# pg. 59

#### MEASURING UP

Our Strategic Focus Areas	60
Scorecard Summary	61
Creating Opportunity	
Where It's Needed Most	62

# pg. 64

### OUR EXPERTISE

Where We Work	65
What We Do	66
Our Industry Expertise	70

## pg. 72

#### **OUR PEOPLE & PRACTICES**

The IFC Way	73
How We Measure	
Development Results	74
Our Staff	82
Our Governance	84
Accountability	86
Partnerships	88
Managing Risks	90
Working Responsibly	92
Independent Assurance Report	
on a Selection of Sustainable	
Development Information	95
Financial Summary	100

### MEASURING UP

IFC strives to deliver what cannot be obtained elsewhere. We offer clients a unique combination of investment and advice designed to promote sustainable private sector development in emerging markets. We call that special edge our "additionality." Using it to maximize our development impact is a cornerstone of our strategy.

## OUR STRATEGIC FOCUS AREAS

Our activities are guided by five strategic priorities that allow us to help where we are most needed and where our assistance can do the most good.

#### STRENGTHENING THE FOCUS ON FRONTIER MARKETS

IDA countries, fragile and conflict situations, and frontier regions of middle-income countries

### ADDRESSING CLIMATE CHANGE AND ENSURING ENVIRONMENTAL AND SOCIAL SUSTAINABILITY

Developing new business models and financing instruments, setting and raising standards

## ADDRESSING CONSTRAINTS TO PRIVATE SECTOR GROWTH IN INFRASTRUCTURE, HEALTH, EDUCATION, AND THE FOOD-SUPPLY CHAIN

Increasing access to basic services and strengthening the agribusiness value chain

#### DEVELOPING LOCAL FINANCIAL MARKETS

 $Building\ institutions, mobilizing\ resources, and\ introducing\\innovative\ financial\ products$ 

#### BUILDING LONG-TERM CLIENT RELATIONSHIPS IN EMERGING MARKETS

Using the full range of our products and services to guide clients' development and assist cross-border growth

## SCORECARD SUMMARY

IFC's Performance on Strategic Focus Ar	reas		
		Performance	
	FY14	FY13	
DEVELOPMENT RESULTS			
Investment Companies Rated High (DOTS Score)1	64%	66	
Advisory Projects Rated High <sup>2</sup>	76%	76	
Focus Areas			
FRONTIER MARKETS			
IDA: Number of Investment Projects	288	288	
IDA: Commitments (millions)	\$ 6,880	\$ 6,649	
IDA: Share of Advisory Services Program in IDA Countries, %3	66%	65	
Fragile and Conflict Situations: Number of Investment Projects	47	44	
Fragile and Conflict Situations: Share of Advisory Services Program, %	20%	18	
Frontier Regions: Number of Investment Projects	47	59	
Commitments in Sub-Saharan Africa (millions)	\$ 3,540	\$ 3,501	
Commitments in Middle East and North Africa (millions)	\$ 1,698	\$ 2,038	
Commitments in South Asia, Afghanistan and Pakistan (millions)	\$ 1,988	\$ 1,697	
LONG-TERM CLIENT RELATIONSHIPS INCLUDING SOUTH-SOUTH			
Number of South-South Investment Projects	38	47	
Commitments in South-South Investment Projects (millions)	\$ 1,455	\$ 1,674	
CLIMATE CHANGE, ENVIRONMENTAL AND SOCIAL SUSTAINABILITY			
Climate-related investments (millions) <sup>4</sup>	\$ 2,479	\$ 2,509	
INFRASTRUCTURE, HEALTH, EDUCATION, FOOD-SUPPLY CHAIN			
Commitments in Infrastructure, Health and Education, and Agribusiness and			
Food-Supply Chain (millions) <sup>5</sup>	\$ 7,205	\$ 6,934	
LOCAL FINANCIAL MARKETS			
Commitments in Financial Markets (millions) <sup>6</sup>	\$10,461	\$10,124	
Commitments in Micro, Small and Medium Enterprises (millions) <sup>7</sup>	\$ 6,248	\$ 7,192	

- 1. DOTS scores: percentage of client companies with high development outcome ratings as of June 30 of the respective year, based on projects approved over a rolling six-year period (FY14 ratings are based on approvals from 2005–2010).
- 2. For Advisory Services, development effectiveness ratings are for calendar years 2013 and 2012.
- 3. FY13 and FY14 figures reflect improved methodology for measuring Advisory Services expenditures in IDA countries, incorporating regional projects.
- 4. Climate-related is an attribute of a project involving Climate Mitigation, Climate Adaptation and/or Special Climate activities. For more details on these terms and activities, please visit http://www.ifc.org/climatemetrics.
- 5. Commitments in Infrastructure (excluding Oil, Gas and Mining), Communications & Information Technologies, Subnational Finance, Health & Education, and Agribusiness & Food Supply Chain.
- 6. Commitments of IFC's Financial Markets excluding Investment Funds and Private Equity.
- 7. Includes direct MSME borrowers, financial institutions with more than 50% of their business clients being MSMEs, and any other investments that specifically target MSMEs as primary beneficiaries.

## CREATING OPPORTUNITY WHERE IT'S NEEDED MOST



 $\$106\,Billion$  in loans made to micro, small, and medium enterprises

37.1 Million customers supplied with gas

230,000

noncash retail transactions facilitated, totaling \$16 million



 $28.3\,Million \\ {\rm phone\,connections\,provided}$ 

 $\$1.8\,Billion$  in goods and services purchased from domestic suppliers

840,000

people expected to receive improved waste-management services through public-private partnerships

IFC and our clients make a wide range of contributions in developing countries. Our clients' success can have ripple effects across an economy, giving many people—including the poor—a chance to better their lives.



2.7 Million patients cared for

435,000 jobs provided

\$340 Million
in new financing provided for firms with improved corporate governance practices



 $7.5\,Million$  customers supplied with water

12.7 Million loans made to micro, small, and medium enterprises

\$15 Million
in new investments attributable to industry reform and investment-promotion work with governments



130.6 Million phone connections provided

15.5 Million patients cared for

 $6.7 Million \\ {\it loans made to micro, small, and medium enterprises}$ 



21.3 Million
customers supplied with power
(generation+ distribution)

1.1 Million farmers reached

\$7.7 Billion
in financing secured with
moveable property