "platforms" which involve the development of project approaches that are or will be applied in client-facing contexts

- 107 projects benefit IDA countries; 67 benefit Sub-Saharan Africa; 61 focus on countries in fragile and conflict-affected situations (FCS)[1]

Global Engagements

- Topics covered by the 10 global or regional platforms include food safety, sustainable infrastructure, hotel labor management, the manufacturing workforce, global housing and housing microfinance, sustainable banking and finance, and corporate climate advisory

- 13 FIAS projects are global thought leadership initiatives spanning knowledge, product, and program development covering topics including financial inclusion, women and insurance, trade facilitation, gender-inclusive infrastructure, scaling biodiversity finance, state-owned enterprises, environmental and social training for municipal officers, and global digital retail distribution

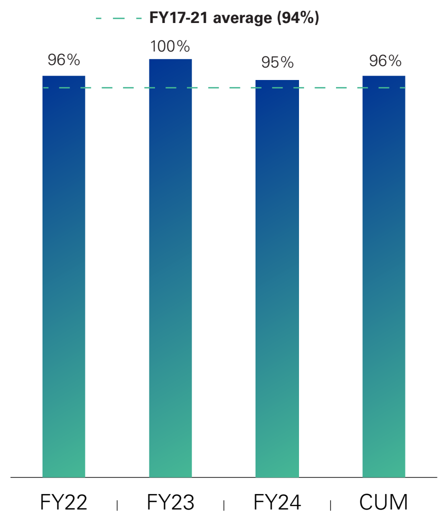
1 The three FIAS priority categories—IDA, Sub-Saharan Africa, and FCS—include many of the same countries.

01/FIAS FY24 Portfolio at a Glance

Development Effectiveness, Client Satisfaction

- During FY24, 4 out of 8 completed projects received positive ratings for Development Effectiveness (DE), or 50 percent. Cumulatively, from FY22 through FY24, 12 of 19 completed projects, or 63 percent, were rated positively for DE (strategy cycle target: 80 percent): The projects closed in FY24 with positive DE ratings are:
    - South Africa Private Sector Competitiveness
    - Zimbabwe Warehouse Receipt systems
    - Africa Leasing
    - Markets and Competition Policy Peru
- IFC carries out client satisfaction surveys centrally. The pool of projects surveyed in FY24 included 20 FIAS-supported projects; 19 of those, or 95 percent, were rated positively. Through three years of the strategy cycle, clients have rated 67 of 70 FIAS projects positively, or 96 percent (strategy cycle target: 90 percent)

FIAS CLIENT SATISFACTION, FY22–26



FIAS FY24 Expenditures

- FIAS FY24 total expenditures were $29.7 million, with $28.2 million, or 95 percent, client-facing, $1.05 million, or 3.5 percent going to non-client facing global projects, and $475,177, or 1.6 percent, for program management and general and administrative costs
- The focus on client-facing expenditure in client countries and regions reflects a conscious element of the FIAS FY22–26 strategy. In the FY12–16 cycle, 63 percent of FIAS spending was client-facing; in FY17–21, 81 percent. Through three years of the current cycle, 93 percent of FIAS spending supports client-facing projects
- FY24 expenditure increased by just under 50 percent over that of FY23, reflecting the maturing and growing portfolio

$29.7M
FIAS FY24 total expenditures

$28.2M
client-facing

$1.05M
non-client facing

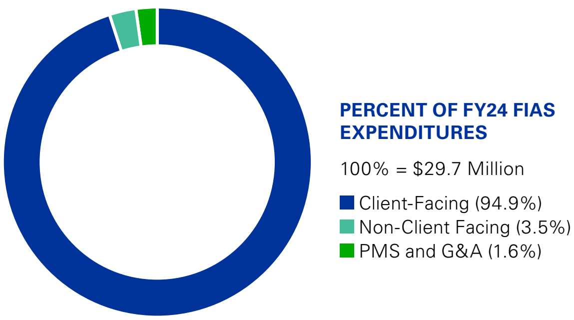
01/FIAS FY24 Portfolio at a Glance

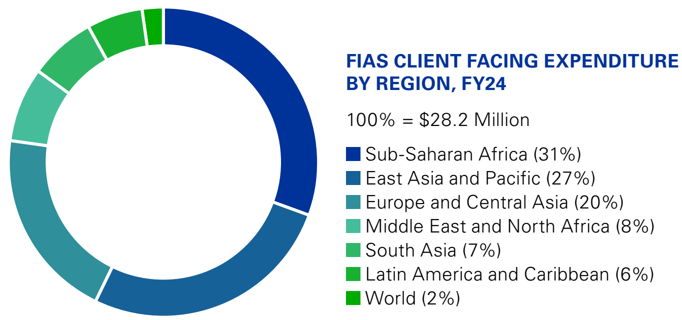
FIAS Expenditures in Priority Areas

- FIAS significantly expanded its portfolio in the priority areas of IDA (41 new projects), Sub-Saharan Africa (30 new projects), and FCS (38 new projects) in FY24 and the Program team is pushing to close target spending gaps in IDA and Africa

- Of $28.2 million in FIAS FY24 client-facing expenditures, 50 percent supported IDA (target 70 percent); 31 percent supported Sub-Saharan Africa (target 50 percent); 25 percent supported FCS (target 25 percent)

- Client-facing spending in IDA more than doubled, from $6.8 million in FY22 to $14.2 million in FY24; in Sub-Saharan Africa from $5.2 million to $8.9 million. The share of IDA and Africa spending against overall FIAS spending remains below target largely because of a greatly expanded Asia portfolio, which now takes up 27 percent of FIAS spending





Worker at concrete structures production plant. Kazakhstan. *Photo: Kubat Sydykov / World Bank*

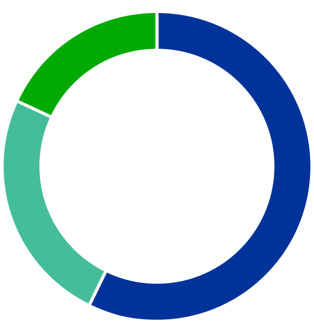
01/FIAS FY24 Portfolio at a Glance

FIAS Fundraising

- Through FY24 FIAS has secured contributions of $166.1 million, 83 percent of the way to the five-year aspirational fundraising goal of $200 million
- Of the total funds secured, 38 percent goes to FIAS Core, the account from which allocations are overseen by FIAS Program management, enabling a flexible and iterative process that allows for prioritizing Sub-Saharan Africa, IDA, FCS, gender and inclusion, and climate change
- Through FY24 FIAS has received support from 14 Development Partners: **Australia, Austria, Canada, Denmark,** the **European Union, France, Ireland, Luxembourg, Netherlands, New Zealand, Norway, Sweden, Switzerland,** and the **United States**. The EU and New Zealand are the newest additions to the FIAS partnership
- In FY24, FIAS gross receipts totaled $28.3 million, with 58 percent representing programmatic activities in which donors prioritize the regions, countries, and project activities eligible to receive FIAS funding; 42 percent went to the FIAS Core account from contributions by donors and the World Bank Group
- The ratio of about $4 to $5 of every $10 going to FIAS Core is in line with the FY17–21 cycle

FIAS FY22–26 Fundraising (through FY24)

FIAS Core Contributions	$63M
FIAS Programmatic Contributions	$102.7M
Total Combined Contributions	$166.1M
Funding Gap	($33.9M)



FY24 DONOR CATEGORIES (GROSS RECEIPTS)

100% = $28.3 Million

- Programmatic (58%)
- Core – Donors (25%)
- Core – World Bank Group (18%)

01/FIAS FY22–26 Funding and Expenditures

CONTRIBUTIONS (SOURCES OF FUNDS)	IN US$ (FY 2017–21)	SHARE OF TOTAL (FY 2017–21)	IN US$ (FY 2022)	SHARE OF TOTAL (FY 2022)	IN US$ (FY 2023)	SHARE OF TOTAL (FY 2023)	IN US$ (FY 2024)	SHARE OF TOTAL (FY 2024)
WORLD BANK CONTRIBUTIONS	**38,661,111**	**26%**	**5,000,000**	**16%**	**5,000,000**	**18%**	**5,000,000**	**18%**
Core	**35,000,000**	**24%**	**5,000,000**	**16%**	**5,000,000**	**18%**	**5,000,000**	**18%**
IFC*	28,661,111	19%	5,000,000	16%	5,000,000	18%	5,000,000	18%
World Bank	10,000,000	7%	-	0%	-	0%		0%
DONOR CONTRIBUTIONS	**109,336,867**	**74%**	**26,395,751**	**84%**	**23,097,230**	**82%**	**23,262,919**	**82%**
Core	24,640,465	17%	9,181,888	29%	6,156,585	22%	6,994,372	25%
Programmatic	84,696,401	57%	15,219,839	48%	11,854,300	42%	16,268,548	58%
TOTAL CONTRIBUTIONS	**147,997,978**	**100%**	**31,395,751**	**100%**	**28,097,230**	**100%**	**28,262,919**	**100%**
Less Trust Fund Administration Fees	4,853,929		1,220,086		900,544		1,163,146	
TOTAL NET CONTRIBUTIONS	**143,144,049**		**30,175,664**		**27,196,686**		**27,099,774**	

EXPENDITURES (USES OF FUNDS)**								
Staff Costs	62,728,065	48%	4,831,751	41%	7,597,778	38%	10,328,665	35%
Consultants/Temporaries & Contractual services	48,612,622	37%	6,053,773	52%	9,273,557	47%	15,180,346	51%
Operational Travel Costs	13,744,863	10%	474,982	4%	1,657,787	8%	2,549,881	9%
Other expenses	6,715,699	5%	329,517	3%	1,342,255	7%	1,672,398	6%
TOTAL EXPENDITURES	**131,801,249**	**100%**	**11,690,024**	**100%**	**19,871,377**	**100%**	**29,731,290**	**100%**

* IFC's annual contribution to the FIAS FY22–26 funding cycle is $5.0 million each year. FY17–21 IFC contributions include $3.6 million in project-specific contributions..

** Includes contributions from all sources of funds that support the FIAS FY22–26 strategic agenda. FIAS FY22–26 funding cycle contributions and expenses (previously reported) have been adjusted for comparative purposes.

FIAS-Supported Reforms by Region and Country, FY24

REGION/COUNTRY	REFORM TOPIC						
	Competition	Enforcing Contracts	Investment Policy: Entry	Investment Policy: Promotion	Investment Policy: Protection, Retention	Sector Reform (Agri)	Total
EUROPE AND CENTRAL ASIA							
Uzbekistan	1						**1**
Kosovo						1	**1**
Ukraine						1	**1**
MIDDLE EAST AND NORTH AFRICA							
Morocco		1		1	1		**3**
SUB-SAHARAN AFRICA							
Zimbabwe			1		1		**2**
FY24 GRAND TOTAL	**1**	**1**	**1**	**1**	**2**	**2**	**8**

of which in IDA:	4	50%
of which in Sub-Saharan Africa:	2	25%
of which in FCS:	4	50%

69 FY24 projects involve IFC-IBRD collaboration linking IFC advisory to **IBRD operations**

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17 FY24 FIAS projects informed or enabled **39 IFC investment operations**

FIAS core allocation process incentivizes teams to **include IFC-IBRD joint support**

The World Bank Group (WBG) aims to leverage its strength as a global institution to deliver effective development solutions. With the ambitious goal of ending extreme poverty on a livable planet, the 'One World Bank Group' vision that emerged from the Evolution Roadmap process entails coordinated action to meet the most pressing development challenges.

With a focus on measurable benefits not just to governments and economies but to individual people, the Bank Group strategy emphasizes the importance of collaboration. At IFC and in the portfolio of advisory and upstream projects supported by FIAS, this means coordinating action and delivering as "One World Bank Group." As detailed below, a growing number of FIAS-supported projects entail collaboration between IFC teams and their counterparts at the International Bank for Reconstruction and Development (IBRD).[2] The approach connects all four of the Bank Group principal agencies–IBRD, IFC, the International Development Association (IDA), and the Multilateral Investment Guarantee Agency (MIGA).

As of FY25, these four units have client-facing teams working under a single World Bank Group Country Manager or Resident Representative in select countries, promoting the use of joint knowledge and expertise across partner institutions. With a unified leadership at the country level, the aim is to respond to the demands from clients for a more consistent voice across the Bank Group. This will enable it to enhance the speed and efficiency of its work, while maintaining the necessary safeguards. To ensure alignment, the joint country representatives will have dual reporting lines to the IBRD/IDA Country Director and the IFC Regional Director. Clear objectives and performance indicators will be agreed upon by relevant Regional Vice Presidents and will encompass the full range of World Bank Group products and programs, as relevant to each country.

As a part of the evolution process, IFC will use its strong capital position to scale investments and mobilize private capital in emerging markets. Though IFC has a proven record for scaling up collaboration for effective engagement for private sector growth in client countries, it is aiming to mobilize private capital at significant scale through the IFC 3.0 Creating Markets Upstream Agenda. Under IFC, FIAS is a key source of support in enabling the development goals of the IFC 3.0 Creating Markets Upstream Agenda to help create a conducive business environment for sustained growth and improve the performance of business sectors in client countries, with an emphasis on work in IDA, Sub-Saharan Africa, and FCS.

FIAS Supporting the Vision of One World Bank Group

FIAS-supported advisory projects encourage cross-collaboration within the World Bank. A project being implemented by an IFC department that involves interventions with governments, or in collaboration with an IBRD Global Practice that involves interventions with an expected impact on private sector development, will be tagged for IFC–World Bank collaboration and involve management oversight by both IFC and IBRD. In general,

2 From Vision to Impact: Implementing the World Bank Group Evolution-Update to Governors-Development Committee March 2024: https://www.devcommittee.org/content/dam/sites/devcommittee/doc/documents/2024/Final_DC2024-0002.pdf

public-private partnership projects (PPPs) are mostly deemed to require IFC–IBRD collaboration. But increasingly, collaboration is spreading into other types of projects, including those supported by FIAS.

In FY24, 69 out of 175 projects (39 percent) in the FIAS portfolio were tagged for IFC–IBRD collaboration. As the narratives below make clear, this is a conservative figure: the collaboration counted in the FIAS Scorecard encompasses only those projects in which collaboration involves formal IFC and World Bank management engagement in project decision-making. Many other projects, some described in Chapter 3, involve coordinated efforts in client countries carried out by IFC and IBRD teams, ensuring synergy in client engagements across the Bank Group and the development and implementation of mutually supportive and complementary projects. Such collaboration is pivotal in bringing development impact through joint knowledge, skills, and resources. The FIAS Scorecard also tracks the number of IFC investment operations informed and enabled by FIAS-supported projects. In FY24, 17 FIAS-supported projects informed or enhanced 39 IFC investment operations at various stages of their development, already contributing to FIAS results in investment generated and retained and the value of financing facilitated, with more expected as the projects mature. Below are narrative descriptions of a sampling of the high-impact projects designed to include effective IFC–IBRD collaboration in client countries and regions:

Examples of FIAS-Supported Projects with IFC–World Bank Collaboration

Malawi Project Supports Agriculture Exports

The project aims to support and improve operationalization of the Control of Goods Act (COGA) to reduce arbitrary export restrictions to support food security in **Malawi**. The project will work with the Ministry of Trade and Industry, and Ministry of Agriculture to identify, adopt, and implement COGA regulatory related reforms. The main beneficiaries of the interventions include producers, traders, and processors operating in agricultural commodities that are under regulatory control. The project team will continue to engage with the technical staff in key Ministries, Departments, and Agencies, and ensure that there are demonstrable briefings being made to authorities. The team will also leverage the IFC and World Bank country managers to put key messages in high-level meetings with such Ministers. The IFC team is leveraging the Development Policy Operation (DPO) engagements of the World Bank to promote good practice reform in the agriculture sector. The Malawi World Bank Agriculture Global Practice team has been collaborating with the IFC team and concurs with further support toward effective implementation of the COGA. An action has been planned to review the efficiency of the Customs Controlled Warehousing and other measures involved in the export process.

Rwanda WBL Project Leverages World Bank Financing

The Women, Business and the Law Advisory Initiative for Africa (WBL) aims to reduce gender legal inequalities and discrimination in access to finance, equal pay for work of equal value, and maternity protection with the overall goal of contributing to increased women's economic participation. In **Rwanda**, one of the client countries in this multi-country initiative, World Bank and IFC teams are collaborating on multiple fronts to leverage results.

The National Bank of Rwanda (BNR) launched financial inclusion guidelines developed in collaboration with the project team to equip financial service providers with a toolkit on adapting their products and services to better cater to women's needs. The guidelines, outlined at a launch event, were well received by financial institution representatives who expressed a need for capacity building to ensure effective implementation. These guidelines represent the third policy change out of four expected within the project. The other two correspond to reforms prohibiting gender-based discrimination in access to financial services and the dismissal of pregnant workers, both of which were adopted previously. Discussions with different Bank Group teams are under way on the design of an impact assessment proposal to support and evaluate implementation of the guidelines. The proposal was the result of multiple discussions with the World Bank Finance, Competitiveness & Innovation Global Practice

The **Women, Business and the Law Advisory Initiative for Africa** (WBL) aims to **reduce gender legal inequalities** and **discrimination** in access to **finance, equal pay for work of equal value,** and **maternity protection**

02/Examples of FIAS-Supported Projects with IFC–World Bank Collaboration

(FCI) global and regional teams, the Africa Gender Innovation Lab, and BNR. The latter is evaluating the three options provided in the proposal. In mid-FY24 the World Bank Group Board approved a Boosting Green Finance, Investment and Trade project in Rwanda with $125 million in IDA financing. The WBL Africa team provided substantial input into the DPO.

Zambia Farm Blocks Initiative Leverages Bank Group Collaboration

IFC is supporting **Zambia** in the implementation of the farm blocks initiative, which is expected to accelerate agricultural growth, generate foreign direct investments, increase exports, and provide opportunities for inclusive wealth and job creation. Upstream interventions are enabling this project to unlock new private sector investments to boost development of integrated climate smart agro-industrial developments to boost food security and exports. The project's key focus is to support the development of an enabling regulatory environment, bridge information gaps, and promote investments in farm blocks.

The FIAS team is partnering with the World Bank's Zambia Growth Opportunities Program, which has granted the Republic of Zambia a $300 million loan facility. Of this amount, approximately $50 million is allocated to tackle infrastructure challenges within the farm blocks, including improvements to roads, electricity, irrigation, and telecommunications. The program has also partnered with the World Food Program (WFP) to support small-scale farmers and cooperatives in the farm block areas by providing access to credit, markets, and value addition. It is expected that this collaboration may attract investment from anchor farmers through IFC. Throughout this period, the project established an operational framework and the creation of a value proposition for the Farm Blocks. Additionally, the program designed the Environmental and Social Screening Study for three farm blocks in Zambia. The project has identified 25 potential investor leads, with more investment promotion activity under way in FY25.

IFC, IBRD Collaborate on Tunisia FDI Project

The Attracting Foreign Direct Investment (FDI) in **Tunisia** project progressed in FY24 despite a difficult political situation that affected implementation. The goal aims to open markets to new investors and create an effective investment framework by improving domestic investment entry regulations. An effective and sustainable governance model for the investment climate in Tunisia will be based on three functions: policy, regulation, and promotion. Through FY24 the IFC team achieved key project goals with the help of sector experts from the World Bank identifying key agencies. The project team and World Bank experts developed and submitted international benchmarks to the government outlining best practices in the areas of information and communications technology (ICT), trade, finance, tourism, transport, and security. From this process, 21 authorizations were benchmarked, and five sectors were identified, namely, trade, agriculture, health, transport, and education.

The ongoing political transition and post-COVID economic challenges in Tunisia have slowed reform implementation and delayed implementation of important measures such as a new decree simplifying authorizations. But the team completed upgrading standards for investment agreements, and a bilateral investment treaty model was approved by the Council of Ministers. The model has already been used in preliminary negotiations of a bilateral investment treaty with Japan and in multilateral negotiations of the Investment Protocol under the African Continental Free Trade Area (AfCFTA) agreement, proving its effectiveness.

IFC, World Bank Collaborating on Sustainable Banking and Finance Network

The Sustainable Banking and Finance Network (SBFN) global platform continues to increase the uptake of international Environmental, Social, and Governance (ESG) standards and best international practices across emerging market financial sectors. SBFN is a unique platform that brings together financial sector regulators and industry associations to promote the adoption and implementation of sustainable finance policies and practices across Emerging Markets and Developing Economies (EMDEs). The project is a collaborative effort that entails contributions by IFC and IBRD teams to each other's regional and country programs' technical

02/Examples of FIAS-Supported Projects with IFC–World Bank Collaboration

and upstream advisory services. This has avoided siloed approaches to client support on sustainable finance policy development.

The World Bank's capacity to mobilize public sector actors, combined with IFC's private sector focus, is a critical element of the successful IFC–IBRD collaboration in the context of SBFN's work. Due to the public-private sector nature of the network the FIAS-supported project has supported EMDEs in navigating the emerging landscape of sustainable finance taxonomies and to develop and implement national taxonomies. This is being done in a way that supports national development and climate goals while also enabling international alignment and interoperability. This year, the project provided technical advice on taxonomy development through training and capacity building to the Central Bank of **Democratic Republic of the Congo**, the Reserve Bank of **Fiji**, the Ministry of Finance of **Indonesia**, the Central Bank of **Samoa**, the Central Bank of **Jordan**, the Bank of **Lao**, and the **South Africa** Financial Sector Conduct Authority. Through this project, support was extended to one of the countries identified for joint IFC–IBRD management as part of the Joint Countries Initiative. The project continues to expand the network to enhance the diversity of perspectives, enrich the discussions, and to create more holistic and inclusive solutions to steer financial systems toward sustainability. In FY24, eight new members joined SBFN, expanding the number of member countries to 72 with a total of 94 member institutions.

Joint Capital Markets Program Working on Infrastructure, Housing, and SME Financing

The JCAP project in **the Philippines** is designed to bolster long-term financing opportunities for the private sector through capital markets, thereby catalyzing faster and sustainable economic growth. The FIAS-supported project aims to improve the investment climate essential for private capital investors, particularly in priority sectors such as infrastructure, SMEs, and housing.

This effort is closely aligned with the government's green finance agenda, underpinned by foundational enhancements to the government bond market and regulatory frameworks. The work seeks to showcase successful transactions that enhance market visibility and attract broader participation, beginning with initiatives in SME finance, with an emphasis on promoting gender equality.

Worker at a wastewater treatment facility. Manila, Philippines. *Photo © Danilo Pinzon/World Bank*

Collaboration with the World Bank plays a pivotal role in shaping a conducive investment ecosystem, while IFC acts as a catalyst by providing long-term financing to local private sector borrowers, instilling confidence and mobilizing additional investors. The project aims to achieve measurable outcomes, including increasing the value of corporate bonds by $1 billion (from $30.2 billion in Q1 2023 to an estimated $31.1 billion by 2026), with a significant portion financing infrastructure and housing. Additionally, an increase of $100 million in ESG assets financed through the capital markets will be achieved by the project's conclusion. The value of financing facilitated by new instruments will diversify and increase financing.

IFC invested $250 million in a green bond issued by the Bank of the Philippine Islands, the country's second-largest private bank, marking the largest IFC deal with a financial institution in the country and underscoring its commitment to sustainable finance and strengthening partnerships with Philippine financial institutions.

The team also coordinated with existing IFC initiatives on infrastructure finance and delivered an assessment of Local Government Units' readiness to adopt public-private partnership (PPP) models in specific infrastructure sectors. Additionally, efforts have commenced on enhancing the government bond market (GBM) in collaboration with the International Monetary Fund (IMF).

Asset-Based Finance in Europe Region Leverages IFC, IBRD Engagement

The Europe Asset-Based Finance (ABF) project seeks to boost financing for small and medium enterprises (SMEs) and value chain actors in **Azerbaijan**, **Georgia**, and **Ukraine** by introducing new asset-based financing (ABF) solutions. It targets: (i) improvements in legislation/regulations; (ii) technological infrastructure; (iii) financial institution ABF offerings; and (iv) micro small and medium enterprises (MSMEs) capacity to use ABF.

In Georgia, the project achieved a milestone by formalizing a cooperation agreement and action plan with the National Bank of Georgia. The comprehensive action plan outlines initiatives aimed at enhancing the ABF regulatory framework. IFC supported the Ministry of Economy and Sustainable Development of Georgia in finalizing the draft of the Law on Factoring, in collaboration with World Bank. The joint effort entails close coordination by IFC with the World Bank working on secured transactions reform, ensuring a cohesive and synergistic approach to the overall reform initiatives.

In Ukraine, the project collaborated with Prozorro.sale, a government property selling portal, to formulate the blueprint for the National ABF platform. This involved a meticulous analysis of the current market volume and IT infrastructure. In Azerbaijan, the Project continued constructive dialogues with the regulator and financial sector representatives, emphasizing the essential need for ABF infrastructure. This effort culminated in the development of a Business Requirements Document, laying the foundation for establishing the Invoices Recording System integrated with the e-invoices portal.

IFC–IBRD Collaboration Sets Stage for Dominican Green Financing Initiative

The Caribbean Green Financing Frameworks project aims to support the **Dominican Republic** in the development of a green taxonomy for the financial sector in generating green investments through financial institutions and capital markets. With FIAS support, IFC is working with regulators and the financial sector to support a catalyzation effect for green finance. As a part of this effort, the World Bank Finance, Competitiveness, and Innovation (FCI) Global Practice team provided inputs and recommendations during the public consultation process of the Green Taxonomy draft. FCI's feedback added value to the draft by addressing concerns of private sector players who will use the Taxonomy to generate green investments. The IFC–World Bank collaboration has paved the way for government to launch the Green Taxonomy.

The Taxonomy has already shown early results: *Banco Popular* has issued its Green Bond with a first tranche of $5 million out of an approved $42 million to finance credits in its green portfolio. The IFC Monitoring & Evaluation (M&E) team has validated the figure as investment generated attributable to the FIAS-supported project. Several IFC–World Bank missions preceded the Green Taxonomy launch, engaging government authorities, over 100 high-level executives from the financial sector, and representatives of various industries. The hands-on engagement helped build momentum for the initiative with public

Hubeyda Abiyeva cultivates tangerines in Souther Azerbaijan, a region renowned for its citrus fruits. IFC is working with farmers in the region to help expand and develop their operations. *Photo © IFC* and private sector stakeholders. Many of these players have begun using the taxonomy.

Considering the eligibility criteria of the Green Taxonomy, the government has established a framework for sustainable bonds to issue sovereign debt. The taxonomy is being used as a policy tool for the World Bank Group and the project has maintained its strong collaboration with the World Bank. Joint teams are providing technical assistance to the Superintendency of Banks by conducting a survey to assess the ability of banks to handle environmental and social risks and by implementing a pilot program with six financial institutions to evaluate their capacity to adopt the taxonomy. The World Bank team is preparing a Development Policy Loan (DPL) for the Dominican Republic and, leveraging the taxonomy, plans to include the approval of the taxonomy as a prior action.

The IFC and World Bank teams are leveraging their skills, knowledge, and networks to foster good practices and ideas to enable private investment. This collaborative effort plays a crucial role in communicating the unity of IFC and the World Bank, combining diverse values and expertise to provide a well-rounded approach.

IFC and World Bank Coordinating Efforts in Peru

The FIAS-supported Markets and Competition Policy project in **Peru**, completed successfully in FY24, worked on two key pillars: strengthening the effectiveness of Peruvian competition policy and reducing or preventing anti-competitive regulatory barriers and practices at the national and subnational level. Through close cooperation with World Bank teams under the Equitable Growth, Finance and Institutions (EFI) vice presidency, the project team developed and implemented a project involving collaboration on each of the two project pillars.

The World Bank team delivered expertise in competition policy while leveraging IFC's global expertise supporting regulatory reforms to improve the business enabling environment and the IFC team's extensive country contacts in government and the private sector. The competition component aimed at creating synergies with the other components of the Peru Growth umbrella project, including strengthening the tourism sector, improving the subnational investment climate, and supporting investment promotion policy.

Subnational work in Peru's Piura region targeted the elimination of barriers to competition in tourism and investment, further improving the subnational business climate. Strengthening competition policy was also key to opening sectors to foreign investment through the elimination of barriers and anti-competitive practices that hinder market dynamics while encouraging efficient market consolidation to bring in foreign investment.

The mix of regional and global staff both for the IFC and the IBRD allowed the project team to reach and interact with a large base of private and public stakeholders, including Peruvian businesses that were involved in multiple consultation sessions and surveys. The breadth of interactions contributed to subnational and national reforms supported by the project. Spillover effects from the project include informing pro-competition reforms captured in two World Bank Development Policy Loans (DPLs), as well as informing the analytics of the policy notes for the new government of Peru, with one of them focusing on competition and capturing key analytics and lessons learnt generated by the project.

The project closed in FY24 with a positive Development Effectiveness rating, having achieved its objective of strengthening the effectiveness of Peru's competition policy and reducing or preventing anti-competitive regulatory barriers and practices at the national and subnational level. Two regulatory amendments were adopted because of the pilot application of the Markets and Competition Policy Assessment Toolkit (MCPAT) in the Piura region. At the regional level, the work supported by the project delivered beneficial impact in at least three sectors—tourism, telecommunications, and retail—and, at the national level, in medicines.

FIAS FY24 Portfolio:

162 Client Facing

13 Global KDPs

175 Total projects

107 IDA

74 Africa

61 FCS

Of 99 FIAS Core Projects:

45 Sub-Saharan Africa

23 New SSA Projects

Of 175 Total Projects:

118 Gender Flagged

109 Climate Flagged

69 Link to IBRD Operations

In FY24 the FIAS portfolio continued to expand, increasing by a net 36 projects, with most of the additions coming in the FIAS Core account overseen by FIAS Program Management. A concerted effort was made to grow the portfolio in Sub-Saharan Africa to meet the FIAS target of 50 percent of client-facing expenditure supporting work in that region.

This effort yielded a net increase of 30 Sub-Saharan Africa projects in the portfolio in FY24 over the previous year, 23 of which were in FIAS Core. Across all of FIAS Core, 45 of the 99 projects were in Sub-Saharan Africa, or 45 percent. With the help of the FIAS allocation eligibility process, which incentivizes teams to align project implementation plans with the FIAS strategy, the gender and climate work supported by FIAS also increased. Through FY24, FIAS was ahead of targets for both Core and the overall portfolio for the percentage of projects that include gender and climate components. The number of projects with linkages between IFC and IBRD operations increased slightly to 69 projects. The FCS portfolio nearly tripled year over year, from 23 projects at the end of FY23 to 61 projects through FY24.

FIAS FY24 Portfolio Overview

As of June 30, 2024, the end of FY24, the FIAS portfolio consisted of 175 projects (up from 139 at the end of FY23), of which 162 were client-facing (152 country- or region-specific; 10 global platforms or global client-facing projects); 13 were global projects spanning knowledge, product, and program development.

- Among the FIAS portfolio in FY24, 107 projects benefit IDA countries, 67 prioritize Sub-Saharan Africa, while 61 focus on FCS (with significant overlap across those three categories).
- Of the 83 client countries benefiting from FIAS-supported projects in FY24, 49 are IDA borrowing countries, representing nearly two-thirds of the 77 IDA countries worldwide.
- FIAS supported projects in nearly 70 percent of the countries in Sub-Saharan Africa—32 of the 46 countries in that region; 29 of the FIAS FY24 Sub-Saharan Africa client countries are IDA; 13 are FCS.
- FIAS is supporting projects in 23 of the 40 countries and 1 territory on the World Bank Group's Harmonized Lists of Fragile and Conflict-Affected Situations for FY22–24: **Afghanistan, Armenia, Azerbaijan, Burkina Faso, Cameroon, Comoros, Democratic Republic of the Congo, Ethiopia, Guinea-Bissau, Iraq, Kosovo, Lao PDR, Mali, Mozambique, Niger, Nigeria, Papua New Guinea, Solomon Islands, Somalia, South Sudan, Timor-Leste, Ukraine,** and **Zimbabwe.** In several cases, FIAS supports multiple projects per FCS country.[3]

In FY24 69 FIAS-supported projects involved high-level IFC-World Bank collaboration, while 39 IFC investment operations were informed, enabled by 17 FIAS-supported Advisory and Upstream projects, contributing to FIAS results for investment generated and retained and value of financing facilitated, with more anticipated as the projects mature.

FIAS supported projects in nearly

70%

of the countries in **Sub-Saharan Africa**

3 IFC considers a client country FCS if it has been on the World Bank Group's Harmonized List within three years

03/FIAS FY24 Portfolio Overview

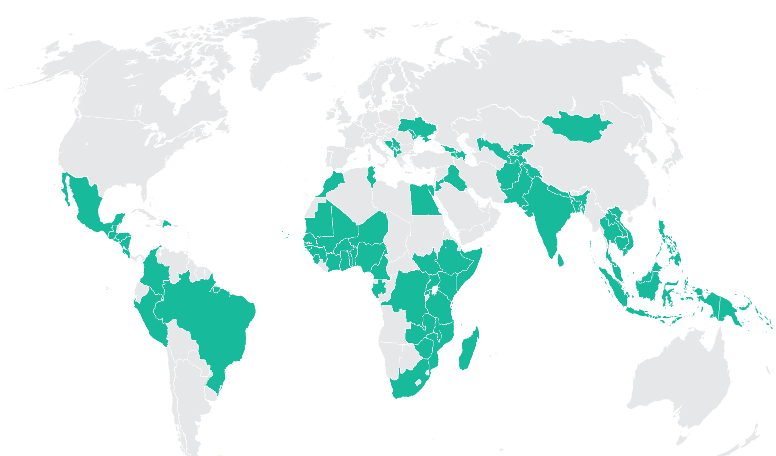
FIAS FY24 Client Countries and Priority Areas

	IDA	FCS
AFRICA (SUB-SAHARAN)	**29**	**13**
Angola		
Benin	Y	
Burkina Faso	Y	Y
Cabo Verde	Y	
Cameroon	Y	Y
Comoros	Y	Y
Congo, Dem. Rep.	Y	Y
Côte d'Ivoire	Y	
Ethiopia	Y	Y
Gabon		
The Gambia	Y	
Ghana	Y	
Guinea-Bissau	Y	Y
Kenya	Y	
Madagascar	Y	
Malawi	Y	
Mali	Y	Y
Mauritania	Y	
Mozambique	Y	Y
Niger	Y	Y
Nigeria	Y	Y
Rwanda	Y	
Senegal	Y	
Sierra Leone	Y	
Somalia	Y	Y
South Africa		
South Sudan	Y	Y
Tanzania	Y	
Togo	Y	
Uganda	Y	
Zambia	Y	
Zimbabwe	Y	Y
AFRICA (NORTH)	**0**	**0**
Egypt		
Morocco		
Tunisia		

	IDA	FCS
EAST ASIA AND PACIFIC	**8**	**4**
Cambodia	Y	
Fiji	Y	
Indonesia		
Lao PDR	Y	Y
Malaysia		
Mongolia		
Papua New Guinea	Y	Y
Philippines		
Samoa	Y	
Solomon Islands	Y	Y
Thailand		
Timor-Leste	Y	Y
Vanuatu	Y	
Viet Nam		
EUROPE	**1**	**4**
Albania		
Armenia		Y
Azerbaijan		Y
Bosnia & Herzegovina		
Georgia		
Kosovo	Y	Y
Moldova		
Montenegro		
North Macedonia		
Serbia		
Ukraine		Y
CENTRAL ASIA AND TÜRKIYE	**3**	**0**
Kyrgyz Republic	Y	
Tajikistan	Y	
Uzbekistan	Y	

	IDA	FCS
MIDDLE EAST	**2**	**2**
Afghanistan	Y	Y
Iraq		Y
Jordan		
Pakistan	Y	
LATIN AMERICA & CARIBBEAN	**2**	**0**
Brazil		
Colombia		
Costa Rica		
Dominican Republic		
El Salvador		
Guatemala		
Honduras	Y	
Mexico		
Nicaragua	Y	
Panama		
Peru		
SOUTH ASIA	**4**	**0**
Bangladesh	Y	
India		
Maldives	Y	
Nepal	Y	
Sri Lanka	Y	

SUMMARY	
Client Countries	83
IDA	49
Sub-Saharan Africa	32
FCS	23



03/FY24 Results Overview

FY24 Results Overview

FIAS-Supported Projects Deliver New Investment, Private Sector Savings

The IFC Monitoring & Evaluation (M&E) team has validated $106.2 million in new investment generated or investment retained in FY24, bringing the total for the FY22–26 strategy cycle to $211.1 million. M&E has validated $163.7 million in value of financing facilitated (VFF) in FY24, for a total through three years of the strategy cycle of $186 million. And the team validated $20.5 million in direct compliance cost savings (DCCS) to the private sector stemming from FIAS-supported work, for a strategy cycle total to date of $96.5 million. Specific FY24 results validated by M&E include:

- $72 million in private sector investment stemming from privatization of a large fertilizer producer in **Uzbekistan**.
- $16.4 million in new investment in the food and beverages and textile, apparel, and leather sectors in **Kosovo**.
- $12 million in new investment in the software development sector in **Georgia** for professional, scientific, and technical services.
- $5.8 million in new investment in the accommodation and tourism services sector and digital infrastructure for information and telecommunications technology in the **Kyrgyz Republic**.
- $88.7 million in VFF from two commercial banks in **Zimbabwe** into the agricultural sector through financing of 119 warehouse receipts issued against grain stored in certified warehouses by nearly 4,000 farmers.
- $25 million in VFF relating to an IFC loan to a food distributor in **Uzbekistan** as part of the Global Food Safety and Food Loss Prevention advisory platform project.
- $25 million in VFF in IFC financing to a fashion and lifestyle company based in Karachi, **Pakistan**, as part of a project that works with companies to adopt gender-smart climate actions to reduce gender inequality and narrow the gender gap in labor force participation.
- $20 million in VFF via an IFC loan for development of affordable housing in **Kenya** and related short-term advisory engagements as part of the Global Housing Advisory Platform project.
- $5 million in VFF through the issuance of a new green bond by a bank in the **Dominican Republic** as part of what is expected to be up to $42 million for financing credits in the bank's green portfolio.
- $20.5 million in DCCS to private sector firms in **Indonesia** stemming from regulatory and legal streamlining implemented with the help of the FIAS-supported Indonesia Investment Climate Competitive Sectors and Competition project.

Development Effectiveness Ratings Reflect Achievements, Challenges

During FY24 four out of eight completed projects received positive ratings for Development Effectiveness, or 50 percent. The four positively rated projects are: **South Africa** Private Sector Competitiveness; **Zimbabwe** Warehouse Receipt Systems; Africa Leasing; and Markets & Competition Policy **Peru**. Cumulatively, from FY22 through FY24, 12 of 19 completed projects, or 63 percent, were rated positively for development effectiveness.

The South Africa project was part of the Swiss-funded Multi-Country Investment Climate Program Phase I (MCICP I) and dates to the previous FIAS strategy cycle. The project has been among the most prolific for generation of investment climate reforms, with eight reforms recorded in total over the life of the project, including two in competition policy, three in construction permitting, and one each in getting electricity, investment policy and promotion, and property transfers. The project achieved its objectives by addressing such issues as poor regulation, lack of competition, and negative investor perceptions.

The Zimbabwe project succeeded despite being launched just before the onset of the COVID-19 pandemic, a development that stalled delivery of project activities for two years. Project targets were revised downward and adjusted to achieve three objectives: (i) amendment of laws relating to warehouse receipts and regulations; (ii) sensitization, training, and capacity building of stakeholders in structured commodities trade financing; and (iii) provision of technical assistance to the government to strengthen the warehouse receipt ecosystem. As of project closure in FY24, the M&E team validated that the project had facilitated the inflow of $88.7 million from two commercial banks into the agriculture sector through the financing of 119 warehouse receipts issued against 292,030 metric tons of grain (maize and soybeans) stored in certified warehouses by 3,892 farmers.[4] Two microfinance institutions have since expressed interest in financing warehouse receipts.

The Africa Leasing project helped improve the enabling environment for lease financing for micro, small, and medium enterprises (MSMEs) lacking collateral in West African member countries of the Organization for the Harmonization of Business Law in Africa (OHADA). The four countries of focus—**Burkina Faso**, **Cameroon**, **Côte d'Ivoire**, and **Gabon**—have leasing markets of roughly half their combined potential. The project worked to improve the policy and regulatory framework to support upstream opportunities, delivered knowledge-based market tools in collaboration with business associations, and completed leasing market studies that were instrumental in approval of $3.2 million in IFC financing for the Cameroonian Leasing Association. This was the first IFC Financial Institutions Group (FIG) project committed in Cameroon since 2015, and the first leasing project committed in Africa in over a decade.

Markets and Competition Policy Peru, like the South Africa project, was part of the MCICP I portfolio dating back to the previous FIAS strategy cycle and continuing into the current cycle. The project, described in Chapter 2, achieved its objective of strengthening the effectiveness of Peru's competition policy and reducing or preventing anti-competitive regulatory barriers and practices at the national and subnational level. Two regulatory amendments were adopted because of the pilot application of the Markets and Competition Policy Assessment Toolkit (MCPAT) in the Piura region. At the regional level, the work supported by the project delivered beneficial impact in at least three sectors—tourism, telecommunications, and retail—and, at the national level, in medicines.

FIAS Meeting FCS Expenditure Target, Working to Expand IDA, Africa Portfolios

The FIAS Scorecard includes a 70 percent target for the share of client-facing project expenditure going to borrowing countries of the International Development Association (IDA), 50 percent to Sub-Saharan Africa, and 25 percent to fragile and conflict-affected situations (FCS). Through three years of the five-year cycle, FIAS is ahead of target for FCS, with 27 percent of operational expenditure going to FCS-tagged projects. FIAS is behind target for IDA (56 percent) and Sub-Saharan Africa (36 percent).

FIAS expenditures in IDA and Sub-Saharan Africa reached their highest levels this cycle in FY24. IDA spending of $14.2 million was more than double its FY22 level and the highest single-year IDA expenditure of the past three strategy cycles. Sub-Saharan Africa expenditures of $8.9 million in FY24 were up 70 percent over FY22. FIAS added a net 41 IDA projects and 30 Sub-Saharan Africa projects to the portfolio in FY24 in a push to meet Scorecard targets. IDA projects made up two-thirds of the client-facing portfolio (107 of 162 projects); Sub-Saharan Africa projects made up 41 percent (67 of 162 projects).

Despite these increases, FIAS lost ground against the IDA and FCS targets. This was largely because of significantly increased program support for projects in the East Asia and Pacific (EAP) region. IFC is extremely grateful for the donor support for the EAP

FIAS added a net **41** IDA projects and **30 Sub-Saharan Africa** projects to the portfolio in FY24

4 The value of financing facilitated (VFF) of $88,667,600 in Zimbabwe was achieved in FY22 and FY23 but only validated by M&E in FY24 and is thus included as part of the VFF total for FY24 on the FIAS Scorecard.

programs, but because most IDA countries are in Sub-Saharan Africa, the growth in Asia raises the bar for meeting IDA and Africa spending targets. In the FY12–16 FIAS strategy cycle, EAP accounted for 11 percent of client-facing expenditure; that dropped to 8 percent in FY17–21. With the addition of dozens of projects in the region in the current cycle, East Asia and Pacific spending rose to 27 percent of all client-facing expenditure in FY24, and 19 percent through three years of the strategy cycle. The EAP portfolio, supported by Australia, New Zealand, Switzerland, and FIAS Core, is contributing to other FIAS strategic priorities, including climate change, gender, and investment generation.

The primary resource for achieving expenditure targets is the FIAS Core account, in which the Program team makes eligibility recommendations for regional teams to access FIAS funding. When the FIAS portfolio appears to be lagging in a priority area such as gender or IDA, FIAS management can focus on these FIAS Scorecard indicators and adjust funding eligibility recommendations accordingly. But in FY24, FIAS Core accounted for only 42 percent of total contributions, limiting the flexibility to shift expenditure ratios.

FIAS-Supported Work in Africa

FIAS-Supported Projects in Zimbabwe Yield Reforms, New Investment

In **Zimbabwe**, an IDA, Sub-Saharan Africa, and FCS country, FIAS is supporting development of a regulated warehouse receipts system (WRS) as part of an effort to expand the agriculture sector. Project objectives include supporting the government through the Reserve Bank of Zimbabwe to amend the Warehouse Receipt Act of 2007 and develop implementing regulations for warehouse receipt financing. The project also supports sensitization, training, and capacity building of stakeholders in structured trade financing and provides technical assistance to the government to strengthen the WRS ecosystem. Project implementation was completed in mid-2023 and, as noted above, the project closed with a positive Development Effectiveness rating after a brief post-implementation period early in FY24. Among the project's key achievements was facilitation of $88.7 million in financial inflows to the agriculture sector, far in excess of the target of $5 million. Prior to operationalization of the WRS, smallholder food crop farmers lacked the fixed-asset collateral required to guarantee loans as required by the Zimbabwe Banking Act. Financing grains stored in certified warehouses resulted in liquidity in the agricultural sector and improved competitive pricing of maize, sorghum, soybeans, sugar beets, and wheat.

Zimbabwe IPP Project Helping Develop Investment Promotion Agency

The FIAS-supported Investment Policy and Promotion project in **Zimbabwe** supports operationalization and capacity development of Zimbabwe's fledgling Investment Promotion Agency, the Zimbabwe Investment and Development Authority (ZIDA). The ZIDA Act of February 2020 lacked implementing regulations for Special Economic Zones (SEZs), creating uncertainty for licensing and operations, which hindered alignment with broader policy goals and discouraged investors. Diagnostics revealed poor institutional capacity for investment promotion due to the lack of tools, market intelligence, and continuity from ZIDA's predecessor. Additionally, investor aftercare was inadequate, with an 85 percent investor attrition rate cited in 2021. To address these gaps, the IFC team supported the development of SEZ regulations by preparing an Investment Reform Map, advising on a SEZ policy framework, and proposing interim measures for managing existing license applications. Collaborative efforts included stakeholder workshops and over 12 working sessions, resulting in the adoption of final SEZ Regulations in November 2023. These regulations introduced best-practice criteria for SEZ designation, licensing, and operations, clarified roles and obligations of SEZ stakeholders, and established institutional arrangements for streamlined processes, including one-stop facilitation centers.

The reforms, validated by IFC's M&E team, enabled the transparent management of SEZs, creating localized investment-friendly climates and paving the way for new investments, including the designation of three SEZs under the new framework. Operational efficiencies at ZIDA were significantly improved with project team support, evidenced by a new operational strategy (2022), institutional reconfigurations, adoption of a customer relationship management (CRM) system, creation of Investment Aftercare and Inquiry Management Units, investor segmentation strategies, and service-level agreements with government agencies. The Program continues to deliver extensive capacity development for staff of ZIDA and related MDAs who support execution of ZIDA's mandate, and it has delivered on all reform targets. (See Annex 1 for details on the two validated Zimbabwe reforms.)

Certifying Warehouses and Training Kenya Farmers for WRS

Helping client countries in Africa develop WRS is a key part of IFC's economic development work in the region, and the work done and lessons learned in **Kenya** are informing a growing portfolio of WRS projects, several of them supported by FIAS. The Kenya project supports the Ministry of Industry, Trade and Investment to strengthen the regulatory and operational framework for WRS toward boosting warehouse receipt financing and investments in the system. The project team had provided technical assistance for the certification of three warehouses by the WRS Council in three major food basket counties in this IDA country: Trans Nzoia, Uasin Gishu, and Mombasa County. However, in FY24 there was a delay in certification of warehouses as some recommended corrective measures had not been fully implemented by warehouse operators. Procurement of a software vendor to implement the Central Registry and e-WRS is also delayed.

The FIAS team led an extensive legal review of the Kenya WRS legal framework that resulted in proposed amendments to WRS Act and regulations and a draft WRS Amendment Bill 2024, all of which were endorsed, adopted, and cleared for public participation by the WRS Council Board and Principal Secretary, State Department of Trade. In addition, the team successfully conducted warehouse receipt financing sensitizations and trainings to financial institutions, including a Warehouse Receipt Financing Manual validation workshop in June 2024. This was attended by 12 banks, 1 savings and credit cooperative (Sacco), and KOMEX (Kenya National Multi Commodities Exchange). The project next expects to support certification of at least 10 warehouse operators and undertake training of staff and mobilization of depositors in selected counties. It has also sharpened focus on gender and climate interventions.

Africa Ride-Hailing Project off to Strong Start

FIAS is supporting a coordinated IFC effort to create a ride-hailing market in West and Central Africa, with child projects in **Benin**, **Cameroon**, and **Togo**, and the potential for projects elsewhere in the region. A joint initiative of IFC's Infrastructure and Upstream teams, the advisory effort provides sector support for IFC's initial $2 million investment in Gozem, a technology platform which connects end users, such as passengers and merchants, to transport providers, primarily moto-taxis, through a mobile application active in Francophone Africa. In Togo in FY24, the child project, Togo Ride Hailing, supported training and licensing of 2,200 motorcycle taxi drivers, working

Motorcycle taxies carry multiple passengers and cargo through busy streets of the famous Ndokoti shopping district in Douala, Cameroon. Such taxis in Cameroon and Togo are focus of a FIAS-supported IFC Ride Hailing project. *Photo: © Hamidou Sorgo/IFC* with the Directorate of Transport and an association of informal firms to conduct training and testing at several sites. The team organized a diagnostic study of the ride-hailing sector and conducted a workshop bringing together public and private sector representatives to identify priority areas for further work, including ride-hailing sector regulation, road safety, competition and sector viability, and environment issues.

A key aim of this coordinated work is to attract more investment into the ride-hailing sector by creating the enabling environment for operators to scale up. More drivers can become licensed by: (i) improving the licensing environment for unlicensed motorcycle drivers; and (ii) identifying an alternative non-government accredited training provider. The project engages stakeholders via public-private dialogue to identify regulatory and operational impediments with both short- and long-term solutions to reform the motorbike-taxi operating environment and, particularly, the driving license process. The project is nearly halfway toward its minimum target of issuing 4,500 driving licenses and is working to reduce the amount of time required to issue a motorcycle driving license from one year to one month.

The ongoing upstream engagement with Gozem could potentially unlock a $200–$300 million mainstream investment to scale-up Gozem's activities in Togo, Benin, and Cameroon. Togo is serving as the pilot country to support the government to issue provisional drivers' licenses during pre-implementation and devise a long-term solution to be supported during the implementation phase. In Benin, a pre-implementation scoping was completed. But given the limited appetite, the priority shifted to Cameroon, where a scoping was completed and the implementation launched for approval in January 2024.

Less than 10 percent of motorcycle taxi drivers in Cameroon are licensed and fewer are registered moto taxi drivers. Drivers cite a lengthy, cumbersome, and costly process to meet all requirements for registration and a license. The FIAS-supported work aims to help the country attract more investment into the ride-hailing sector in this IDA and FCS country by supporting more motorcycle taxi drivers to become licensed in Douala. Amid increasing fragility and instability, new investment in the ride-hailing sector can help relieve congestion in an increasingly urban population. The licensing initiative will help professionalize and sustain the sector. Project implementation commenced in FY24 as the team helped establish dialogue across public and private stakeholders and initiated activities, including training and license issuance for both formal ride-hailing companies such as Gozem and informal riders. A ride-hailing sector diagnostic included in the project involved collecting data, conducting interviews, analyzing the regulatory framework, and investigating ways to improve the organization of services.

Promoting Leasing Options for Economic Growth in Multiple Sectors

A crucial factor in IFC's ongoing investment and advisory pipeline in **Togo** entails development of a sustainable leasing sector. The Togo Leasing project team has had ongoing policy discussions with the Taxation Office in Togo (OTR) on the review of concrete reforms suggested by IFC and adopted to establish a leasing regulatory framework for the country's private sectors. OTR has asked IFC to share other international experiences and IFC's Financial Institutions Group (FIG) Upstream team is collecting cases. The project team also completed the first ever diagnostic of the potential for the leasing industry to finance medical and agricultural equipment. The diagnostic's preliminary conclusions have been disseminated to key banks, leasing companies, and public sector organizations. The team plans to leverage the results for different joint World Bank-IFC work such as the Country Partnership Framework (CPF) and the joint lending operation being prepared. Market research highlights a strong need to continue sensitizing the financial sector on the benefits of leasing products. The team has identified a senior expert to develop a market-level training on leasing for the financial sector. This will be conducted in collaboration with the National Direction of the Central Bank for West African States (BCEAO) in Togo.

Consolee Uwanyirigira, (right) Managing Director at Keni Business Group, a wholesale distributor in Muhanga, Rwanda. *Photo © Dominic Chavez/IFC*

Kickstarting Leasing as a Tool for Private Sector Growth in Comoros

Comoros is an IDA and FCS small island state off the coast of East Africa that faces geographical isolation, population density, limited resources, a small domestic market, a narrow export base, and a high dependence on food imports and remittances. These combine to make economic diversification difficult and render the country more susceptible to shocks. Access to finance, a critical driver of business investment and household livelihoods, is extremely limited and lags most country benchmarks. Existing financial services simply do not meet the needs of many MSMEs in Comoros, forcing them to borrow from alternative sources at higher cost to meet their equipment needs, or not borrow at all.

The objective of this FIAS-supported project is to raise awareness of leasing as an effective financing tool and to work with one or two financial institutions (FIs) on developing and piloting a leasing product to facilitate access to finance for MSMEs. The project is progressing well. In FY24 the team worked closely with the Leasing Task Force set up previously on leasing reform under the FIG umbrella. The team met with the two strongest entities—one, a bank, Exim Bank Comoros, the other a microfinance institution (MFI), Union Régionale des Sanduk d'Anjouan, (URSA), both of whom signed Letters of Engagement by May 2024.

The project plan involves organizing at least two workshops to meet with various stakeholders, providing training and technical assistance to FIs, and supporting the piloting of initial leasing products with each FI. The project includes a climate change component through a focus on linking FIs with equipment that is energy efficient or renewable, and a gender component geared to improving attendance at women's training sessions and exploring potential leasing clients from among women-owned MSMEs.

Women, Business & the Law Africa Advisory Initiative Pursues Reform in Multiple Countries

The Women, Business and the Law (WBL) Advisory Initiative for Africa aims to advance gender equality in Africa by supporting governments in the design, implementation, and dissemination of legislation that reduces gender inequalities toward increasing women's participation in the economy. Addressing legal gender differences is paramount for women's economic empowerment. In client countries, advisory assistance tackles cross-cutting gender constraints in critical areas such as access to finance, employment, and entrepreneurship, with country engagement based on criteria including client demand and commitment to reform, the degree of gender discrimination in the country's legislation and the likelihood of achieving results on the ground. The engagement and implementation model aims to incorporate female entrepreneurship reform programs into a longer-term agenda aimed at increasing the economy's competitiveness. This key idea is that adopting a comprehensive approach increases the chances of success and impact. The WBL Advisory Initiative for Africa aligns with IFC's 3.0 Creating Markets Upstream agenda through its core development priorities of improving gender diversity in current investees and future investments and opening markets to women through an enhanced enabling environment.

FIAS-supported teams in multiple countries in Sub-Saharan Africa are working on reforms to address different forms of gender-based discrimination. Projects for advancing reform implementation are ongoing in **Côte d'Ivoire** and **Rwanda**, with client engagement undertaken in a broader portfolio of countries, including **Gabon**, **Mauritania**, **Somalia**, and **Togo**, as well as through World Bank lending operations in **Senegal**, **Sierra Leone**, and **Uganda**.

The Côte d'Ivoire project continues to deliver on implementation support following the achievement of three key reforms to unlock regulatory barriers for women's economic inclusion in access to credit, employment, and protection from violence. In FY24, the project has focused on reform dissemination workshops, support to key stakeholders involved in reform implementation, and the collection and availability of gender-disaggregated data for women's entrepreneurship. The team conducted a diagnostic on the availability of sex-disaggregated data on female economic empowerment in several key public sector agencies in Côte d'Ivoire, with findings showing the limited availability of gender disaggregated data to support targeted responses for women's economic inclusion, particularly access to finance. Following the analysis, the team held a workshop with key stakeholders to discuss and validate the findings and recommendations, based on which the team will follow up on potential activities to support improving data collection by public agencies for women's economic empowerment.

Building on the analysis findings, the project is expanding components focusing on women's financial inclusion, which will involve engagement with the Central Bank of West Africa toward introducing a system of gender-disaggregated data collection, monitoring, and reporting to be implemented by financial institutions in the eight countries of the **West African Monetary Union**.

In an example of collaboration across the World Bank Group, the WBL Africa team has been working with IFC's Banking on Women (BOW) initiative on the expanded components to support the issuance of regulations for financial institutions to report gender-disaggregated data, and thus enable them to be in a better position to develop responses for women, ultimately contributing to enhancing women's access to finance. The expanded components and focus on access to finance align with the effort to increase the strategic approach of the project intervention and ensure larger impacts aligned with IFC 3.0.

The WBL project in Rwanda is on track to meet its final targets. Among other achievements, the team helped bring about the adoption of reforms, including regulations promulgated by the National Bank of Rwanda (BNR) prohibiting discrimination in access to credit based on gender, as well as an amendment to the Labor Code that prohibits the dismissal of pregnant workers. More recently, reform implementation work has included awareness-raising and capacity-building activities. These included the delivery of diagnostics on women's financial inclusion to inform the preparation and adoption by the government of guidelines for deepening women's financial inclusion as well as an analysis of the country's gender-disaggregated data collection systems. In FY24, BNR launched the Women's Financial Inclusion Guidelines it developed with the project team, based on which a first training workshop for financial service providers (FSPs) was held on improving financial literacy offerings for women. The training workshop was conducted in partnership with BNR and the Rwanda Development Board (RDB) and involved nine FSPs, with a high level of buy-in and satisfaction, following which a one-on-one technical assistance program (phase 2 of the treatment) and a roll-out of proposed actions to improve their offerings will be delivered. The project team has also finalized the implementation of the grievance mechanism to address gender discrimination in access to credit. The BNR has adopted the grievance redress mechanism (GRM) to address financial customer complaints and is rolling out the gender-disaggregated data collection and monitoring of such cases.

FIAS Continues Its Longstanding Work in OHADA Countries

FIAS has maintained a longstanding relationship with the 17 member countries of the **Organization for the Harmonization of Business Law in Africa (OHADA)** in West and Central Africa. FY24 was no different, as FIAS-supported teams engaged in a range of interventions. These included Strengthening Credit Infrastructure for MSME Growth, Africa Leasing, and Piloting Psychometric Scoring to increase MSME Access to Finance in **Senegal** and the **West African Economic and Monetary Union (UEMOA)**. All these programs are part of the long-standing OHADA-IFC-FIAS partnership which has evolved into a significant program for the portfolio.

The OHADA Strengthening Credit Infrastructure for MSME Growth Program is a five-year regional market and enabling environment program. It aims to promote access to credit for MSMEs and women-owned businesses in four OHADA member states: **Burkina Faso**, **Côte d'Ivoire**, the **Democratic Republic of the Congo**, and **Gabon**. The program also responds to lingering economic pressures from the COVID-19 pandemic. Three components comprise the program: (1) Enhancing the credit reporting environment; (2) Enhancing the Regulatory & Institutional Frameworks for Movable Asset Lending; and (3) Non-Performing Loan Management & Covid Response.

During FY24, the team encountered several challenges that impeded progress: the August 2023 coup in Gabon resulted in the suspension of World Bank operations, compounding difficulties already posed by a year-long magistrate strike; changes in project stakeholders within BCEAO; delay in the appointment of a new OHADA Permanent Secretary; and a transition in project leadership.

While these factors slowed the pace of implementation, the project made significant progress in component 1, enhancing the credit reporting environment. The Central African Economic and Monetary Community (CEMAC) regional credit bureau was created with the support of a project-hired firm which is working to operationalize its infrastructure. Meanwhile, in the Democratic Republic of the Congo, the Credit Bureau Law was approved in January 2024, paving the way for IFC to deploy its support to help finalize the legal framework for the country's first private credit bureau. Certain activities under components 2 and 3 were delayed due to administrative issues. Nonetheless, the project delivered key outputs, such as the insolvency diagnostics, which is under review by the client. The new project leader has taken steps to re-engage the client during meetings with key stakeholders. With these positive developments, the team expects the project to be back on track before the next reporting cycle.

The Africa Leasing Program, which ran from 2022 through March 2024, aimed to improve the enabling environment for leasing in four OHADA countries, **Burkina Faso**, **Côte d'Ivoire**, **Cameroon**, and **Gabon** under its two components: (1) Improving the policy and regulatory framework to support upstream opportunities, and (2) Introducing knowledge-based market tools (IFC Global Leasing Toolkit) to educate and improve technical skills through collaboration with business associations. The project had to cope with coups in Burkina Faso and Gabon as well as the COVID-19 pandemic during project implementation yet managed to achieve all targets required by completion and received a positive Development Effectiveness rating.

The project supported completion of leasing market studies in all four markets and presented recommendations for discussion among project clients. By project end, the team provided recommendations to support the drafting of 13 laws, regulations, and policies based on client needs emerging from the market study recommendations,

Africa Leasing Program supported **completion** of leasing market studies in **all four** markets of which 3 were adopted: 2 in Burkina Faso and 1 in Côte d'Ivoire. Recommendations for critical updates to regional best practice prudential guidelines for leasing for both BCEAO and the Bank of Central African States (BEAC) were advanced but not yet adopted as of program close. It should be recognized that leasing market creation does not happen overnight. The support provided to Cameroon through this regional project followed a decade-long engagement to help establish the legal and regulatory framework for leasing. Building on that, continued stakeholder engagement and a project-financed market study were instrumental in driving IFC's decision to invest in the Cameroonian Leasing Association (SCE)—the second largest leasing finance institution in the country—to enable it to expand its leasing activities. At the time of financing approval, IFC anticipated this investment would help SCE to grow its SME lease and loan portfolio by 20 percent by 2026, increasing access to finance for Cameroonian SMEs. Project activities generated interest by another entity in launching leasing activities in Côte d'Ivoire, which resulted in two follow-on IFC leasing advisory technical assistance projects by IFC's Financial Institutions Group.

The Piloting Psychometric Scoring to increase MSME Access to Finance in Senegal and UEMOA project aims to expand access to finance for MSMEs in Senegal, especially for underserved businesses owned or operated by women. The project involves leveraging digital technologies to introduce alternative creditworthiness assessment tools. This will be achieved through the following activities: (1) developing alternative data-based lending models, such as psychometrics scoring, to provide access to finance to the informal sector, and (2) conducting capacity building for microfinance institutions to enhance their institutional capacity and developmental impact by increasing their supply of finance for MSMEs.

The microfinance bank, Baobab Senegal, has administered a pilot psychometric quiz in four of its network branches. It is on track with all new loan applicants in the four pilot branches taking the psychometric quiz and getting scored by the model. Due to delays encountered before the model went live and quiz administration could begin, the project did not achieve all outcome targets by the end of FY24. But the project is being extended for an additional 15 months and Baobab Senegal is engaging in the roll-out of the psychometric quiz to the entire branch network. Thus, the team expects the numbers to ramp up going forward. With respect to the onboarding of the new microfinance institution (MFI)—Credit Mutuel du Senegal (CMS)—the process was almost finalized in November 2023 until CMS management made two additional requests from CreditInfo, which included a lower pricing for the use of the psychometric model and a revenue-sharing arrangement, still under discussion.

UPSEZWA Projects Achieve Significant Milestones in West Africa

IFC's Upstream Special Economic Zone West Africa (UPSEZWA) projects seek to overcome critical market and government regulatory failures that have impeded regional trade and investment by facilitating inclusive economic growth through a new generation of special economic zones (SEZs) that integrate the UN Sustainable Development Goals. The approach involves developing innovative SEZ legal, regulatory, and institutional frameworks that allow for downstream private SEZ investments in the healthcare, manufacturing, agribusiness, petrochemical, and infrastructure sectors. In this context, IFC launched the UPSEZWA project in the **Economic Community of West African States (ECOWAS)** to establish a new SEZ governance framework in the 15-country community, selecting **Nigeria** as the pilot country for national-level implementation.

The UPSEZWA-ECOWAS Project achieved a significant milestone in FY24 by executing a Cooperation Agreement (CA) with the ECOWAS Commission. In signing the CA, the ECOWAS President agreed with the IFC policy position that the forthcoming ECOWAS SEZ Act should broadly apply to all classes or kinds of SEZs in the ECOWAS common market. In addition to Cross-Border SEZs, these include National Security SEZs to confront the growing threat of terrorist and jihadist attack, Medical SEZs to improve national healthcare systems, Green Petrochemical SEZs to satisfy increasing global energy demand while reducing the regional carbon footprint, and Agribusiness SEZs to tackle head-on food insecurity. In FY24 the IFC UPSEZWA-ECOWAS Commission SEZ Working Group finalized the legislative review of the first draft of the ECOWAS SEZ Act. Next steps include circulating the draft to a wider group of ECOWAS stakeholders.

The UPSEZWA-Nigeria Project also achieved a key milestone during FY24. IFC's client, the Nigeria Export Processing Zones Authority (NEPZA), incorporated significant portions of the UPSEZWA Model SEZ Law into the Nigeria SEZ Bill that NEPZA ultimately submitted to the Nigeria National Assembly. This milestone, the project's key output, was built on the project's collaboration with, and submission of, a harmonized draft SEZ Law to the NEPZA SEZ Working Group. In cases in which the project has already identified some shortcomings in the Nigeria SEZ Bill, the project will correct the same by virtue of the forthcoming draft SEZ Implementing Regulations. Meanwhile, the project is exploring with the new NEPZA Managing Director and Legal Counsel whether the shortcomings identified in the Nigeria SEZ Bill can be addressed while the Bill is pending before the National Assembly.

South Africa Project Produced Significant Results Over Two Strategy Cycles

The South Africa Private Sector Competitiveness Project was one of the flagship initiatives of the Swiss-funded Multi-Country Investment Climate Program, Phase I (see below for more). The project addressed key investment climate and structural challenges facing the economy, such as poor regulation, lack of competitiveness among firms, government incentives for new firm entrance, and negative investor perceptions. While project implementation ended in FY23, post-implementation continued to track and validate results in FY24. Since project launch in FY17, the project has delivered eight reforms: in competition; construction permitting, getting electricity, investment policy and promotion; property transfers, and starting a business. Three of the reforms were recorded in the current strategy cycle (in FY23). As noted above, the project received a positive Development Effectiveness rating in FY24.

Construction of First National Banks Home Loans and Wesbanks new Head Offices. Randburg, South Africa. *Photo: John Hogg/World Bank*

Diagnosing Pharmaceutical Industry Potential in Angola and Mozambique

Current trends in spending and investment in health-related facilities are inadequate to meet Africa's growing healthcare demands and address its many challenges. The COVID-19 pandemic exposed the limitations of the pharmaceutical industry across the continent. The concentration of global manufacturing in regions outside Africa has had real consequences for African countries accessing vaccines and essential medicines. Like several other African countries, **Angola** and **Mozambique** relied on imports to meet needs for essential medicines; both were severely affected by the inequitable supply and the worldwide shortages of essential medicines due to limited production capacity, export bans, and national stockpiling.

The FIAS-supported Regional Pharmaceutical Diagnostic project aims to deepen the understanding of the strengths, weaknesses, opportunities, and threats affecting the industry and help determine the extent to which the enabling environment in Angola and Mozambique facilitates private sector manufacturing and delivery of pharmaceutical products. The project will provide the governments and key market players with a set of prioritized recommendations to guide a phased industry development. The diagnostic will also assess supporting and complementary industries providing local materials and inputs by focusing the analysis on natural raw materials in which these countries have a comparative advantage. In FY24 the project team conducted a mission to Angola to gather additional data. A second mission was conducted in April to Luanda, Angola's capital, to fill information gaps. The project team further developed the forecasting models for Mozambique and Angola. As part of the diagnostic analysis a 2023–2038 forecast was developed to estimate the total value of the pharmaceutical sub-value chains in both countries. The project will provide a proposed roadmap, to be validated by key stakeholders, detailing a phased-out approach, including actions and reforms necessary to unlock the potential of manufacturing of medicines, essential equipment, and health-related products in these countries.

Trade Facilitation West Africa Progresses Despite Regional Instability (TFWA)

The objective of the Trade Facilitation West Africa (TFWA) Program is to improve the efficient and reliable movement of goods in the region and internationally through the reduction of time and increased transparency and predictability for the private sector in West Africa, and by strengthening the ability of regional trading networks to take advantage of these improvements.

In this reporting period, the program continued to deliver on key technical activities across all three components, however, insecurity and instability in some countries impacted the timelines for some deliverables, notably in **Burkina Faso**, **Mali**, **Niger**, and **Togo**.

Among other activities, the team:

- Advanced the adoption of risk management in the region, particularly in **Burkina Faso, Côte d'Ivoire, Senegal,** and **Togo,** by providing support on data use, institutional strengthening, and digitalization of processes/documents.
- Launched capacity-building training for small-scale cross-border trade in **Guinea-Bissau, The Gambia,** and **Senegal**, which was expected to reach at least 600 traders by December 2024.
- In **Burkina Faso**, supported the Burkinabe Directorate for Vegetation Protection and Conditioning (DPVC) in the digitalization of the Phytosanitary Certificate. This was achieved through the implementation of the ePhyto Generic ePhyto National System (GeNS) application, and provision of training to DPVC experts and instructors. The system was officially launched by the Ministry of Agriculture on April 12, 2024.
- In **Côte d'Ivoire**, supported the government to operationalize the issuance of the electronic risk certificates for export, providing technical assistance services to Customs in implementing voluntary compliance, and operationalizing the new functional competence for Quality Assurance audit within Customs.
- In **Mali**, conducted an operational diagnostic of the Customs Administration's operational processes and procedures based on which the project team updated the operational processes and procedures for risk analysis and risk management for Mali Customs.
- In **Senegal**, supported the implementation of post-clearance risk management practices and the adoption of data mining methodologies and risk management practices at arrival.
- In **Togo**, finalized a diagnostic report on the Togolese customs-risk analysis procedures, which included a comprehensive risk management action plan that is already being implemented by the Togolese Revenue Office; and facilitating the adoption and implementation of the new national Sanitary and Phytosanitary law.
- Finalized the national roll-outs in all 15 ECOWAS Member States of the ECOWAS Online Empowerment Program designed to encourage National Trade Facilitation Committees (NTFCs) to successfully undertake their mandate to implement trade facilitation reforms in a coordinated manner.

Before the launch of the TFWA program, **Togo** and **Burkina Faso** faced various market and government-regulatory failures that hindered full usage of the Lomé-Ouagadougou (L-O) trade corridor. The team has now validated that the project along the L-O corridor has satisfied its main impact/outcome targets, including (i) a reduction in the number of physical inspections of imported merchandise at the Port of Lomé by at least 20 percent; and (ii) a decrease in the transit time along the corridor from 25 to 18 days.

Terrorist attacks in northern Togo continued during the reporting period. This situation is a disincentive for container traffic at the Port of Lomé, the number of trucks using the L-O corridor, and delays making improvements to the Togo-Burkina Faso land-border crossing procedures.

In addition, the program's communications team continued to advance communications efforts by developing and disseminating program materials to external audiences. This included the production of a video on SIGMAT, as well as featuring activities and results in the TFWA quarterly newsletters and program website.

The project team will continue to support the implementation of a regional economic community-led, joint regional activity on trade and gender along at least one TFWA corridor, including sensitization for women traders at selected locations.

South Sudan Initiative Aims to Identify Investment Opportunities

South Sudan continues to present one of the world's most challenging business environments. As a very fragile, post-conflict IDA country, it remains plagued by intercommunal violence, large-scale population displacement, widespread food insecurity, restricted humanitarian access, deep governance shortcomings, and, for the third consecutive year, severe flooding. Private sector-led growth is urgently needed to generate jobs and create space for people to extend their financial time horizons beyond daily survival to advocate for governance reform. Despite the multitude of challenges, South Sudan has the potential for economic diversification.

The FIAS-supported project aims to identify opportunities for IFC upstream, advisory, and investment interventions. The project is on track. Project activities to date have included: (i) introductory discussions with IFC and IBRD teams to share the project vision, explore potential linkages with World Bank-side efforts, and align on the way forward; (ii) a scoping mission to set the stage for initiating project activities through meetings with stakeholders; and (iii) the recruitment, selection of, and kick-off with the consulting firm Apex Consulting to carry out implementation.

The most important outcomes of this project will be identifying key potential players, investment project opportunities, the financing required, and a first-level analysis of bankability. Special focus will be given to female-led and female-owned companies. The team then aims to produce two deep-dive reports detailing findings of the assessment, and reform recommendations including sector market dynamics and an investment thesis for IFC. In addition, the FIAS team will develop a roadmap/action plan, with short, medium- and long-term activities.

Developing Tech Sector Opportunities in West Africa

Africa's tech start-up sector has become one of the fastest growing tech ecosystems in the world. However, some bottlenecks include an overall lack of regulation and unclear data protection and intellectual property frameworks, lack of data centers, weak payment systems, and lack of artificial intelligence (AI) or data policy.

This FIAS-supported project seeks to increase our internal and the industry understanding of the policy and regulatory barriers to tech-led start-up development for the following segments: HealthTech, Elogistics, Emobility, and AgTech in **Cameroon**, **Côte d'Ivoire**, and **Senegal**, with a view to informing future work to improve the operating environment in these IDA and conflict-affected countries.

During this first reporting period, the project has been making steady progress. The team focused on launching activities in one of the three markets and coordinating with World Bank reforms on digital entrepreneurship and the upcoming advisory workstream on AI Policy. The team decided to start with Cameroon because i) the recent elections in Senegal disrupted travel and institutional stability for policy engagement, and ii) the World Bank team in Cameroon was willing to collaborate and spearhead digital entrepreneurship reforms and perform AI fact-finding together.

The FIAS-supported team aims to deep dive the existing landscape of start-ups using AI or data driven models and develop a matrix of risk and opportunities given the status quo of the regulatory/policy framework. The project will finalize an AI-readiness assessment in the next few months.

Mapping the MSME Market in Nigeria

IFC is working to improve financing flows to MSMEs in **Nigeria**, working with Jaiz Bank to understand MSME market challenges and opportunities, and help improve and expand access to finance in the northwestern and northeastern states of the country which have been affected by fragility and conflict. The project will carry out (i) an MSME assessment analyzing the demand and supply of MSME financing and non-financial services in this IDA country; (ii) an assessment of the digital financial services (DFS) ecosystem and available technology; (iii) a mapping of MSMEs in the Jaiz Bank coverage towns; and (iv) a training needs assessment to design and deliver financial literacy trainings focused on improving knowledge on access to basic financial services and products.

In FY24 the team launched a competitive selection process to hire a consulting firm with a team of Islamic banking experts to conduct the market assessment of MSME financing under the Islamic financing system. The Khanna Group was selected and onboarded to commence activities. The team will also identify and organize a mapping of the potential DFS technology and players in the Islamic banking system.

The team held an introductory meeting with the new Jaiz Bank leadership to discuss the bank's MSME priorities, including funding needs. The team discussed conducting another diagnostic and how to reengage to better understand the bank's priorities. The market studies will expand the scope to other Islamic banks to expand IFC's understanding of this underserved market. The project will prioritize women-owned businesses and agricultural traders.

Boosting Benin's Competitiveness Through Value Chain Integration

IFC's engagement in **Benin**, an IDA country, has been historically limited due to its relatively small economy and high degree of informality. The Benin Value Chain Integration Diagnostic project, funded by FIAS, aims to identify three value chains operating between Benin and **Nigeria** which have the highest potential for current and future IFC investment. The two countries have initiated bold diplomatic steps to further integrate in signing several investment treaties and investment protection agreements alongside cooperation initiated in the customs and logistics areas. One of the greatest impediments to realizing this, however, is the lack of available information on value chains and which cross-border synergies have already been made and which can be leveraged further.

The project got under way in February 2024, and the team produced a scoping sector deep dive into both countries' economies. In March, the team held a high-level meeting with government Ministers of Finance, Commerce and Foreign Affairs. Thirteen sectors or value chains were pre-identified as high potential, of which seven integration opportunities were prioritized. The project team finalized a roadmap and action plan in June 2024 and completed a list of identified potential investment projects and sponsors. The roadmap aims to signpost the way forward in support of Benin-Nigerian value chain integration, including at least one follow-on project in one real sector outlining current or potential Upstream investment, within two years.

Leveraging Food Security Work in Africa to Generate Investment Opportunities

The Africa Food Security Diagnostic and Scoping Project aims to guide and inform the identification of investment opportunities for IFC in Africa by (i) prioritizing agricultural crops that are competitive and scalable to

The FIAS-supported team aims to **deep dive** the existing landscape of start-ups using **AI or data driven models**

reduce the dependency on imports across the continent; (ii) identifying investment prospects in primary production and transformation of commodities in a few selected strategic countries; and (iii) identifying market conditions needed to improve the competitiveness of priority staple crops grown in the markets with the most potential. This FIAS-supported project will inform and facilitate the operations of the IFC Global Food Security Platform and will contribute to the development of a new tool, the IFC Food Security Crops Heatmap, that will play a substantial role in supporting private investments to address food security in IDA and FCS countries. Part of the project involves highlighting areas where the gender dimension could be strengthened, notably in the crop profiles where gender participation rates and the contribution to women's empowerment could be specified. The FIAS team co-organized three roundtable events on key food security crops in **Côte d'Ivoire** and **Senegal**, and targeted main private sector actors, including input suppliers, primary producers, processors, distributors, financial institutions, and support service providers, such as smallholder-focused ag-tech and mechanization service providers.

Decarbonizing the Iron and Steel Sector in Eastern and Southern Africa

Africa produced an estimated 19.5 million tons of crude steel in 2021, according to the World Steel Association (WSA), and steelmaking contributed 6 percent of African Scope 1 GHG emissions in 2021.[5] The proposed implementation of carbon-punitive import policies in developed markets could disrupt global market patterns and impact negatively on African Iron & Steel (I&S) producers. This, combined with rising energy costs and energy reliability challenges, may significantly impact the African I&S sector's long-term sustainability unless steps are taken to reduce carbon intensity, increase energy efficiency, and diversify products.

The overall objective of this FIAS-funded project is to conduct research and engage the African I&S industry regarding decarbonization starting in Eastern and Southern Africa, including in IDA and FCS countries, thus assisting IFC in developing a clear view of the current state of carbon intensity in the region vs. global benchmarks, realizable decarbonization targets, and the feasible pathways to achieve these targets. The project will identify and review the operations and strategies of up to 10 key players of interest in the two regions.

Implementation activities commenced in February 2024. The project team worked to (i) compile a regional market landscape, comprising 60 companies in the priority countries of **Kenya**, **Mozambique**, **South Africa**, **Tanzania**, and **Uganda**; (ii) identify and map 49 sector players in the region; and (iii) select nine target clients for assessment. Engagements have been initiated with six of the shortlisted companies, including one portfolio client, and participation interest has been confirmed with firm-level assessments in July 2024 with Tembo Steel of **Uganda**.

Egypt Green Buildings Project Exceeds Key Objectives

IFC work in the **Arab Republic of Egypt**, supported by FIAS and included in the MCICP Program, aims to increase the certified green building stock in Egypt, based on IFC's Excellence in Design for Greater Efficiencies (EDGE) package. This entails: (i) strengthening the regulatory and policy framework by supporting, at the national and subnational government levels, the development of green building incentives, as well as enhancing the capacity of the client, the Housing and Building National Research Center (HBRC) and other relevant public entities; (ii) business development and capacity-building activities for the private sector through events, marketing campaigns, videos, case studies, technical meetings and workshops, and the establishment of relationships with industry associations; and (iii) raising the awareness and enhancing the capacity of financial institutions on the green building business case, by leveraging market intelligence and investment opportunities.

steelmaking contributed

6%

of **African Scope 1 GHG emissions** in 2021

5 African Scope 1 GHG emissions refers to direct GHG emissions produced by sources owned or controlled by companies and organizations across the African continent, including from fuel combustion for machinery, vehicles, and industrial processes.

The project has already overachieved its key objectives. One of the project's milestones is the EDGE certification of the Grand Egyptian Museum, one of the largest archaeological galleries in the world and the first certified museum in Africa. Through continuous business development activities, the team has been expanding and diversifying the green building network in Egypt by approaching developers, banks, financial institutions, and contractors to raise awareness and enhance know-how on the EDGE certification and the green building footprint in the country. The team has also been supporting HBRC in formulating a green building strategy and related guidelines and incentives. As of June 2024, the project had fostered the preliminary (post-design) EDGE certification of 372,971 sqm and the final (post-construction) EDGE certification of 250,808 sqm of building floor space in Egypt.

Increasing the Resilience of the Private Sector in Marrakech–Safi

The epicenter of the September 2023 earthquake in **Morocco** was in the Region of Marrakech–Safi (RMS), at about 50 miles southwest of the region's capital, Marrakech. The earthquake, the most powerful to shake the area in more than a century, further constrained private sector competitiveness. RMS depends heavily on tourism receipts. Pre-earthquake, the fragile business environment for SMEs was recovering slowly from the COVID-19 pandemic. The earthquake revealed the lack of a crisis response strategy at the Regional Investment Center of Marrakech-Safi (CRI-MS), the private sector's primary interlocutor in the region, and the need for tools to estimate impacts on the private sector. Response to these multiple economic shocks has been haphazard, without defined and coordinated roles and responsibilities.

The project was formally signed in October 2023 in Marrakech, during the Annual Meetings of the World Bank Group and the International Monetary Fund, in the aftermath of the earthquake. Since the signing, the scope of the project—to conduct an impact assessment of the earthquake on businesses in Marrakech, Chichaoua, and Al Haouz—was widened to explore opportunities for private investment in key value chains of the region. An assessment report prepared by the team will help inform the potential scope of intervention for a greater IFC advisory (and possibly investment) engagement.

In FY24, as part of the assessment of the impacts of the earthquake and of the relief measures implemented by the public administrations, IFC and CRI-MS held meetings with relevant stakeholders in the region, Chichaoua and Al Haouz's Provincial Directorates of Agriculture and non-governmental organizations involved in the earthquake response in the agribusiness sector, among others. The project team consulted with the World Bank team that studied the earthquake's impacts on infrastructure, based on the Global Rapid Post-Disaster Damage Estimation methodology.

FIAS-Supported Work in East Asia and Pacific

FIAS EAP Program Includes Extensive Fiji Portfolio

Through FIAS Core and programmatic donor support, notably from Australia but also including New Zealand, Switzerland, and other donors, the FIAS portfolio includes a much larger roster of projects in East Asia and Pacific than in past strategy cycles. **Fiji** is one of the key beneficiaries of this work, with multiple projects in the FY24 portfolio ranging from healthcare and tourism to gender and housing. In the Fiji Affordable Housing PPP, IFC is providing transaction advice to the Ministry of Finance to design, build, finance, and maintain housing units in Fiji. Once complete, this project is anticipated to facilitate between $180 million to $200 million in private financing and improve access to affordable, green, and climate-resilient housing for low-middle income households. In FY24, IFC worked with Export Finance Australia (EFA), Austrade, and Australia's Department of Foreign Affairs and Trade (DFAT, the FIAS donor) and reached out to Australian companies in relation to the bid. A pre-bid meeting was conducted in January 2024, as well as a site visit to Lautoka.

Another PPP project, Fiji Health, provided advice to the government on a PPP to improve the provision of healthcare at Lautoka and Ba hospitals. This project is the first health PPP in the Pacific Islands.

Following the commercial close of the PPP in January 2019, IFC has continued to assist the Ministry of Finance with post-transaction advisory support for the management and oversight of the Concession Agreement to advance implementation of the project. Once financial close is complete, the winning bidder, Aspen Medical Pty Ltd., together with the financial investor, Fiji National Provident Fund (FNPF), are expected to invest at least $80 million to upgrade facilities and install new medical equipment at both hospitals, exceeding the project-level mobilization target of $19 million. To date, Health Care Fiji has mobilized $18.9 million in equity investment to develop the Ba hospital and fix some infrastructure gaps in Lautoka hospital, including $7 million recorded in the second half of FY24. Health Care Fiji is expecting to mobilize additional funding to develop a greenfield tertiary care hospital in Lautoka.

Creating an Enabling Environment for Low-Carbon Solutions in Viet Nam

Another major East Asia and Pacific client in the FIAS portfolio, **Viet Nam** is unable to realize the many decarbonization opportunities available to the country due to lack of relevant investment incentives to transition to low-carbon solutions. Among the issues are a lack of information and capacity to develop profitable carbon projects, and an absence of low-carbon green standards and certifications. The objective of this FIAS-supported project—part of the Swiss-funded Multi-Country Investment Climate Program, Phase II, is to create an enabling environment for private sector investments in decarbonization with an initial focus on developing investment incentives and supporting the voluntary carbon market development, piloting in agriculture. In FY24 the project concentrated on sharing international experience and providing inputs to key policies and regulations on carbon markets, including reviewing the Draft Revised Decree's carbon market provisions. The team also started supporting the Livestock Department to draft a circular on GHG mitigation and monitoring, reporting, and verification (MRV) regulations for livestock. Key outcomes for the team will include at least two new or amended laws and regulations and at least two procedures improved. The project expects to facilitate new investments from the private sector in low-carbon agriculture estimated at $200–$300 million, and enhance existing and upcoming investments, including IFC's potential investment in the sector.

Viet Nam Green Buildings Supports New Green Building Investment Opportunities

The rapid rate of urbanization in **Viet Nam**—forecasted to grow from 37 percent in 2020 to over 50 percent by 2050—is fueling growth in residential and commercial building construction. Annually, around 40 million square meters (sqm) of floor area is being added to the current building stock, increasing pressure on the country's natural resources. An estimated 30 percent of Viet Nam's energy consumption, 17 percent of the country's freshwater consumption, 25 percent of its wood harvest, and 50 percent of its raw materials is attributed to buildings. This situation has created a pressing need to build more green and efficient buildings in Viet Nam that can be certified under IFC's Excellence in Design for Greater Efficiencies (EDGE) system. The project team's proactive efforts have culminated in EDGE certification of 65 projects, encompassing a total floor area of 1.2 million sqm. A significant portion of this achievement (60 percent) is attributed to retrofit projects that have attained final EDGE certification. A notable contribution to the certified area came from warehouses managed by Mapletree Investments.

In FY24 the team continued its knowledge-sharing initiative known as "Breakfast with Green Experts." Held in May 2024, the event focused on "Green & Digital Transformation in the Construction Industry" and was successfully conducted in collaboration with FPT Digitals. The event attracted 85 participants, including 30 women, and more than half of the attendees reported a significant increase in their understanding of the subject matter.

Excellence In Design For Greater Efficiencies

The project reached a significant milestone with the completion of two additional finance transactions, thereby reaching its target of three green building investment transactions supported. The transactions included (i) a $150 million bond with SeABank, consisting of three components ($50 million green, $25 million blue, and $75 million gender); and (ii) the OCB sustainability loan, totaling $75 million with a $50 million green loan. (These results are being reviewed for validation by IFC's M&E team.) IFC's online Design for Greater Efficiencies (DfGE) initiative, a 16-hour program geared toward senior building design students and working professionals in architecture and building services, delivered training to 62 senior architecture students (nearly half of them women) at Thu Dau Mot University. IFC's career counseling, provided by a seasoned EDGE Expert and the director of a leading green building firm, equipped female students with valuable perspectives on the array of career options available in the field of architecture after their training.

The early and continuous involvement of the IFC Green Buildings team was pivotal, as it helped identify a promising pipeline of green building projects within the client portfolios of the banks. And project collaboration and synergies extend across the World Bank Group. The World Bank, in collaboration with Becamex IDC Corp., has studied the feasibility of establishing eco-industrial parks in Bau Bang District. The study's findings, announced in July 2023, highlight the promising potential for the development of the Eco-Industrial Park in the region. Building on this foundational research, the IFC Green Buildings team has provided extensive support and specialized expertise to assist Becamex in implementing EDGE and BRI frameworks for the upcoming phase II of the Bau Bang industrial park.

Viet Nam Food Safety and Food Loss Project Works in Gender, Climate Space

The **Viet Nam** Food Safety Food Loss project, launched in January 2024, seeks to promote industry best practices to improve food safety and reduce food losses, raise awareness of the business benefits of better food safety management and food loss reduction, and train service providers to develop a cadre of experts. The project aims to address capacity deficiencies among local service providers and SMEs in the food and agribusiness sectors.

Women, who make up a significant portion of the agricultural workforce, face disparities in access to training, resources, and opportunities to implement improved practices in food safety and food loss reduction. Viet Nam is a major agricultural producer known for exporting raw commodities like rice, black pepper, and coffee at low prices. However, quality and food safety concerns have prevented the country's agro-commodities from entering higher-value markets. Viet Nam also faces significant food loss, with more than half of its annual harvest wasted, equating to an estimated $4 billion in lost revenue annually. Viet Nam's vulnerability to climate change, particularly in agriculture, exacerbates these challenges. Agriculture accounts for 35 percent of the nation's GHG emissions, and food loss contributes significantly to this figure. Furthermore, women in agriculture are especially at risk from climate change impacts. While high rates of women participate in the food value chain, gender gaps are apparent in income and advancements in careers influenced by contextual social norms, social prejudices, and power relations that shape and limit women's adoption and use of agricultural knowledge, technologies, and practices to reduce food loss.

The FIAS-supported project team has delivered public training courses to local consultants and food business staff on enhancing food safety and reducing food loss within the industry. These project-trained trainers are passing on their newfound expertise, further educating some 2,431 individuals working in the sector. Notably, this ripple effect of knowledge sharing has reached a balanced audience, with women representing 51 percent of those trained.

Building on this momentum, the IFC project team hosted a hybrid event on June 7, 2024, which delved into the critical topics of food loss, GHG emission reductions, and the green transformation of Viet Nam's agri-food systems. The event discussed opportunities for green and sustainable financing, and the role of women in reducing food loss and waste along some selected agri-food supply chains in Viet Nam. The hybrid event attracted 266 participants, including 83 women.

The green buildings transactions included a **$150M** bond with **SeABank**

The project team has been working with agri-businesses, such as pig farms (addressing ways to reduce GHG emissions and improve food safety and handling) and rice supply cooperatives (on ways to reduce losses and the production carbon footprint). In parallel with the FIAS-supported project, the World Bank is engaging and supporting the government of Viet Nam in developing a 1-million hectare low-carbon and high-quality rice production program. The FIAS-supported team has been supporting this initiative from private sector perspective.

Viet Nam Digital Banking Upstream Assesses Capabilities for Digitalization

In another example of one of the newer projects in the FIAS portfolio, the Viet Nam Digital Banking Upstream project, launched late in FY24, seeks to (i) review the current digital financial landscape in **Viet Nam**; (ii) assess the digitalization capabilities of nine selected banks focusing on gender inclusivity and provision of digital financial services (DFS) to women and people with disabilities; and (iii) develop a strategic blueprint for financial institutions to enhance access to DFS for the unbanked and underbanked populations.

Digital transformation of Viet Nam's banking sector is advancing swiftly, propelled by the widespread adoption of smartphones and an increasing consumer demand for convenient, efficient, and accessible financial services. As Viet Nam's digital economy continues to expand, digital banking is expected to play a vital role in shaping the financial landscape, offering enhanced services, greater financial inclusion, and innovative banking solutions that cater to a digitally savvy population. A significant portion of the population is either underserved or unbanked altogether, but the population is technologically adept. Factors key to project success are that Viet Nam have the technological infrastructure to offer customer-centric products and services, access to a comprehensive digital ecosystem that can expand into new customer segments, and a regulatory environment conducive to digital banking.

Malaysia Sustainable Finance Project Has Climate Implications

With FIAS support, IFC is working to help **Malaysia** scale the thematic debt market to meet the country's climate, social development, and financial inclusion goals. Through capacity building for FIs and non-bank FIs (NBFIs), the project aims to prepare potential issuers and lenders for debt in the green, blue, social, sustainable, and sustainability categories. Progress is on track identifying potential advisory, upstream, and investment projects in thematic debt. On May 17, 2024, the team, in collaboration with Capital Markets Malaysia (CM2), organized a roundtable on Blue Finance, focusing on bonds, sukuk, and loans.[6] This event facilitated discussions with senior regulators, debt market experts, and sustainability leaders from prominent Malaysian banks, including Securities Commissions, Maybank, Hong Leong Islamic Bank, UOB Malaysia, OCBC, RHB, Bank Islam, Ambank, AmInvestment Bank, HSBC, Standard Chartered, and Bursa Malaysia. The team held meetings with sustainable finance teams at Maybank, the largest bank in Malaysia, to present its capabilities and offerings, particularly in the climate area.

Progress is on track identifying potential **advisory, upstream,** and **investment projects** in thematic debt

Textile worker at Maxport Limited facility in Hanoi, Viet Nam. A FIAS-supported initiative aims to enhance access to digital financial services for women and people with disabilities. *Photo: Dominic Chavez/IFC*

6 A sukuk is an Islamic financial certificate, similar to a bond in Western finance, that complies with Islamic religious law.

Timor-Leste Project Aims to Improve MSME Access to Credit

The secured transactions project in **Timor-Leste** aims to improve access to credit to MSMEs through creation of a modern secured transactions legal framework. Working with the Banco Central de Timor-Leste (BCTL) and other relevant stakeholders, the project team will build the necessary foundations for secured transactions through passage of a secured transactions law, creation of a collateral registry, and introduction of initial lending capacities. Recognizing non-deposit taking lenders (NDTLs) as one of the key players in any movables finance market, the project team will support NDTLs' regulatory reform. Key deliverables by project completion include: (i) implementing a secured transactions law; (ii) establishing a single central and online registry; and (iii) implementing an NDTL regulation, with at least two NDTL licenses issued by BCTL.

The project is on track to meet its targets, having conducted five rounds of missions to Timor-Leste, establishing solid working relationships with key counterparts, including the newly appointed Governor of the BCTL. Early support from the government resulted in the creation of an official working group at the BCTL to oversee project implementation. Additionally, several events and webinars were conducted, including a consultation meeting on the draft secured transactions law, co-sponsored by IFC and BCTL. The meetings highlighted the difficulties and lessons learned of secured transactions reform in civil law countries and introduced the structure of the draft law.

A webinar was held with IFC colleagues in **Mozambique** to share their experience in passing secured transaction reforms. To date, the project's main achievements are the enactment of the NDTL regulation, along with its application procedure by the BCTL, and the finalization of the draft version of the secured transactions law, which is ready to be submitted for Parliament approval.

Lao PDR Green Finance Project Aims to Create Green Investment Opportunities

The Laos Green Finance project supports the Bank of the Lao People's Democratic Republic (BOL), the country's central bank, in fostering green financing in **Lao PDR** by: (i) developing a green finance taxonomy aligned with the Association of Southeast Asian Nations (ASEAN) taxonomy and international good practices; (ii) developing relevant guidelines, including reporting and disclosure requirement where feasible on green lending and disclosure of ESG risk for financial institutions; and (iii) developing a regulatory framework and guidelines for thematic bond issuances aligned with ASEAN and international standards. The project is expected to create at least $50 million in investment opportunities three years after completion, with IFC planning a green loan or bond of about $10 million.

The project got under way in FY24 with the participation of multiple IFC teams bringing expertise in economy-wide and sector-specific advisory, finance, and investment generation. The team is also collaborating with the Sustainable Banking Finance Network and the World Bank. In its initial work the project team signed a cooperation agreement with BOL with a detailed scope of work and activities, and finalized a green finance market assessment with an overview of existing regulatory and institutional frameworks, market barriers, and opportunities, and recommendations for how BOL can foster green finance.

Preparing the Ground to Grow the Green, Affordable Housing Market in the Philippines

The Philippines is among the fastest urbanizing countries in Southeast Asia, and the government has struggled to meet the heightened demand. This has resulted in a substantial infrastructure and basic services gap, particularly in affordable housing. Regulatory constraints hinder the supply, such as the lengthy permit acquisition process, limited financing options for small and medium developers, and low price-ceilings for affordable housing. The FIAS-supported project is working with the Department of Human Settlements and Urban Development, among other government agencies, to improve the policy and regulatory framework for developing the green and affordable housing market in the Philippines and thereby to increase investment and financing for affordable housing. The goal is to streamline procedures related to obtaining approvals for housing construction projects and amend the green building code. The FIAS team is working with IFC's Manufacturing, Agribusiness and Services (MAS) team to engage with regulators on introducing a green framework for debt funds. This project aims to foster greater inclusion by increasing the supply of affordable housing, extending its benefits to a larger urban population, and enhancing the attractiveness of market players to venture capital and private equity firms, including potential investment from IFC.

The Importance of Addressing Climate Change for the Philippines

The Philippines is among the most climate vulnerable countries of Asia, vulnerable to extreme storms and with extensive land area susceptible to sea-level rise. Like many developing countries, the Philippines is more of a potential victim of climate change than a contributor to it. Per capita GHG emissions are far lower than Asian or global averages. But with economic growth, GHG emissions from the Philippines have the potential to expand considerably due in part to a carbon-intensive energy system. Promoting clean technologies, decarbonization and climate-resilient solutions, are central to IFC's country strategy in the Philippines both for advisory and upstream and for investment. The FIAS-supported Philippines Enabling Green Transition project, launched in FY24, is part of this strategy. The project seeks to help the government create an enabling environment for green investment through strong policy measures, a proactive regulatory framework, and innovative financing instruments. The project is prioritizing sectors such as steel, cement, chemicals, plastics, and renewable energy.

As a part of the scoping and diagnostic work, the team is examining the potential for eco-industrial park certification of existing industrial zones in the country. The team identified priority industrial zones and reviewed their eligibility to be included in the diagnostic. Additionally, the project engaged with the Anti-Red Tape Authority to streamline permitting within the renewable energy sector, supporting the implementation of the Energy Virtual One-Stop Shop.

Strong World Bank linkages play a vital role in project activities, including the World Bank procurement and climate change team. The project team has initiated dialogues with the World Bank's procurement team, which is supporting the government on green procurement guidelines to determine the commodities to be included in the project. The project team will also partner with the World Bank's Climate Change team to assess various carbon pricing instruments for the Department of Finance. This collaboration aims to develop frameworks for carbon taxes or emissions trading systems (ETS), with IFC's involvement focusing on leveraging Voluntary Carbon Markets to support ETS implementation in the Philippines, thereby expanding investment opportunities. By addressing regulatory challenges, fostering innovation in financing, and aligning sectoral strategies with global climate goals, the project not only enhances environmental stewardship but also positions the Philippines as a leader in green investments and resilient economic development.

Philippines Secured Transactions Project Addresses Legal Reform

The Philippines Secured Transactions II project builds on the success of the first phase, aiming to empower local MSMEs by enhancing their access to finance, thereby increasing competitiveness. This holds significant social impact potential in opening avenues for financial opportunities for underserved segments of the market. The program launched in October 2023 working across three components: (i) streamlining regulatory provisions and developing new regulations and guidelines to strengthen the movables finance environment; (ii) enhancing market knowledge and building sector capacities for movables finance; and (iii) developing third-party collateral management services and electronic movables finance platforms for MSMEs.

During the initial stages of FY24, the project team undertook a comprehensive study on the supply chain finance market in the

The project engaged with the **Anti-Red Tape Authority** to **streamline permitting** within the **Philippines renewable energy sector**

Philippines. Supply chain finance, a key aspect of organizing movables finance, has gained popularity, especially in MSME finance. The team produced both legal and supply chain finance reports, shedding light on existing gaps, such as the absence of non-deposit-taking lenders, sector-level organizations for supply chain finance, and inadequate third-party supporting services like e-platforms and collateral management companies. The team engaged in numerous events, including the Warehouse Receipts Financing Forum and the Conference on Financial Inclusion for Women, Water, and Climate Resilience, underscoring the importance of movables finance in gender and climate finance, and demonstrating the project's commitment to inclusive and sustainable financial practices.

FIAS-Supported Work in Europe and Central Asia

Ukraine New Technology Platform Developed for the rebuilding of Ukraine

The New Technology Platform for the rebuilding of **Ukraine** project prepares the ground for private investment in green and resilient sectors for Ukraine's post-invasion reconstruction. The project will identify innovative technologies for both residential and nonresidential construction and related energy segments, while creating the necessary market and regulatory environment needed to introduce new technologies in rebuilding Ukraine. To facilitate the reconstruction of Ukraine, the project team is working to flag bottlenecks in business and regulatory environments that would impede the quick deployment of these innovative technologies, identify investment opportunities and partnerships for IFC along the select value chains, and propose solutions for addressing bottlenecks and risks identified during the market scoping. Implementing a holistic approach, project deliverables will also include supply chain mapping of each selected technology, with tailored solutions to overcome risks and gaps along supply chains.

Following discussions with IFC's MAS and Infrastructure (INR) Upstream teams, the project team determined the following areas where new technologies and materials are highly relevant for housing sector reconstruction as well as overall construction in post-war Ukraine: (i) small-scale distributed energy resources (DER) for district heating and energy efficient supply; (ii) high-speed housing construction solutions; (iii) new eco-construction materials; and (iv) reuse of construction materials and recycling of construction waste. Starting pre-implementation activities in FY24, the project team launched a competitive procurement for an operational consultant to perform the scoping study, which will result in an analytical report for developing follow-on advisory and upstream activities. Additionally, the project team conducted a construction-related legislation overview and analysis on the current landscape of international donor support in innovation construction materials and processes to understand the changes to construction legislation and international donor projects being performed.

In the second half of FY24, the project team selected EY Ukraine to help perform a complex scoping comprising solutions in the distributed energy resources domain (primarily for district heating) and innovative green construction materials and high-speed solutions for scalable construction of residential and non-residential real estate. Working with INR, the team identified several solutions applicable to post-war reconstruction challenges: air-to-water heat pumps; rooftop solar photovoltaic; utility-scale combined heat and power gas stations; and lithium-ion phosphate battery storage.

A barrage of attacks targeting energy infrastructures beginning in March 2024 destroyed half of Ukraine's power generation capacity. The project team was asked to investigate solutions deployable in the winters of 2024–25 and 2025–26. The team expanded project scope to deliver the analysis of such solutions in three weeks. The resulting analysis went beyond DER solutions to include wind and gas turbine power plants, as they may play a significant role in the upcoming heating seasons. Both the energy solutions and green construction areas align with Ukraine's government strategy to decentralize energy generation and focus on renewable energy resources.

Developing Eco-Industrial Park Opportunities in the Western Balkans

Completed in October 2023, the FIAS-funded project analyzed the region's industrial park environment and sought to demonstrate the viability and benefits of developing eco-industrial parks (EIPs). The analysis identified key market failures and flagged key elements for EIP market creation in **Albania**, **Bosnia and Herzegovina**, **Kosovo**, **Montenegro**, **North Macedonia**, and **Serbia**. The project identified a clear potential for private sector investment in EIP retrofitting and EIP greenfield development projects. It also identified investment gaps that suggest opportunities for effective upstream activity, and a small number of pilot markets where technical assistance work is required to scale up the EIP concept. The project also found further policy and regulatory work needed to foster more of these investments.

Demand for EIP opportunities was already evident among the traditional industrial parks—both tenants and developers—and is expected to grow. Increasingly ESG-oriented EU import regulations are one of the key drivers of this trend, along with the intent across Western Balkan private sectors to stay relevant and competitive in the international market. Bosnia and Herzegovina, North Macedonia, and Serbia emerged as the most promising markets in the region for EIP development. The work also contributed to global knowledge of good practices developed in other countries. Further work is to follow in the upcoming Eco-Industrial Parks (EIP) in the Western Balkans project financed by the Western Balkans Investment Framework (WBIF).

Helping Western Balkan Light Manufacturers Link with Multinationals

A dynamic private sector has become the engine of economic development in **Albania**, and its increasing role continues to offer opportunities for expanding the country's economic base and promoting faster and more diversified export-oriented growth. Labor-intensive manufacturing has created much-needed employment for the country's rapidly urbanizing population, and following the decline of the garment industry, a small but growing auto parts subsector is reinvigorating the manufacturing base. Low labor costs have kept the manufacturing sector competitive, positioning Albania to take advantage of the nearshoring trend sparked by the COVID-19 pandemic and Russia's invasion of Ukraine.

The FIAS-supported IFC team completed pre-implementation work during FY24 to assess the light manufacturing sectors of **Albania** and **Bosnia and Herzegovina**. The assessment identified sector-related opportunities and specified needed areas for IFC intervention and established a relevant plan integrated with ongoing activities in **Kosovo**, **North Macedonia**, and **Serbia**. The assessments found that supplier development programs (SDPs) in Albania and Bosnia and Herzegovina are driven by external partners and not implemented in a sustainable manner by state agencies. Foreign investors have shown growing interest in manufacturing opportunities in both countries due to their relative stability and low labor costs. Both are well situated geographically for European markets. But little technical training is available for manufacturing job seekers, forcing hiring firms to deliver training at their own expense. Investment in workforce skills are priorities for both countries, along with greater government involvement in SDPs and in operationalizing existing industrial zones and opening new ones.

The project aims to enroll 20 Albanian and Bosnian manufacturing firms and 40 off-takers that will support at least 10 matches leading to at least 5 concluded contracts. The project plans to engage with foreign direct investors on supply chain development initiatives with at least 10 firms reporting on improvements. The planned SDP undertaken with the client governments would seek to graduate at least 15 firms. Post-implementation, the project would aim for the following impacts within a year: facilitate $40 million in financing for Western Balkans manufacturing firms and supporting 400 existing, new, and induced jobs.

The project aims to enroll **20 Albanian** and **Bosnian** manufacturing firms and **40** off-takers

Growing Digital Financial Services in Central and Eastern Europe

Markets in Central and Eastern Europe and the Caucasus possess significant untapped potential to drive investment and foster the growth of the digital economy and the financial services sector, which in turn, enhances competitiveness and spurs business growth. Despite this promise, innovative players in digital financial services (DFS) and fintech struggle to secure funding to scale their operations. The FIAS-supported intervention aims to facilitate better uptake in DFS and increase access to venture capital and private equity financing to create private investment opportunities. The project is supporting key reforms, including open banking, digital onboarding, and instant payments. The project seeks to contribute to inter-regional integration of financial infrastructure and development of new digital financial products in these countries, some of which are FCS.

While this is a multi-country project (Azerbaijan, Georgia, Moldova, Poland, and Romania), FIAS funding is supporting the team's work in **Moldova**. The project got started in FY24, meeting with over 30 key public and private sector stakeholders, and visiting each of the countries in May and June 2024. The team developed a list of proposed activities to be carried out with each of the identified counterparts, and prepared proposals for cooperation. The IFC team also met with development partners, and external counterparts such as the European Bank for Reconstruction and Development (EBRD) and USAID. The team is collaborating with World Bank colleagues from both global and country teams.

The team conducted two DFS workshops (in Moldova and Azerbaijan) with FIG colleagues to provide an overview of the latest business models and trends in digital transformation, discuss the DFS and fintech landscape in each of the countries, and understand the challenges faced by the market players. The workshops drew 87 participants from across the various market segments.

Project Aims to Grow Tourism Sector in Central and Eastern Europe

The tourism sector in the European region has fallen short of desired growth levels and investment volumes despite its overall importance to economic growth and employment in many countries, including some FCS countries. The main objective of the FIAS-funded project is to deepen market intelligence and identify the key barriers to the sector's growth and recovery and the key players with whom IFC could partner to create sizable investment opportunities in this sector. Diagnostic work under the project is assessing the current status of the tourism sector, potential for growth and new investment, steps that could unlock its potential, key companies, and issues of sustainability and E&S standards. In FY24 the team completed assessments for 12 countries, providing recommendations for short-, medium-, and long-term engagement. All 12 countries need to enhance regulatory frameworks, standards, and access to finance. In **Albania**, for example, support is needed to enhance the categorization system, introduce destination marketing organization models, and support better product design. The tourism market in **Ukraine** could benefit from targeted capacity building for women to participate in male-dominated professions in the hospitality sector. In April 2024 the team selected vendors for assessments in **Armenia** and **Georgia** and will consolidate existing documents to prepare a brief overview of **Azerbaijan**.

The Ain Beni Mather Integrated Combined Cycle Thermo-Solar Power Station is part of Morocco's strategy of fulfilling more of its own energy needs. FIAS supports IFC advisory projects that promote economic development, improved transport and trade, and enhanced regulatory frameworks. Morocco. *Photo: ©Dana Smillie/World Bank*

Europe Sustainable Finance Project Works to Grow Flow of Climate Finance

An example of the robust work in the climate change space within the FIAS portfolio, the project aims to increase the flow of climate finance toward private sector climate change mitigation and adaptation projects and initiatives in multiple sectors. To contribute to GHG emission reduction and build climate change resilience, the project plans to: (i) create an enabling sustainable finance environment by working with financial regulators and enablers to establish national legislative and regulatory frameworks; (ii) develop the supply for green finance through advisory work with FIs to build capacity and foster undergo green transformation by leveraging green finance across banking and microfinancing organizations; and (iii) enhance the regional sustainable finance knowledge through IFC's Green Banking Academy (GBAC) events and services.

In FY24 the project continued to facilitate climate finance development in Eastern Europe, South Caucasus, and the Western Balkans. Two policies recommended by the project have been adopted: the Sustainable Finance Roadmap adopted by the National Bank of Moldova and a regulation on reporting for green bond projects adopted by the National Securities and Stock Market Commission of Ukraine. The team provided advice and capacity building to partner financial institutions (PFIs) in **Albania**, **Azerbaijan**, and **Kosovo**, resulting in three FIs implementing recommended changes, including adopting the project-designed new finance products for climate smart agriculture. Through GBAC, the project delivered nine online and offline region-wide and country-specific awareness-building events on topics in climate finance, attended by 803 participants from FIs, financial regulators, and private businesses. The project continued publishing a newsletter about climate finance for FIs in the region.

MCICP Phase I Program Concludes in FY24 with Significant Accomplishments

FY24 marked the final year of the Multi-Country Investment Climate Program (MCICP) Phase I, an integral part of the FIAS program since FY17. Funded by Switzerland's State Secretariat for Economic Affairs (SECO), MCICP Phase I funded projects in 18 developing countries with a total contribution of $45 million: **Albania**, **Azerbaijan**, **Bosnia and Herzegovina**, **Colombia**, **the Arab Republic of Egypt**, **Georgia**, **Ghana**, **Indonesia**, **Kosovo**, **Kyrgyz Republic**, **Morocco**, **Mozambique**, **Peru**, **South Africa**, **Tajikistan**, **Tunisia**, **Ukraine**, and **Viet Nam**. Since program inception in FY17, IFC Advisory Services projects and programs supported by MCICP have delivered $222.8 million in new investment generated, $106.8 million in direct compliance cost savings (DCCS) to private sectors from business regulation reform, and 28 reforms improving conditions for inclusive private sector growth, annual savings to businesses in the form of streamlined procedures, and new investment generated. In FY24 alone MCICP recorded $34.2 million in investment generated, $20.5 million in DCCS, and 5 reforms (of the 8 total reforms recorded by FIAS in FY24). The new investment validated by M&E stemmed from MCICP-supported work in Georgia ($12 million), Kosovo ($16.4 million), and the Kyrgyz Republic ($5.8 million). The compliance cost savings were credited to the Indonesia Investment Climate Competitive Sectors and Competition project. All of these M&E-validated results are also part of the FIAS Scorecard results in their respective years.

MCICP has contributed substantially to reform results supported by FIAS, a challenging area since the closure of the Doing Business report and the resulting shift away from indicator-based advisory, which produced the bulk of the FIAS-reported reforms over the last decade-plus. The MCICP-supported project in **Morocco** helped improve the legal and regulatory barriers for private sector firms. The project Improving the Competitiveness of Marrakech–Safi supported the design and implementation of a structured mechanism for the identification of upstream reforms, delivered a set of targeted reforms to improve the ease of doing business in Morocco, and redefined the non-performing loans framework. The project created an aftercare program embedded within Regional Investment Center of Marrakech-Safi. This helped develop a new, proactive client-centered program aimed at providing needed services to existing investors, to facilitate reinvestment and provide a point of contact for addressing investor concerns. Overall, the project's investment promotion and aftercare activities resulted in $15.3 million documented foreign investments to date, with more than 65 interests, commitments, and leads tracked. In addition, IFC has supported more than $14 million in investments to be realized during the next five years, in the cabling, food and beverage, and energy sectors.

FIAS-supported work also produced reforms in **Kosovo** and **Ukraine** through the Europe and Central Asia Agri-Finance Project. In Kosovo, IFC partnered with Kosovo's Ministry of Agriculture (MoA) to create an agri-insurance system, establishing a Risk Management Division, and drafting insurance farmer premium subsidy. IFC designed insurance products, an online sales platform, and a loss adjustment process, training 25 adjusters. The team worked with five insurance companies, building sales capacity in international reinsurance, which increased confidence of companies to sell agri-insurance. These actions created an operational agri-insurance system, setting the groundwork for insurance market uptake. In Ukraine, IFC helped draft the Single and Comprehensive Strategy and Action Plan for Agriculture and Rural Development in Ukraine (2015-2020), which introduced a state insurance support program. Five client insurers launched IFC-recommended agriculture insurance products and issued a combined 1,297 policies valued at $122 million during project implementation. In addition, the broader market issued 5,103 policies valued at $247 million, which was attributed to the regulatory changes implemented due to the project.

MCICP Phase II projects were under way in **Bangladesh**, **Nepal**, and **Viet Nam** in FY24, with an expanding roster of projects coming online in FY25 in **Egypt**, **Ghana**, **Morocco**, **Peru**, and **South Africa**.

Microfinance Institutions Reforms in Kosovo

In **Kosovo**, FIAS is supporting work to transform the microfinance institutions (MFI) sector toward a foundation that will strengthen the capitalization and governance of industry participants and enable further growth. In FY24, the Central Bank of the Republic of Kosovo (CBK), the main stakeholder in the draft MFI law alongside the Ministry of Finance, asked IFC to extend the scope of its support to include additional aspects of MFI procedures such as the new licensing structure, including new definitions of nonbank financial institutions for crediting

IFC participated in a two-day meeting in Tashkent, Uzbekistan, with governmet leadership on scaling up IFC engagement in the country. Participants included women entrepreneurs and representatives of IT start-ups. *Photo: ©Natalie Chunina/IFC* activities, capital structure and corporate governance, shares options and qualified investors, and additional product offerings.

IFC has now shifted its focus to supporting a new draft Law on Nonbank Financial Institutions that will encompass the articles of the previous MFI draft legislation. The team has (i) closely engaged with new leadership of the Ministry of Finance, and (ii) met with the CBK to agree on a workplan to finalize the draft law. As part of the CBK engagement, the team also conducted a workshop with the Association of Microfinance Institutions of Kosovo and five MFIs that represent over 95 percent of Kosovo's MFI market. The workshop covered the draft payments services law and the potential for joint payment platforms. The project has been extended until June 30, 2025. The team will draft the wording of the new law based on CBK's requirements and prepare a Concept Note for a new potential project to support CBK with secondary regulations and the MFI sector during the transition process post-law adoption. It will also support AMIK on new initiatives identified from the workshop.

IFC Helps Privatize the Fertilizer Sector in Uzbekistan

In **Uzbekistan**, FIAS is supporting IFC efforts to increase private investment in the fertilizer sector by reducing the state footprint and increasing opportunities for private participation. Uzbekistan's chemicals and fertilizers sector has huge potential for growth. But turning it into a modern industry that can support the country's needs and develop its export potential will require reforms and private sector investment. The project is working to reduce restrictions on competition that tend to undermine sector competitiveness.

The effort in this IDA country, the most populous in Central Asia, has already helped reform fertilizer distribution and is working to improve investor protection and servicing. Uzbekistan's fertilizer distribution was historically state dominated, with Uzagrokimyohimoya (UKH) monopolizing the sector as both regulator and distributor, leading to inefficiencies and financial challenges. To address this, reforms in 2021 dissolved UKH, separating its regulatory, ownership, and operational functions. Regulatory responsibilities were transferred to the newly created Agency for Plant Quarantine and Protection (APQP), while UKH's distribution assets were privatized, liberalizing the market and enabling private sector participation. IFC played a key role, conducting a sector assessment, proposing restructuring options, and advising the Ministry of Finance on the reform strategy. These recommendations influenced a Presidential Decree mandating UKH's liquidation and the liberalization of fertilizer distribution, paving the way for increased private sector engagement.

In FY24 the project reported $72 million in new investment generated through a confirmed investment by JSC Ferganaazot. In 2022, the company was a state-owned enterprise that privatized with IFC acting as a strategic adviser. Established 60 years ago, the firm is one of the country's largest producers of nitrogen fertilizers, defoliants, and cellulose acetates. The total amount of investment committed by the company through privatization was about $240 million. Ferganaazot estimated that reforms supported by IFC to date were partially responsible (to the extent of about 30 percent, or $72 million) for the investment decision. The investment generated attributable to IFC exceeds the project target of $60 million. IFC's M&E team also validated a reform in fertilizer distribution stemming from the dissolution of UKH. Regulatory functions were transferred to a newly created state agency and the opportunities opened for private sector participation in the distribution market.

FIAS-Supported Work in Latin America and Caribbean

Cement Decarbonization Work Can be Leveraged Across LAC

The ultimate objective of the Cement Decarbonization project, which the scoping project initiated, is to bolster the sustainability of the cement industry in the Latin America and Caribbean region by (i) supporting cement companies to reduce their carbon footprint through changes in the manufacturing processes, for example, by using alternative fuels; (ii) establishing a sector-level regulatory and policy framework to drive the use of more sustainable cement; and (iii) improving knowledge and building awareness to enable the cement industry to decarbonize.

The scoping component of the project assessed the existing national policy framework and levers to incentivize and enable the cement industry to decarbonize. The project engaged with relevant public and sectoral counterparts with the aim of identifying and reviewing policies, regulations, guidelines, and standards and of designing fiscal incentives to promote the use of less carbon-intensive cement and concrete. Outputs of the scoping phase will be used to inform the development of an implementation project seeking to generate an overall reduction in GHG emissions from the cement and concrete industry in **Colombia**. The project would aim to improve the policy framework for cement industry decarbonization and eventually contribute to an increase in manufacturing of low-carbon cement, supporting Colombia's efforts to achieve its Nationally Determined Contributions (NDCs).

Scoping of Cement Decarbonization opportunities was completed in Colombia's Antioquia region. The scoping analyzed the existing legal and operational frameworks related to cement co-processing using refuse-derived fuel (RDF), which can be used to reduce GHG emissions during cement production. The analysis revealed that based on the quantity and characterization of solid waste generated in Antioquia, it should be feasible to establish an RDF treatment plant that could prevent approximately 224,000 tons of trash per year from being disposed of in landfills. RDF is aligned with Colombia's national objectives for waste reduction and improvement of the carbon footprint associated with cement production.

Colombia Project Develops Means of Mobilizing Green Capital

Colombia has ambitious climate and environmental commitments. However, the financing gap toward these goals is enormous. Annual investment in climate change-related ventures is less than a tenth of a percent of GDP. In 2020 the Colombian government, with assistance from IFC and the World Bank, developed a Green Taxonomy for the country—essentially, a framework for defining what can be called environmentally sustainable investments. The goal is to increase the private sector involvement and facilitate the financial sector's ability to mobilize capital toward climate-smart projects. To effectively mobilize the capital required, the taxonomy needs to be implemented by financial market participants. The project is engaged with mapping and assessing the state of the market for the financial sector to implement the Colombia Green Taxonomy, including identifying data barriers.

The project is advancing steadily. The team successfully completed all key activities and reached key milestones in FY24, such as identifying and interviewing experts in the banking and insurance sectors in Colombia, conducting two in-person workshops in June 2024 with 70 participants concerning taxonomy implementation pathways, and finalizing a draft case study report and an assessment report on pathways to implement Colombia's taxonomy. The project will support the overall growth and development of a greener economy. An effective implementation of the Taxonomy will increase transparency, mitigate the risk of "greenwashing" (a deceptive practice in which an organization makes false or misleading claims about environmental impact) and facilitate green financial market development and climate finance.

Regional Project Exploring Nearshoring's Potential in LAC

To demonstrate that Latin America and the Caribbean (LAC) is one of the regions that will benefit the most from nearshoring, with the potential to attract investments to supply the North American market, the FIAS-supported project aims to identify which countries have the greatest potential to seize this opportunity. The Nearshoring **Central America**, **Colombia**, **Mexico** (CACM) project will deepen the understanding of nearshoring investment opportunities and challenges for strategic sectors and subsectors in the region, including in the **Dominican Republic**. The project will also aid in reducing GHG emissions by promoting production closer to demand markets, greener supply chains, and foreign direct investment.

'Nearshoring' is a process in economic development of moving production closer to home markets and outsourcing business processes, for example information technology, to companies in a nearby or neighboring country. In the first half of FY24, the project team focused its efforts on developing a proof-of-concept working paper, a diagnostic study, an analysis of nearshoring investment opportunities for selected LAC countries, and a Nearshoring Dashboard for the nine LAC countries: **Colombia**, **Costa Rica**, **El Salvador**, **Guatemala**, **Honduras**, **Mexico**, **Nicaragua**, **Panama**, and **Peru**. The diagnostic study's main results show that cumulative additional exports in the selected LAC countries could reach $117.8 billion in the conservative scenario and $235.6 billion in the optimistic scenario. The Nearshoring Dashboard allows the project team to better organize and understand nearshoring sectors, subsectors, and products with the largest opportunities for production, while also tracking investment announcements of leading firms in the region. A working paper on nearshoring in the region delivered by the team demonstrated nearshoring as a window of opportunity for Central America. The sectors with the greatest potential to benefit from nearshoring include automotive, semiconductor and electronic manufacturing services, renewable energy, aerospace, and aviation. The paper pointed out that given the large body of evidence that nearshoring creates both investment and trade, there is an opportunity to create more and better jobs for women while also benefiting women business owners and entrepreneurs.

FIAS-Supported Work in the Middle East

Promoting Growth in Pakistan's Green Building Sector

Pakistan is the eighth most climate-vulnerable country globally, according to the most recent Global Climate Risk Index. Promoting green building can be a key part of the country's climate strategy, but factors such as the lack of a proper enabling environment, lack of financing, complex regulations, and failures in enforcement impede the growth potential of the green building market. The objective of this new FIAS-supported project is to promote sustainable construction practices by establishing a green building market in Pakistan. The project will also help create demand for green finance in Pakistan by supporting provincial authorities to improve the policy and regulatory framework for green buildings in this IDA country. The project will also support awareness-raising and capacity-building through building certification (including EDGE) among the relevant stakeholders from the public, private, and financial sector.

The project team is supporting the client in developing (i) a framework of regulations and policies that promote green buildings market development; (ii) an effective green building non-financial incentive program; (iii)) market-ready professionals and developers for green building; (iv) increased awareness and capability of the private sector for green buildings; and (v) increased green buildings financing opportunities in Pakistan. This project is the first project in Pakistan to address green buildings market creation and is aligned with the World Bank's Climate Change Action Plan (CCAP). The team will work closely with IFC's ESG Project to introduce ESG reporting and standards for green buildings.

IFC Working in Afghanistan to Address Agri and Pharma Bottlenecks

Afghanistan is one of many examples of IFC's ability to continue delivering advisory services that can stimulate economic growth amid sudden political transitions and significant instability and fragility. The Afghanistan Competitiveness Study project, completed in FY24, aimed to identify comparative economic advantages in Afghanistan, major bottlenecks, policy gaps, and investment opportunities in the following agriculture sectors: poultry and eggs, rice, dried fruits and nuts, and pharmaceuticals. This contributed to identifying possible business leads for IFC investment.

In FY24 the FIAS-supported team completed the sector studies on dried fruits and nuts, poultry and eggs, and rice. The study on pharmaceuticals was given lower priority due to lack of access to data, lack of local expertise, and greater complexity

The diagnostic study's main results show that cumulative additional exports in the selected LAC countries could reach

$117.8B

in the conservative scenario

of the sector. These studies provided a comprehensive analysis of the state of these sectors, including detailed findings on sector dynamics, economic contributions, employment levels, and food security; analysis of the industry structure, operations, and stakeholder frameworks; and evaluation of demand and supply dynamics, import and export conditions, and market size.

The reports recommended various advisory interventions, such as capacity building and technical assistance, training on food safety management, improving financial management competencies, promoting sustainable and climate resilience practices, enhancing access to financial services and credit, improving trade facilitation policies, supply chain and infrastructure development, and policy and regulatory framework support. The project team is further evaluating the possibility of disseminating the reports with other stakeholders and the private sector.

The scarcity of proficient local consultants following the events of August 15, 2021, required the involvement of international consultants. While international consultants can bring valuable experience, they often lack a deep understanding of local market dynamics. Conversely, local consultants are well-versed in the market but may lack the capacity to fully execute complex studies. To address this challenge, it was crucial to conduct periodic reviews of work. Encouraging regular communication and collaboration between local and international consultants helped bridge these gaps and enhances the overall quality and efficacy of the work.

FIAS-Supported Work in South Asia

AgTech Project in India Already Benefiting Hundreds of Farmers

Farmers benefit significantly when they have increased access to agricultural inputs, such as seeds and fertilizers, access to markets, improved knowledge of farming practices, and new technology such as precision agriculture and pay-per-use farm machinery. All of these areas are serviced by AgTechs. The FIAS-supported Accelerating Innovations and Disruptive Technologies for Agribusiness seeks to support scaling up AgTech startups in at least three states in **India** by removing inhibitors and advancing key policy, regulatory, and innovation enablers. The project aims to help generate new private sector investment and possible IFC investment opportunities, direct compliance cost savings, and job creation with a target of 15,000 new jobs. The project expects at least 30,000 new farmer clients in the three participating states to be buying services provided by AgTechs.

In FY24 the team held a second Solutions Roundtable for AgTechs in Uttar Pradesh that facilitated partnerships between the state government and 10 private sector AgTech startups. A satellite-based crop monitoring system has been implemented across all 75 districts in the state covering 20 major crops. Other states across India are looking to replicate the system. Other areas of activity include work in crop transition and diversification, empowering women entrepreneurs, establishing a drone-based farm advisory for 900 farmers in Gorakhpur, aiding in pest detection, and providing GPS tractor kits for more than 1,000 tractors. The project organized two investor roundtables in 2023 and an investor matchmaking clinic in May 2024.

Engaging in Nepal for Capital Market Development

A lengthy and cumbersome process for bond issuance in **Nepal**, an IDA country, hampers capital market development. All corporate bonds are distributed through public offering, which can take up to six months. Investments in bond markets are challenging due to limited choices of bond instruments and different time horizons of investors, lack of awareness of available securities, and illiquidity of the instruments. The FIAS-funded Nepal Capital Market Development project aims to provide technical assistance to the Securities Board of Nepal (SEBON) to implement regulatory reforms in the bond market for enabling corporate bond issuance by the private sector.

The project is on track. In FY24 a cooperation agreement was signed with SEBON, and the team initiated the hiring of a local law firm to support legal and regulatory reform.

The project expects at least **30,000** new **farmer clients** in the three participating states to be **buying services** provided by AgTechs

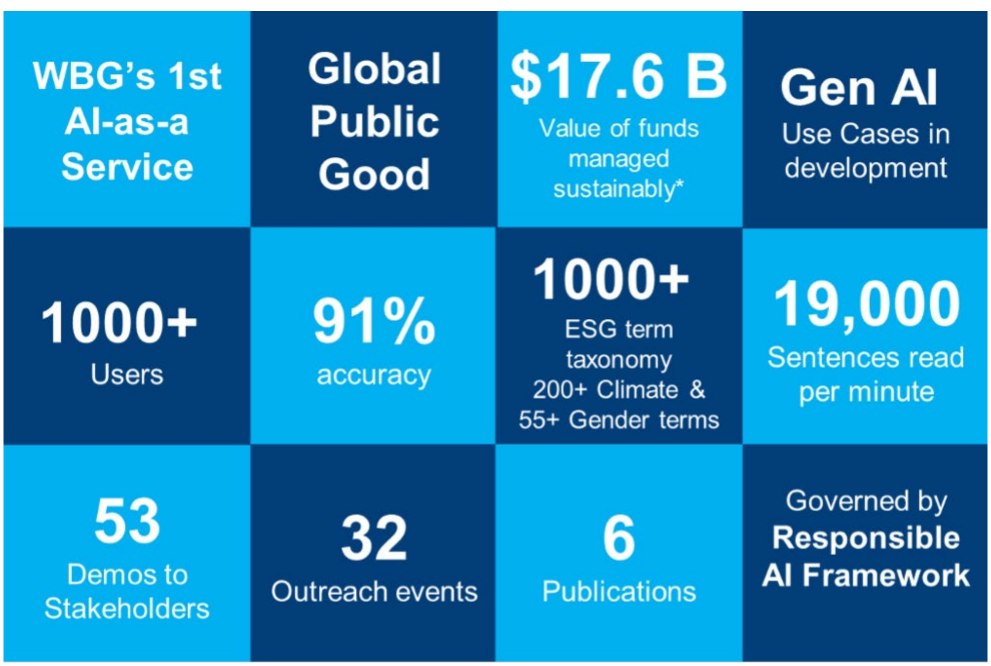
The competitive selection of the firm has completed and is awaiting to award the contract. In addition, the FIAS team organized two capacity-building activities on “Application of Taxonomies by Financial Sector Regulators” and “International Trends in Taxonomy Development and Interoperability” in April 2024, which were attended by key officials from SEBON. The project aims to achieve at least five regulations improved/implemented for corporate bond market development, and a 5 percent incremental increase in the value of non-government bonds issued (based on FY21 baseline data; the impact will be partially monitored during project implementation period and fully achieved by post-implementation period).

FIAS Client-Facing Global Platforms and Knowledge Development

As of June 30, 2024, the end of FY24, the FIAS portfolio consisted of 175 projects, of which 10 are global client-facing platform projects, working with both global and regional teams on a range of issues including food safety, sustainable infrastructure, the future workforce, the circular economy, sustainable banking and finance, and housing finance. These global platforms span the World Bank Group regions. These projects are distinct from the 13 global knowledge development products (KDPs) in the FIAS portfolio, which engage in research, analysis, and product development work not yet being applied at the client level. Together, expenditure on the regional and country-level client-facing projects and the client-facing global platforms accounts for 94.9 percent of FIAS FY24 expenditures, which totaled $29.7 million. Global KDPs accounted for 3.5 percent of expenditures. The remainder, 1.6 percent, went to program management and general administrative costs.

Machine Learning ESG Analyst Uses AI to Leverage Vast IFC Data

The Machine Learning Environment (Social, Governance and Impact) Analyst project (MALENA) seeks to address the lack of economically, socially, and environmentally sustainable private investments in emerging markets. The approach involves strengthening the ESG analytical capacity of asset managers and other investment stakeholders by equipping them with a tool enabled by artificial intelligence (AI). The project’s flagship achievement is the



Summary Results from the FIAS-supported Machine Learning ESG analyst Project development of the MALENA platform, which uses natural language processing to aggregate and analyze IFC's vast ESG, climate, and gender data. MALENA is the World Bank Group's first application of AI as a service and the only AI-powered solution tailored to emerging markets. By leveraging AI and machine learning applications, MALENA addresses the gap in analytical capacity of investors to assess ESG risks and opportunities. MALENA enables investors to conduct ESG risk screening to finance activities supporting climate mitigation and gender integration while providing investors with a comprehensive and efficient tool to analyze ESG data and make informed investment decisions.

With more than 15 years of ESG due diligence and portfolio management data in emerging markets, IFC had compiled more than 3 million documents covering 60,000 projects in 186 countries. The abundance of data could be used to generate analysis and insights into ESG risks. However, it was an overabundance of data, too much for any human to sift through and too unstructured for conventional search algorithms. This was the type of data uniquely suited for machine learning and AI—in particular, natural language processing, an emerging field in AI that enables computers to understand, interpret, and generate human language. FIAS support enabled the project team to build, train, and validate the model, helping to pilot and scale up innovative solutions for sustainable financing. The project team also partnered with Amundi Asset Management, Europe's largest asset manager, to validate MALENA against Amundi's internal rankings and ESG scores and further fine-tune the model.

At 91 percent model accuracy and a processing speed of 19,000 sentences per minute, the tool conducts analysis at scale, which saves significant time, increases productivity, and enhances investor confidence. Trained by IFC on unique emerging market ESG data, MALENA uses natural language processing to analyze unstructured text such as annual and sustainability reports, news, and impact assessments, and rapidly identifies over 1,000 ESG risk terms and predicts sentiments based on context. This includes over 200 climate risk terms and 55 gender risk terms. The project has included critical engagements in IDA, Africa, and FCS countries during beta testing: in **Nigeria**, the Nigerian Federal Ministry of Environment (IDA, Sub-Saharan Africa, and FCS), and in **Kenya**, the Capital Markets Authority of Kenya (blended country IDA-eligible and Sub-Saharan Africa).

In FY24, the project team launched a free web-based version of MALENA in December 2023 as a global public good at www.malena.ifc.org. This solution allows external users to access MALENA and upload their own data sets for ESG analysis. The site has 500 registered users at present. In 2023, the project was selected as a finalist in the Monetary Authority of Singapore's highly competitive AI in Finance Global FinTech Hackcelerator program, which also included participating in the Singapore Fintech Festival and showcasing the solution to 66,000 attendees. In the same year, MALENA was also selected as a finalist from 300 nominations for the 2023 Databricks Data Team Transformation Award for having "displayed remarkable innovation in the use of data and AI."

Global Housing Advisory Platform Develops Training, Opportunities for Housing Investment

The Global Housing Advisory Platform, the first child project of the Global Housing Umbrella, aims to develop, customize, and pilot the READ (Real Estate Assessment of Developers) and ASHA (Affordable Socially Sustainable Housing Application) tools. The project is engaged in **Africa**, **South Asia**, **the Middle East**, and the **Latin America and Caribbean** regions and aims to build capacity by creating training curricula for each tool. In FY24 the project achieved one of its goals in facilitating $20 million in affordable housing financing through an IFC loan to support Centrum Real Estate Limited's development of 1,940 affordable housing units in a mixed-use urban development in Nairobi. The development project addresses a growing affordable housing market gap in **Kenya**. IFC is providing related short-term advisory engagements with housing developers, driving behavior changes that improve performance. In FY24, the project developed and tested most assessments and coaching modules in collaboration with the World Bank Group IT team to align with Bank Group IT architecture. A key achievement was completing the Pillar Rapid Business Assessment with Hiwa Rauf for Investment and Development in Iraq, with the client expressing high satisfaction and committing to implement several recommendations. These include promoting gender balance, adopting climate-friendly practices, pursuing EDGE certification, and following IFC's environmental and social risk standards. The project team will continue updating training materials and engage in business development to attract new clients and expand the program's impact.

Global Housing Microfinance Initiative Expands IFC Effort to Reduce Housing Poverty

This five-year umbrella project aims to reduce housing poverty by expanding the innovative IFC-designed Housing Microfinance (HMF) product, enabling local FIs to finance home improvements and expansions for low-income households. Much of the project's effort is directed toward **Sub-Saharan Africa**. It seeks to create at least three child implementation projects with six FIs, benefiting 150,000 low-income households. In FY24 the team conducted missions and studies in **Tanzania**, revealing strong demand for HMF products from both local FIs and low-income homeowners, leading to an approved implementation plan. In **Timor-Leste**, the team introduced HMF to potential partners and conducted focus groups and surveys to assess demand, with findings expected in FY25. The project is developing HMF products for refugees in **Kenya**, **Uganda**, and **Ukraine**, focusing on housing expansion and rental space solutions. The team also adapted a housing tool initially developed for Central Asia to meet Tanzanian housing needs, optimizing it for mobile use, complex housing shapes, and climate resilience. Key goals for the project in FY25 include agreements with two Tanzanian FIs, procuring a consultant for the refugee study, finalizing software development, and increasing global funding by $300,000 for innovative HMF forms.

Climate Advisory Initiative Helping Develop Ambitious Mitigation, Adaptation Strategies

The Sustainable Infrastructure Corporate Climate Advisory (CCA) project aims to mobilize investment and advisory support for strategic clients, including in IDA countries, to promote ambitious climate action on mitigation and adaptation. The project provides environment and social expertise to address climate change impacts and opportunities for IFC Infrastructure and Natural Resources (INR) clients in energy, transport, mining, and technology, media, and telecommunications (TMT). In FY24 the project team provided climate advisory for 13 clients considering investments, delivered inputs to five client pitches, and held advisory scoping workshops with three clients. Climate advisory also made progress with one new light-touch client engagement signed with an INR portfolio client, Guinea Alumina Corporation, a mining firm. The team provided input in developing a GHG risk analysis and climate-related transition risk assessment associated with different power provision options for a greenfield alumina refinery. The team also designed and led a climate workshop with strategic IFC clients at Mining Indaba in February 2024 and was central to the successful launch of the Global Energy Future Grids Alliance (FGA) at IFC's Sustainability Roundtable in São Paulo, **Brazil**, in May 2024. This event led to additional investment and advisory business development workshops in Brazil with IFC clients in June.

Circularity Plus Advancing Sustainable Circular Waste Investment Potential

The Circularity Plus platform supports the growth of sustainable, circular waste investments in emerging markets, driven by regulatory changes and technological innovation. Since its inception in 2022, the platform has engaged in 10 upstream advisory projects, contributing to a growing investment pipeline. In FY24 the platform advanced engagements with Romco on metal recycling in **Africa**, Canvest on carbon credit eligibility in **Asia**, and Eneris on its circularity strategy in Europe. In FY25, the platform was planning to finalize ongoing engagements and start new ones with Zagreb Holdings, ATRenew, and Abellon, while continuing early discussions with potential partners. Additionally, the platform will enhance business development through missions, presentations, and conferences, and launch a Circularity Plus website to strengthen its presence in the waste and circularity sectors.

Global Housing Microfinance seeks to create at least **three child implementation projects** with **six FIs,** benefiting **150,000** low-income households

Sustainable Banking Finance Network's 8th Global Meeting was held on September 11–12, 2024, in Rio de Janeiro, on the margins of the G20 Sustainable Finance Working Group. *Photo: ©IFC*

IFC Deepening Update of International ESG Standards in Finance

As described in Chapter 2, the overarching objective of the collaborative Sustainable Banking and Finance Network global platform is to increase and deepen uptake and implementation of international ESG standards and best international practices across emerging financial markets, including in IDA and FCS countries. The approach involves engaging financial and banking regulators and industry associations. Activities include direct technical assistance, capacity building, peer learning, awareness raising, and knowledge generation and dissemination. The project also helps represents the voice of emerging markets and developing economies (EMDEs) in international forums and partnerships through its engagement with international organizations, networks, and partners.

In FY24 the project supported the Central Bank of **the Philippines** in adopting the Philippine Sustainable Finance Taxonomy Guidelines. The team provided a technical review of the guidelines and recommendations in line with the Sustainable Banking and Finance Network (SBFN) Taxonomy Toolkit. In **Serbia**, the Association of Serbian Banks (ASB) unveiled its voluntary guidelines in March for strengthening the capacities of ASB and its member banks in implementing ESG and sustainable finance practices. In **Georgia**, the team provided a detailed review of the National Bank of Georgia's Green, Social, and Sustainability Bonds Regulation, leveraging insights from the Taxonomy Toolkit. The FIAS-supported team provided technical advice on taxonomy development through training and capacity building to the **South Africa** Financial Sector Conduct Authority, the Reserve Bank of **Fiji**, the Central Bank of **Samoa**, the Central Bank of the **Democratic Republic of the Congo**, the Bank of the **Lao PDR**, the Central Bank of **Jordan**, and the Ministry of Finance of **Indonesia**. In addition, the team delivered a presentation on sustainable finance roadmaps and taxonomies to government representatives and the business climate unit of the Presidency of **Togo**.

Workforce Platform Project Seeks to Make Work More Productive, Inclusive

The MAS Workforce Platform project, funded by FIAS, supports existing and prospective IFC MAS portfolio clients in creating more productive and inclusive workplaces. Clients, including in IDA and FCS countries, pursue project goals through improved employee engagement, career development opportunities for women and diverse groups, inclusive and gender-sensitive policies, and overall improvements in operational efficiency. The project is on track, with positive developments in FY24. The IFC team supported (i) positive business development efforts and the enhancement of tools for Lean & Workforce Productivity; (ii) finalizing client engagements and expediting client delivery; (iii) securing a strong pipeline of clients for FY25; and (iv) knowledge and communications targets for dissemination, organizing seven events attended by more than 500 participants involving 49 companies. The team collaborated with IFC investment teams to facilitate the commitment of MAS's first Incentive-Based Loan focused on gender key performance indicators (KPIs) with Kepler Weber **Brazil**. The team also provided gender advisory services to 6 clients out of the targeted 10, aligning gender inclusion with areas such as food safety, decarbonization, and sustainability-linked finance, and delivering four reports showcasing the impact of gender advisory in sectors such as education, healthcare, and agribusiness. Planned activities in FY25 include creating webinars, and organizing at least two events, potentially including a panel discussion at the IFC Education Conference examining gender and inclusion in education, with a focus on technology, skills development, employability, and productivity.

Improving Workforce Relations in the Hospitality Sector

IFC is helping improve the ability of firms operating in the hotel sector, including in IDA and FCS countries, to manage labor and workforce-related challenges, in line with good international industry practices. The FIAS-supported Managing Labor in Hotels project focuses on helping portfolio clients mitigate labor-related risks. The hospitality sector has struggled with implementation of environment and social management systems (ESMS), poor worker grievance mechanisms, inadequacy of policies to address and manage risks, absence of regular and constructive social dialogue between management and workers or their representatives, and limited capacity to integrate gender and inclusion strategies to manage workforce development and planning.

The project made significant progress in FY24, identifying several pipeline and portfolio investment clients in the hotel sector with labor-related issues and demonstrating demand from the clients for advisory support on labor management issues. Importantly, the project signed its first two clients: Kasada GP Ltd., a pan-African hospitality sector-focused private equity, in May 2024, and Good Karma Hospitality in **Nepal** in June. The team delivered the first program offering to Kasada in June. Advisory activities have included (i) support to develop a Human Resources Manual; (ii) guidance to develop an ESMS; and (iii) training on contractor management including occupational health and safety. The team also delivered a workshop in June in Abidjan, **Côte d'Ivoire**, and trained 18 human resources managers and general managers from Kasada hotels across Côte d'Ivoire, **Kenya**, **Nigeria**, **Senegal**, and **South Africa**, on managing labor risks, improving social dialogue, enhancing employee engagement and workplace collaboration, and adherence to IFC's performance standards.

FIAS Supports Sustainable Infrastructure of the Future Platform 2.0

IFC has worked with clients to develop sustainable infrastructure through asset-level financing, sustainable advisory, as well as upstream platforms and initiatives that seek to catalyze specific technologies or new business models in specific countries or projects. However, there was an untapped opportunity for IFC to have a more strategic, holistic and coordinated engagement with its clients around sustainability, and to link such engagement to originating transactions. In this context, and with FIAS support, IFC launched the sustainable infrastructure platform offering asset-level financing, sustainable advisory services, and upstream initiatives that promote specific technologies and innovative business models for targeted countries and projects. In FY24, the Sustainable Infrastructure of the Future platform supported diverse projects across regions and infrastructure sectors facilitating advisory engagements, including work with Voltalia on sustainability-linked financing, providing second-party opinions for projects like Energuate, and supporting staff time for several transactions, resulting in approximately $840 million in long-term financing for ENGIE SLL, Sonatel, and Airtel. The platform, active in **Brazil**, **Colombia**, **India**, **the Philippines**, and **Thailand**, was remapped within INR to address the growing demand for sustainable finance support. In February 2024, an advisory engagement with Voltalia helped develop decarbonization targets aligned with the company's 2030 ESG goals. The platform also supported various investment projects, providing staff time for KPI development, framework design, and second-party opinions (SPOs) for projects at different stages.

Food Safety and Food Loss Prevention Advisory Advances Best Practices

The five-year Food Safety and Food Loss Prevention platform aims to enhance the adoption of best practices to improve food safety and prevent food loss and waste in food supply chains for IFC's investment portfolio and pipeline clients across selected regions. This is accomplished through a combination of direct firm-level support and sector-wide initiatives. The platform contributes to investments by addressing safety risks and collaborates on local, regional, and international levels in the food safety area, promoting the IFC food safety and food loss prevention agenda, as well as its policy and knowledge-sharing activities.

In December 2023, the project team signed a memorandum of agreement with the State Service of **Ukraine** on Food Safety and Consumer Protection, establishing cooperation that will enable the organization to increase its food safety management knowledge and capacity, identify gaps in the country's legal and regulatory food safety framework, and analyze national policy on food loss and waste.

The project team, with the support of Africa Manufacturing, Agribusiness & Services Management, formalized its collaboration with the African Union – Inter-African Bureau for Animal Resources, a specialized technical office of the African Union Commission, by signing a memorandum of understanding. This partnership aims to strengthen the capacity of national food safety authorities, to assess the efficiency of national food safety systems (comprising policy, regulatory, institutional and capacity-building frameworks), and to enhance national food safety and linked legislation in selected African countries. In June 2024, the global platform hosted a webinar for SPS Agencies of African region. The event is the start of a three-year collaboration and was focused on IFC Food Safety products.

In **Uzbekistan**, the FIAS team continued its collaboration with Korzinka, one of the country's largest retail chains, focusing on the implementation of food safety management system in selected stores and distribution centers, as well as a food safety program for nine SME suppliers. In the first half of FY25, IFC announced an investment deal for a $25 million IFC loan for Korzinka. The loan will be used to construct a new distribution center in Tashkent to consolidate Korzinka's logistics operations and support its broader national expansion strategy. Korzinka is the first locally owned and operated client of IFC. The basic level of the food safety program for food suppliers has been successfully completed. The program participants have demonstrated significant improvement with a good understanding and concept of food safety.

The platform also hosted training workshops and food safety awareness for the Latin American Agribusiness Development Corporation, a specialized lender that finances small and medium-sized agribusiness companies in Latin America, to train their staff involved in agribusiness investment deals. The events provided the necessary food safety knowledge needed during the appraisal of agribusinesses they seek to invest in, thereby helping them to enhance decision making and reduce risks.

The IFC team engaged with the Standard and Trade Development Facility (STDF), participating in a meeting of the working group on Driving Food Systems Transformation through Public-Private Partnerships. The team's agenda now includes a focus on food loss prevention, reflecting its recognized expertise and status as a trusted partner in the STDF Steering Group for the Evaluation of STDF activities. IFC engagement in the STDF working group meeting was acknowledged in the STDF Annual Report. In addition, the team was involved in commenting on the STDF public-private partnership guide, which was planned to be finalized by the end of 2024.

03/Monitoring & Evaluation Update

Monitoring & Evaluation Update

IFC Teams Incorporating World Bank Group Corporate Scorecard in New Projects

The new World Bank Group Corporate Scorecard tracks and measures the impact of the Bank Group's efforts to realize its expanded vision and mission—to create a world free from poverty on a livable planet—with rigor and transparency. Developed over the past two years, the Corporate Scorecard shifts the focus of results reporting from project outputs to outcomes, with an emphasis on measurable benefits to people in client countries. The goal is to help translate the new Bank Group mission into action, facilitate business planning and incentives, and communicate results at scale while providing opportunities for feedback and learning. The Corporate Scorecard aims to enable monitoring and measurement of development outcomes in ways understandable to a general audience and not just economists and other development specialists.

For the first time, the work of all Bank Group financing institutions (IBRD, IDA, IFC, and MIGA) will be tracked using the same set of indicators, providing a comprehensive overview of the Group's performance and one that enables course correction throughout. There are some distinctions across the Bank Group organizations. Due to the nature of IFC projects, which often involve contractual agreements and proprietary business information, the Corporate Scorecard will be applied prospectively to new and future projects. Significant results pegged to the Corporate Scorecard from projects of the kind supported by FIAS will likely not be available at scale until after the end of the current strategy cycle. But IFC teams are already adjusting and gearing project implementation plans to the categories included in the new Scorecard. As new projects mature and begin to deliver results calibrated to the Corporate Scorecard, FIAS will report these in due course.

New WBG Scorecard has four building blocks

Vision Indicators
Aspirational global goals that show the WBG's ambition

Client Context Indicators
Serve to frame the challenges that WBG clients face

WBG Results Indicators
Attributable to WBG with certain degree of confidence

Results Narratives
Medium term WBG contributions not captured in WBG Results Indicators (including in terms of policy reforms and market creation supported)

The FIAS Scorecard already tracks results that have strong correlations with the categories in the Corporate Scorecard in areas such as investment generation, value of financing facilitated, gender and climate change work, and the jobs pilot. The Corporate Scorecard contains 22 results indicators, 19 of which apply to IFC projects. Many of these have direct connections to FIAS-supported work, for example, multiple indicators relating to climate change, renewable energy, and gender and equity, indicators on private capital enabled and mobilized, access to electricity, transport, broadband internet, and digitally enabled services.

FIAS Jobs Pilot to Estimate Employment Effect of IFC Business Reform Advisory

FIAS has been applying IFC's Economic Impact Estimation Framework to estimate jobs impact of investment policy and promotion (IPP), SME linkages, entrepreneurship, and other industry-specific reforms since FY21. In the FY22–26 strategy cycle, FIAS has aimed to undertake jobs pilots for 10 to 15 projects and develop jobs estimation methodologies to systematically estimate direct, indirect, and induced jobs. Through FY24 the IFC M&E team has completed 8 jobs and is carrying out 3 additional pilots as shown below:

- FY22 3 jobs pilots completed: **Bosnia and Herzegovina**; **Guinea**; **Nepal**
- FY23 3 jobs pilots completed: **Côte d'Ivoire**; **Rwanda**; **Western Balkans**
- FY24 2 jobs pilots completed: **Egypt**; **Ghana**
- FY25 3 jobs pilots under way: **Kenya**; **Senegal**; **Tunisia**

A fourth jobs pilot may be added, in **Fiji**, in FY25. The pilots completed through FY24 suggest that IFC's Economic Impact Estimation Framework can be used to estimate jobs impact resulting from IFC advisory and upstream interventions. A standard survey questionnaire has been developed to track direct jobs from the projects that will report private investment as an impact. This questionnaire will be used for estimating jobs in the post-completion stage of the projects. Next steps include harmonizing and refining the current methodology with the World Bank Group Corporate Scorecard jobs methodology as approved by management. The IFC M&E team, which has been integrally involved in the development of the Corporate Scorecard, is drafting a tip sheet for client-facing operational teams to plan and systematically track the jobs impact of business and sector reform programs.

Political Instability Extends Beyond FCS Client Countries

FIAS has long prioritized client-facing work in FCS countries. But in recent years it has become increasingly clear that instability, security challenges, and unexpected turnovers in political leadership are not confined to the 40 or so projects on the World Bank Group's annual Harmonized List of Fragile and Conflict-Affected Situations. Many of the projects described in Chapters 2 and 3 challenged project teams with sudden changes of circumstance which hampered project implementation or required significant changes in project implementation plans.

With these dynamics in mind, the FIAS Program team conducted a preliminary quantitative and qualitative data analysis of various World Bank Group indices that, in various ways, attempt to measure country stability. The analysis focused on a sampling of FIAS client countries across all Bank Group regions to identify major electoral-political developments that could impact FIAS projects. The preliminary analysis added some quantitative underpinning to the impressionistic view that client country instability extends beyond the designated FCS countries and points the way to a potentially fruitful avenue for further inquiry.

The analysis indicated that in Sub-Saharan Africa political instability and electoral integrity are challenging areas that frequently contribute to disruption in IFC advisory and upstream projects. In the countries sampled, the analysis found 19 instances where governance and security issues impacted implementation of FIAS-supported projects. The recent spate of coups in the region is the most visible manifestation of the problem. The Middle East faces even greater volatility, with the lowest political stability and governance effectiveness scores among World Bank Group regions. These factors contributed to 6 project disruptions.

Central Asia and Türkiye exhibit moderate stability, but project performance is sensitive to governance shifts, particularly during elections. In East Asia and the Pacific, stability is higher, yet localized electoral dynamics still pose risks, as seen in Myanmar. Europe, while benefiting from robust governance frameworks, faces regulatory disruptions, impacting eight projects. Latin America and the Caribbean report instability in Bank Group indices, with identified project disruptions linked to shifting political landscapes. South Asia remains a high-risk region, characterized by a low political stability index and frequent disruptions tied to electoral uncertainties.

Knowledge Management and Publication Highlights

The 13 knowledge development products (KDPs) in the FIAS FY24 portfolio cover a range of topics including women and insurance, gender-inclusive infrastructure, green transport (see below), environmental, social and governance training for municipal officers, and global digital distribution and retail.

Promoting Green Transport Opportunities KDP

The Green Transportation Business Development Strategy KDP deals with modes of transportation and technologies that are more energy efficient or do not depend on fossil fuels, but instead, on renewable energy. It is expected that green transport will account for the largest share of climate investment opportunities going forward, and renewable energy will no longer be the main investment growth driver. Electrified transport is growing at 10 times the rate of renewable energy, and if that rate holds for just one more year, transport will be a bigger driver of energy transition investment than renewable power. Green transportation can be promoted through regulation and investments in technology that encourage increased efficiency and a shift to lower-carbon transport and greener fuels. The Green Transport project is an Upstream Knowledge and Platform development project, which aims to define a strategy for business growth and associated product offering that focuses on green or sustainable transport investments aligned with the Paris Agreement. This includes increasing climate-related business with existing clients, identifying opportunities with new clients, and scaling the use of climate financing tools across the business. Ultimately, the objective is to develop a 2030 Leadership lens for IFC's Transport business that creates enduring leadership for IFC as a source for climate-related (mitigation and adaptation) investments. The KPD project has four key components: (1) Screening and Paris Alignment, (2) Business Development, (3) Creating an Opportunity Set, and (4) Thought Leadership and Strategy.

In FY24, the project team made substantial progress. Under the Screening and Paris Alignment component, the team completed a guidance document with a toolkit for investment officers working in the transport sector at IFC. The completed parts of the toolkit include: IFC's position on IFC subsectors not directly aligned with Paris Agreement; Criteria for alignment of investments in developing country contexts; and a Summarized climate financing approach for transport subsectors. The team is working on completing the remaining two toolkit components: the standardized mitigation assessment tool for the most common project types and a summary of this guidance for investment staff. On the business development component, the team delivered the climate transport handbook on decarbonization measures in transport. Under the Creating an Opportunity Set component, the project team created an overall "sustainability pitchbook," which has already been used for business development purposes and includes elements related to advisory offerings, which was distributed to all Infra staff in the Fall 2023. The team has already used the current version of the pitchbook to pitch the sustainable transport platform to several potential clients, include a large Brazilian retailer with a fleet of owned and outsourced trucks.

03/Knowledge Management and Publication Highlights

SBFN Toolkit Sustainable Finance Taxonomies: Sustainable Banking and Finance Network (SBFN) launched its Toolkit on Sustainable Finance Taxonomies. This Toolkit was produced by IFC with FIAS support as the secretariat of the Sustainable Banking and Finance Network (SBFN) on behalf of the SBFN Working Group on Sustainable Finance Instruments, in cooperation with the Deutsche Gesellschaft für internationale Zusammenarbeit (GIZ) GmbH, which acts on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ). The Toolkit addresses a key challenge observed by SBFN and its members, which is the divergence in approaches to taxonomy development and policy fragmentation. By providing practical findings and examples from 12 SBFN member countries and 3 regions and guidance on the steps that countries can follow, the Toolkit assists countries in improving the design, governance, and implementation of their taxonomies and ultimately, contributes to taxonomy harmonization efforts across emerging markets. The Toolkit is further informed by country-level technical support provided by IFC's Green Bond Technical Assistance Program (GBTAP) in Colombia, Georgia, South Africa, Sri Lanka, and Viet Nam; IFC Advisory Projects in Cambodia, Lao PDR, and the Philippines; World Bank Advisory Projects in Cambodia, Indonesia, the Philippines, Serbia; World Bank, IMF, and IFC support to the development of the Common Framework of Sustainable Finance Taxonomies for Latin America and the Caribbean; and GIZ support in Indonesia, Mexico, Rwanda, Viet Nam, and the ASEAN region.

SBFN Toolkit Sustainable Finance Taxonomies

Circularity Plus Platform: The Circularity Plus platform was set up in 2022 with FIAS support as an umbrella project to provide tailored investment and advisory solutions to help clients unlock circularity opportunities across the waste value chain. The platform has also supported various knowledge management initiatives, including the completion of a market study for carbon credits, a critical component to support the financial viability of waste companies. Through the platform, we are now developing a comprehensive carbon credit advisory offering which will include a carbon credit guidebook for waste clients, and various other support materials for regional teams.

Standard and Trade Development Facility (STDF) Annual Report: The FIAS-supported IFC team engaged with the Standard and Trade Development Facility (STDF), participating in a meeting of the working group on Driving Food Systems Transformation through Public-Private Partnerships. The team's agenda now includes a focus on food loss prevention, reflecting its recognized expertise and status as a trusted partner in the STDF Steering Group for the Evaluation of STDF activities. IFC engagement in the STDF working group meeting was acknowledged in the STDF Annual Report that highlights the importance of global partnership to facilitate safe trade by helping developing countries comply with sanitary and phytosanitary (SPS) standards, particularly in areas like food safety, animal health, and plant health, thus enabling them to participate more effectively in international trade markets.

Standard and Trade Development Facility (STDF) Annual Report

World Bank Group Publication Highlights

Partnering with the World Bank through Trust Funds and Umbrella 2.0 Programs: A Guide for Development Partners: The complexity and urgency of the world's challenges require meaningful collaboration among members of the development community and other stakeholders. Partnering with the World Bank is enabled through a variety of financial instruments and coordination mechanisms including Trust Funds. This is a guide that provides a brief overview of World Bank Trust Funds: what they are, what they fund, and the operating environment in which they are managed. It also describes the Umbrella 2.0 Program, an approach to organizing and managing trust funds for greater development impact. In addition, it highlights and provides links to key policies underpinning implementation of activities carried out by the World Bank or by recipients of its funds–policies that apply equally to activities funded by trust fund contributions.

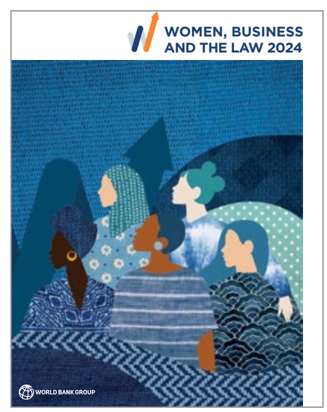
Women, Business and the Law 2024: Women, Business and the Law 2024 is the 10th in a series of annual studies measuring the laws and regulations that affect women's economic opportunity in 190 economies. The publication makes it clear that the playing field is not level, and it points to ways to correct that unevenness. To present a more complete picture of the global environment that enables women's socioeconomic participation, this year Women, Business and the Law introduces two new indicators, Safety and Childcare, and presents findings on the implementation gap between laws (de jure) and how they function in practice (de facto).

Digital Progress and Trends Report 2023: Digitalization is the transformational opportunity of our time. The digital sector has become a powerhouse of innovation, economic growth, and job creation. Value added in the IT services sector grew at 8 percent annually during 2000–22, nearly twice as fast as the global economy. Employment growth in IT services reached 7 percent annually, six times higher than total employment growth. This report, the first in the series, aims to inform evidence-based policy making and motivate action among internal and external audiences and stakeholders. The report will bring global attention to high-performing countries that have valuable experience to share as well as to areas where efforts will need to be redoubled.

Sustainability Review 2023: The 2023 Sustainability Review reflects on how the World Bank embodies its core values of impact, integrity, respect, teamwork, and innovation. The Review highlights World Bank activities undertaken in fiscal years 2022 and 2023 to manage the environmental, social, and economic impacts of internal business operations. The review complements the World Bank Annual Report 2023 and the World Bank Global Reporting Index (GRI) 2023.

What Works in Supporting Women-Led Businesses? Innovative women entrepreneurs can be agents of change and offer novel solutions to global challenges. However, they face multiple barriers to growing their businesses. This paper reviews the literature on strategies to support women entrepreneurs in improving their business outcomes. It focuses on interventions designed to address four areas of constraints that influence their decisions and can impact their business performance: gaps in human capital, access to finance, access to technology and markets, and contextual factors such as legal and regulatory constraints, social norms, access to care, and gender-based violence. The review concludes that evidence of modest average treatment effects and heterogeneity in treatment effects across various interventions suggest the need for more precise targeting. The multiple constraints faced by women entrepreneurs necessitates testing different packages of interventions.

Digital Progress and Trends Report 2023



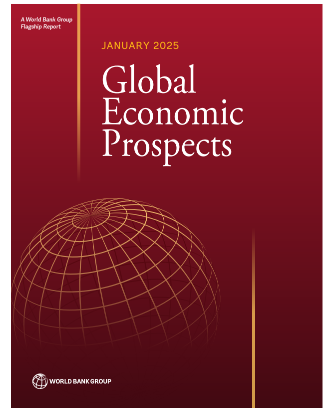
Women, Business and the Law 2024

Moreover, the successful implementation and adoption of proposed solutions require consideration of the contextual constraints that differentially affect women-led businesses. While the review highlights several interventions that show promise in supporting women entrepreneurs, significant gaps remain in the evidence concerning the most effective strategies.

Africa's Pulse, No. 29, April 2024: Tackling Inequality to Revitalize Growth and Reduce Poverty in Africa: Economic growth is expected to rebound in Sub-Saharan Africa, supported by increased private consumption and declining inflation in 2024. However, this positive outlook remains fragile due to uncertain global economic conditions, low fiscal buffers, growing debt service obligation, costly external borrowing, and escalating conflict and violence, which continue to weigh on economic activity in the region. Despite the projected boost in growth, the pace of economic expansion in the region remains slow and insufficient to significantly affect poverty reduction. Structural inequality is at the core of these challenges and tackling it can help to restore growth and accelerate poverty reduction. While domestic resource mobilization and support from the international community can help alleviate the region's funding squeeze, investing in human capital, and strengthening local capacity for service delivery can build people's capacity to seize market opportunities. Policies that boost market access by addressing institutional distortions and market imperfections are also critical for fostering inclusive growth.

Global Economic Prospects, January 2025: Global growth is expected to hold steady at 2.7 percent in 2025-26. However, the global economy appears to be settling at a low growth rate that will be insufficient to foster sustained economic development. Emerging market and developing economies are set to enter the second quarter of the 21st century with per capita incomes on a trajectory that implies feeble catch-up toward those of advanced economies. Most low-income countries are not on course to graduate to middle-income status by 2050. Policy action at the global and national levels is needed to foster a more favorable external environment, enhance macroeconomic stability, reduce structural constraints, address the effects of climate change, and thus accelerate long-term growth and development.

Global 2024 Global Progress Brief: IFC launched the 2024 Global Progress Brief through the Sustainable Banking and Finance Network Global Project. The 2024 SBFN Global Progress Brief, offers a comprehensive benchmarking of sustainable finance trends and innovations across 66 member countries covering three pillars of sustainable finance: Environmental, Social, and Governance (ESG) Integration, Climate and Nature-Related Risk Management, and Financing Sustainability. The global benchmarking against the Measurement Framework is used by members to (1) assess their progress in a structured way; (2) learn from the best practices identified among peers; and (3) inform the best next step for their sustainable finance journey.



Global Economic Prospects, January 2025

Global 2024 Global Progress Brief

The Promise of Integration — Opportunities in a Changing Global Economy: The Latin America and the Caribbean (LAC) region has proved to be relatively resilient in the face of increased debt stress, stubborn inflation, and uncertainty arising from the Russian invasion of Ukraine. Income and employment have largely recovered from the pandemic, poverty has receded, and markets remain guardedly optimistic about the near future. A new World Bank report, The Promise of Integration - Opportunities in a Changing Global Economy highlights how the evolution of the global economy is providing two new areas of opportunity for the region: the trend toward nearshoring-moving production closer to the US and European markets-and the imperative to combat climate change, which is giving the region a new comparative advantage in sun, wind, hydro, and natural capital. Taking advantage of these will require greater integration into the global economy. Yet, paradoxically, in the face of these opportunities LAC is becoming less integrated.

Notable FY24 Events

Sustainable Banking and Finance Network 8th Global Meeting: The SBFN 8th Global Meeting was held on September 11–12 in Rio de Janeiro, on the margins of the G20 Sustainable Finance Working Group (SFWG) meeting, organized under Brazil's Presidency. Co-hosted by IFC, the Central Bank of Brazil, and FEBRABAN (the Brazilian Federation of Banks), the event convened central bank governors, regulatory agency heads, and senior representatives from leading international networks, industry associations and standard-setting bodies to explore how Emerging Markets and Developing Economies (EMDEs) can influence the future of sustainable finance globally. With over 140 speakers and participants from 60 countries, the 8th Global Meeting marked a significant milestone for EMDEs in the global dialogue on sustainable finance. It highlighted the critical role of EMDEs in driving the global transition to a resilient, low-carbon global economy. The meeting also served as a platform to announce key initiatives aimed at advancing sustainable finance, with discussions emphasizing the need to build capacity and align standards to support resilient and inclusive growth across EMDEs.

Training of Trainers events: Two Training of Trainers events were cohosted by local banking associations under the Sustainable Banking and Finance Network Project, namely in Tbilisi, Georgia on March 7, 2024, and in Tivat, Montenegro on April 26, 2024. The events provided an opportunity to discuss the role of banking associations in promoting ESG and sustainable finance. The events were attended by 45 participants. Banks remain a key source of finance in EMDEs, and banking associations (BAs) are an important stakeholder for the project due to their multiplier effect and opportunity to embed good ESG practices within their members' strategy, plans, and operational guidelines.

Launch of the Global Project Brief and New Data Portal: A roundtable discussion was held with heads of SBFN member institutions, SBFN Chair and IFC Vice President Alfonso Garcia Mora, IFC Vice President for Cross-Cutting Solutions Emmanuel Nyirinkindi, central bank governors, and heads of financial regulatory agencies and industry associations from EMDEs. The discussion was part of the launch event of the 2024 Global Progress Brief and the new Data Portal on April 16, 2024. The SBFN Data Portal analyzes policy developments and initiatives on sustainable finance across SBFN member countries. The portal features data provided by members in line with the SBFN Measurement Framework. It offers a comprehensive overview of global trends, country-specific developments, actions and initiatives, and provides readily accessible, comparable, and easy-to-use data. 139 participants joined the event in person and virtually.

The Promise of Integration – Opportunities in a Changing Global Economy

International Solid Waste Association (ISWA) World Congress: IFC hosted the first CEO Roundtable at the 2023 International Solid Waste Association (ISWA) World Congress in Oman in November 2023 as a part of the FIAS-supported Circularity Plus Platform. ISWA is the premier association of waste professionals with over 1,200 members in over 100 countries. The ISWA World Congress is the annual flagship waste conference that brings together global waste players, industry experts, policymakers, government representatives, and students under one roof to discuss the challenges and opportunities in the waste space.
IFC was also a major partner of the 2024 ISWA World Congress held in Cape Town in September 2024 and hosted two major events at the conference, namely, the CEO panel, titled "The Future of Waste," and the Circularity Plus network launch event. The panel included four CEOs of leading SWM companies from across Africa, Asia, Europe, and South America, with a discussion around industry trends and outlook, opportunities, challenges, and actions needed. The Circularity Plus launch event, which initiated a global network comprising IFC's existing and potential clients in the waste and circularity sector as well as other prominent market players and stakeholders.

International Solid Waste Association Beacon Conference: As part of the FIAS-supported Circularity Plus project, IFC participated in the ISWA Beacon Conference in March 2024, which was organized by the Waste Management Association of Malaysia (WMAM) as a part of the Circularity Plus project. IFC participated in the panel on implementing and financing circular economy initiatives. The two-day conference delved into the pivotal role of Waste-to Energy within the circular waste management system in a global perspective. It covered the latest directives, strategies, and technological advancements aimed at achieving climate neutrality and enhancing operational efficiencies in waste management.

International Solid Waste Association (ISWA) World Congress

Webinar for Sanitary and Phytosanitary (SPS) Agencies in the African region: The five-year Food Safety and Food Loss Prevention platform supported by FIAS aims to enhance the adoption of best practices to improve food safety and prevent food loss and waste in food supply chains for IFC's investment portfolio and pipeline clients across selected regions. In June 2024, the global platform hosted a [webinar for SPS Agencies in the African region](). The event is the start of a three-year collaboration and was focused on IFC Food Safety products.

International Solid Waste Association
Beacon Conference

03/Knowledge Management and Publication Highlights

IFC 11th Food Safety Forum: This event was held in Uzbekistan. It emphasized the importance of collaborative efforts in developing innovative solutions for a sustainable food industry. Over 150 attendees gained diverse insights on how food safety, food loss and waste prevention, and food fortification are integral to building a more secure, healthier, and sustainable food system globally, regionally, and at national levels. The insightful discussions raised a series of key priorities and best practices, including the need for international standards and holistic approaches to tackle global food safety challenges, food safety management & governmental support to drive changes, integrating food nutrition and fortification into sustainable food systems as fortification programs provide significant health and productivity benefits at a low cost, promoting gender diversity and empowering women in leadership roles within the agriculture sector, ensuring safe and nutritious food, and building sustainable, equitable communities, digitalizing Uzbekistan's agro-industrial sector requires public-private cooperation with government-led digital platforms and private-sector innovation.

Master Class for Food Industry Professionals: The Food Safety Management Certification Program FSSC 22000 version 6 and Social Management Certification Program FSSC 24000 was organized by the global team for food industry professionals from leading companies in Uzbekistan. The project invited the Technical Director at the Foundation FSSC to deliver the workshop.

IFC/WHO assessment tool: The Tool was launched at the Food Safety Forum in May 2024, in Uzbekistan at a IFC/WHO/STDF three-day event that gathered representatives from national SPS agencies for validation, applying it in a real situation, collecting feedback from the national competent authorities for improvement, and to support Uzbekistan to identify gaps and weaknesses to prioritize the development of the national roadmap for the implementation of the WHO Global Strategy for Food Safety 2022-2030. The tool is based on the IFC Scan Guide and the WHO Global Strategy for Food Safety 2022-2030 to assist member countries in assessing their baseline status and developing their own roadmaps for implementing the strategy.

Sustainable Banking and Finance Network (SBFN) Website: This year the Sustainable Banking and Finance Network (SBFN) launched its website. The SBFN is a platform for knowledge sharing and capacity building on sustainable finance for financial sector regulators and industry associations across emerging markets. Facilitated by IFC as secretariat, and supported by the World Bank Group, SBFN helps mobilize information, resources, and practical support for members to design and implement national initiatives that advance sustainable finance at national, regional, and global levels. Members are committed to moving their financial sectors toward sustainability, with the twin goals to:

(i) Improve the management of environmental, social, and governance (ESG) risks – including climate risks – across the financial sector.

(ii) Increase capital flows to activities with positive environmental and social impacts, including climate change mitigation and adaptation.

The website continues to evolve, and together with the newly launched Data Portal it recorded 45,212 visitors (of which 4,696 were new users), 94,891 page views, and 11,726 downloads in FY24H2.

Workshop on Implementation of Colombia's Green Taxonomy: This event was held in June 2024. It included presentations and in-depth discussions on best practices and experiences concerning the implementation of Colombia's Green Taxonomy with representatives from leading banks and insurance companies in Colombia.

Event celebrating the Grand Egyptian Museum's EDGE certification: The event was held in Giza on February 19, 2024. MSA university has one of the strongest construction and engineering curriculums in Egypt, which focuses on sustainability and energy savings. Following the final EDGE certification of the Grand Egyptian Museum in December 2023, a ceremony was organized in February 2024 to celebrate the achievement. Held at the museum's premises in Giza, the event was attended by more than 80 representatives from IFC management and operational teams, large developers, donors, the museum's technical team, and other stakeholders.

FipaCare event held during the Tunisia Investment Forum: Under the project Attracting FDI in Tunisia, the project team supported FIPA in holding the side event, FipaCare, during the Tunisia Investment Forum (TIF) to showcase the Pilot Automotive Aftercare Program and with the organization of the Ministerial Roadshow for the promotion of TIF in five European cities. The project team also supported FIPA and Tunisian aeronautics business association GITAS in organizing the 4th edition of Aerospace Meetings Tunisia held in Tunis from April 23-25, 2024. The event attracted 150 companies from 10 countries to promote and develop the aeronautical sector in Tunisia. Under the theme Supporting the aeronautical supply chain of tomorrow in Tunisia, the event highlighted the importance of the sector for the national industrial strategy, with interventions by Ms. Féryel Ouerghi, Minister MEP, Mr. Jalel Tebib, DGFIPA, who highlighted Tunisia's strategic assets, and Mr. Thierry Haure Mirande, GITAS, who highlighted the Tunisian aerospace supply chain potential.

Cement Regional Conference in Cartagena: The project team participated in the Cement Regional Conference in Cartagena in February 2024. At the conference, the team connected with decision-makers from cement companies investing in Colombia, presenting IFC's financial and non-financial services. Separately, the team had conversations with the main cement companies based in Antioquia as well as a cement company based in Barranquilla to explore possible initiatives to promote decarbonization of the cement industry.

Good education responds to the needs of the modern labor market. Prasitchai Chaiamarit is taking a PhD in civil engineering at one of Thailand's best universities. Thammasat University. Thailand. *Photo: Gerhard Jörén / World Bank*

Activities covered in the *FIAS 2024 Annual Review* were co-financed via a set of FIAS trust funds. Financial results reported in this section cover the donor and World Bank Group funds managed under the FIAS trust fund structure as well as supplemental funds earmarked for the implementation of the FIAS strategy.

FY24 FIAS Contributions from World Bank Group and Donors:

$28.3M

FY24 Bank Group & Donor Support to FIAS Core:

$12M

42% of total

FIAS Donor Commitments for FY22–26:

$166.1M

Toward $200M goal

Funding

These funds are provided by IFC and the World Bank for FIAS-related activities and to cover sustaining costs associated with the management of FIAS. FIAS financial reports use cash-based reporting aligned with the quarterly financial reports on IFC's donor-funded operations.

Core, Programmatic, and Project-Specific Contributions

In FY24, **FIAS donors and the World Bank Group contributed a total of $28.3 million** (including trust fund administration fees of $1.1 million) to the various FIAS trust funds, supporting the implementation of a broad-based investment climate reform effort under the FIAS program. Contributions from IFC in the form of allocations from the **Creating Markets Advisory Window (CMAW)** and the **Funding Mechanism for Technical Assistance and Advisory Services (FMTAAS)** are treated as an additional source of funding for FIAS-related activities *(see details in Table 1: Sources and Uses of Funds)*.

04/Use of Funds

World Bank Group core contributions totaled **$5.0 million** in FY24. The $5.0 million from IFC was supplemented by in-kind support from the World Bank. The World Bank Group contribution represents 19 percent of total FY24 FIAS contributions.[7]

Core contributions received from donors amounted to **$6.99 million** in FY24, representing 24 percent of total contributions. As shown below in Table 1, several donors agreed to roll over the unused portions (i.e., fund balances) of their contributions to the FY17–21 funding cycle into the new FY22–26 cycle. **Programmatic contributions** from donors made available through thematic and regional FIAS trust funds totaled **$16.3 million** in FY24, or 58 percent of total contributions. IFC and the FIAS Program team are deeply grateful for the support provided by our Development Partners.

Use of Funds

In FY24, FIAS expenditures for client-facing and non-client-facing projects as well as program management and general and administration costs totaled **$29.7 million**. This represents a 114 percent rate of spending against cash receipts of $26.1 million for the year. Staff and consultant costs represented the largest share of total FY24 FIAS expenditures (35 and 51 percent, respectively). Travel expenses increased to $2.5 million in FY24, or 9 percent of all expenditures. Travel expenditures increased by 54 percent over FY23, reflecting the growing FIAS portfolio and the return to normal travel patterns post-COVID. Nevertheless, travel expenditures remain well below pre-COVID levels of between $3 million and $5 million per year during the first three years of the previous strategy cycle. Indirect costs (infrastructure, office occupancy, and other miscellaneous costs) increased in absolute terms to $1.8 million in FY24, up from $1.3 million the year before, but declined as a percent of all expenditures to 6 percent, down from 7 percent in FY23 (*see Table 1, Sources and Uses of Funds*).

Direct project expenditures for FY24, including country- and global-level client-facing, were $28.2 million, or 96 percent of total project-related expenditures of $29.3 million. In FY24, $1.05 million, or 4 percent of total FIAS expenditures, covered indirect project costs including program support such as global knowledge development products (KDPs), monitoring and evaluation (M&E), and knowledge sharing. Program management and general and administration costs, including operational support such as administrative expenses, donor relations, public relations, and other costs, totaled $475,177, or less than 2 percent of total expenditures (s*ee details in Table 2: Expenditures by Advisory Services Activity)*.

FIAS funding contributes substantially to the advisory and upstream services projects it supports. The $28.2 million in FIAS support for client-facing projects represented 71 percent of total FY24 spending on those projects. FIAS contributed an average of $174,113 per project to the 162 client-facing projects it supported in FY24. FIAS provided 43 percent of total FY24 spending to the 13 global KDPs in the FIAS portfolio, with an average contribution of $87,737 per project. FIAS Core funding per project averaged $134,641 (68 percent of total funding for those projects in FY24); FIAS Programmatic funding averaged $202,411 per project (74 percent of total funding for those projects). The difference stems from the relatively younger Core portfolio not yet reaching full spending levels and the larger number of Programmatic projects in higher-cost regions such as Europe and East Asia.

In FY24, FIAS expenditures in priority areas were below the strategic spending targets outlined in the FIAS FY22–26 strategy for IDA and Sub-Saharan Africa and on target for FCS. Of the $28.2 million in client-facing project expenditures in FY24, 50 percent supported

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7 Annual contributions from the World Bank Group are treated in the same manner as Core donor funds and are co-mingled with other donor funds in the FIAS Parent Trust Fund account, as terms and conditions allow. Annual contributions from IFC are received as a direct contribution to a FIAS-dedicated trust fund and in the form of regular administrative budget to cover sustaining costs associated with the management of FIAS. Together they comprise IFC's annual contribution to the FIAS FY22–26 strategy cycle. Contributions received from IFC in the form of allocations from the Creating Markets Advisory Window (CMAW) and the Funding Mechanism for Technical Assistance and Advisory Services (FMTAAS) are treated as an additional source of funding for FIAS-related activities.

04/Fundraising Update

IDA borrowing countries (target 70 percent), 31 percent went to projects in Sub-Saharan Africa (target 50 percent), and 25 percent supported projects in FCS (target 25 percent).

Among regions, Sub-Saharan Africa made up the largest share of client-facing expenditures with 31 percent. East Asia and Pacific received the next largest share of client-facing expenditures with 27 percent, owing to the significant growth of the regional programmatic portfolio funded by Australia. Europe and Central Asia accounted for 20 percent of client-facing expenditure. The Middle East and North Africa had 8 percent of client-facing spend; South Asia 7 percent; Latin America and Caribbean 6 percent, and World region 2 percent.[8] The FIAS Program is working to increase the Sub-Saharan Africa share of the FIAS portfolio, and the new projects added in FY24 and into FY25 reflect this push. Under the World Bank Group's new regional configuration, North Africa and Sub-Saharan Africa are now considered one region—Africa. FIAS client-facing expenditure for all of Africa in FY24 was 36 percent of total client-facing expenditure for the year.

Administration fees are collected by IFC to cover trust fund administration costs and are deducted from donor contributions at the time of receipt. In FY24, IFC collected trust fund administration fees of $1.05 million from FIAS donor contributions.[9] In FY24, FIAS received $25.04 million in cash receipts (net of administration fees) and expended $29.7 million for the same period, or 119 percent of total cash receipts.

Overall spending levels for IFC regional and global Advisory and Upstream Services projects are determined by IFC senior management through the Country-Driven Budgeting process. At the beginning of the FY22–26 strategy cycle, FIAS Program management instituted a system to determine funding eligibility of projects in relation to the FIAS strategy. This ensures that resource distribution aligns with IFC priorities in EMDEs and the FIAS FY22–26 strategy.

Fundraising Update

Total contributions (secured and commitments) from the World Bank Group and donors to the FIAS FY22–26 strategy cycle reached $166.1 million through October 2024. Of this amount, $63.5 million (38 percent) from donors and the World Bank Group goes to FIAS Core, the account under the direct management of the FIAS Program and which enables FIAS to prioritize areas such as IDA, Africa, gender, and climate change. World Bank Group commitments to the FIAS strategy cycle Core account include $25 million from IFC and $2.7 million in IBRD contributions carried over from the previous cycle.

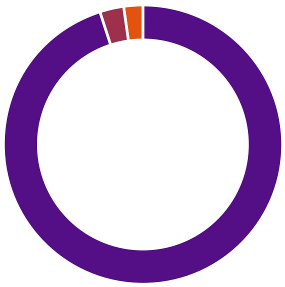
FIAS programmatic contributions amounted to $102.7 million, or 62 percent. These donor contributions fund programs developed in consultation with individual donors that combine FIAS and IFC priorities with those of the contributing countries. (*See Table 1: Sources of Funds for a list of contributors to the FIAS Core, programmatic, and project-specific accounts*.)

FIAS has once again set an aspirational target of $200 million in fundraising for FY22–26. With the funds raised to date, FIAS is 83 percent of the way toward that goal, with a $33.9 million funding gap to be filled. In FY24, New Zealand joined the FIAS partnership as a contributing donor in support of projects in the East Asia and Pacific region, bringing the total number of Development Partners to 14—**Australia**, **Austria**, **Canada**, **Denmark**, the **European Union**, **France**, **Ireland**, **Luxembourg**, **Netherlands**, **New Zealand**, **Norway**, **Sweden**, **Switzerland**, and the **United States**. The FIAS Program is profoundly grateful for the support received to date.

8 World Bank Group regions have been reconfigured and are shown in Annex 2. Because FIAS prioritizes Sub-Saharan Africa, and for ease of comparison with previous FIAS Annual Reviews, this summary provides spending per the old regional definitions.

9 FIAS trust funds are subject to the standard IFC trust fund administration fee of 5 percent. Trust fund administration fees collected by IFC are included in Table 1, Sources and Uses of Funds.

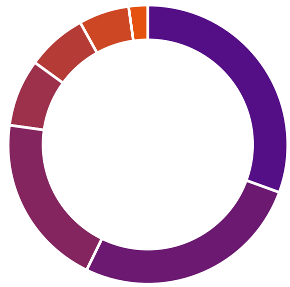
04/Fundraising Update



PERCENT OF FY24 FIAS EXPENDITURES

100% = $29.7 Million

- Client-Facing (94.9%)
- Non-Client Facing (3.5%)
- PMS and G&A (1.6%)



FIAS CLIENT FACING EXPENDITURE BY REGION, FY24

100% = $28.2 Million

- Sub-Saharan Africa (31%)
- East Asia and Pacific (27%)
- Europe and Central Asia (20%)
- Middle East and North Africa (8%)
- South Asia (7%)
- Latin America and Caribbean (6%)
- World (2%)

FY24 DONOR CATEGORIES (GROSS RECEIPTS)

100% = $28.3 Million

- Programmatic (58%)
- Core – Donors (25%)
- Core – World Bank Group (18%)

FIAS FUNDRAISING COMMITMENTS FY22 THROUGH CY24

100% = $200 Million Target

- FIAS Programmatic Contributions (51%, $102.7M)
- FIAS Core Contributions (32%, $63.5M)
- Funding Gap (17%, $33.9M)

FIAS funding contributes substantially to the advisory and upstream services projects it supports, typically between **two-thirds** and **three-quarters** of total project spending. Through the support of the 14 FIAS Development Partners—**Australia, Austria, Canada, Denmark, the European Union, France, Ireland, Luxembourg, Netherlands, New Zealand, Norway, Sweden, Switzerland,** and the **United States**—and **World Bank Group** contributions from **IFC** and **IBRD,** FIAS is **83 percent** of the way toward its five-year fundraising goal of **$200 million.** IFC and the FIAS Program team are profoundly grateful for the support provided by our Development Partners.

04/Table 1: Sources and Uses of Funds

Table 1: Sources and Uses of Funds

DONOR / PARTNER	FY17–21 (FY17–21 CYCLE)	FIAS ROLLOVER FROM FY21 TO FY22** (FY22–26 CYCLE)	FY22 (FY22–26 CYCLE)	FY23 (FY22–26 CYCLE)	FY24 (FY22–26 CYCLE)
WORLD BANK GROUP CONTRIBUTIONS					
Core Contributions					
IFC	28,661,111		5,000,000	5,000,000	5,000,000
IBRD	10,000,000	2,722,944	-	-	
Subtotal World Bank Group Contributions	**38,661,111**	**2,722,944**	**5,000,000**	**5,000,000**	**5,000,000**
CORE DONOR CONTRIBUTIONS					
Austria	1,045,800		2,251,000	-	
Canada	-	571,461	-	-	
Ireland	3,426,900	886,833	-	-	
Luxembourg	3,594,312	958,535	1,996,800		700,000
Netherlands	5,000,000	1,213,308	-	1,000,000	1,000,000
Norway	-	82,785	1,103,509		
Sweden	6,573,453	1,834,972	3,830,579	1,823,585	2,959,372
Switzerland	5,000,000	-	-	3,333,000	2,335,000
Subtotal Core Donor Contributions	24,640,465	5,547,894	9,181,888	6,156,585	6,994,372
TOTAL CORE CONTRIBUTIONS	**63,301,576**	**8,270,838**	**14,181,888**	**11,156,585**	**11,994,372**
PROGRAMMATIC DONOR CONTRIBUTIONS					
Austria	6,692,249	-	3,376,500	-	-
Australia	712,073	-	4,062,300	3,816,600	4,536,105
Denmark (Mali)	-		1,141,441	793,995	-
EU (ECOWAS, Balkans IPs, Mozambique)	6,596,362		-	-	-
France (OHADA)	6,692,767	4,760,895	-	2,111,000	-
New Zealand (Timor-Leste)					2,167,900
Norway (WBL)	906,844	403,953	949,598	-	-
Switzerland (MCICP I)	34,400,000	14,255,804	1,890,000	2,694,405	6,015,595
Switzerland (MCICP II)	-		3,800,000	4,549,300	2,000,000
United States (USAID)	22,987,692	1,694,832	1,994,024	2,975,345	1,548,948
United Kingdom (BEED/SIRMS)	5,358,414		-	-	-
Trademark East Africa	350,000		-	-	-
TOTAL PROGRAMMATIC DONOR CONTRIBUTIONS	**84,696,401**	**21,115,484**	**17,213,863**	**16,940,645**	**16,268,548**
TOTAL RECEIPTS	**147,997,978**	**29,386,322**	**31,395,751**	**28,097,230**	**28,262,919**
Trust Fund Administrative Fees *	4,853,929		1,220,086	1,154,862	1,163,146
TOTAL (NET) RECEIPTS	**143,144,049**	**29,386,322**	**30,175,664**	**26,942,369**	**27,099,774**

* Administration fees collected by IFC to cover cost of trust fund administration.

** An amount of $29 Million was carried forward from FY17-21 FIAS Cycle to FY22-26 FIAS Cycle. Out of the $29 Million, $8 Million (including Canada and Ireland) was carried forward in FIAS Core and the rest $21 Million was carried forward in Programmatic and Project Specific Trust Funds.

04/Table 2: Expenditures by Advisory Services Activity

Table 1: Sources and Uses of Funds *(continued)*

USES OF FUNDS	FY17–21 USD $	FY17–21 %	FY22 USD $	FY22 %	FY23 USD $	FY23 %	FY24 USD $	FY24 %
Staff Costs	62,728,065	48%	4,831,751	41%	7,597,778	38%	10,328,665	35%
Consultants/Temporaries and Contractual services	48,612,622	37%	6,053,773	52%	9,273,557	47%	15,180,346	51%
Travel	13,744,863	10%	474,982	4%	1,657,787	8%	2,549,881	9%
Other expenses	6,715,699	5%	329,517	3%	1,342,255	7%	1,672,398	6%
TOTAL USES OF FUNDS	**131,801,249**	**100%**	**11,690,024**	**100%**	**19,871,377**	**100%**	**29,731,290**	**100%**

Table 2: Expenditures by Advisory Services Activity

STANDARD AS ACTIVITY EXPENDITURES	FY17–21 ACTUAL USD $	FY17-FY21 ACTUAL %	FY22 ACTUAL USD $	FY22 ACTUAL %	FY23 ACTUAL USD $	FY23 ACTUAL %	FY24 ACTUAL USD $	FY24 ACTUAL %
PROJECT RELATED EXPENDITURES								
of which: Direct Project Expenditures*	115,672,989	88%	10,394,288	91%	18,157,176	91%	28,206,326	95%
of which: Indirect Project Expenditures**	15,169,209	12%	1,090,784	9%	1,452,929	7%	1,049,786	3%
TOTAL PROJECT RELATED EXPENDITURES	**130,842,198**	**99%**	**11,485,072**	**98%**	**19,610,105**	**99%**	**29,256,113**	**98%**
GENERAL & ADMINISTRATION COSTS* **	**959,051**	**1%**	**204,952**	**2%**	**261,271**	**1%**	**475,177**	**2%**
TOTAL STANDARD AS ACTIVITY EXPENDITURES	**131,801,249**	**100%**	**11,690,024**	**100%**	**19,871,377**	**100%**	**29,731,291**	**100%**

* Direct Project Expenditures include project preparation, implementation, and supervision costs of client-facing projects.

** Indirect Project Expenditures include program support costs such as product development, M&E, knowledge sharing, etc.

*** Program Management and General & Administration Costs include operational support costs such as administrative expenses, donor relations, public relations, and other costs.

Annexes/Annex 1: FIAS Scorecard, Reform Totals and Descriptions

1.1 FIAS FY22–26 Strategy Cycle Scorecard—Summary

STRATEGIC THEME	INDICATOR	FY17–21 CUMULATIVE*	FY22	FY23	FY24	FY22–26 CUMULATIVE	FY22–26 TARGET*
Focus on Priority Clients	% client-facing project spend, IDA countries	63%	65%	60%	50%	**56%**	**70%**
	% client-facing project spend, Sub-Saharan Africa	46%	54%	35%	31%	**36%**	**50%**
	% client-facing project spend, FCS	28%	37%	25%	25%	**27%**	**25%**
Delivering Significant Business Results	No. of reforms supported	204	1	11	8	**20**	**200**
	% reforms in IDA countries	58%	0%	64%	50%	**55%**	**70%**
	% reforms in Africa	43%	0%	73%	25%	**50%**	**50%**
	% reforms in FCS countries	24%	0%	27%	50%	**35%**	**25%**
Client Satisfaction and Development Effectiveness	Overall client satisfaction results	94%	96%	100%	NA	**96%**	**90%**
	Development Effectiveness: Satisfaction rate for DE	72%	100%	57%	50%	**63%**	**80%**
Measuring Impact	Direct Compliance Cost Savings (USD)	$196.2M	$296,707	$75,726,282	$20,500,000	**$96,522,989**	**$200M**
	Investment Generated/ Retained (USD)	$999.1M	$29,733,755	$75,155,419	$106,229,060	**$211,118,234**	**$1B**
Measuring Impact (New Indicator)	Value of Financing Facilitated (USD)		$22,300,000	$0	$163,667,600	**$185,967,600**	**TBD**
Measuring Impact (Jobs)	No. of Jobs Pilot impact assessments		3	3	2	**8**	**10–15**
Leverage (New Indicators for tracking and reporting)	No. of IFC investment operations informed and enabled	106	7	17	39	**39**	
	No. of projects linked to IBRD operations	28	54	68	69	**69**	
Thematic Impact (New indicators)	% of Projects gender flagged (Core Portfolio)		63%	75%	81%	**81%**	**80%**
	% of Projects gender flagged (Total portfolio)		47%	59%	67%	**67%**	**40%**
	% of Projects with climate related activities (Core Portfolio)		58%	80%	85%	**85%**	**70%**
	% of Projects with climate related activities (Total portfolio)		26%	54%	62%	**62%**	**35%**

* Blank boxes in FY17–21 indicate the value was not part of Scorecard for that cycle; in Target column, blank boxes indicate targets are not being calculated for IFC, IBRD linkages.

Annexes/Annex 1: FIAS Scorecard, Reform Totals and Descriptions

1.2 Reforms and Results from FIAS-Funded Projects

REGION	COUNTRY	REFORM TOPIC	NO. REFORMS	REFORM DESCRIPTION
EUROPE AND CENTRAL ASIA	**Kosovo**	Agribusiness	1	IFC partnered with Kosovo's Ministry of Agriculture (MoA) to create an agri-insurance system, establishing a Risk Management Division (RMD), drafting insurance legislation, and providing a farmer premium subsidy. IFC designed insurance products, an online sales platform, and a loss adjustment process, training 25 adjusters. In 2019, MoA launched the Direct Payment Program, subsidizing 50% of insurance premiums, which later increased to 75% in 2021, significantly boosting market uptake. Key legislation, including VAT exemptions on agri-insurance (2020 Economic Recovery Law) and formal risk management measures (2023 Law on Agriculture and Rural Development), strengthened the system. These initiatives have also attracted lenders interested in bundling index insurance with loans, making agri-insurance more accessible and appealing to Kosovar farmers.
EUROPE AND CENTRAL ASIA	**Ukraine**	Agribusiness	1	With IFC's support, Ukraine reformed its agri-insurance market, overcoming initial barriers and enabling broader adoption. IFC helped draft the Single and Comprehensive Strategy and Action Plan for Agriculture and Rural Development in Ukraine (2015-2020), which introduced a state insurance support program, adopted by the Ministry of Agriculture in October 2015. The project contributed to drafting a 2021 law to improve the regulation of agricultural insurance products with state support. The amendments dissolved the Agrarian Insurance Pool (a non-governmental organization that limited getting agricultural insurance to only four insurance companies) and authorized up to 60 percent insurance premium subsidies. The Ministry of Agrarian Policy and Food was tasked with overseeing product types and risks eligible for state-supported insurance. With IFC support, three insurers launched 15 agri-insurance products covering a range of products including apples, corn, spring barley, winter barley, winter wheat, beetroot, corn, soy, sunflower, winter grains, winter crops, corn updated, and winter wheat. All five client insurers launched IFC recommended agri-insurance products and issued a combined 1,297 policies valued at $122 million during project implementation from 2014 to 2021. In addition, the broader market issued 5,103 policies valued at $247 million, which was attributed to the regulatory changes implemented due to the project. With IFC technical support, a large multinational provider of seeds and crop protection provided free, weather-based index insurance to purchasers of a package of inputs that includes seeds and crops protection for a minimum of 500 ha. Ukraine is only the second country in the company's global network of countries to bundle index insurance with the sale of agricultural inputs.
EUROPE AND CENTRAL ASIA	**Uzbekistan**	Competition	1	Uzbekistan's fertilizer distribution was historically state dominated, with Uzagrokimyohimoya (UKH) monopolizing the sector as both regulator and distributor, leading to inefficiencies and financial challenges. To address this, reforms in 2021 dissolved UKH, separating its regulatory, ownership, and operational functions. Regulatory responsibilities were transferred to the newly created Agency for Plant Quarantine and Protection (APQP), while UKH's distribution assets were privatized, liberalizing the market and enabling private sector participation. The International Finance Corporation (IFC) played a key role, conducting a sector assessment, proposing restructuring options, and advising the Ministry of Finance on the reform strategy. These recommendations influenced a Presidential Decree mandating UKH's liquidation and the liberalization of fertilizer distribution, paving the way for increased private sector engagement. Two years later, a survey of stakeholders, including importers, distributors, farmers, and producers, was conducted to assess the reform's impact.
SUB SAHARAN AFRICA	**Zimbabwe**	Investment Policy – Entry	1	The ZIDA Act of February 2020 lacked implementing regulations for Special Economic Zones (SEZs), creating uncertainty for licensing and operations, which hindered alignment with broader policy goals and discouraged investors. To address these gaps, the IFC team supported the development of SEZ regulations by preparing an Investment Reform Map, advising on a SEZ policy framework, and proposing interim measures for managing existing license applications. Collaborative efforts included stakeholder workshops and over 12 working sessions, resulting in the adoption of final SEZ Regulations in November 2023. These regulations introduced best-practice criteria for SEZ designation, licensing, and operations, clarified roles and obligations of SEZ stakeholders, and established institutional arrangements for streamlined processes, including one-stop facilitation centers. The reforms enabled transparent management of SEZs, creating localized investment-friendly climates and paving the way for new investments, including the designation of three SEZs under the new framework.
SUB SAHARAN AFRICA	**Zimbabwe**	Investment Policy – Protection and Retention	1	Operational efficiencies at ZIDA were significantly improved with project team support, evidenced by a new operational strategy (2022), institutional reconfigurations, adoption of a CRM system, creation of Investment Aftercare and Inquiry Management Units, investor segmentation strategies, and service-level agreements with government agencies. Diagnostics revealed poor institutional capacity for investment promotion (IP&G) due to the lack of tools, market intelligence, and continuity from ZIDA's predecessor. Additionally, investor aftercare was inadequate, with an 85% investor attrition rate cited in 2021. To address these issues, the project team developed an Investment Reform Map (IRM), provided extensive training, conducted policy diagnostics, benchmarked performance, and embedded consultants to support ZIDA. Key reforms included building capacity for investment facilitation, defining mandates, improving stakeholder coordination, and developing a CRM-enabled best-practice website. These efforts reduced operational inefficiencies, leading to a significant increase in investment leads, from zero in 2022 to 20 in 2024.

1.2 Reforms and Results from FIAS-Funded Projects *(continued)*

REGION	COUNTRY	REFORM TOPIC	NO. REFORMS	REFORM DESCRIPTION
MIDDLE EAST AND NORTH AFRICA	**Morocco**	Investment Policy – Promotion	1	The project improved investor-focused services, specifically developing outreach capacities through the design and implementation of an outreach campaign. Prior to the IFC cooperation, The Regional Investment Center of Marrakech-Safi (CRI MS) had limited capacity and strategy for investment promotion activities. The project supported CRI MS with the establishment of a new outreach task force composed of 2 persons from CRI and assisted by an IFC consultant on the ground. This entailed the development of a new, pro-active concept for promotion together with the agency's management, and support with 'embedding' this new concept within the agency and with its key stakeholders. Following this strategy setting phase, the project provided full implementation support to CRI MS, including a capacity development program with intensive training units for relevant staff. The project used a mix of workshop trainings and practical on-the-job trainings to prepare CRI MS for conducting and preparing outreach campaigns. The goal was to enable the client to independently design and implement outreach campaigns from scratch, without the use of any external advisory and commercial investment promotion agencies. The project further supported CRI MS by providing access to company databases and training staff on their most effective use while adding the WBG´s global understanding of FDI trends to increase the accuracy of the outreach campaigns design.
	Morocco	Investment Policy – Protection & Retention	1	The project supported the Regional Investment Center of Marrakech Safi (CRI MS) with development of a new proactive approach to aftercare services aligned with international best practices. The client-centered program is embedded within CRI MS daily operations. This reform required an adjustment in the agency's overall strategy and operating model and entailed enhancing the capacity and number of staff providing investor aftercare services. A three-member team now handles these activities, where a single staffer bore the entire workload previously. Trainings were delivered by seasoned international experts to CRI MS team members in direct sessions and investor-facing site visits. These were followed up with day-to-day support by the project team's local consultant. The project also provided support materials such as investor questionnaires, templates, tracking systems, and other data sources and tools to enable CRI MS to systematize a proactive approach to investor aftercare.
	Morocco	Enforcing Contracts	1	The project reform effort addressed the problem of public procurement payment delays and focused on the Municipality of Marrakech (MoM) as a pilot municipality for implementing legislative measures relating to public procurement contracts. At the outset, the project updated a 2015 baseline report with performance indicators identifying the typical time periods separating establishment, certification, and receipt of various procurement-related documents such as attachments, delivery notes, statements, invoices, receipts, and payment orders. The project also assessed and identified the regulatory and operational changes related to payment delays in the Commune de Marrakech since the 2015 assessment. The project updated performance indicators for the Municipality of Marrakech using a sampling of contracts provided by MoM and provided recommendations for improvements that would increase the predictability and efficiency of the procurement system. These recommendations covered areas such as reengineering, operational changes, clarity of regulations and standards, automation, and simplification of procedures. Several of the recommendations provided were implemented by MoM including the delegation of signature and automation of the procurement system.

2.1 FY24 FIAS-Funded Client-Facing Projects*

REGION (REGION CODE)	COUNTRY	PROJECT NAME	FUNDS MANAGED BY IFC	FY24 OVERALL SPEND	FY24 FIAS SPEND
NORTH AFRICA (AFR)	**Egypt, Arab Republic of**	WRS ecosystem development in Egypt (MCICP I)	$290,000	$73,830	$2,316
	Egypt, Arab Republic of	Egypt Textile Value Chain Project (MCICP I)	$950,000	$406,853	$406,853
	Egypt, Arab Republic of	Egypt-Green Building (MCICP I)	$900,000	$337,304	$337,304
	Morocco	Improving the Competitiveness of Marrakech-Safi (MCICP I)	$1,149,000	$248,768	$8,393
	Morocco	Improving Competitiveness of Tanger–Tetouan–Al Hoceima (MCICP I)	$450,000	$366,813	$366,813
	Morocco	Increasing Resilience of Private Sector in Marrakech-Safi (MCICP I)	$275,000	$161,441	$161,441
	Tunisia	Attracting FDI in Tunisia (MCICP I)	$2,300,000	$486,112	$183,706
SUB SAHARAN AFRICA (AFR)	**Africa Region**	TFWA KM for component 3 (USAID)	$741,139	$1,872	$1,872
	Africa Region	Africa Leasing (France OHADA)	$951,250	$197,534	$197,534
	Africa Region	Ghana-Burkina Trade Facilitation Diagnostic (USAID)	$206,411	$-	$-
	Africa Region	OHADA Strengthening Credit Infrastructure Project (France OHADA)	$3,130,513	$348,600	$348,600
	Africa Region	Africa Food Security	$400,000	$154,878	$154,878
	Angola, Mozambique	Regional Pharmaceutical Diagnostic (EU AFR Mozambique)	$700,000	$538,363	$46,000
	Benin	TFWA Risk Management Benchmarking (USAID)	$1,278,408	$532,170	$532,170
	Benin	Benin VC Integration	$505,040	$502,512	$495,301
	Cabo Verde	Tourism Advisory for Cabo Verde	$531,565	$217,478	$125,682
	Cameroon	Cameroon Maize Value Chain Development	$200,000	$10,895	$10,895
	Cameroon	Startup and AI Reg and Policy West Africa	$441,953	$75,820	$75,820
	Cameroon	Cameroon Ride Hailing Program	$660,000	$54,913	$54,913
	Comoros	Inclusive Growth in Comoros through Private Sector Development	$2,245,000	$164,209	$117,779
	Comoros	Comoros Leasing	$350,000	$40,989	$40,989
	Côte d'Ivoire	Trade Facilitation West Africa Corridor CI-BF (USAID)	$2,719,137	$406,513	$406,513
	Côte d'Ivoire	Legislative Reform for Womens Economic Inclusion (Norad)	$500,000	$186,369	$186,369
	Ethiopia	CCF II Scaling up and sustaining WRF in Ethiopia	$800,000	$97,369	$32,045
	Kenya	Kenya Warehouse Receopts System	$1,900,000	$587,653	$113,286
	Kenya	Kenya eMobility Diagnostic	$650,000	$190,113	$44,565
	Kenya	Africa Green Steel DS	$170,000	$102,009	$100,035
	Kenya	Kenya Affordable Housing Diagnostics and Scoping	$500,000	$108,483	$108,483
	Malawi	Malawi Trade Faciliation	$2,851,209	$7,225	$6,650
	Malawi	Malawi Credit Reporting Strengthening Project II	$550,000	$123,404	$21,529
	Malawi	MAL Agri Policy and COGA reform	$762,806	$213,798	$159,783
	Malawi	Malawi Credit Infrastructure Asset Based Lending Project	$425,000	$20,631	$20,631
	Mauritania	Mauritania Creating Markets Advisory	$1,279,900	$260,304	$260,304
	Mozambique	Mozambique Commercial Code (MCICP I)	$940,000	$425,990	$425,990

* FIAS Programmatic donors are shown in parentheses: Austria ECA (Austria, Europe and Central Asia); DFAT (Australia, Department of Foreign Affairs and Trade); EU (European Union); France OHADA (Organization for the Harmonization of Business Law in Africa); MCICP I and II (Swiss Multi-Country Investment Climate Program); Norad (Norwegian Agency for Development Cooperation); USAID (United States Agency for International Development). Projects supported by New Zealand's Ministry of Foreign Affairs and Trade (MFAT) were not yet active in FY24 and will be reported next year. Projects with no funding source indicated received funds from FIAS Core.

Annexes/Annex 2: Portfolio of FIAS-Funded Projects in FY24

2.1 FY24 FIAS-Funded Client-Facing Projects *(continued)*

REGION (REGION CODE)	COUNTRY	PROJECT NAME	FUNDS MANAGED BY IFC	FY24 OVERALL SPEND	FY24 FIAS SPEND
SUB SAHARAN AFRICA (AFR)	**Mozambique**	Mozambique STR & Asset-Based Lending II (EU AFR Mozambique)	$500,000	$210,373	$210,373
SUB SAHARAN AFRICA (AFR)	**Mozambique**	Biofuel Mozambique (EU AFR Mozambique)	$350,000	$135,632	$41,000
SUB SAHARAN AFRICA (AFR)	**Mozambique**	Agribusiness Investments in Limpopo (EU AFR Mozambique)	$470,000	$91,596	$40,000
SUB SAHARAN AFRICA (AFR)	**Niger**	Niger Access to Finance Warehouse Receipt Finance	$250,000	$54,948	$13,871
SUB SAHARAN AFRICA (AFR)	**Nigeria**	UPSEZWA Nigeria	$950,000	$106,543	$106,543
SUB SAHARAN AFRICA (AFR)	**Nigeria**	Nigeria Creative Industries CMA	$801,200	$389,245	$215,764
SUB SAHARAN AFRICA (AFR)	**Nigeria**	Nigeria MSME Non-Interest Banking (USAID)	$200,000	$71,621	$8,332
SUB SAHARAN AFRICA (AFR)	**Rwanda**	Women Business and the Law Africa Initiative (Norad)	$1,879,997	$162,158	$162,158
SUB SAHARAN AFRICA (AFR)	**Rwanda**	Legislative Reforms for Women's Economic Inclusion (Norad)	$500,000	$135,493	$135,493
SUB SAHARAN AFRICA (AFR)	**Rwanda**	MININVEST Advisory	$500,000	$67,910	$31,589
SUB SAHARAN AFRICA (AFR)	**Rwanda**	Rwanda Green Fund FONERWA Advisory	$500,000	$32,580	$32,580
SUB SAHARAN AFRICA (AFR)	**Senegal**	Piloting Psychometric Scoring to Incrs MSME A2F (France OHADA)	$448,103	$61,937	$61,937
SUB SAHARAN AFRICA (AFR)	**Senegal**	Agricultural Sector Policy Dialogue and Financing in Senegal	$100,000	$92,887	$92,887
SUB SAHARAN AFRICA (AFR)	**South Africa**	South Africa Private Sector Competitiveness Project (MCICP I)	$3,431,015	$3,316	$3,316
SUB SAHARAN AFRICA (AFR)	**South Africa**	Preparation Program for Investment in RSA Automotive Sector	$504,981	$57,217	$57,599
SUB SAHARAN AFRICA (AFR)	**South Africa**	Scaling Student Housing Investment in South Africa	$950,000	$161,446	$78,234
SUB SAHARAN AFRICA (AFR)	**South Africa**	Reg Streamlining Catalytic Sectors Incl IPPs for Renewables (MCICP I)	$910,000	$539,625	$539,625
SUB SAHARAN AFRICA (AFR)	**South Africa**	Investment in Strategic Sectors RSA (MCICP I)	$990,000	$655,531	$655,531
SUB SAHARAN AFRICA (AFR)	**South Sudan**	South Sudan Scan and Engagement Assessment and Diagnostic	$270,000	$38,447	$23,101
SUB SAHARAN AFRICA (AFR)	**Tanzania**	Development of Housing Microfinance Market in Tanzania	$1,590,000	$180,762	$180,762
SUB SAHARAN AFRICA (AFR)	**Tanzania**	Tanzania Agro Industry Investment Climate Project	$600,000	$97,525	$85
SUB SAHARAN AFRICA (AFR)	**Togo**	Trade Facilitation Lome-Ouaga Corridor (USAID)	$1,997,136	$599,111	$599,111
SUB SAHARAN AFRICA (AFR)	**Togo**	Creating Ride Hailing Market in West and Central Africa Program	$1,370,543	$42,221	$12,692
SUB SAHARAN AFRICA (AFR)	**Togo**	Togo Ride Hailing Project	$400,000	$134,921	$134,921
SUB SAHARAN AFRICA (AFR)	**Togo**	Leasing Togo Diagnostic (USAID)	$278,008	$77,581	$77,581
SUB SAHARAN AFRICA (AFR)	**Uganda**	UG Maize Quality	$1,399,581	$349,935	$168,157
SUB SAHARAN AFRICA (AFR)	**Uganda**	Uganda Access to Finance Warehouse Receipt Finance	$380,000	$143,151	$57,552
SUB SAHARAN AFRICA (AFR)	**Western Africa**	TFWA Scoping to Support Small-Scale Cross-Border Traders (USAID)	$767,797	$-	$-
SUB SAHARAN AFRICA (AFR)	**Western Africa**	UPSEZWA ECOWAS	$750,000	$162,384	$152,872
SUB SAHARAN AFRICA (AFR)	**Western Africa**	West Africa Regional Fonio Network	$140,000	$75,574	$75,574
SUB SAHARAN AFRICA (AFR)	**Zambia**	Zambia Farm Blocks	$500,000	$117,585	$117,585
SUB SAHARAN AFRICA (AFR)	**Zimbabwe**	Zimbabwe Warehouse Receipt System Project	$1,102,332	$4,556	$4,029
SUB SAHARAN AFRICA (AFR)	**Zimbabwe**	Zimbabwe Investment Policy and Promotion Program	$995,000	$259,097	$139,844
CENTRAL ASIA & TÜRKIYE (CAT)	**Kyrgyz Republic**	Kyrgyzstan Resilience and Growth Project (MCICP I)	$2,706,626	$564,055	$564,055
CENTRAL ASIA & TÜRKIYE (CAT)	**Tajikistan**	Tajikistan Competitiveness Enhancement Project (MCICP I)	$3,023,916	$800,604	$800,604
CENTRAL ASIA & TÜRKIYE (CAT)	**Uzbekistan**	Uzbekistan IC - Fertilizer Sector Growth	$2,500,001	$468,277	$344,115
CENTRAL ASIA & TÜRKIYE (CAT)	**Uzbekistan**	Housing finance development in Uzbekistan	$993,303	$264,114	$19,995

2.1 FY24 FIAS-Funded Client-Facing Projects *(continued)*

REGION (REGION CODE)	COUNTRY	PROJECT NAME	FUNDS MANAGED BY IFC	FY24 OVERALL SPEND	FY24 FIAS SPEND
EAST ASIA & PACIFIC (EAP)	**Cambodia**	Cambodia Green Finance	$957,869	$218,783	$218,783
	Fiji	Fiji Affordable Housing PPP (DFAT)	$1,552,468	$452,710	$-
	Fiji	Fiji Sustainable Tourism Project (DFAT)	$750,709	$216,291	$216,291
	Fiji	Fiji Health PPP PTAS (DFAT)	$385,000	$94,194	$94,194
	Fiji	Advance2Equal Fiji Firm AS (DFAT)	$830,000	$328,391	$328,391
	Indonesia	Indonesia IC Competitive Sectors and Competition (MCICP I)	$3,151,173	$608,171	$608,171
	Indonesia	Indo Sustainable Finance AS	$1,300,000	$172,727	$172,728
	Indonesia	Indonesia Cross Industry Gender Scoping (DFAT)	$380,000	$96,558	$96,558
	Indonesia	Indonesia Enabling Green Competitiveness Project (MCICP I)	$651,713	$228,462	$228,462
	Indonesia	Setara Indonesia Employment (DFAT)	$968,372	$278,714	$278,714
	Indonesia	Indonesia Childcare Diagnostic & Scoping (DFAT)	$150,894	$107,733	$107,733
	Lao PDR	Laos Green Finance	$1,086,530	$224,816	$148,483
	Malaysia	Thematic Debt in Malaysia	$284,246	$89,148	$14,148
	Mongolia	Mongolia meat	$862,460	$286,008	$286,008
	Papua New Guinea	Pacific Integrated ESG Firm Advisory Project (DFAT)	$466,000	$233,908	$100,905
	Philippines	Philippines Supply Chain Finance Market Development	$2,149,464	$49,545	$49,545
	Philippines	PHL Enabling Green Transition	$241,640	$55,289	$55,289
	Philippines	Developing the Philippines Green and Affordable Housing Sector	$317,856	$175,903	$175,526
	Philippines	Philippine Movables Finance Market Development	$946,680	$245,122	$245,122
	Philippines	Joint Capital Markets Program Philippines	$2,060,000	$432,824	$432,824
	Philippines	Developing the Affordable Housing Market in the Philippines	$1,660,637	$39,138	$39,138
	Thailand	MTC Gender Diagnostic (DFAT)	$115,000	$37,107	$7,000
	Timor-Leste	Timor-Leste Secured Transactions (DFAT, Core)	$1,530,466	$341,627	$243,192
	Timor-Leste	Timor-Leste Housing Project	$808,698	$123,500	$86,479
	Timor-Leste	BNCTL Bank Transformation Diagnostic (DFAT)	$496,152	$175,255	$188,258
	Timor-Leste	Timor-Leste BCTL Financial Sector Skills Development	$1,596,369	$158,476	$158,476
	Viet Nam	Viet Nam Investment Policy Reform (DFAT)	$899,989	$293,098	$293,098
	Viet Nam	Viet Nam Green Building (DFAT)	$1,691,155	$261,130	$152,910
	Viet Nam	Viet Nam Embedded Finance (DFAT)	$489,465	$241,599	$130,933
	Viet Nam	Viet Nam Green Finance Umbrella (DFAT)	$2,680,000	$232,433	$232,433
	Viet Nam	Empowering Enterprises to Reach Gender Equality in SCs (DFAT)	$998,490	$410,299	$410,299
	Viet Nam	Viet Nam Enabling Green Transition Pre-Implementation (MCICP I)	$199,002	$149,027	$149,027
	Viet Nam	Building Resilience Index Viet Nam (DFAT)	$988,503	$285,455	$285,455
	Viet Nam	Viet Nam Gender Smart Climate Diagnostic (DFAT)	$380,000	$204,765	$204,765
	Viet Nam	Green Finance IP (DFAT)	$1,560,000	$268,128	$268,116
	Viet Nam	Viet Nam Enabling Green Transition Implementation (MCICP II)	$1,700,000	$186,691	$186,691

2.1 FY24 FIAS-Funded Client-Facing Projects *(continued)*

REGION (REGION CODE)	COUNTRY	PROJECT NAME	FUNDS MANAGED BY IFC	FY24 OVERALL SPEND	FY24 FIAS SPEND
EUROPE (EUR)	**Albania**	LMS - Albania and Bosnia & Herzegovina (MCICP I)	$1,918,500	$221,146	$221,146
	Azerbaijan	Azerbaijan Investment Climate and Agri-Competitiveness (MCICP I)	$2,600,465	$15,714	$15,714
	Azerbaijan	Asset Based Finance in Europe Region (Austria ECA, Core)	$2,428,024	$795,235	$146,557
	Bosnia and Herzegovina	Local Investment-Friendly Environment (LIFE) Program (MCICP I)	$7,599,461	$188,799	$169,199
	Eastern Europe	Europe Sustainable Finance	$3,919,525	$970,223	$302,980
	Georgia	Georgia Trade, Investment and Agricompetitiveness (MCICP I)	$1,800,496	$34,506	$7,257
	Georgia	Leveraging FDI for Green Sustainable Inclusive Dev (MCICP I, Core)	$2,850,000	$681,359	$681,359
	Kosovo	Kosovo Investment Climate II (MCICP I)	$2,308,927	$2,017	$2,017
	Kosovo	Microfinance Institutions Reforms in Kosovo (Austria ECA)	$362,578	$131,457	$82,331
	Kosovo	Kosovo Investment Climate Acceleration (MCICP I)	$1,400,000	$1,077,915	$1,077,915
	Moldova	Cent and E Europe Digital Financial Services and Embedded Finance	$1,825,000	$171,347	$39,829
	Serbia	CEU Agriculture Finance Digital Platform (Austria ECA)	$1,150,000	$277,929	$277,929
	Serbia	Eco-Industrial Parks in Western Balkans	$380,000	$83,772	$83,772
	Southern Europe	EUR Tourism Recovery and Investment Project	$300,000	$237,751	$237,751
	Ukraine	Ukraine New Technology Platform (MCICP I)	$200,000	$122,043	$122,043
	Ukraine	Asset Resolution Companies Policy Framework	$855,055	$162,856	$103,345
	Ukraine	Strengthening Logistics and Warehouse Service in EUR (MCICP I)	$3,315,207	$262,123	$152,759
LATIN AMERICA & CARIBBEAN (LAC)	**Brazil**	Green Buildings Brazil	$1,085,633	$284,320	$168,610
	Central America	Central-America Sustainable Banking Initiative	$1,281,310	$226,668	$149,130
	Central America	Nearshoring and FDI Diversification in Central America	$558,301	$290,490	$113,190
	Colombia	Colombia Productivity (MCICP I)	$792,508	$6,411	$6,411
	Colombia	Innovation in Green Taxonomy Implementation in Colombia (MCICP I)	$120,000	$101,039	$101,039
	Dominican Republic	Caribbean Green Financing Frameworks	$906,091	$305,558	$121,710
	El Salvador	Sustainable Industries in El Salvador	$1,316,663	$307,580	$178,935
	Guatemala	Sustainable Industries in Guatemala	$950,000	$240,458	$215,251
	Peru	Strengthening Tourism Sector Competitiveness in Peru (MCICP I)	$1,265,135	$5,047	$(8,592)
	Peru	Markets and Competition Policy Peru (MCICP I)	$598,800	$110,438	$3,260
	Peru	Peru Investment Policy and Promotion (MCICP I)	$486,057	$18,577	$-
	Peru	Low Carbon Solutions for Cement in LAC (MCICP I, Core)	$2,225,000	$313,906	$296,104
MIDDLE EAST (MER)	**Afghanistan**	Afghanistan Export Competitiveness Project (USAID)	$2,881,156	$129,869	$129,869
	Afghanistan	Afghanistan Competitiveness Study (USAID)	$240,000	$123,679	$123,679
	Pakistan	Sustainable Energy Finance Project in Pakistan	$2,158,210	$117,455	$117,455
	Pakistan	Housing for Pakistan Initiative	$950,000	$6,822	$859
	Pakistan	Pakistan Regulatory Modernization Initiative	$3,150,000	$277,560	$277,560
	Pakistan	ESG Project for Pakistan	$930,000	$47,073	$47,073
	Pakistan	Pakistan Fintech Entrepreneurship	$998,872	$46,772	$28,379
	Pakistan	CE Investment Diagnostic in Pakistan and Iraq	$300,000	$140,010	$40,671
	Pakistan	Pakistan2Equal	$814,000	$122,778	$83,570
	Pakistan	Pakistan Green and Resilience Buildings	$980,000	$50,935	$50,935

2.1 FY24 FIAS-Funded Client-Facing Projects *(continued)*

REGION (REGION CODE)	COUNTRY	PROJECT NAME	FUNDS MANAGED BY IFC	FY24 OVERALL SPEND	FY24 FIAS SPEND
SOUTH ASIA (SA)	**Bangladesh**	Private Investment in Selected Restricted Sectors (MCICP II)	$2,167,005	$329,189	$109,945
	India	Accelerating Innovations & Disruptive Technologies for Agribusiness	$2,746,465	$642,009	$158,308
	India	India Asset Monetisation	$1,123,558	$184,468	$125,247
	Nepal	Nepal Business Enabling Environment (MCICP II)	$1,095,219	$200,849	$145,000
	Nepal	Nepal Capital Market Development	$1,151,814	$34,465	$34,475
	Sri Lanka	Women in the Workforce Employment Phase II (DFAT)	$768,249	$94,443	$47,838
GLOBAL CLIENT-FACING (WLD)	**Africa Region**	Global Housing Advisory Platform Implementation	$2,734,326	$436,413	$436,413
	Africa Region	Global Housing Microfinance Initiative	$7,200,000	$168,216	$104,853
	Africa Region	MAS Workforce Platform	$3,322,222	$771,455	$574,669
	Bangladesh	Food Safety and Food Loss Prevention Advisory	$3,500,000	$823,233	$418,604
	East Asia and Pacific	SIA Corporate Climate Advisory (Sustainable Infra Advisory)	$2,074,000	$140,497	$140,497
	Latin America Region	Circularity Plus	$1,375,000	$129,071	$93,010
	South Africa	Managing Labor in Hotels	$970,790	$68,308	$40,730
	World Region	Sustainable Banking and Finance Network Global	$5,652,428	$527,630	$391,606
	World Region	MAchine Learning ENvironment Analyst (MALENA)	$3,278,409	$953,492	$324,896
	World Region	Sustainable Infrastructure of the Future Platform 2.0	$1,420,440	$319,862	$115,773

2.2 FY24 FIAS-Funded Global Knowledge Development Projects

REGION (REGION CODE)	COUNTRY	PROJECT NAME	FUNDS MANAGED BY IFC	FY24 OVERALL SPEND	FY24 FIAS SPEND
GLOBAL KNOWLEDGE DEVELOPMENT (WLD)	**Africa Region**	Scaling Biodiversity Finance	$220,000	$59,909	$59,909
	Africa Region	FIG Climate Smart Agriculture Global	$3,500,000	$20,000	$20,000
	East Asia and Pacific	Circular Economy Knowledge Development Product	$200,000	$147,571	$147,571
	World Region	Responsible Financial Inclusion and Innovation	$3,950,000	$243,887	$81,292
	World Region	Women & Insurance Phase II	$2,885,982	$99,400	$3,762
	World Region	Trade Facilitation and Border Management PDP (USAID)	$12,721,613	$1,164,745	$242,310
	World Region	Gender-Inclusive Infrastructure & Natural Resources	$1,178,305	$139,220	$32,333
	East Asia and Pacific	Enhancing business value by addressing GBVH (DFAT)	$3,953,048	$661,160	$174,574
	World Region	Firm Surveys and Analytics (USAID)	$570,000	$18,355	$18,355
	World Region	E and S Academy for Municipal Officers	$194,725	$898	$898
	World Region	Green Transport Business Development Strategy	$445,500	$121,546	$121,546
	World Region	Global Digital Distribution and Retail Platform	$1,060,000	$163,720	$163,720
	World Region	Building Green Opportunities and Impacts for Emerging Markets	$250,001	$74,307	$74,307

Annexes/Annex 3: Abbreviations

ABF	The Europe Asset Based Finance
AfCFTA	Africa Continental Free Trade Area
AI	artificial intelligence
APQP	Agency for Plant Quarantine and Protection
AS	Advisory Services
ASB	Association of Serbian Banks
ASEAN	Association of Southeast Asian Nations
ASHA	Affordable Socially Sustainable Housing Application
BA	bank association
BCEAO	Central Bank for West African States
BCTL	*Banco Central de Timor-Leste*
BEAC	Bank of Central African States
BNR	National Bank of Rwanda
BOL	Bank of the Lao PDR
BOW	Banking on Women
CA	cooperation agreement
CACM	Central America, Colombia, Mexico
CBD	Climate Business Department, IFC
CBK	Central Bank of the Republic of Kosovo
CCA	corporate climate advisory
CCAP	Climate Change Action Plan
CEMAC	Central African Economic and Monetary Community
CEU	Central Europe
CIP	Climate Implementation Plan
CMS	Credit Mutuel du Senegal
CM2	Capital Markets Malaysia
COGA	Control of Goods Act
CPF	Country Partnership Framework
CRI-MS	Regional Investment Center Marrakech–Safi region
CRM	customer relationship management
DCCS	direct compliance cost savings
DE	development effectiveness
DER	distributed energy resources
DFAT	Australia’s Department of Foreign Affairs and Trade
DfGE	Design for Greater Efficiencies training initiative
DFS	digital financial services
DPL	Development Policy Loan, World Bank
DPVC	Directorate for Vegetation Protection and Conditioning
DPO	Development Policy Operation, World Bank
EAP	East Asia and Pacific
EBRD	European Bank for Reconstruction and Development
ECOWAS	Economic Community of West African States
EDGE	Excellence in Design for Greater Efficiencies
EFA	Export Finance Australia
EFI	Equitable Growth, Finance and Institutions Vice Presidency, World Bank Group
EIP	eco-industrial park
EMDEs	emerging markets and developing economies
ESG	Environmental, Social, and Governance standards
ESMS	environment and social management systems
ETS	emissions trading systems
FEBRABAN	Brazilian Federation of Banks
FCI	Finance, Competitiveness and Innovation Global Practice, World Bank Group
FCS	fragile and conflict affected situations
FDI	foreign direct investment
FGA	Future Grids Alliance
FI	financial institution
FIAS	Facility for Investment Climate Advisory Services
FIF	financial intermediary funds
FIG	Financial Institutions Group, IFC
FNPF	Fiji National Provident Fund
FSP	financial service provider
FMTAAS	Funding Mechanism for Technical Assistance and Advisory Services, IFC
G20	Group of 20 leading economies
GBAC	Green Banking Academy
GBM	government bond market
GBTAP	Green Bond Technical Assistance Program
GDP	gross domestic product
GeNS	Generic ePhyto National System
GHG	greenhouse gas
GIZ	*Deutsche Gesellschaft für Internationale Zusammenarbeit*
GoE	Government of Egypt
GRM	grievance redress mechanism
HBRC	Housing and Building National Research Center (Egypt)
HMF	Housing Microfinance
IBRD	International Bank for Reconstruction and Development (World Bank)
IC	Investment Climate
ICT	information and communication technology
IDA	International Development Association
IFC	International Finance Corporation
IFC AS	IFC Advisory Services
IG	investment generated
IMF	International Monetary Fund
INR	Infrastructure and Natural Resources unit, IFC
IPP	Investment Policy and Promotion
ISWA	International Solid Waste Association
JET	Jobs and Economic Transformation initiative, World Bank Group
KDP	Knowledge Development Product
KM	knowledge management
KOMEX	Kenya National Multi Commodities Exchange
KPI	key performance indicator

Annexes/Annex 3: Abbreviations

LAC	Latin America and Caribbean Region, World Bank Group
LLC	limited liability company
LO	Lome Ouagadougou
MALENA	Machine Learning Environment (Social, Governance and Impact) Analyst Project
MAS	Manufacturing, Agribusiness and Services unit, IFC
MCICP	Multi-Country Investment Climate Program
MCPAT	Markets and Competition Policy Assessment Toolkit
M&E	Monitoring and Evaluation, IFC
MENA	Middle East North Africa Region, World Bank Group
MFI	microfinance institution
MIGA	Multilateral Investment Guarantee Agency
MoA	ministry of agriculture
MoM	Municipality of Marrakech
MRV	monitoring, reporting and verification
MSMEs	micro, small, and medium enterprises
NBFIs	non-bank financial institutions
NDC	Nationally Determined Contributions
NDTLs	non-deposit taking lenders
NEPZA	Nigeria Export Processing Zones Authority
NORAD	Norwegian Agency for Development Cooperation
NTFC	National Trade Facilitation Committee
OECD	Organisation for Economic Cooperation and Development
OHADA	Organization for the Harmonization of Business Law in Africa
OSS	one-stop shop
OTR	Togolese Revenue and Customs Authority
PDP	Product Development Project
PFI	partner financial institution
PPD	public-private dialogue
PPP	public-private partnership
PSR	Project Supervision Report
RDB	Rwanda Development Board
READ	Real Estate Assessment of Developers
RDF	refuse-derived fuel
RMS	Region of Marrakech Safi
SACCO	savings and credit cooperative
SBFN	Sustainable Banking and Finance Network
SCE	*Société Camerounaise d'Equipement*
SDP	Supplier Development Program
SEBON	Securities Board of Nepal
SEZ	special economic zone
SFWG	Sustainable Finance Working Group
SMEs	small and medium enterprises
SPS	sanitary and phytosanitary
SPO	second-party opinion
STDF	Standard and Trade Development Facility
TFWA	Trade Facilitation West Africa
TIF	Tunisia Investment Forum
TMT	technology, media, and telecommunications
UEMOA	West African Economic and Monetary Union
UKH	*Uzagrokimyohimoya*
UPSEZWA	Upstream SEZ Project in West Africa
URSA	*Union Regionale des Sanduk d'Anjouan*
VFF	value of financing facilitated
WBIF	Western Balkans Investment Framework
WBL	Women, Business and the Law
WFP	World Food Program
WMAM	Waste Management Association of Malaysia
WRS	warehouse receipt system
ZIDA	Zimbabwe Investment and Development Authority

About the Facility for Investment Climate Advisory Services (FIAS): Through the FIAS program, the World Bank Group and Development Partners facilitate investment climate and sector reforms in emerging markets and developing economies (EMDEs) to foster open, productive, and competitive markets and to unlock sustainable private investments in sectors that contribute to growth and poverty reduction. The FIAS Program is managed by the International Finance Corporation (IFC), a member of the World Bank Group, and implemented by IFC Advisory Services teams. For more information, visit **https://www.thefias.info.**

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