

STRATEGY IN ACTION

# IFC 3.0



A STRATEGY FOR  
CREATING MARKETS

## Putting Development at the Heart of IFC...

Our corporate strategy IFC 3.0, in place since December 2016, has become even more relevant as we support our member countries in coping with the shock of the COVID-19 crisis and take action to support a sustainable, resilient, and equitable economic recovery.

This blueprint for our organization, now complete, builds on the strengths of our historic approaches, IFC 1.0 and 2.0, which focus on finding the best opportunities to serve our client countries by providing advice and financing to mobilize private sector solutions to their development challenges. Our strategy has evolved based on our more than six decades of experience investing in emerging markets and setting standards for sustainability; the interrelated skills of our diverse, seasoned workforce; and our on-the-ground presence in more than 100 countries that provides close proximity to clients.

IFC 3.0 is about being proactive, not reactive. We are committed not just to financing projects but also to **creating markets** — and mobilizing private capital at significant scale, with greater focus on the poorest and fragile and conflict-affected countries. Bringing together several foundational pillars — the AIMM method for ex-ante impact measurement, new blended finance and other de-risking tools, country strategies based on joint IFC/World Bank diagnostics that identify critical policy reforms, and our Upstream approach to developing new investment opportunities, to name just a few — IFC 3.0 underpinned the \$5.5 billion capital increase that shareholders endorsed in 2018 and became effective in 2020. (See the following pages for more detail.)

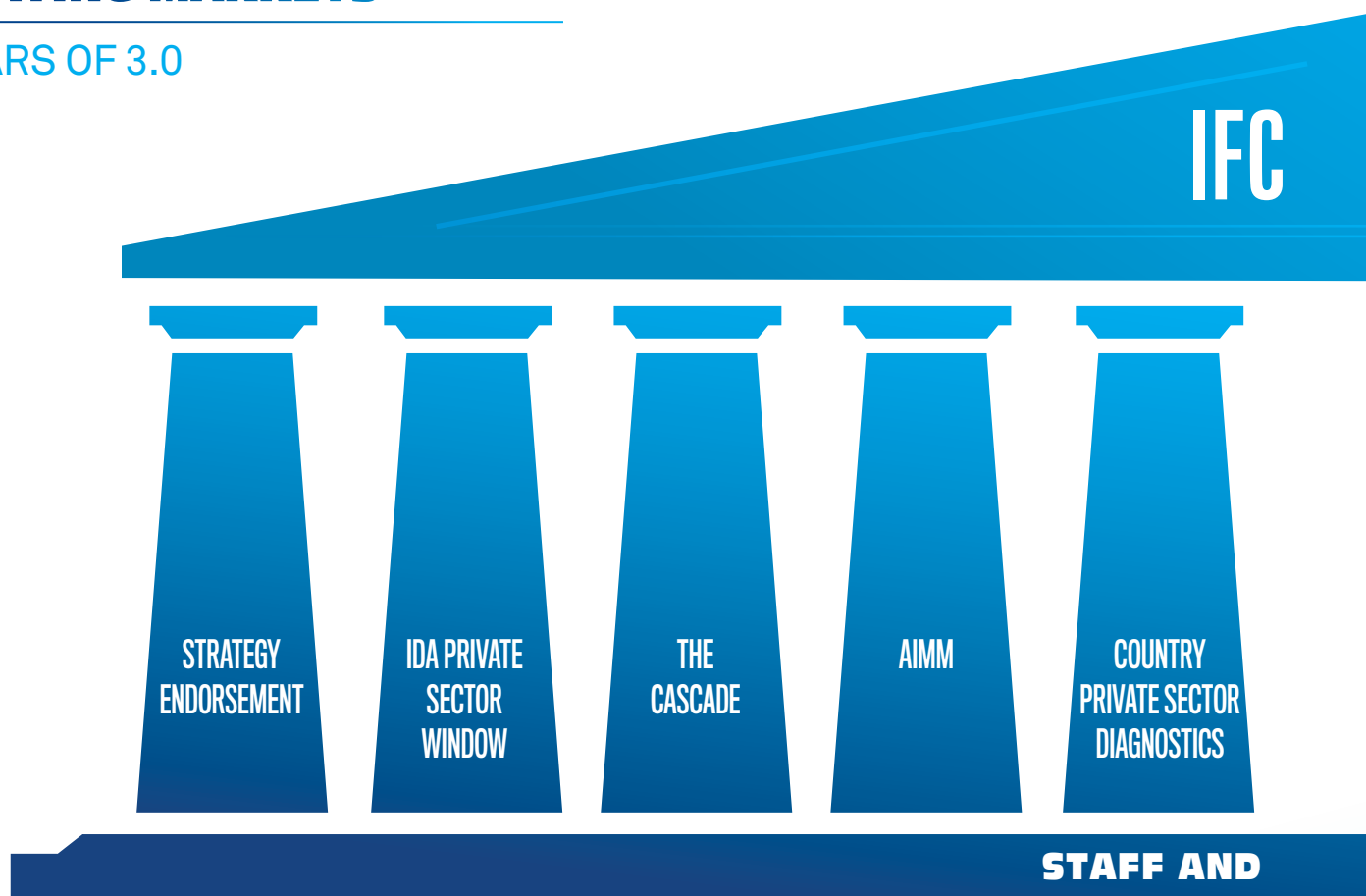
IFC 3.0 integrates new ways of solving development challenges. By applying new skill sets and leveraging new and existing financial and advisory products, it allows us to mobilize private sector solutions and investment where they are needed most. It is a comprehensive, 21st century architecture for delivering on the founding mission that we embarked on in 1956 — to further economic development by encouraging the growth of productive private enterprise in member countries, particularly in less developed areas.

It puts development at the heart of IFC and moves us closer to achieving our ultimate goal:

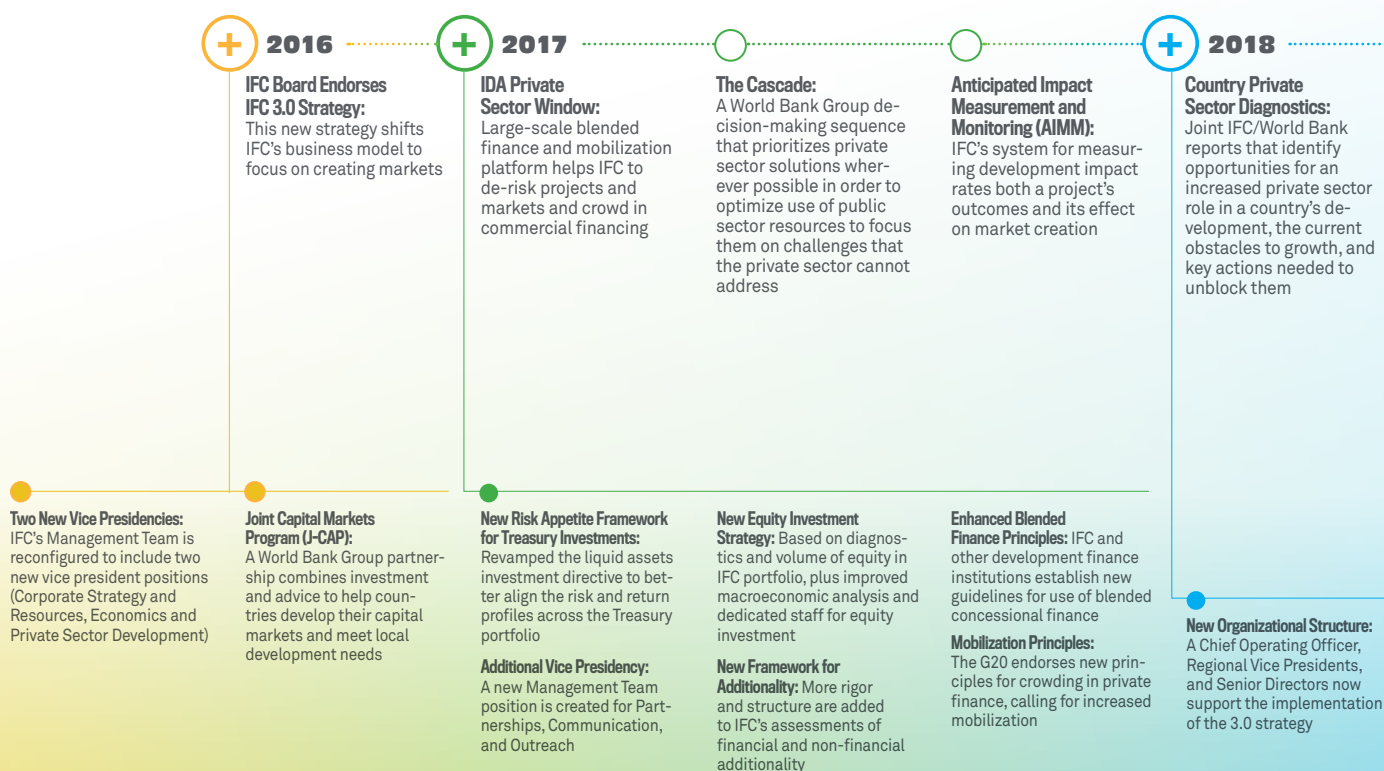
## Putting IFC at the Heart of Development

## AN ARCHITECTURE FOR CREATING MARKETS

### PILLARS OF 3.0



#### IFC 3.0 TOOLS AND APPROACHES: A TIMELINE\*



\* Timeline refers to calendar years.



# 3.0

CAPITAL  
INCREASE

COUNTRY  
STRATEGIES

PARTNERSHIPS

THOUGHT  
LEADERSHIP

UPSTREAM

## EXPERIENCE



### Capital Increase:

As part of a \$5.5 billion capital increase agreement, by 2030 IFC will:

- More than double its aggregate annual delivery
- More than triple annual own-account investment in the poorest and most fragile countries
- More than quintuple annual own-account commitments to the poorest of the poor countries (defined as low-income IDA and fragile and conflict-affected IDA countries)
- Triple its amount of annual climate-related own-account financing and quadruple annual own-account financing dedicated to women and women-owned SMEs

### Workforce Planning:

Aligning 3.0 strategy priorities with the workforce by rebalancing IFC's "grade" structure to increase its regional and country capacity and shifting skill sets toward creating markets



### Country Strategies:

Action plans describing how IFC can increase its involvement with the private sector in given countries based on their future reform environments, using "if/then" statements that project potential private investment outcomes based on policy reforms that inform World Bank Development Policy Operations

### Green Equity Investment Strategy:

A new framework to help financial institution clients increase their climate lending and reduce their exposure to coal-related projects



### Partnerships:

Stronger collaboration with other development finance institutions for increased impact in fragile and conflict-affected countries



2019

### Thought Leadership:

A renewed commitment to contributing to the global conversation on best practices and standard setting in private sector development, beginning with **new principles for impact investing**

### Environmental, Social, and Governance (ESG) Reform:

Creation of two separate departments with the objective of creating a new system of checks and balances for ESG issues



### Upstream:

A proactive approach to both create markets and more bankable projects to attract new private investment in strategic sectors that will lead to growth and jobs



2020

### Looking Ahead:

With these new strategic tools and approaches in place, IFC is well-positioned to provide a global COVID-19 crisis response package and significantly increase its financing in line with its 2030 goals

### IFC Asset Management Company:

Merged into IFC, maintaining its independent decision-making and fiduciary duty to its investors

### Staff Recruitment Campaign:

More than 200 professional staff are recruited to support the implementation of the 3.0 strategy

### New Partnerships Model:

The DFI Country Pilots aim to expand the impact of development partners in fragile and challenging settings

# MOVING TOWARD RECOVERY

## The Growing Role of IFC 3.0

IFC's 3.0 strategy has never been more important than today, as the developing world struggles with the crippling economic impact of the global COVID-19 pandemic — and aspires to take advantage of an opportunity to build a better version of the world we live in.

As part of a larger World Bank Group crisis response package announced in March 2020, we began providing \$8 billion in fast-track financing for existing clients whose operations and ability to comply with payment obligations were impacted. Having learned from past shocks, including the global financial crisis of 2008, we knew that moving fast to help keep companies solvent is a key to saving jobs and limiting economic damage. Our response package is structured around three broad themes: **relief, restructuring, and recovery**.

Examples from the first phase of our work, focusing on relief, include:

- Helping a leading Indian producer, JK Paper Limited, cover its working capital needs due to the impact of COVID-19 and any potential shortfall in cash flow generation with a \$34 million loan. The financing will assist the company in maintaining payments to key raw material suppliers (including 50,000 small-scale farmers) and funding its distribution channels, which largely comprise micro, small, and medium enterprises.
- Assisting Nigeria's Zenith Bank Plc, Africa's sixth largest bank, to overcome challenges resulting from ongoing, limited access to foreign currency, working capital, and trade funding with a loan of up to \$100 million. The financing will support Zenith clients in the health, pharmaceutical, food, and trading sectors, most of them SMEs.
- Helping Banco Daycoval, a leading mid-sized Brazilian bank, in expanding access to finance for 4,000 small and medium enterprises, including 500 women-owned businesses, in order to preserve jobs with a \$100 million loan.

- Supporting small and medium enterprises in nine countries — Albania, Bosnia and Herzegovina, Ecuador, Kosovo, Moldova, North Macedonia, Romania, Serbia, and Ukraine — with a \$100 million loan to ProCredit Holding to be channeled to ProCredit banks, assisting up to 2,270 small and medium enterprises to maintain employment levels and sustain their position in their respective markets.

We are now moving beyond this immediate response, working with countries to restructure and promote a recovery that is sustainable, inclusive, and climate-smart. This means directly helping firms become more resilient — to survive, bounce back, and accelerate their post-crisis recovery to bring back jobs and livelihoods.

**Working Upstream** becomes an imperative. Investment levels in developing countries have dropped significantly. We must work across the World Bank Group on policy reforms that will allow us to bring domestic and international private sector investors back to these markets. Specific sector reforms will allow IFC to implement project feasibility studies, de-risk projects, and create a pipeline of investments to encourage private investors to enter markets where they are needed most.

Recognizing a vast unmet need for funding to address the health impacts of COVID-19, IFC also laid the groundwork in fiscal 2020 for the launch of its \$4 billion Global Health Platform. The first in our second phase of response packages, this platform will increase access for developing countries to health-care supplies needed to fight COVID-19, including masks, ventilators, test kits, and potential vaccines. IFC will work with multilateral development banks, development-finance institutions and other partners to mobilize additional financing.

Given the magnitude of the COVID-19 crisis, global recovery can only be expedited if we pool resources and share expertise. As the largest global development institution focused on the private sector in emerging markets, IFC is bringing development financial institutions together to strengthen our collective impact and mobilize private finance.

**IFC's \$8B Pandemic Response Package**  
*Relief. Restructuring. Recovery.*

**\$2B** Real Sector  
Envelope

**\$2B** Global Trade Finance  
Program

**\$2B** Working Capital  
Solutions Program

**\$2B** Global Trade Liquidity & Critical  
Commodities Finance Programs



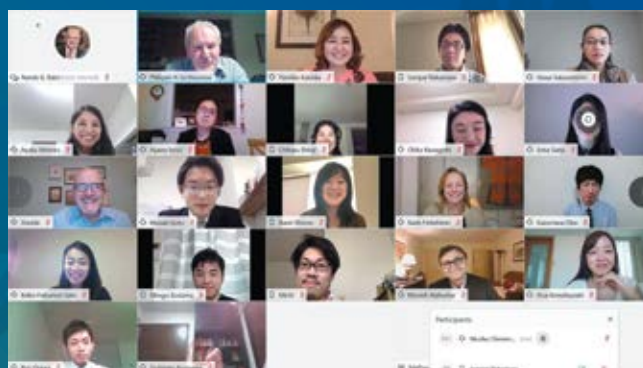


### READJUSTING OUR BUSINESS TO UNCERTAIN TIMES

Despite the global turbulence caused by COVID-19, our staff continued to vigorously pursue IFC's mission, recognizing the critical importance of moving swiftly to contribute to the global recovery effort.

Quickly adjusting to the new normal meant working remotely, under lockdown, without the option to travel and meet with clients and partners in person. Our staff made multiple adaptations in order to succeed, including:

- **Working around the clock** to rapidly provide loans to clients in need, without unnecessary delays, as part of IFC's \$8 billion COVID-19 fast track financing facility. Through this facility, we initiated a decision-making approach that focuses on key risks and speed of execution.
- **Convening conferences online** to promote sustained global dialogue on important issues. In June, over 6,000 viewers participated in IFC's 2020 Sustainability Exchange, an interactive event that convened global leaders across all infrastructure sectors. The half-day virtual event replaced what was intended to be a three-day, in-person session in Vienna.
- **Making optimal use of technology** to maintain relationships with clients and conduct critical business. Staff replaced in-person meetings with virtual ones. In-depth client appraisals — a prerequisite to closing deals — were completed using everything from Webex to WhatsApp.



This kept projects moving along with efficiency and enabled us to close deals without delay.

Internal processes were adjusted to support a seamless transition to working in new environments. IFC's information technology specialists provided 24/7 support, dealing with the challenge of different bandwidths, internet service providers, and home office set-ups, to offer uncompromised access to technology. Our Human Resources staff onboarded staff virtually and conducted trainings online.

Though it has been challenging, our staff's response to the current environment has transformed the way that IFC does business, allowing us to keep delivering on our mandate.

**Photo:** In response to COVID-19, IFC has "gone digital" to maintain business continuity and engage with global stakeholders, including government representatives (background) and young professionals in Japan (insert).

## VOICES OF STAFF: TURNING CRISIS INTO OPPORTUNITY

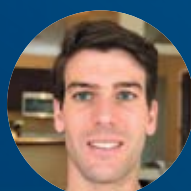
Regardless of the diversity of their jobs, experiences, and backgrounds, our staff shared a common challenge in 2020: coping with the COVID-19 crisis. Here is what a few of them said about their experience:



Manale El Haddad

*Finance Assistant, Lebanon*

"We've grown accustomed to political and economic uncertainty and insecurity. But this time it's different and much more challenging."



Robin Volk

*Associate Investment Officer, Washington, DC*

"The challenges presented by COVID-19 make the work both exciting but also heart wrenching — in the end, we want to see clients succeed."



Jotework Ayele

*Associate Operations Officer, Ethiopia*

"I feel privileged to be in an organization that's creating opportunities for the private sector, especially during difficult times like these."



Rana Karadsheh

*Regional Industry Director, Singapore*

"I see people coming from different teams working together trying to find solutions — all understanding where we need to be. There's a joint effort at finding a way to support our clients."



# WORKING UPSTREAM

IFC creates opportunities to deliver investments with high impact that solve countries' development challenges.

This requires IFC to go in early and collaborate proactively with World Bank and MIGA colleagues to create opportunities for new investment. Since there are not enough bankable projects addressing development priorities, our approach is to create them — not only projects, but markets as well. We have taken this approach before, but never at such scale and ambition as now, in all regions and all industries.

We call this approach working **Upstream**.

COVID-19 has sparked major capital outflows, deeply impacting local economies. Our client countries, especially those with large populations in extreme poverty or those emerging from years of conflict and fragility, are asking us for more as they grapple with the crisis and move toward recovery, with the goal of building resilience.

Working Upstream, we target sectors with significant gaps. We are working across the World Bank Group to help craft policy and regulatory conditions, with a clear line of sight to future investments. Rather than just responding to requests for financing, we take the initiative to develop bankable projects as sector policy reforms emerge. This involves crafting innovative private sector solutions that will improve people's lives, assessing their feasibility, and mobilizing investors to work with us to make them happen. This year we hired 233 new staff to focus on Upstream work and created a new Global Upstream Department with a director who serves as our focal point along with the experienced leads in our key industry groups.

Upstream is the approach that, for example, underpins the World Bank Group's Scaling Solar program, in which we support energy sector policy reforms to develop and de-risk solar projects and then provide financing, insurance, risk mitigation, and more. Initially focused on Africa, Scaling Solar has enabled Uzbekistan to attract Masdar Clean Energy of the United Arab Emirates to develop a 100-megawatt utility scale solar plant that will sell solar power at some of the lowest prices yet seen in emerging markets.



### PROMISING UPSTREAM

### APPROACHES FOR

### SUSTAINABLE SOLUTIONS

#### • **Offshore wind power**

started in the North Sea and is still primarily used in Europe. But to make a difference in mitigating climate change, it needs to be competitive. Due to available resources, improved technology, and cost efficiencies, wind power is now emerging as an option in Asia. IFC helped launch the World Bank Group Offshore Wind Development Program, a \$5 million initiative funded by the United Kingdom that works with emerging market governments to accelerate the adoption of offshore wind. India, the Philippines, and Sri Lanka are among the high-potential markets being assessed.

• **Electric buses** are fast emerging as an effective way to improve air quality and reduce greenhouse gases from urban transportation. Their technology and declining costs are expected to eventually change today's long-established, diesel-based paradigm, but much work remains to be done to attract private investment at scale. IFC's advisory and investment teams are working to accelerate this transition in emerging market cities such as Cali, Colombia, Lviv, Ukraine, and Ho Chi Minh City, Vietnam.

• **Mini-grids** are electric power generation and distribution systems that provide electricity to a few customers in a remote area or bring power to far more users in a town or city in ways that conventional utilities cannot. Most are powered by an energy source — usually solar panels — combined with battery storage and a local distribution system. Nigeria is a key market, seeking private investors to help develop 10,000 mini-grids by 2023, which would serve 14 percent of its population. An IFC-led workshop focused on developing an approach for scaling up mini-grids in Nigeria through increased private sector investment.



## AN INNOVATIVE

## TRANSACTION IN MOROCCO

IFC's Upstream approach has helped Morocco find innovative solutions for its vast infrastructure finance needs. After two years of policy dialogue with the government alongside the World Bank, IFC, in partnership with the Government of Japan, has helped set the groundwork for a vibrant new subnational financing program that does not require sovereign guarantees. Complementing World Bank support, our \$100 million loan, which includes funding mobilized through IFC's MCPP, is backing a new tramway in Casablanca that will cut travel times by 35 percent during working hours and will help the Casablanca-Settat region upgrade several hundred kilometers of rural roads in remote rural communities, connecting some 400,000 people to schools, hospitals, and other services. It marks the first time in Morocco that a local subnational government has raised commercial financing without a sovereign guarantee — opening doors for other regions and subnational governments to do the same and meet Morocco's ambitious decentralization agenda.

**Photo:** In Morocco, Casablanca's tramway system is expanding with support from a \$100 million IFC financing package.

IFC is expanding its business in Africa.

It is the region with the greatest unmet need for private sector development investment, which is why we are using the IDA Private Sector Window and all other elements of our 3.0 strategy to increase our impact at the country level. IFC is stepping up its resources and efforts in Africa, but much work remains, particularly given the new challenges presented by COVID-19.

# RAMPING UP OUR FOCUS ON AFRICA





IFC is expanding its presence on the ground in Sub-Saharan Africa with nine new offices. Before the pandemic, IFC opened offices in Angola, Benin, and Togo and established a joint presence with the World Bank in Somalia. IFC has finalized the agreements and hired staff for offices in Burkina Faso, Chad, and Niger; these offices are operating virtually until we are able to physically open them, once the constraints posed by COVID-19 are lifted. Similar plans are being finalized for Mali and Uganda.

Upstream work is pivotal to our success. Innovative approaches are needed to create jobs and improve livelihoods. In Ethiopia, four years of IFC advisory services have helped more than 30,000 small-scale barley farmers significantly improve their quality and productivity through the introduction of new seeds, fertilizers, and growing techniques. These farmers are now part of a true supply chain, linked with major buyers. They sell most of their barley for milling into flour for bread, as well as to leading breweries, such as Habesha, for malt. Habesha is expanding with €50 million in IFC financing and mobilization. It is a win-win model we use across Africa: creating markets, increasing incomes, and improving lives.



## A win-win model

**Photos:** IFC support is strengthening more than 30,000 small-scale barley farmers in Ethiopia.





### ENTREPRENEURIAL

### ENERGY

A new generation of innovative, technology-driven entrepreneurs is emerging across Africa. IFC is assisting in bringing these startups to scale, providing early stage support.

At this year's CES trade show in Las Vegas — the world's leading stage for transformative technologies, drawing more than 175,000 industry professionals — we launched the World Bank Group #GlobalTechChallenge. IFC led this initiative to match early-stage health tech innovators with health-care providers in East Africa, where needs are among the highest in the world. TechEmerge Health-East Africa identified more than 50 entrepreneurs with the potential to meet pressing needs in Ethiopia, Kenya, and Uganda. Selected innovators will receive funding and guidance from IFC's TechEmerge team to pilot their products in the East African market, with the ultimate goal of wider commercial deployment.

We are also focusing on accelerators — organizations that provide capacity building to help

startups scale their companies and attract investment. Accelerators are often a first step for entrepreneurs in Africa, which we support through seed funds, direct investments, and venture capital funds.

Recent IFC research revealed that accelerators in the past actually accentuated the gender finance gap for women entrepreneurs in emerging markets, typically helping male-led startups raise far more equity than female-led ones. In parallel, to address the gender finance gap for women entrepreneurs in emerging markets, we launched the ScaleX program to incentivize accelerators to help women entrepreneurs overcome the gender bias and raise more equity investment. During its initial pilot phase, ScaleX seeks to catalyze \$40 million of new equity investment in women-led startups.

**Photo:** African entrepreneurs — a key target for IFC support.



## IFC in Africa

**60**

**years of  
operating history**

**~\$10B**

**(BILLION)  
total committed  
investment portfolio**

**\$4B**

**(BILLION)  
of syndications  
mobilized**

**366**

**investment clients,  
across 43 countries**

**267**

**active advisory  
services projects  
in approximately  
40 countries**

**78**

**engagements with  
governments on  
regulatory reforms  
to support the  
private sector**

**12**

**COVID-19 response  
projects under way  
with clients and  
more in development**



# THE POWER OF PARTNERSHIPS

At the core of our work to enhance our effectiveness is a commitment to deeper collaboration — both within the World Bank Group and with other development institutions. Development finance needs vastly outweigh what IFC can provide, and by partnering with others, we can accomplish far more than we ever could alone.

One early building block of 3.0, the World Bank Group **Joint Capital Markets Program (J-CAP)** is combining World Bank advisory alongside IFC investment to better tap the resources of local bond and equity markets to generate more local currency financing and attract capital from deep global markets to help meet local developmental needs. This financing is directed toward a more development-led agenda, such as support for affordable housing, small and medium enterprises (SMEs), infrastructure, and green financing.

Since the launch of J-CAP, across its priority countries alone, there has been over \$530 million of IFC investment projects and a further over \$150 million of IFC local currency bond issuances involving products and asset classes, which are priorities for capital markets-related World Bank advisory as well as IFC investment activities. An additional \$74 million has been mobilized through J-CAP.

This year, for example, J-CAP helped spark significant amounts of new local currency financing for SMEs in Côte d'Ivoire. It came via a ground-breaking transaction: the first securitization of loans originated by a commercial bank in the eight-country West African Monetary Union. IFC was an anchor investor, buying into NSIA Banque's \$67 million-equivalent securitization in Abidjan's regional market with support from the IDA Private Sector Window's local currency facility.

J-CAP is made possible because of the support of the governments of Australia, Germany, Japan, Luxembourg, the Netherlands, Norway, and Switzerland.

*Read more about our partners and funders, including our development partner commitments, on pages 101–104.*





## DFI

## COLLABORATION

IFC and other development finance institutions (DFIs) are collaborating to develop innovative models to increase their impact in five low-income, fragile, and conflict-affected pilot countries: Democratic Republic of Congo, Ethiopia, Madagascar, Nepal, and Sierra Leone.

IFC developed the Joint Collaboration Framework Agreement (JCFA) to provide a structure for increased collaboration among DFIs. Proparco, the private arm of the French Development Agency and DEG — Deutsche Investitions- und Entwicklungsgesellschaft — have signed the JCFA. The JCFA builds on existing partnership frameworks, such as the IFC Master Cooperation Agreement, to cover a range of new areas of collaboration, including the DFI Collaboration Pilots at the country level. However, with the COVID-19 crisis

underlining the magnitude and scope of support needed by the private sector globally, the agreement was expanded to facilitate cooperation on COVID-19 responses.

The JCFA offers guidance on Upstream project development and preparation with other DFIs and promotes greater reciprocity in project co-financing arrangements, allowing IFC and its partners to deliver faster, more flexible responses to the challenges posed by frontier markets and the pandemic. The JCFA is expected to encourage the development of Upstream activities with the goal of increasing the pipeline of bankable projects that underpin investment and sustainable private sector economic growth.

IFC's partners for the DFI Collaboration Pilots include: Proparco; the CDC Group, the United Kingdom's development finance institution; the Swiss Investment Fund for Emerging Markets; the African Development Bank; and the Africa Finance Corporation.

## ACTION ON IMPLEMENTING

## THE CASCADE

The World Bank Group is accelerating the implementation of the Cascade approach, a framework for prioritizing the use of private sector solutions to development challenges wherever possible and optimizing the use of public sector resources. The framework requires World Bank Group teams to first try and address policy and regulatory hurdles to private sector investments before using public sector resources to finance investments. Examples from FY20 include:

- **In Kenya**, the World Bank put in place a \$1 billion Development Policy Operation after the government agreed to new policy reforms directly benefiting low-income Kenyan households. These steps paved the way for IFC to finance private sector transactions and attract new private investments in the affordable housing and SME finance sectors.
- **In Côte d'Ivoire**, a country where access to electricity is limited, a similar collaboration between the World Bank and IFC has helped the government reform the power sector — making it more bankable and enabling IFC to finance and mobilize investment for two large-scale power plants.

The Cascade framework is also serving as a valuable tool in deploying World Bank Group support in response to COVID-19 and building a more resilient world. The World Bank, IFC, and MIGA financial sector teams have agreed on a protocol that prioritizes use of credit lines and guarantees to private financial intermediaries before using public sector entities — adding efficiencies and freeing up scarce public sector resources for other uses.



**Photo:** Nepal is one of the countries in which IFC and other development finance institutions are partnering in order to increase impact.

# THOUGHT LEADERSHIP

IFC is committed to **redefining development finance**, using the core ideas of our 3.0 strategy to create markets, work Upstream to develop and de-risk bankable projects, and mobilize private investors into markets to support growth and jobs.

- **Leading an Upstream movement:** At this time, there are not enough bankable projects in emerging markets to solve the development challenges that countries face. We are working Upstream with our partners to create pipelines of projects that will attract private investors into new markets while encouraging them to return to markets that may have seen drops in investment due to COVID-19 and other factors. This fiscal year marked an all-out push by IFC to fully embrace and implement our Upstream agenda — one that is of crucial importance to our client countries' futures. These efforts were led by IFC's Innovation and Upstream Implementation Task Force, which rapidly expanded awareness and increased capacity by delivering knowledge and training to existing staff and the 233 new Upstream recruits. Among other efforts, the Task Force successfully worked across IFC's regional and industry teams to implement a comprehensive onboarding plan that quickly integrates Upstream talent. IFC also sought to ignite the conversation on Upstream with our partners in the World Bank Group — and beyond, one which we expect to deepen in coming years.

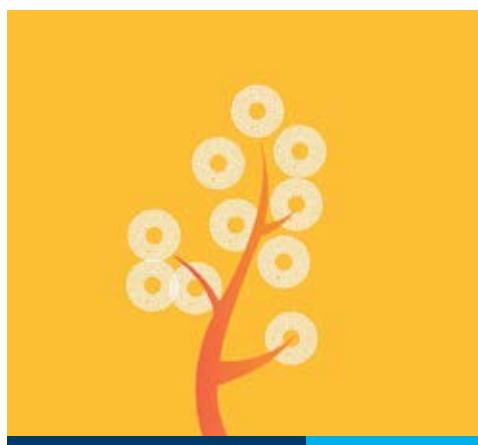
- **Driving momentum on impact investing:** Together with international financial institutions and private partners, IFC led the launch of the Operating Principles for Impact Management, a framework drawing a distinct line between impact investing — investing with an intent to create specific, measurable policy — and other forms of sustainable and responsible investing. At the end of FY20, 101 investors had signed on to the Operating Principles, an important step in mobilizing the private sector for development finance. The signatories, coming from 26 countries across five continents, are working to align impact measurement systems into a common core of metrics that will improve the ability of investors to compare impact performance across funds and institutions. Signatories must annually disclose the alignment

of their impact management systems with the Operating Principles and pursue regular independent verification. An IFC report released this year, *Growing Impact — New Insights into the Practice of Impact Investing*, estimates the impact investing market size to be as large as \$2.1 trillion.

Our work goes beyond investing and advising: we are shaping thinking on private sector development.

- **Steering a conversation on how to ensure women's full participation in the workplace:**

For many women, reliable and affordable childcare is a prerequisite to full participation in the workforce. *Tackling Childcare: A Guide for Employer-Supported Childcare* offers how-to advice to employers: it addresses various aspects of employer-supported childcare, including quality, financial sustainability, and results measurement. A companion note, released in April 2020, gives timely guidance to employers on how to provide childcare during the COVID-19 pandemic. *Trailblazers*, a book published by IFC, offers 20 portraits of female business leadership in emerging and frontier markets. The book inspires women to reach their highest level of professional achievement — and makes the economic case for investing in female-owned businesses.



## GROWING IMPACT

New Insights into the Practice of Impact Investing



- **Shifting the focus to investment in green buildings:**

Green construction is one of the largest investment opportunities of the next decade. While several reports have made an environmental and moral case for growing the market for green buildings, a 2019 IFC report made the business case — offering a uniquely private sector perspective. According to the report, *Green Buildings: A Finance and Policy Blueprint for Emerging Markets*, green buildings will offer a \$24.7 trillion investment opportunity in emerging markets by 2030, which will spur economic growth and accelerate sustainable development. The report, which was released in conjunction with the UN Climate Change Conference (COP25), draws on IFC's almost decade-long experience investing in green buildings.

- **Informing the private sector response to COVID-19:**

IFC provided sector-specific operational analyses and crisis response recommendations in several industries, including infrastructure, logistics, and private equity. These sector notes provide concise analysis of the pandemic's impact on different sectors and suggest specific steps the private sector can take to contribute to an effective response to the global crisis.



## Trailblazers

PORTRAITS OF FEMALE BUSINESS LEADERSHIP  
IN EMERGING AND FRONTIER MARKETS

Groundbreakers, Market Makers, Value Creators

IN PARTNERSHIP WITH



**Photos:** IFC's recent thought leadership reports have addressed impact investing (left) and gender equality in emerging and frontier markets (right).



# DIVERSITY AND INCLUSION

Tolerance, dignity, and opportunities for all.

These concepts lie at the heart of our mission. They also make our institution stronger: we are more effective because of our range of experiences and perspectives.

Differences are celebrated at IFC — differences in nationality, gender, race, religion, ethnicity, age, sexual orientation, and disability. They help us build a workplace that mirrors the clients we serve and the world in which we live. That's why we value and respect all staff, regardless of gender, background, or job title.

In recent years we have made measurable progress in building a more diverse workforce, measured not only in the terms above but by the kinds of skill sets we have in-house. Our staff now includes more economists, industry specialists, and others who enhance our ability to frame questions and find solutions in private sector development amid today's rapid pace of change. As we continue to grow and evolve, our people will remain our greatest asset.

Our daily work is greatly enriched by the interaction of our various staff communities, including employee resource groups for women, lesbian, gay, bisexual, and transgender (LGBT) staff; millennials; people of African descent; and people with disabilities. These groups help us build an inclusive workplace culture, strengthening our sense of community. Recent progress includes: addressing feedback generated from conducting exit interviews with women leaders; bringing leadership lessons to staff; influencing parental leave policy and insurance benefits for the LGBT community; trainings and workshops; and emphasizing diversity when hiring interns.

## PROGRESS IN DIVERSITY

Sub-Saharan African/Caribbean GF+ Staff<sup>1</sup>

FY16: **10.5%**

FY20: **13.7%**

Women Grade F+ Technical Staff

FY16: **45.7%**

FY20: **49.4%**

Women Managers

FY16: **34.8%**

FY20: **39.3%**

Part II Managers<sup>2</sup>

FY16: **40.6%**

FY20: **43.2%**

1. Professional staff

2. Managerial staff with primary nationality from countries that did not declare themselves as IDA donors at the time of their joining the World Bank Group



# LIVING OUR VALUES

**Photo:**  
#EndRacism banner  
at IFC headquarters in  
Washington, DC.

Protests against racism around the world put a spotlight on a difficult challenge the world is facing. They remind us of our core values: **integrity, fairness, and courage.**

These core values lie at the heart of our mission to create opportunities, including better jobs, for the poorest. They also make our institution stronger. We have more knowledge and insight *because* we are diverse, and we value each other, regardless of our nationality, background, race, religion, gender, or sexual orientation.

But we can do much more to stand up against racism.

As a first step, we are fully engaged in the World Bank Group Task Force on Racism, a new effort borne out of a reality we can no longer ignore and must work together to change. Created by World Bank Group President David Malpass in June 2020 and led by World Bank Group Senior Vice President and General Counsel Sandie Okoro, the task force is addressing issues related to racism within our institution, our programs, and the countries where we work. Its recommendations will outline a course for change we wish to see — for a better World Bank Group, and for our work around the world.