

ACKNOWLEDGEMENTS

This publication incorporates best practices and learning identified from many programs and experts from IFC, the World Bank, and other institutions and organizations. Based on content originally developed by the Institute for Performance and Learning, additional desk research was conducted to gather questions and lessons on conducting performance improvement programs in emerging markets and fragile and conflict-affected situations and programs specific to women.

The report is produced in partnership with Canada, Luxembourg, and Norway.

IFC, in partnership with Luxembourg and Norway, is committed in improving the performance of large numbers of value-chain linked small and medium enterprises historically underserved through solely financed initiatives while creating local non-financial advisory services markets that will sustain and scale these services in the economies where IFC works.

IFC and Canada are partners in identifying the key constraints affecting women's economic empowerment and reducing gender inequalities through implementing business environment reforms, strengthening women-owned enterprises, and creating better employment opportunities for women.

This publication was developed as part of the Grow Learn Connect program supported by IFC's Financial Institutions Group.

The core working group of the initiative, jointly led by Graeme Harris and Neal Alan Donahue includes Khadiga Hassan Fahmy, Sokhareth Kim, Evangelia Tsiftsi, Mark L. Nielsen, Karen Feeley, Mandy Grant and Rania Fouad Nader.

Heather Kipnis, Joanna Romero, Anna Domingo Riu, Maria Tandeck, Rudaba Zehra Nassir, Alexa Roscoe, and Shabnam Hameed, as well as the Inter-American Development Bank, Thunderbird School of Global Management, Value for Women, and Double XX Economy, offered invaluable insights to the gender inequalities, impacting capacity building in emerging markets, including family and care responsibilities, mobility constraints, legal barriers, and time demands.

Shaza Zeinelabdin, Joanna Kata-Blackman, Gosia Nowakowska-Miller, Awena Lebesch, Ferdinand Ngobounan, and Priyam Saraf and Miguel Angel Jimenez Gallardo from the World Bank offered insights to the considerations that performance and learning professionals need to take into account when working in the most challenging regions. The following IFC-certified Master Trainers also offered valuable insights when working in fragile and conflict-affected situations: Adnan Al Sada (Capital Management & Consulting, Yemen), Bibiana Mbuh Taku (Diversity Management & Consulting Cameroon), Margaret Jackson (Rainbow Consult, Ghana), Carol Mwazi (Huru Consult, Kenya), Mehdi Chahed (Centre d'Etude de Formation et d'Assistance CHAHED: CEFAC, Tunisia), Rohit Agarwal (Extra Mile Learning, India), Farah Malebranche Petit-Frère (Gravis Consulting & Research, Haiti), Fatma El Maawy (Milestones Resources Solutions, Kenya), Rami Camel Toueg (Integrated Management Consultancy, Egypt), Samuel Siteo (Mwalimu Consulting Research, Mozambique), Ashraf Shenouda (AGS & Associates—Governance, Management & Training Consultants, Egypt), and Laban Mawungwe (LAP Marketing Consultants, Uganda).

The report was edited by Gina Deanne Wilkinson and Asra Quratul Ain Nomani, with cover design by Justin Martinez (Astral Studio) and interior design and composition by Rikki Campbell Ogden (pixiedesign). Henry Pulizzi and Robert Wright supported the production and dissemination of the report.

IN PARTNERSHIP WITH

Canada



THE GOVERNMENT
OF THE GRAND-DUCHY OF LUXEMBOURG
Ministry of Finance



Norwegian Ministry of
Foreign Affairs