Fias

2023

ANNUAL REVIEW

THE FACILITY FOR INVESTMENT CLIMATE ADVISORY SERVICES

IFC International Finance Corporation
WORLD BANK GROUP

With support from:

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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 Advisory Services teams. For more information, visit https://www.thefias.info.

Acknowledgments
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Cover Photo
Construction workers lay rebar in preparation for pouring concrete on upper floors of the EcoHome apartment complex in Hanoi, Viet Nam. A FIAS-supported EDGE Green Finance project in Viet Nam is helping the country mainstream energy efficient construction. *Photo: Dominic Chavez/World Bank*

contents

01

The FIAS portfolio has nearly doubled in the past year. More than three-quarters of the FIAS Core portfolio includes gender and climate components. FIAS advisory and sector upstream interventions are already yielding significant results in investment generation and savings to the private sector. And as detailed in this year's Special Topic Chapter, the work FIAS supports in the gender and inclusion space spans an impressive range of activities delivering measurable results.

Message from the Director

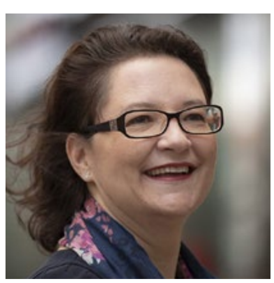
The midpoint of the Facility for Investment Climate Advisory Services (FIAS) five-year strategy cycle coincides with rollout of the World Bank Group's Evolution Roadmap and the vision of "a world free of poverty on a livable planet." This effort entails strengthened collaboration across the institution to scale up financing, boost joint action on climate, enhance country-level collaboration, and catalyze private sector engagement, especially in fragile and conflict-affected situations (FCS).

As has been the case so often in its 38-year history, FIAS is ahead of the curve. The FIAS partnership has long prioritized work in FCS, as well as IDA borrowing nations and countries in Sub-Saharan Africa. Through fiscal year 2023, the second year of the FY22–26 strategy cycle, FIAS has supported a robust roster of projects helping client countries mitigate and adapt to the economic impacts of climate change. And with both World Bank and IFC projects in the portfolio, FIAS is helping to foster collaboration across the Bank Group.

The FIAS portfolio has nearly doubled in the past year. More than three-quarters of the FIAS Core portfolio includes gender and climate components. FIAS advisory and sector upstream interventions are already yielding significant results in investment generation and savings to the private sector. And as detailed in this year's Special Topic Chapter, the work FIAS supports in the gender and inclusion space spans an impressive range of activities delivering measurable results.

The work is unfolding in a challenging global context. The January 2024 edition of the World Bank Group's *Global Economic Prospects* (GEP) forecasts that global growth will slow for the third year in a row, preventing developing economies from returning to pre-pandemic growth. GEP analyzes factors needed to generate a sustained investment boom, drawing from the experience of more than 100 countries over seven decades. The analysis identifies improving the climate for domestic and foreign investment as one of the key factors—a finding that validates FIAS-supported work.

With FIAS support, IFC has built expertise and knowledge through decades of experience advising countries in some of the most challenging economic environments. A key part of the Roadmap involves leveraging that expertise to deliver development impact effectively, efficiently, and sustainably for people and the planet. Through the results reported here in the FIAS 2023 Annual Review, and the results we anticipate in the rest of the strategy cycle, I am confident FIAS will reach its 40th anniversary as one of the World Bank Group's most fruitful and productive partnerships.



Anastasia Gekis
Director
IFC Operations Management Department

Introduction

IFC and World Bank projects and programs supported by the Facility for Investment Climate Advisory Services (FIAS) built significant momentum in fiscal year 2023, the second year of the five-year FIAS strategy cycle. The FIAS project portfolio nearly doubled in FY23, with significant commitments to low-income countries and new projects addressing climate change and gender disparities.

In past strategy cycles FIAS carried many projects over from one cycle to another. That changed with the beginning of the FIAS FY22–26 strategy cycle. The new cycle brought a shift in emphasis to sector-specific advisory, investment generation, and redoubled support for projects that address climate change, gender equity, and digitalization. Building this largely new portfolio has taken time, but in FY23 the growth was rapid: at the end of FY23, FIAS was supporting 139 projects, 127 of them client-facing, nearly double the portfolio of a year before.

The second year of the strategy cycle coincided with development of the World Bank's Evolution Roadmap, articulated recently at the World Bank IMF Annual Meetings 2023 by World Bank President Ajay Banga as a vision "to create a world free of poverty—on a livable planet." IFC's Strategy and Operations Management Department, where FIAS resides, has been integrally involved in these efforts. Headed by Director Anastasia Gekis, the Department collaborates across IFC to simplify processes, maximize efficiencies, and enable delivery of IFC's strategic priorities and commitments, including trust fund management and reporting.

While the new FIAS portfolio grew, the more established projects were delivering results ranging from reforms to promote more inclusive private sector investment to new investments and savings from streamlined regulations. FIAS-supported projects recorded $76 million in annual direct compliance cost savings to private sectors due to regulatory streamlining and legal reform, and $75 million in new investment generated. Gender-flagged projects—the subject of this year's Special Topic Chapter—made up 59 percent of the overall FIAS portfolio by the end of FY23, while 53 percent included climate change components. These proportions are well ahead of IFC corporate targets. More than half of FIAS projects involve IFC collaboration with the World Bank. And in FY23, FIAS-supported projects produced 11 reforms validated by IFC's Monitoring & Evaluation team. FIAS is pushing to accelerate the pace of work producing reforms and generating investment. Early indications are that as projects mature from early stages the cumulative results across the portfolio will strengthen markedly.

Chapter 1 of the *FIAS 2023 Annual Review* provides an executive summary of project activity, results, and finances. The Special Topic Chapter goes beyond the number of gender-oriented projects in the portfolio to examine the kind of work being done and results achieved. Chapter 3 provides an overview of the portfolio and narrative highlights of FIAS-supported projects. And Chapter 4 summarizes the financial picture.

Thanks to the consistent support provided by **IFC** and the **International Bank for Reconstruction and Development (IBRD)** along with FIAS's 13 Development Partners—**Australia, Austria, Canada, Denmark, European Union, France, Ireland, Luxembourg, Netherlands, Norway, Sweden, Switzerland,** and the **United States**—FIAS is on a sound financial footing. As of the end of FY23, FIAS secured $157.6 million, 79 percent of the way toward the strategy cycle goal of $200 million. In FY24 the EU returned to the FIAS Multi-Donor Trust Fund, and discussions are under way that could move FIAS significantly closer to its fundraising target. For this continuing support, IFC, the World Bank, and the FIAS Program team are extremely grateful.

Rifat working at her cosmetics shop and general store in Gujar Khan Town, Punjab, Pakistan.
Photo: Visual News Associates / World Bank

01 Main Achievements and Milestones

$75.2M investment generated

via FIAS-supported projects

$75.7M compliance cost savings

11 reforms

validated by IFC Monitoring & Evaluation

7 in IDA; 8 in Sub-Saharan Africa

75% of FIAS Core projects gender flagged

80% climate flagged

Construction worker preparing to pour concrete on an upper floor of the EcoHome apartment complex in Hanoi, Viet Nam. The finished towers will be EDGE certified and provide 2,197 affordable green apartments. *Photo: © Dominic Chavez/IFC*

01

Momentum Builds in the FY22–26 FIAS Strategy Cycle

FIAS-supported projects in FY23 fell into one of three categories. Mature projects, particularly those that carried over from the FY17–21 strategy cycle, delivered investment climate reforms, investment generated and retained, and compliance cost savings to the private sector. Projects that were new in FY22 moved from project preparation and launch into delivery of client-facing advisory. New projects—and the portfolio nearly doubled in FY23—strengthened the FIAS footprint in areas such as gender and inclusion, climate change, and digitalization.

FIAS Results at a Glance

Many projects in the FIAS portfolio are too new to have begun producing beneficial impacts. Yet the shift in focus of the FIAS Program is still evident in the results generated in FY22 (July 1, 2021, to June 30, 2022). Investment generated and retained for FY22 represents modest progress toward the five-year FIAS target of $1 billion but, in combination with more recent results, gives reason for optimism that FIAS-supported projects are delivering:

Emphasis on New Investment, Finance, Private Sector Savings

New Investment

Investment generated

$75,155,419 in new investment generated or retained through FIAS-supported projects in **Georgia, Kyrgyz Republic,** and **Tajikistan**

$75.2 million

Cost savings

$75,726,282 annual direct compliance cost savings to private sectors in **Bosnia and Herzegovina, Ghana, Kyrgyz Republic,** and **Mozambique** due to legal and regulatory streamlining brought about via FIAS-supported projects

$75.7 million

Reforms

FIAS-supported projects recorded **7** reforms in **IDA**, **8** in **Sub-Saharan Africa**, and **3** in **FCS**

01

Greater Efforts in Gender and Climate Change

Gender components

75% of FY23 projects funded from FIAS Core (49 of 65 projects) include gender components (target: 80 percent)

FY23 FIAS Core

59% of all FIAS projects (82 of 139) include gender components (target: 40 percent)

All FIAS Projects

Climate change components

80% of FIAS Core projects (52 of 65) include climate change components (target: 70 percent)

FIAS Core

53% of all FIAS projects (74 of 139) include climate components (target: 35 percent)

All FIAS Projects

Both gender and climate

36% of FIAS portfolio (51 of 139) have *both* gender and climate components

FIAS Portfolio

FIAS FY23 Portfolio: Gender/Climate Summary

	# GENDER	% GENDER	TARGET	# CLIMATE	% CLIMATE	TARGET
65 Core Projects	49	75%	**80%**	52	80%	**70%**
139 Total Projects	82	59%	**40%**	74	53%	**35%**

Continuity in FIAS Priorities: IDA, Africa, FCS, Streamlined Business Regulations

FIAS client-facing expenditure continues to emphasize **IDA, Sub-Saharan Africa, and FCS**

60% spend in IDA

35% in Sub-Saharan Africa

25% in FCS

- Client-facing spending in IDA and Sub-Saharan Africa was below target in FY22 and FY23; spending in FCS was on target in FY23, ahead of target through two years of the strategy cycle
- More IDA and Africa projects have been added to the portfolio in FY24, and as projects mature and spending per project increases, FIAS priority expenditure targets should be achievable
- Of the 11 FIAS reforms validated in FY23, 7 were in IDA; 8 were in Sub-Saharan Africa. FIAS recorded 3 reforms each in **Guinea** and **South Africa**, 2 in **Kyrgyz Republic**, and 1 each in **Ghana**, **Indonesia**, and **Togo**

FIAS Scorecard

STRATEGIC THEME	INDICATOR	FY17–21 CUMULATIVE*	FY22	FY23	FY22–26 CUMULATIVE	FY22–26 TARGET*
Focus on Priority Clients	% client-facing project spend, IDA countries	63%	58%	60%	**59%**	**70%**
	% client-facing project spend, Sub-Saharan Africa	46%	44%	35%	**38%**	**50%**
	% client-facing project spend, FCS	28%	33%	25%	**28%**	**25%**
Delivering Significant Business Results	No. of reforms supported	204	1	11	**12**	**200**
	% reforms in IDA countries	58%	0%	64%	**58%**	**70%**
	% reforms in Africa	43%	0%	73%	**67%**	**50%**
	% reforms in FCS countries	24%	0%	27%	**25%**	**25%**
Client Satisfaction and Development Effectiveness	Overall client satisfaction results	94%	96%	100%	**96%**	**90%**
	Development Effectiveness: Satisfaction rate for DE	72%	100%	57%	**70%**	**80%**
Measuring Impact	Direct Compliance Cost Savings (USD)	$196.2M	$296,707	$75,726,282	**$76,022,989**	**$200M**
	Investment Generated/Retained (USD)	$999.1M	$29,733,755	$75,155,419	**$104,889,174**	**$1B**
Measuring Impact (New Indicator)	Value of Financing Facilitated (USD)		$22,300,000	$0	**$22,300,000**	**TBD**
Measuring Impact (Jobs)	No. of Jobs Pilot impact assessments		TBD	8	**8**	**10–15**
Leverage (New Indicators for tracking and reporting)	No. of IFC investment operations informed and enabled	106	7	17	**17**	
	No. of projects linked to IBRD operations	28	54	68	**68**	
Thematic Impact (New indicators)	% of Projects gender flagged (Core Portfolio)		63%	75%	**75%**	**80%**
	% of Projects gender flagged (Total portfolio)		47%	59%	**59%**	**40%**
	% of Projects with climate related activities (Core Portfolio)		58%	80%	**80%**	**70%**
	% of Projects with climate related activities (Total portfolio)		26%	54%	**54%**	**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.

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FIAS Portfolio at a Glance

The 139 projects supported by FIAS in FY23 represent a marked increase in the portfolio—up from 73 in FY22. Of the total portfolio, 127 projects were client-facing, 12 were knowledge development products. Projects focused on sector work in areas such as agribusiness, tourism, and manufacturing, or combining sector-specific with enabling environment advisory, made up almost two-thirds of the portfolio. As shown below, 38 percent of the portfolio projects focused on enabling environment advisory, down from 43 percent the year before.

PROJECT TYPE	ENABLING ENVIRONMENT	SECTOR-LEVEL ADVISORY	ENABLING ENVIRONMENT AND SECTOR-LEVEL ADVISORY	TOTAL
Client-facing Projects	47	28	52	**127**
Share of Client-facing Projects (%)	37%	22%	41%	**100%**
Global Knowledge Projects	6	4	2	**12**
Share of Global Knowledge Projects (%)	50%	33%	17%	**100%**
Total Projects	53	32	54	**139**
Share of Total Projects (%)	38%	23%	39%	**100%**

Client-Facing Engagements

- Of the 127 client-facing projects in the FY23 portfolio, 119 are specific to a client country or group of countries; 8 are global or regional "platforms" which involve the development of project approaches that are or will be applied in client-facing contexts
- 66 (51%) projects benefit IDA countries; 37 (29%) benefit Sub-Saharan Africa; 24 (18%) focus on countries in fragile and conflict-affected situations (FCS)[1]

Global Engagements

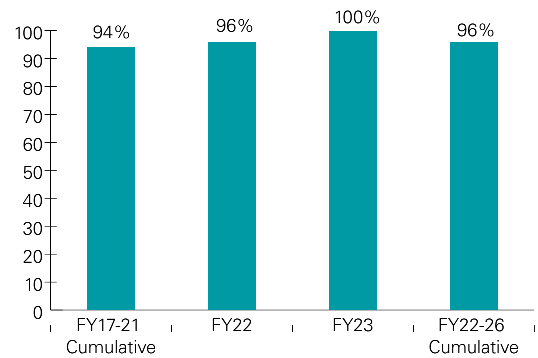
- Topics covered by the 8 global or regional platform projects include food safety, sustainable infrastructure, the future workforce, firm surveys and analytics, sustainable banking and finance, and housing finance
- 12 FIAS projects are global thought leadership initiatives spanning knowledge, product, and program development
- These global knowledge development projects (KDPs) cover a range of topics including financial inclusion and innovation, women and insurance, trade facilitation and border management, 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.

Development Effectiveness, Client Satisfaction

- IFC carries out client satisfaction surveys centrally. In FY23, the pool of projects surveyed included 5 from the FIAS portfolio. Clients in all 5 projects responded positively to the survey, or 100 percent (strategy cycle target: 90 percent)
- 4 out of 7 completed projects received positive ratings for Development Effectiveness in FY23, or 57 percent. Cumulatively, 7 of 10 completed projects have received positive DE ratings, or 70 percent (strategy cycle target: 80 percent). The projects with positive DE ratings in FY23 are:
  - Fiji WINvest
  - Georgia Trade, Investment and Agricompetitiveness
  - Global Food Safety Platform
  - Invest West Africa Senegal Agriculture

FIAS CLIENT SATISFACTION, FY22–26



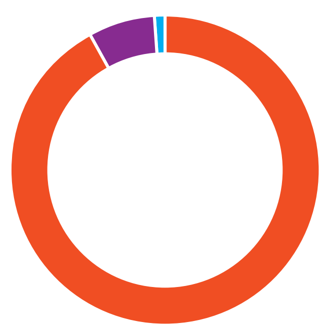
FIAS FY23 Expenditures

- FIAS FY23 total expenditures were $19.9 million, with $18.2 million, or 92 percent, client-facing, $1.4 million, or 7 percent going to non-client facing global projects, and $261,271, or 1 percent, for program management and general and administrative costs
- Of $18.2 million in FIAS FY23 client-facing expenditures, 60 percent supported IDA (target 70 percent); 35 percent supported Sub-Saharan Africa (target 50 percent); 25 percent supported FCS (target 25 percent)
- FY23 expenditures were almost double those of FY22, reflecting the maturing and growing portfolio

FIAS CLIENT FACING EXPENDITURE BY REGION, FY23

100% = $18.2 Million

- Sub-Saharan Africa (35%)
- Europe and Central Asia (24%)
- East Asia and Pacific (16%)
- South Asia (12%)
- Latin America and Caribbean (5%)
- Middle East and North Africa (5%)
- World (3%)



PERCENT OF FY23 FIAS EXPENDITURES

100% = $19.9 Million

- Client-Facing (92%)
- Non-Client Facing (7%)
- PMS and G&A (1%)

01

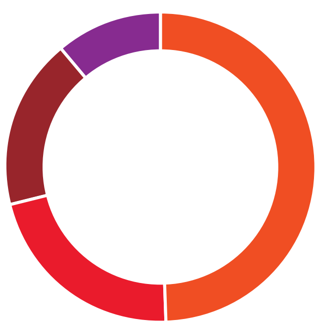
FIAS Fundraising

FIAS FY22–26 Fundraising (as of June 30, 2023)

- Through FY23 FIAS has secured contributions of $157.6 million, 79 percent of the way to the five-year FIAS fundraising goal of $200 million
- Of the total funds secured, 36 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 project areas such as IDA, gender and inclusion, and climate change
- In FY22–23 FIAS received support from 12 Development Partners: **Australia, Austria, Canada, Denmark, France, Ireland, Luxembourg, Netherlands, Norway, Sweden, Switzerland,** and the **United States**. In FY24 the **European Union** has provided support to FIAS. Discussions with additional potential donors are ongoing
- In FY23, FIAS gross receipts totaled $28.1 million, with 60 percent representing programmatic and project-specific activities in which donors prioritize regions, countries, and project activities; 40 percent went to the FIAS Core account from contributions by donors and the World Bank Group
- The ratio of nearly $4 of every $10 going to FIAS Core is in line with the FY17–21 cycle

Fundraising Update for FY22–26 (as of December 2023)

FIAS Core Contributions	$59,381,834
FIAS Programmatic Contributions	$100,687,591
Total Combined Contributions	$160,069,425
Funding Gap	($39,930,575)



FY23 DONOR CATEGORIES (GROSS RECEIPTS)

100% = $28.1 Million

- Donor Programmatic (50%)
- Donor Core (22%)
- World Bank Group Core (18%)
- Donor Project Specific (11%)

FIAS FY17–21 and FY22 Funding and Expenditure

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)
WORLD BANK CONTRIBUTIONS	**38,661,111**	**26%**	**5,000,000**	**16%**	**5,000,000**	**18%**
Core	**35,000,000**	**24%**	**5,000,000**	**16%**	**5,000,000**	**18%**
IFC*	28,661,111	19%	5,000,000	16%	5,000,000	18%
World Bank	10,000,000	7%	-	0%	-	0%
DONOR CONTRIBUTIONS	**109,336,867**	**74%**	**26,395,751**	**84%**	**23,097,230**	**82%**
Core	24,640,465	17%	9,181,888	29%	6,156,585	22%
Programmatic	61,358,709	41%	15,219,839	48%	13,965,300	50%
Project Specific	23,337,692	16%	1,994,024	6%	2,975,345	11%
TOTAL CONTRIBUTIONS	**147,997,978**	**100%**	**31,395,751**	**100%**	**28,097,230**	**100%**
Less Trust Fund Administration Fees	4,853,929		1,220,086		1,006,094	
TOTAL NET CONTRIBUTIONS	**143,144,049**		**30,175,664**		**27,091,136**	

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

01

FIAS-Supported Reforms by Region and Country, FY23

REGION/COUNTRY	Competition	Construction Permits	Enforcing Contracts	Investment Policy — Entry	Investment Policy —Promotion	Investment Policy — Protection, Retention	Property Transfer	Starting a Business	Trading Across Borders	Total
East Asia and Pacific										
Indonesia					1					1
MIDDLE EAST, CENTRAL ASIA AND TÜRKIYE										
Kyrgyz Republic		1				1				2
SUB-SAHARAN AFRICA										
Ghana								1		1
Guinea*		1	1	1						3
South Africa	1	1					1			3
Togo									1	1
FY23 GRAND TOTAL										**11**
of which in IDA:	7	64%								
of which in Sub-Saharan Africa:	8	73%								
of which in FCS:	3	27%								

* The Guinea project received FIAS support in FY21 but the reforms were not validated until FY24.

02

Special Topic: FIAS Support for Gender and Inclusion

82 Projects in the FIAS FY23 Portfolio Include **Gender Components**

FIAS Projects Offering **Climate-Related** Advisory cut across **multiple industries**

FIAS Core Allocation Process Incentivizes Teams to **Include Gender and Climate Elements**

02

IFC aims to create markets for all and focuses its attention on partnering with clients to enhance the **same economic opportunities for women and men**

Gender equality is a fundamental human right, a matter of fairness and justice. It is a foundation for a peaceful and prosperous world and essential for development. In advancing progress in the global world, the need for inclusive economies for all segments of society, including the poor and socially disadvantaged groups, regardless of their gender or sexual orientation, has become urgent.

The current unprecedented times have put gender equality under threat. Crises including pandemics, inflation, climate change, and forced displacement have impacted girls, women, and sexual and gender minorities disproportionately. With existing challenges, women have limited private-sector participation, an unequal share of unpaid care work, lack of ownership or inheritance to land or property, and high levels of sexual violence. Such inequities have restricted women from fully participating in their economies and prevented them from enjoying prosperous lives. These challenges coupled with many deeply-rooted rigid gendered norms, behaviors, and mindsets have reversed the gender equality gains made over the years. As a long-term challenge, gender equality needs continued investment on multiple fronts. Realizing this need, the World Bank Group actively pursued its first ever Gender Strategy from 2016 to 2023, accelerating the pace of change for gender equality across the public and private sector. These bold ambitions continue through the newly proposed World Bank Group Gender Strategy from 2024 to 2030[2] that aims to accelerate gender equality for a sustainable, resilient, and inclusive future, in alignment with the World Bank Group's evolution.

The aspiration to achieve gender equality is shared by the World Bank Group institutions, including IFC, which is playing a big part in pushing for gender equality in client country economies and private sectors. IFC aims to create markets for all and focuses its attention on partnering with clients to enhance the same economic opportunities for women and men.[3]

With this goal, FIAS supports projects and programs through two strategic pillars: Improving the Business Environment in Client Countries and Expanding Market Opportunities and Strengthening Firm Competitiveness. FIAS's goal for developing dynamic and resilient economies that promote economic inclusion through investment, innovation, job-creation, and higher productivity is further strengthened through its commitment to the cross-cutting work on three key thematic areas including Gender and Inclusion, Green Competitiveness, and Digitalization.

Gender commitments and key performance indicators are strong on IFC's corporate agenda for 2030:

- 50 percent share of women directors IFC nominates to boards of companies where it has a board seat
- $2.6 billion in annual commitments to financial institutions specifically targeting women by 2030
- Quadruple the amount of annual financing dedicated to women and women-led SMEs
- Flag IFC projects with gender components

IFC is aiming to double down its efforts to close private sector gender gaps through its investments and advisory work that is supported by research and strategy. By undertaking a comprehensive approach to reducing gender inequality, IFC investments focus on creating partnerships that encourage recruitment of women, increase women's access to financial services,

2 For further reading on World Bank Group gender strategy, please see https://www.worldbank.org/en/topic/gender/brief/gender-strategy-update-2024-30-accelerating-equality-and-empowerment-for-all#1

3 For further reading on the IFC Investing in Women: New Evidence for the Business Case see https://worldbankgroup.sharepoint.com/sites/IFCMAS/Lists/IFC%20Documents/Agribusiness%20&%20Forestry/Investing-in-Women-New-Evidence-for-the-Business-Case.pdf

invest in innovative technologies to expand choices for female consumers, and create partnerships that train women entrepreneurs for business skills and leadership.

IFC efforts for gender equality are focused on overcoming the underrepresentation of women in the private sector.[4] There is an immense need to close gender gaps by enabling men and women to participate more equally in corporate leadership, in the workforce, as consumers, and as suppliers. As an investor, IFC is aware that when its clients create more equal economic opportunities between women and men, they are stronger, more innovative, and better at serving the consumers of their products and services. In this regard, IFC with its gender-smart interventions across regions and industries is delivering through two main types of solutions which include gender-focused investments and gender-focused advisory and upstream services. These solutions are centered on advancing gender equality in investments through Performance Standards, mainstreaming of gender actions, use of blended finance facilities, and sustainable finance. Typically, these solutions are delivered through client-specific advisory, providing evidence and research on the business case for gender equality. Simultaneously, IFC is also increasingly working upstream, proactively helping to create conditions that result in the movement of capital to narrow gender gaps.

Ms Rita Kaybanda of the National Bank of Rwanda delivered a presentation on improving women's access to finance at a FIAS-supported learning event in Togo in May 2023, part of the Women, Business and the Law initiative for Africa.

FIAS Supporting Gender-Focused Advisory

FIAS-supported investment projects encourage project teams to intentionally design and implement gender-smart solutions. Usually, a project that is gender-flagged includes an explicit focus on closing gaps between women and men. Overcoming these gaps includes a focus on studying/reviewing gender gaps in the market identified by the project and monitoring gender-related development outcomes and impacts. Project teams with gender-flagged projects are encouraged to identify and implement the actions and activities such as:

- Advance women in leadership positions in management and or/boards
- Support improvement of women's employment through specific recruitment, retention, and promotion efforts
- Promote access to assets such as finance, technology, insurance, and markets – improving opportunities for women to participate in supply and/or value chains

4 "IFC's Work on Gender Equality and Economic Inclusion," IFC, n.d., https://www.ifc.org/en/what-we-do/sector-expertise/gender

02

- Understand women's needs as consumers, help consider/develop women-centric markets
- Improve relationships with the local communities by including women and men in shared benefits and risks
- Reduction/removal of regulatory/policy barriers that explicitly or implicitly constrain women

The new FIAS strategy cycle began on July 1, 2021—the start of FY22—with the FIAS Program team focused on building a new portfolio emphasizing investment generation and finance facilitation. The new projects will have clearer correlations to measurable economic benefits on the ground, such as new investment benefits in the areas of gender and inclusion and climate change mitigation and adaptation.

The FIAS programmatic theme on Gender and Inclusion cuts across much of the client-facing and global programmatic work supported by the FIAS FY22–26 strategy cycle. Emphasis on this theme aligns with IFC targets for both advisory and investment work that bolsters beneficial impact. Under the Gender and Inclusion theme, FIAS seeks to reduce gaps between men and women, tackling poverty and creating economic growth globally. This theme focuses on three main areas that will expand over the FY22–26 strategy cycle: (1) reducing the barriers to success for women-owned and women-led businesses; (2) promoting inclusive business models; and (3) working with IFC industry teams to create the conditions for new investment opportunities and transactions that expand opportunities for women. Across the portfolio, at least **40 percent of FIAS-supported projects will have the gender flag**. Within the FIAS Core account, the program is doubling this target to 80 percent. In the FY22–26 cycle, FIAS funding will play a key role in supporting reforms and creating conditions for investments and transactions that redress gender disparities in client country private sectors.

Through just the first two years of the FY22–26 strategy cycle, the FIAS portfolio is showing signs that it will deliver strong results toward the strategy cycle targets. The FIAS Scorecard particularly helps to track progress on areas of investment, gender, climate change, and jobs. The gender flag specifically indicates whether an Investment/Advisory Project is designed and implemented with explicit focus on creating equal opportunities for women and men as employees, leaders, entrepreneurs, consumers, and/or community stakeholders. During the project design and implementation stage, the project document must include the following criteria:

- Conduct an analysis of the gap between women and men the project can contribute to reducing
- Define at least one gender-related intervention the project will undertake to reduce the identified gender gap
- Include sex-disaggregated indicator(s) in the project's results framework to track implementation

As in IFC Investment Services, IFC Advisory Services (IFC AS), including those supported by FIAS, are advancing a gender and inclusion agenda geared toward helping client countries manage economic transformation aligned with the IFC gender strategy. The FIAS Core allocation process updated through June 30, 2023, is very close to meeting its targets on the **gender** tag and has already exceeded its target on the **climate** tag.

FIAS FY23 Portfolio: Gender/Climate Summary

	# GENDER	% GENDER	TARGET	# CLIMATE	% CLIMATE	TARGET
65 Core Projects	49	75%	80%	52	80%	70%
139 Total Projects	82	59%	40%	74	53%	35%

FIAS FY23 Gender Projects Include Global, Country Approaches

The FIAS portfolio for FY23 includes 139 projects, of which 82 projects are gender-flagged. These numbers reflect the intensified corporate prioritization of gender-related work, supported by an allocation process that incentivizes project teams to include these components in their plans. Some of the high impact global projects include:

Women and Insurance Phase II Works Toward Women's Financial Inclusion

The goal of the Women and Insurance Phase II project is to build on the Women and Insurance project, which produced the SheforShield: Insure Women to Better Protect All report. As part of this product development project (PDP), IFC is applying insights generated from the Women and Insurance project and developing a women's market insurance advisory product offering. The initiative is informed by pilot projects with IFC's insurance clients under Piloting Women's Insurance, a client-facing project delivering six pilot engagements focused on enabling insurance companies to increase women's access to insurance and employment as agents and distributors.

Women and Insurance Phase II is geared toward women's financial inclusion and is supporting Pillar 3 of the World Bank Group Gender Strategy FY16–23 (i.e., increasing women's access to assets such as finance and insurance). Through this project, IFC is aiming to increase awareness and demand for the women's market opportunity in the insurance sector, build IFC's capacity to deliver to women and insurance programs, and understand and measure women's risk in developing markets.

Some of the prominent achievements in the project include the launch of a year-long Women's Insurance Community of Practice (CoP) in partnership with the International Labour Organization Impact Insurance Facility as the implementing partner. This partnership will increase the insurance industry's awareness of the women's insurance business case, foster learning and knowledge sharing among insurance industry stakeholders, and provide advice and guidance to insurance companies and regulatory bodies on exploring opportunities for growth through the women's market. Additionally, under the Global program leadership, the women's insurance team has put together the Women's Insurance program strategy 2022–2025 in FY21. The Women's Insurance program team has activated the strategy and has been working closely with the IFC Financial Institutions Group (FIG) to pitch to prospective clients and periodically participate in their pipeline and project meetings.

Rwanda Legislative Reforms Seek to Reduce Legal Barriers to Women's Economic Inclusion

This project in **Rwanda** aims to reduce gender legal inequalities and discrimination with the overall goal of contributing to increased women's economic participation. It focuses on three areas specifically, including access to finance, equal pay for work of equal value, and maternity protection. As a pilot project spanning over three years, this project aims to achieve the adoption

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

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> BNR has reviewed and validated **draft guidelines** destined to FSPs to **improve women's financial inclusion.**

of at least four legal/regulatory changes mandating equal pay for work of equal value, prohibit discrimination in access to credit, and prohibit the dismissal of pregnant workers. Additionally, the project also aims to establish or improve functioning of at least one grievance mechanism to record and resolve discrimination to credit or other workplace issue.

In the current reporting period, all output indicators have exceeded inception to date targets. Actions to support the adoption and implementation of legal changes in a following phase were identified, all of which were carried forward throughout the current reporting period. As a part of this project, the Ministry of Labor in Rwanda has enacted a reform in the area of maternity protection to prohibit the dismissal of pregnant workers. With the help of the IFC team, input on legal drafting based on Women, Business and the Law methodology and global good practice helped achieve this outcome. It is worth noting that the law has also included provisions extending maternity and paternity leaves where the IFC team has provided support materials and drafting recommendations.

Among other achievements of this project, the team also delivered two diagnostic reports (DR) based on field studies, primary data analysis, and desk research. The first DR assessed the existing government systems of gender-disaggregated data collection, identifying areas of improvement and recommendations. The second DR aims to assess the situation of women's financial inclusion in Rwanda to inform National Bank of Rwanda's (BNR) financial inclusion guidelines. Based on multiple rounds of consultations, desk research, and analysis of national policies, the document reviews current progress and gaps in women's financial inclusion in the country as well as current policies/strategies and global best practices in this space.

The findings of the two DRs have also been disseminated through three result-sharing sessions with relevant stakeholders including BNR directors (session 1), FSPs (session 2), and government bodies that have participated in the gender-disaggregated data collection diagnosis (session 3). The three sessions were very interactive and well received by the participants. Resultantly, BNR has reviewed and validated draft guidelines destined to FSPs to improve women's financial inclusion.

Gender Inclusive Infrastructure and Natural Resources Pilots Gender-Smart Solutions

This project addresses both internal and external demands of IFC with a strong focus on achieving IFC's corporate gender commitments and strengthening IFC's advisory role and gender expertise by piloting gender-smart solutions with IFC clients in the power and cities sector to improve their operational performance, generate new opportunities for women, and proactively mitigate any adverse impact of its operations on the same target group.

On the external side, this project seeks to develop new approaches and offerings and build capacity of the infrastructure investment and advisory clients to design and implement gender-smart solutions into their operations. As companies acknowledge that gender inequity negatively impacts their bottom line and social license to operate, there is an expressed need for expertise and a growing demand to understand how the private sector can effectively integrate gender into their operations. This also points to a need to build capacity of infrastructure staff to pitch and design gender-smart solutions, to meet the demands of infrastructure clients.

On the internal side, this project is supporting infrastructure teams to ensure that infrastructure projects are compliant with the IFC Corporate Scorecard and Board Paper Preparation Guidance on including gender in project preparation and design. A successful Infrastructure gender advisory offering will meet the objective of developing an Infrastructure gender-smart solution and piloting with two IFC clients in power and cities with both the projects being gender-flagged. Additionally, the project will aim to develop 25 knowledge products such as client case studies, gender toolkits for Infrastructure subsectors and pitch decks to be disseminated, and will provide gender support through capacity building, trainings, and operational expertise to 36 investment projects.

As a part of this project, the Sustainable Infrastructure (SI) Advisory gender team, headed by the Infrastructure gender focal point, is working in collaboration with the Gender Business Group (GBG). In the past the GBG and SI Advisory have conducted joint trainings on gender flags and the GBG will continue to support the Infrastructure gender team, as they do with other IFC departments such as Manufacturing, Agribusiness and Services (MAS), and the Financial Institutions Group (FIG). Recognizing the diversity in skillset and regional footprint between the two teams, the SI gender team will lead the gender work in the Infrastructure sector and will continue to draw on GBG's expertise on specific topics such as childcare, women's insurance, and Excellence in Design for Greater Efficiencies (EDGE) certification, as well as mobilization of funding resources.

Women, Business and the Law Advisory Initiative for Africa Advances Legal Reform Across the Continent

The Women, Business and the Law (WBL) Advisory Initiative is supporting the advancement of gender equality throughout Africa by increasing the participation of women in the economy. The project continues to promote this goal by co-designing gender-neutral laws with governments. The FIAS-supported projects for advancing reform implementation are ongoing in **Côte d'Ivoire** and **Rwanda**, whereas client engagement continued in **Gabon, Mauritania, Senegal, Sierra Leone, Somalia,** and **Togo** as well as through World Bank lending operations, in **Senegal, Sierra Leone** and **Uganda**.

In Côte d'Ivoire and Rwanda, following delivery of country-level diagnostics, the team continues to support reforms to legislation for women's economic inclusion. In Côte d'Ivoire the team supported the adoption of amendments to the Labor and Penal Codes which (i) eliminated all restrictions on employment of women in certain types of jobs and industries, whether dangerous, arduous, or morally inappropriate; (ii) adopted legal protections for women from domestic violence; and (iii) prohibited gender-based discrimination in financial services. The work continues with implementation support to ensure effectiveness of reforms through capacity-building, dissemination, and data-collection activities with key stakeholders, including the Ministry of Justice, of Women, Family and Social Affairs, and Labor, as well as private sector and civil society partners. In Rwanda, the team supported the adoption of Central Bank regulations prohibiting discrimination in access to credit based on gender (among other things), as well as an amendment to the Labor Code that prohibits the dismissal of pregnant workers. Follow-up support on reform implementation has included awareness-raising and capacity-building activities, including the delivery of diagnostics on the situation of 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 addition, in Gabon and Togo each, four laws adopted by Parliament incorporated IFC's recommended gender reforms. In Gabon these included reforms to: (1) Protect women from domestic violence, allow women to equally be head of household and remove the duty of wifely obedience; (2) Prohibit gender-based discrimination in access to credit and allow women to open a bank account in the same way as men; (3) Allow women to choose where to live in the same way as men; (4) Allow women to get a job without permission from her husband; (5) Grant women equal rights to immovable property and equal administrative authority over assets during marriage; (6) Allow women to apply for a passport in the same way as men; and (7) Eliminate all restrictions on women's employment, such as work in industrial jobs, and mandate equal remuneration for work of equal value. In Togo, reforms included: (1) Prohibiting discrimination on the basis of sex

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or gender in access to credit; (2) Adopting legislation on domestic violence and granting women the same rights to remarry as men; (3) Prohibiting the dismissal of pregnant workers and ensuring that government administers 100 percent of maternity leave; and (4) Mandating the valuation of non-monetary contributions within marriage. Lastly, in Mauritania, the draft law on protecting women and girls against violence was reviewed and a legal drafting proposal was delivered, including proposed amendment texts to the labor code and personal status law. WBL Advisory Initiative was also instrumental in initiating engagement in Senegal, Sierra Leone, and Uganda – which were continued through WBG lending operations and resulted in important reforms for women's economic inclusion in the three countries.

As part of the program, a regional peer-to-peer learning event was organized in May 2023 in Togo to encourage reform momentum in several of our partner countries in either taking reform programs to the next level or setting up new initiatives toward impactful reforms. The event was attended by approximately 50 technical-level officials from ministries of gender, labor, justice, central banks, and investment climate coordination units involved in gender legal reforms from 10 countries: Benin, Côte d'Ivoire, Gabon, Kenya, Rwanda, Senegal, Sierra Leone, Tanzania, Togo, and Uganda. It also included high-level participation from the Norwegian Agency for Development Cooperation (Norad) and development partners, as well as private sector and civil society stakeholders. Participants discussed the adoption and implementation of gender legal reforms that improve women's access to finance, labor reforms that support women's economic participation, reforms that address gender power relations such as protecting women from gender-based violence and equalizing inheritance rights, as well as the importance of gender-disaggregated data for targeted policy design. The sessions also shared results from Women, Business and the Law 2023

Participants in peer-to-peer learning event on gender-related reforms include (L-R) Mr Charles Vandi of Sierra Leone's Ministry of Gender and Children's Affairs, Ms Rhonda Misiko from Kenya's State Department for Gender & Affirmative Action, and Ms Angela Nakafeero of the Uganda Ministry of Gender. *Photo: World Bank* report, Norway's experiences implementing gender legal reforms, as well as guidance from the International Labor Organization on implementing legislation on equal pay for work of equal value.

Egypt WBL Project Subject to Early Closure

The WBL project in **Egypt** illustrates the challenges that accompany efforts to address gender equity issues in complex political environments. Egypt WBL, which was not part of the WBL Africa initiative, was subject to early closure at the end of FY23 due to the slow pace of government engagement. Despite the challenges imposed by COVID-19 and global economic turbulence, the project team initially managed to establish working relationships with the National Council for Women and key government counterparts and recommended legal reforms. The project delivered most of its planned activities, including review of decrees mandating equal access to finance and lifting restrictions on women's economic activities. The team provided comprehensive comments on a draft labor law aimed at establishing "equal pay for work of equal value" along with other gender-related good practices. The team also delivered capacity-building workshops on the WBL methodology and its application in the Egyptian legal framework. Ultimately, however, the labor legislation was not issued, and given the lack of clarity on when or whether it would be or on its content, the project was not in a position to deliver implementation support to the Ministry of Manpower or the private sector on adopting the equal pay for work of equal value concept.

Pakistan2Equal Addresses Labor Force Participation Gap

The goal of this project in **Pakistan** is to work with companies to adopt gender-smart climate actions to ensure that gender inequality, including the wide gap in labor force participation between women and men, is not perpetuated or exacerbated in Pakistan's transition to a climate-smart economy. The three-year project aims to increase and improve employment for women in select IFC investee and pipeline companies through employer capacity building. The end result will be family-friendly, safe, and respectful workplaces that attract, retain, and promote women. The project also aims to increase the inclusion of women in climate action by businesses so that companies address the impact of climate change more inclusively, particularly focusing on women. IFC has signed a Letter of Engagement with Khaadi in Pakistan, for EDGE certification and for supporting capacity building of Khaadi's Human Resources. One-year post completion the firm is expected to demonstrate improved performance because of business benefits through the changes. Firm-level results will be demonstrated through IFC's EDGE workforce diagnostic baseline survey and through a circulated end-line survey, to measure the progress of workplace initiatives that aim to close the gender gap in the company. IFC also partnered with the Pakistan Business Council to launch the Call to Gender Inclusive Business-Led Climate Action. It was attended by 81 participants from the private sector and civil society. As a result, 20 companies have pledged to work on Gender Inclusive Business-Led Climate Action.

Côte d'Ivoire Project Addresses Access to Finance for Women-Owned MSMEs

The objective of the project is to expand access to finance for micro, small, and medium enterprises (MSMEs) in **Côte d'Ivoire**, including women and informal entrepreneurs, by leveraging digital technologies to introduce innovative creditworthiness assessment tools. The project aims to develop a psychometric scoring tool to assess the creditworthiness of MSMEs that are accessing credit from Microfinance Institutions (MFIs) and build the capacity of selected pilot MFIs in the market (especially their Credit, Risk, and IT staff) on the use of psychometric scoring to support their internal credit evaluation procedures and decision-making processes. The project will also document and disseminate lessons learned to facilitate further replication at

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Representatives of 10 countries participated along with private sector and civil society stakeholders in the regional peer-to-peer learning event, May 2023, in Togo organized by the Women, Business & the Law Advisory Initiative for Africa. *Photo: World Bank*

sectoral level and throughout the UEMOA sub region. MSMEs have traditionally been excluded from access to financial resources and business opportunities. The project will therefore focus on the financial inclusion of the most vulnerable segments of the population - including women - by enabling them to start a credit history. It is anticipated that by the end of project completion, at least 30 percent of beneficiaries (2,400) will be women-owned MSMEs who are expected to access credit through the psychometric score (during the pilot phase).

MAS Workforce Platform Promotes More Productive and Inclusive Workplaces

The overall goal of the MAS Workforce Platform is to support existing portfolio and prospective IFC MAS clients to create more productive and inclusive workplaces through improved employee engagement, career development opportunities for women and diverse groups, inclusive and gender-sensitive policies, and overall improvements in operational efficiency. One of the core objectives of this project includes assessing and advising for gender-inclusive workplaces. In the current reporting period, there has been progress in building up to 10 client engagements with IFC's portfolio and pipeline clients across manufacturing, agribusiness, and services to assess their corporate gender and inclusion dynamics. These clients have been provided with recommendations and a suggested gender action plan. Clients will demonstrate improved understanding of the gender gaps, barriers, business case, and opportunities in their workforce, including recruitment, retention, and promotion of women and diverse groups. Of these 10 clients, at least 3 will implement at least 1 recommended gender action (including training), including with IFC support. By the end of the post-implementation period, at least 1 of the 3 clients is expected be able to report on measures of improved performance at the firm level, which will be customized per client.

FY23 FIAS Portfolio Includes 82 Gender-Flagged Projects

FY23 FIAS Gender-Flagged Projects, By Region

AFRICA

- Africa Leasing
- WBL Advisory Initiative for Africa
- TFWA scoping small-scale cross-border traders
- Inclusive Growth in Comoros through Private Sector Development
- Côte d'Ivoire Legislative Reform for Women's Economic Inclusion
- Côte d'Ivoire Psychometric Scoring for MSME A2F
- Trade Facilitation West Africa Corridor CI-BF
- TFWA KM for component 3
- UPSEZWA ECOWAS
- CCF II Scaling up and sustaining WRF in Ethiopia
- Ghana Investment Climate Program
- Malawi Agri Policy and COGA reform
- Mali Investment Climate IV
- Mauritania Creating Markets Advisory
- Improving the Competitiveness of Tanger Tetouan Al Hoceima Region
- OHADA Strengthening Credit Infrastructure
- Creating Ride Hailing Market in West and Central Africa Program
- Rwanda Legislative Reforms for Women's Economic Inclusion
- Piloting Psychometric Scoring to increase MSME Access to Finance in Senegal and UEMOA
- Scaling Student Housing Investment in South Africa
- Managing Labor in Hotels
- Togo Ride Hailing Project
- Trade Facilitation Lome-Ouaga Corridor
- UG Maize Quality
- Uganda MSME Access to Finance
- Uganda Access to Finance Warehouse Receipt Finance
- Zimbabwe Warehouse Receipt System Project

CENTRAL ASIA & TÜRKIYE

- Digital Financial Services in Central Asia
- Kyrgyzstan Resilience and Growth Project
- Tajikistan Competitiveness Enhancement Project
- Uzbekistan IC - Fertilizer Sector Growth

EAST ASIA PACIFIC

- Pacific Integrated ESG Advisory Project
- Pacific Integrated ESG Firm Advisory Project
- Cambodia Green Finance
- Fiji Sustainable Tourism Project
- Fiji WINvest
- Fiji Payments
- Advance2Equal Fiji Firm AS
- Fiji Affordable Housing PPP
- Indonesia Sustainable Finance AS
- Philippines Supply Chain
- Developing the Philippines Green and Affordable Housing Sector
- Timor-Leste Housing Project
- Viet Nam Green Building
- Viet Nam Green Finance Umbrella
- Viet Nam Embedded Finance

EUROPE

- Assets Based Finance in Europe Region
- EUR Tourism Recovery and Investment Project
- Europe Sustainable Finance
- CEU Agriculture Finance Digital Platform
- Leveraging FDI For Green Sustainable Inclusive Economic Development in Europe
- Bosnia and Herzegovina Subnational Investment Climate project
- Climate Acceleration
- Eco Industrial Parks in the Western Balkans

LATIN AMERICA AND CARIBBEAN

- Low-Carbon Solutions for Cement in LAC
- Sustainable Industries in Guatemala
- Digital Innovation & Entrepreneurship in Central America
- Strengthening Tourism Sector Competitiveness in Peru
- Sustainable Industries in El Salvador

MIDDLE EAST

- Afghanistan Business Enabling Project
- Pakistan Fintech Entrepreneurship
- Pakistan Regulatory Modernization Initiative
- Housing for Pakistan Initiative
- ESG Project for Pakistan
- Pakistan2Equal

SOUTH ASIA

- India Asset Monetization

GLOBAL

- Women & Insurance Phase II
- Climate Resilience Index Global
- Circularity Plus
- Global Housing Microfinance Initiative
- Sustainable Banking and Finance Network Global
- MAS Workforce Platform
- E and S Academy for Municipal Officers
- Global Digital Distribution and Retail Platform
- BNCTL Bank Transformation Diagnostic
- Global Food Safety and Food Loss Prevention platform 2.0
- Global Housing Advisory Platform Implementation
- Sustainable Infrastructure of the Future Platform
- Gender-Inclusive Infrastructure & Natural Resources
- Responsible Financial Inclusion and Innovation
- Generating Investments in the Apparel and Textiles Sector
- Empowering Enterprises to Reach Gender Equality in Supply Chains

03

Operational Highlights

FIAS FY23 Portfolio:

127 Client Facing

12 Global KDPs

139 Total projects

Of Client-Facing Projects:

66 IDA

37 Sub-Saharan Africa

24 FCS

Of Total Projects:

82 Gender Flagged

74 Climate Flagged

68 Link to IBRD Operations

As the FIAS partnership enters the second year of the five-year strategy cycle, the focus is on strengthening the portfolio and implementing tailored activities and approaches that disrupt crises and drive impact.

In FY23, the FIAS portfolio has grown substantially, roughly doubling the number of projects in the portfolio in one year. A number of projects reached the implementation stage with activities that emphasize investment generation and finance facilitation. The FIAS allocations process has enabled the program team to build a FIAS Core portfolio aimed at doubling IFC's targets for the share of projects with **gender** and **climate** components. The FY22–26 strategy cycle shifted FIAS-supported advisory services from supporting economy-wide reform efforts to focusing on sector-specific reforms. With global growth slowing sharply, FIAS's focus on sector-specific work enables IFC AS teams to respond with speed and deploy a full arsenal of tools in the manufacturing, tourism, agribusiness, supply-chain, and **digital** financial services to lead client countries, key private sector firms, and investors in the direction of investments, jobs, and income generation. Supporting IFC 3.0 Creating Markets Advisory, FIAS emphasizes investment generation and retention, and procedures to ensure strategic alignment to the FIAS Scorecard results, including gender and climate, are among the innovations in the strategy cycle.

In FY23 FIAS supported projects benefiting 64 emerging markets and developing economies. As projects continue to mature, FIAS is working toward its ambitious targets for advancing the economic prospects of women and the green economic development agenda, aligned with IFC's strategic priorities to expand the work in gender and climate change. Digitalization is another thematic focus playing a critical role in innovation and accessibility in developing economies. Operating in the most challenging environments, FIAS continues to focus on countries in IDA, the Sub-Saharan Africa region, and FCS to execute sustainable and resilient solutions. The FY23 portfolio spans key regions, sectors, and thematic work to support client country economies toward new investment and inclusive job creation.

Overview of the Portfolio

As of June 30, 2023, the end of FY23, the FIAS portfolio consisted of 139 projects (up from 72 at the end of FY22), of which 127 were client-facing (120 country- or region-specific; 7 global "platforms" with client-facing components); 12 were global projects spanning knowledge, product, and program development.

- Among the 127 projects focused on country and regions, 66 benefit IDA countries, 37 prioritize the Sub-Saharan Africa countries, while 24 are concentrated in FCS.[5]
- Of the 64 countries benefiting from FIAS-supported projects in FY23, 26 were in Sub-Saharan Africa. Those 26 countries make up more than half of the 45 countries in the Sub-Saharan African region; 24 of the FIAS FY23 Sub-Saharan Africa client countries are IDA; 11 are FCS.

5 The project totals for IDA, Africa, and FCS add up to more than the entire client-facing portfolio because of the significant overlap in those three categories.

03

FIAS-supported work is accelerating **World Bank-IFC collaboration**

- FIAS is supporting work in 39 IDA countries, more than half of the 75 IDA borrowing countries worldwide.

- Of the 39 countries on the World Bank Group's Harmonized List of Fragile and Conflict-Affected Situations in FY22 and FY23, FIAS is supporting projects in 19 countries: **Afghanistan, Azerbaijan, Burkina Faso, Cameroon, Comoros, Democratic Republic of the Congo, Ethiopia, Iraq, Kosovo, Mali, Mozambique, Niger, Nigeria, Papua New Guinea, Solomon Islands, Somalia, Timor-Leste, Ukraine,** and **Zimbabwe**. In several cases, FIAS is supporting multiple projects per FCS country.

- A total of 24 projects in the FY23 FIAS portfolio benefit FCS countries. Most of these projects are country-specific; two regional projects working with OHADA member countries involve engagements with three FCS countries (Burkina Faso, Cameroon, and the Democratic Republic of the Congo.

- Most of the projects (106 of 139) help single client countries; the others work in regions which include IDA, FCS, and/or Africa countries—such as FIAS-supported work in the Uganda Access to Finance Warehouse Receipt Finance and Africa Ride Hailing Umbrella.

FIAS-supported work is accelerating World Bank-IFC collaboration. Advisory Services that promote sustainable improvement in business enabling environments and business sectors often align well with World Bank integrated agendas that have a longer lifecycle: in FY23, 68 FIAS-supported projects involved IFC-World Bank collaboration while 17 projects were linked to IFC investment operations.

FIAS Focus on IDA, Africa, FCS

The FIAS partnership helps IFC prevent, mitigate, and adapt to the current interrelated global crises, impacting these highly challenging and sensitive political, economic, and social environments. With over 65 projects added to the portfolio in FY23, FIAS-supported work responds with agility and resilience, as AS teams develop and implement tailored approaches to the complex set of issues and the risks. Continuing global challenges contributed to a sharp slowdown in global growth. In June 2023, the World Bank's flagship *Global Economic Prospects* report projected that global growth would decelerate from 3.1 percent in 2022 to 2.1 percent in 2023. In developing countries other than China, the report projected a decline in growth from 4.1 percent in 2022 to 2.9 percent in 2023. Per capita income in more than a third of the world's low-income countries was expected to drop below 2019 levels. FIAS is maintaining its longstanding prioritization of IFC AS geared toward IDA, Africa, and FCS to remove investment barriers and create opportunities to attract private capital where it is needed most. Repairing and rebuilding economies must continue in the context of conflict and economic volatility to create resilient solutions. With emphasis on investment generation and retention, **gender**, **climate**, and **digitalization**, FIAS activities are unlocking ways for the private sector to help boost economic growth and support livelihoods.

FIAS Supported Projects in 64 Client Countries in FY23

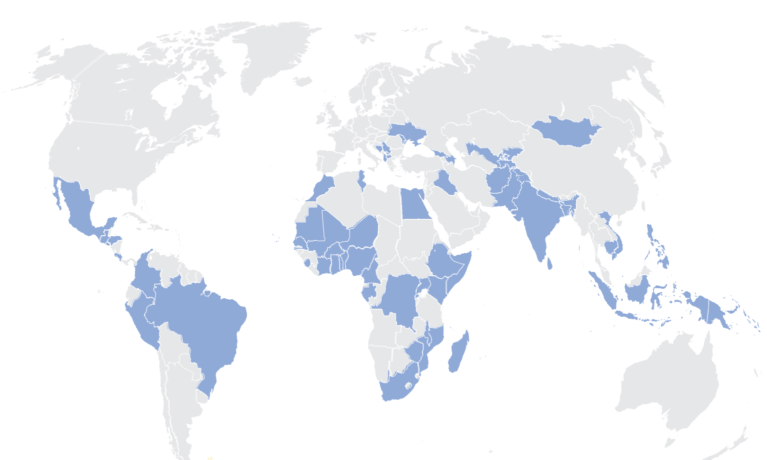
FY23 FIAS Client Countries and Priority Areas

	IDA	FCS
SUB-SAHARAN AFRICA	**24**	**11**
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		
Ghana	Y	
Kenya	Y	
Madagascar	Y	
Malawi	Y	
Mali	Y	Y
Mauritania	Y	
Mozambique	Y	Y
Niger	Y	Y
Nigeria	Y	Y
Rwanda	Y	
Sierra Leone	Y	
South Africa		
Uganda	Y	
Zimbabwe	Y	Y

	IDA	FCS
CENTRAL ASIA & TÜRKIYE	**3**	**0**
Kyrgyz Republic	Y	
Tajikistan	Y	
Uzbekistan	Y	
East Asia Pacific	5	3
Cambodia	Y	
Fiji	Y	
Mongolia		
Papua New Guinea	Y	Y
Philippines		
Solomon Islands	Y	Y
Timor-Leste	Y	Y
Viet Nam		
EUROPE	**1**	**3**
Albania		
Azerbaijan		Y
Bosnia and Herzegovina		
Georgia		
Kosovo	Y	Y
Moldova		
North Macedonia		
Serbia		
Ukraine		Y

	IDA	FCS
MIDDLE EAST REGION	**2**	**2**
Afghanistan	Y	Y
Iraq		Y
Pakistan	Y	
LATIN AMERICA & CARIBBEAN	**1**	**0**
Brazil		
Colombia		
Costa Rica		
El Salvador		
Guatemala		
Honduras	Y	
Mexico		
Peru		
NORTH AFRICA	**0**	**0**
Egypt		
Morocco		
Tunisia		
SOUTH ASIA	**3**	**0**
Bangladesh	Y	
India		
Nepal	Y	
Sri Lanka	Y	

SUMMARY	
Client Countries	64
IDA	39
Sub-Saharan Africa	26
FCS	19



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FY23 Results Overview

FIAS Strategy Emphasizes Investment Generation, Retention

FIAS-supported projects help clients attract and retain greater private sector investments through AS activities. In FY23, four projects in **Georgia, Kyrgyz Republic, Morocco,** and **Tajikistan** produced $75.2 million in investment generated and/or retained. Applying a rigorous methodology, the IFC Monitoring & Evaluation (M&E) team determines the amount of new and retained investments reliably attributable to FIAS-supported work. The M&E team's meticulous validation process employs a conservative approach to investment generated. As a result, investment generated metrics may take more time to receive validation, and the Program team anticipates more results will eventually be validated.

The Georgia Trade, Investment and Agri-competitiveness project produced $65.8 million in new investment generated from improved operations of investment policy and promotion activities of the Business Ombudsman Office (BOO) and Enterprise Georgia. In the Kyrgyz Republic Investment and Growth project, $194,680 million in new investment generated came from the Small and Medium Enterprises (SME) support program for tourism businesses. The Morocco Business Environment and Subnational Competitiveness Support project recorded $9,120,000 in new investment generated in the Region of Marrakech-Safi from simplified business environment procedures and investment promotion activities. The Tajikistan Competitiveness Enhancement project's SME Tailored Advisory Program, providing bespoke advisory support to SMEs in the tourism sector to improve business operations, resulted in $82,000 in new investment generated.

Investment Generated is the actual investment made by investors in a location, including re-investments and expansions by existing investors, that can be attributed to the World Bank Group's support to the country through a specific project. The project should have carried out activities to support reforms that contributed to improving the investment climate and to fostering private investment. **Investment Retained** captures work related to managing investor grievances. IFC counts the total value of investment (i.e., assets from a balance sheet) of existing foreign and domestic investors endangered by severe or high-risk grievances that benefit from investor grievance mediation and management or through the intervention of an investment promotion agency supported by IFC AS.

Projects Generate Robust Direct Compliance Cost Savings (DCCS) in FY23

In FY23, four projects generated $75,726,282 in **direct compliance cost savings** (DCCS): The Bosnia and Herzegovina Local Investment Friendly Environment (LIFE) project ($1,257,116); Ghana Investment Climate project ($56,583,496); Kyrgyz Republic Investment and Growth project ($17,268,680); and Mozambique Investment Climate 2 project ($616,990). In Bosnia and Herzegovina, the DCCS resulted from the **digital** business registration system. Time and cost savings for starting a business, construction permitting, and electricity reforms produced DCCS in Ghana. In the Kyrgyz Republic, economy-wide reforms and the removal of tourism and **digital** infra specific impediments for businesses resulted in savings to the private sector. Lastly, improved business regulatory practices led to the DCCS in Mozambique. These savings quantify the reductions in monetary costs (official fees, lawyers, notary, unofficial payments, etc.) and labor costs (staff time spent on completing procedures) associated with regulatory reforms contributed to by IFC projects.

Positive Results for Development Effectiveness and Client Satisfaction

During FY23, four out of seven projects received positive ratings for Development Effectiveness, or 57 percent. Cumulatively through FY23, seven out of ten FIAS-supported closed projects were recognized with positive ratings for Development

Effectiveness, or 70 percent (strategy cycle target: 80 percent). The portfolio to date is close to the strategy cycle target for development effectiveness despite political instability and interrelated global crises that can hinder project implementation. The four projects with positive DE ratings are: Fiji WINvest, Georgia Trade, Investment and Agricompetitiveness, the Global Food Safety Platform Project, and the Invest West Africa Senegal Agri Project.

IFC annually surveys Advisory Services clients on the performance of advisory projects. In FY23, of the FIAS-supported clients that received and responded to the client satisfaction survey, 100 percent of clients rated project activities positively. In FY22, 96 percent of clients of FIAS-supported projects responded to the client satisfaction survey positively. Cumulatively, the client satisfaction rating for the FY22–26 Strategy Cycle is 96 percent (ahead of the strategy cycle target of 90 percent).

Investment Climate and Sector Reforms Achieved in FY23

FIAS is reporting more investment climate and sector reforms in FY23, the second year of the five-year FIAS strategy cycle, after a slow start in FY22. The reform count in FY23 is 11, up from just a single reform in FY22. The 11 investment climate reforms were validated by IFC M&E in FY23: one each in **Ghana**, **Indonesia**, and **Togo**; two in the **Kyrgyz Republic**; three each in **Guinea**[6] and **South Africa**. *(Refer to the M&E section at the end of the chapter for more information on reform methodology)*

In Ghana, the project team supported the government to improve the Companies Act, the implementing regulations to the Companies Act, and streamlining the online business registration process. Indonesia recorded an investment policy and promotion reform by adopting investment promotion strategies and implementing a customized investor tracking system (ITS) for prominent tourism destinations. The reform in Togo improved trading across borders by reducing the number of physical inspections of goods in transit through the trade corridor. The Kyrgyz Republic's two investment climate reforms stemmed from adopting an investor grievance mechanism (IGM) and introducing a single window for construction permitting to reduce regulatory compliance requirements and simplify the permitting process. In Guinea the enforcing contracts reform computerized the court management system and improved the commercial court's website, resulting in increased efficiency and transparency in the resolution of commercial disputes. The construction permit reform simplified the permitting process through a one-stop shop, eliminating engagement with multiple institutions and reducing time and cost to obtain a permit. Lastly, the process to issue investment certificates was significantly simplified as illustrated by the reduction in processing time through the investment policy reform in Togo. South Africa's three reforms involved updated regulations and simplified processes in construction permitting, increased opportunities for competition in telecommunications, and improved property transfer procedures both nationally and in Johannesburg. *(Please refer to the reform table in the Annex for more details.)*

Climate Spotlight with Project Narratives

Through FY23, 74 FIAS projects are climate flagged, spanning all developing regions. The overall FIAS portfolio is surpassing IFC corporate targets for the proportion of climate-related work, and projects funded by FIAS Core are ahead of the more ambitious FIAS target for climate-related work. IFC corporate strategy sets a target of 35 percent for the portion of advisory and upstream services projects that include climate change components. The FIAS

100% of clients rated project activities **positively**.

6 The project closed in FY21, with these reforms receiving validation in FY23.

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FY22–26 strategy aims to double that target—to 70 percent—for the proportion of FIAS projects funded from the Core account, which FIAS Program management controls. Through two years of the strategy cycle, FIAS is exceeding that target: 52 out of the 65 FIAS Core projects, or 80 percent, include **climate change**-related work. Of the 139 projects in the overall FIAS portfolio, 74 projects, or 53 percent, include climate change components, well ahead of the 35 percent target, which includes Core, programmatic, and project-specific work. The FIAS allocations process, launched in FY22, incentivizes teams to include gender and climate elements in their project implementation plans. This direct engagement with project teams has been instrumental in meeting these FIAS strategy targets.

FIAS plays a key role in implementing IFC's ambitious climate action plan. In FY23, IFC committed a record $14.4 billion in climate finance, mobilizing $6.8 billion of additional capital alongside IFC's own investment of $7.6 billion to help client countries address the climate crisis.[7] This represented a record 46 percent of the total of long-term investments for the IFC account. IFC research shows that climate business can generate $23 trillion in investment opportunities, create 213 million cumulative jobs, and achieve 4 billion tons of CO2 reduction in developing countries. IFC is the only private sector development bank with the capacity to create a pipeline of climate investment projects, to de-risk these opportunities, and to mobilize private capital at scale. Its work accelerates an inclusive transition by catalyzing green growth, supporting private companies to decarbonize and manage risks, and supports societies adapting to a warmer planet. As a result, IFC creates markets and jobs so that countries continue to reduce poverty and improve living standards while increasing resilience and shifting to a low-carbon world.

FIAS support helps mainstream climate change through agile activities that mitigate the effects of climate change by enabling the reduction or avoidance of greenhouse gas (GHG) emissions and increasing resilience to impacts of climate change through effective adaptation measures. With deep sector and climate expertise, IFC advisory teams continue to play a leading role in supporting governments with taxonomies, helping firms develop decarbonization plans and working with financial institutions to increase their share of climate investments. IFC's projects align with its sector and climate strategic priorities in Climate Smart Agriculture, Green Buildings, Resource Efficiency, and Circular Economy. For example, in **Guatemala**, IFC is promoting the reduction of GHG emissions by supporting environmental sustainability and climate-related investments in the manufacturing sector and promoting greater access to green financing. Similarly, through the Low Carbon Solutions for Cement LAC Project, IFC is promoting reduction of their carbon footprint using alternative fuels in the manufacturing sectors in **Brazil**, **Mexico**,

FIAS Climate Projects Addressing GHG

- Sustainable Energy Finance Project in Pakistan
- Egypt Green Building
- Sustainable Industries in El Salvador
- Global Food Safety and Food Loss Prevention Platform 2.0
- Europe Sustainable Finance
- Low Carbon Solutions for Cement in LAC
- Sustainable Industries in Guatemala

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Peru, and **Colombia**. In **Fiji**, IFC is working with public and private investments required to transition Fiji's tourism sector to be more sustainable and greener to align with green building standards to mitigate the effects of climate change. Within the FIAS portfolio, nine projects are actively pursuing the reduction of GHG emissions.

Additionally, on the ground, FIAS is establishing regulatory and policy frameworks that are driving competitiveness, coordination, and mainstreaming of standards and processes in key strategic industries. For example, IFC's EDGE (Excellence in Design for Greater Efficiencies) tool is pioneering the sustainable housing industry which is now a market benchmark and has been mainstreamed within the IFC. As in the Green Building projects in **Egypt** and **Viet Nam**, EDGE helps property developers build and brand green in a fast, easy, and affordable way. EDGE is supported by a free software app that offers a state-of-the-art engine with a sophisticated set of city-based climate and cost data, consumption patterns, and algorithms for estimating the financial costs and benefits of building green.

Expanding the Green Building Business Case in Egypt

IFC is supporting the Government of **Egypt** in improving regulatory requirements and building control procedures by implementing a streamlined, integrated, and transparent permitting process that reduces the compliance burden for the private sector. The Egypt Green Building Project aims to increase the stock of EDGE certified green buildings (GB) to improve resource utilization and reduce carbon footprint in Egypt. The project is designed to improve awareness of the GB business case for financial institutions (FIs) by creating capacities in the FI sector, pipeline, market intelligence, and investment opportunities. IFC is working with the Ministry of Housing, Utilities and Urban Development which hosts the Housing and Building Research Center (HBRC) in Egypt, which oversees Egypt's Green Building Council. In addition to these stakeholders, the project is working with the private sector mainly through the Real Estate Development Chamber as well as relevant associations and FIs.

The project has accomplished significant milestones since its inception, notably the EDGE certification of more than 97,000 m^2 of floor space. In supporting the development of green building stock component, the project team facilitated the delivery of the EDGE expert training to 24 candidates from the HBRC and the Mortgage Finance Fund. As part of the advisory services to the private sector, the project team has been supporting the certification of a new 11,836m^2 hospital building in New Cairo. As agreed in the previous reporting period and following its review by the HBRC, the market assessment report was finalized and delivered to the client. During this period, 98,239 m^2 of building floor space in Egypt received post-design EDGE preliminary certification and 66,819m^2 received post-construction EDGE certification. The project team continues to promote the EDGE certification in the Egyptian market, notably through dedicated meetings with large developers, large corporations, and other stakeholders. Furthermore, the project is improving the awareness of FIs on green buildings and EDGE with the goal of standardizing information that can be used to develop green building finance products.

Climate Resilience Through the Viet Nam Green Building Project

As **Viet Nam** aims to shift to a low-carbon and sustainable economy, IFC is helping make the country's buildings and cities more **climate** resilient, promoting a safe and healthy environment for residents while mitigating the social and financial impacts of natural hazards. The Viet Nam Green Finance Umbrella, and companion Green Building Project, aims to accelerate the development of the green finance market in Viet Nam by providing support to innovate financing solutions for mitigation, adaptation, and other environmental-friendly activities, to foster an enabling market environment. The project is transforming Green Building (GB) from a niche market to mainstream with EDGE setting the most up-to-date GB

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Construction worker preparing to pour concrete on an upper floor of the EcoHome apartment complex in Hanoi, Viet Nam. The finished towers will be EDGE certified and provide 2,197 affordable green apartments. *Photo: © Dominic Chavez/IFC*

standards in each market segment. The Viet Nam Green Building program is leveraging the existing EDGE platform in Viet Nam and working directly with building stakeholders to maximize energy and water savings and facilitate green materials by mainstreaming design, construction, retrofitting, and financing of green and zero-carbon buildings. The program is strengthening and expanding on the platform in Viet Nam to certify an additional 2 million m^2, using the more aggressive targets in version three of the EDGE application and more zero-carbon ready projects.

IFC is targeting Viet Nam's top 20 property developers for technical support on GB implementation and to develop and communicate GB business cases to raise awareness and influence investors and developers. The program is demonstrating green retrofit and zero carbon implementation and benefits through actual certified projects.

In the first six months of the four-year Viet Nam Green Building GB program, EDGE became the most popular GB certification system with 492,080m^2 of total preliminary EDGE certified floor space, contributing 71.8 percent of total GB certified floor space in this period. Residential projects remained the top contributor with 298,162m^2 of floor area receiving preliminary EDGE certificates. A total of 1,578 new green homes with reduced resources consumption were added to the green housing market. Despite a real-estate market downtrend set in motion by global economic shifts and shortage of investment capital, awareness of GB and demand for GB certification saw significant growth. Nearly 700,000m^2 of green certified floor space was introduced, a 50 percent jump in the same period.

Central America Sustainable Banking Initiative Develops Green Finance Taxonomy

The overall project objective is to foster **climate** finance in **Central America** by supporting the Central American Council of Superintendents of Banks, Insurance and Other Financial Institutions (CCSBSO) and the participating superintendencies in the development of a green finance taxonomy. IFC will work with at least two FIs that operate in member countries of the CCSBSO on the identification of the green portfolio aligned to the developed green taxonomy. All this work is also expected to have a catalyzation effect of $79 million by 2028 for green projects. The green taxonomy guide is expected to lay the foundation for regulators to incentivize green financing and inform FIs' green financing frameworks in selection, underwriting, decision-making, and disbursement processes. The project plan includes publication by the CCSBSO of a regional green taxonomy, implementation of the green taxonomy in at least two FIs, and facilitating at least $79 million in green financing by three years post-completion.

Currently the project has successfully completed the Global Biorisk Advisory Council (GBAC) program in which the team conducted a mission to Bogotá from March 13–17 where representatives from the CCSBSO, the Dutch entrepreneurial development Bank FMO, Norfund, the Norwegian Investment Fund for Developing Countries, and colleagues from IFC's Creating Markets Advisory (CMA) and FIG participated. The team delivered the fourth, in-person, module of the GBAC program for regulators, among other planned activities. This module constituted the last part of the training series launched in October 2022 with 9 virtual sessions (18 hours). 23 participants from the 8 countries attended the in-person module from the 60 total participants in the overall training.

Furthermore, to lay the groundwork for the taxonomy, the team developed and delivered a paper analyzing the general context of the seven sectors in Central America included within the development of the taxonomy. Moreover, with the change of the project's objective and scope from a guideline to an actual taxonomy, the development of the draft taxonomy will be shared with intersectoral and sectoral groups of experts so they can review and provide inputs to the taxonomy and the technical annexes. In addition to this the IFC team developed and conducted a survey to each of the participating superintendencies to collect information to understand how advanced each entity was in terms of green finance, classification of green assets, and monitoring of such assets. This provided input for a workshop with all participating superintendencies of the CCSBSO to validate the survey results and discuss the status of green finance within each superintendency.

Circular Economy Initiative Develops Concepts for Low-Waste Economic Growth

The overall objective of this Knowledge Development Product (KDP) is to develop an evidence-based approach to circular economy that can leverage policy, regulatory, and other upstream enablers for industries. The circular economy is a production and consumption model that involves sharing, leasing, reusing, repairing, refurbishing, and recycling existing materials and products for as long as possible. This KDP will help develop circular economy solutions in specific IFC industries and value chains and foster mechanisms that can sustain and improve the economics and competitiveness of circular economy options. Working with IFC MAS Industry and Advisory and linking with IBRD partners, the KDP will help develop a cohesive private sector-oriented approach.

The objectives of this KDP include an analytical approach to circular economy that is modular in terms of industries and value chains and includes two analytical frameworks for circular economy MAS industries and value chains (e.g., Plastics, Mobility, Construction). Currently, the team is developing a framework to connect the literature of the circular economy with the design of competitive markets to generate more valuable supply chains for business and consumers. Additionally, the KDP is working on a circular economy engagement strategy, focusing on three key outputs: developing a circular economy taxonomy, creating a strategic framework for IFC's market advisory, and addressing conflict-of-interest issues related to policy engagement. Currently, IFC is committed to connecting materials recovery with specific industrial demands, including plastics, construction materials, and electronic products, to promote sustainable practices in these markets.

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The KDP also aims to encourage training and knowledge development with two learning events and technical trainings for CMA and IFC upstream staff and other World Bank practitioners related to the circular economy in sectors. The team conducted a Learning Series on the key policy tool "Extended Producer Responsibility" to be introduced and disseminated among World Bank and IFC staff. This work responds to increasing demand by client countries for policy-related advisory.

Beyond internal learning, the KDP will emphasize outreach, with two new external partnerships with key private sector players in priority sectors for piloting the outputs. Next steps include outreach to multinational companies, to contribute to upcoming workshops on extended producer responsibility. Outreach will also be directed to companies engaged in waste management and those that depend on supply chain coordination, especially for those operating in environments marked by market imperfections, inadequate funding, and weak institutions.

Scaling Up Investment Opportunities in Biodiversity

The objective of the project is to assess options and partnerships for IFC and IFC clients to invest in opportunities that directly contribute to biodiversity co-benefits at a landscape level. The goal is to significantly scale up IFC's potential biodiversity-positive impacts. The project aims to produce an upfront synthesis and framing report that covers an assessment of the types of capital and investors interested in biodiversity conservation. It will produce two detailed case studies that explore, with the IFC teams on the ground, options for scaling positive biodiversity-related impacts through IFC and other finance.

The team is assessing potential capital or investors in biodiversity conservation, creating two case studies, and developing a financing strategy. The project involves due diligence, understanding landscape context, strategic management and governance frameworks, geographical boundaries, and market testing for feasible financing mechanisms. Ultimately, a comprehensive report, including the final strategy paper, will be presented to the client. There is good progress so far, identifying key long-term financing opportunities for 22 of 144 projects. These selected projects meet prequalification criteria and have potential for diverse funding options. The success of delivering these financial solutions at scale relies on collaborative efforts and strategic positioning of the Financing Strategy to gain support and prompt action.

Furthermore, an investor sounding board was created, engaging with FIG and MAS regional staff from IFC. This board evaluated business cases for proposed financing mechanisms related to seven key themes: protected areas, conservation, carbon, renewable energy, water catchment, payment for ecosystem services, green economies, and jobs. Through this process, these themes were aligned with existing or potential financing mechanisms. Developing this framework is essential to establish a viable financing strategy for the entire landscape. The project team is actively working on forming a political and technical steering committee to formalize the financing strategy. Government approval is vital to activate governance structures at subnational levels. This process also identifies champions to continue consultations after defining the strategy. The strategy will outline financing options for the landscape's future, specifying necessary structures, alignment, and communication methods post-project.

Government approval is vital to activate **governance structures** at subnational levels

Guatemala Project Promotes Greater Industry Access to Green Financing

The overarching objective of the Sustainable Industries in **Guatemala** (SIGUATE) project is to contribute to the sustainable competitiveness of selected strategic industries in Guatemala. IFC is promoting environmental sustainability, climate-related investments in the manufacturing sector, and a greater access to green financing. Guatemala's 2021 National Strategy on Low-Emissions Development forecasts that GHG emissions from the industrial sector will contribute nearly 9.5 million tons of CO_2e (carbon dioxide equivalent) by 2030 and 16.7 million tons of CO_2 by 2050, representing a 255 percent increase compared to its 2015 baseline. The project reflects IFC global strategic goals to achieve development, as shown in the IFC 2020 Manufacturing and Textile Deep Dives, that promote productivity, resource efficiency, innovation, and investment creation. SIGUATE's projected impacts in reducing GHG align well with the World Bank Group's new **Climate Change** Action Plan. As a part of this project, the expected outcomes include the identification and utilization of opportunities in strategic sectors for a more efficient use of resources including energy, clean-power generation, reduced water uses or waste generation. At least 15 firms are expected to implement recommended changes for resource efficiency. It is anticipated that annual CO_2 emissions will be reduced to 67,924 tons of CO_2. In addition, the project aims to encourage the banking system to favor the financing of clean technologies and sustainable solutions in the manufacturing sector. This is being achieved through building capacity and offering new products. IFC is supporting participating FIs to adopt green finance practices and launch new products (financial and non-financial) to provide better services to existing and new clients. Thus, IFC is strengthening the financial sector by engaging them in sustainable financing and the production of nonfinancial products that promote green financing. This financing will, in turn, lead to an uptake in cleaner and more efficient technologies and industrial production processes resulting in reduced GHG emissions. Moreover, IFC is also supporting coordinated regulatory and industry sustainable production measures. This includes a voluntary cleaner production agreement signed by members of a sectoral business association and public authorities as well as policy modification and adoption related to energy management or sustainable production.

LAC Project Seeks to Reduce the Cement Industry's Carbon Footprint

The objective of this project is to support the sustainability of the cement industry in select countries in Latin America and the Caribbean (LAC) by reducing the region's carbon impact. This is being achieved by supporting a select group of cement companies in **Brazil**, **Colombia**, **Mexico**, and **Peru** to reduce their carbon footprint through the introduction of different measures in the manufacturing processes (e.g., use of alternative fuels).

IFC is supporting the establishment of a regulatory and policy framework that will enable the use of new technologies and alternative raw materials to decarbonize the cement industry. There is an engagement with relevant public and sectoral counterparts to update policies, regulations, guidelines, and standards to develop fiscal incentives that can enable the usage of less carbon-intensive cement and concrete. Decarbonization is an increasingly important aspect of IFC's business, especially considering the World Bank Group's intention to align its financing flows with the goals of the Paris Agreement. This advisory project aligns with IFC strategic priorities for **climate**, including IFC's sector strategies in Climate Smart Agriculture, Green Buildings, Resource Efficiency, and Circular Economy. The project also aligns with IFC's Climate Implementation Plan (CIP) and COP21 commitments, addressing Objective 3 of the CIP, to "Maximize impact through GHG emissions reduction and resilience."

The project is generating and disseminating knowledge to increase awareness of manufacturers and public, private, and civil society stakeholders on how to decarbonize the cement industry. Beyond this, IFC is giving select firms direct advisory services under the client-level work component of the project. IFC investment teams looking to make investment client transactions in the LAC region will depend on this project's assessment on climate impact. The scope of support related to IFC investment transactions includes assessment of the climate impact of a transaction, accompanied with guidance and recommendations to the client on the use and implementation of solutions. This includes identifying new areas of interventions such as cement plant design that are incorporated into the design of the

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investment transaction. This is expected to result in IFC financing triggering impacts such as GHG emission avoidance, among others. Further, the project directly supports achievement of the Nationally Determined Contributions (NDC) of the target countries which agreed to fulfill unconditionally under the Paris Agreement. For example, Brazil committed to 43 percent reduction of GHG emissions by 2030; Colombia, 40 percent; Mexico 25 percent; and Peru 20 percent; NDCs allow each country to develop its own climate actions and can be supported through adaptation and mitigation.

Global Food Safety and Food Loss Prevention Platform 2.0 Launches with FIAS Support

The world is witnessing a rapidly deteriorating global food security situation. The number of people who are experiencing acute food insecurity and will need urgent assistance is likely to climb to 222 million people in 53 countries and territories (FAO 2022). The risks of poor food safety are more prevalent in emerging markets with less robust regulatory environments. The impact of unsafe food costs low- and middle-income economies about $110 billion in lost productivity and medical expenses each year (WHO 2022). Because food companies vary in roles from farm to fork, they all face distinct challenges and have specific support needs and demands. Lack of knowledge and capacity in implementing best practices led IFC to engage in proactive thought leadership on the topic, jointly with the World Bank.

The FIAS-supported Global Food Safety and Food Loss Prevention Platform 2.0 has entered its first year of implementation. The Platform's first phase supported 49 firms in adopting improved food safety practices and reducing food safety risks, of which 45 firms have achieved certification aligned with international food safety standards. Under the new platform, the project has signed its first advisory client, Korzinka, the largest wholesale retailer in **Uzbekistan**, operating 103 stores. The goal is to develop and implement a food safety management system for the client's distribution centers and stores. A food safety advisory program will be provided for 10 SME suppliers of Korzinka. Moreover, the project continues to support Metro Cash & Carry **Pakistan** by providing implementation support for the food loss and waste project using IFC's Food Loss and Waste (FLW) Calculator. The global platform has supported the successful completion of the **Africa** Food Safety Project and the Pran Food Safety Project in **Bangladesh**. It has also initiated two client-level projects in Africa and three private sector-level assessments in Bangladesh, for Shop Up, ACI Logistics, and NAL.

The Platform continues to collaborate with international organizations in the food safety area, promoting the IFC food safety agenda, as well as its policy and knowledge-sharing activities. The IFC Scan Guide was promoted during a World Trade Organization Sanitary and Phytosanitary Committee (WTO SPS) side-event and recommended to SPS national authorities and WTO SPS members from more than 160 countries.

The Global Food Safety and Food Loss Prevention Platform is actively assisting five clients in adopting recommended actions. This initiative is expected to lead to an average 5 percent reduction in GHG emissions upon completion, with an overall 15 percent reduction across these five entities within two years of completion. The advisory team employed various toolkits, including the IFC FLW calculator, failure modes and effects analysis, and cost of non-quality toolkits, to quantify both environmental and financial benefits. Following guidelines from the Waste and Resource Action Program, IFC Food Loss and Waste GHG Calculator assessment was conducted. This assessment aimed to pinpoint where and how losses and waste occurred in the retail operation, spanning from Good in Receipt to Disposal stages at the retailer's back door.

Supporting the Enabling Environment to Promote Sustainable Tourism in Fiji

The project objective is to improve the enabling environment to promote sustainable tourism development, with a focus on creating private investment opportunities. Following the transition of Investment **Fiji** from regulator to investment promotion agency, IFC has continued supporting the agency to identify, promote, and facilitate tourism investment opportunities. IFC is working with public and private investments required to transition Fiji's tourism sector to be more sustainable. The goal is to make Fiji's tourism sector greener to align with green building standards, mitigate the effects of **climate change**, and conserve natural resources. The team is focusing on two components: working with Investment Fiji and other relevant stakeholders to create private investment opportunities for tourism sector sustainability, and working with the government to enable green investments and promote sustainability of the tourism sector. This includes introducing 10 improved procedures that support private sector adoption and compliance with sustainable tourism and green building standards generating three tourism, or tourism-related investment leads and one commitment by implementation end date. The key project stakeholders are the Ministry of Commerce Trade Tourism and Transport, Investment Fiji, and Tourism Fiji, with whom Cooperation Agreements will be signed in the first year of project implementation. Additional beneficiaries to be included will be selected from sector associations such as Fiji Hotels and Tourism Association and Duavata Tourism Collective, and local representative associations.

There was significant visibility for the Fiji Sustainable Tourism project over the reporting period with a series of consultative public-private dialogues (PPDs) for the formulation of the National Sustainable Tourism Framework (NSTF) launched in January 2023, and the inaugural Fiji Tourism Investment Summit which took place in March 2023. This goal of the project is to generate tourism or tourism-related investment of $10 million by two years after project close. During the reporting period, IFC prepared tourism sector research and a 'cold outreach' template then used for investment outreach purposes. IFC's EDGE advisory was also provided to a major domestic investor for an upcoming hotel project, and to Tourism Fiji which continues to pursue EDGE green building certification for their office relocation.

Introducing Innovative Housing Finance Products and Refinancing in Fiji

Through the Fiji Affordable Housing project, IFC is providing transaction advice to the Government of **Fiji** (GoF) to design, build, finance, and maintain housing units in Fiji. Once complete, this project is anticipated to facilitate between $180 to $200 million in private financing and improve access to affordable, green, and **climate** resilient housing for low-middle income households. The objective of the project is to assist the GoF and the private sector to develop a model for energy efficient, disaster resistant, affordable housing for low-income households. Integral to this model is the financing package for consumers who would buy these houses and the role that the private sector and GoF would play in this finance model.

During the reporting period, in March 2023, the new government announced its decision to proceed with the bidding process. The Fiji Affordable Housing incorporated **gender** and inclusion into the project structure. IFC has recommended that GoF include disability-friendly design aspects in the technical schedule of the bidding documents, and that a parcel of land on project sites should be earmarked for the development of childcare centers. The Project is expected to generate $25 million in additional financing flowing into the affordable housing sector through the introduction of innovative housing finance products and refinancing instruments to the market.

The Project is expected to generate **$25M** in additional financing flowing into the **affordable housing** sector

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Sustainable Industries in El Salvador Working to Expand Access to Green Financing

The overarching objective of the Sustainable Industries in **El Salvador** (SIES) project is to contribute to the competitiveness of selected strategic industries in El Salvador by promoting environmental sustainability and climate-related investments and by providing greater access to green financing. The project builds on experience from multiple fronts, including the collaboration CMA and FIG Advisory, and on the Sustainable Industries in Central America (SICA) Umbrella, which identified El Salvador as the country most likely to embrace the project. This project aims to generate meaningful impact and create markets. The project continues to support coordinated regulatory and industry measures, ensuring that at least one voluntary agreement for cleaner production is signed by members of a sectoral business association, authorities, or banking association to adopt a green finance taxonomy and guidelines to improve the business environment. The team is Identifying opportunities in participating sectors and businesses for more efficient resource use, for example, in energy, clean power generation, water use, and waste generation. The goal was to implement recommended changes for resource efficiency among eight firms. Additionally, the team is working with a financial institution to launch a new financial (or non-financial) product to promote green financing. Three years after completion, the project aims to have facilitated $35 million in financing for resource efficiency and reduced annual CO2 emissions by 48,436.72 tons.

FY23 Africa Portfolio Highlights

South Africa Private Sector Competitiveness Project Closes with Major Achievements

The **South Africa** Private Sector Competitiveness Project sought to address 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. The project officially closed on September 30, 2022, achieving significant results. Overall, the project continues to exhibit successes, having delivered seven reforms across business regulation, investment policy promotion, and competition (which were recorded in the FY17–21 FIAS strategy cycle).

The South Africa project recorded three reforms in FY23: in construction permitting, improved competition, and property transfers. A reform of national building regulations was adopted to improve quality control, simplify processes, and reduce time and costs to the private sector. In iLembe, the number of days needed to obtain a construction permit decreased from 280 to 24; the number of required steps declined from 30 to 17. In City of Johannesburg the days needed to get a permit declined from 155 to 67 and steps from 20 to 13. The reform also reduced the number of days to register property from 23 to 12.5. The lack of competition in the telecommunications market in South Africa has led to high prices in the information communication technology (ICT) sector, low coverage and quality, and low levels of investment. The adopted reform implements spectrum caps to address competition-related issues in the assignment of spectrum. The goal was to prevent large operators from further entrenching their positions and make it easier for smaller players to acquire spectrum to enter and compete in the ICT market. The property transfer reform improved processes, turnaround times, and quality rating for registering properties at the national level and for the City of Johannesburg. IFC provided crucial technical assistance, including implementation of a National Technical Working Group for Registering Property and engaging various government agencies and stakeholders such as the Chief Registrar of Deeds, South African Revenue Service, and legal associations. These efforts collectively enhanced the property registration quality, process efficiency, and stakeholder collaboration. In FY23, the project team is measuring new CCS, with the initial findings expected to exceed $15 million, which is pending verification. The expected

CCS stems from the competition reform and reduced data costs. Thus far, the project generated $26.1 million in new investments and more than 8,000 new jobs can be attributed to the project's interventions.

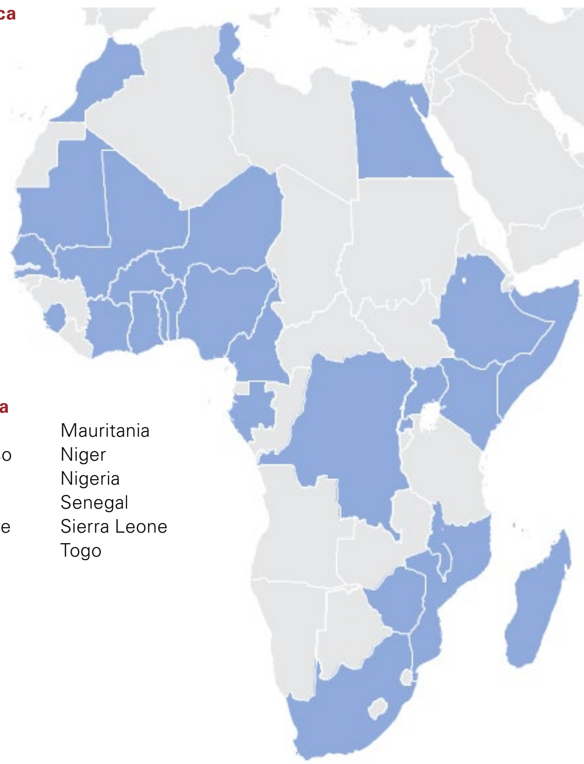
Cumulatively, the following results have been achieved:

- Reduced the number of days/procedures to comply with construction permitting (iLembe and Johannesburg) from 280/30 to 24/17 and 155/20 to 67/13, respectively.
- Reduced the number of days to register property from 23 to 12.5.
- Reduced the number of days to obtain approval for minor works from 30 to 7.
- Strengthened the institutional capacities of investment promotion agencies (IPAs) to improve the services they provide to investors and generate new investment leads.
- Launched a fully **digital** permitting system in the City of Johannesburg, South Africa's commercial hub.
- Implemented spectrum caps in the high-demand radio frequency spectrum auction conducted by the Independent Communications Authority of South Africa.
- Reduced data costs in South Africa.

Creating an enabling environment for investment in Ghana

This project's overall objective was to boost sustainable economic growth and attract private sector investments by improving the transparency, accessibility, and quality of the country's business regulations, and strengthening the investment policy and promotion framework. The project supported the creation of the enabling environment for a competitive tree crop sector in **Ghana**, working with the Ministry of Foreign Affairs (MoFA) to advocate for a Tree Crop Development Authority (TCDA).

FIAS Supports Projects in 29 African Countries



North Africa
Egypt
Morocco
Tunisia

Central and East Africa
Congo, Dem. Rep
Ethiopia
Gabon
Kenya
Rwanda
Somalia
Uganda

West Africa
Benin
Burkina Faso
Cabo Verde
Cameroon
Côte d'Ivoire
Ghana
Mali
Mauritania
Niger
Nigeria
Senegal
Sierra Leone
Togo

Southern Africa
Comoros
Madagascar
Malawi
Mozambique
South Africa
Zimbabwe

The project made significant progress and achieved key milestones during FY23, generating $56.6 million in new CCSs (against a revised target of $30.5 million) and implementing one reform supporting starting a business. The project team supported the government to improve the implementing regulations to the Companies Act, streamlining the **digital** business registration process.

In the agribusiness development component, the project drafted TCDA regulations, and finalized a five-year strategy for implementation, which was presented and endorsed by TCDA management and is now

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awaiting board approval. In the business enabling environment component, the team finalized the draft Reform Priority Roadmap for the Ministry of Trade and Industry (Business Regulatory Reform Unit). Additionally, the team completed the final review and clearance of the draft National Building regulations and reviewed the draft Ghana Association of Restructuring and Insolvency Advisory (GARIA) Bill and Insolvency Regulation to address the potential conflicts.

Cumulatively, the project supported seven doing business reforms and two investment climate reforms in the areas of insolvency and business regulations. Among other improvements, the time required to obtain a construction permit decreased from 131 to 30 days. The project also helped pass four laws and regulations namely the Companies Act 992, the Corporate Insolvency and Restructuring Act, the Ghana Building Code, and national building regulations. Important reforms were further implemented to simplify the process of getting electricity. Beneficiary survey results confirmed that the reforms reduced the need for physical visits to government agencies and costs associated with transport, time, and labor for the process.

Warehouse Receipt Financing (WRF) Helping Agribusiness in Ethiopia

IFC is supporting the growth of the agriculture sector and the economic development of **Ethiopia** through the Warehouse Receipt Financing (WRF) project. IFC is addressing the bottlenecks in the agriculture value chain by further developing warehousing operations; supporting FIs and potential borrowers based on learnings from the pilot project. The project is building access to storage and finance to farmers, cooperatives, and processors by setting up a national warehouse receipt system (NWRS). The project aims to support the scalability and sustainability of the NWRS by strengthening the capacity of the regulator. The **digital** platform supports electronic warehouse receipts to enhance the legal, regulatory, and institutional framework thus improving agribusiness in Ethiopia. The team has built strong partnerships and a robust enabling environment to support NWRS and collateral management solutions. In FY23, the project made major breakthroughs by facilitating diversification of the number of licensed warehouse operators from one to three. This has created a critical mass of competition that will drive extended geographic, commodity, and user coverage, and improved pricing efficiency for storage services.

Harvested crops in storage at an agro-processor's warehouse in Asella, Ethiopia, approved as part of the national warehouse receipt system. *Photo: © Bisrat Mulugeta/IFC*

The project involves engagement with depositors, including women producers and SMEs, as well as officials. The project seeks to improve the agri-finance, lending capacity, operational performance, and administration process of FIs participating in NWRS. By project completion, the NWRS will be better equipped to provide collateral management services, high-quality storage infrastructure, and investment opportunities. The value of loans has approved significantly scaling up as users continue to understand and enjoy the benefits of increased working capital availability.

Uganda Access to Finance WRS Addresses Collateral Issues in Agriculture

Uganda's warehouse receipt system (WRS) is plagued with several implementation challenges, such as underdeveloped warehouse and collateral management models, limited availability and affordability of warehouse insurance, absence of quality-linked pricing and liquidation mechanisms, infrastructure deficiencies, and inadequate stakeholder engagement and coordination. In this context, the Uganda Warehouse Receipt System Authority (UWRSA) sought IFC's support to strengthen WRF to increase access to finance in the agricultural sector. By completion, the project will (1) strengthen the enabling environment and license at least two warehouse operators; (2) facilitate WRF pilot arrangements by convening partnerships involving actors with high levels of readiness, including FIs, farmer organizations, grain traders, and collateral managers; (3) enhance financial literacy, business management skills, and readiness for producer organizations; (4) identify opportunities to scale up for FIs supported by IFC credit lines; and (5) support financial sector readiness through market-level actions achieved by entities implementing recommendations.

So far, the enabling environment is being strengthened through four project interventions:

1. Improved the use of the **digital** platform eWRS, by developing a manual and workflows to support user training.

2. Strengthened UWRSA Market Information regime to ensure effective real-time valuation of collateral by FIs, and market level pricing references for value chain actors.

3. Provided manuals to support an improved inspection regime by UWRSA of the licensed Warehouses.

4. Supported UWRSA to build consensus between warehouse owners, banks, and UWRSA itself on commercially sustainable, operationally robust models under the WRS.

In addition to licensing three warehouses for the pilot, the project supported UWRSA in developing frameworks that enable commercially sustainable warehouse and collateral management services. Several players suggested by IFC have now offered to provide services, and negotiations among the parties are being facilitated ahead of the next season.

Creating Ride Hailing Market in West and Central Africa

Many West and Central African countries lack reliable mass public transportation systems. In several countries such as Benin, Cameroon, and Togo, informal motorbike-taxis (moto-taxis) provide transportation services to the urban population. Demand for moto-taxis is expected to grow given the lack of reliable alternatives, affordability, and low level of private vehicle ownership. Growth has been high in West Africa at 69 percent and Central Africa at 74 percent. Most of the informal moto-taxi drivers operate without driving licenses, vehicle maintenance, training, and insurance, which impacts driver and passenger safety and overall quality of service. Formal ride-hailing

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IFC is working to expand access to finance for MSMEs by leveraging **digital technologies**

companies, such as Gozem, are aiming to address these issues by equipping and training drivers. Gozem, an existing IFC partner, is the largest formal ride-hailing player in **Benin** and **Togo**. Ride-hailing companies in West and Central Africa cannot scale up due to lack of licensed drivers. Although national regulations require drivers to be licensed, limited institutional capacity and the complexity of the process make it difficult for drivers in Benin, Cameroon, and Togo to secure licenses. The objective of this Creating Ride-Hailing Market in West and Central Africa Umbrella Project is to improve the drivers' licensing environment in select countries in the region.

The project will (i) directly support an ongoing upstream engagement with Gozem and potentially unlock a $200– $300 million mainstream investment to scale-up Gozem's activities in IDA countries such as Togo, Benin, and **Cameroon**; (ii) increase the number of licensed drivers, thereby enabling the scale-up of other ride-hailing companies and reducing reputational and legal risk to hiring companies and their financiers; and (iii) achieve at least one major licensing reform per country. Togo will serve as the pilot country to support the government to (i) issue provisional drivers' licenses during the pre-implementation phase; and (ii) devise a long-term solution to be supported during the implementation phase.

Strengthening Credit Infrastructure for MSME Growth Program in OHADA member countries

The OHADA Strengthening Credit Infrastructure for MSME Growth Program being implemented by IFC is a five-year advisory services markets and enabling environment initiative aimed at promoting access to credit for MSMEs and women-owned enterprises. The project has introduced and scaled movable asset-based lending and implemented the business-turnaround provisions of the recently adopted OHADA Insolvency Law. The goal is to counteract bankruptcies and unemployment induced by COVID-19 by optimizing the usage of the **digital** credit infrastructure and product innovation.

During FY23, the team successfully signed a legal agreement with the Bank of Central African States. In DRC, the team contracted a legal firm to assist in the review of a draft credit bureau law initiated by the Ministry of Finance and the Central Bank. The team has reoriented its activities to focus on revamping the Central Bank's Public Credit Registry, pending the adoption of its credit bureau law.

To strengthen the business environment for leasing in four OHADA leasing markets namely, **Burkina Faso**, **Cameroon**, **Côte d'Ivoire**, and **Gabon**, IFC is implementing the Africa Leasing Program. This three-year creating markets advisory services program is increasing access to finance for MSMEs by enhancing the legal and regulatory framework. To improve skills and product expertise for future leasing market development, in FY23, the project introduced knowledge-based market tools in collaboration with business associations and leasing stakeholders.

The team disseminated the IFC Global Leasing Toolkit to national leasing associations in Burkina Faso and Côte d'Ivoire in a series of trainings in May and June 2023. Two trainings for the judiciary were held in March and June 2023 to address the high number of disputes and leasing cases.

In Senegal and Côte d'Ivoire, IFC is working to expand access to finance for MSMEs by leveraging digital technologies to introduce innovative creditworthiness assessment tools. The project team developed alternative data-based lending models, such as Psychometrics Scoring, to provide access to finance to the informal sector.

To provide a legal framework to the cooperation with selected MFIs, the team in Senegal facilitated and reviewed a Memorandum of Understanding between CREDITINFO and pilot MFIs. The team organized a project kick-off workshop with CREDITINFO and selected MFIs to mark the official start of activities on the scoring model. In Côte d'Ivoire, the focus was on identifying partner financial institutions for piloting the psychometric scoring model to be developed by IFC. The team delivered extensive business development activities with two on-site missions in Abidjan and with potential stakeholders on the ground.

UPSEZWA Nigeria Seeks to Unlock Investment, Job Creation

Despite multiple countrywide reforms, **Nigeria** has been unable to tackle the root causes of many of the market and government-regulatory failures that have prevented the country from generating significant investments and job-creation opportunities to promote inclusive economic growth and confront growing poverty. In particular, the 1992 Nigeria Export Processing Zones Authority (NEPZA) Act has underperformed due to several deficiencies that prevent Nigeria from efficiently leveraging the private sector through economic zone development. The vehicle to address these failures is a new generation of SEZs created by the pending Nigerian SEZ Law that can integrate economic activities with social pursuits by incorporating the UN Sustainable Development Goals.

Consequently, on December 16, 2021, IFC launched the UPSEZWA Nigeria Project to address and reduce many of these failures through the adoption and implementation of competitive SEZ legal, regulatory, and institutional frameworks that align with the ECOWAS Investment Policy (ECOWIP) and the 2015 Paris Agreement on **climate change**. The Project is IDA, FCS, and climate focused and has linkages to World Bank lending and policy operations. The competitive frameworks developed through the project are reasonably expected to allow for downstream private SEZ investments and job creation in the healthcare, aeronautics, manufacturing, agribusiness, petrochemical, and infrastructure sectors, among others. New markets in such sectors will yield tangible market-level effects by creating new value and supply chains and the accompanying infrastructure to enhance the overall competitiveness of Nigeria.

Among the climate change outcomes sought by the project are development of two aviation SEZs that adhere or commit to international environmental reforms and standards and private SEZ investments, including the potential for private green investments.

Through FY23 and into FY24, the project team has been laying the groundwork to achieve key output and outcome indicators. These include SEZ Legal advisory and upstream services, support, signature, and execution of the IFC–NEPZA Cooperation Agreement, establishment of the IFC–NEPZA SEZ Working Group, and modifications to the draft Nigeria SEZ legislation. Although the recent presidential election in Nigeria slowed the legislative review process, the legislation now appears to be back on track. After receiving the latest rounds of comments and edits from NEPZA, IFC's Project Team reasonably expects to present a final version of the draft Nigeria SEZ legislation to the SEC Working Group within the coming months.

Trade Facilitation West Africa Delivering on Objectives

The Trade Facilitation West (TFWA) Africa program continued to deliver on its objective to improve the efficiency and movement of goods in the region and internationally through increasing transparency and predictability for the private sector. Insecurity and instability in some TFWA countries has impacted the timelines for some deliverables, notably in **Burkina Faso**, **Mali**, **Niger,** and **Togo**. Key milestones in FY23 include leading the policy dialogue in **Côte d'Ivoire** on the reform around upgrading of the single window for foreign trade; and launching the Small-Scale Cross-Border Trade training pilot in Togo to 209 small-scale traders. The Togo project is delivering **gender** benefits in line with the FIAS strategy, as over 90 percent of the small-scale traders are women.

The program expanded the ECOWAS Interconnected Transit Freight Management System (*Système interconnecté de Gestion des Marchandises en Transit,* or SIGMAT) roll-out across the region. Nine countries in ECOWAS—the Economic Community of West African States—namely **Benin**, Burkina Faso, Côte d'Ivoire, **Ghana**, **Guinea**, Mali, Niger, **Senegal**, and Togo, have signed a regional protocol and framework

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agreements for the deployment of SIGMAT. This development is helping usher in a new era for interconnectivity across the region. TFWA collaborated with the UN Conference on Trade and Development (UNCTAD), ECOWAS, and the West African Economic and Monetary Union (UEMOA) in carrying out SIGMAT evaluation missions in Togo and Burkina Faso. These exercises identified both the benefits and certain technical and operational challenges associated with bilateral SIGMAT implementation.

TFWA is supporting implementation of ePhyto in Burkina Faso and Côte d'Ivoire. In Côte d'Ivoire, TFWA led the policy dialogue with the government on automating the process for issuing phytosanitary certificates to exporters of agricultural goods. The transition from conventional paper documents to the use of ePhytos for all plant product trade was launched by the Directorate of Plant Protection, Control and Quality in March 2023. This made Côte d'Ivoire the first country in Francophone Africa to introduce ePhyto. This new system harmonizes the communication protocol and allows any country connected to the hub to exchange ePhytos with other hub-connected trading partners. The reform improves the credibility of certification by the government, reduces the steps required for inspections by more than 50 percent and the steps and time needed for traders to obtain a phytosanitary certificate by 22 percent. Since the pilot launch in March 2023, some 1,787 ePhytos have been received by Côte d'Ivoire from 9 countries, and 9,544 export certificates have been sent from Côte d'Ivoire to 41 countries.

TFWA continued to advance its collaboration with the World Customs Organization (WCO) to deliver a Cargo Targeting System (CTS) in Côte d'Ivoire and Togo. CTS promotes the use of customs-risk management by virtue of examinations of shipment manifests. On January 30, 2023, IFC and the WCO signed and executed the IFC–WCO CTS Grant Agreement, which now enables the WCO to implement the CTS in Togo. The CTS system contributes to reducing the number of containers controlled upon arrival, as well as the average dwell time at the *Port Autonome d'Abidjan*—the Autonomous Port of Abidjan.

Invest West Africa–Senegal Project Demonstrates Effectiveness of IFC 3.0

The Invest West Africa–**Senegal** Agribusiness Competitiveness Advisory project aims to stimulate private investment and job creation in the agribusiness sector of Senegal. The project, which aims to help attract new agribusiness investment, has demonstrated IFC 3.0's ability to generate private investment opportunities from the ground up. Launched in 2017, the project was tagged upstream in July 2022 when private sector investment prospects became more defined. The initiative was designed to address critical market failures hindering private investment in Senegal's horticulture sector, including issues like limited access to credit, poor market infrastructure, difficulties in sourcing high-quality mangoes, and information gaps on production, markets, and services.

Investment generation results through June 30, 2023, the end of FY23, were revised downward by $8.4 million to factor in the attribution rate used by IFC in determining how much new investment can be credited to IFC's advisory work. This adjustment was based on data collected through an investor survey among firms that received IFC technical assistance under the Invest West Africa Senegal Agribusiness Competitiveness Advisory project. The project aimed for $19 million in new private agribusiness investment within three years of project completion. Ahead of schedule, a 2022 survey indicated the project facilitated $12 million in new private capital over four years. Using a conservative 30 percent attribution rate, $3.6 million was reported as impact, with respondents planning an additional $30 million investment in the next three years.

Following the end of FY23, in October 2023, the Senegal project closed with a positive Development Effectiveness rating following senior management review. The project successfully met client expectations by delivering desired outputs and outcomes. IFC provided technical reports and recommendations to agencies like the National Investment Promotion Agency (APIX) and the Ministry of Agriculture's Directorate of Vegetation Protection (DPV).

These recommendations, which included simplifying export procedures, improving mango collection networks, and digitizing operations for EU market access, were approved and implemented.

The project's public-private consultation platform led to the drafting of regulations that significantly reduced intercepted mango shipments from Senegal to the EU due to fruit fly contaminations, dropping from 24 in 2017 to 5 in 2021. Despite budget constraints caused by COVID-19, APIX fulfilled its $50,000 in-kind contribution commitment, earning commendation from DPV for the project's success. The project assisted in the creation of Commango, a **digital** platform connecting smallholder farmers with exporters and FIs. The platform registered 10,993 farmers—surpassing the target of 10,000. Commango allows farmers to collect, manage, and share production information, enabling them to access new markets for their products. Capacity building exceeded targets, assisting 172 MSMEs and engaging over 1,500 participants, including 181 women, in workshops. The project also organized 39 events, surpassing the target of 30, including investors' round tables and international trade show participation at the 2019 Fruit Logistica conference in Berlin. These achievements were lauded in a letter of appreciation from DPV to IFC's Resident Representative for Senegal.

Scaling Student Housing Investment in South Africa

The primary goal of this project was to increase the number of new beds provided per year to higher education institutions through private investment. To achieve this objective, the project focused on reviewing existing policies, regulations, and standards, to facilitate increased investments, along with developing funding models to ensure adequate funding for the private sector. Additionally, engaging in reform dialogues was deemed essential to garner support and prioritize the planned reforms.

The project made significant progress and achieved key milestones during FY23. IFC's critical role in supporting the sector, particularly in mediating among the various stakeholders, has been instrumental, especially amid the challenges arising from the Department of Higher Education and Training (DHET) and National Student Financial Aid Scheme (NSFAS)'s policy announcement of a rental cap at ZAR 45K. This policy had adverse effects on various universities and providers, especially in urban areas. The various players acknowledged the important role IFC played as a trustworthy and honest mediator, enabling it to facilitate constructive dialogues and share good data and best practices to support these policies. NSFAS and DHET are committed to rationalizing and ensuring the sustainability of funding while encouraging the private sector to continue providing student accommodations.

The team conducted five virtual deep-dive sessions with NSFAS and organized a two-day in-person session in Cape Town. They collaborated with the Director-General of DHET and her team, delving into policy issues and ongoing discussions. NSFAS has agreed to sign a cooperation agreement with IFC for this advisory project, and efforts are under way to finalize a similar agreement with DHET. The team continues to work very closely with private student housing providers (PSHA) in various areas like the cost benchmarking analysis (CBA), accreditation and grading models and frameworks for rental rates and escalation. Additionally, the team strengthened ties with university bodies like the Association of College and University Housing Officers (ACUHO) and School Advisory Council (SAC), co-delivering workshops and jointly working on accreditation and grading frameworks. This project lies at the core of the frameworks and models necessary to establish a sustainable and competitive sector in student housing.

ComPEL Program Reaches Completion

The FIAS-supported Competitiveness Policy Evaluation Lab project (ComPEL), a longstanding umbrella impact evaluation program developed in partnership between the World Bank and the IFC and funded through the FIAS trust fund by USAID and FIAS Global, closed at the end of FY23 (June 30, 2023).

Capacity building **exceeded targets,** assisting 172 MSMEs and engaging over 1,500 participants, including **181 women,** in workshops.

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The primary objective of ComPEL, which started in August 2016, was to generate high-quality evidence to inform policies that aim to improve firm productivity, create jobs, and generate investment. The project aimed to improve operations and country programs continuously and systematically by strategically using impact evaluation and other research to: (i) compare the value-added of various interventions or implementation modalities; and (ii) develop and rigorously pilot new policy instruments to expand the offerings of interventions related to private sector development.

ComPEL supported the design and implementation of impact evaluations around thematic clusters through technical advice, academic reviews, funding, workshops, and seminars. ComPEL evaluations are prospective studies in which project or program teams work with researchers on the design of the project and the study. This allows for the identification of counterfactuals, which are critical to assess the impacts attributed to specific interventions. Three rounds of capacity building were offered to identify candidate programs and projects, define impact evaluation methodologies, and enhance the quality of such methodologies. Each round included a call for proposals, a flagship workshop, technical reviews of proposals by academics at two stages, seed funding, and targeted clinics. After the capacity-building process, teams interested in implementing their proposals applied for additional implementation funding and technical advice. Based on the quality and relevance of their proposals, ComPEL allocated funding to partially cover the implementation of eight impact evaluations. Thematic clusters were built around the key constraints that firms face to adopt productive practices and improve their performance.

The thematic clusters were:

(i) **Targeting firms with high growth potential:** Aimed at understanding how to identify firms with high growth potential and what kind of policies would better assist them in achieving growth. ComPEL supported the implementation of four studies under this cluster, focused on targeting and supporting firms in Ghana (supporting SME growth), Kenya (creating jobs), Mexico (promoting entrepreneurship), and Nigeria (improving business practices). Marketing and screening and judges scoring followed by financial support to the selected group of firms have had positive impacts on firms. A report was published from the Nigeria project on Improving Business Practices and the Boundary of the Entrepreneur: A Randomized Experiment Comparing Training, Consulting, Insourcing and Outsourcing. The Kenya team also published a study titled Can Business Grants Mitigate a Crisis? Evidence from Youth Entrepreneurs in Kenya during COVID-19.

(ii) **Connecting businesses to improve market access and promote spillovers:** Aimed at exploring the role of interventions that connect business to the demand side and those that reduce search and enforcement frictions. ComPEL supported three impact evaluations under this cluster in Ethiopia (global value chain for honey), Georgia (supply/demand side constraints in e-commerce), and Kenya (the role of e-commerce platforms in unlocking high growth). The most successful interventions have been those providing a package of services to alleviate more than one constraint as well as those introducing demand shocks. The Georgia project team published a report on Promoting e-Commerce in Georgia: Exploring Constraints to Online Participation using Baseline Data from an Experimental Study.

(iii) **Improving regulatory efficiency to benefit firms:** Focused on understanding the types of regulatory interventions that can have positive impact on firm outcomes and alleviate firms' burdens. ComPEL's predecessor, the Impact Program, supported several studies in this area in many countries and ComPEL supported one additional impact evaluation in Peru on the impact of electronic recording of business inspections on compliance with regulatory standards and inspectors' performance. Weak enforcement of sanctions as well as complex, infrequent, and unrealistic monitoring practices, enable inefficiencies that affect firms. Four reports from the Peru project are available here.

(iv) **Improving access to SME finance:** Aimed at generating evidence on how to address the SME finance gap. ComPEL supported the early stages of one impact evaluation in Burkina Faso, on the impact of a partial portfolio credit guarantee for women-owned firms. However, due to implementation issues, this study was put on hold. Emerging evidence from other impact evaluations shows that innovations such as using psychometrics to assess creditworthiness or third-party guarantee services can be useful to alleviate financial constraints and even improve banks' productivity.

ComPEL Program Achievements

The program achieved its development objective, namely "to support the use of impact evaluation in advancing the global knowledge frontier on 'how to achieve impact,' building the capacity of client institutions and Bank Group staff and improving the quality of project design and implementation in the areas of firm performance and productivity, entrepreneurship, innovation, and SME finance."

The program built the capacity of Bank Group staff and client institutions by providing training on impact evaluation methodologies and challenges; helping operational teams engage and work with researchers and field coordinators with specialized skills; and connecting teams to experts working on similar issues who are leading the knowledge frontier. Of all the Bank Group projects and country programs that participated in capacity building for the study design, ComPEL provided seed funding to 18 teams and implementation funding to eight. Of those eight, three finalized the analysis with short-term findings (Georgia, Nigeria, and Peru), two are currently preparing such an analysis (Kenya and Mexico), and two others are starting the interventions to be evaluated (Ghana and Kenya). One is on hold (Burkina Faso) pending resolution of project implementation issues and improvement of the country's political situation.

Several events were delivered to build the capacity of staff and client institutions in the use of impact evaluation. These included intensive flagship workshops, research clinics, seminars, and country workshops. Overall, 60 events were delivered, reaching over 1,900 participants. The program benefited 40 projects directly across the World Bank.

The quality of projects and programs has improved through the incorporation of pilot components and the generation of data and evidence. The impact evaluation activities of these projects included the completion of 30 data collection initiatives (including 19 surveys). Also, several data analyses have been presented to counterparts to inform implementation decisions. Other units and initiatives across the Bank Group adopted ComPEL's tools for designing and improving the quality of their impact evaluations.

Importantly, research teams of supported studies were successful at identifying and pursuing additional collaborations. Using the impact evaluation tools developed with the technical feedback provided, as well as the partial funding facilitated for the implementation of the study, all teams supported established meaningful collaborations, including leveraging additional funds with other institutions (for example, Innovations for Poverty Action, the Georgia

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Innovation and Technology Agency, the Ghana Enterprises Agency, the Mexican National Institute for the Entrepreneur, Banco de Mexico's EconLab). Additional funds were also leveraged with donors (for example, InfoDev Trust Fund, the Jobs Trust Fund, and Improving Business Environment for Prosperity Trust Fund), and World Bank initiatives (including the **Gender** Innovation Lab, and the Development Economics Department).

Teams are also sharing several tools developed during the implementation of the study, including detailed methodology, survey instruments, data analysis codes, and anonymized databases. To disseminate the knowledge created, seminars and clinics were conducted with technical audiences in several institutions, and conferences and country workshops were conducted with policymakers. ComPEL's website also contains a significant number of informative materials and resources.

Operational Lessons Learned

The ComPEL project has revealed that a thematic cluster approach is beneficial in generating meaningful global knowledge and data, and to reduce changes to study design, impact evaluation programs should target programs and projects with somewhat advanced, but not fully defined, implementation plans. The flexibility of funding timing is key for continuity, and identifying administrative data, as well as the minimum set of survey data, is critical for the continuation of studies. Finally, qualitative information and small pilots facilitate implementation and take-up. For more on ComPEL, please see the publications section at the end of the chapter.

Other Project Highlights

FIAS Supporting Key Critical Sectors for Pakistan's Economic Growth

FIAS supports a broad range of IFC advisory and upstream interventions in **Pakistan** that are aligned with the IFC country strategy for **Pakistan** (FY21–24). As an IDA country with low income, Pakistan requires support for an inclusive and sustainable growth that can open new market opportunities, create jobs, and push the country's critical sectors on the road to development. In the past, political uncertainties and fragile security have deterred investments in Pakistan. Challenges

Wind turbines in Jhimpir, Thatta, Pakistan. *Photo: © Khaula Jamil/IFC* continue to date, however, IFC is determined to explore the untapped potential of the country by engaging the private sector and scaling up its investment across critical sectors in INR, MAS, and FIG. Currently, FIAS-supported projects are helping remove bottlenecks in Pakistan that can allow IFC to manage risks in priority growth sectors. In this context, there are several projects in sustainability and inclusion that show promising growth.

Among the several projects being pursued in Pakistan, the CE Investment Diagnostic in Pakistan and Iraq project is expected to produce deep-dive diagnostic reports on Pakistan and Iraq that will identify circular economy (CE) investment opportunities and related policy barriers. The objectives for this business development activity for IFC and CMA are to identify concrete CE investment or financing opportunities in select priority sectors in Pakistan and Iraq that will help realize this investment potential over the next two to three years.

Given the devastating floods in 2022 in Pakistan, the need to address **climate** challenges has become urgent. In this context, FIAS is supporting advisory projects centered on improving access to finance for MSMEs, large corporates, and the residential sector. Through the Sustainable Energy Finance (SEF) project, FIAS is aligning with the existing IFC initiatives in Pakistan and building awareness, demand, and market infrastructure for SEF in Pakistan. Additionally, this project is also supporting banks in Pakistan to build capacity for Climate Finance and develop sustainable energy lending products. IFC hopes to develop a consistency with Environmental, Social and Governance (ESG) Standards in Pakistan that will facilitate future IFC investments and therefore it is developing a range of market mechanisms with a focus on improving the ESG frameworks in the banking sector and capital markets. This project is supporting improvement in ESG practices and performance of companies in priority sectors. It aims to remove ESG bottlenecks manifested through lack of environmental and social risk management capacity and insufficient ESG disclosures among upstream and pipeline clients to facilitate IFC financing and improve the ESG risk profile of IFC portfolio clients. The Project will take a programmatic approach and work across regulatory, market, and firm-level components with the aim of improving ESG standards and regulations, building capacity of local intermediaries, and providing direct, hand-holding ESG support to local firms. During the ongoing pre-implementation phase, the Project conducted a baseline study in support of the ESG Pakistan Project's scoping activities. The study generated insights regarding ESG gaps in the local market and helped establish a baseline for IFC's ESG advisory intervention in the country. The Project team is currently developing the implementation plan and aims to start implementation by end Q2 FY24.

The FIAS programmatic theme on **Gender** and Inclusion is a key priority for advisory projects in Pakistan. The Pakistan2Equal project is specifically working with companies to adopt gender-smart climate actions to ensure gender equality in Pakistan's transition to a climate-smart economy. To achieve this, the project is advancing the participation of women in select IFC investee and pipeline companies through employer capacity building that will create family-friendly, safe, and respectful workplaces to attract, retain,

FIAS Portfolio in Pakistan

- Sustainable Energy Finance
- Housing for Pakistan Initiative
- Pakistan Regulatory Modernization Initiative
- ESG Projects for Pakistan
- Pakistan Fintech Entrepreneurship
- CE Investment Diagnostic in Pakistan and Iraq
- Pakistan2Equal

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The project has also mobilized **20 companies** to make pledges on **climate and gender.**

and promote women. The EDGE certification advisory provided to the fashion retailer Khaadi has helped bring about IFC's $25 million MAS Investment, which is in line with the FIAS indicator for value of financing facilitated. The team signed a partnership agreement with the Pakistan Business Council to launch the Climate2Equal Peer Learning Platform (PLP) to create awareness, provide knowledge, and encourage companies to make pledges or commitments toward gender-inclusive business-led climate action. Since the launch of the PLP, the project has held one launch event and four learning events with a total attendance for the events of 200 participants. The project has also mobilized 20 companies to make pledges on climate and gender. Based on market demand for more awareness on the gender and climate nexus, the team has conducted two gender and climate workshops for IFC MAS Investees, Fatima Group, and Packages Group.

Beyond gender and climate, FIAS is supporting other critical sectors such as the automotive and pharmaceutical sectors, **digital** innovation, and housing. The Housing for Pakistan Initiative is a joint investment and advisory services project aimed at building the primary market for housing finance in Pakistan through investment facilitation, and capacity-building measures for financial institutions and developers. This project builds on World Bank Group programs and initiatives, especially Bank Group support to the Pakistan Mortgage Refinance Corporation and the PAK Housing Program. With Pakistan's huge potential for digital innovation, the Pakistan Fintech Entrepreneurship project is supporting development and implementation of a regulatory framework for Fintech innovation that will work with the State Bank of Pakistan to test its regulatory sandbox and address the problem of deficient regulatory infrastructure. The Pakistan Regulatory Modernization Initiative is increasing private investment in the automotive and pharmaceutical sector by reducing regulatory compliance costs to businesses through simplification and automation of administrative procedures.

State-Owned Enterprises KDP Building Expertise on Investment Effects of SOEs

State-owned enterprises (SOEs) play a key role in global and domestic markets, and this can hinder private sector development. Recent evidence (WB Businesses of the State database) reveals that the state footprint in markets is not restricted to sectors where there is a clear economic rationale for their operation, but they also operate in competitive sectors (e.g., manufacturing, accommodation) where they compete with private operators posing risks for distorting markets and impact private sector development. Regulation and market conditions surrounding the SOEs can also affect the incentives of private sector operators to enter and invest in certain markets, particularly if policies favor undue comparative advantages to SOEs. Furthermore, the state footprint expanded during the COVID-19 pandemic through direct support to SOEs (e.g., loans, capital injections), and increased state ownership, which can have lasting effects on the private sector in the course to recovery.

This KDP aimed to provide an evidence-based approach for IFC upstream teams and investment officers on how to identify the opportunities and risks of investing in sectors with SOE presence. This KDP responded to the IFC 3.0 strategy to explore options to create new markets, expand the IFC portfolio on SOEs beyond privatization strategies, and respond to demand for IFC to engage in greenfield reforms and pre-privatization investments. As an example, the Government of Egypt requested IFC support to enable capital investment for up to $2 billion in June 2023.

The KDP developed two new tools providing clear guidance on how IFC advisory and upstream teams and investment officers can assess potential risks of IFC investment in a systematic and structured manner. The first was a guidance note that provides a better understanding of the market dynamics where SOEs are present. The guidance note offers advice for IFC when investing in private sector companies (including PPPs) participating in markets with SOE presence, as well as when investing in SOEs directly. The note highlights the market conditions and regulations that should be in place for IFC to engage and optimize private capital mobilization while mitigating reputational or operational risks. Second, the KDP delivered an Excel toolkit to support IFC investment officers in conducting a systematic assessment of the opportunities and challenges of the potential SOE transaction as well as the conditions of the market where IFC might be interested to invest. These instruments and resulting assessments will serve as key inputs for IFC to develop and implement its updated approach to SOEs.

Afghanistan Investment Climate Perseveres Through Political Turmoil

Afghanistan still grapples with economic, security, and political challenges, and FIAS-supported work continued there beyond the 2021 change in government. The Afghanistan Investment Climate Reform Program was designed to address key impediments to economic growth and improve the investment climate in this IDA and FCS country by building on the ongoing reforms in the country. Three projects were developed under this program—Afghanistan Business Enabling Environment, Afghanistan Export Competitiveness, and Afghanistan Competitiveness Study.

Since the change in government, World Bank Group activity in Afghanistan has focused on engagements with private sector entities, including the FIAS-supported Business Enabling project, which closed in February 2023. IFC, in collaboration with the World Bank, supported the Afghanistan Private Enterprise Recovery Scale-up and Initiating Sustainable Transitional Solutions (PERSISTS) event on September 5, 2022, in Istanbul under the Afghanistan Export Competitiveness Project. The event focused on providing the private sector a platform to discuss their challenges in the business environment and to propose solutions on the way forward. Subsequently, IFC, along with a local non-governmental organization, conducted 15 consultations with more than 500 private sector representatives in Kabul and other major economic capitals in Afghanistan. These consultations aimed to identify sector-specific challenges and overall hurdles faced by the private sector. The findings were compiled into a report, forming the basis for developing an advocacy platform.

Under the Afghanistan Competitiveness Study, the Terms of Reference were revised to identify domestic production capacities and opportunities to link domestic businesses' services and products with the ongoing humanitarian programs. Consultants were hired and reports on rice and pharmaceuticals were produced. Additionally, a draft report on dry fruits and nuts was prepared, and preliminary work on poultry and eggs was initiated.

In FY23, the Afghanistan Business Enabling project made progress by signing an advisory agreement with the Office of First Vice President. This agreement outlined IFC's engagement with government agencies under the Private Sector (PriSEC) Secretariat, which coordinates reforms between the private sector and government agencies. The IFC team provided ongoing technical and administrative support to PriSEC and its technical Working Groups, facilitating more than 10 technical Working Group meetings. A **digital** platform called the reform tracking tool (RTT) was developed to monitor reforms from inception to implementation and their potential impacts. Four state institutions, including the Ministry of Finance, Ministry of Interior (passport office), Ministry of Industry and Commerce (Central Business Registry), and National Statistics and Information Agency, signed MoUs for data-sharing. This initiative expedites the process of obtaining and renewing business passports and prevents the issuance of multiple Tax Identification Numbers to individuals and businesses. This collaboration helps in reducing government revenue losses. Furthermore, the project supported the Government of Afghanistan in developing and implementing business enabling environment reforms.

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Central Europe Agriculture Finance Digital Platform Addresses Access to Finance

The CEU (Central Europe) Agriculture Finance **Digital** Platform Project aims to improve access to finance for agricultural MSMEs and farmers in client countries in the region: **Albania, Bosnia and Herzegovina, Kosovo, Montenegro, North Macedonia, Serbia**, and **Ukraine**. Limited access to finance poses a significant challenge for agricultural growth in the region, as reported by IFC. FIs perceive the sector as high risk, leading to insufficient access to funds. The project plans to introduce a digital platform, enhancing the lending capabilities of FIs, providing non-financial services to agriculture MSMEs and farmers, and promoting climate-smart agriculture. Project targets include access to at least $100 million in loans, increasing the share of agricultural loans in the banking sector, launching three digital platforms, disbursing 3,000 loans worth $60 million, providing non-financial services to 1,650 MSMEs and farmers, and training 1,250 individuals on climate-smart solutions.

In FY23, the project team completed work on all activities planned for this period. The main priority for the project team in FY23 was completion of the agriculture digital platform's detailed design with the selected service provider i.e., configuration of the agriculture index and the digital application for lending in the agriculture sector. It also included the platform prototype development and internal testing in preparation for rollout and installation at partner FIs. In June 2023, the platform was introduced to the three banks in Serbia that have identified an interest in the Agriculture Finance Digital Platform and developing a partnership for piloting the platform implementation. Each of the three banks expressed interest and demonstrated specific opportunities that will be further explored in FY24.

Microfinance Institutions Reforms in Kosovo Seeks to Transform Industry

The Microfinance Institutions (MFIs) Reforms in **Kosovo** project supports Kosovan stakeholders to develop the regulatory and legal changes required to enable the transformation of microfinance institutions in Kosovo from nongovernmental organizations to corporate entities and build successful transformation cases that support implementation of the reforms. In FY23, the project team organized a kick-off meeting and workshop to launch the first working group (composed of six members) on the MFI law. Furthermore, the team engaged with the Ministry of Finance, industry representatives, civil society and other stakeholders in bilateral discussions and prepared a series of reports to support these interactions. The activities focused on (i) development and assessment of options for restructuring the microfinance sector, (ii) development of legal opinions for key aspects of the restructuring, and (iii) preparation and initiation of the study designed to investigate the impact of the microfinance sector.

Georgia Project Helps Generate $66 million in New Investment

The overarching objective of the project in **Georgia** is to promote sustainable private sector-driven growth and to assist the Government of Georgia in attracting and retaining investments. The project succeeded in implementation of all activities as planned and achieved all its objectives and development results. All output, outcome, and impact targets were met. Most notably, the IFC team improved the Business Ombudsman Office (BOO) and Enterprise Georgia's (an investment promotion agency) operations efficiencies, and effectiveness of the investment policy and promotion activities. As a result, $65.8 million in new investment generated was recorded, exceeding the $12.6 million target. Of the total amount, more than $45.1 million resulted from investments retained through improved efficiency of the BOO, illustrating the ability of the ombudsman to address investor complaints. The remaining $20.6 million stems from project advisory support to Enterprise Georgia, enabling the agency to implement targeted outreach to the most promising investors. Additionally, the project achieved a high cost-benefit ratio by generating almost $82 investment per one dollar spent on investment policy and promotion activities. In FY23, Enterprise Georgia identified six companies (investment leads) that have already made investments. The project team continued supporting Enterprise Georgia in attracting investments and conducting lead generation campaign, implementing the investment promotion strategy. Enterprise Georgia attended 13 events and organized 5 roadshows to reach 300 companies. Enterprise Georgia has attracted one new multinational investment, which is in the initial stages. In a letter Enterprise Georgia stated, "FDI attraction efforts became more tailored, focused, and targeted" as a result of IFC support for developing an investment promotion strategy and action plan. In addition, Enterprise Georgia said that the cooperation with IFC enabled it to launch new and innovative projects, such as a lead generation program and visits of location consultants, "which have further supported us to place Georgia on the global map." Enterprise Georgia saw significant interest from other countries to replicate similar initiatives in their own investment promotion agencies.

Kyrgyz Republic Investment and Growth Project Surpasses Cost Savings Target

The project aims to enhance the resilience of SMEs and support their recovery from the COVID-19 crisis in the **Kyrgyz Republic** by supporting the government to: (i) establish an investor protection mechanism; (ii) develop a single **digital** portal (e-registry) to save time to obtain information on administrative procedures; and (iii) remove economy-wide and sector-specific impediments for businesses in tourism and digital infrastructure. In FY23, the project continued progressing toward its objectives, with all output and impact indicators and 80 percent of outcomes achieved as of this reporting cycle. The project realized approximately $17.2 million in CCS to the private sector resulting from economy-wide construction permit reform and removal of tourism and digital infra specific impediments for businesses, as well as the operationalization of the investor grievance mechanism (IGM). These savings are more than six times the project's original target. The project recorded $194,680 million in new investment generated, as a result of the SME support program for tourism businesses.

Additionally, the project recorded two investment climate reforms in the areas of investment policy and construction permits. The reforms, validated by IFC's M&E team, stemmed from development and adoption of an investor grievance mechanism (IGM) and introducing a single window for construction permitting to reduce regulatory compliance requirements and simplify the permitting process. The IGM was successfully adopted and is housed within the National Investment Agency (NAI), which reports to President. The construction regulation reflects the project recommendations aimed at reduction of regulatory compliance by introduction of a "single window" for construction permit, simplification of the construction permit process, and introduction of "fast track" construction permit for smaller objects, significantly reducing time, costs, and documentary requirements.

In the tourism component, the project contributed to opening four new air routes to the Kyrgyz Republic, addressing one of the key impediments to tourism sector development. The SME support program for tourism businesses completed its second phase in February 2023. Of the 39 tourism SMEs, 36 have reported some progress on the implementation of IFC's recommendations. As of June 2023, 45 percent of the project's recommendations were fully implemented by SMEs, 19 percent partially implemented, 31 percent in progress, and 5 percent suspended. As a result, 13 SMEs that received support through the program recorded $490,000 in new investments, of which $194,680 can be attributed to the project.[8]

8 World Bank methodology attributes 40 percent of actual investments that took place in SMEs after they received advisory. Therefore $195,000 is attributed to the project.

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Monitoring and Evaluation Update

Working with Teams on New Approaches to Investment Climate and Sector Reform

FIAS is reporting more investment climate and sector reforms in FY23, the second year of the five-year FIAS strategy cycle, after a slow start in FY22. The reform count in FY23 is 11, up from just a single reform in FY22. The 11 investment climate reforms were validated by IFC M&E in FY23: one each in Ghana, Indonesia, and Togo; two in the Kyrgyz Republic; three in both Guinea and South Africa. Nevertheless, changes in the operational and economic landscape continue the declining trend of reported reforms. This is happening across all IFC advisory and upstream services projects and thus shows in FIAS results reporting. The trend was apparent toward the end of the previous strategy cycle (FY17–21) and on into FY22–23. Over the past five years FIAS-supported projects produced an average of 23 reforms per year. By contrast, from FY11 through FY15 FIAS averaged 79 reforms per year.

The high reform counts of previous years resulted mainly from activity in the Doing Business indicator areas such as starting a business, construction permits, tax reform, and access to electricity. Discontinuation of Doing Business in 2020 brought an end to most of the indicator-based reform work, effectively eliminating a key source of reforms for FIAS-supported projects. At the same time, clients and IFC were shifting advisory efforts toward sector-focused work and projects geared toward facilitating finance and investment generation.

These new strategic directions meant that the turnover of projects entering the FY22–26 FIAS strategy cycle was unusually high. Consequently, a substantial portion of the FIAS portfolio was new as of FY22 and, through FY23, had not yet yielded reforms. Some of the new projects in the portfolio do not include investment climate reform as a targeted outcome as those industry-focused projects address non-reform related issues. In the meantime, pandemic-related travel restrictions and changes in client country priorities disrupted reform activity into FY22.

In FY23, an internal review of the full FIAS portfolio identified approaches that could help real-time reporting as well as yield more reforms by the end of the FY22–26 strategy cycle. The FIAS portfolio emphasizes projects aimed at helping attract and retain greater private sector investment, a results impact measured in dollars rather than reforms. However, through close engagement with client-facing teams and benefiting from input from M&E, the FIAS Program is leveraging the allocations process to identify more project outcomes that can be categorized as reforms—in much the same way FIAS has leveraged allocations to encourage more work in **gender** and climate. This reform-related activity, already under way, is relevant to both current interventions and pipeline projects.

In parallel, criteria and categories for new reforms, particularly for IFC's sector-specific advisory services work, are in development. Formalizing these new reform criteria and categories—such as access to finance, climate finance, environmental social governance (ESG), sustainable finance, and green building—is a priority for the M&E team. Project outcomes in these and similar areas will form an increasing part—and eventually the majority—of the IFC advisory and upstream services work stream and, therefore, of the FIAS portfolio.

Jobs Pilot Validates Job Impact of Advisory

The FIAS Program began in the mid-1980s as an initiative geared toward helping emerging markets and developing economies review and adjust policies, institutions, and programs to stimulate more foreign direct investment (FDI). FDI has long been linked to increased employment opportunities. Creating and establishing inclusive, quality employment opportunities that increase productivity and earnings is recognized as the most robust path out of poverty for developing countries. During the FY17–21 FIAS strategy cycle, IFC's M&E team developed a jobs pilot project examining the impact on job creation of IFC

Advisory Services projects supported by FIAS. The study is continuing in the FY22–26 strategy cycle, employing a jobs estimation model to measure the employment impact of eight projects that supported economy-wide and industry-specific investment climate reform efforts funded by FIAS. The projects were completed between 2015 and 2021 and generated an economic impact in one of two ways: (i) by helping the client generate private investment, including FDI; or (ii) by improving value chain linkages between local MSMEs and multinational enterprises (MNEs). Each project contributed to the generation of private investments or MSME linkages that led to direct and indirect economic impacts and job creation. Estimated jobs impacts of investment climate reforms include 780 to 910 jobs in **Bosnia and Herzegovina**, 3,800 to 5,300 jobs in six **Western Balkan** economies, 4,570 to 5,320 jobs in **Nepal**, 488 to 670 jobs in **Rwanda**, 944 to 1,028 jobs in **Guinea**, 1,187 to 1,552 jobs in **Côte d'Ivoire**, 291 to 384 jobs in **Ghana**, and 1,862 to 2,216 in **Egypt**. In addition to affirming beneficial job impacts of IFC Advisory Services, the pilot demonstrates that the IFC's Economic Impact Estimation Framework can be used to estimate job creation impact of investment climate reforms beginning two to four years post project completion.

Bangladesh Monitoring and Evaluation Update

As part of the ongoing monitoring and evaluations process, an independent evaluation was published, delivering a detailed review on the **Bangladesh** Investment Climate Fund I & II (BICF) project. BICF, the World Bank Group's largest single-country advisory service facility for private sector development, was designed with the understanding that improving the investment climate of Bangladesh required a long-term strategic approach. The ambitious, multi-year project benefited from FIAS funding and support, with FIAS contributing $2 million in funding and leading the two-year BICF design phase from 2005–2006. Historically, FIAS has provided projects with the necessary funding to design and launch new advisory initiatives, which prove invaluable to commencing project operations and setting projects up for success. BICF I & II serves as a prime example of how FIAS funding and advisory and upstream services open the door for innovative and agile projects to expand and achieve results which drive economic growth and resilience for years to come. As described in the evaluation, the results of the BICF project are overwhelmingly positive. Key achievements include:

- The creation of the One-Stop Shop Service which supported 6,487 businesses.
- The establishment of Business Initiative Leading Development (BUILD), the first private sector-led Public-Private Dialogue Platform in Bangladesh.
- The establishment of an economic zones regime.
- 28,000 jobs in Economic Zones of Bangladesh, of which 25 percent are for women.
- Investment proposals worth $4.3 billion for Economic Zones.
- $42.1 million in CCS annually in the past four years.

The newly published independent evaluation revealed that, overall, BICF II has been a successful program. It has supported systemic changes to improve the business environment that are resulting in transformative outcomes despite the setbacks caused by the COVID-19 pandemic and a challenging political economy for implementing reforms. The BICF II program responded to the needs of the private sector and the Government of Bangladesh. It identified critical investment climate issues and designed interventions to respond to key government priorities for private sector development and job creation, such as digitization to improve government-to-business (G2B) services, policy reform, and industrial infrastructure related to ease of doing business, attraction of private investment, and export diversification. The program designed a collection of high-performing activities. Many of them exceeded their ambitious output

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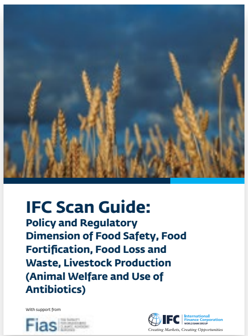

and outcome targets, except for a few components, which were delayed due to the pandemic. The program also demonstrated flexibility and adaptability in responding to the pandemic.

The FIAS Program management team is analyzing all FIAS-funded projects to assess and, where possible, strengthen reform targets and overall implementation strategies. In the wake of the cancellation of the Doing Business report, FIAS management is continuously working with IFC's Results Measurement team to identify new reform descriptions and reform verification methodologies given the evolving landscape of client country advisory and upstream activity. A new set of indicators to replace Doing Business in the works under the leadership of the World Bank's Development Economics (DEC) team is expected to be shared with operational teams soon. This may allow for reinstatement of reform approaches similar to those used by Doing Business and a faster approach to tracking and verifying reforms.

Knowledge Management and Publication Highlights

The publications section is organized into two sections: the first section includes publications that received FIAS support and were key deliverables of FIAS-supported projects and activities; the latter section presents publications produced by the IFC and the World Bank that inform FIAS-supported work. IFC and the World Bank issue a wide range of publications, including real-time tools, policy technical notes, topical monographs, and global flagship reports that help inform FIAS-supported advisory (and, in some cases, are informed by FIAS-supported work) and that provide the analytical basis for policy advice on critical topics related to the private sector. Highlights include:

FIAS-supported Publications

IFC Scan Guide: Policy and Regulatory Dimension of Food Safety, Food Fortification, Food Loss and Waste, and Livestock Production: IFC Scan Guide is a new tool developed by the IFC Food Safety Advisory team to support the analysis of the policy and regulatory dimensions of four aspects of a country's national food system: food safety, food fortification, food loss and waste, livestock production (animal welfare and use of antibiotics). The publication provides a list of assessment questions in these four areas to allow users to identify challenges and transformations. Identifying the challenges and transformations could increase efficiency in protecting consumers, improving national food safety while supporting and creating a sustainable food industry. Initially developed at the request of IFC teams engaged in the food sector across emerging markets, the IFC Scan Guide incorporates years of experience of IFC specialists working in different regions and contexts. Our team hope that this Scan Guide will become a useful and practical assessment tool for everyone who is involved in developing, maintaining, or improving national food systems. *The IFC Scan Guide was developed with FIAS support through the Food Safety program.*

Food Safety Handbook: A Practical Guide for Building a Robust Food Safety Management System: The Handbook is designed to help food companies establish, professionally maintain, and enhance food safety—steps that are essential to improving global health outcomes and improving business. This new edition, which updates and revises the 2016 Handbook, provides an up-to-date listing of primary food safety legislation, training guidelines, mandates, and best practices. The Handbook is indispensable for food business operators at any stage of the food production and processing value chain. The benefits of implementing a rigorous food safety system as outlined in this handbook include better access to markets, improved brand recognition, strengthened customer loyalty, and making a real contribution to public health. *The FIAS-funded Food Safety program published the Handbook as part of the FIAS portfolio of projects.*

Building Green: Sustainable Construction in Emerging Markets: Switching to greener technologies in construction and operation of buildings and materials, combined with more climate-friendly capital markets, could reduce the construction value chain's carbon footprint 23 percent by 2035, while creating investment opportunities in emerging markets, according to a major report from the International Finance Corporation. The report also offers important recommendations on financial instruments, technical assistance, standards, technologies, and capacity building to channel more financing into green buildings and materials and address the market failures hampering further progress on building green. IFC's own green buildings program and sustainability-linked finance facilities offer proven models on how such initiatives can be accomplished at scale. *The report was supported by FIAS to provide guidance on investments, financing solutions, technologies, and policy actions in emerging markets.*

Demand for Digital Skills in Sub-Saharan Africa: Many studies have focused on the implications of the Fourth Industrial Revolution and the future of work for developed markets. Fewer studies have examined the effect on Sub-Saharan Africa. Yet, the region has the largest youth population in the world and some of the world's fastest-growing economies. It is essential that Africa builds the skills and expertise to drive competitiveness in the future. This study breaks new ground and for the first time provides an estimate of the market size for digital skills in Sub-Saharan Africa and offers a practical set of actions to take to tap into the demand. The study took place from September 2018 to January 2019 and involved a survey of market participants, a market sizing exercise for Ghana and Sub-Saharan Africa digital skills, and detailed assessment of eight case studies that provide best practice examples of how programs can impart skills effectively and drive employability and scale. The study was undertaken by IFC in cooperation with L.E.K. Consulting. *The report was a product of the Global Employability Platform, Phase I, a project supported by FIAS in FY21.*

Enterprise Georgia Investment Promotion Strategy and Action Plan: The Investment Promotion Strategy and Action Plan provides details on Georgia's investment process, as well as the key tools used to attract new investments. The project team supported Enterprise Georgia in developing and implementing the investment promotion strategy. In a letter Enterprise Georgia stated, "FDI attraction efforts became more tailored, focused, and targeted" as a result of IFC support for developing an investment promotion strategy and action plan. In addition, Enterprise Georgia said that the cooperation with IFC enabled it to launch new and innovative projects, such as a lead generation program and visits of location consultants, "which have further supported us to place Georgia on the global map." Other countries expressed significant interest in replicating Enterprise Georgia's initiatives in their own promotion agencies. *The action plan was developed jointly by the FIAS-supported Georgia Agribusiness Competitiveness and Investment Policy project and Enterprise Georgia, an investment promotion agency.*

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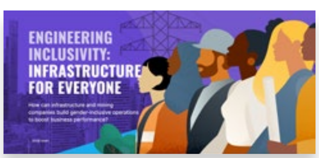


ComPEL Strategic Research Knowledge and Publications

The FIAS-funded project, ComPEL, included a research and knowledge pillar aimed at generating complementary research notes on firms' growth and productivity. Two reports, due to be published soon, came out of business pulse surveys in a few countries as part of a project which closed at the end of FY23 (June 2023). The first report is 'Post-pandemic Recovery and Women-Led Business', which found that the recovery for women-led businesses slowed down in 2022, leading to a lower sales growth rate for female entrepreneurs compared with their male counterparts. However, one positive outcome is that women-led businesses reported a higher use of and investment in digital technology. The second report, 'Post-pandemic Recovery in Africa: Evidence from Firm-Level Data', shows that there has been a gradual sales recovery in Africa since the pandemic, but that sales are still below pre-pandemic levels. Large enterprises have recovered better than small enterprises, and about 1 in 5 enterprises are still financially fragile.

Postpandemic Recovery and Women-Led Businesses: Cross-Country Evidence from Firm-Level Data [publication pending]: Since the beginning of the pandemic, a strong body of evidence has pointed to a gendered effect of the crisis regarding economic outcomes. Little is known, however, about the potential differences in the recovery pattern among women-led and men-led businesses. The note aims to fill this gap by examining the recovery of these businesses. The primary focus of the analysis is to determine whether any differences exist between women-led and men-led businesses.

Seven reports have been published throughout the duration of the project:

- *Improving Productivity Measurement in World Bank Group Interventions*.
- *Unmasking the Impact of COVID-19 on Businesses*: Firm Level Evidence from Across the World.
- *Policies to Support Businesses through the COVID-19 Shock*: A Firm-Level Perspective.
- *Firm Recovery during COVID-19*: Six Stylized Facts.
- *The Impact of the COVID-19 Pandemic on Women-Led Businesses*.
- *Damaged by the Disaster*: The Impact of COVID-19 on Firms in South Asia.
- *Shaping Africa's Post-Covid Recovery*.

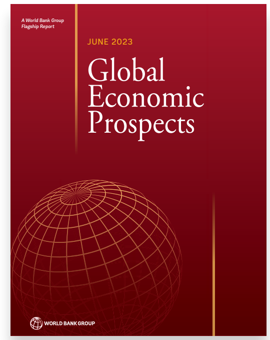
In previous years, eight other reports were finalized, including additional notes on the effects of the COVID-19 pandemic and a technology adoption literature review, in which results demonstrated that while various projects can encourage technology adoption among firms, the effects tend to be specific to each context, so different approaches need to be tested in each setting.

Engineering Inclusivity: Infrastructure for Everyone – IFC's Gender and Infrastructure Toolkit: The Gender and Infrastructure Toolkit was developed with FIAS support, under the Gender-Inclusive Infrastructure & Natural Resources KDP. The web-based toolkit provides digital tools and strategies to help companies build a more gender-inclusive business and achieve measurable results. It showcases how companies can build gender-inclusive operations to boost business performance. Companies can learn from proven how-to guides, tools, and strategies covering all aspects of operations, and practical steps to achieve results. Users can explore the business case for gender in multiple sectors, including energy, cities, mining, transport, and water. The 'Build your own Gender Toolkit' feature enables users to build a customized toolkit for their business to unlock opportunities for women.

FIAS Relevant Publications:

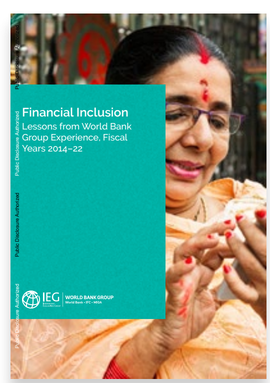
Navigating Uncertainty on the Path to Recovery: 2022 Trust Fund Annual Report: The World Bank Group is meeting the enormity and urgency of multiple simultaneous crises head-on with the largest response in its history. In doing so it is calling upon the full array of its financial resources, operational expertise, and global partnerships to save lives, protect people, preserve jobs, strengthen resilience, and restore growth. The World Bank Group makes strategic use of trust fund resources to complement its own funding and advance the development priorities of its clients. The 2022 Trust Fund Annual Report showcases over the last five years how the World Bank Group manages and utilizes trust funds and financial intermediary funds (FIFs) to deploy financing quickly, expand operations, and generate new knowledge to support client countries during these turbulent times. Over 40 trust-funded activities from around the world are featured in this report. They demonstrate the many ways trust funds and FIFs are contributing to the four development outcomes the World Bank Group has focused on delivering throughout the pandemic and compounding global crises, namely, saving lives, protecting the poor and most vulnerable, ensuring sustainable business growth and job creation, and strengthening policies, institutions, and investments for rebuilding better. Projects supported by FIAS are featured in the report and the FIAS Program team contributed project narratives and data to the publication.

Women, Business and the Law 2023: Women, Business and the Law 2023 is the ninth in a series of annual studies measuring the laws and regulations that affect women's economic opportunity in 190 economies. It identifies barriers to women's economic participation and encourages reform of discriminatory laws. This year, the study also includes research, a literature review, and analysis of 53 years of reforms for women's rights and makes an important contribution to research and policy discussions about the state of women's economic empowerment.



Global Economic Prospects: Global growth is projected to slow significantly amid high inflation, tight monetary policy, and more restrictive credit conditions. The possibility of more widespread bank turmoil and tighter monetary policy could result in even weaker global growth and lead to financial dislocations in the most vulnerable emerging market and developing economies (EMDEs). Comprehensive policy action is needed to foster macroeconomic and financial stability. Among many EMDEs, and especially in low-income countries, bolstering fiscal sustainability will require generating higher revenues, making spending more efficient, and improving debt management practices. Continued international cooperation is also necessary to tackle climate change, support populations affected by crises and hunger, and provide debt relief where needed.

Driving Better Business Results with Women's Insurance | A Guide to Serving Women Customers: This guide provides insurers with a six-step roadmap to build their own women's market strategy. The steps in this guide are informed by learnings from IFC's Women's Insurance Program and the ILO's Impact Insurance Facility, both of which work with the private sector to create sustainable women's insurance markets across emerging economies. IFC and the ILO work with insurers and other stakeholders to advance the economic inclusion of women, thereby strengthening the prosperity and livelihoods for them and their families as well as contributing to the development of a strong private sector.



Financial Inclusion: Lessons from World Bank Group Experience, Fiscal Years 2014–22: This evaluation explores how and with what effect the World Bank Group has supported financial inclusion for microenterprises, poor households, women, and other excluded groups. Financial inclusion is defined as the use of financial services by individuals and firms. There has been an impressive growth in account ownership globally, from 55 percent of adults in 2014 to 71 percent in 2021, although usage is more limited as some accounts are inactive. The evaluation updates a 2015 financial inclusion evaluation.

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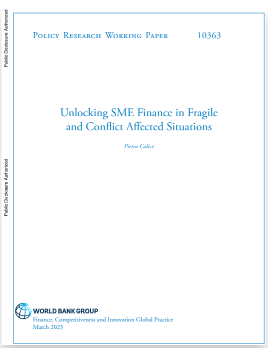
Reaching the Potential for the Digital Economy in Africa: Digital Tools for Better Governance: That digital technologies can be tools for better governance is widely accepted - the degree to which they can meet their potential in Africa in the near future is an open question. This study examines the progress and challenges in establishing the analog foundations for the use of digital technologies for better governance in Africa, and the degree of implementation of those GovTech tools. The report similarly covers the use of digital tools for strengthening participation in policy making, accountability systems including grievance redress, and anticorruption. Finally, the report examines the adoption of electronic government procurement (eGP), as well as the procurement of IT systems by governments.



The Global Investment Slowdown: Challenges and Policies: Access to finance is a key obstacle for the growth and development of SMEs in fragile and conflict-affected situations. This paper provides empirical evidence on the key macro financial and institutional drivers of financial inclusion of SMEs in a large sample of countries, highlighting the comparative importance of factors affecting countries with and without fragile and conflict-affected situations. The results show that macroeconomic and institutional stability, along with reduced informality, banking sector soundness, and improved credit information environment, contribute to higher financial inclusion of SMEs.

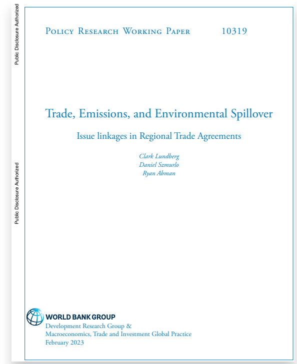
Impacts of Temporary Migration on Development in Origin Countries: Temporary migration is widespread globally. While the literature has traditionally focused on the impacts of permanent migration on destination countries, evidence on the effects of temporary migration on origin countries has grown over the past decade. This paper highlights that the economic development impacts, especially on low- and middle-income origin countries, are complex, dynamic, context-specific, and multichanneled. The paper identifies five main pathways: (a) labor supply; (b) human capital; (c) financial capital and entrepreneurship; (d) aggregate welfare and poverty; and (e) institutions and social norms. Several factors shape these pathways and their eventual impacts.

Fintech and the Future of Finance: Market and Policy Implications: Fintech—the application of digital technology to financial services—is reshaping the future of finance. Digital technologies are revolutionizing payments, lending, investment, insurance, and other financial products and services—and the COVID-19 pandemic has accelerated this process. Digitalization of financial services and money is helping to bridge gaps in access to financial services for households and firms and is promoting economic development. Improved access to basic financial services translates into better firm productivity and growth for micro and small businesses, as well as higher incomes and resilience to improve the lives of the poor. The report, which provides a high-level perspective for senior policymakers, is accompanied by notes that focus on salient issues for a more technical audience.

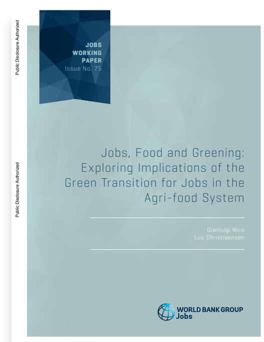
Managing the Fiscal Implications of Public-Private Partnerships in a Sustainable and Resilient Manner: A Compendium of Good Practices and Lessons Learned from the COVID-19 Pandemic: Public-private partnerships (PPPs) can sometimes be perceived as a means for delivering infrastructure for free. A more nuanced but still inexact view is that they are a mechanism to overcome fiscal constraints. Some argue, perhaps rightly, that often governments enter PPP contracts without fully understanding their fiscal implications. These misconceptions lead to several challenges. There is evidence that fiscal sustainability is often overlooked or ignored by countries with PPP programs, with long-term fiscal implications the governments did not understand or manage well. Governments also struggle with perceptions that they are not fully transparent about the real, ultimate costs of PPP projects. This report aims to illustrate how to improve fiscal risk management and treatment of fiscal commitments and contingent liabilities (FCCL) arising from PPP projects, to build better infrastructure post-COVID-19.

Next Generation Africa Climate Business Plan. First Progress Report: Forging Ahead on Development-Centered Climate Action: The Next Generation Africa Climate Business Plan (NGACBP), launched in 2020, provides a platform to further galvanize climate action by prioritizing its focus on Sub-Saharan Africa's development challenges and priorities. The plan focuses on food security, energy, and environmental and water security while also proactively supporting countries to manage climate shocks and harness the urban transition through climate-smart pathways as core strategic directions. Strategic areas of emphasis include the cross-cutting issues of climate-informed macroeconomic policies and green and resilient infrastructure.

Trade, Emissions, and Environmental Spillover: Issue linkages in Regional Trade Agreement: Reducing trade barriers offers tremendous potential for economic growth and productivity gains. However, higher incomes and increased industrial output can negatively impact the environment. This paper studies the impacts of trade liberalization on ozone-depleting emissions regulated under the Montreal Protocol. While freer trade might challenge the gains achieved by the Montreal Protocol by increasing domestic use of ozone depleting substances, environmental provisions in regional trade agreements linked to Montreal Protocol participation might mitigate such negative environmental outcomes. The paper provides causal evidence that signing a new regional trade agreement leads to increases in consumption of ozone-depleting substances relative to Montreal Protocol targets.



Jobs, Food and Greening: Exploring Implications of the Green Transition for Jobs in the Agri-food System: The agri-food system (AFS) employs about one third of the global workforce and contributes about one third of global greenhouse gas (GHG) emissions. This together with its large exposure to the effects of climate change and environmental degradation makes what happens in AFS central to the green transition and its implications for jobs and the structural transformation. Microeconomic evidence suggests that the adoption of climate-smart agricultural practices will increase labor requirements, at least in the short run and at lower levels of incomes, when its mechanization is still limited.



03

Notable FY23 Events

Green Building Signing Ceremony: The ceremony took place in Cairo in June 2023 and was attended by the HBRC chairman, the IFC regional director for North Africa and the Horn of Africa, and SECO representatives. The project obtained government security clearance to sign a memorandum of understanding with the client, HBRC, to enhance green building regulations and policies in Egypt.

WTO World Trade Congress on Gender: Gender Equality for Sustainable Trade and Recovery: In December 2022, TFWA Program joined researchers, the international trade community, donor organizations, and governments from across the region at the WTO's first international research conference on trade and gender. The TFWA Program presented a paper on gender-specific barriers to trade, bringing visibility to the program, its work, and its partners. The event was attended by 977 participants, 82 speakers, and included 15 sessions, mobilizing trade and gender experts to share their perspectives on gender-related trade issues and promote gender mainstreaming in research and gather researchers with policymakers to foster inclusive and gender responsive trade policies.

Private Sector Outreach Event: The event on June 27, 2023, was organized by the project team, the most prominent business association in the Kyrgyz Republic, the JIA business association, and the Ministry of Economy and Commerce. To promote the e-registry, the event included presentations on using the online registry and the new permissive documents available, with attendance from over 90 businesses.

Mozambique's Annual Private Sector Conference (CASP XVIII): The event was held on June 21, 2023, with more than 3,000 national and foreign businesspeople participating. At the CASP, Mozambican entrepreneurs presented a portfolio of projects estimated at around $1.4 billion. The World Bank Group Country Director and President Nyusi, the Minister of Industry and Commerce, the Mayor of Maputo, and the President of the Confederation of Economic Associations of Mozambique (CTA) participated in the opening panel. The IFC project team supported the Government of Mozambique, and the CTA organized the Conference.

Food Safety Cooperation Forum Public-Private Innovation Dialogue: The IFC Scan Guide and IFC e-learning course on the New Zealand food safety system, developed with FIAS support, were shared at the Public-Private Innovations Dialogue at the APEC Food Safety Cooperation Forum under the APEC SOM2 Agenda on May 18, 2023. This event served as a platform to discuss the future of food safety through the application of innovative methodologies, digital solutions, and new technologies in the APEC region. Representatives from all APEC economies (21) attended. This event is a high assessment of IFC's role in the international food safety arena, as the team was invited to speak at the event by the Regulatory Cooperation & Partnerships Team of the USFDA. The IFC Scan Guide, IFC Food Safety Handbook, and IFC e-learning course on the New Zealand food safety system are featured in the US Department of Agriculture's Food Safety Cooperation Forum Public-Private Innovation Dialogue.

IFC 10th International Food Safety Forum | Keeping Food Safe and Nutritious, Preventing Losses: The Global Platform, in partnership with the Bangladesh Food Safety Authority, hosted IFC 10th International Food Safety Forum in Dhaka, Bangladesh. The event brought together 232 private and public sector players in the agribusiness sector, including IFC portfolio and potential clients, decision-makers of top food producers, policymakers, manufacturers, retailers, cold chain logistics providers, consumer organizations, and other players in the agribusiness sector in Bangladesh. The Government of Bangladesh, represented by the Ministry of Food, the Secretary of the Ministry of Agriculture, and the Secretary of the Ministry of Fishery and Livestock, participated. The Forum received high praise from the participants and media coverage. During a separate policy session, the needs for strengthening the national food system were discussed based on findings of the diagnostics conducted by IFC using the IFC Scan Guide.

Three-day Food Safety Learning Event: Following the Forum, on June 12–14, a joint IFC–WHO three-day learning event was conducted for experts from the Bangladesh Food Safety Authority. The event, organized at BFSA's request, enabled IFC and WHO experts to share modern approaches to official control in the food safety area and WHO's strategy for food safety. Based on audience evaluation forms, the event received a high assessment score. As a result, BFSA has requested more learning events of a similar kind to be conducted in 2024.

EDGE Training Sessions: In Viet Nam, the project and FIG team provided EDGE introductory sessions to management and staff from different departments of SeABank. An in-depth training was also provided to SeABank in collaboration with FIG Advisory team in February on how to green affordable housing projects and create green mortgage. Similarly, the team also provided EDGE introductory training to OCB bank. Moreover, the team supported discussion between FIG and the blended finance team to promote MAGC blended concessional finance program.

2023 Viet Nam Climate Forum: The Forum took place in Hanoi in September, co-organized by the State Bank of Viet Nam (SBV) in partnership with the IFC. At the forum, also held thanks to the Swiss State Secretariat for Economic Affairs and the Australian Department of Foreign Affairs and Trade, speakers emphasized the substantial challenges faced by the climate finance sector in Viet Nam in aligning significant investment opportunities with environmental objectives. See more details here.

Fiji Tourism Investment Summit (FTIS): Tourism Fiji and Investment Fiji partnered with IFC project teams to organize the Summit, which took place in March 2023. The FTIS event attracted 32 potential investors and supported 21 local investment opportunities. The Summit brought together representatives from Fiji's tourism industry, government, investment, and real estate industries to provide investors with the very latest information on what government incentives exist, where the current opportunities are, the gaps that exist, and where growth will come from in the tourism sector.

04 Financial Results and Resource Use

Activities covered in the *FIAS 2023* 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.

FY23 FIAS Contributions from World Bank Group and Donors:

$28.1M

Combined Bank Group, Donor support to FIAS Core:

$11.2M

40% of total

FIAS donor commitments for FY22–26:

$157.6M

toward $200M goal

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.

Funding

Core, Programmatic, and Project-Specific Contributions

In FY23, **FIAS donors and the World Bank Group contributed a total of $28.1 million** (including trust fund administration fees of $0.9 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 **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).*

World Bank Group core contributions totaled **$5.0 million** in FY23. The $5.0 million from IFC was supplemented by in-kind support from the World Bank. The World Bank Group contribution represents 18 percent of total FY23 FIAS contributions.[9]

Core contributions received from donors amounted to **$6.2 million** in FY23, representing 22 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 **$14.0 million** in FY23, or 50 percent of total contributions. **Project-specific contributions** from donor partners amounted to **$3.0 million** in FY23, or 11 percent of total contributions. The **$23.1 million in total donor contributions** in FY23 represented 82 percent of the $28.1 million in total contributions.

Use of Funds

In FY23, FIAS expenditures for client-facing and non-client-facing projects as well as program management and general and administration costs totaled **$19.9 million.** This represents a 71 percent rate of spending against cash receipts of $28.1 million for the year. Staff and consultant costs represented the largest share of total FY23 FIAS expenditures (38 and 47 percent, respectively). Travel expenses were 3.5 times higher in FY23 than the previous year as COVID restrictions eased, reaching $1.66 million, or 8 percent of all expenditures. This was still low compared to the $3 million to $5 million per year for travel during the first three years of the previous strategy cycle. Indirect costs (infrastructure, office occupancy, and other miscellaneous costs) more than doubled in FY23 to $1.3 million or 7 percent of all expenditures *(see Table 1, Sources and Uses of Funds)*.

Direct project expenditures for FY23, including country- and global-level client-facing, were $18.2 million, or 91 percent of total project-related expenditures of $19.6 million. In FY23, $1.5 million, or 7 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 $261,271, or 1 percent of total expenditures *(see details in Table 2: Expenditures by Advisory Services Activity)*.

FIAS funding contributes substantially to the advisory services projects it supports. The $18.2 million in FIAS support for client-facing projects represented 79 percent of total FY23 spending on those projects. FIAS contributed an average of $140,753 per project to the 128 client-facing projects it supported in FY22. FIAS provided 81 percent of total FY23 spending by the 12 global knowledge projects in the FIAS portfolio, with an average contribution of $89,594 per project.

In FY23, 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 $18.2 million in client-facing project expenditures in FY23, 60 percent supported IDA borrowing countries (target 70 percent), 35 percent went to projects in Sub-Saharan Africa (target 50 percent), and 25 percent supported projects in FCS (target 25 percent).

9 Annual contributions from the World Bank 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 Funding Mechanism for Technical Assistance and Advisory Services (FMTAAS) are treated as an additional source of funding for FIAS-related activities.

04

Among regions, Sub-Saharan Africa made up the largest share of client-facing expenditures with 35 percent. Europe and Central Asia received the next largest share of client-facing expenditures with 24 percent. East Asia and Pacific had 16 percent, South Asia 12 percent, Latin America and Caribbean and the Middle East and North Africa each had 5 percent, and client-facing world region projects had 3 percent.[10] The FIAS Program is working to increase the Sub-Saharan Africa share of the FIAS portfolio, and the new projects added in FY24 reflect this dedicated push.

Administration fees are collected by IFC to cover trust fund administration costs and are deducted from donor contributions at the time of receipt. In FY23, IFC collected trust fund administration fees of $0.9 million from FIAS donor contributions.[11]

In FY23, FIAS received $27.2 million in cash receipts (net of administration fees) and expended $19.9 million for the same period, or 73 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 new system to determine eligibility of project funding requests in relation to the FIAS strategy. This ensures that resource distribution aligns with IFC priorities in EMDEs and the FIAS FY22–26 strategy.

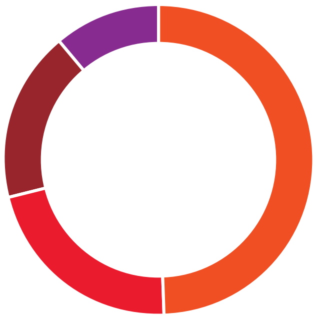
Fundraising Update

Total contributions (secured and commitments) from the World Bank Group and donors to the FIAS FY22–26 strategy cycle reached $157.6 million through October 2023. Of this amount, $56.9 million (36 percent) from donors and IFC 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. FIAS programmatic and project-specific contributions amounted to $100.7 million, or 64 percent. These 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 79 percent of the way toward that goal, with a $42.4 million funding gap to be filled. Discussions with existing and potential new donors are ongoing. The FIAS Program is profoundly grateful for the support received to date.

10 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.

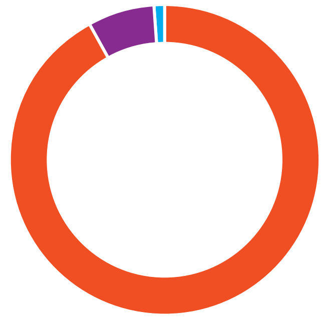
11 FIAS trust funds are subject to the standard IFC trust fund administration fee of 5 percent. Trust fund administration fees collected by IFC are included in Table 1, Sources and Uses of Funds.



FY23 DONOR CATEGORIES (GROSS RECEIPTS)

100% = $28.1 Million

- Donor Programmatic (50%)
- Donor Core (22%)
- World Bank Group Core (18%)
- Donor Project Specific (11%)



PERCENT OF FY23 FIAS EXPENDITURES

100% = $19.9 Million

- Client-Facing (92%)
- Non-Client Facing (7%)
- PMS and G&A (1%)

FIAS CLIENT FACING EXPENDITURE BY REGION, FY23

100% = $18.2 Million

- Sub-Saharan Africa (35%)
- Europe and Central Asia (24%)
- East Asia and Pacific (16%)
- South Asia (12%)
- Latin America and Caribbean (5%)
- Middle East and North Africa (5%)
- World (3%)

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Table 1: Sources and Uses of Funds

DONOR / PARTNER	FY17–21 (FY17–21 CYCLE)	FIAS CORE ROLLOVER FROM FY21 TO FY22* (FY22–26 CYCLE)	FY22 (FY22–26 CYCLE)	FY23 (FY22–26 CYCLE)
WORLD BANK GROUP CONTRIBUTIONS				
Core Contributions				
IFC	28,661,111		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**
CORE DONOR CONTRIBUTIONS				
Austria	1,045,800		2,251,000	-
Ireland	3,426,900	886,833	-	-
Luxembourg	3,594,312	958,535	1,996,800	
Netherlands	5,000,000	1,213,308	-	1,000,000
Norway	-	82,785	1,103,509	
Sweden	6,573,453	1,834,972	3,830,579	1,823,585
Switzerland	5,000,000	-	-	3,333,000
Canada	-	571,461	-	-
Subtotal Core Donor Contributions	24,640,465	5,547,894	9,181,888	6,156,585
TOTAL CORE CONTRIBUTIONS	**63,301,576**	**8,270,838**	**14,181,888**	**11,156,585**
PROGRAMMATIC DONOR CONTRIBUTIONS				
Austria	712,073	-	4,062,300	3,816,600
Australia (Fiji and Viet Nam)	34,400,000	14,255,804	1,890,000	2,694,405
Switzerland (MCICP I)	-		3,800,000	4,549,300
Switzerland (MCICP II)	-		1,141,441	793,995
Mali (DANIDA)	906,844	403,953	949,598	-
Norway (WBL)	6,692,767	4,760,895	-	2,111,000
EU (Including ECOWAS IP, Balkans IP)	6,596,362		-	-
United Kingdom (BEED/SIRMS)	5,358,414		-	-
Subtotal Programmatic Donor Contributions	**61,358,709**	**19,420,653**	**15,219,839**	**13,965,300**
PROJECT SPECIFIC DONOR CONTRIBUTIONS				
USAID	22,987,692	1,694,832	1,994,024	2,975,345
Trademark East Africa	350,000			
Subtotal Project Specific Donor Contributions	**23,337,692**	**1,694,832**	**1,994,024**	**2,975,345**
TOTAL PROGRAM & PROJECT SPECIFIC DONOR CONTRIBUTIONS	**84,696,401**	**21,115,484**	**17,213,863**	**16,940,645**
TOTAL RECEIPTS	**147,997,978**	**29,386,322**	**31,395,751**	**28,097,230**
Trust Fund Administrative Fees**	4,853,929		1,220,086	1,006,094
TOTAL (NET) RECEIPTS	**143,144,049**	**29,386,322**	**30,175,664**	**27,091,136**

* 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.

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

USES OF FUNDS	FY17–21 USD $	FY17–21 %	FY22 USD $	FY22 %	FY23 USD $	FY23 %
Staff Costs	62,728,065	48%	4,831,751	41%	7,597,778	38%
Consultants/Temporaries and Contractual services	48,612,622	37%	6,053,773	52%	9,273,557	47%
Travel	13,744,863	10%	474,982	4%	1,657,787	8%
Other expenses	6,715,699	5%	329,517	3%	1,342,255	7%
TOTAL USES OF FUNDS	**131,801,249**	**100%**	**11,690,024**	**100%**	**19,871,377**	**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 %
PROJECT RELATED EXPENDITURES						
of which: Direct Project Expenditures*	114,747,915	87%	11,485,072	98%	18,157,176	91%
of which: Indirect Project Expenditures**	16,094,282	12%	204,952	2%	1,452,929	7%
TOTAL PROJECT RELATED EXPENDITURES	**130,842,197**	**99%**	**11,690,024**	**100%**	**19,610,105**	**99%**
GENERAL & ADMINISTRATION COSTS* **	**959,051**	**1%**	**204,952**	**2%**	**261,271**	**1%**
TOTAL STANDARD AS ACTIVITY EXPENDITURES	**131,801,249**	**100%**	**11,690,024**	**100%**	**19,871,377**	**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.

05

FIAS Scorecard

Portfolio of Projects

A-Z
Abbreviations

Annexes

Annex 1: FIAS Scorecard and Results Methodology

1.1 FIAS FY22–26 Strategy Cycle Scorecard—Summary

STRATEGIC THEME	INDICATOR	FY17–21 CUMULATIVE*	FY22	FY23	FY22–26 CUMULATIVE	FY22–26 TARGET*
Focus on Priority Clients	% client-facing project spend, IDA countries	63%	58%	60%	**59%**	**70%**
	% client-facing project spend, Sub-Saharan Africa	46%	44%	35%	**38%**	**50%**
	% client-facing project spend, FCS	28%	33%	25%	**28%**	**25%**
Delivering Significant Business Results	No. of reforms supported	204	1	11	**12**	**200**
	% reforms in IDA countries	58%	0%	64%	**58%**	**70%**
	% reforms in Africa	43%	0%	73%	**67%**	**50%**
	% reforms in FCS countries	24%	0%	27%	**25%**	**25%**
Client Satisfaction and Development Effectiveness	Overall client satisfaction results	94%	96%	100%	**96%**	**90%**
	Development Effectiveness: Satisfaction rate for DE	72%	100%	57%	**70%**	**80%**
Measuring Impact	Direct Compliance Cost Savings (USD)	$196.2M	$296,707	$75,726,282	**$76,022,989**	**$200M**
	Investment Generated/ Retained (USD)	$999.1M	$29,733,755	$75,155,419	**$104,889,174**	**$1B**
Measuring Impact (New Indicator)	Value of Financing Facilitated (USD)		$22,300,000	$0	**$22,300,000**	**TBD**
Measuring Impact (Jobs)	No. of Jobs Pilot impact assessments		TBD	8	**8**	**10–15**
Leverage (New Indicators for tracking and reporting)	No. of IFC investment operations informed and enabled	106	7	17	**17**	
	No. of projects linked to IBRD operations	28	54	68	**68**	
Thematic Impact (New indicators)	% of Projects gender flagged (Core Portfolio)		63%	75%	**75%**	**80%**
	% of Projects gender flagged (Total portfolio)		47%	59%	**59%**	**40%**
	% of Projects with climate related activities (Core Portfolio)		58%	80%	**80%**	**70%**
	% of Projects with climate related activities (Total portfolio)		26%	54%	**54%**	**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.

1.2 Reforms and Results from FIAS-Funded Projects

REGION	COUNTRY	REFORM TOPIC	NO. REFORMS	REFORM DESCRIPTION
EAST ASIA AND PACIFIC	**Indonesia**	Investment Policy - Promotion	1	The project team developed tailored investment promotion strategies and investor outreach plans for prominent tourism destination authorities, including Lake Toba Tourism Authority, Borobudur Tourism Authority, and Labuan Bajo Flores Tourism Authority. A customized investor tracking system (ITS) was developed, gathering strong buy-in from various agencies. This system proved pivotal in efficiently managing leads and interactions with potential investors. To ensure continuity, instructional training videos were generated to aid destination authority staff when using the system and onboarding new staff members. Additionally, the team delivered technical assistance and capacity-building workshops. Over 400 staff across government agencies and stakeholder organizations were trained. These efforts empowered destination authorities to actively attract, facilitate, retain, and expand investments. Following the implementation of these planned strategies, coupled with the integration of the ITS and the impactful workshops, destination authorities experienced a surge in leads and investment commitments.
MIDDLE EAST, CENTRAL ASIA AND TÜRKIYE	**Kyrgyz Republic**	Construction permit	1	In August 2021 the Cabinet of Ministers adopted the regulation # 114 "On issuing documents for design, construction and other changes to real estate objects and conformity assessment of completed construction facilities in the Kyrgyz Republic". This regulation reflects the project recommendations aimed at reduction of regulatory compliance by introduction of a "single window" for construction permits through coordination of relations between various state bodies, simplification of the construction permit process, and introduction of "fast track" construction permits for smaller objects (located in a place no more than 300 square meters and no higher than a 2-floor facility), where time, costs, and documentary requirements are significantly reduced. Even though the regulation simplifies many administrative and permitting procedures, it also improves last-mile access for digital infra by introduction of landline phone services and optic cables, as a part of design documentation for new buildings, describing it as a constituent part of ICT infrastructure. Construction companies are obliged to provide this digital infrastructure access within 100 m2 from the new building. This reform was recognized by digital INFRA investment team and private sector players as one of the key bottlenecks to last-mile access development.
	Kyrgyz Republic	Investment Policy - Protection and Retention	1	The key reform focuses on improving investor protection through the development and implementation of an Investor Grievance Mechanism (IGM), officially established within the National Investment Agency (NAI) under the direct purview of the President. The reform was successfully adopted by the Cabinet of Ministers of the Kyrgyz Republic on January 28, 2022. Guided by the IFC advisory team, the comprehensive IGM was designed to improve investor retention and protect their interests. The project team's efforts led to recommendations for amendments in existing laws, regulations, and procedures, empowering the Kyrgyz Government to strengthen institutional frameworks and enhance investor grievance resolution procedures. Significantly, on June 10, 2022, the NAI issued a decree on internal organization that established the internal official structure with a separate department for IGM. This restructuring streamlined the reporting and handling of grievances but also instituted a systematic approach within the NAI, defining responses, replies, and follow-ups. The reform underscores the government's commitment to improving support services for investors.
SUB SAHARAN AFRICA	**Ghana**	Starting a Business	1	The project team made significant strides in enhancing Ghana's business environment. By supporting the government to improve the Companies Act, the IFC advisory team streamlined the online business registration process, reducing it from 8 steps to 1 step that can be completed in as little as 2 days instead of the usual 14 days. Recommendations to improve the Companies Act and align it with international best practices were implemented, simplifying the registration process further. The team facilitated the development of implementing regulations for proper enforcement of Act 992, enhancing efficiency. An assessment of the Registrar General's Department IT systems led to the automation of company registration, further reducing manual processes. Capacity-building workshops and public education initiatives were conducted to raise awareness of the new regulations. Additionally, a User Guide for the Companies Act 2019 was developed, simplifying the complex legal document. Possible negative effects related to the online system were mitigated by ongoing financing from the World Bank.
	Guinea	Enforcing Contracts	1	In 2019, IFC, through the Guinea IC Mining Project (601367), supported the establishment of the Commercial Court of Conakry. After the project's completion, a follow-on project (Guinea IC Agri 2 - 602283) was developed to push forward critical actions to improve Court operations by digitizing case management procedures. The project's support consisted of technical assistance, provided through a Senior IT Consultant, (i) to computerize the court management system, and (ii) to improve the commercial court's website. These activities contributed to increasing efficiency and transparency in the resolution of commercial disputes. The resulting process improvements (e.g., possibility to consult the list of audiences online, to submit certain requests online, and to access court decisions online) led to significant time reduction, from 311 days in 2020 to an average of 28.7 days (for referred or fast-track cases) and to approximately 98.3 days for complex cases. This data was obtained from an impact assessment conducted in 2021 (see survey results and impact assessment report filed in iPortal).
	Guinea	Construction Permit	1	In 2020 the regulation was issued to frame the legal framework for the OSS for construction permits. Since then, the authorities, supported by the project, have worked to prepare the OSS, which was formally launched in 2022. The OSS simplified the permitting process, it eliminated the need to interact with multiple institutions and reduced time and cost to obtain a permit, according to the survey of private construction companies carried out in 2023. Results of the survey show that time to obtain a construction permit was reduced to 14 days on average, down from 151 days. The survey also shows 70 percent reduction in labor cost thanks to the reduction of working time of the respondents from 40 to 12 working days. Finally, monetary costs to obtain a permit was reduced by 20 percent on average, from around \$3,100 to \$2,500. This included 50 percent reduction in transport costs, 77 percent reduction in other administrative and technical costs and, most notably, 94 percent reduction in informal facilitation fees (from \$250 to \$14 on average, with more than 82 percent of respondents reporting that these informal fees are no longer paid).

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

REGION	COUNTRY	REFORM TOPIC	NO. REFORMS	REFORM DESCRIPTION
SUB SAHARAN AFRICA	**Guinea**	Investment Policy-Entry	1	The project supported the drafting of three critical regulations as follows: 1. A Ministerial Order appointing the members of the Technical Committee for Investment Monitoring; 2. A Ministerial Order on the organization of the functioning of the Technical Committee for Investment Monitoring; and 3. A Joint Ministerial Order (Min. of Industry and Min. of Finance) fixing the fees for processing applications for the incentives of the investment code. These regulations were required to implement selected procedures (e.g., issuance of investment certificates) under the Investment Code which could not be applied due to the absence of implementing regulations. Following these regulatory improvements, the process to issue investment certificates was significantly simplified as illustrated by the reduction in processing time. The results of private sector survey conducted in May 2023 show that time to obtain an investment certificate dropped an average of 52 working days (in 2016–2021) to an average of 15 working days (in 2022–2023). The above reform also helped to generate investment of $3 million (after application of a 70 percent attribution rate) for 3 firms (out of the 57 firms) that benefited from improved investment certificate issuance procedures. This data has been validated through a survey.
	South Africa	Competition	1	To enhance competition and address challenges in South Africa's telecommunications market, the Independent Communications Authority of South Africa (ICASA) implemented spectrum caps in high-demand radio frequency spectrum auctions in various bands. These caps prevent large operators from consolidating their positions, facilitating easier access for new and smaller players. The lack of competition in the market led to high prices, limited coverage, and low-quality services. Technical inputs provided by the IFC team contributed to the Data Market Inquiry initiated by the Competition Commission of South Africa. The resulting recommendations informed policies on spectrum management. IFC team's suggestions, outlined in a technical note, emphasized the importance of spectrum caps to prevent market domination. These recommendations were adopted in ICASA's Invitation to Apply for South Africa's spectrum auction, limiting spectrum bidding based on bidders' existing holdings.
	South Africa	Property Transfer	1	IFC provided crucial technical assistance to the City of Johannesburg (COJ) to enhance the property registration process. This support included setting up a National Technical Working Group for Registering Property, engaging various government agencies and stakeholders like the Chief Registrar of Deeds, South African Revenue Service, and legal associations. The initiative aimed at improving transparency and accountability within COJ. The IFC advisory team facilitated extensive stakeholder engagements, leading to a better understanding of turnaround times for key processes, resulting in improvements. Reforms included website enhancements, content development, and system reviews to streamline the property registration process. Additionally, technical guidance, sensitization workshops, and international expertise were employed to optimize procedures and facilitate collaboration with the private sector. These efforts collectively enhanced the property registration quality, process efficiency, and stakeholder collaboration in COJ.
	South Africa	Construction permit	1	The project team provided crucial technical assistance to the City of Johannesburg (COJ), that led to substantial improvements in the construction permit process. This included establishing a National Technical Working Group and implementing Reform Action Plans, supported by regular steering committee meetings, and increasing transparency and positive relationships. The IFC advisory team facilitated stakeholder engagements and aided the COJ in developing a Construction Permit Management System (CPMS). The system streamlined workflows, reduced procedures, and enhanced communication. Notably, the initiative clarified misconceptions about survey requirements and reduced procedures. A Temporary One-Stop Shop was introduced, streamlining internal processes, and further reducing steps. A Memorandum of Understanding between COJ and SACAP was signed to enhance their relations and cut referrals. The CPMS digitized procedures, optimized workflows, and simplified interactions, significantly improving efficiency. These reforms collectively enhanced COJ's permit process by reducing steps, enhancing transparency, and increasing positive stakeholder relations.
	Togo	Trading Across Borders	1	The IFC Project Team, in collaboration with the WB Global Trade Team and the Togolese Revenue and Customs Authority (OTR) under the Trade Facilitation in West Africa (TFWA) Program, drafted a compte rendu [report of proceedings] that summarized the evolution since 2018 of the application of the new OTR customs-risk management techniques. These techniques were recommended by the Project Team during several Project Supervision Report (PSR) periods and are aligned with well-recognized international customs-risk standards such as increased usage of red and green channel shipment verification, use of ICT, streamlining of customs-clearance procedures, single customs declarations, cross-border electronic transmission and connectivity of customs data, customs inspection via air-cargo or maritime manifests, and customs-risk technical trainings. The implementation of these project recommendations by the Togolese customs authorities has helped decrease the number of physical inspections of transit-bound goods at the Lome seaport, a key outcome indicator. The project sought to reduce the number of physical inspections of goods in transit through the trade corridor by 20 percent. The number of transit declarations that were directed to the red-channel procedures for physical inspection at the seaport of Lome decreased from 20,070 in 2018 to 1,632 in 2022, more than a 90 percent reduction. The project team reasonably expects the percentage of physical inspections to continue to decrease throughout calendar-year 2023.

Annex 2: Portfolio of FIAS-Funded Projects in FY22

2.1 FY23 FIAS-Funded Client-Facing Projects

REGION (REGION CODE)	COUNTRY	PROJECT NAME	ID	FUNDS MANAGED BY IFC	FY23 OVERALL SPEND	FY23 FIAS SPEND
NORTH AFRICA (AFR)	**Egypt, Arab Republic of**	Egypt Green Building	605199	$900,000	$221,905	$221,905
	Egypt, Arab Republic of	Egypt Textile Value Chain Project	605117	$950,000	$140,241	$140,241
	Egypt, Arab Republic of	Enhancing Women Economic Participation in Egypt Project	605118	$225,492	$84,924	$72,766
	Egypt, Arab Republic of	WRS ecosystem development in Egypt	605116	$290,000	$50,353	$41,785
	Morocco	Improving the Competitiveness of Marrakech-Safi	605111	$999,000	$290,972	$29,641
	Morocco	Improving the Competitiveness of Tanger Tetouan Al Hoceima Region	607467	$500,000	$49,581	$49,581
	Tunisia	Attracting FDI in Tunisia	605129	$2,300,000	$255,727	$116,775
	Tunisia	Tunisia Investment Climate Reforms Program II	603552	$2,685,552	$65,200	$17,162
SUB SAHARAN AFRICA (AFR)	**Africa Region**	Africa Leasing	604862	$976,250	$264,630	$264,630
	Africa Region	Ghana-Burkina Trade Facilitation Diagnostic	604938	$200,000	$61,081	$61,081
	Africa Region	OHADA Strengthening Credit Infrastructure Project	604977	$3,130,183	$991,810	$991,810
	Africa Region	TFWA KM for component 3	604800	$741,139	$97,389	$97,389
	Benin	TFWA Risk Management Benchmarking	604527	$1,078,409	$292,876	$292,876
	Comoros	Inclusive Growth in Comoros through Private Sector Development	606145	$2,045,000	$232,326	$67,815
	Côte d'Ivoire	Côte d'Ivoire Legislative Reform for Womens Economic Inclusion	606415	$500,000	$133,970	$133,970
	Côte d'Ivoire	Côte d'Ivoire Psychometric Scoring for MSME A2F	607192	$500,000	$61,646	$4,606
	Côte d'Ivoire	Trade Facilitation West Africa Corridor CI-BF	603918	$2,619,136	$400,051	$400,051
	Ethiopia	CCF II Scaling up and sustaining WRF in Ethiopia	607265	$800,000	$326,214	$47,635
	Ghana	Ghana Investment Climate Program	602251	$3,519,534	$611,614	$460,885
	Malawi	MAL Agri Policy and COGA reform	606473	$767,000	$111,844	$71,408
	Malawi	Malawi Trade Faciliation	601527	$2,851,209	$388,028	$227,457
	Mali	MALI IC4- Economy Wide	604222	$1,650,000	$287,159	$210,858
	Mali	Mali Investment Climate phase 4	603755	$2,097,228	$-	$-
	Mauritania	Mauritania Creating Markets Advisory	606848	$1,280,000	$150,339	$150,339
	Mozambique	Mozambique Commercial Code Project	607451	$940,000	$168,970	$168,970
	Mozambique	Mozambique Investment Climate Project 2	603043	$2,453,087	$63,077	$3,675
	Nigeria	UPSEZWA Nigeria	606344	$950,000	$209,037	$209,037
	Rwanda	Rwanda Legislative Reforms for Womens Economic Inclusion Advisory	606416	$500,000	$183,782	$183,782
	Rwanda	Women Business and the Law Advisory Initiative for Africa	604820	$1,879,997	$154,157	$154,157
	Senegal	Invest West Africa - Senegal Agribusiness Competitiveness Advisory	601575	$2,136,506	$54,598	$104

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2.1 FY23 FIAS-Funded Client-Facing Projects *(continued)*

REGION (REGION CODE)	COUNTRY	PROJECT NAME	ID	FUNDS MANAGED BY IFC	FY23 OVERALL SPEND	FY23 FIAS SPEND
SUB SAHARAN AFRICA (AFR)	**Senegal**	Piloting Psychometric Scoring for MSME A2F Senegal, UEMOA	605684	$448,103	$103,849	$103,849
	South Africa	Investment in Strategic Sectors RSA	607351	$825,000	$139,759	$139,759
	South Africa	Preparation Program for Investment in RSA Automotive Sector	606041	$500,000	$153,442	$132,260
	South Africa	Reg Streamlining for Catalytic Sectors including IPPs for Renewables	607350	$910,000	$266,804	$266,804
	South Africa	Scaling Student Housing Investment in South Africa	606456	$950,000	$178,340	$66,021
	South Africa	South Africa Private Sector Competitiveness Project	602710	$3,431,015	$151,471	$105,681
	Togo	Creating Ride Hailing Market in West and Central Africa Program	607186	$1,700,000	$87,901	$48,510
	Togo	Leasing Togo Diagnostic	607856	$348,000	$65,698	$65,698
	Togo	Trade Facilitation Lome-Ouaga Corridor	604215	$1,997,136	$146,370	$146,370
	Uganda	UG Maize Quality	606295	$1,407,299	$271,662	$104,003
	Uganda	Uganda Access to Finance Warehouse Receipt Finance	607382	$380,000	$134,002	$134,002
	Uganda	Uganda MSME Access to Finance	604738	$3,050,000	$40,204	$34,766
	Western Africa Region	Invest West Africa Regional Warehouse Receipts Program	602976	$1,887,083	$245,027	$128,898
	Western Africa Region	TFWA Scoping for Activities for Small-Scale Cross-Border Traders	604923	$767,797	$159,359	$159,359
	Western Africa Region	TFWA Umbrella Trade Facilitation West Africa	602253	$14,965,817	$1,168	$1,168
	Western Africa Region	UPSEZWA ECOWAS	606989	$750,000	$82,396	$82,396
	Zimbabwe	Zimbabwe Warehouse Receipt System Project	603348	$1,102,332	$298,421	$220,163
CENTRAL ASIA & TÜRKIYE (CAT)	**Kyrgyz Republic**	Kyrgyzstan Resilience and Growth Project	602792	$2,706,626	$652,378	$652,378
	Tajikistan	Digital Financial Services in Central Asia	606840	$2,605,799	$150,000	$150,000
	Tajikistan	Tajikistan Competitiveness Enhancement Project	602825	$2,623,917	$544,953	$544,953
	Uzbekistan	Housing finance development in Uzbekistan	606907	$993,303	$267,026	$180,000
	Uzbekistan	Uzbekistan IC - Fertilizer Sector Growth	604235	$2,500,001	$465,775	$8,453
EAST ASIA & PACIFIC (EAP)	**Cambodia**	Cambodia Green Finance	606763	$972,081	$185,339	$9,202
	East Asia and Pacific Region	EAP - PM General	579911	$2,151,486	$3,305,462	$5,018
	Fiji	Advance2Equal Fiji	607063	$584,568	$232,093	$232,049
	Fiji	Advance2Equal Fiji Firm AS	607786	$830,000	$52,605	$52,605
	Fiji	Fiji Affordable Housing Development	604988	$841,615	$90,478	$90,478
	Fiji	Fiji Affordable Housing PPP	603557	$1,552,468	$122,100	$7,544
	Fiji	Fiji Health PPP PTAS	607075	$385,000	$162,574	$162,574
	Fiji	Fiji International Visitors Survey	606932	$137,133	$38,057	$36,956

2.1 FY23 FIAS-Funded Client-Facing Projects *(continued)*

REGION (REGION CODE)	COUNTRY	PROJECT NAME	ID	FUNDS MANAGED BY IFC	FY23 OVERALL SPEND	FY23 FIAS SPEND
EAST ASIA & PACIFIC (EAP)	**Fiji**	Fiji investment competitiveness project	601927	$2,259,722	$309,421	$309,393
	Fiji	Fiji Payments	605169	$477,011	$43,391	$43,391
	Fiji	Fiji Sustainable Tourism Project	605801	$1,000,000	$276,641	$134,799
	Fiji	Fiji WINvest	603639	$1,164,142	$485	$485
	Indonesia	Indo Sustainable Finance AS	607552	$1,300,000	$149,839	$75,579
	Indonesia	Indonesia IC Competitive Sectors and Competition MCICP	602983	$3,021,635	$661,282	$661,282
	Mongolia	Mongolia meat	605952	$862,460	$170,359	$170,359
	Papua New Guinea	Pacific Integrated ESG Firm Advisory Project	606724	$466,000	$110,559	$24,847
	Philippines	Climate Resilience Index Global	604512	$2,396,595	$984,069	$54,860
	Philippines	Developing the Philippines Green and Affordable Housing Sector	607472	$224,990	$139,489	$40,836
	Solomon Islands	Enviro-Social Diagnostic Study for Tourism in Solomon Islands and Fiji	607716	$750,000	$5,967	$5,967
	Timor-Leste	BNCTL Bank Transformation Diagnostic	607715	$500,000	$213,700	$17,328
	Timor-Leste	Timor Leste Housing Project	607558	$750,000	$127,361	$4,000
	Viet Nam	Empowering Enterprises to Reach Gender Equality	606929	$456,198	$219,939	$85,752
	Viet Nam	Empowering Enterprises to Reach Gender Equality in Supply Chains	607829	$998,490	$41,185	$41,185
	Viet Nam	Viet Nam Embedded Finance	607201	$321,133	$140,065	$100,600
	Viet Nam	Viet Nam Green Building	607194	$980,254	$144,457	$100,568
	Viet Nam	Viet Nam Green Finance Umbrella	607212	$2,680,000	$219,237	$219,237
	Viet Nam	Viet Nam Investment Policy Reform	606973	$900,000	$166,294	$116,764
	Viet Nam	Viet Nam Private Sector Competitiveness	601417	$4,447,632	$126,712	$120,818
	Viet Nam	VN Enabling Green Transition	607826	$200,000	$49,498	$495

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2.1 FY23 FIAS-Funded Client-Facing Projects *(continued)*

REGION (REGION CODE)	COUNTRY	PROJECT NAME	ID	FUNDS MANAGED BY IFC	FY23 OVERALL SPEND	FY23 FIAS SPEND
EUROPE (EUR)	**Azerbaijan**	Assets Based Finance in Europe Region	606839	$2,428,023	$249,937	$222,775
	Azerbaijan	Azerbaijan Investment Climate and Agri Competitiveness Project	600496	$2,600,465	$34,324	$34,324
	Bosnia and Herzegovina	Bosnia and Herzegovina Sub-national Investment climate project	600904	$7,599,461	$888,741	$888,741
	Eastern Europe Region	Europe Sustainable Finance	607133	$3,950,000	$232,433	$132,828
	Georgia	Georgia Trade, Investment and Agricompetitiveness Project	601292	$1,800,496	$145,215	$30,017
	Georgia	Leveraging FDI For Green Sustainable Inclusive Dev In Europe	607249	$2,850,000	$101,303	$101,303
	Kosovo	Kosovo Investment Climate Acceleration	607933	$1,400,000	$43,668	$43,668
	Kosovo	Kosovo Investment Climate II	601638	$2,308,927	$548,016	$546,628
	Kosovo	Microfinance Institutions Reforms in Kosovo	606474	$435,737	$123,620	$83,776
	Serbia	CEU Agriculture Finance Digital Platform	606666	$1,150,000	$220,218	$220,218
	Serbia	Eco Industrial Parks in Western Balkans	607033	$380,000	$297,141	$248,324
	Southern Europe Region	EUR Tourism Recovery and Investment Project	607498	$300,000	$12,977	$12,977
	Ukraine	Competition Ukraine	605452	$213,750	$-	$-
LATIN AMERICA & CARIBBEAN (LAC)	**Central America Region**	Central-America Sustainable Banking Initiative	606404	$981,310	$271,918	$107,605
	Central America Region	Digital Innovation & Entrepreneurship in Central America	603894	$2,066,619	$57,000	$57,000
	Colombia	Colombia Productivity	603466	$792,508	$35,905	$35,905
	El Salvador	Sustainable Industries in El Salvador	604970	$1,105,980	$325,322	$67,222
	Peru	Low Carbon Solutions for Cement in LAC	607199	$1,925,000	$197,787	$140,589
	Peru	Markets and Competition Policy Peru	604424	$598,800	$105,632	$80,200
	Peru	Peru Investment Policy and Promotion	604537	$486,057	$135,330	$135,330
	Peru	Strengthening Tourism Sector Competitiveness in Peru	602024	$1,265,135	$119,996	$136,201
MIDDLE EAST (MER)	**Afghanistan**	Afghanistan Competitiveness Study	605191	$240,000	$106,775	$106,775
	Afghanistan	Afghanistan Export Competitiveness Project	603975	$2,270,909	$595,865	$595,865
	Pakistan	CE Investment Diagnostic in Pakistan and Iraq	606843	$300,000	$160,059	$69,329
	Pakistan	ESG Project for Pakistan	605696	$910,000	$16,192	$16,192
	Pakistan	Housing for Pakistan Initiative	604275	$997,500	$44,200	$2,169
	Pakistan	Pakistan Fintech Entrepreneurship	605716	$998,872	$81,930	$9,415
	Pakistan	Pakistan Regulatory Modernization Initiative	604419	$3,150,000	$859,576	$594,641
	Pakistan	Pakistan2Equal	606876	$814,000	$67,215	$67,035
	Pakistan	Sustainable Energy Finance Project in Pakistan	600158	$2,098,210	$67,174	$67,174
SOUTH ASIA (SA)	**India**	Advisory to Axis Bank on Climate and ESG	607055	$224,855	$-	$-
	Sri Lanka	SL Climate Smart Agri Finance	606806	$231,326	$206,209	$183,350

2.1 FY23 FIAS-Funded Client-Facing Projects *(continued)*

REGION (REGION CODE)	COUNTRY	PROJECT NAME	ID	FUNDS MANAGED BY IFC	FY23 OVERALL SPEND	FY23 FIAS SPEND
GLOBAL CLIENT FACING (WLD)	**Africa Region**	Global Housing Advisory Platform Implementation (child)	606021	$3,100,000	$495,440	$202,490
GLOBAL CLIENT FACING (WLD)	**Africa Region**	Global Housing Microfinance Initiative	606554	$7,200,000	$186,531	$42,764
GLOBAL CLIENT FACING (WLD)	**Bangladesh**	Global Food Safety and Food loss prevention platform 2.0	606835	$3,500,000	$329,248	$237,117
GLOBAL CLIENT FACING (WLD)	**Central Asia Region**	MAS Workforce Platform	607207	$3,477,960	$448,503	$124,000
GLOBAL CLIENT FACING (WLD)	**Latin America Region**	Circularity Plus	606617	$975,000	$131,001	$99,195
GLOBAL CLIENT FACING (WLD)	**World Region**	Global FS Platform (child)	601749	$2,948,310	$190,297	$-
GLOBAL CLIENT FACING (WLD)	**World Region**	Machine Learning Environment (Social, Governance, Impact) Analyst	605298	$3,128,640	$989,807	$381,728
GLOBAL CLIENT FACING (WLD)	**World Region**	Sustainable Banking and Finance Network Global	602416	$5,540,000	$1,173,413	$176,115
GLOBAL CLIENT FACING (WLD)	**World Region**	Sustainable Infrastructure of the Future Platform	606809	$1,360,000	$82,964	$80,259

2.2 FY23 FIAS-Funded Global Knowledge Development Projects

COUNTRY	PROJECT NAME	ID	FUNDS MANAGED BY IFC	FY23 OVERALL SPEND	FY23 FIAS SPEND
Africa Region	Scaling Biodiversity Finance	606033	$220,000	$178,949	$106,518
East Asia and Pacific Region	Circular Economy Knowledge Development Product	605145	$200,000	$29,540	$18,239
World Region	SOE and State in the Economy	606034	$150,000	$88,196	$31,506
World Region	Building Green Opportunities and Impacts for Emerging Markets	607346	$250,001	$154,095	$154,095
World Region	Competitiveness Policy Evaluation Lab 1	601656	$3,538,217	$243,782	$243,782
World Region	E and S Academy for Municipal Officers	606711	$194,725	$30,727	$30,727
World Region	Firm Surveys and Analytics	606458	$570,000	$481,235	$481,235
World Region	Gender-Inclusive Infrastructure & Natural Resources	602697	$1,164,312	$323,903	$67,992
World Region	Global Digital Distribution and Retail Platform	607202	$1,060,000	$25,007	$25,007
World Region	Responsible Financial Inclusion and Innovation	601372	$3,950,000	$501,995	$156,172
World Region	Trade Facilitation and Border Management PDP	601677	$12,410,714	$1,853,629	$339,008
World Region	Women & Insurance Phase II	607964	$2,885,982	$570,694	$281,729

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Annex 3: Abbreviations

AFS	agri-food system
ARTF	Afghanistan Reconstruction Trust Fund
AS	advisory services
BNR	National Bank of Rwanda
BOO	Business Ombudsman Office
BR	business regulation; business regulatory
CASP	Mozambique's Annual Private Sector Conference
CBD	Climate Business Department, IFC
CCAP	Climate Change Action Plan
CCDR	Country Climate and Development Report
CCS	compliance cost savings
CCSBSO	Central American Council of Superintendents of Banks, Insurance and Other Financial Institutions
CEMAC	Central African Economic and Monetary Community
CEU	Central Europe
CIB	Commercial International Bank
CIP	Climate Implementation Plan
C-JET	Competitiveness for Jobs and Economic Transformation
CMA	Creating Markets Advisory
CO2e	carbon dioxide equivalent
COJ	City of Johannesburg
ComPEL	Competitiveness Policy Evaluation Lab
CoP	Community of Practice
CPMS	Construction Permit Management System
CPSD	Country Private Sector Diagnostics
CRI	Regional Investment Center (Marrakech-Safi region)
CTA	Confederation of Economic Associations of Mozambique
DCCS	direct compliance cost savings
DE	development effectiveness
DEC	Development Economics Vice Presidency, World Bank
DPL	Development Policy Loan
DPO	Development Policy Operation
DR	Diagnostic Report
EAC	East African Community
ECA	Europe and Central Asia Region, World Bank Group
ECOWAS	Economic Community of West African States
EFI	Equitable Growth, Finance and Institutions Vice Presidency, World Bank Group
eGP	electronic government procurement
EMDEs	emerging markets and developing economies
e-payment	electronic payment system
ESG	Environmental, Social, and Governance standards
FAO	Food and Agriculture Organization of the United Nations
FCI	Finance, Competitiveness and Innovation Global Practice, World Bank Group
FCS	fragile and conflict affected situations
FDI	foreign direct investment
FF	financing facilitated
FI	financial institution
FIAS	Facility for Investment Climate Advisory Services
FIF	Financial intermediary funds
FIG	Financial Institutions Group, IFC
FLW	Food Loss and Waste
FMTAAS	Funding Mechanism for Technical Assistance and Advisory Services, IFC
FTIS	Fiji Tourism Investment Summit
G2B	government to business
G20	Group of 20 leading economies
GB	Green Building
GBAC	Global Biorisk Advisory Council
GCC	Gulf Cooperation Council
GDP	gross domestic product
GHG	greenhouse gas
GoE	Government of Egypt
GPRS	Green Pyramid Rating System
GVC	global value chain
H4P	Housing for Pakistan
HMF	Housing Microfinance
IBR	Indicator-Based Reform
IBRD	International Bank for Reconstruction and Development (World Bank)
IC	Investment Climate
ICASA	Independent Communications Authority of South Africa
ICT	information and communication technology
IDA	International Development Association
IFC	International Finance Corporation
IFC AS	IFC Advisory Services
IG	investment generated
IGM	investor grievance mechanism
INR	Infrastructure unit, IFC
IPA	Investment Promotion Agency
IPP	Investment Policy and Promotion
ITS	investor tracking system
JET	Jobs and Economic Transformation initiative, World Bank Group
KDP	Knowledge Development Product
KM	knowledge management
KPI	key performance indicator

LAC	Latin America and Caribbean Region, World Bank Group
LIFE	Local Investment Friendly Environment
LLC	limited liability company
MAS	Manufacturing, Agribusiness and Services unit, IFC
MCICP	Multi-Country Investment Climate Program
M&E	Monitoring and Evaluation, IFC
MENA	Middle East North Africa Region, World Bank Group
MFI	Microfinance Institution
MIGA	Multilateral Investment Guarantee Agency
MINCETUR	Peru Ministry of Foreign Trade and Tourism
MSMEs	micro, small, and medium enterprises
NAI	National Investment Agency
NDC	Nationally Determined Contributions
NGACBP	Next Generation Africa Climate Business Plan
NSTF	National Sustainable Tourism Framework
NTFC	National Trade Facilitation Committee
Norad	Norwegian Agency for Development Cooperation
OECD	Organisation for Economic Cooperation and Development
OHADA	Organization for the Harmonization of Business Law in Africa
OMD	Operations Management Department, IFC
OSS	one-stop shop
OTR	Togolese Revenue and Customs Authority
PDP	Product Development Project
PPD	public-private dialogue
PPE	personal protective equipment
PPP	public-private partnership
PSR	Project Supervision Report
READ	Real Estate Assessment of Developers
SBFN	Sustainable Banking and Finance Network
SBN	Sustainable Banking Network
SBV	State Bank of Viet Nam
SCDs	Systemic Country Diagnostics
SDP	Supplier Development Program
SEZ	special economic zone
SIA	Sustainable Infrastructure Advisory, IFC
SIGUATE	Sustainable Industries in Guatemala
SIRM	Systemic Investor Response Mechanism
SMEs	small and medium enterprises
SNDB	Subnational Doing Business
SOE	state-owned enterprise
SPS	sanitary and phytosanitary
SSCBT	small-scale cross-border trade
TFWA	Trade Facilitation West Africa
TT	technical textiles
UNIDO	United Nations Industrial Development Organization
UPSEZWA	Upstream SEZ Project in West Africa
VFF	value of financing facilitated
WAEMU	West African Economic and Monetary Union
WBL	Women, Business and the Law
WHO	World Health Organization
WRS	warehouse receipt system
WTO	World Trade Organization

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 development 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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