IFC ADVISORY SERVICES IN Sustainable Business
CREATING VALUE FOR COMPANIES, COMMUNITIES AND THE ENVIRONMENT

2012 ANNUAL REVIEW

IN PARTNERSHIP WITH
Australia • Austria • Belgium • Brazil • Canada • Denmark • European Union • Finland • Germany • Iceland • Ireland • Italy • Japan • Korea • Luxembourg • The Netherlands • New Zealand • Norway • South Africa • Spain • Sweden • Switzerland • United Kingdom • United States • Disney • Global Alliance for Improved Nutrition Foundation • Mastercard Foundation
An Alliance for the Future

The world changed last year, at least for those of us working to promote practices and technologies that enable businesses to contribute to environmental and social sustainability. It changed in June, in Rio de Janeiro, Brazil. And it changed for the better.

The United Nations Conference on Sustainable Development—also known as “Rio+20”—had been predicted by many to be incapable of tackling the real issues at hand, with government delegates split by diverging priorities and vested interests. But while delegates negotiated the outcome document, entitled “The Future We Want,” something else happened, too.

Two decades ago, when the United Nations hosted the Earth Summit in Rio, few companies were exploring the notion of sustainable business and the long-term impacts of their operations on the environment and society. Twenty years later, some 2,700 participants—approximately half from the business and investor community—convened at the Rio+20 Corporate Sustainability Forum to explore ways to advance sustainable development through public-private collaboration, transformative finance, and innovative business models.

At one of the many Rio+20 events, which was co-hosted by the United Kingdom and the World Bank Group, a consensus emerged among ministers, civil servants, investors, and corporate leaders about the centrality of the value of nature and its resources to the future of mankind. Over 62 countries that jointly comprise 57 percent of the world’s gross domestic product signed on to the World Bank Group’s “50:50” campaign in support of natural capital accounting—the idea that accounting for clean air, clean water, forests, and other ecosystems will allow countries, communities, and companies to better manage and invest in nature. More than 90 companies supported the effort, and many of them will move forward with piloting and demonstrating the economic, social, and environmental benefits of scaled-up and integrated approaches to natural capital accounting.

Introducing concepts related to natural capital into company performance measures and country policy decisions will change the way we all live and do business. This, of course, will take a while. Methodologies need to be developed and confirmed, consensus on the details must be built, and governments and corporate leaders will have to take decisions. But the chances for fundamental change to occur are much higher now than ever before—mainly because this time a broad alliance of diverse and powerful, public- and private-sector players is keen to see it happen.

At the Rio+20 Summit, governments also agreed to introduce “Sustainable Development Goals” to pursue “focused and coherent action on sustainable development.” As these surpass the Millennium Development Goals in 2015, attention will increasingly shift even further toward environmental and social sustainability, and good corporate governance. We are committed to help accelerate this shift, one company at a time.

As you peruse the 2012 Review of IFC’s Advisory Services for Sustainable Business before you, and as you read project descriptions, tables on results, and discussions of strategies and approaches, you will see how well placed we are to seize the new strategic opportunities that emerged in Rio. We have invested, with the strong support of 26 donor partners, in building practical insights into why and how environmental, social, and governance practices adopted by each firm matter for every other business.

This is the first annual review since the Board endorsed a new strategic orientation for IFC’s Advisory Services in Sustainable Business and adopted the new multi-donor Facility in 2011. It shows that our efforts are off to a good start: the portfolio is on track, performance ratings are solid, and cost efficiency is steady. Sustainable Business Advisory has grown, become more focused, and zeroed in on delivering concrete value in areas that are critical to deliver on the future we want—helping drive sustainable business practices and creating opportunities for more women and men.

Monika Weber-Fahr
Global Business Line Leader 2007-2012
Sustainable Business Advisory
Sustainable Business Advisory

IN A NUTSHELL

We work with companies to adopt environmental, social, and governance practices and technologies that create a competitive edge. We seek the broad adoption of these practices to transform markets and improve people’s lives.

We work in agribusiness, infrastructure, oil, gas, mining, manufacturing, services, and other sectors.

Our programs promote good corporate governance and strategic community investments; advance women in business, small-scale farmers, and small firms; and engage the private sector in climate change solutions.
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ABBREVIATIONS AND ACRONYMS

ESG Environmental, Social, and Governance
FY Fiscal year
G-20 Group of 20 major economies
GBA Global Banking Alliance for Women
GDP Gross Domestic Product
GHG Greenhouse Gases
IEA International Energy Agency
ILO International Labour Organization
MW Megawatts
PPP Public-Private Partnerships
SBA Sustainable Business Advisory
SEZ Special Economic Zones
SME Small- and Medium-sized Enterprise
UNIDO United Nations Industrial Development Organization
WIN Women in Business
This annual review covers IFC’s Advisory Services in Sustainable Business (SBA) during fiscal year (FY) 2012 (July 1, 2011–June 30, 2012).

The targets established for SBA in FY12 were exceeded by relatively large margins, with a few exceptions. Through the provision of technical assistance, we helped our clients mobilize some $891 million in financing, of which $279 million constituted IFC’s own investment. Clients’ sales revenue grew by $186 million, 12 percent more than the target of $165 million.

Our clients expected to avoid 611,000 metric tons of greenhouse gas emissions, and 609,000 megawatt-hours in energy use last year, which is a reflection of our strong environmental sustainability.

SBA projects contributed to all six of IFC’s strategic priorities: Agribusiness and Food Security, Climate Change, Gender, Small- and Medium-sized Enterprises, Infrastructure, and Fragile and Conflict Situations. With the expertise and track record of the business line, we are now taking leadership in the first three, as the primary focal point for Advisory Services across the Corporation.

Consistent with the strategy set out in the 2011 Board Paper on the Facility for Sustainable Business Advisory Services, our portfolio of projects seeks to:

- Address climate change mitigation and resilience;
- Create access for local producers to investors, markets, and global supply chains; and
- Introduce market-based solutions to increase access to sustainable infrastructure services.

By the end of FY12, our portfolio stood at 173 projects in 59 countries and was valued at $266 million. The vast majority of SBA projects are classified within one of seven products, each with associated results frameworks. When approving the new Facility in 2011, IFC’s Board determined that SBA projects should continue to support individual firms, and that SBA should strive to achieve greater sector-wide impact by encouraging replication across sectors, building market capacity, and promoting industry standards.

Across all activities, we have also explored and, where feasible, advanced the creation of opportunities for women in business. Our work focuses on strengthening women in their roles as leaders, entrepreneurs, employees, consumers, and stakeholders in the private sector. IFC’s expertise—combining analysis with practical business and policy advice—will be a good basis for expanding the work on advancing women in business beyond individual initiatives.

Results measurement is an integral part of managing Advisory Services across IFC. Focusing on results achievement has improved project design as teams learn from previous activities and build upon past successes. Continuous improvements in results measurement and shared results frameworks have enabled better client service and improved the way progress and impact are reported to donor partners and stakeholders. In FY12, the results of a survey of SBA clients and partners reflected continuing progress since last year, and the overall client satisfaction rate rose to 88 percent from 83 percent in the year prior.
At the end of the fiscal year, in June 2012, 84 percent of SBA’s projects were on track to achieve agreed outcomes and impacts. Nine out of ten projects were delivering planned activities and outputs on time. This track record ensures that SBA projects make a significant contribution to IFC’s Development Goals.

Critical to our success is our ability to capture lessons, facilitate replication, adapt successful business models and project outcomes, and transfer skills from one business context to another. The list of publications and events (see page 46) in FY12 reflects how SBA teams are proactively raising awareness and sharing knowledge of innovative financing and business models, from energy access to sustainable financing and business practices.

In FY12, our donor partners contributed some $63 million to SBA activities across the globe, of which $29,270,614 was channeled through the new Facility for Sustainable Business Advisory Services. Furthermore, in approving the new Facility in 2011, IFC allocated $25 million in retained earnings.

During FY12, IFC strengthened the leadership team of SBA through the appointment of new Regional Business Line Managers in all six regions. Total number of staff in the Business Line grew from 221 to 232 in the last year.
Part ONE
Results measurement is an integral part of managing Advisory Services across IFC. Focusing on results has enabled continuous improvement in design of projects, as we are able to more effectively learn from our experiences and better understand which interventions are successful. Our continuous improvements in results measurement will allow us to serve our clients better and improve the way we report our progress and impact to donor partners and stakeholders. Standard results frameworks for the seven Sustainable Business Advisory (SBA) products were finalized in FY11 and are now implemented across the full portfolio of SBA projects.

The targets established for SBA in FY12 were exceeded, apart from a few exceptions, by relatively large margins (see Table 1). We helped our clients mobilize some $891 million in financing, of which $279 million constituted IFC’s own investment. Clients’ sales revenue grew by $186 million, 12 percent more than the target of $165 million. As a reflection of a strong focus on environmental sustainability, last year our clients expected to avoid 611,000 metric tons of greenhouse gas emissions and 609,000 megawatt-hours in energy use.

The results also show, however, that the target of 27,000 hectares of sustainably managed land was not met, and that the target of 14 million women and men with improved access to electricity and other services was far from achieved.

In general, target-setting for FY12 has continued to improve across IFC, but as evidenced by our experience this past year, there is a continuing need to strengthen our capacity in this area. Some projects were clearly overly conservative in setting targets, while others may have misjudged the timeframe in which their targets could be achieved. In either case, we will continue to use the experience gathered this year to help our teams across the globe set better targets in the future.

**Performance Ratings**

In FY12, the entire SBA portfolio comprised 173 projects in 59 countries and was valued at $266 million. The portfolio is reviewed twice a year through a project supervision process that looks at key achievements; lessons learned; a plan for the next six-month period; and outputs, outcomes, and impacts achieved over the reporting period versus previously stated targets. Projects are rated on their performance against key dimensions, including results achievement, timeline, financials, and staffing. The project supervision information is used externally to report to donor partners and stakeholders, and internally as part of semiannual portfolio reviews. Internal portfolio reviews examine results versus targets, share lessons from project innovation, successes and challenges, highlight potential at-risk projects in need of corrective action, and assess the extent to which the project portfolio is aligned with our strategy and priorities.

Chart 1 (see page 10) summarizes the performance ratings of the SBA portfolio from the project supervision cycle as of June 30, 2012. Ninety-one percent of projects are on track in terms of output achievement; 84 percent are on track with outcome and impact achievement; 83 percent are on track with planned expenditures; and 90 percent are on track with the planned timeline of activities. One area needing improvement, as indicated by the ratings, is the collection of cash fees from clients.
Part ONE

1 Methodology and Data Quality: IFC is reliant on our partners and clients for the provision of results information. Verification is not possible for every project. With the data quality checks that are in place, IFC makes best use of available resources to review the sources for our numbers and ensure that corporate indicators are understood and used in a standard way, but inevitably gaps may appear. For this reason, we are committed to continuously improving our tracking systems to more accurately measure results. All results are rounded to the nearest round values for the ease of presentation.

2 Results are reported jointly for all projects active at any point in FY12, including those that closed at some point during the FY. The first two columns present total targets and results for these projects, while the second two columns show the portion of those total results achieved during FY12 to emphasize progress during the year. For example, a project active since FY08 would have FY08-FY12 targets and results in the first two columns, and FY12 targets and results highlighted separately in the second two columns.

Historically, this indicator has not been tracked well by all projects. The number cannot be directly compared with the number of total participants trained, as many projects did not collect this data. On average, we find that just over half of all projects are reporting on the number of women reached, which we will continue to try to better enforce.

### Table 1: Sustainable Business Advisory Results Indicators

<table>
<thead>
<tr>
<th>OUTPUTS AND OUTCOMES</th>
<th>Cumulative results and targets to date</th>
<th>Results and targets in FY12 only¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entities reached by IFC projects through training or in-depth Advisory Services</td>
<td>92,000</td>
<td>135,000</td>
</tr>
<tr>
<td>Participants attending training events, workshops, seminars or conferences</td>
<td>328,000</td>
<td>505,000</td>
</tr>
<tr>
<td>(including those attending training events held by project-trained trainers/institutions)</td>
<td>50,000</td>
<td>79,000</td>
</tr>
<tr>
<td>Laws, regulations, and codes enacted by local governments, having incorporated IFC’s input</td>
<td>77</td>
<td>134</td>
</tr>
</tbody>
</table>

**IMPACT**

| Value of financing received by clients from all sources (IFC and others), catalyzed by Advisory Services ($) | 730 M | 1.6 B | 451 M | 891 M |
| …From IFC Investment Services ($) only | 226 M | 464 M | 76 M | 297 M |
| Increased sales revenue for clients from IFC project-relevant revenue streams ($) | 303 M | 407 M | 165 M | 186 M |
| Number of people receiving improved access to services (e.g. electricity) enabled by Advisory Services | 25 M | 20 M | 14 M | 4 M |
| Greenhouse gas emissions expected to be avoided (metric tons/year) as a result of technology, installation or improvements facilitated by Advisory Services | 787,000 | 1.8 M | 443,000 | 611,000 |
| Energy use expected to be avoided (MWh/year) as a result of technology, installation, or improvements facilitated by Advisory Services | 302,000 | 933,000 | 79,000 | 609,000 |
| Renewable energy expected to be produced (MWh/year) including, solar (photovoltaic and thermal), wind, geothermal, biomass, biogas, and hydro, facilitated by Advisory Services | 453,000 | 1 M | 213,000 | 266,000 |
| Hectares of sustainably managed land (land enabled to be used productively while maintaining or improving its environmental, social, and economic characteristics and qualities) facilitated by Advisory Services | 34,300 | 163,000 | 27,000 | 20,000 |
| Costs saved ($) as a result of technology, installation, or improvements facilitated by Advisory Services | 38 M | 50 M | 23 M | 20 M |
Development Effectiveness

For completed projects, the key indicator of performance is the development effectiveness rating, assigned at project completion and reviewed by the central results measurement department of IFC, known as the Independent Evaluation Group. The development effectiveness rating is a synthesis rating covering strategic relevance; output, outcome, and impact achievement; and efficiency. For the FY10–FY12 period, 66 percent of SBA projects received positive development effectiveness ratings, exceeding the corporate target of 65 percent. The business line’s development effectiveness ratings have continued to rise over the last three years; in FY12, the development effectiveness rating was 76 percent. Further, four of the seven global products of SBA—Farmer and Small- and Medium-sized Enterprise (SME) Training, Resource Efficiency, Strategic Community Investment, and Sustainable and Inclusive Investing—achieved positive development effectiveness ratings for 100 percent of their projects in FY12.

“IFC is an important partner in helping us strengthen our competitiveness by reducing energy consumption and minimizing our environmental footprint. With IFC’s support, we will also be able to expand into higher-margin products, while lowering our costs by modernizing our production facilities.”

—Anatoliy Ogarkov, Chief Engineer, Kuibyshev Azot

Client Survey

Every year, IFC commissions a survey of its clients to assess their degree of satisfaction with our advisory products and services. Organizations, firms, or entities that received at least $25,000 of assistance (in terms of staff or consultant time) during the fiscal year are contacted for responses by a third party.

In FY12, the survey of SBA clients and partners showed progress over the previous year, both in terms of response rate and overall satisfaction, as seen in Table 2. Sixty-four percent of SBA clients listed credibility and reputation among the top three reasons for choosing to work with IFC, while 46 percent listed IFC’s global experience and knowledge, and 29 percent indicated that they were drawn to IFC for its reputation as a reliable, long-term partner, as well as for its technical expertise. The areas most commonly listed as needing further improvement were lack of experience with the local market, bureaucracy, and inflexibility of program design. SBA is working with our teams to address client concerns in these areas.

<table>
<thead>
<tr>
<th>TABLE 2 Client Survey Results in FY11 and FY12</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY11</td>
</tr>
<tr>
<td>------</td>
</tr>
<tr>
<td>Survey response rate</td>
</tr>
<tr>
<td>Overall satisfaction rate</td>
</tr>
<tr>
<td>Satisfaction with quality of services delivered</td>
</tr>
<tr>
<td>Satisfaction with the timeliness of services delivered</td>
</tr>
</tbody>
</table>
**IFC Development Goals**

The IFC Development Goals (IDGs) are corporate-level development goals that IFC began testing in 2011. They were inspired by the Millennium Development Goals as a way to better integrate our results measurement with strategy.

The IDGs are high-level targets for the incremental reach we aim to achieve through Investments and Advisory Services. IFC aims to use the IDGs, along with volume targets, to drive implementation of strategy and influence operational decision-making.

IFC contributions are counted as expected results at the time projects are committed or signed, and IFC’s regular monitoring and evaluation system tracks the results that materialize during project implementation.

There are six IDGs in total. As of July 2012, two IDGs have been formally launched—i.e., financial services and health and education—and four are still in the testing phase. The six IDGs are:

<table>
<thead>
<tr>
<th>IDG</th>
<th>Description</th>
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<tbody>
<tr>
<td>IDG1</td>
<td>Increase or improve sustainable farming opportunities</td>
</tr>
<tr>
<td>IDG2</td>
<td>Improve health and education services</td>
</tr>
<tr>
<td>IDG3a</td>
<td>Increase access to financial services for micro/individual clients</td>
</tr>
<tr>
<td>IDG3b</td>
<td>Increase access to financial services for SME clients</td>
</tr>
<tr>
<td>IDG4</td>
<td>Increase or improve infrastructure services</td>
</tr>
<tr>
<td>IDG5</td>
<td>Contribute to economic growth (value-added)</td>
</tr>
<tr>
<td>IDG6</td>
<td>Reduce greenhouse gas emissions</td>
</tr>
</tbody>
</table>

SBA projects contribute to all the IDGs, but our most significant contribution is on IDG1. In FY12, IFC’s Advisory Services cumulatively reached 30,000 farmers with increased or improved sustainable farming opportunities; 18,000 of those were reached through SBA projects. In addition, SBA has actively contributed to developing the methodology on IDG6, which is being tested in FY13.
WHERE WE WORK

**EUROPE AND CENTRAL ASIA**

TOTAL PORTFOLIO VALUE OF $43.3 million, with the largest programs in Clean Energy and Resource Efficiency.

Key results from active projects include:
- Over 21,000 people trained
- 69 new laws/regulations enacted
- $404 million in financing facilitated
- 521,000 metric tons of GHG emissions expected to be avoided

**SUB-SAHARAN AFRICA**

TOTAL PORTFOLIO VALUE OF $55.7 million, with nearly $30 million in Farmer and SME Training projects.

Key results from active projects include:
- Nearly 123,000 people trained
- Over 2,600 firms implementing IFC’s recommendations
- $48.6 million in financing facilitated
- $84.7 million in increased sales revenue for clients

**LATIN AMERICA AND THE CARIBBEAN**

TOTAL PORTFOLIO VALUE OF $23 million, with the largest portion of the portfolio in the extractives sector.

Key results from active projects include:
- Over 42,000 people trained
- Over 2,200 firms implementing IFC’s recommendations
- $34 million in financing facilitated
- $16 million in increased sales revenue for clients
IFC ADVISORY SERVICES IN Sustainable Business

TOTAL PORTFOLIO VALUE OF $26.1 million, with the largest programs in the agribusiness sector
Key results from active projects include:
• Close to 18,000 people trained
• Over 8,000 firms obtaining certification
• $82 million in financing facilitated

TOTAL PORTFOLIO VALUE OF $15.3 million, with the largest programs in Corporate Governance and Farmer and SME Training
Key results from active projects include:
• 16,000 people trained
• 7 new laws/regulations enacted
• $7 million in increased sales revenue for clients

TOTAL PORTFOLIO VALUE OF $43.3 million, with the largest programs in Clean Energy and Resource Efficiency
Key results from active projects include:
• Over 21,000 people trained
• 69 new laws/regulations enacted
• $404 million in financing facilitated
• 521,000 metric tons of GHG emissions expected to be avoided

TOTAL PORTFOLIO VALUE OF $23 million, with the largest portion of the portfolio in the extractives sector
Key results from active projects include:
• Over 42,000 people trained
• Over 2,200 firms implementing IFC’s recommendations
• $34 million in financing facilitated
• $16 million in increased sales revenue for clients

TOTAL PORTFOLIO VALUE OF $24.9 million, with the largest programs in the agribusiness sector
Key results from active projects include:
• Over 122,000 people trained
• Almost 19,000 entities (primarily farmers) implementing IFC’s recommendations
• $33 million in increased sales revenue for clients
• 479,000 metric tons of GHG emissions expected to be avoided

TOTAL PORTFOLIO VALUE OF $55.7 million, with nearly $30 million in Farmer and SME Training projects
Key results from active projects include:
• Nearly 123,000 people trained
• Over 2,600 firms implementing IFC’s recommendations
• $48.6 million in financing facilitated
• $84.7 million in increased sales revenue for clients
FY 2012 marked the first year of IFC’s new five-year Facility for Sustainable Business Advisory Services. As articulated in the 2011 Board Paper, the Facility “supports the delivery of SBA services by providing a funding mechanism for global functions such as product development, quality assurance, knowledge management, global advocacy, and thought leadership,” in support of regional teams “to help ensure delivery of quality and relevant results.” In FY12, we drew on lessons learned from the preceding global funding mechanism, the Sustainability Business Innovator. We also responded to evolving internal and external conditions, and emerging needs and opportunities, including but not limited to:

- **Private sector trends** toward environmental and social value creation and the growing recognition among companies that at a time of mounting resource constraints, they need to take challenges related to sustainability much more seriously than before;
- **Prevailing development issues** related to agribusiness in the context of food security, and to energy and water in the context of climate change;
- **Growing awareness of market barriers** that prevent the broader adoption of sustainable environmental, social, and corporate governance business practices; and
- **New opportunities for long-term partnerships with key market participants and stakeholders** such as companies, training partners, sector organizations, chambers of commerce, multilateral organizations, and donor partners.

The FY12-16 strategy that was approved by the IFC Board in 2011 set the course for SBA to focus its objectives on three key areas:

1. addressing climate change mitigation and resilience;
2. creating access for local producers to investors, markets, and global supply chains; and
3. introducing market-based solutions to increase access to sustainable infrastructure services.

In addition, a focus was established on promoting opportunities for women in business across all of these activities, to promote more inclusive and equitable growth.

One year into the new strategy, these themes continue to reflect IFC’s corporate priorities and the relevance of SBA to the private sector in developing countries. At the same time, we are further defining our role and approach, and the priorities within these areas of focus are evolving. For example, as companies are beginning to understand the profound impacts of climate change, demand is emerging for SBA teams to help develop approaches to building climate change resilience. With agricultural commodity prices continuing to rise, there are now more concrete opportunities to promote environmental, social, and trade standards in agribusiness. In addition, our early results with transferring base-of-the-pyramid market development experiences from renewable energy markets into other areas such as water services are promising. The strategy going forward will take IFC teams further in these directions.
Implementing the New Strategy for Sustainable Business Advisory

In FY12, SBA focused on strategy implementation through:

(i) Providing Advisory Services in seven product categories.
Having introduced the seven product categories and their associated results frameworks in mid-FY11, we streamlined offerings across new projects in FY12 (see Box 1). By the end of FY12, SBA activities covered 173 projects in 59 countries, and were valued at $266 million (refer to Part Four for more detail on these projects and their application during FY12). Forty-two of these projects with a value of $66 million were started during FY12. During the same period 59 projects were closed, and in 76 percent of the cases, after having achieved their objectives successfully.

(ii) Supporting in-country implementation with global thought leadership and advocacy.
While project delivery continues to be the primary responsibility of IFC’s staff in country offices, as they are closest to our clients, successful implementation of SBA activities relies on both global and regional teams. The SBA Facility primarily finances key global functions, but SBA’s donor partners are increasingly channeling funds for regional projects through the Facility as well. In FY12, the global team maintained its primary role in assuring technical quality for SBA projects in the regions by providing support to project teams across the globe, while also developing strategy, managing knowledge resources and platforms, facilitating best-practice networks, supporting global partnerships and initiatives, and delivering multi-region projects.

(iii) Prioritizing sector engagement.
While working actively with companies across many different industries, SBA has collaborated with IFC’s investment departments to identify priority sectors and industries where we can work with our clients to achieve the greatest possible impact. Argubusiness is a key priority for SBA, and we also work closely with IFC’s Investment Services in manufacturing, infrastructure, extractives, and financial markets. We are also beginning to look at opportunities in health and education.

(iv) Contributing to IFC’s strategic focus areas.
SBA contributes to all six strategic priority areas of IFC: Agribusiness and Food Security, Climate Change, Small- and Medium-sized Enterprises, Infrastructure, Fragile and Conflict Situations, and—starting in FY13—Gender. SBA plays a leadership role for three of them, serving as the organization’s focal point for agribusiness, climate change, and gender.

BOX 1 SBA Products

In CLEAN ENERGY, we work with firms to develop competitive, replicable clean energy business models and support private-sector projects that provide energy access to the underserved.

In RESOURCE EFFICIENCY, we work with firms to save costs, prevent waste, and reduce greenhouse gas emissions through more efficient use of energy, water, and materials.

In STRATEGIC COMMUNITY INVESTMENT, we work with firms to increase benefits to the local communities in which they operate as well as mitigate local risks.

In FARMER AND SME TRAINING, we work with small- and medium-sized enterprises (SMEs) and farmers to enhance their productivity by strengthening local capacity-building skills.

In ENVIRONMENTAL, SOCIAL, AND TRADE STANDARDS, we work with firms to increase their access to markets by setting, adopting, and deploying internationally-recognized environmental, social, and trade standards.

In CORPORATE GOVERNANCE, we work with firms to attract and retain investment by promoting the adoption of corporate governance best practices and standards.

In SUSTAINABLE AND INCLUSIVE INVESTING, we mobilize institutional capital into sustainable and inclusive equity investment funds and indices by working with (a) firms to identify and report; (b) investors to recognize; and (c) markets to reward sustainable and inclusive business practices.

See pages 21–44 for more information about progress made under each of these global products in FY12.
**Agribusiness and Food Security** | IFC prioritizes programs that respond to the increasing pressure on global food supply. SBA’s role includes helping local firms to access sustainable supply chains by supporting the adoption of standards, increasing productivity, and providing resource efficiency solutions for farmers and firms.

**Climate Change** | IFC’s commitment to address climate change includes a focus on supporting private sector investment in clean energy and resource efficiency, as well as building climate change resilience in emerging markets. SBA provides the technical and market expertise that underpins IFC’s work in these sectors.

**Gender** | SBA anchors IFC’s work to promote business opportunities for women by helping banks increase lending to women business owners, strengthening policies affecting women entrepreneurs, and improving working conditions for women workers (see Box 2).

**SMEs** | As part of IFC’s response to reduce barriers facing SMEs—such as a lack of access to finance, markets, and infrastructure, red tape, and a lack of skills—SBA focuses on strengthening SMEs through business training and improving corporate governance, as well as by facilitating market access through the adoption of environmental and social standards.

**Infrastructure** | As IFC works to enable delivery of basic services through the private sector to the 1.5 billion without access to safe water, sanitation, and energy services, SBA specifically supports the development and adoption of innovative business models to improve access for the underserved.

**Fragile and Conflict Situations** | While strengthening the investment climate lies at the heart of IFC’s work with Fragile and Conflict Situations, SBA contributes to the generation of economic opportunities and employment in Fragile and Conflict Situations through our firm- and sector-level interventions, with a focus on the agribusiness sector.

**Changing Markets, One Firm at a Time**

SBA projects all aim to link firm-level support to market-wide results. Therefore, projects not only include technical assistance to individual firms, but also encourage replication, build market capacity, and promote industry standards.

(i) **Encouraging replication.**

SBA teams regularly develop and share best practices through publications and conferences, but the most important part of our work is to encourage replication, taking lessons from one firm to another, and from one market to another. For example, FY12 brought the design of the “Lighting Asia” project, drawing heavily from the first five years of experience with the “Lighting Africa” program. Taking the experience of promoting safe, affordable, and modern off-grid lighting solutions for low-income households and small businesses from one continent to another of course required adjustments to different business contexts and constraints, but the close involvement of the global SBA team allowed for inclusion of new insights. Other examples of cross-country, cross-regional, or cross-sector replication in FY12 include, the launch of the Indonesia palm oil project that draws on Strategic Community Investment experience in Africa, and the Latin American cocoa program, which draws from that region’s experience with coffee projects. Going forward, SBA teams will continue to identify opportunities for project replication, with attention given to the need for customization required by specific circumstances of clients, industries, locations, and context.

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**BOX 2 Women in Business**

Sustainable Business Advisory (SBA) hosts the IFC’s Women in Business (WIN) Program, promoting opportunities for women—be they entrepreneurs, employees, consumers, or those with roles in local communities or on company boards. This takes place across all investment and advisory activities, including global partnerships and initiatives. Most advisory engagements, undertaken with financial institutions, firms, and governments, aim to:

- increase access to finance and markets for women entrepreneurs;
- reduce gender-specific barriers for entrepreneurs and employees in the business environment; and
- create better employment opportunities for women.

All IFC’s advisory and investment activities that promote opportunities for women are based on the same approach. They start with identifying measurable business opportunities that a firm or financial institution can derive from including women, and then build change processes around the related value proposition. An important element of the work of the WIN team is thus piloting, documenting, disseminating, and promoting insights that can lead to improved working conditions for female employees, women-focused market segmentation, and the inclusion of both men and women when engaging with local communities.
(ii) Developing tools to build market capacity.

Few good business practices can be taken up across an entire sector if they are not encouraged or supported by the institutions or organizations that shape these markets. An important part of SBA’s global activities is thus the creation and delivery of capacity-building tools such as diagnostics, guidelines, and training packages, often in partnership with intermediaries. For example, the Business Edge training platform and the SME Toolkit were designed specifically to work with and through local training providers, as well as companies and financial institutions. Other examples include Corporate Governance tools for Institutes of Board Directors, and Resource Efficiency tools for engineering companies. In FY13, SBA will continue to build market capacity while looking for ways to use new technologies to increase scale.

(iii) Promoting industry standards.

Promoting the adoption of industry standards is an important part of moving the strategy from firm-level change to market-level shifts. This involves working with producers, buyers, and intermediaries to test and implement industry standards. For example, SBA teams have rich experience working in several Eastern European countries to help firms adopt food safety standards. These projects have resulted in new investments, as well as in increased exports for the firms that first moved to adopt these standards, and as a result, many more firms have followed. Similarly, IFC has worked with a number of commodity roundtables to develop voluntary standards such as those for soy (RTRS), palm (RSPO), and sugar (Bonsucro), and is working with companies and partners to test and apply such standards in emerging markets like Indonesia, Ghana, Liberia, and Sierra Leone (palm oil); Bolivia and Brazil (soy); and India (sugar).

(iv) Supporting individual firms.

Any change requires “first movers”—firms willing to take the risk of introducing a practice or technology and whose experiences can demonstrate success. SBA projects often engage with these types of firms. In the past year, we have worked with over 2,200 new businesses in more than six sectors, demonstrating the commercial value of an innovation and helping manage implementation risks. For example, IFC worked with DCM Shriram Consolidated Limited (DSCL) in India to introduce advanced farming techniques that increased sugar production (see page 32). We are also working with several local firms and a global insurance company to provide a risk mitigation product to support increased private-sector development of geothermal energy in Turkey. As SBA continues to focus on sector-level impact, we will maintain support for individual firms by providing Advisory Services that demonstrate a case for replication. These approaches—enhanced by lessons learned—will continue to shape SBA’s direction in the future.

BOX 3 Partnerships for Sustainability

As a global financier with operations in many regions and sectors, IFC works with a wide range of groups that have a stake in our projects, are affected by our work, or help us strengthen our impact on sustainable private-sector development. These groups include IFC member countries, investors, civil society, development institutions, donors, foundations, and companies, academia, and media.

Across our projects, Sustainable Business Advisory (SBA) relies on the contribution of our partners to achieve outcomes and development impact. In Clean Energy, for instance, IFC works with renewable energy project developers, industry associations, manufacturers, and suppliers of clean energy products and services, as well as with governments, regulators, academia, and the press. In Sustainable and Inclusive Investing, IFC works with pension funds, private equity firms, listed companies, the United Nations Principles for Responsible Investment, the Global Reporting Initiative (GRI), the International Integrated Reporting Council (IIRC), the Financial Times (FT) and many others to promote and increase capital flows to sustainable and inclusive firms and sectors in emerging markets.

The partnership with our donors, the World Bank, and other multilateral agencies, lies at the heart of SBA’s efforts to secure greater development impact. Combining our resources and expertise, while concentrating on our respective comparative advantages and strengths, is the only feasible way to scale up our work in a resource-constrained environment. For example, in 2012, SBA continued to partner with the International Labour Organization (ILO) on promoting productivity and better working conditions in the garment and textile sectors. We also worked closely with the World Bank and the United Nations Industrial Development Organization (UNIDO) and many others in the run-up to the United Nations Conference on Sustainable Development in Rio de Janeiro (Rio+20).
WHAT OUR CLIENTS SAY

“(IFC’s) resource efficiency measures greatly benefit the country’s textile industry and are financially rewarding. We will implement them more broadly.”

—M.A. JABBAR, Managing Director, DBL Group

“IFC gave me the motivation, the tools, and the confidence to become a successful businesswoman.”

—LEELAWATI JAYAWARDANA, Small Business Entrepreneur in Sri Lanka

“IFC’s level of involvement and concern has been a key ingredient in the success of this project, assisting our company to increase its olive oil exports six fold by accessing new markets.”

—OSAMA ODEH, General Manager, Agricultural Techno-Chemical Co.

“IFC’s Financial Valuation Tool fills one of the most paramount needs in our field: to be as robust in valuing sustainability as we are about other elements of risk management and commercial performance.”

—AARON PADILLA, Senior Advisor, Community Engagement; Policy, Government, and Public Affairs, Chevron

“One of the main benefits of using IFC’s methodology and tools is that investment becomes more fluid because there is planning, order, and coordination amongst all the areas involved in the investment process.”

—VICTOR CABELLO ANDIA, Planning Manager, Municipality of Independencia, Ancash

“The fact that we have had a continuing relationship with IFC has opened the door to half a dozen other banks for us.”

—DAVID ROSENBERG, Group Sustainability Advisor, Ecom

“IFC is showing us that we can successfully reach out to those in what was once perceived a risky and difficult market.”

—MARIE-ANDREE BEMBONG, Head, Ecobank

“Improving the environmental, social, and governance performance of businesses contributes to their financial resilience and profitability. … (IFC’s) project is an innovative and practical step for the industry to help address the challenges that South Africa is facing while improving returns for pensions and society.”

—WANJIRU KIRIMA, Chairperson, Principal Officers Association, South Africa
“Thanks to support from IFC and BCI, we brought jobs and income to local communities.”

—ARLETE PATEL, Entrepreneur/Owner of supermarkets in Mozambique

“Participating in this project has not only given us better insight on the impact climate change could have on asset classes and the long-term performance of our portfolio. It has also given us enhanced tools for our strategic-asset analysis.”

—J. MAGNUSSON, Managing, CEO, Swedish Public Pension Fund AP1

“(Thanks to Lighting Africa’s off-grid lighting) my children can now study when they come back from school at night.”

—ANN MUTHONI, Mother in Kenya

“IFC is an important partner in helping us strengthen our competitiveness by reducing energy consumption and minimizing our environmental footprint. With IFC’s support, we will also be able to expand into higher-margin products, while lowering our costs by modernizing our production facilities.”

—ANATOLIY OGARKOV, Chief Engineer, Kuibyshev Azot

“We knew that by collaborating with multiple stakeholders and IFC, we would be challenged to see how good we could get. Through continuous learning, and building new sets of tools and abilities, we’ve been able to strengthen our local capacities and provide a better service to our producers.”

—ERIC PONÇON, Ecom

“Through Better Factories Cambodia, (an ILO-IFC partnership) the working conditions for thousands of workers within the garment and footwear industry have greatly improved.”

—OUVM MEAN, Secretary of State, Ministry of Labor, Cambodia

“We knew that by collaborating with multiple stakeholders and IFC, we would be challenged to see how good we could get. Through continuous learning, and building new sets of tools and abilities, we’ve been able to strengthen our local capacities and provide a better service to our producers.”

—ERIC PONÇON, Ecom
Part TWO
OVERVIEW  Greenhouse gas emissions are rapidly rising and contributing significantly to climate change. At the same time, around 1.6 billion people around the globe do not have access to electricity, and some three billion people lack modern cooking methods. To address the twin challenges of environmental sustainability and energy access, solutions must be developed to help countries shift toward low-carbon technologies and growth paths. The private sector and IFC play a critical role in delivering clean energy, both in serving those who lack basic services and by achieving a more sustainable mix of electricity generation.

Accomplishments in FY12
In FY12, IFC continued to engage with the private sector to develop competitive, replicable clean energy business models, and to provide energy access to the underserved. It does this in several ways: by advising firms on the commercial and technical advantages of renewable energy technologies, by developing effective ways to serve the market, by facilitating access to commercial and concessional finance, and by promoting best practices and replication of standards across markets. Moreover, Sustainable Business Advisory (SBA) teams increased the work with governments and industry to define sector-level strategies that help firms identify commercial opportunities, including reforms of regulatory frameworks and the structuring of financial incentives that allow these opportunities to be realized.

Over the past year, the portfolio of Clean Energy projects grew in the regions with the greatest needs. The success of the Lighting Africa program set the stage for an expansion of the program in other countries on that continent, as well as the launch of a similar program in South Asia. These programs aim to develop commercial off-grid lighting markets as part of the World Bank Group’s wider efforts to improve energy access to the underserved. To date, this program has provided over three and a half million women and men access to clean energy.

In South Africa, SBA has worked closely with the Department of Energy and key stakeholders from across the public and private sectors to design a National Electrification Road Map. This strategic document sets targets for universal electrification, outlines key needed changes to current electrification planning and delivery processes, estimates financing needs and ways of closing this gap, and articulates incentives required for significantly scaling-up solar home systems in rural areas.

The Balkans Renewable Energy program supported improvements in renewable energy legislation, advised banks on potential investments in renewable energy projects, and provided technical advice to project developers and independent power producers in Albania, Bosnia-Herzegovina, and the former Yugoslav Republic of Macedonia. Based on its initial success, the program is now expanding to Kosovo, Montenegro, and Serbia. The program supports a shift from thermal power plants and toward renewable energy sources, such as small hydro-power plants important for the development of small communities and the private sector in these countries. Beyond the immediate business opportunity apparent in these projects, the plants can support job creation, help secure electricity supply, and increase income without harmful greenhouse gas emissions.
A new cooperation between IFC and the Global System for Mobile Communications Association (GSMA) builds upon successful global and South Asian programs that advance the use of renewable energy sources by the telecommunications industry to power new and existing off-grid base stations in developing countries.

IFC provided industry thought leadership with a ground-breaking report launched at the United Nations Conference on Sustainable Development (Rio+20), entitled “From Gap to Opportunity: Business Models for Scaling Up Energy Access.” The report identifies an annual base-of-the-pyramid market for improved lighting and cooking services valued at approximately $37 billion, and explores innovative business models that can cater to the needs of more than one-fifth of the world’s population, which lacks modern energy services.

Finally, IFC developed and tested services that support our clients and the energy sector as a whole. This includes an international testing standard for off-grid energy devices that has since been adopted by the International Electrotechnical Commission (IEC). Similarly, an assessment tool for small hydro power plants now helps IFC clients verify the technical and economic viability of such installations.

**Lessons Learned**

Standardization and replication of programs improves effectiveness and increases their developmental impact. This happens when know-how is shared among programs and regions, allowing expertise and economies of scale to be reached, which in turn helps IFC more effectively assist clients across the globe.

Knowledge management led by the global SBA team and the Clean Energy Practice Network is critical for the success of the product’s initiatives and the portfolio as a whole. The tools and approaches shared through these channels can help solve operational problems and provide the fundamental strategic direction for the portfolio as well as for specific projects. For example, a guide for developers and investors that SBA published, “Utility Scale Solar Power Plants,” helps solar power project developers learn from and follow industry best practices that improve project performance and facilitate access to funding. It also establishes a common understanding among regulators, project developers, and local experts with respect to project risks and costs as a basis for effective project development.

**Strategic Orientations**

Following the emphasis on portfolio growth and increased regional implementation in FY12, the coming year will be one of replication and targeted expansion. For example, in the Middle East and North Africa, developing captive power sources and promoting energy access will be a priority, especially in Pakistan because of its conducive environment for captive power. IFC will launch new projects in Central Asia and Ukraine because there is significant clean energy potential in these countries. In the East Asia and Pacific region, the team will work both on energy access and with large utilities in several renewable energy sectors, focusing on Thailand, Vietnam, and Papua New Guinea. In South Asia, IFC will continue to expand energy access in India and Bangladesh, while developing further on-grid projects to tackle greenhouse gas emissions throughout the region.

In Sub-Saharan Africa, the expansion of the Lighting Africa program is planned, including to Nigeria. A focus on captive power and mini-grids in Tanzania and supporting expansion of grid-connected renewables in Kenya will be the cornerstone of our strategy in East Africa. Replication of the work to develop a national electrification map in South Africa is an additional service we will be providing. In Latin America and the Caribbean, geothermal and wind energy in Central America and Mexico will be the main focus of our efforts in response to large untapped market potential and the major public benefits that could be realized through accelerated market development of these renewable energy options.

*As an international investor in small hydropower plants, we face a lot of challenging situations in emerging markets like Albania. We are always surprised at how flexible and fast the IFC Advisory Services team has been acting and reacting to all issues during the project. We are proud to have such partners and are more than satisfied from our cooperation with IFC.*

—Wolfgang Kröpfl, Chief Technology Officer, Enso GmbH
GUJARAT SOLAR
Public Private Partnerships for solar power in India

PROJECT AT A GLANCE
The state of Gujarat, located in western India, has embraced the idea of renewable energy. With more than 300 sunny days a year, the state government plans to develop 500 megawatts (MW) of solar power capacity by March 2014 to meet its energy needs. It also aspires to make its capital, Gandhinagar, a model solar city. However, many technical, regulatory, and commercial challenges lie ahead.

As a first step, the government of Gujarat turned to IFC to help it set up an innovative, 5MW solar rooftop public-private partnership to add power-generating capacity, develop contractual models for further solar projects, and demonstrate the technical and economic feasibility of rooftop-based solar power. Although modest, the project will address issues that have constrained the adoption of distributed solar power, while adding power capacity to the grid, and helping reduce greenhouse gas emissions.

Azure Power and SunEdison each won 25-year concessions to provide 2.5MW solar rooftop installations for this project. Under the agreement, the developers will install solar photovoltaic panels on the rooftops of public buildings and private residences and connect them to the grid in Gandhinagar.

IFC’S ROLE
IFC was appointed lead transaction adviser for the pilot project by Gujarat’s Department of Energy and Petrochemicals. Besides providing transactional advice, IFC also provided technical, legal and analytical advice, and marketing support. We examined the technical options for solar panels, established project cost estimates, developed terms for rental agreements, resolved connectivity issues, and determined maintenance requirements. IFC also recommended a transaction structure and managed the bidding process. Finally, a conference was organized to discuss the project with potential investors and to obtain their feedback.

IMPACT & RESULTS
The developers in this project will place thousands of solar panels on rooftops—both on public buildings and private residences—throughout the city. Total project cost is estimated to be $15 million, all of which will be provided by the developer. The government of Gujarat will give access to roofs of buildings it owns, facilitate purchasing agreements with the power procurer for the electricity generated, and guarantee a subsidy, if required. Interest in the project was strong, with 38 firms submitting expressions of interest.

When finished, about 10,000 people are expected to benefit from the project through improved access to better energy services. The transaction also provides the government with a net annual revenue of $400,000 for 25 years and reduces carbon emissions significantly. As a result of this initiative, IFC already has signed a mandate to advise on similar initiatives in five other cities in Gujarat. Several other states in India also have expressed interest in undertaking similar solar projects with IFC.

The rooftop solar project is considered a major step toward green and clean energy development in India, and this pilot should increase support for similar initiatives. It is expected to reduce carbon emission of greenhouse gas by about 7,200 tons of carbon dioxide equivalent annually. It also is likely to firm up needed policy and legal frameworks and develop a potential developer base to support replication of the project elsewhere in Asia.
OVERVIEW

Growing global demand and competition for scarce resources, particularly energy and water, are placing increasing pressure on the environment. The efficient use of resources is critical for sustainable private-sector growth, but too often firms in emerging economies lack awareness of new technologies or access to finance for them. IFC aims to increase investment in resource efficiency technologies by demonstrating the business case for efficiency, in terms of reducing costs and increasing profitability. These technologies can help reduce waste and greenhouse gas emissions, even as companies’ output levels rise.

Accomplishments in FY12

Building on past success in Latin America, Europe, and Central Asia, in the latest year, IFC launched water and energy efficiency programs in Sub-Saharan Africa, South Asia, and East Asia and the Pacific. These projects aim to catalyze change at the market level by raising the profile of resource-efficient practices and technologies.

In FY12, IFC partnered with the World Business Council for Sustainable Development (WBCSD) and the International Energy Agency (IEA) to pilot a Low Carbon Roadmap in the Indian cement sector. With our partners, we brought together government representatives and industry association members from more than half of India’s cement manufacturers to develop a set of technical papers that informed participants of low-carbon technologies and discussed policy incentives to create and maintain sustainable low-carbon growth. We are now working with individual cement-maker clients to improve their operational performance and demonstrate the practical case for low-carbon growth.

Focusing on projects with the highest possible impact, SBA leveraged IFC’s investment relationships to help clients become more efficient and to influence broader sectoral change. For instance, in Ukraine, we have a longstanding investment relationship with Mryia, an agribusiness company. After a resource efficiency assessment supported by IFC, Mryia invested $12.5 million (including $5 million financed by IFC) to improve water and energy efficiency in the company’s sugar plants. This will allow it to save more than 340,000 cubic meters of water and 60,000 megawatt-hours of energy annually. The case has been widely presented and discussed among other agribusiness holdings in Ukraine.

During FY12, IFC focused on expanding water efficiency in several industries and in agriculture. It initiated projects in industrial water efficiency in China, India, and Bangladesh, focusing on sectors such as textiles, where water use is high, or in areas where increasing water shortages affect clients’ operational performance. In Bangladesh, we supported resource efficiency assessments at 18 textile mills, identifying almost $1 million in cost savings for clients. Based on these results, we are designing

“IFC’s) Cleaner Production project brings 360-degree benefits—a company is getting financial savings, its environmental resource consumption is reduced, plus carbon dioxide emissions are also reduced.”

—Zahid Ullah, DGM Corporate
a project to expand impact and drive improved efficiency at 200 factories in the country, or over 40 percent of the textile market there.

Agriculture accounts for more than 70 percent of global water use, and any water efficiency interventions must include viable irrigation solutions. In India, IFC is testing water-efficient irrigation programs for cotton and sugar crops, and is starting early-stage efforts in rice and wheat. In Africa, another team is developing a pilot for agricultural water efficiency that not only will target operational improvements for these clients, but also will take advantage of innovative tools, such as public-private cooperation to manage and monitor water use at the watershed level.

Overall, between sector- and firm-level work, we expect that new investments in resource efficiency valued at $95 million will cut one million cubic liters of water use and remove 318,000 tons of greenhouse gas emissions per year, the latter being equivalent to taking more than 60,000 cars off the roads each year.

Lessons Learned

Even when resource efficiency opportunities exist and market barriers are minimal, we have found that projects may be too small for direct engagement and investments. For example, an IFC green buildings project in Lebanon audited six non-residential buildings during FY12 to identify opportunities for efficiency improvements. Despite good prospects for cost-effective investments, the relatively high transaction costs made individual firm-level audits impractical. Instead, the SBA team is working through local partners and the Lebanese government to scale up the National Green Buildings Rating Program, a nation-wide certificate program for commercial buildings there. Over the next two years, we expect at least 75 buildings in Lebanon to improve resource efficiency, be certified as green buildings, and avoid 10,000 metric tons of carbon dioxide-equivalent per year in greenhouse gas emissions.

IFC will use lessons gained from the Lebanese project as it monitors sectoral adoption of building certifications among its clients, and will measure impact to gain valuable lessons about how to best extend and maximize our reach in worldwide resource efficiency.

Strategic Orientations

In FY13, our resource efficiency work will focus on three areas. First, we will continue the core mission: to drive investment flows toward more resource-efficient practices, increase competitiveness by addressing market barriers at the firm and sector level, and catalyze market transformation by raising awareness of the benefits of resource-efficient technologies.

Second, we will focus on industrial water efficiency, helping clients recognize, monitor, and improve their water use. This will include expanding our industrial water efficiency programs, focusing on strategic areas in China, India, and Bangladesh. This work will concentrate on sectors where efficiency gains can be significant, or where water resources are strained or scarce.

Third, we will progress with implementation of agribusiness water efficiency programs in South Asia and Sub-Saharan Africa. This will involve developing strong pilots for firm-level water efficiency interventions, demonstrating the business case for water efficiency, and, where possible, experimenting with transformational watershed management models by promoting and supporting cooperation among major water users in these areas.
RUSSIA RESOURCE EFFICIENCY
Improving competitiveness and reducing pollution

PROJECT AT A GLANCE
IFC is working with Russia’s industrial sector to increase investments in resource efficiency technologies that reduce both costs and pollution. So far, we have worked with 58 clients and have facilitated more than $206 million in resource efficiency investments, allowing companies to mitigate environmental damage, increase profits, become more competitive, and attract more capital.

Russia’s industrial sector accounts for 60 percent of the country’s air pollution, 25 percent of its water pollution, and more than 90 percent of its solid waste. It has been slow in overhauling equipment and adopting new technologies, and, as a result, more than 70 percent of the country’s production assets are over 25 years old. Moreover, the majority of Russian companies and banks underestimate the potential cost savings of resource efficiency initiatives. Because of all these factors, the country’s economy, competitiveness, and environment are significantly affected.

Russia lacks robust environmental policies that encourage the industrial sector to reduce pollution. For example, the maximum pollution fine that a company has to pay usually constitutes only a fraction of the cost required to introduce resource efficiency technologies that would curb pollution effectively in the longer term. The country is ranked fourth among the world’s largest producers of greenhouse gas emissions by the International Energy Agency. However, if positioned correctly, resource efficiency can appeal to Russian industry players because it can cut costs, increase profits, and, ultimately, make them more competitive and ripe for investments from IFC and local financial institutions.

IFC’S ROLE
IFC aims to increase the competitiveness of the Russian industrial sector by working with Russian companies and the public sector to identify resource efficiency opportunities; raising awareness at the sector level of how resource efficiency can create a competitive edge and lead to profitability; and cooperating with financial institutions and private equity funds to increase the ability of their investment staff to identify and appraise resource efficiency investments.

IMPACT & RESULTS
To date, we have facilitated more than $206 million of resource efficiency investments in the Russian industrial sector, engaging directly with 58 entities. Some examples of project partners include: UAZ-Metallurgia, an automotive foundry; Kuibyshev Azot, a fertilizer producer; and the City of Togliatti, which all received advice on how to adopt resource efficiency technologies and practices to drastically reduce costs, save energy, and avoid greenhouse gas emissions. As a result, 1,290 gigawatt hours (GWh) of energy use are expected to be saved and 325,000 metric tons per year of greenhouse gas emissions are expected to be avoided, equivalent to taking 65,000 cars off the road every year.

Under this project, IFC carried out a study of Russia’s municipal solid waste management. The study identified policies and technologies that can result in recovering up to 45 percent of waste and generate more than $2 billion in revenue from recyclables by 2025.

IFC also developed a toolkit that allows the Russian foundry industry to benchmark itself against European best practices and find profitable resource efficiency opportunities. The toolkit was based on a study that determined that the sector can save more than $3.3 billion each year by improving resource efficiency. As a result, $14 million in investments in resource efficiency for foundries were identified and approved by one of Russia’s banks.
OVERVIEW
IFC estimates that oil, gas, and mining clients alone invested close to $6 billion in local communities over the last five years. IFC clients contribute to local development through their employment practices, royalties and taxes paid, infrastructure built, and voluntary investments in communities. This presents an important opportunity for IFC to work with firms to improve the quality and impact of their community investments and to jointly develop best practices that encourage learning and replication.

Accomplishments in FY12
As part of IFC’s efforts to improve the quality and impact of corporate community investments, we mainly focus on working with investment clients in industries with a large footprint, such as natural resources, agribusiness, forestry, and infrastructure. In FY12, we developed tools to address emerging issues for clients, such as the Water and Communities Framework, and strengthened understanding of the community investment issues in sectors new to the business line, such as forestry and agribusiness, and further promoted tools available to support clients.

This past year, IFC worked with a more diverse group of clients than ever before in strategic community investment. Smaller oil, gas, and mining companies are playing an important role in many developing countries. Compared with the operations of major companies in their sectors, these smaller players tend to have less-developed stakeholder engagement and community investment programs that do not receive adequate attention and resources. To ensure that IFC addresses the needs of this client group, we produced a practical how-to guide entitled “Strategic Stakeholder Engagement with the Communities for Junior Companies in the Extractive Industries.”

In forestry, unlike other sectors, companies often have a direct business link to communities through various types of outgrower and wood sourcing plans. This economic relationship presents a number of unique opportunities and challenges to the way forestry companies engage and invest in local communities. Poor relationships between companies and communities can limit the input critical to doing business effectively, but successful relations can improve productivity and benefits for local communities. This year, IFC worked with forestry clients in India and Indonesia to find ways to better address their ties to local communities. In India, for example, we successfully worked with JK Paper Limited, one of the forestry companies participating in an IFC-led, three-year, sector-wide program to develop companies’ farmer extension strategies by incorporating good practices in community engagement. This project has the potential to positively affect more than 20,000 farmers in India by promoting better outgrower models, strategic community engagement practices, and Forestry Stewardship Council certification.

In FY12, IFC gained recognition for the way we have expanded strategic community investments in partnerships with governments, municipalities, and investment clients. In Latin America, for example, the government of Colombia requested support in training its National Planning Department’s staff on the use of municipal capacity-building tools developed by SBA. In response, we developed a program to ensure that the country’s government staff is able to promote good royalty-investment practices in more municipalities. In Peru, a group of municipalities is now training their officers at a local university that offers a degree program incorporating...
methodologies and tools developed by SBA. In Africa, partnerships with IFC investment clients in Guinea, Ghana, and Mozambique are preparing supplier development projects aimed at reaching wider segments of local SMEs. Altogether, these programs aim to create more than 3,000 jobs. In Guinea alone, participating companies have to date procured close to $3 million in products and services from Guinean suppliers. More than 100 small- and medium-sized enterprises completed business training programs provided by local service providers and over 600 jobs were created.

Beyond these efforts, IFC’s global dissemination and training events, including the 6th IFC Sustainability Exchange, have further reached more than 800 community development practitioners (see page 48). We trained a group of 30 consultants on the Financial Valuation Tool (www.fvtool.com), which helps companies articulate the business value and calculate the return on their future or actual sustainability investments. During the Mining Indaba event in South Africa in 2012, we organized a one-day Sustainability Workshop and a networking reception with more than 200 participants. The new Commddev.org website was launched, expanding IFC information, tools, and guidance on community issues to sectors outside extractives, such as agribusiness, forestry, and infrastructure. The website has close to 2,000 visitors a day and this number is expected to grow as our work expands to more sectors.

Finally, across all sectors, IFC recognized the growing importance of engaging proactively with local stakeholders to address challenges to sustainable management of natural resources. To do this, we have started developing guidance materials on issues such as community aspects of managing water resources. Soon, a handbook about managing project impacts on artisanal fisheries will be available to help tackle some of the main problems related to this natural resource.

Lessons Learned

As part of the major push in 2011 to expand our work in strategic community investment to sectors beyond extractives, SBA completed a number of client and research activities to better orient services to these new sectors. Some key lessons emerged:

- Companies in extractive sectors typically engage and invest in communities to obtain access to land for their operations and to meet local supplier requirements. In contrast, forestry and agribusiness companies undertake community projects in a more ad hoc manner, often unintentionally becoming “dominant service providers” in an area.

- There are opportunities for IFC to support companies’ work with local enterprises and farmer cooperatives to ensure that these businesses operate according to good governance, business, and technical standards.

Strategic Orientations

In FY13, IFC will continue its ongoing and new engagements to implement supplier development projects, primarily in Africa, delivering community investment strategy workshops for IFC clients, and building the capacity of municipalities to manage significant increases in revenues from royalty payments in Peru and Colombia. We will continue adapting and developing tools to new focus sectors of agribusiness, forestry, and infrastructure, while continuing work with extractive-sector clients. One example is the Water and Communities Framework designed to help industry practitioners anticipate typical water risks affecting local communities and better understand potential solutions. This framework likely will be applied with investment clients in Mongolia and Peru.

We also intend to develop several knowledge products: One will be an examination of the business case for hiring more women and specific models for better integrating women into the workforce. We will develop a framework to assist companies in finding options when addressing the ways that artisanal and small-scale mining affect their larger operations, which will be piloted in Burkina Faso and Papua New Guinea. Moreover, a guidance document entitled “Greening Supply Chains” on how a company can embed green procurement strategies in its supply chain is also scheduled to be published. Finally, a “Guide on Stakeholder Engagement” for smaller firms will be finalized in FY13 to assist those managing small-scale investments with limited staff and resources.

Based on demand from investment clients in mining, oil and gas, forestry, and agriculture, SBA will continue to provide Advisory Services to these clients. This effort will be expanded in the East Asia and Pacific region, particularly in Papua New Guinea, Laos, Mongolia, and Indonesia, with a continued emphasis on smaller companies. In addition, IFC’s annual Sustainability Exchange, to which donor partners are invited, will take place in Washington, D.C., along with regional-level Sustainability Exchanges in Africa and East Asia.
MUNICIPAL ROYALTY INVESTMENT IN PERU
Ensuring local communities benefit from extractive industries

PROJECT AT A GLANCE
IFC is working with local governments in Peru to invest royalties from extractive industries in projects that benefit local communities. We aim to strengthen the investment capacity of 30 municipalities in eight extractive regions, ultimately benefiting 250,000 inhabitants through the use of IFC tools, methodology, and a free, web-based portal for municipal officials.

Oil, gas, and mining companies, also called extractive industries, play a key role in Peru by contributing to economic growth and generating income for the government. The National Society of Mining, Petroleum and Energy estimates that mining and energy investments in the country will exceed $35 billion in the coming years. At the same time, Peruvian law mandates that the central government transfer part of the royalties received from these investments to local governments.

However, many communities living in municipalities that receive royalty transfers remain among the poorest in Peru. More than 40 percent of the 1.5 million inhabitants of these extractive regions live below the poverty line, with more than half a million lacking access to basic services such as water and sewerage systems. While the royalties received by municipalities represent a great opportunity to lift these communities out of poverty, local governments have difficulty translating these resources into projects that deliver tangible benefits to the population. Weak institutions and lack of management skills have led to limited investment capacity at the local government level. This gap is highlighted by the fact that by the end of 2011, half of the royalties received by the municipalities in Peru remained undisbursed.

IFC’S ROLE
IFC aims to strengthen capacity for investing extractive industry royalties in Peru by providing municipal officers with relevant information, training, methodology, and tools. These tools include establishing an investment committee to coordinate and oversee the implementation of investment projects, and using IFC’s Assessment Methodology to systematically identify bottlenecks and weaknesses along the investment cycle. Municipal officers are also encouraged to take advantage of using Municipio al Dia, a web-based platform that provides information and real-time on-demand advice from experts. Municipio al Dia is a joint effort with a prestigious Peruvian think tank (Instituto de Estudios Peruanos) that is designed to facilitate timely, cost-effective access to reliable information that can serve a large number of municipalities throughout Peru.

In this project, IFC also is strengthening midterm planning capacity to improve resource allocation for basic needs of local communities. We are fostering partnerships with private-sector companies and consultants to facilitate widespread adoption of related IFC methodologies and tools by more municipalities. We are also working closely with Peru’s Ministry of Finance and Economics to ensure that tools are applied more broadly and are aligned with national priorities.

IMPACT & RESULTS
To date, we have assisted 21 municipalities in Peru that have set up investment committees to make better decisions and prioritize their investment portfolios. Nine municipalities have approved ongoing annual investment plans, which primarily focus on improving access to basic services and infrastructure such as education, health, water and sanitation, transportation, and agriculture. Eight municipalities working with IFC have approved proposals that will reduce the implementation time for infrastructure projects by removing bottlenecks and streamlining internal processes. Furthermore, over two-thirds of Peru’s municipalities—numbering 1,275—and 15,300 individual users received advice and information through Municipio al Dia.
FARMER AND SME TRAINING

OVERVIEW  IFC is helping to promote the growth of small- and medium-sized enterprises (SMEs) and smallholder farmers in emerging markets by developing local capacity to provide business management and technical training services. Relevant training strengthens business skills and managerial capacity, which in turn improves productivity, opens market opportunities, and removes the barriers to obtaining financing that SMEs and small farm owners often face. Macroeconomic evidence shows that the growth of SMEs and smallholder farmers has a greater impact on poverty reduction than growth in other parts of the economy.

Accomplishments in FY12
Since 2000, IFC has worked with SMEs to improve their managerial practices, build revenue, create jobs, access markets, and improve finance operations using Business Edge, a classroom-based training platform, and the SME Toolkit, a web-based platform with management information and training resources. Since its inception, Business Edge has been delivered to more than 150,000 trainees across 38 markets through a network of 850 accredited trainers. The bulk of trainees, some 63,851 since 2005 come from the Middle East and North Africa region but demand is growing rapidly across Africa, Latin America, where almost 46 percent of all trainees are women, and South Asia. In Africa, training was largely used by commercial banks to increase non-financial services offered to SMEs. In FY12, IFC expanded the SME Toolkit into four new markets, and it now offers 36 country-specific websites available in 18 languages, which attract more than five million unique visitors annually.

To improve the productivity of smallholder farmers, IFC partners with leading agribusiness companies and service providers to offer business and technical skills training. This instruction is designed to help farmers increase their productivity, employ sustainable agricultural practices, improve their access to finance, and generate higher incomes. For example, we are working with DCM Shriram Consolidated Limited, a major sugar company in India, to improve the productivity of farmers in its supply chain by training farmers on advanced farming techniques (refer to project example on page 32).

In fragile and conflict situations, IFC has coped with natural disasters, instability, and war to build markets for business management training where none existed. In Iraq, trainers supported by IFC trained more than 11,000 businesspeople after aid agencies and others had determined the situation was too unsafe to remain there. In Afghanistan, where close to 3,000 people received training, we paired with BBC radio to broadcast popular shows with a business angle in order to overcome the problems of physical access to Afghani entrepreneurs. In Pakistan, we worked in remote

“By helping farmers increase their farm productivity, IFC has not only increased farmers’ incomes, but has also helped the company boost its sugarcane supply. This is a true manifestation of good corporate social responsibility, where the company’s and community’s interests are mutually aligned.”

—Sunil Radhakrishna, Senior Executive Director, DCM Shriram Consolidated Limited
and dangerous provinces as well as big cities to provide Business Edge training workshops to more than 4,000 aspiring entrepreneurs and small-business owners.

The work we do in capacity building for entrepreneurs focuses in particular on women in a number of markets. In FY 12, almost 21,000 people had received Business Edge management training, including over 7,000 women—representing more than 30 percent of all trainees. In Yemen, for example, women represented 27 percent of small-business owners in Business Edge workshops, an impressive feat in a socially conservative country. The high turnout of women was the result of creative program design: workshops were timed to accommodate women's family obligations and a local women's organization provided vans to shuttle female trainees to class, which helped them overcome cultural barriers to travel. Workshops were tailored to meet the business needs of craft shop owners, dentists, and pharmacists, three areas of business that women in Yemen tend to pursue.

Working with banks to reach SMEs, IFC continued to use Business Edge training to improve the ability of bank staff to assist potential SME customers. In the Democratic Republic of Congo, IFC worked with several banks to improve their outreach to potential female clients using Business Edge tools, including offering training on how to write stronger business plans, a critical step to becoming eligible for bank financing. The SME Toolkit provides a dedicated section for women-owned businesses, and has nearly 100,000 registered women users. At leading banks in Pakistan, Kenya, India, Cameroon, and elsewhere, trainees learned to help clients create solid business plans to land bank financing. For example, in Rwanda, IFC worked with Kenya Commercial Bank to help SMEs in the tourism sector obtain funding by teaching them business-plan writing, marketing, and management skills. More than 35 percent of the participating small firms received financing after this training, with close to $4 million in loans approved.

During the past year, IFC launched a study entitled “Why Banks in Emerging Markets Are Increasingly Providing Non-Financial Services to Small- and Medium-sized Enterprises.” The report, based on feedback from 21 banks, concluded that services such as training and information-sharing increasingly are being used by banks to raise the quality of their SME investment portfolio and to retain clients in a competitive environment. The report drew notable attention from banking professionals when it was presented in conferences in Beirut, Istanbul, and Lagos.

Lessons Learned

An important lesson learned this past year is that training services are most effectively and sustainably provided by qualified local providers with a commercial orientation, rather than by heavily subsidized donor programs. Another lesson is that banks are increasingly interested in providing non-financial services as a way to differentiate themselves from the competition, improve client retention, expand their SME portfolios, and improve customer service.

Strategic Orientations

In FY13, we will expand our offerings for SMEs and farmers. Strongest growth is expected in the agribusiness sector, with more than 20 new projects coming on board, mostly in the Middle East and North Africa and Sub-Saharan Africa regions. SBA will produce a “good-practice” guide for companies wanting to engage with smallholder farmers and will initiate a series of roundtables with key private-sector stakeholders involved in the production and trading of major topical commodities. We will also increasingly work with financial institutions as a way to reach SMEs and farmers in order to help the banks meet growing demand in this client area. This will be done through new engagements with 10 financial institutions in the Middle East and North Africa, Africa, Europe and Central Asia and South Asia to offer non-financial services to their clientele through the SME Toolkit and Business Edge, and through development and roll out of financial literacy training for farmers and micro entrepreneurs. New SME Toolkit partnerships are planned with financial institutions in Lebanon, Gabon, and the Democratic Republic of Congo.

In the Middle East region specifically, the issue of youth employment is a growing priority. SBA will actively engage in the Education for Employment (e4e) initiative that will target Egypt, Morocco, Tunisia, and Jordan.

In FY13, to maximize effectiveness, SBA will build partnerships with organizations such as the International Labour Organization; the German Agency for International Cooperation, or GIZ; United Nations Industrial Development Organization; the MasterCard Foundation; and Youth Business International, among others. Primary challenges include the establishment of industry-wide performance benchmarks for training and making the best use of rapidly changing technologies (such as mobile devices and eLearning) to achieve greater outreach at lower cost.
FARMER TRAINING AND DCM SHRIRAM CONSOLIDATED LIMITED

Improving farmer productivity in India

PROJECT AT A GLANCE

IFC is working with DCM Shriram Consolidated Limited (DSCL), a major sugar company in India, to improve the productivity of farmers in its supply chain by training them on advanced farming techniques. As a result, the productivity of farmers who received training is estimated to have increased by 86 percent, compared with a 19 percent increase among farmers who did not receive training.

In India, more than 50 million farmers depend on sugarcane cultivation for their livelihood. While some states in India have a high farm yield of more than 100 tons per hectare, the four million farmers in the low-income state of Uttar Pradesh produce only around 50 to 55 tons per hectare on average, resulting in lower income from sugarcane cultivation.

With four sugar plants and more than 150,000 farmers in its entire supply chain, DSCL is under pressure to increase the productivity of farmers in its supply chain. Current capacity utilization is low and if it falls any lower, it will hurt the company’s performance. In the past, measures undertaken by the company to enhance productivity had limited success because the programs were fragmented, rather than holistic in their approach.

IFC’S ROLE

The project aims to increase the productivity of farmers in DSCL’s supply chain by supporting training in advanced farming practices related to seed management, soil improvement, water usage, planting, monitoring, and reporting. These practices were incorporated into a training manual for the company and an easy-reference pictorial flipchart for farmers, which demonstrates farming practices to be followed during each month of the crop cycle.

IMPACT & RESULTS

After the training, a productivity increase of 23 percent from baseline levels was recorded for the farmers who participated in the first year of the project, as compared with a productivity decrease of 11 percent seen with those farmers who did not receive training. In the second year, preliminary results show that beneficiary farmers had a productivity increase of 86 percent, while the farmers in the control group recorded an increase of only 19 percent.

Initially, 2,000 farmers received training; this has been increased to 12,000. A goal of reaching 50,000 farmers has been set, and DSCL plans to ultimately reach all 150,000 farmers in its supply chain through replication. There are also plans for the adoption of the program by other sugar companies in India, and IFC is currently sharing lessons from the project with the sugar industry, the sugar manufacturers association, sugarcane research institutions, and the government of India, as well as governments and partners in the larger South Asia region.
OVERVIEW  With global supply chains spanning continents, environmental, social, and trade standards can help satisfy market demand for sustainably produced goods while facilitating local producers’ access to global markets. However, in some sectors, commonly accepted standards have not yet been developed. In others, standards have been agreed upon, but their deployment is limited due to lack of information and capacity, the cost of local adoption, or the absence of a conducive regulatory environment. IFC has a track record as a leader in international standards earned from developing our Performance Standards and thus, is in a unique position to promote and institutionalize environmental and social metrics. IFC’s current focus is on increasing the number of firms and quantity of products that meet standards in specific sectors and commodities.

Accomplishments in FY12

The Sustainability Strategy Diagnostic piloted by SBA in FY12 helps IFC clients translate market trends, environmental and social issues, and stakeholder concerns into business opportunities. The approach is designed to help companies map and prioritize environmental and social issues related to their business strategy and stakeholders’ expectations, and explore business opportunities linked to sustainability activities. They can also use this tool to engage senior executives in relevant sustainability issues, and to design an implementation strategy and communications framework aligned with standards, such as IFC’s Performance Standards and the Global Reporting Initiative Framework. The Sustainability Strategy Diagnostic tool was piloted with six firms in the frontier regions of Brazil, and will be rolled out globally in the Balkans and in Africa in FY13.

IFC is always trying to find new ways to increase environmental and social performance, and engagement with the financial sector is an efficient way to achieve scale. In China, we have supported the China Banking Regulatory Commission in the development of the Green Credit Guidelines. Based on IFC’s Performance Standards, the guidelines encourage Chinese banks to lend to companies with good environmental and social practices, and to avoid financing high-polluting or high-energy-consuming businesses. A similar initiative to engage Thai banks is underway, which specifically targets investment in the hydropower sector of Lao People’s Democratic Republic.

As agriculture becomes an even larger focus area for IFC, FY12 provided an opportunity to increase the scale of what we could offer to the sector related to sustainable business solutions. A number of tools were developed for more effective implementation of the IFC Performance Standards in the agribusiness sector, such as a child-labor monitoring tool, environmental and social risk-mapping tools, and a series of comparative analyses between the Performance Standards and other sustainability standards. The Biodiversity and Agricultural Commodities Program continues to develop technical tools that firms can use to better implement agricultural roundtables’ standards.

Producers in developing countries must meet international food safety standards to improve their competitiveness and gain access to global markets. IFC has worked on food safety for six years, mainly in Eastern Europe and Central Asia, and plans to help increase the uptake of food safety standards globally, particularly in Africa, South Asia, and East Asia and
Part TWO

the Pacific. We recently hosted an International Food Safety Forum in Ukraine, which brought nearly 150 participants together—including representatives from Danone, Coca-Cola, and IFC partner Metro Cash & Carry—to discuss best practices and standards.

IFC’s main vehicle for work on labor standards continues to be the Better Work program, the collaboration with the International Labour Organization (ILO) that promotes better working conditions in garment factories. In FY12, the research conducted by Better Work consistently found that companies that put in place higher labor standards remain profitable and even can bolster their business case, as observed in the garment manufacturing sector. IFC is now looking for opportunities in the year ahead to use the tools and materials developed by Better Work in the agribusiness sector.

Lessons Learned

Over the last year, SBA has identified a number of key elements that played a role in the success of our standards-related advisory projects, particularly in agribusiness. Lessons learned include:

- continuous engagement with internal stakeholders to define market opportunities ensures the best value proposition for IFC clients;
- the most successful projects include a scoping phase before implementation. This allows additional time to reach a clear understanding of private-sector and farmer incentives through detailed cost-benefit analysis, field trials to test extension approaches, and adequate completion of baseline surveys; and
- an effective results measurement system improves impact monitoring and ensures superior reporting. Ways to evaluate the environmental and social impact from deploying certification and standards still need to be mapped.

Strategic Orientations

In FY13, SBA will support implementation of the new IFC Sustainability Framework through the development and rollout of an Environmental and Social Management System (ESMS) toolkit for firms based on IFC’s Performance Standards. The toolkit will enable firms, including SMEs, to self-diagnose and then make their own improvements to the ESMS and eventually to their environmental and social performance.

In addition, the SBA team will deploy the Sustainability Strategy Diagnostic to companies in Europe and Central Asia, and in Latin America, which will give company management and IFC Investment Officers information on the most critical sustainability areas these firms need to address. We will continue to engage and provide technical input on standards to key Commodity Roundtables to help them become stronger platforms for promotion of better environmental and social practices.

SBA will also continue promoting good labor standards in the garment sector through the ILO partnership in Better Work, which includes scoping and a potential rollout in Bangladesh, and strengthening our global engagement with global buyers. In agribusiness, we have also been developing methodology and metrics for child labor and will pilot these within the traceability systems of several of our clients. Providing advice to firms on sustainable sourcing strategies for commodities, which often carry high environmental and social risks, also will remain a priority.

BOX 4 IFC Performance Standards

Together, the eight Performance Standards establish standards that IFC investment clients are to meet throughout the life of an investment by IFC:

PERFORMANCE STANDARD 1
Assessment and Management of Environmental and Social Risks and Impacts

PERFORMANCE STANDARD 2
Labor and Working Conditions

PERFORMANCE STANDARD 3
Resource Efficiency and Pollution Prevention

PERFORMANCE STANDARD 4
Community Health, Safety, and Security

PERFORMANCE STANDARD 5
Land Acquisition and Involuntary Resettlement

PERFORMANCE STANDARD 6
Biodiversity Conservation and Sustainable Management of Living Natural Resources

PERFORMANCE STANDARD 7
Indigenous Peoples

PERFORMANCE STANDARD 8
Cultural Heritage
ECOM COFFEE GLOBAL PROGRAM
Increasing productivity of smallholder coffee farmers

PROJECT AT A GLANCE

Coffee is a heavily traded global commodity, and high-quality arabica beans are high in demand and the fastest-growing segment of the market. The demand from consumers for certified coffee is also growing, and the price they are willing to pay appeals to traders.

Smallholder coffee farmers have had to adapt to several new standards that include environmental certifications establishing whether the coffee is organic, bird-friendly, shade-grown, or affected by social issues. Utz Certified, 4C, and Starbucks’ CAFE Practices are just a few of the organizations that provide guidance on best practices for coffee growing. These certifications have the potential to create value for smallholders, as certified coffee carries a market premium. However, complying with rigorous and sometimes varying certification criteria is generally more difficult for small farmers, so providing targeted, direct support for them through financing and training is needed.

Ecom is an international commodity trading company, ranked third among the world's largest coffee dealers with a 13 percent world market share. Ecom's major customers include Nestlé, Starbucks, Kraft, Procter & Gamble, and Sara Lee. Despite its success, Ecom faces a number of issues in its coffee supply chains, including:

- Low productivity from inadequate tree husbandry and insect problems;
- Poor quality due to equipment;
- Absent or ineffective agricultural extension services;
- Inefficient supply chain structures between farmers and exporters; and
- Limited access to finance for farmers and market intermediaries in the supply chains, which hinders their ability to make needed improvements.

IFC’S ROLE

IFC has developed a strong relationship with Ecom through its Investment and Advisory Services in several countries. IFC and Ecom began working together in Central America to strengthen farmers’ coffee-growing practices in order to increase productivity and meet industry quality as well as environmental and social standards.

The IFC/Ecom model established farmer training centers, operating under local subsidiaries of Ecom, where sustainable farming techniques, financial literacy, and quality assurance methods are taught to local smallholders. As farmers incorporate what they have learned, they can advance toward certification, which can lead to access to financing and longer-term supply contracts with Ecom. Based on the program’s positive results in Central America, a $55 million global financing facility was developed to serve six other coffee-producing countries: Indonesia, Vietnam, Papua New Guinea, Kenya, Tanzania, and Uganda. These countries have similar issues with smallholder supply chains, and country-level projects establish farmer training centers in local environments to address those issues.

IMPACT & RESULTS

The partnership between Ecom and IFC has been able to achieve impact on a significant scale. To date, the farmer training centers have instructed more than 40,000 coffee farmers, with nearly 15,000 of them achieving certification. Those certified farmers are managing 32,676 hectares with sustainable practices, and have produced 81,000 metric tons of certified coffee that has been bought by Ecom. This has generated an additional $13.8 million in total sales revenue for the smallholders. As the farmer training centers continue to operate, these numbers will increase.
OVERVIEW Markets with weak corporate governance practices are less attractive to investors because of their heightened risks. IFC helps firms better understand the importance of good corporate governance practices and the tangible benefits that these can bring. IFC addresses corporate governance systematically through investment and advisory offerings by delivering capacity-building to organizations and institutions that are change agents in this field, promoting the appropriate regulatory environment, and advising individual companies at the pre-investment stage.

Accomplishments in FY12

In FY12, IFC made a strategic decision to ramp up corporate governance activities globally. We delivered Advisory Services in more than 30 countries, strengthening the corporate governance of local companies and banks. In one project, client firms in Southern Europe and Central Asia reported a total of more than $300 million in new investment over the three-year life of the project as a result of improved corporate governance practices.

Other major accomplishments include issuing two new corporate governance codes, bringing the total of these codes and laws to 65 in 24 countries. Such codes and laws are important tools to encourage private-sector commitment to good corporate governance. They provide guidance for financial and nonfinancial disclosure, foster better engagement of minority shareholders, and clarify the respective roles of managers and directors.

IFC has continued to actively support the Latin American Companies Circle to promote awareness of good corporate governance. IFC was also instrumental in creating a network of corporate governance institutes in Latin America to disseminate knowledge across the region. This network has helped Peru, Ecuador, and El Salvador establish their own corporate governance institutes.

Other highlights and results for the year include our work to actively encourage investment process analysis that identifies corporate governance risks and opportunities. IFC provided full corporate governance assessments to 68 IFC clients, representing more than $5 billion in combined new debt and equity investments. IFC is the first development finance institution to require systematic corporate governance analysis of every investment, and is leading the way for other institutions to do the same.

In September, 2011, 29 development finance institutions adopted the Corporate Governance Development Framework, a common set of guidelines to support sustainable economic development in emerging markets.

In FY12, IFC’s Global Corporate Governance Forum continued to strengthen and enhance the capacity of corporate governance centers and institutes of directors across all regions.

“Promoting better corporate governance practices not only helps Turan Bank and its customers but also Azerbaijan society as a whole.”

— Fuad Musayev, Banker, Chairman of the Supervisory Board

* Corporate governance advisory activities remain within the SBA Business Line. Global oversight rests with IFC’s Environmental, Social and Governance Department.
to address a variety of market needs and to support the sustainability of corporate governance service provision in those regions. The knowledge management and thought leadership role of the Corporate Governance team was enhanced with formal practice groups focused on board leadership training, corporate governance standards and codes, alternative dispute resolution, and media training.

IFC also signed a Memorandum of Understanding with the Center for Effective Dispute Resolution, the largest European-based mediation center, for increased application of the alternative dispute resolution toolkit across IFC and non-IFC projects.

Lessons Learned

In 14 years of delivering corporate governance advisory projects, IFC has learned that we can achieve the most impact by working both with individual firms to improve their practices and helping to develop corporate governance intermediaries. At the same time, it is important to improve the acceptance and raise awareness of corporate governance more broadly. Greater coordination with our investment operations both enhances IFC’s portfolio performance and demonstrates to the market that improving governance practices can help a firm gain access to investment.

The examples above illustrate how IFC has become an active, trusted partner, and a catalyst in the global effort to promote better corporate governance. The increased demand for these practices indicates that the private sector appreciates the need for improved corporate governance and that investment in better practices can deliver much larger dividends. IFC has a vital role to play in promoting good corporate governance practices and in finding and disseminating real examples of their inherent benefits.

Strategic Orientations

In FY13, IFC will continue to build its corporate governance leadership by ramping up regional programs in Latin America, South Asia, and Sub-Saharan Africa. Greater focus will be placed on providing Advisory Services to companies, tracking the benefits of improved governance practices at the firm level, and supporting existing IFC clients. IFC will continue to provide leadership in promoting global standards in corporate governance, as well as publications and tools to share knowledge and promote better practices.

The overall approach in Latin America in FY13 will leverage past progress and launch new activities to increase good corporate governance practices across the region. A series of customized country projects will be started to address identified market failures. IFC will seek to deepen the capacity of institutions operating in Colombia, Peru, and Mexico, and then will work with institutions in advanced markets such as Brazil to broaden their reach to less-developed markets, particularly in Central America.

The expanded Europe and Central Asia program has been designed to focus on building local capacity of corporate governance advisory organizations. The program now covers most of the region, allowing more flexible interventions to meet the growing demand for advice on corporate governance. In FY13, the program will continue to deliver training on the IFC Corporate Governance Methodology to partner institutions and will engage new partners and client companies.

The expanded Middle East and North Africa program will include a focus on small- and medium-sized enterprises in Egypt, as well as expanding activities in Lebanon, the West Bank, Jordan, Tunisia, Morocco, and Algeria.

Collaboration with the World Bank on corporate governance activities will continue, as both have highly complementary areas of expertise and ability to deliver. We are working together to ensure they are setting a shared standard and using common tools to approach work with state-owned enterprises (SOE). The SOE Toolkit, currently close to completion, aims to help make SOEs become more competitive, efficient, accountable, and transparent. The toolkit uses parts of IFC’s Corporate Governance Methodology and other tools adapted and expanded by the World Bank to meet client needs. Next steps include rollout of the SOE Toolkit in the regions, as teams in Indonesia and Vietnam have expressed interest in using it.
WORKING WITH THE PAKISTAN INSTITUTE OF CORPORATE GOVERNANCE
Building capacity of local institutions in Pakistan

PROJECT AT A GLANCE
The State Bank of Pakistan has put in place a strict regime for the governance of financial institutions to protect investors and depositors. The country’s banks are, in addition, required to follow the national Corporate Governance Code of 2012, aimed at greater transparency and accountability for corporations, including banks. Despite regulations and oversight by regulators, the industry has experienced high-profile financial scandals, resulting in greater scrutiny by media and stakeholders of the corporate governance practices of the country’s financial institutions.

IFC helped the Pakistan Institute of Corporate Governance build capacity to train bank directors and senior managers to improve corporate governance practices of financial institutions. The Institute, a leading provider of knowledge about best practices in corporate governance, led the effort to develop tailor-made training to help financial institutions in Pakistan tackle their unique governance challenges. The training focused on the enhanced role of risk management at financial institutions, and highlighted risk oversight by the board. This training should help Pakistani banks adopt robust corporate governance practices, particularly by establishing board-level risk management frameworks.

IFC’S ROLE
IFC has helped the Pakistan Institute of Corporate Governance become the key corporate governance training provider in the country. Using IFC-developed corporate governance material for directors and senior executives of banks and financial institutions, the Institute launched the first board training for directors and senior managers in 2007 to help companies improve their corporate governance practices. IFC has since helped the Institute strengthen its faculty and develop localized training material. In March 2012, for example, IFC used these materials to help build the Institute’s capacity to improve overall corporate governance practices of the financial industry in Pakistan by training 24 faculty members in a two-day workshop. The participants also were instructed on adult learning techniques to increase the impact of bank training.

IMPACT & RESULTS
This intervention helped build sustainable institutional capacity for bank governance training in Pakistan. The Pakistan Institute of Corporate Governance launched its first bank governance training in May 2012. Fifteen bank directors and senior managers were instructed by the Institute on good corporate governance practices of banks. This should help promote better bank governance, and thus improve performance of the sector over the long term.

In another project, IFC conducted an assessment of Silkbank Limited, an IFC portfolio client, and recommended, among other things, that the board train its directors on corporate governance. As a result, one of Silkbank’s directors participated in the bank governance training in May 2012. Based on this assistance, key corporate governance reforms implemented by Silkbank include establishing a formal board charter and more independent directors, starting a robust board committee structure, setting up a Corporate Governance Code, limiting the tenure of external auditors, and enhancing corporate governance disclosures.
OVERVIEW  Taking a company’s environmental sustainability and social responsibility potential into account in the investment process has gained importance, both for investors and at IFC. As shareholders, equity investors such as IFC recognize that managing sustainability factors can encourage companies to improve their performance. Doing so also can result in reduced negative environmental impact, improved social benefits, and increased financial returns. IFC mobilizes institutional capital for equity funds and indices by working with firms, investors, and markets on identifying, recognizing, and rewarding sustainable and inclusive business practices. Specifically, opportunities for SBA lie in three key areas: work with investors to improve market standards and practices; mobilize investment through capacity-building and product development; and improve corporate disclosure and management of environmental, social, and governance risks and opportunities at the firm level.

Accomplishments in FY12

In FY12, we re-designed our web-based Private Equity Toolkit to make it more user-friendly and effective in building the ability of the financial industry to integrate environmental, social, and governance analysis into its investment processes. Responding to strong interest from financial institutions for a tool to help them manage their environmental and social risks, SBA developed a version that is now being piloted with a select group of commercial banks.

To support IFC’s efforts to make the case for development impact of private equity investment in emerging markets, an analysis of this investment flow’s capacity to create jobs was conducted. Results showed strong job growth for companies financed through IFC-supported private equity funding: almost 300,000 jobs were created between 2000 and 2010 in 500 companies surveyed with IFC-supported private equity investment of about $400 million (equivalent to about 10 percent of total IFC investment). While job growth rates were higher for smaller companies, the greatest absolute number of jobs was created by larger companies. Job growth was also closely tied to rate-of-investment return for the funds, showing that good financial performance did not come from cutting jobs, but rather from expanding companies, their valuations, revenue, and employee numbers. The findings from the report were used by IFC to substantiate a dialogue on the role of private equity funds in job creation and inclusiveness.

The Principal Officers Association of South Africa, the South African pension fund managers’ trade association, approached IFC after the country passed the new Pension Funds Act regulation, seeking assistance on integrating newly-mandatory environmental, social, and governance analysis in its members’ investment processes. The fund has more than ZAR2 trillion (about $240 billion) in assets under management. IFC is helping to develop a consistent framework and set of tools for South African retirement funds to comply with the new regulation. South Africa is pioneering regulation requiring pension funds to actively consider sustainability in...
their investment process, and the guidelines should be easily replicable as other countries’ financial regulators follow South Africa’s example.

In FY12, SBA supported IFC’s strategy of mobilizing third-party capital to fuel emerging-market sustainability projects. Investigating private equity as a type of capital uniquely suited for financing climate-friendly investments, which are typically characterized as risky, innovative, and relatively small, we commissioned the report, “Public Private Equity Partnerships: Accelerating the Growth of Climate Related Private Equity Investment.” It incorporated a series of studies to measure the climate change private equity market, identify market failures in the development of climate change-related private equity funds, and showcase where and how private equity could be quickly deployed to fund climate change projects. Building on this research, IFC made a commitment of up to $75 million to the IFC Catalyst Fund, a fund of funds focused on the sector. The government of the United Kingdom has committed a similar amount to the fund.

In FY12 the Financial Times/IFC Sustainable Finance Awards were for the first time expanded beyond the financial sector and allowed companies to apply for new “Sustainable Investment of the Year” and “Technology in Sustainable Finance” categories. The FY12 awards attracted 161 entries from 145 financial institutions and 36 non-financial groups in 67 countries, a record number.

### Lessons Learned

Engagement with firms, industry sectors, and regulators on sustainability is most effective when it is pragmatic and based on analysis and identification of barriers. The main lesson learned in FY12 was one of consolidation—not of projects and initiatives, but of delivery mechanisms across IFC’s work. As one example, IFC’s Sustainability Days proved to be a good platform for effectively sharing with clients a number of sustainability programs and initiatives that could be useful for them.

We also found that private equity funds are uniquely positioned to create a market for climate-friendly technologies, especially from small companies or start-ups, which develop renewable energy technologies because they have not built the track records needed to tap funding from other sources. After acquiring equity stakes in these small companies, private equity funds can retain firm control over them through board seats, and encourage innovation as a way of increasing asset value, and IFC can help facilitate this type of investment.

“Improving the environmental, social, and governance performance of businesses contributes to their financial resilience and profitability. … (IFC’s) project is an innovative and practical step for the industry to help address the challenges that South Africa is facing while improving returns for pensions and society.”

—Wanjiru Kirima, Chairperson, Principal Officers Association

### Strategic Orientations

The Financial Times/IFC Sustainable Finance Awards will remain a flagship initiative for IFC. The structuring of the 2013 edition will be finalized before the end of the calendar year, possibility with a much wider scope. We will also continue to explore opportunities to further promote sustainable investing.
CLIMATE CHANGE INVESTMENT SUPPORT
Working with private equity and pension funds to increase climate-friendly investments in Africa

PROJECT AT A GLANCE
IFC is working with private equity and pension funds in Africa to promote investments in resource efficiency and renewable energy. In this context, IFC is promoting the integration of sustainability considerations into standard investment practices through training and workshops, developing related tools, assessing existing portfolios and practices, and providing recommendations.

The climate change agenda in Sub-Saharan Africa has long taken a backseat to more immediate concerns, such as food security and poverty alleviation. Yet Africa urgently needs to develop a market for climate-friendly technologies that promote resource efficiency and renewable energy use in order to help its economy grow without harming the environment.

Private equity funds are uniquely positioned to create a market for climate-friendly technologies. More specifically, private equity financing is well-suited to small companies, often start-ups, which develop renewable energy technologies because these companies have not built the track records needed to tap funding from other sources. After acquiring equity stakes in these small companies, private equity funds can retain firm control over them through board seats and encourage innovation as a way of increasing asset value. However, climate-friendly investments by private equity funds and pension funds in Africa have been very limited so far. This can be attributed to lack of awareness of these technologies as well as a natural propensity to invest in business expansion rather than products that promote resource efficiency and savings.

IFC’S ROLE
IFC aims to encourage investments in renewable energy and resource efficiency by building the capacity of private equity funds to implement projects that would lead to a reduction of greenhouse gas emissions. In Africa we are facilitating investment in climate-friendly technologies by working with private equity fund managers to identify resource efficiency improvements in the portfolios of client companies, guiding portfolio companies to help produce targeted recommendations and case studies, and encouraging institutional investors that invest in private equity funds to integrate sustainability considerations into standard investment practices.

IMPACT & RESULTS
During the year, IFC signed five agreements with private equity funds in Africa to review their portfolios and make resource efficiency recommendations. We also held six workshops on resource efficiency and investing in climate-friendly technologies, and trained 70 South African pension funds, representing $250 billion in assets under management, on sustainability standards in investing. Furthermore, IFC produced a toolkit for pension funds that presents processes and best practices for the integration of sustainability standards in the investment process, and is conducting seven resource efficiency assessments of portfolio companies, offering recommendations that can lead to significant reduction of greenhouse gas emissions.
OVERVIEW Women in the private sector are key drivers of economic growth. By strengthening women’s roles as leaders, entrepreneurs, employees, consumers, and stakeholders, IFC helps transform local and global markets and demonstrates the business case for creating opportunities for women. Specifically, we provide financial products and Advisory Services to increase access to finance for women entrepreneurs, reduce gender-based barriers in the business environment, and improve the sustainability of IFC investment projects. IFC’s Women in Business (WIN) team within SBA supports IFC’s gender agenda across the Corporation.5

Accomplishments in FY12

IFC has pioneered solutions to the lack of access to finance, management training, and business networks that many women-owned enterprises face. We work with financial institutions to expand their services to women entrepreneurs through targeted credit lines and market analyses. In FY12, IFC signed on the first WIN advisory project in the Middle East and North Africa region, with BLC Bank of Lebanon, which launched its Women Empowerment initiative to deliver financial services to women in that region. We continued to support the Global Banking Alliance for Women, which brings together 33 financial institutions committed to tapping the huge market for female clients around the world. We are committed to ensuring that in the coming years, one out of four SMEs receiving finance from IFC’s intermediaries is owned or led by a woman.

Furthermore, of the 21,000 beneficiaries of Business Edge management training, 40 percent were women. The overall percentage of women trainees in the Business Edge program is increasing, particularly in Africa and in South Asia.

Because women-focused employment practices are often overlooked, IFC has begun to focus on better understanding issues faced by female employees, who make up 40 percent of the world’s workforce. Productivity often remains low and lack of training keeps advancement opportunities for women limited. In collaboration with the World Bank, IFC launched a report on the role of Special Economic Zones (SEZs) in empowering women workers and entrepreneurs. These zones provide significant and unique opportunities for women to enter the formal workforce in many developing countries; depending on the sector, the output of women employed can account for between 33 percent and 80 percent of production and exports. The Better Work program implemented in partnership with ILO aims to improve working conditions in the garment sector, which is a significant employer of women workers globally.

“Through its Women in Business Program, IFC has worked with us to identify great new opportunities and enhance our ability to reach more women clients in China.”

—Li Qi, Chairwoman

5 For a list of Women in Business Projects, refer to Part 4.
In FY12, IFC began to focus on women and corporate governance, particularly in building capacity, raising awareness, and expanding the discussion about gender diversity on boards of directors in developing countries, as well as supporting women business leaders to become stronger board members or how to become qualified to join a board. Of the current 98 IFC-nominee board director positions, 15 percent are women. We aim to increase that number to about 30 percent by 2015.

Lessons Learned

IFC’s experience has shown that the best way to maximize impact is to combine, where possible, Investment and Advisory Services. SBA works with other IFC departments and the World Bank Group to offer services that boost the productivity and positive impact of IFC investment projects; enable dynamic, women-owned businesses to reach full potential by increasing their access to financial services and markets; and reduce formal and informal barriers faced by women in different markets when investing and operating an enterprise.

IFC is also working to improve our understanding of how our entire project portfolio promotes women in the private sector. Since 2008, we have systematically tracked gender-related indicators as part of the Development Outcome Tracking System, which measures results of all IFC investment projects. A “gender flag” identifying Advisory Services projects that have a gender focus was introduced in our supervision reports in FY12; at present, 17 percent of Advisory Services’ client-facing portfolio has a gender focus. We will continue to refine this methodology over the next year to better enable tracking of our gender-focused work, as well to enhance our strategy and operations planning with regard to women in business.

Strategic Orientations

Starting in FY13, gender has been designated as one of six IFC Advisory Services priority areas. Investment and Advisory Services teams are jointly completing a gender baseline project to review and understand the characteristics of the lending to women-owned, small- and medium-sized enterprises being done among IFC client banks. Preliminary reports from the project already support the potential market size and profitability of this group. A gender lens will be applied to sector-specific issues IFC deals with, particularly those in which women contribute significantly, such as agribusiness, health, education, and tourism.

There are plans to develop an overall gender strategy to drive IFC’s work and thought leadership on this topic with a more systematic and deliberate approach. IFC’s track record and its unique business-case approach to gender inclusion will help position it as a leader. Progress has been made across IFC on developing regional gender strategies and initiatives, including adding to IFC’s knowledge on the business rationale, promoting data collection and analysis, advancing corporate initiatives, leveraging external relationships (such as those with the Global Banking Alliance for Women and the G20) and continued partnering with non-governmental organizations, think tanks, and other international financial institutions.

IFC will launch WINvest, a World Bank Group global partnership initiative with the private sector that will work with companies to increase their business performance while improving working conditions and employment opportunities for women.
BANK OF DEYANG
Investing in women-owned small- and medium-sized enterprises in China

PROJECT AT A GLANCE
In May 2008, a devastating earthquake measuring 8.0 on the Richter scale shook Sichuan Province in western China, leaving about 100,000 people dead or missing and more than 10 million people homeless. Most disaster-affected enterprises needed outside financing to rebuild their production facilities or working capital to restart their operations.

In response, IFC initiated an Emergency Assistance Program to enhance Bank of Deyang’s capacity to lend to SMEs and to enable it to support women-owned SMEs in the earthquake-affected areas, through both its Investment and Advisory Services.

IFC’S ROLE
IFC approved an equity investment of $31 million (15 percent of the stake) in Bank of Deyang to allow it to expand its lending operations. We also provided Advisory Services to build and strengthen the skills of bank staff while improving credit management and internal controls. As part of this capacity building, we provided gender sensitivity training to more than 50 senior and middle managers of the bank, and helped to establish the business case for focusing on the women-owned small-business market. IFC conducted research on the women’s market and, together with a bank-led working group, is developing a suite of financial and business development products and services for the women’s market in Deyang.

IMPACT & RESULTS
As a result of our work, Bank of Deyang launched a special microloan program for women supported by the Chinese government. The program disbursed more than $2 million to 322 women entrepreneurs, including almost 200 women coming from rural households, and more than 120 small business owners. This resulted in more than 1,000 jobs being created or maintained, benefiting unemployed township residents, rural women, and self-employed women.

Bank of Deyang has opened a branch in the city dedicated to serving women customers, and brands itself as a “women-friendly” bank. It aims to reach 4,300 women-owned small- and medium-sized enterprises, with a goal of loans outstanding to these customers of $458 million by June 30, 2013. Bank of Deyang has also worked with the municipal Women’s Union to start a women’s lecture series, and has conducted two lectures so far. The bank has developed a dedicated portal for women clients on its website.

Bank of Deyang is the first Chinese bank to become a member of the Global Banking Alliance for Women (GBA), a diverse group of 33 regional and global financial institutions, which together represent a unique financial network that is becoming the world’s repository of global practices on women’s banking and women in business. IFC supports GBA financially and as a member of the Board.
Part THREE
Thought leadership and strategic knowledge management at the global level enables Sustainable Business Advisory (SBA) to develop technical expertise, assure quality, innovate, and enhance our efficiency. A core function of the SBA global team is to encourage new thinking, and capture lessons learned to enable replication and adaptation of successful business models and projects across regions and countries, and help transfer skills from one business context to another. The knowledge generated in our work is made available to our partners and stakeholders through our web pages, seminars, events, and a number of publications.

**Sustainable Business Advisory Publications in FY12**

SBA’s commitment to excellence in thought leadership and knowledge management can be seen in the range of publications we developed and disseminated over the year. Some examples include:

**MoneyMoves: How Private Sector Finance Can Work for a Sustainable Future | JUNE 2012**

This publication, launched on the occasion of the 2012 Financial Times/IFC Sustainable Finance Awards in London, identifies challenges and obstacles to inclusive green growth as seen by 15 business leaders in environmental and social sustainability. Ahead of the United Nations Conference on Sustainable Development, “Rio+20”, these professionals share their approaches to innovation and ingenuity in leveraging finance to drive sustainability, as well as their thoughts on what governments and regulators should do to promote green growth.

**Municipal Solid Waste Management: Opportunities for Russia | JUNE 2012**

This publication is the result of extensive research on Russia’s overall environmental and resource efficiency framework, with municipal solid waste management as one of its key components. It describes the potential that Russia could leverage if it optimized its municipal solid waste management policy and implemented modern technologies to overcome inefficiencies. Such advances could fully shift Russia towards an environment-friendly municipal solid waste management system by 2025 that could recover up to 45 percent of its waste.

**From Gap to Opportunity: Business Models for Scaling Up Energy Access | MAY 2012**

This report breaks new ground by estimating that there is a $37 billion market opportunity for improved energy services at the base of the pyramid. It profiles companies with innovative business models and explores what it takes for them to succeed. More specifically, the report sizes the commercial opportunity for lighting, basic electricity, and cooking services, and explores how companies are capturing this potential around the world. It offers a series of recommendations for operating firms, social and commercial investors, as well as for policy-makers and donors.
Nearly 800 million people in Asia live in a state of near-darkness, coping on a daily basis with unreliable or nonexistent access to electricity. There is a strong demand among off-grid consumers in Asia for reliable, clean, and cost-effective alternatives to fuel-based lighting. This report provides an overview of the off-grid lighting market in seven nations across southern Asia and presents the opportunity for investors and industry players to make a real impact by serving communities that lack access to reliable electricity.

Banks in emerging markets are increasingly providing non-financial services to their small- and medium-sized enterprise clients, services that typically consist of information sharing, training, and consultancy. This study is the first to explore the reasons behind this trend, finding that banks’ key motivations include attracting and retaining customers and strengthening portfolio quality. The report consists of an overview, followed by case studies of three major banks: Türk Ekonomi Bankası (TEB) in Turkey, Standard Chartered Bank (SCB) in Africa, Asia, and the Middle East and North Africa, and ICICI Bank in India.


This guidebook features best practices for development, construction, operation, and financing of utility-scale solar power plants in India, and can be used as a manual for developers and investors. While the guidebook is focused on utility-scale grid-connected solar projects, much of the technical content is equally relevant to off-grid solar applications. All case studies are based on an actual 5-megawatt thin-film plant located in India.

Public Private Equity Partnerships: Accelerating the Growth of Climate Related Private Equity Investment | NOVEMBER 2011

Private Equity/Venture Capital investors are uniquely suited to financing climate-friendly investments that are risky, innovative, and relatively small. Such funds likely will not provide more than a fraction of the $4.6 trillion investment needed — but they fill a key niche. This report assesses the potential for private equity in financing climate-related investment, describes the barriers restricting the growth of the asset class, and outlines the role that public capital can play to leverage private-sector investment and accelerate development of new climate-related private equity funds.

BOX 5 2012 FT/IFC Sustainable Finance Awards

In June, IFC co-hosted the 2012 Financial Times/IFC Sustainable Finance Awards in London, attended by 200 senior decision-makers in finance and sustainability. Now in their seventh year, the Awards have become known as the “Oscars for smart banking” and are a benchmark for financial institutions concerned about sustainable development. The 2012 Awards attracted 161 entries from 145 financial institutions and 36 firms and companies in 67 countries.

This year’s event included two new categories: Sustainable Investment of the Year and Technology in Sustainable Finance. U.K.-based Bridges Ventures won the award for Excellence in Sustainable Finance, Standard Chartered Bank was named the Global Sustainable Bank of the Year, and Kilimo Salamo of Kenya won the new prize for Technology in Sustainable Finance.

“The winners of the FT/IFC Sustainable Finance Awards demonstrate that environmental, social, and governance standards are good business and good for the bottom line,” said Nena Stoiljkovic, IFC Vice President, Business Advisory Services. “The expansion of categories helped us attract an even more diverse pool of candidates in 2012. More companies, as well as financial institutions, are adopting sustainability standards, and this year’s applicants are a sample of a growing trend that deserves recognition.”
**Part THREE**

**Strengthening Access to Finance for Women-Owned SMEs in Developing Countries | OCTOBER 2011**

Launched at the G-20 Summit in November 2011, the report highlights key trends, challenges, and opportunities for advancing women’s entrepreneurship and increasing their access to finance.

The report was produced by IFC on behalf of the G-20 Global Partnership for Financial Inclusion’s Small- and Medium-sized Enterprise Finance Sub-Group.

**Sustainable Investment in Sub-Saharan Africa | JULY 2011**

Sustainable investment has a strong foothold in Sub-Saharan Africa, anchored in the region’s largest investment market, South Africa. Yet more work is needed, at policy and portfolio levels, to build on this investment theme. This report recommends measures to expand sustainable investment in Sub-Saharan Africa. It forecasts that over the next five years, there will be considerable growth of environmental, social, and governance considerations applied to investment in South Africa, Kenya, and Nigeria.

**Corporate Governance and Development—An Update (Focus 10) | FEBRUARY 2012**

First published in 2003, this update reviews the relationships between corporate governance and economic development and well-being based on experiences in many countries, sectors, and business organizations (from state-owned enterprises to publicly listed companies). It finds that better governed corporate structures benefit firms through greater access to financing, lower cost of capital, better firm performance, and more favorable treatment of all stakeholders.

**Sustainable Business Advisory Smart Lessons**

“SmartLessons” is a World Bank Group publications series that enables development practitioners to share lessons learned in development operations. The lessons are primarily written by operational staff with real world experience, both positive and challenging. SmartLessons authors capture practical lessons that can be useful for their colleagues working on similar projects or facing similar issues. In FY12, SBA staff contributed 13 SmartLessons (some of them award-winning), and compiled a “Smartbook” - a collection of SmartLessons on agriculture and agribusiness.

Additional information about the program can be found at [http://smartlessons.ifc.org](http://smartlessons.ifc.org).

**A Harvest of Practical Insights: Lessons Learned in Agriculture, Agribusiness, Sustainable Rural Development, and Climate Change**

A new SmartBook published in March 2012 brings together 16 practical lessons shared by more than 30 IFC and World Bank staff. It presents successful approaches to agriculture spanning a wide range of countries, regions, and agricultural commodities. It is the result of collaboration between SBA; IFC’s Manufacturing, Agribusiness, and Services Department; and the World Bank’s Agriculture and Rural Development Department.

**Sustainable Business Advisory Events**

**IFC 2012 Sustainability Exchange | MAY 2012**

SBA brought together more than 200 industry participants for our annual IFC Sustainability Exchange in Washington. The event drew oil and gas, mining, power, forestry, and agribusiness clients from around the world. Director of the Corporate Social Responsibility Initiative at Harvard University’s Kennedy School of Government Jane Nelson, actress and activist Julia Ormond, and World Bank United States Executive Director Ian Solomon were among the many distinguished speakers.

**BOX 6 Creating and Sharing Knowledge for Improved Corporate Governance**

IFC produced more than 30 corporate governance publications in FY12, of which 16 were developed by IFC’s Global Corporate Governance Forum, a multi-donor-funded knowledge and capacity-building platform that plays a strong advocacy and thought leadership role globally for corporate governance practices. Ten of the publications were translations and local adaptations. The board leadership and alternative dispute-resolution toolkits, and resources such as publications and research papers, are being used by 46 director training organizations in as many countries, and have been used to instruct over 700 master trainers as part of training-of-trainers workshops.
BOX 7 Rio+20

Organizers called the 2012 United Nations Conference on Sustainable Development in Rio de Janeiro the largest gathering of governments, business, and civil society. For IFC and its clients, it was a platform to showcase how the private sector can help drive inclusive green growth.

Named “Rio+20,” after the Earth Summit held in the same city two decades earlier, the conference attracted more than 44,000 participants. More than 2,700 of these gathered at the three-day Rio+20 Corporate Sustainability Forum, of which some 1,200 were private-sector participants, many at the chief executive or chief financial officer level.

IFC senior staff, as part of a larger World Bank Group delegation, spoke at or moderated more than 25 events on renewable energy, resource efficiency, sustainable agribusiness, and sustainable investing. To promote natural capital accounting, IFC and the World Bank brought together more than 90 companies and 62 governments to take practical steps to develop and implement the tools and methodologies needed to drive more resource-efficient production and innovative business solutions.

In addition, more than 100 countries, civil society groups, companies, and international organizations declared their support at Rio+20 for the new Global Partnership for Oceans, signaling their commitment to work together toward coordinated goals aimed at restoring the world’s oceans to health and productivity. The World Bank Group, and IFC in particular, played a key role in mobilizing 28 private-sector signatories for this partnership, among them companies representing over $6 billion per year in seafood sales and one of the world’s largest cruise lines.

The concept of inclusive green growth emerged as a framework for the many initiatives and partnerships launched at the conference. The private sector and its role in supporting sustainable development through innovation, standards-setting, and finance were readily apparent at Rio+20. IFC’s delegation helped demonstrate how private-sector engagement and sustainable business practices can help put the global economy on a greener path to growth. Some 700 voluntary commitments—estimated at $513 billion—were registered at Rio+20 by governments, non-governmental organizations, and major groups comprising 500 companies and universities.
Part FOUR
Active portfolio management provides key data on portfolio performance against targets and plays an important role in facilitating decision making across IFC. Sustainable Business Advisory’s (SBA) management regularly monitors key portfolio trends and reviews the portfolio’s contribution to IFC’s strategic priorities and focus areas to ensure that projects are on track. The summary below provides some key highlights on the SBA portfolio in FY12.

As of FY12, 173 SBA projects are being implemented in 59 countries, with 58 percent ($107 million) of the portfolio being implemented in the poorest countries. Twenty-four projects with a total value of $25.5 million in 14 countries were in fragile or conflict situations, namely, Solomon Islands, Georgia, Bosnia and Herzegovina, Kosovo, Haiti, Afghanistan, West Bank and Gaza, Yemen, Nepal, the Democratic Republic of Congo, Guinea, Liberia, Sierra Leone, and Chad. The majority of these projects are focused on farmer and SME training.

SBA comprises a significant portion of IFC Advisory Services, with 30 percent of the total portfolio value.

SBA is the second-largest business line after Access to Finance, in terms of number of projects and total portfolio size.6

SBA’s portfolio value continues to grow, with the average project size increasing to $1.4 million from $0.9 million three years ago.

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IFC ADVISORY SERVICES IN Sustainable Business
Strategic Priorities

SBA is a strong contributor across IFC’s strategic priority areas:10

SMEs | 99 percent of SBA Portfolio ($184 million) is SME-linked;

Agribusiness and Food Security | 20 percent ($37 million) is agribusiness-focused;

Infrastructure | 19 percent ($36 million) is directed at infrastructure-related operations;

Fragile and Conflict Situations | 12 percent ($22 million) is being implemented in fragile and conflict-affected states;

Climate Change | 36 percent ($67 million) is dedicated to projects working on climate-change-related issues; and

Gender | 30 percent of projects working directly with clients have specific activities to engage or benefit women.

Further, it has been proven that IFC can achieve stronger development impact by aligning Advisory and Investment Services. SBA’s work is committed to strengthening such alignment: 90 percent of projects are aligned with investment priorities.

Funding composition

IFC places significant importance on client contributions to Advisory Services projects to strengthen client commitment.11 Client cash fees also help leverage IFC and donor resources, enabling greater impact.12 SBA has collected $5.3 million in client cash fees for its active portfolio projects, with $1.1 million collected in FY12.

The SBA-managed portfolio status by region is reflected in Table 3.13 The largest regional portfolio of projects, both in terms of number and volume, is in Sub-Saharan Africa. In line with IFC’s corporate strategy, SBA plans to grow our activities in Africa and South Asia over the next few years.

TABLE 3 Regional Portfolio by Status

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<th>REGION</th>
<th>Pipeline</th>
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Funding composition chart

- 8% CLIENT FEES
- 11% IFC
- 81% DONORS/ POOLED FUNDS

CHART 3 Funding Composition

8% CLIENT FEES
11% IFC
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Funding composition table

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10 According to standard IFC methodology, all strategic priority calculations are based on client-facing projects only, with global initiatives excluded for the purposes of excluding knowledge management-type projects and to focus on what is being delivered to the clients.

11 Client contributions include both cash fees and additional contributions, which include parallel and in-kind contributions. A “parallel contribution” from a client is payment by the client to a third party toward expenses of implementing an AS project, in accordance with legal agreements and as reflected in the project budget. An “in-kind contribution” from a client is provision of labor, office space, equipment, supplies, or other property by the client toward implementation of an Advisory Service project, in accordance with legal agreements and as reflected in the project budget.

12 Client cash fees include the Advisory Fee, Success Fee, and Reimbursable. These amounts are invoiced by IFC to the client, and received toward costs incurred, or for service provided, in implementing an Advisory Services project, in accordance with legal agreements and as reflected in project budgets.

13 All projects that operate under SBA management (excludes projects with SBA involvement in other business lines and includes all minority product share values from other business lines).

14 Unspent funds of such projects are returned to the relevant funding sources.
### Sustainable Energy Knowledge Management

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**DESCRIPTION**
The objective of this project is twofold: (1) To catalyze the creation and dissemination of knowledge on sustainable energy market development through the construction of a central IFC knowledge hub. (2) Subsequent utilization of this hub which is expected to expand global IFC institutional capacity and knowledge through creation and dissemination of discreet IFC knowledge products. This will be further supported through implementation of outreach events. These activities will best address the needs of the highly decentralized and growing network of IFC professionals working on sustainable energy projects.

### Geothermal World

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</table>

**DESCRIPTION**
The objective of this scoping exercise will be to gain a comprehensive view of where and how IFC should expand its intervention to promote utilization of geothermal resources on a global scale. The project will compile the information to structure a global support and investment program and identify the priority regions to implement it.

### Green Power for Mobile—Global

<table>
<thead>
<tr>
<th>PROJECT ID</th>
<th>567769</th>
<th>ONGOING</th>
</tr>
</thead>
<tbody>
<tr>
<td>AS PRODUCTS</td>
<td>Clean Energy</td>
<td></td>
</tr>
<tr>
<td>DONORS</td>
<td>Netherlands, Norway, Luxembourg, Ireland</td>
<td></td>
</tr>
<tr>
<td>START DATE</td>
<td>20-Jul-09</td>
<td></td>
</tr>
<tr>
<td>END DATE</td>
<td>31-Dec-11</td>
<td></td>
</tr>
</tbody>
</table>

**DESCRIPTION**
The objective of this project is to encourage two mobile network operators to use renewable energy technologies to power 50 of their off-grid base stations. To encourage these operators to switch from diesel generators to Renewable Energy (RE) technologies, IFC, working with the GSMA, will: conduct 8-10 feasibility studies, publish industry reports, create a database on the performance and cost of such RE installations, train mobile operators, and design products for financing these installations.

### Support to Regional Uptake of Sustainability-related Products

<table>
<thead>
<tr>
<th>PROJECT ID</th>
<th>579227</th>
<th>ONGOING</th>
</tr>
</thead>
<tbody>
<tr>
<td>AS PRODUCTS</td>
<td>Clean Energy</td>
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<tr>
<td>DONORS</td>
<td>IFC</td>
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<tr>
<td>START DATE</td>
<td>22-Sep-10</td>
<td></td>
</tr>
<tr>
<td>END DATE</td>
<td>31-Aug-11</td>
<td></td>
</tr>
</tbody>
</table>

**DESCRIPTION**
This project aims at accelerating regional pipeline development for select sustainability topics. The objective is to prepare a pipeline of Advisory Services projects in the areas of clean energy, sustainable water, and labor standards in the regions that haven’t worked on these topics extensively but view them as strategic.

### Green Power for Mobile—Global 2

<table>
<thead>
<tr>
<th>PROJECT ID</th>
<th>585607</th>
<th>ONGOING</th>
</tr>
</thead>
<tbody>
<tr>
<td>AS PRODUCTS</td>
<td>Clean Energy</td>
<td></td>
</tr>
<tr>
<td>DONORS</td>
<td>Netherlands</td>
<td></td>
</tr>
<tr>
<td>START DATE</td>
<td>1-Apr-12</td>
<td></td>
</tr>
<tr>
<td>END DATE</td>
<td>30-Jun-14</td>
<td></td>
</tr>
</tbody>
</table>

**DESCRIPTION**
“Green power” in this project means technologies including but not limited to solar, wind, fuel cell, and deep-cycle battery that will replace or significantly reduce use of diesel generators. This project aims to support the mobile network industry to deploy green power at 11,800 mobile network tower sites.
### Clean Energy Product Development Project

**Project ID:** 590368  
**Status:** ONGOING  
**Budget:** $960,000  
**As Products:** Clean Energy  
**Start Date:** 12-Apr-12  
**End Date:** 30-Sep-14  
**Donors:** IFC, Ireland, Luxembourg, Netherlands, Norway  
**Description:** This program supports the knowledge agenda for the Clean Energy product, allowing the product to unlock investment opportunities related to clean energy and energy access, as well as to achieve IFC’s Development Goals related to climate change and infrastructure.

### Corporate Integrity and Governance Policy & Tools

**Project ID:** 576347  
**Status:** ONGOING  
**Budget:** $600,000  
**As Products:** Corporate Governance  
**Start Date:** 1-Mar-10  
**End Date:** 31-Mar-13  
**Donors:** Austria, Luxembourg, Netherlands  
**Description:** The goal of the program is for IFC to adopt and promote a comprehensive approach to promoting good corporate integrity and governance and attempt to mainstream it for private-sector clients and companies in emerging markets as “public good.”

### Corporate Governance Financial Markets Recovery Project

**Project ID:** 569987  
**Status:** ONGOING  
**Budget:** $971,970  
**As Products:** Corporate Governance  
**Start Date:** 1-Jul-09  
**End Date:** 20-Dec-11  
**Donors:** Austria, Luxembourg, Netherlands  
**Description:** The Global Corporate Governance Forum’s financial crisis response is a global knowledge management project with the following objectives: (1) Develop a risk governance and risk management supplement to the Forum’s existing Board Leadership Training Resources Kit. (2) Tailor the risk governance supplement to local market needs and specific regulatory and institutional regimes at country level. (3) Train trainers in two country institutions and building a cadre of experts to roll out director training programs on risk management based on the Forum’s supplement training material. (4) Disseminate supplement material, with an emphasis on in-market institutions in emerging markets that deliver training to address some of the failings exposed by the global financial crisis.

### Global CG Capacity-Building Tools and Best Practice Advocacy

**Project ID:** 585787  
**Status:** ONGOING  
**Budget:** $4,206,400  
**As Products:** Corporate Governance  
**Start Date:** 26-Nov-11  
**End Date:** 31-Dec-14  
**Donors:** Austria, Japan, Netherlands, Luxembourg, Switzerland, Norway  
**Description:** The objective of this project is to promote corporate governance best practices through the following components: (1) Develop, translate, and tailor 50 new corporate governance capacity-building tools for banks, companies, and SMEs to help address the market gaps. (2) Disseminate these capacity-building tools and organize training workshops for country-based staff and consultants to improve capacity and effectiveness, thereby supporting 15 existing and new country/regional level CG projects. (3) Raise awareness globally of good governance standards by actively engaging in CG events and meetings and encouraging the use of project tools by at least 45 local or international partners in countries where IFC has no active projects.
## Corporate Governance Product Development Project

<table>
<thead>
<tr>
<th>Project ID</th>
<th>591147</th>
<th>ONGOING</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AS PRODUCTS</strong></td>
<td>Corporate Governance</td>
<td></td>
</tr>
<tr>
<td><strong>DONORS</strong></td>
<td>IFC</td>
<td></td>
</tr>
<tr>
<td><strong>DESCRIPTION</strong></td>
<td>The goal of this program is to enhance IFC’s internal ability to deliver and strengthen IFC’s market position as a thought leader in key industries and special-initiative areas. By FY14, it is expected that SBA will have a strategic and structured approach to cross-product industry work, leading to better quality of industry-focused projects.</td>
<td></td>
</tr>
</tbody>
</table>

## Corporate Governance Advisory Services Product Line Development

<table>
<thead>
<tr>
<th>Project ID</th>
<th>560285</th>
<th>ONGOING</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AS PRODUCTS</strong></td>
<td>Corporate Governance</td>
<td></td>
</tr>
<tr>
<td><strong>DONORS</strong></td>
<td>IFC</td>
<td></td>
</tr>
<tr>
<td><strong>DESCRIPTION</strong></td>
<td>This effort is designed to move Corporate Governance (CG), now a developed product, firmly into the next level of strengthening the corporate governance network; further align Investment and Advisory Services (AS) activities; and increase the knowledge sharing, lessons learned and dissemination through strategic communications. We aim to simplify the process by which field based Advisory Services staff can recognize and capitalize on CG–AS intervention opportunities in their respective regions by endowing them with a good understanding of the history of the business line, the proven modes of intervention, and the resources available in the development and implementation of new corporate governance Advisory Services projects.</td>
<td></td>
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</tbody>
</table>

## Global Knowledge Management Project for Environmental, Social, and Trade Standards

<table>
<thead>
<tr>
<th>Project ID</th>
<th>590787</th>
<th>ONGOING</th>
</tr>
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<tbody>
<tr>
<td><strong>AS PRODUCTS</strong></td>
<td>Environmental, Social, and Trade Standards</td>
<td></td>
</tr>
<tr>
<td><strong>DONORS</strong></td>
<td>IFC, Netherlands</td>
<td></td>
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<tr>
<td><strong>DESCRIPTION</strong></td>
<td>The goal of this program is to support the strategic development and global knowledge management for the EST Standards product, as well as support delivery of EST Standards projects by IFC’s regional teams.</td>
<td></td>
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</table>

## Environmental and Social Management System Toolkit for Firms

<table>
<thead>
<tr>
<th>Project ID</th>
<th>592427</th>
<th>ONGOING</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AS PRODUCTS</strong></td>
<td>Environmental, Social, and Trade Standards</td>
<td></td>
</tr>
<tr>
<td><strong>DONORS</strong></td>
<td>Ireland, Luxembourg, Norway, Netherlands</td>
<td></td>
</tr>
<tr>
<td><strong>DESCRIPTION</strong></td>
<td>The objective of the project is to develop a toolkit that will enable firms in emerging markets to self-assess their environmental and social management capacity and implement an environmental and social management system consistent with the IFCs Environmental and Social Performance Standards.</td>
<td></td>
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</table>

## Biodiversity and Agricultural Commodities Program

<table>
<thead>
<tr>
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<th>523359</th>
<th>ONGOING</th>
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</thead>
<tbody>
<tr>
<td><strong>AS PRODUCTS</strong></td>
<td>Environmental, Social, and Trade Standards</td>
<td></td>
</tr>
<tr>
<td><strong>DONORS</strong></td>
<td>Global Environment Facility, Netherlands, IFC</td>
<td></td>
</tr>
<tr>
<td><strong>DESCRIPTION</strong></td>
<td>By supporting global market transformation efforts and the adoption of biodiversity-related Better Management Practices (BMPs), the project will increase biodiversity protection in the production landscape of four target commodity sectors: palm oil, soybeans, sugarcane, and cocoa.</td>
<td></td>
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<tr>
<td>Project Title</td>
<td>Project ID</td>
<td>Status</td>
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<tr>
<td>--------------</td>
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</tr>
<tr>
<td>Better Management Practices in Sugarcane</td>
<td>549330</td>
<td>ONGOING</td>
</tr>
<tr>
<td>Description</td>
<td>The objective of the project is to improve the sustainability of the sugarcane supply chain. Specifically, this project will develop a best management practices (BMPs) manual to document and share state-of-the-art management practices being used to manage and mitigate environmental and social risks. The manual will document the costs and benefits of BMPs to improve the business case and incentives for sugar market transformation and provide the basis for a new global standard.</td>
<td></td>
</tr>
</tbody>
</table>

| Better Work II (New industry scoping and support to Global Program) | 563027 | ONGOING | $1,227,288 | Environmental, Social, and Trade Standards | 1-Jan-11 | 31-Mar-14 | International Labour Organization, Japan, Netherlands, Ireland, Luxembourg, Netherlands, Norway, Disney |
| Description | IFC’s role in this partnership with the ILO on the Better Work program is to provide management and oversight to Better Work global that supports the most effective delivery of tools, best practices, data support, and quality oversight of seven country programs that aim to improve uptake and application of labor standards in the apparel sector. The seven countries are Cambodia, Haiti, Indonesia, Jordan, Lesotho, Nicaragua, and Vietnam. |

| SME Management Solutions | 571747 | ONGOING | $5,404,073 | Farmer and SME Training | 26-Sep-09 | 31-Jan-12 | Austria, Netherlands, Japan, Spain, IFC |
| Description | This project brings together Business Edge (BE) and SME Toolkit products under one umbrella unit, SME Management Solutions. The SMS Global unit provides IFC regions and industry departments with knowledge management (KM) support enabling them to offer the BE and SME Toolkit products either separately or increasingly as combined client solutions. In addition to KM, SMS Global manages a significant body of intellectual property quality controls product service delivery as well as operating an IT platform. SMS Global develops and manages strategic product partnerships (e.g. IBM), as well as global client relationships (e.g. Visa, Standard & Chartered). |

| Farmer and SME Training (FaST) Global Product Development Project | 591107 | ONGOING | $1,900,000 | Farmer and SME Training | 30-Nov-11 | 31-Dec-14 | Austria, IFC |
| Description | The objective of this program is to support the strategic development and global knowledge management for the FaST product, as well as to support delivery of FaST projects by IFC’s regional teams. |

<p>| Global Business Edge | 591967 | ONGOING | $1,884,400 | Farmer and SME Training | 1-Feb-12 | 31-Dec-13 | Austria, IFC, Netherlands |
| Description | The overall goal of this project is to support regions, countries, and other IFC business lines to facilitate SME capacity development by accessing, using, and delivering IFC’s Business Edge’s 52 quality-assured and regularly-updated modules in a cost-effective and consistent way. |</p>
<table>
<thead>
<tr>
<th>Project</th>
<th>Project ID</th>
<th>Status</th>
<th>Budget</th>
<th>AS Products</th>
<th>Start Date</th>
<th>End Date</th>
<th>Donors</th>
<th>Description</th>
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<tbody>
<tr>
<td>Global SME Toolkit</td>
<td>591987</td>
<td>ONGOING</td>
<td>$1,938,000</td>
<td>Farmer and SME Training</td>
<td>1-Mar-12</td>
<td>31-Mar-14</td>
<td>IFC, Netherlands</td>
<td>The goal of this project is to enable 15 regional- and country-level projects to improve their delivery of SME training and capacity-building based on the SME Toolkit in an inclusive and sustainable way.</td>
</tr>
<tr>
<td>Resource Efficiency Product Development Project</td>
<td>591207</td>
<td>ONGOING</td>
<td>$1,456,054</td>
<td>Resource Efficiency</td>
<td>3-Apr-12</td>
<td>30-Sep-14</td>
<td>IFC, Ireland, Luxembourg, Netherlands, Norway</td>
<td>This program supports the knowledge agenda for the Resource Efficiency product. The goal of the program is to enhance IFC’s ability to deliver high-quality projects and to strengthen IFC’s market position vis-à-vis energy efficiency and private sector-led green growth.</td>
</tr>
<tr>
<td>Global Cleaner Production (CP) Facility</td>
<td>568587</td>
<td>ONGOING</td>
<td>$8,460,000</td>
<td>Resource Efficiency</td>
<td>3-Aug-09</td>
<td>30-Jun-16</td>
<td>Earth Fund, Japan, Netherlands</td>
<td>The Facility will serve as an umbrella to seven regional CP programs, providing them with funding and global support to build local capacity. The regional CP programs will be implemented and managed by regional teams that will be responsible for their own target and strategy. The overall objectives of the Global CP Facility are: (1) Assisting the regions in ramping up their CP Advisory Services activities. (2) Assisting regional efforts to build CP capacity as requested with a target of two regions and creating a knowledge management base, which will be key to the Facility.</td>
</tr>
<tr>
<td>Extractive Industry Linkages Standardization</td>
<td>560125</td>
<td>ONGOING</td>
<td>$800,121</td>
<td>Strategic Community Investment</td>
<td>20-Nov-07</td>
<td>30-Jun-12</td>
<td>Netherlands, IFC, Norway</td>
<td>The objective of this project is to achieve standardization by enabling efficient replication of linkages products. The standardization activity will: (1) Harness consistent approaches. (2) Consolidate tools. (3) Pilot programs. (4) Benchmark approach and monitoring indicators with others in this field.</td>
</tr>
</tbody>
</table>
**Financial Valuation of Sustainability Investment in Extractive Industry (EI)**

**PROJECT ID** 566447  
**BUDGET** $1,313,150  
**AS PRODUCTS** Strategic Community Investment  
**DONORS** Netherlands, IFC, ICMM, Norway  
**START DATE** 7-Jul-09  
**END DATE** 30-Jun-12  
**DESCRIPTION** The goal of the project is to co-develop a rigorous field-tested financial valuation tool. The tool will specifically: (1) Develop a cost-benefit framework for the extractive industry’s sustainability projects. (2) Help extractive companies assess the bottom-line return on their social/sustainability investments. (3) Allow EI companies to make strategic decisions regarding the amount, focus, and timing of such investments, which ultimately should improve their local development impacts. (4) Strengthen community development staff, client management, and investors claims that sustainability interventions impact both the community and the company in potentially significant, inter-related ways. (5) Provide a public ‘knowledge’ good to serve as the foundation for new capacity-building programs for IFC staff, companies, and civil society. (6) Demonstrate that IFC and its clients who implement this tool are at the forefront of sustainable investment practices.

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**Research and Engagement on Private Equity Investing in Climate Change Abatement**

**PROJECT ID** 565127  
**BUDGET** $1,080,000  
**AS PRODUCTS** Sustainable and Inclusive Investing  
**DONORS** United Kingdom, Earth Fund, Japan  
**START DATE** 1-Jul-09  
**END DATE** 31-Dec-12  
**DESCRIPTION** The overall objective of this project is to stimulate a minimum of $750m of institutional investments, including IFC investment, in climate change abatement technologies in emerging markets, specifically through private equity and venture capital funds. The specific objectives are: (1) Provide IFC and other investors with relevant information to help inform their investment decisions in clean technologies and climate change-related private equity/venture capital funds in emerging markets. (2) Disseminate the research results to a minimum of 60% of the pension fund community (by AUM) as well as other investors in private equity. (3) Catalyze a commercially viable mechanism for periodic updates of this information.

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**Sustainable and Inclusive Investing Portfolio E&S Measurement**

**PROJECT ID** 570147  
**BUDGET** $746,000  
**AS PRODUCTS** Sustainable and Inclusive Investing  
**DONORS** IFC, Netherlands  
**START DATE** 9-Nov-09  
**END DATE** 30-Apr-13  
**DESCRIPTION** The objective of this project is to launch the first global standard for measuring environmental and social performance at an aggregate level in equity portfolios within two years. The standard will be developed using the IFC Performance Standards as its initial framework.

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**Sustainable Investing Tools & Training**

**PROJECT ID** 554486  
**BUDGET** $856,720  
**AS PRODUCTS** Sustainable and Inclusive Investing  
**DONORS** IFC, Netherlands, Switzerland  
**START DATE** 1-May-07  
**END DATE** 31-Jul-12  
**DESCRIPTION** The Sustainable and Inclusive Investing (SII) practice area’s overall objective is to increase long-term sustainable investments in emerging markets. SII aims to achieve that objective through: (1) Investor outreach. (2) Tools and training. (3) Investment product research and development. The tools and training project provides emerging market private equity, and private equity and portfolio investors with practical tools that will enable them to integrate sustainability value-drivers into investment decisions, and thereby increase investment in environmentally and socially sustainable companies.
<table>
<thead>
<tr>
<th>Project Title</th>
<th>Project ID</th>
<th>Status</th>
<th>Budget</th>
<th>AS Products</th>
<th>Start Date</th>
<th>End Date</th>
<th>Donors</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>Sustainable Energy Facility (REEF II)</td>
<td>502222</td>
<td>ONGOING</td>
<td>$6,264,389</td>
<td>Sustainable and Inclusive Investing</td>
<td>2-Dec-97</td>
<td>31-Dec-15</td>
<td>Global Environment Facility</td>
<td>The project seeks to: (1) Provide essential experience and credibility for IFC client, E+Co, thus enabling E+Co to launch one sustainable energy investment fund as a for-profit entity. (2) Provide $21M in financing to 45 sustainable energy SMEs in emerging markets while building their capacity. This $21M in financing is expected to leverage $208 million in financing. Once all the sustainable energy projects are implemented, they are expected to avoid 1.4 million MT/year of GHG emissions, and provide clean energy to 1.9 million people.</td>
</tr>
<tr>
<td>Financial Times/IFC Sustainable Finance Awards 2011-2012</td>
<td>584627</td>
<td>ONGOING</td>
<td>$834,720</td>
<td>Sustainable and Inclusive Investing</td>
<td>1-May-11</td>
<td>31-Jul-12</td>
<td>IFC, Netherlands</td>
<td>The IFC Financial Times Awards aim to: (1) Raise awareness of the business case for sustainable finance. (2) Promote IFC’s role as a leader in sustainable investment. (3) Increase interest and attention paid to sustainability management by financial institutions globally.</td>
</tr>
<tr>
<td>Global Knowledge Management Project for Sustainable and Inclusive Investing</td>
<td>589707</td>
<td>ONGOING</td>
<td>$917,000</td>
<td>Sustainable and Inclusive Investing</td>
<td>12-Apr-12</td>
<td>30-Sep-14</td>
<td>IFC, Ireland, Luxembourg, Netherlands, Norway</td>
<td>The goal of this project is to: (1) Enhance IFC’s internal ability to deliver the Sustainable and Inclusive Investing (SII) product, and (2) Strengthen IFC’s market position as a thought leader on SII through a strategic relationship with the Principles for Responsible Investment Initiative.</td>
</tr>
<tr>
<td>Conservation International 2</td>
<td>532744</td>
<td>ONGOING</td>
<td>$240,000</td>
<td>SBA-Other</td>
<td>23-Feb-05</td>
<td>15-Sep-12</td>
<td>EBFP, Global Enviroment Facility</td>
<td>The project’s goal is to promote Conservation International’s (CI) Verde Ventures conservation finance program with the objective to invest in at least 15 SMEs that will conserve and protect biodiversity and provide employment and social benefits to their communities.</td>
</tr>
<tr>
<td>Value Chain Finance Product Development Project</td>
<td>560705</td>
<td>ONGOING</td>
<td>$2,205,179</td>
<td>SBA-Other</td>
<td>1-Jan-08</td>
<td>31-Dec-13</td>
<td>IFC, Spain</td>
<td>The main objective of this project is to develop scalable, replicable models for IFC combined advisory/financial support for the development of Value Chain Finance (VCF). In addition, this project will develop the VCF Training Module (VCF-TM) as an advisory tool.</td>
</tr>
</tbody>
</table>
### InfoDev-Business Incubator -Training

**PROJECT ID** 570228  
**ONGOING**

<table>
<thead>
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<th>AS PRODUCTS</th>
<th>SBA-Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>DONORS</td>
<td>IFC</td>
</tr>
<tr>
<td>START DATE</td>
<td>18-Mar-09</td>
</tr>
<tr>
<td>END DATE</td>
<td>30-Jun-12</td>
</tr>
</tbody>
</table>

**DESCRIPTION**
The objectives of this project are as follows: (1) Develop a state-of-the-art training program for developing-country business incubator managers consisting of 10 training modules. (2) As a pilot, train 20-30 business incubator managers from 10-15 incubators and measure the improvement of their know-how with a pre- and post-training assessment. (3) In the longer term (post-project), use the training program to train an estimated 800 business incubator managers in developing countries over a four- to five-year time period.

### Risk Governance

**PROJECT ID** 570368  
**ONGOING**

<table>
<thead>
<tr>
<th>AS PRODUCTS</th>
<th>SBA-Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>DONORS</td>
<td>Austria, Netherlands</td>
</tr>
<tr>
<td>START DATE</td>
<td>1-Feb-10</td>
</tr>
<tr>
<td>END DATE</td>
<td>30-Jun-12</td>
</tr>
</tbody>
</table>

**DESCRIPTION**
This program is intended to provide directors with the tools needed for effective oversight of the risk-taking in their firms. The program seeks to enhance each board’s risk oversight structures, processes, and competence. The program is intended to provide a public good to the business community in which training sessions are conducted.

### Inclusive Business—Global

**PROJECT ID** 587487  
**ONGOING**

<table>
<thead>
<tr>
<th>AS PRODUCTS</th>
<th>SBA-Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>DONORS</td>
<td>Netherlands</td>
</tr>
<tr>
<td>START DATE</td>
<td>1-Aug-11</td>
</tr>
<tr>
<td>END DATE</td>
<td>31-Dec-12</td>
</tr>
</tbody>
</table>

**DESCRIPTION**
The project’s overarching objective is to develop a knowledge base through publications, reports, and base-of-the-pyramid reach tools. This will help IFC to stimulate more investment and advisory activity in inclusive business and provide the necessary tools to enable these models to scale and grow.

### Environmental Business Finance Program

**PROJECT ID** 504446  
**ONGOING**

<table>
<thead>
<tr>
<th>AS PRODUCTS</th>
<th>SBA-Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>DONORS</td>
<td>Global Environment Facility, IFC</td>
</tr>
<tr>
<td>START DATE</td>
<td>23-May-00</td>
</tr>
<tr>
<td>END DATE</td>
<td>30-Jun-14</td>
</tr>
</tbody>
</table>

**DESCRIPTION**
In order to develop a sustainable market for commercial Global Environment Facility-eligible SMEs, the EBFP has identified the following objectives: (1) Provide SMEs involved in Global Environment Facility eligible activities and other sector players that support SMEs involved in Global Environment Facility-eligible activities with access to financing by developing lending programs with mainstream financial institutions for these target groups. (2) Build the technical capacity of eligible SMEs and FIs. (3) Raise consumers’ awareness of these SME products and services.

### FICAT Rollout

**PROJECT ID** 572367  
**ONGOING**

<table>
<thead>
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<th>AS PRODUCTS</th>
<th>SBA-Other</th>
</tr>
</thead>
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<td>DONORS</td>
<td>IFC, Finland, Ireland, Luxembourg, Netherlands, Norway</td>
</tr>
<tr>
<td>START DATE</td>
<td>2-Nov-09</td>
</tr>
<tr>
<td>END DATE</td>
<td>30-Sep-12</td>
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</table>

**DESCRIPTION**
The long-term objective is to get FICAT recognized as a key measurement tool to implement global FPS carbon emissions standards that are currently being defined by the World Resource Institute and World Business Council on Sustainable Development.
### WaterHealth International (WHI)

<table>
<thead>
<tr>
<th>PROJECT ID</th>
<th>521702</th>
</tr>
</thead>
<tbody>
<tr>
<td>AS PRODUCTS</td>
<td>SBA-Other</td>
</tr>
<tr>
<td>DONORS</td>
<td>Netherlands, IFC</td>
</tr>
<tr>
<td>BUDGET</td>
<td>$231,829</td>
</tr>
<tr>
<td>START DATE</td>
<td>2-Feb-04</td>
</tr>
<tr>
<td>END DATE</td>
<td>31-Aug-14</td>
</tr>
<tr>
<td>DESCRIPTION</td>
<td>This is a $1.2 million IFC equity investment as part of a $3.2 million financing round for WHI, a company that provides clean drinking water to underserved rural and peri-urban populations in emerging markets. WHI has an innovative ultra-violet disinfection technology and innovative “water store” or “micro utility” business model. WHI plans to build a management, sales and marketing, and service maintenance infrastructure in the Philippines to become the market leader in the peri-urban distributed-water market, eventually expanding into the rural areas.</td>
</tr>
</tbody>
</table>

### Climate Risk Studies

<table>
<thead>
<tr>
<th>PROJECT ID</th>
<th>562756</th>
</tr>
</thead>
<tbody>
<tr>
<td>AS PRODUCTS</td>
<td>SBA-Other</td>
</tr>
<tr>
<td>DONORS</td>
<td>Norway, Finland</td>
</tr>
<tr>
<td>BUDGET</td>
<td>$1,700,000</td>
</tr>
<tr>
<td>START DATE</td>
<td>2-Feb-09</td>
</tr>
<tr>
<td>END DATE</td>
<td>23-Jan-13</td>
</tr>
<tr>
<td>DESCRIPTION</td>
<td>The intention of the program is to undertake a series of pilot studies that will examine different aspects and components of the climate risk subject (e.g. availability of the necessary data, studying the appropriateness of climate models for particular locations investment projects in public-private partnerships, insurance, community, etc). The studies will build upon each other and aim to produce a comprehensive understanding of risks, methods, and adaptation options specific to the private-sector investment characteristics.</td>
</tr>
</tbody>
</table>

### Knowledge for Special Initiatives and Cross-product Industry Work

<table>
<thead>
<tr>
<th>PROJECT ID</th>
<th>590927</th>
</tr>
</thead>
<tbody>
<tr>
<td>AS PRODUCTS</td>
<td>SBA-Other</td>
</tr>
<tr>
<td>DONORS</td>
<td>IFC</td>
</tr>
<tr>
<td>BUDGET</td>
<td>$1,065,000</td>
</tr>
<tr>
<td>START DATE</td>
<td>1-Apr-12</td>
</tr>
<tr>
<td>END DATE</td>
<td>30-Sep-14</td>
</tr>
<tr>
<td>DESCRIPTION</td>
<td>The goal of this program is to enable SBA to play its role as the agribusiness focal point among business lines as articulated in the Advisory Services Strategy FY13–15; as well as help implement the Forestry Strategy of 2011. As such, it aims to enhance IFC’s ability to deliver and to strengthen IFC’s market position as a thought leader in the key industries of agribusiness and forestry.</td>
</tr>
</tbody>
</table>

### G-20 Inclusive Business Innovation Recognition Challenge

<table>
<thead>
<tr>
<th>PROJECT ID</th>
<th>591167</th>
</tr>
</thead>
<tbody>
<tr>
<td>AS PRODUCTS</td>
<td>SBA-Other</td>
</tr>
<tr>
<td>DONORS</td>
<td>IFC, Germany</td>
</tr>
<tr>
<td>BUDGET</td>
<td>$981,980</td>
</tr>
<tr>
<td>START DATE</td>
<td>3-Oct-11</td>
</tr>
<tr>
<td>END DATE</td>
<td>30-Jun-13</td>
</tr>
<tr>
<td>DESCRIPTION</td>
<td>IFC’s objective with the G-20 Inclusive Business Innovation Recognition Challenge is to accelerate the South-South spread of commercially viable Inclusive Business Models that expand opportunity and access for people living at the base of the pyramid in developing countries. To reach this objective, the Challenge will identify, showcase, and recognize up to 15 replicable models as well as identify solutions for existing obstacles to South-South replication.</td>
</tr>
</tbody>
</table>

### Women in Business Knowledge Management (KM)

<table>
<thead>
<tr>
<th>PROJECT ID</th>
<th>570627</th>
</tr>
</thead>
<tbody>
<tr>
<td>AS PRODUCTS</td>
<td>SBA-Other</td>
</tr>
<tr>
<td>DONORS</td>
<td>IFC, United Kingdom, Sweden</td>
</tr>
<tr>
<td>BUDGET</td>
<td>$923,184</td>
</tr>
<tr>
<td>START DATE</td>
<td>1-Jul-09</td>
</tr>
<tr>
<td>END DATE</td>
<td>30-Jun-12</td>
</tr>
<tr>
<td>DESCRIPTION</td>
<td>The objective of this KM project is to support IFC’s Gender program in deepening and expanding its product outreach through business lines and regional offices with the goal of promoting women in business globally.</td>
</tr>
</tbody>
</table>
### SBA Climate Change Product Development Project

<table>
<thead>
<tr>
<th>PROJECT ID</th>
<th>592707</th>
<th>ONGOING</th>
</tr>
</thead>
<tbody>
<tr>
<td>AS PRODUCTS</td>
<td>SBA-Other</td>
<td></td>
</tr>
<tr>
<td>DONORS</td>
<td>Austria, IFC</td>
<td></td>
</tr>
<tr>
<td>DESCRIPTION</td>
<td>This program supports the knowledge agenda related to mitigation of and adaptation to climate change, allowing for delivery of the Advisory Services Strategy FY13–15, for the IFC to unlock investment opportunities and make progress toward the IDGs related to climate change. The program will enhance IFC’s capacity to manage, innovate, and deliver Climate Change Advisory Services that catalyze private-sector investment that support climate change mitigation and adaptation, thus supporting one of IFC’s core areas of strategic focus.</td>
<td></td>
</tr>
<tr>
<td>START DATE</td>
<td>3-Apr-12</td>
<td></td>
</tr>
<tr>
<td>END DATE</td>
<td>30-Sep-14</td>
<td></td>
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<tr>
<td>BUDGET</td>
<td>$940,000</td>
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</table>

### SECI Advisory Strategy for Climate Change-Related Interventions

<table>
<thead>
<tr>
<th>PROJECT ID</th>
<th>565613</th>
<th>PHASED OUT</th>
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<tbody>
<tr>
<td>AS PRODUCTS</td>
<td>SBA-Other</td>
<td></td>
</tr>
<tr>
<td>DONORS</td>
<td>IFC</td>
<td></td>
</tr>
<tr>
<td>DESCRIPTION</td>
<td>The goal of the program is to develop and test, in two IFC countries of operation, an analytical framework for assessing and prioritizing Advisory Services that address climate change issues. The work will consider strategy from both a regional perspective and an industry department perspective. The framework will not be limited to SBA business line projects, rather it will look at opportunities to incorporate climate change elements into other programs’ work e.g. policy advice in Investment Climate business line, or access to energy services in Infrastructure business line. It is anticipated that the work and its presentation to Advisory Services general managers will lead to greater interest in developing climate change projects and that the tools developed/tested will lead to new projects having more accurate greenhouse gas projections and overall better quality.</td>
<td></td>
</tr>
<tr>
<td>START DATE</td>
<td>12-Jan-09</td>
<td></td>
</tr>
<tr>
<td>END DATE</td>
<td>27-Feb-12</td>
<td></td>
</tr>
<tr>
<td>BUDGET</td>
<td>$640,000</td>
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### Fuel Cell Financing for Distributed Generation Applica—Phase 1

<table>
<thead>
<tr>
<th>PROJECT ID</th>
<th>507107</th>
<th>CLOSED</th>
</tr>
</thead>
<tbody>
<tr>
<td>AS PRODUCTS</td>
<td>Clean Energy</td>
<td></td>
</tr>
<tr>
<td>DONORS</td>
<td>Global Environment Facility, IFC</td>
<td></td>
</tr>
<tr>
<td>DESCRIPTION</td>
<td>The long-term objective of the initiative is to catalyze the creation of sustainable markets for fuel cells in suitable stationary power applications in Global Environment Facility-eligible countries. The IFC/Global Environment Facility initiative is designed to support market conditioning, regulatory reform, sustainable commercialization, and long-term financial viability of fuel cell technologies in developing countries.</td>
<td></td>
</tr>
<tr>
<td>START DATE</td>
<td>29-Aug-01</td>
<td></td>
</tr>
<tr>
<td>END DATE</td>
<td>29-Aug-11</td>
<td></td>
</tr>
<tr>
<td>BUDGET</td>
<td>$350,000</td>
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</tr>
</tbody>
</table>

### Renewable and Sustainable Energy Program

<table>
<thead>
<tr>
<th>PROJECT ID</th>
<th>545184</th>
<th>CLOSED</th>
</tr>
</thead>
<tbody>
<tr>
<td>AS PRODUCTS</td>
<td>Clean Energy</td>
<td></td>
</tr>
<tr>
<td>DONORS</td>
<td>IFC</td>
<td></td>
</tr>
<tr>
<td>DESCRIPTION</td>
<td>RASEP is set up to: (1) Develop market surveys, general regulatory reviews, and/or economic/financial analysis of prototype renewable energy projects (i.e. wind, biomass, hydro, geothermal etc.). (2) Help to review prospective investment projects that often require specialized technical expertise to evaluate renewable energy resource potential, applicability of proposed energy generation technology and other critical technical and financial structuring or co-financing issues. (3) Assist sponsors to conduct studies that facilitate preparation of their projects in a manner that effectively mitigates key technical and regulatory risks. (4) Evaluate the legal and technical aspects of host-country regulatory frameworks. (5) Provide support to prospective sponsors and host governments to improve regulatory frameworks for renewable and sustainable energy projects.</td>
<td></td>
</tr>
<tr>
<td>START DATE</td>
<td>1-May-06</td>
<td></td>
</tr>
<tr>
<td>END DATE</td>
<td>30-Jun-11</td>
<td></td>
</tr>
<tr>
<td>BUDGET</td>
<td>$2,757,977</td>
<td></td>
</tr>
</tbody>
</table>
## Bio-Trade Program

**PROJECT ID** 557585  
**CLOSED**

**AS PRODUCTS** Environmental, Social, and Trade Standards

<table>
<thead>
<tr>
<th>DONORS</th>
<th>IFC, Netherlands, Denmark</th>
</tr>
</thead>
</table>

**DESCRIPTION** The goal of the Bio-Trade program is to contribute to the reduction of poverty and the conservation of biodiversity through the development and growth of the bio-trade market, including its enabling environment, and private-sector entrepreneurs. The objective of this project is to: (1) Support the institutional development and financial consolidation of the Union for Ethical Bio-Trade as the vehicle to develop and validate the principles and criteria that define bio-trade. (2) Create a verification framework to differentiate sustainable biodiversity-based products from the rest of the market.

## Agribusiness Supply Chain Development Product

**PROJECT ID** 560365  
**CLOSED**

**AS PRODUCTS** Environmental, Social, and Trade Standards

<table>
<thead>
<tr>
<th>DONORS</th>
<th>IFC, Netherlands</th>
</tr>
</thead>
</table>

**DESCRIPTION** The objective of this project is to support standardization of the Agribusiness Supply Chain Development Product to become a “mature” Advisory Services product offering within the Linkages product. IFC Linkages programs create business opportunities for micro (farmer), small, and medium enterprises on national, regional, and/or community level through IFC’s relationships with large corporates.

## IFC SME Strategy Implementation Support and Responsible Supply Chain Project

**PROJECT ID** 572587  
**CLOSED**

**AS PRODUCTS** Farmer and SME Training

<table>
<thead>
<tr>
<th>DONORS</th>
<th>IFC</th>
</tr>
</thead>
</table>

**DESCRIPTION** The objectives of the project are: (1) To support the functions of the SME Steering Committee and the SME Working Group. (2) To launch Responsible Supply Chain (RSC) (Supply Chain 3.0) as a special initiative under the SME Strategy. The primary objective of RSC is to open new delivery channels for IFC to reach significant higher number of MSMEs through engagements with (new) global real-sector corporate clients, and so achieve greater development impact.

## GMS forestry

**PROJECT ID** 574128  
**CLOSED**

**AS PRODUCTS** Farmer and SME Training

<table>
<thead>
<tr>
<th>DONORS</th>
<th>IFC</th>
</tr>
</thead>
</table>

**DESCRIPTION** The objective of this project is to develop and scale up the product offering to IFC clients in the forestry sector, and ensure an uptake of this offering by Investment Services and regional facilities.

## Investor Outreach

**PROJECT ID** 570768  
**CLOSED**

**AS PRODUCTS** Sustainable and Inclusive Investing

<table>
<thead>
<tr>
<th>DONORS</th>
<th>IFC, Netherlands, Sweden</th>
</tr>
</thead>
</table>

**DESCRIPTION** The objective of this project is to: (1) Demonstrate that intervention directed at asset owners can significantly increase sustainable investing flows to emerging markets by $500 million. (2) In the process of engaging with asset owners, identify three opportunities for project intervention at both the global and regional levels.
<table>
<thead>
<tr>
<th>Project Title</th>
<th>Project ID</th>
<th>Status</th>
<th>Budget</th>
<th>AS Products</th>
<th>Donors</th>
<th>Start Date</th>
<th>End Date</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doing Sustainable Investment</td>
<td>564127</td>
<td>CLOSED</td>
<td>$381,000</td>
<td>Sustainable and Inclusive Investing</td>
<td>Netherlands, Canada, Luxembourg, IFC</td>
<td>21-Jul-08</td>
<td>30-Apr-11</td>
<td>The objective of this project is to gather and publish data on the state of the sustainable investment industry in the top five markets. The data gathered in these studies will serve two purposes: (1) To inform the public and relevant market players about the state of sustainable investments in the markets studied, including the opportunities those markets present. (2) To inform management decisions on the specific market failures to be addressed and the feasibility of further IFC interventions to address such failures and stimulate each of these markets.</td>
</tr>
<tr>
<td>Distributor Finance</td>
<td>564867</td>
<td>CLOSED</td>
<td>$713,200</td>
<td>Sustainable and Inclusive Investing</td>
<td>Japan, IFC</td>
<td>1-Nov-07</td>
<td>30-Jun-11</td>
<td>The primary objectives of this project are: (1) Provide a forum for investors, Indian companies, and other key stakeholders to share experiences and challenges in adopting sustainable investing practices. Investors are not aware of the types of sustainability practices undertaken by Indian firms, and the firms are not aware of what investors are looking for, nor are they receiving enough guidance on how to incorporate sustainability into their businesses. (2) Provide exposure for India’s S&amp;P ESG Index and for sustainability leaders such as the National Stock Exchange (NSE). The Index (jointly developed by IFC and supported by NSE) is now at a stage where additional marketing and exposure are needed.</td>
</tr>
<tr>
<td>Global Corporate Governance (CG) Forum (phase #)</td>
<td>579967</td>
<td>PIPELINE</td>
<td>$3,650,000</td>
<td>Corporate Governance</td>
<td>Austria, Canada, France, IFC, Japan, Luxembourg, Netherlands, Norway, Switzerland</td>
<td>TBD</td>
<td>--</td>
<td>This program will have two components: (1) Disseminate and adapt knowledge products and serve as a global knowledge resource for existing CG projects, as well as at least 50 follow-on CG projects. (2) Increase the momentum, outreach, and scope of corporate governance reform efforts by building the capacity of at least five local institutions to champion CG practice regionally. These institutions (CG centers) are expected to foster South-South cooperation and help accelerate the implementation of corporate governance practices—especially in IDA countries.</td>
</tr>
</tbody>
</table>
### Global Food Safety

| PROJECT ID | 592807 |
| AS PRODUCTS | Environmental, Social, and Trade Standards |
| DONORS | IFC, Netherlands, To be raised |
| BUDGET | $1,100,000 |
| START DATE | 1-Sep-12 |
| DESCRIPTION | The goal of the program is to develop food safety advisory as a program on a global level within IFC. The added value of the project is to: (1) Inspire and support implementation at regional level. (2) Support engagement with global clients. |

### Inclusive Business (IB) Challenge Prototype

| PROJECT ID | 590447 |
| AS PRODUCTS | SBA-Other |
| DONORS | Japan |
| BUDGET | $1,000,000 |
| START DATE | 1-Jan-12 |
| END DATE | -- |
| DESCRIPTION | The IB Challenge Prototype’s overarching objective is to create knowledge and tools to understand the role of grant funding in increasing the participation of existing private-sector companies in inclusive business projects. There have been a few challenge funds provided by donors, but none of them has been implemented by a development finance institution focused on the private sector. The Challenge will target a limited number of client and non-client companies that are strategically looking for a partnership to invest in emerging markets, or are interested in investing independently, but need partial support to implement the investment’s pilot phase. |

### SBA Engagement Framework and Tool from Sustainability Strategy work

<p>| PROJECT ID | 585348 |
| AS PRODUCTS | SBA-Other |
| DONORS | IFC |
| BUDGET | $698,000 |
| START DATE | TBD |
| END DATE | -- |
| DESCRIPTION | There are three related objectives under this project. (1) A short-term objective is to adapt the current Sustainability Strategy tool to reflect the new SBA product structure and the new Performance Standards version. (2) A medium-term objective is to offer and apply the tool with at least eight clients in both the Latin America and Africa regions, with a focus in the agribusiness sector, in order to “learn by doing” and further refine the tool. (3) The primary and long-term objective is to have the recommendations from the tool result in at least 12 follow-on SBA projects, where at least a third of these projects would be in Africa. |</p>
<table>
<thead>
<tr>
<th>Project Name</th>
<th>Project ID</th>
<th>Status</th>
<th>Budget</th>
<th>AS Products</th>
<th>Start Date</th>
<th>End Date</th>
<th>Donors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lighting Africa IFC</td>
<td>521198</td>
<td>ONGOING</td>
<td>$4,261,758</td>
<td>Clean Energy</td>
<td>1-May-07</td>
<td>30-Jun-13</td>
<td>Global Environment Facility, Italy, Luxembourg, IFC</td>
</tr>
<tr>
<td><strong>DESCRIPTION</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>The project’s main development objectives are: (1) Increase access to affordable, modern off-grid lighting services for low income households and SMEs in Africa. The project will catalyze and support African and international lighting companies to enter the African market by providing them with consumer, distribution/supply chain, and marketing insights to inform the development of their business, product design, and market-entry plans. (2) Develop quality standards for the off-grid lighting products to instill confidence in consumers, mitigate market spoilage from poor-quality products, and mobilize investments from financial institutions that have regarded this sector as high-risk.</td>
</tr>
<tr>
<td>Lighting Africa Kenya</td>
<td>555905</td>
<td>ONGOING</td>
<td>$5,071,170</td>
<td>Clean Energy</td>
<td>1-Jan-08</td>
<td>30-Jun-13</td>
<td>Global Environment Facility, Italy</td>
</tr>
<tr>
<td><strong>DESCRIPTION</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>The overall program goal is increased access to better, cleaner, and safer off-grid lighting for 1.5 million people in Kenya. This contributes to the IFC development goal of increasing access to basic infrastructure.</td>
</tr>
<tr>
<td>Lighting Africa Ghana</td>
<td>555906</td>
<td>ONGOING</td>
<td>$2,700,000</td>
<td>Clean Energy</td>
<td>1-Jan-08</td>
<td>30-Jun-12</td>
<td>Global Environment Facility, Italy</td>
</tr>
<tr>
<td><strong>DESCRIPTION</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>The project’s main development objective is to increase access to affordable, modern off-grid lighting services. The overall program goal is to increase access to better, cleaner, and safer off-grid lighting for 500,000 people in Ghana. This contributes to the IFC development goal of increasing access to basic infrastructure.</td>
</tr>
<tr>
<td>Africa Renewable Energy Advisory Services</td>
<td>595447</td>
<td>ONGOING</td>
<td>$1,550,000</td>
<td>Clean Energy</td>
<td>1-Apr-12</td>
<td>30-Jun-15</td>
<td>Clean Technology Fund</td>
</tr>
<tr>
<td><strong>DESCRIPTION</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>The Africa Renewable Energy Advisory Services (AREAS) program is a regional program beginning with activities in Kenya and South Africa, and will later expand to Tanzania and possibly one other country. The overarching goals of AREAS-South Africa are: (1) Assist government to meet its targets for universal electrification in the country by 2020 by addressing barriers to private-sector involvement with a particular focus on Renewable Energy (RE) in the non-grid space. (2) Create greater space for the private sector in the country’s overall Electrification Roadmap, particularly in the non-grid RE market, and articulate how to best leverage its innovation, capabilities, and financial strength to increase access to these services for the 3.4 million currently unelectrified households.</td>
</tr>
</tbody>
</table>
### Nigeria Corporate Governance Program

**PROJECT ID** 560065  **ONGOING**  
**BUDGET** $2,209,500

**AS PRODUCTS** Corporate Governance

**DONORS** African Development Bank, Japan, IFC, Netherlands

**START DATE** 1-Nov-07  **END DATE** 30-Sep-13

**DESCRIPTION** The objectives of the project are: (1) To enhance the efficiency and transparency of the Nigerian banking sector by improving corporate governance policies and practices. (2) In the context of the Financial Markets Recovery program (FMRP), the Global Corporate Governance (CG) Forum aims to set up a CG center in Nigeria in line with its second strategic objective that will be a center of excellence, focused on supporting CG reforms in the banking sector. (3) The Risk Management unit of IFC’s Access to Finance business line will be supporting the objectives of the project to improve/develop the overall risk management capacity of the Nigerian financial market by working with local banks to identify and evaluate gaps, prioritizing improvement opportunities, and assisting to strengthen specific risk management areas and functions such as risk governance, credit risk (including workout management), market risk, liquidity risk, operational risk, and asset liability management.

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### Roundtable for Sustainable Palm Oil (RSPO) Certification in Ghana

**PROJECT ID** 584487  **ONGOING**  
**BUDGET** $583,982

**AS PRODUCTS** Environmental, Social, and Trade Standards

**DONORS** IFC

**START DATE** 1-Nov-11  **END DATE** 30-Jun-14

**DESCRIPTION** The overall goal of this program is to make palm oil production in West Africa more sustainable and efficient. The objective of this project is to test the recently approved National Interpretation of RSPO in Ghana and feedback the lessons into the guidance documents. By the end of the project, a revised version of the RSPO guidance documents for Ghana will be produced, with lessons from pilot certification in one large plantation and scheme small holders groups.

---

### Roundtable for Sustainable Palm Oil (RSPO) National Interpretation for Liberia

**PROJECT ID** 588867  **ONGOING**  
**BUDGET** $750,000

**AS PRODUCTS** Environmental, Social, and Trade Standards

**DONORS** IFC, Ireland, Norway, Netherlands, New Zealand

**START DATE** 1-Jul-12  **END DATE** 30-Jun-14

**DESCRIPTION** The project objectives are: (1) To complete the national endorsement of RSPO for Liberia. (2) Make RSPO Principles and Criteria known to the industry, NGOs, government, and other key stakeholders in-country. (3) Produce at least two specific guidance tools for smallholder palm oil growers to apply RSPO and associate themselves to larger plantations and mills.

---

### Roundtable for Sustainable Palm Oil (RSPO) National Interpretation in Sierra Leone

**PROJECT ID** 588869  **ONGOING**  
**BUDGET** $750,000

**AS PRODUCTS** Environmental, Social, and Trade Standards

**DONORS** IFC, Ireland, Norway, Netherlands, New Zealand

**START DATE** 1-Jan-12  **END DATE** 30-Jun-14

**DESCRIPTION** The project will: (1) Complete the national endorsement of RSPO for Sierra Leone. (2) Make RSPO Principles and Criteria known to the industry, NGOs, Government, and other key stakeholders in country. (3) Produce at least two specific guidance tools for smallholder palm oil growers to apply RSPO and associate themselves to larger plantations and mills.
### Zambia Emergent Farmers Finance and Support Program

**PROJECT ID**: 571730
**BUDGET**: $717,000

**AS PRODUCTS**: Farmer and SME Training

**DONORS**: IFC

**START DATE**: 28-Feb-10

**END DATE**: 31-Aug-12

**DESCRIPTION**: The project will look to increase Zambia’s emerging farmers’ access to finance, extension services, market, information, and inputs by developing the institutional capacity and skill capacity of Zanaco and ZNFU. The Access to Finance piece, together with the extension services and market access work will work, toward a significant increase in farmer productivity, with the target being a 30% increase with a potential sales revenue increase of 5%. This will be done by delivery of Advisory Services via a combined team of IFC staff and consultants.

### Venture SME Management Solutions—Sierra Leone

**PROJECT ID**: 573287
**BUDGET**: $897,500

**AS PRODUCTS**: Farmer and SME Training

**DONORS**: IFC, Ireland, Norway, Netherlands, New Zealand

**START DATE**: 1-Jan-10

**END DATE**: 30-Sep-12

**DESCRIPTION**: The objective of SMS Sierra Leone is to enhance the performance and competitiveness of SMEs in Sierra Leone. The program will train 300 SMEs and link 50 of them to investment either through the Ventures fund or other financial institutions. The program expects to train 150 SMEs, from which at least 20% will be financed by the SME Ventures fund manager, and a report on the market assessment from Nathan EME Ltd. will be concluded.

### Venture SME Management Solutions—Liberia

**PROJECT ID**: 574607
**BUDGET**: $792,500

**AS PRODUCTS**: Farmer and SME Training

**DONORS**: IFC

**START DATE**: 1-Dec-09

**END DATE**: 30-Sep-12

**DESCRIPTION**: The objective of SMS Liberia is to enhance the performance and competitiveness of SMEs in Liberia by providing world-class capacity-building services. The program will train 150 SMEs and link at least 30 of them to investment either through the Ventures fund or other financial institutions. Based on initial missions and reports, the program expects to train at least 150 SMEs and assist at least 20% of those in raising financing. A market assessment report, from which firm estimates will be derived, will be concluded by Nathan EME.

### Ecom—Kenya

**PROJECT ID**: 569407
**BUDGET**: $446,547

**AS PRODUCTS**: Farmer and SME Training

**DONORS**: IFC

**START DATE**: 11-Apr-11

**END DATE**: 31-Dec-13

**DESCRIPTION**: The overriding objective of the IFC/Ecom Kenya project is to raise productivity and improve quality of coffee in seven cooperatives in Kenya. The project also will contribute to the development and testing of farmer training tools, methods, and procedures as part of the Farmer And SME Training (FaST) product.

### SME Management Solutions—Africa

**PROJECT ID**: 578327
**BUDGET**: $7,419,085

**AS PRODUCTS**: Farmer and SME Training

**DONORS**: Denmark, IFC, Ireland, Norway, Netherlands, New Zealand

**START DATE**: 1-Sep-11

**END DATE**: 30-Jun-14

**DESCRIPTION**: MSMEs lack access to quality capacity-building services. This program aims to address the management skills gap and increases the performance of SMEs in sub-Saharan Africa.
<table>
<thead>
<tr>
<th>Project Name</th>
<th>PROJECT ID</th>
<th>Status</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>DRC SME Development Program</td>
<td>547765</td>
<td>ONGOING</td>
<td>$2,324,703</td>
</tr>
<tr>
<td><strong>AS PRODUCTS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Farmer and SME Training</td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>DONORS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IFC, Japan, Ireland, Netherlands, Norway, New Zealand</td>
<td></td>
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</tr>
<tr>
<td><strong>DESCRIPTION</strong></td>
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<tr>
<td>The DRC SME Development program will foster private-sector-led</td>
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<tr>
<td>growth through the provision of wholesale support to enterprises</td>
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<tr>
<td>Growth of micro, small, and medium enterprises (including</td>
<td></td>
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<tr>
<td>farmers) will potentially contribute to employment creation,</td>
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<tr>
<td>creation of productive activities, and economic growth in</td>
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<tr>
<td>several sectors of the economy and in various provinces.</td>
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<tr>
<td>To this end, the program primarily will aim to strengthen the</td>
<td></td>
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<tr>
<td>capacity of business development service providers, and</td>
<td></td>
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<tr>
<td>improve the supply, quality, and relevance of high-quality</td>
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<tr>
<td>training and Advisory Services to small businesses.</td>
<td></td>
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</tr>
</tbody>
</table>

| Rwanda Entrepreneurship Development Program                      | 546965     | ONGOING    | $5,407,864   |
| **AS PRODUCTS**                                                  |            |            |              |
| Farmer and SME Training                                         |            |            |              |
| **DONORS**                                                      |            |            |              |
| European Commission, Belgium, Japan, Netherlands, SOFINEX       |            |            |              |
| **DESCRIPTION**                                                 |            |            |              |
| The overall goal of the REDP is to support the growth and       |            |            |              |
| competitiveness of the small- and medium-sized enterprises (SME)|            |            |              |
| sector and enhance local entrepreneurship. Implementation of the|            |            |              |
| program objectives began in March 2009, and all the objectives  |            |            |              |
| were set to be achieved by June 2011, now expanded to June 2014.|            |            |              |

| Africa Schools—Kenya                                            | 550745     | ONGOING    | $1,737,555   |
| **AS PRODUCTS**                                                  |            |            |              |
| Farmer and SME Training                                         |            |            |              |
| **DONORS**                                                      |            |            |              |
| African Development Bank, Japan, IFC, Netherlands, Norway,      |            |            |              |
| Denmark, United Kingdom, African Development Fund               |            |            |              |
| **DESCRIPTION**                                                 |            |            |              |
| The overarching objective of the Advisory Services intervention |            |            |              |
| is to support the government of Kenya’s need to improve the     |            |            |              |
| infrastructure and quality of education offered in the country.  |            |            |              |

| Africa Schools—Uganda                                           | 574467     | ONGOING    | $864,505     |
| **AS PRODUCTS**                                                  |            |            |              |
| Farmer and SME Training                                         |            |            |              |
| **DONORS**                                                      |            |            |              |
| IFC                                                              |            |            |              |
| **DESCRIPTION**                                                 |            |            |              |
| The overarching objective of this Advisory Services intervention |            |            |              |
| is to support the government of Uganda’s need to improve the    |            |            |              |
| infrastructure and quality of education offered by private      |            |            |              |
| schools.                                                        |            |            |              |

| Africa Schools—Rwanda                                           | 565871     | ONGOING    | $671,558     |
| **AS PRODUCTS**                                                  |            |            |              |
| Farmer and SME Training                                         |            |            |              |
| **DONORS**                                                      |            |            |              |
| African Development Bank, IFC, Japan, Netherlands                |            |            |              |
| **DESCRIPTION**                                                 |            |            |              |
| The overarching objective of the Advisory Services intervention |            |            |              |
| is to support the Government of Rwanda’s need to improve the    |            |            |              |
| infrastructure and quality of education offered by private      |            |            |              |
| schools.                                                        |            |            |              |
Africa Schools—Ghana

**PROJECT ID**: 537655  
**ONGOING**

**BUDGET**: $1,635,000

**AS PRODUCTS**: Farmer and SME Training

**START DATE**: 1-Oct-05

**DONORS**: African Development Bank, Japan, IFC, Netherlands, Norway, Denmark, United Kingdom, African Development Fund

**END DATE**: 29-Feb-12

**DESCRIPTION**: The objective of the Advisory Services intervention is to improve the quality and availability of private education in Ghana, to support the country’s need for improvement and expansion of opportunities in the education sector. Specifically, it will involve direct Advisory Services and financing support through IFC’s risk-sharing facility agreements with TTB and Ecobank, as well as financing through identified microfinance institutions (EB Accion, etc) to private-sector education institutions to expand their facilities and improve their skills in education management and delivery. The impact expected is a more vibrant private schools sector capable of meeting the growing gap between public-sector supply of primary and secondary schools and the demand for quality enrollment places.

Africa Schools—Liberia

**PROJECT ID**: 568767  
**ONGOING**

**BUDGET**: $835,000

**AS PRODUCTS**: Farmer and SME Training

**START DATE**: 1-Sep-10

**DONORS**: Ireland, Sweden, Norway, Netherlands, New Zealand

**END DATE**: 30-Jun-14

**DESCRIPTION**: The overarching objective of this Advisory Services intervention is to increase access to quality education in Liberia, through private schools, to support the country’s need for improvement and expansion of the private education sector. The overall impact expected is a more vibrant private-schools sector, applying the experience of customized Advisory Services, and a financial sector that recognizes and expands school lending as a viable portfolio, increasing the number of quality enrollment places available to the Liberian populace.

Village Phone Program—Chad

**PROJECT ID**: 578587  
**ONGOING**

**BUDGET**: $326,420

**AS PRODUCTS**: Farmer and SME Training

**START DATE**: 1-Apr-11

**DONORS**: IFC

**END DATE**: 30-Jun-14

**DESCRIPTION**: The Chad Village Phone program (VPP) is a replication of existing VPPs in Africa, including those in Nigeria, Madagascar, Malawi, and Uganda, which deliver telephony to underserved areas by setting up a model involving multiple stakeholders and using a “kit” that amplifies the telecom signal from network operators in areas with weak or nonexistent signals. The main goal is to establish local “village phone operator” (VPO) enterprises that will obtain microcredit to purchase the “kit” consisting of a phone, antenna, and solar recharger to create businesses in underserved areas—selling phone usage on a per-call basis.

Village Phone—Nigeria

**PROJECT ID**: 547545  
**ONGOING**

**BUDGET**: $1,192,836

**AS PRODUCTS**: Farmer and SME Training

**START DATE**: 1-Jul-06

**DONORS**: Austria, Denmark, Japan, Netherlands, Switzerland, United States, IFC

**END DATE**: 30-Jun-12

**DESCRIPTION**: Objectives of the project are to: (1) Provide remote rural communities of Nigeria with valuable communication services based on concept of “shared access.” (2) Maximize sustainable livelihoods to more than 9,000 micro-entrepreneurs/village phone operators (“VPs”). (3) Provide Advisory Services to MTN in Nigeria to scale up its RTP program over a three-year period. Nigeria represents the first country in this multi-country initiative. It is expected that telecommunications services will improve the social and economic life of the target communities and the new business opportunity will provide a much-needed additional source of income for the participating entrepreneurs.
### Village Phone—Madagascar

**PROJECT ID**: 562752  
**ONGOING**  
**BUDGET**: $696,395

**AS PRODUCTS** Farmer and SME Training  
**START DATE**: 2-Jun-08  
**END DATE**: 30-Sep-12

**DESCRIPTION**: The village phone program delivers telephony to underserved areas by partnering local entrepreneurs with major network operators; in Madagascar the Celtel/IFC partnership will introduce these two models into the marketplace:  
1. Establishment of local “village phone operator” (VPO) enterprises that will obtain microcredit to purchase a kit consisting of a mobile phone, antenna, and solar recharger to establish businesses in underserved areas—selling phone usage on a per-call basis.  
2. Establishment of entrepreneurs that will operate PC-based local networks providing very low cost connectivity within the local area and moderately priced access to the rest of the network.

### Village Phone—Malawi

**PROJECT ID**: 563607  
**ONGOING**  
**BUDGET**: $300,000

**AS PRODUCTS** Farmer and SME Training  
**START DATE**: 1-Jul-08  
**END DATE**: 30-Sep-12

**DESCRIPTION**: The objective of the Village Phone Malawi program is to improve access to telephony services in Malawi while simultaneously promoting entrepreneurship and creating jobs in the country. The program will provide training to 4,000 Village Phone Operator (VPO) entrepreneurs and support them in establishing new MSME businesses to sell phone usage on a per-call basis on the Airtel Malawi network.

### Guinea Linkage Program (Rio Tinto & GAC)

**PROJECT ID**: 557325  
**ONGOING**  
**BUDGET**: $5,235,159

**AS PRODUCTS** Farmer and SME Training  
**START DATE**: 1-Jul-07  
**END DATE**: 31-Dec-14

**DESCRIPTION**: The objective of the project is to build the capacity of 346 SMEs and implement changes in the procurement policies and procedures of two mining companies in order to increase procurement from Guinean suppliers.

### Sanitation & Safe Water for All

**PROJECT ID**: 573907  
**ONGOING**  
**BUDGET**: $1,453,850

**AS PRODUCTS** Resource Efficiency  
**START DATE**: 1-Nov-10  
**END DATE**: 1-Nov-12

**DESCRIPTION**: The objective of the SSAWA program is to support the scale-up and replication of market-based approaches for the delivery of safe water and sanitation services to underserved consumers.

### Cleaner Production Advisory Services Program for South Africa

**PROJECT ID**: 581287  
**ONGOING**  
**BUDGET**: $1,268,442

**AS PRODUCTS** Resource Efficiency  
**START DATE**: 29-Aug-11  
**END DATE**: 31-Mar-15

**DESCRIPTION**: The project aims to increase investment in energy, water, and material efficiency in sectors with a high level of existing inefficiencies and/or sectors with a high projected growth rate of energy/water use and GHG emissions.
### FEDEC City Investment

**PROJECT ID:** 572947  
**ONGOING**

**AS PRODUCTS**  
Strategic Community Investment

**DONORS**  
IFC, Norway, Exxon/COTCO

**BUDGET**  
$355,000

**START DATE**  
31-Aug-11

**END DATE**  
28-Feb-13

**DESCRIPTION**
The objective of this project is to facilitate the design of a Long-Term Strategy (Master Plan) for strengthening FEDEC's organizational effectiveness and its capacity to carry out its institutional mandates. Key outcomes of the proposed project would be: (1) An updated institutional profile for the Foundation. (2) A Master Plan for building the organizational effectiveness of FEDEC and its implementing agencies. (3) A fundraising strategy, etc. (4) A consolidated budget proposal for the implementation of the strategy. (5) An action plan for the implementation of the long-term strategy. (6) An indigenous people's community investment strategy.

### Private Equity Africa Climate Change Investment Support (PEACCHIS)

**PROJECT ID:** 568567  
**ONGOING**

**AS PRODUCTS**  
Sustainable and Inclusive Investing

**DONORS**  
IFC, Norway

**BUDGET**  
$1,340,000

**START DATE**  
15-Jul-10

**END DATE**  
30-Jun-13

**DESCRIPTION**
The PEACCHIS project has two objectives: (1) To encourage the private-equity sector to implement cleaner production methodologies that conserve resources and reduce costs for these companies while also reducing their GHG emissions. (2) To enable increased investment by the private sector in renewable energy, increasing energy access and reducing GHG emissions.

### InfoDev-Incubator—Senegal

**PROJECT ID:** 571287  
**ONGOING**

**AS PRODUCTS**  
SBA-Other

**DONORS**  
IFC

**BUDGET**  
$488,000

**START DATE**  
15-Jun-09

**END DATE**  
30-Jun-12

**DESCRIPTION**
A business incubator is a long-term project because enterprises are usually incubated for an average of three to four years. The real impact of the business incubator therefore can only be measured after six plus years of operating. It is expected that by the project end the business incubator will be fully operational and have the structure and capacity to serve up to 40 residential and non-residential enterprises plus ten pre-incubatees per year; have a clear strategic and tactical plan for sustainability; and have a mechanism for ensuring a pipeline of future tenants.

### Bottom of the Pyramid (BOP) Strategy Support in Africa

**PROJECT ID:** 590727  
**ONGOING**

**AS PRODUCTS**  
SBA-Other

**DONORS**  
Netherlands, IFC

**BUDGET**  
$333,000

**START DATE**  
8-Oct-11

**END DATE**  
31-Aug-12

**DESCRIPTION**
This project’s overarching goal is to implement an inclusive business strategy for IFC in Africa. The objectives of this project are: (1) To develop a data-driven understanding of the BOP market in Africa. This report will provide data that updates and deepens the understanding of BOP markets, including market size, access gaps, sectors, and working definition suitable to regional context. The objective of this report is to develop clear and tangible opportunities to invest in companies reaching the BOP, which would align with IFC regional priorities. (2) To further global strategy implementation through a regional implementation workshop focused on inclusive business in Africa with relevant stakeholders. The report generated through this project will be used to develop content for the workshop and to provide input to inclusive business strategy development for Africa.
<table>
<thead>
<tr>
<th>Project Title</th>
<th>Project ID</th>
<th>Status</th>
<th>Budget</th>
<th>AS Products</th>
<th>Donors</th>
<th>Start Date</th>
<th>End Date</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boundary Hill Lodge Limited</td>
<td>532509</td>
<td>ONGOING</td>
<td>$35,500</td>
<td>SBA-Other</td>
<td>EBFP</td>
<td>4-Jan-01</td>
<td>30-Jun-12</td>
<td>The project’s objective is to create a sustainable livelihood source for the local community (ecotourism), in order to conserve bio-diversity.</td>
</tr>
<tr>
<td>WIZZIT Replication, Expansion and Capacity Building</td>
<td>565129</td>
<td>ONGOING</td>
<td>$750,000</td>
<td>SBA-Other</td>
<td>Switzerland</td>
<td>1-Jul-09</td>
<td>30-Jun-13</td>
<td>The objective of this project is to build the capacity of WIZZIT Payments Ltd. through Advisory Services to increase its mobile banking product uptake from 270,000 to 600,000 mobile accounts in South Africa, develop a micro-credit product to extend access to credit to 500 SMEs and expand WIZZIT services by 150,000 mobile bank accounts in each of three new countries in Africa.</td>
</tr>
<tr>
<td>Global Environment Facility Fuel Cell Financing for Distributed Generation—South Africa</td>
<td>541666</td>
<td>PHASED OUT</td>
<td>$3,275,000</td>
<td>Clean Energy</td>
<td>Global Environment Facility</td>
<td>14-Dec-05</td>
<td>14-Nov-11</td>
<td>The objective of the project is to promote the use of fuel cells in South Africa through the installation of over 1MW of fuel cell capacity. The goal is to support the creation of sustainable markets for stationary fuel cells, which will enable the reduction of GHG emissions.</td>
</tr>
<tr>
<td>Distributor Training Uganda</td>
<td>569708</td>
<td>PHASED OUT</td>
<td>$50,000</td>
<td>Farmer and SME Training</td>
<td>IFC</td>
<td>1-Mar-10</td>
<td>23-Aug-11</td>
<td>The program is an 18-month IFC Advisory Services intervention to address the limited financial and operational management capacity of Zain Uganda’s airtime distributors. The program will provide training to 125 SME dealers using IFC’s customized SME Training products. In the process, the program will achieve improvements in the operational efficiency and profitability of the dealer firms, as demonstrated by increased revenue and profitability. It also will lead to improved access to finance for these firms, as demonstrated by an increase in the number of dealers successfully accessing working capital financing from the IFC Distributors Financing program or alternative sources in Uganda.</td>
</tr>
<tr>
<td>InfoDev-Incubator—Mozambique</td>
<td>570948</td>
<td>PHASED OUT</td>
<td>$488,000</td>
<td>SBA-Other</td>
<td>IFC</td>
<td>1-Jun-09</td>
<td>30-Sept-11</td>
<td>The business incubator is in line with the Africa region’s strategic objective of increasing SME development. A business incubator is a long-term project due to the fact that enterprises are usually incubated for an average period of three to four years. While IFC support will only be provided for three years, the real impact of the business incubator can only be measured after six plus years of operating.</td>
</tr>
</tbody>
</table>
### Advanced Bio-Extracts

**AS PRODUCTS:** SBA-Other  
**DONORS:** IFC  
**PROJECT ID:** 547487  
**BUDGET:** $268,000  
**START DATE:** 1-Sep-11  
**END DATE:** 19-Sep-11  
**DESCRIPTION:** This project proposes to retain the services of short-term experts to assist BE EPZ to improve the productivity/yields, quality of output, and sustainability of its production of artemisinin. The Advisory Services project has the following specific objectives: (1) Develop and improve good agricultural practices among outgrowers in order to improve productivity (yields and recovery rates) through extension services. (2) Conduct a study to identify and make recommendations on commercially viable crops that can be commercially processed using the company’s extraction technology. (3) Provide the company with strategic advice on improving supply-chain management.

### Lighting Africa Web Portal

**AS PRODUCTS:** Clean Energy  
**DONORS:** Global Environment Facility, Norway, IFC  
**PROJECT ID:** 557685  
**BUDGET:** $500,000  
**START DATE:** 1-Jul-07  
**END DATE:** 30-Jun-11  
**DESCRIPTION:** The project objectives are to: (1) Provide a web-based platform to facilitate participation, collaboration, and information sharing on the market for off-grid lighting products among all parties in the modern lighting manufacturing and distribution chain that intend to pursue business opportunities in Sub-Saharan Africa. (2) Use the portal as a management tool for the Lighting Africa project.

### ABC Holdings & Subs. TA

**AS PRODUCTS:** Corporate Governance  
**DONORS:** IFC, Netherlands  
**PROJECT ID:** 558065  
**BUDGET:** $200,000  
**START DATE:** 1-Aug-07  
**END DATE:** 30-Jun-10  
**DESCRIPTION:** The objective of the project will be to: (1) Enhance ABC Holding’s Corporate Governance. (2) Strengthen the group’s risk management function. The project is expected to result in increased shareholder value and the growth of one of the few local financial groups in Sub-Saharan Africa, as well as setting a good example for other local banks in the region.

### Southern African Development Community and Development Finance Resource Centre

**AS PRODUCTS:** Corporate Governance  
**DONORS:** Netherlands, IFC  
**PROJECT ID:** 547668  
**BUDGET:** $766,476  
**START DATE:** 16-Oct-06  
**END DATE:** 30-Jun-11  
**DESCRIPTION:** The Global Corporate Governance Forum has been a supporter of the Pan African Consultative Forum on Corporate Governance, a continental capacity-building initiative in which the Southern African Development Community (SADC)/Development Finance Resource Centre (DFRC) has been a committed participant. Acting as a catalyst and facilitator of corporate governance best practices, the Forum identified SADC-DFRC—which currently includes 23 Development Finance Institutions (DFIs) in 10 African countries—as an opportunity to leverage capacity building and technical assistance through the development of a corporate governance and director development pilot program to institutionally strengthen the 23 DFIs as financial intermediaries and ultimately benefit their clients.
<table>
<thead>
<tr>
<th>Project Name</th>
<th>Project ID</th>
<th>Status</th>
<th>Budget</th>
<th>AS Products</th>
<th>Start Date</th>
<th>End Date</th>
<th>Donors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Governance Forum-Senegal</td>
<td>563727</td>
<td>CLOSED</td>
<td>$434,000</td>
<td>Corporate Governance</td>
<td>9-Apr-08</td>
<td>30-Jun-11</td>
<td>Netherlands, IFC</td>
</tr>
<tr>
<td>Description</td>
<td></td>
<td></td>
<td></td>
<td>The Forum’s target is to promote global, regional, and local initiatives to improve the institutional framework and practices of corporate governance in developing countries and emerging markets. By building practical solutions to implement reform, the Forum seeks to tackle poverty by promoting reform efforts to protect and attract capital, inspire investor and lender confidence, and spur both domestic and foreign investments for economic development.</td>
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<tr>
<td>Corporate Governance Forum-Malawi</td>
<td>566367</td>
<td>CLOSED</td>
<td>$1,058,423</td>
<td>Corporate Governance</td>
<td>1-Jan-09</td>
<td>30-Jul-11</td>
<td>Belgium, Netherlands, IFC</td>
</tr>
<tr>
<td>Description</td>
<td></td>
<td></td>
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<td>The goal of this project is to provide technical expertise to the different country stakeholders to help them implement the country action plan, which comprises a number of activities, each setting time-bound objectives, actions to be taken, expected outcomes, key stakeholders to engage, resources, budget, timing, and performance indicators.</td>
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</tr>
<tr>
<td>PhytoTrade Technical Assistance Bio-Trade</td>
<td>563087</td>
<td>CLOSED</td>
<td>$1,185,000</td>
<td>Environmental, Social, and Trade Standards</td>
<td>21-Jul-08</td>
<td>31-Jan-11</td>
<td>IFC, Netherlands, Denmark</td>
</tr>
<tr>
<td>Description</td>
<td></td>
<td></td>
<td></td>
<td>The goal of the Bio-Trade program is to contribute to the reduction of poverty and the conservation of biodiversity through the development and growth of the bio-trade market, including its enabling environment, and private-sector entrepreneurs. The objectives of this project are to: (1) Support PhytoTrade’s activities to develop an enduring and equitable natural products industry in Southern Africa based on local native biodiversity resources accessible to poor rural communities. (2) Offer support to poor rural communities in Southern Africa to generate supplementary incomes through the sustainable exploitation of natural products with the end goal to create tangible incentives for rural poor to invest in sustainable resource use and management.</td>
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</tr>
<tr>
<td>Enhancing the fabrication capabilities in the Nigerian oil and gas industry/INTSOK Nigeria</td>
<td>546264</td>
<td>CLOSED</td>
<td>$3,651,000</td>
<td>Environmental, Social, and Trade Standards</td>
<td>1-Oct-06</td>
<td>31-Mar-11</td>
<td>Norway</td>
</tr>
<tr>
<td>Description</td>
<td></td>
<td></td>
<td></td>
<td>The objective of the project is to contribute to the enhancement of local content in the upstream oil and gas industry in Nigeria. The ultimate goal is to have companies in Nigeria that possess capabilities that are highly valued and demanded by the oil and gas companies operating on the world scene.</td>
<td></td>
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</tbody>
</table>
Hygeia Expansion

<table>
<thead>
<tr>
<th>PROJECT ID</th>
<th>CLOSED</th>
</tr>
</thead>
<tbody>
<tr>
<td>552646</td>
<td></td>
</tr>
</tbody>
</table>

**AS PRODUCTS** Environmental, Social, and Trade Standards

**DONORS** Ireland

**DESCRIPTION** The objective of this Advisory Services work is to assist Hygeia Nigeria Limited ("HNL"), Nigeria’s premier healthcare company, to attain international accreditation for its hospitals and to develop good practices regarding the risk management of its Health Maintenance Organization (HMO) business.

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Chad Enterprise Center

<table>
<thead>
<tr>
<th>PROJECT ID</th>
<th>CLOSED</th>
</tr>
</thead>
<tbody>
<tr>
<td>554685</td>
<td></td>
</tr>
</tbody>
</table>

**AS PRODUCTS** Farmer and SME Training

**DONORS** Norway, IFC

**DESCRIPTION** The Chad Enterprise Center provides critically needed SME development to allow the local private sector to benefit from Chad’s new oil economy. The program targets $35 million of contracts for local firms with ExxonMobil and its subcontractors, and plans to provide training and access to finance to over 300 Chadian SMEs.

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Thandi Land Reform Program

<table>
<thead>
<tr>
<th>PROJECT ID</th>
<th>CLOSED</th>
</tr>
</thead>
<tbody>
<tr>
<td>540785</td>
<td></td>
</tr>
</tbody>
</table>

**AS PRODUCTS** SBA-Other

**DONORS** Denmark, South Africa

**DESCRIPTION** The Thandi program aims to: (1) Develop a sustainable model for land transformation in South Africa, with special focus on the fruit industry. (2) Strengthen the capacity of small- and medium-sized farms via a Linkages program that creates access to lucrative global markets and thereby improve the livelihoods of emerging farmers and farm workers owning equity in these enterprises. (3) Facilitate sustainable land transformation through providing coordinated technical assistance and capacity-building support.

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Africa Renewable Energy Access Advisory Services (AREAS)

<table>
<thead>
<tr>
<th>PROJECT ID</th>
<th>PIPELINE</th>
</tr>
</thead>
<tbody>
<tr>
<td>576948</td>
<td></td>
</tr>
</tbody>
</table>

**AS PRODUCTS** Clean Energy

**DONORS** Netherlands, To be raised

**DESCRIPTION** The overall goal of the Africa Renewable Energy Advisory Services (AREAS) project is to increase access to sufficient, reliable, and affordable energy based on renewable resources. The project will start with a focus on Kenya and later expand activities to include Uganda, Tanzania, Rwanda, and Burundi through subsequent projects.

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Africa Renewable Energy Advisory Services—Kenya

<table>
<thead>
<tr>
<th>PROJECT ID</th>
<th>PIPELINE</th>
</tr>
</thead>
<tbody>
<tr>
<td>592267</td>
<td></td>
</tr>
</tbody>
</table>

**AS PRODUCTS** Clean Energy

**DONORS** Netherlands, To be raised

**DESCRIPTION** The overall goal of the Africa Renewable Energy Advisory Services (AREAS) program is to increase access to sufficient, reliable, and affordable energy based on renewable resources in Africa. The program will start with a focus on Kenya and South Africa then later expand activities to other Africa countries.
### Clean Cooking for Africa

**AS PRODUCTS** Clean Energy  
**DONORS** To be raised  
**DESCRIPTION** The project seeks to accelerate the development of the market for clean, safe cooking fuels by demonstrating the commercial viability of an innovative business model. This business model will make liquefied petroleum gas (LPG) available and affordable for BOP customers in urban centers and peri-urban areas in Kenya using small-size cylinders and Unique Filling Stations (UFS) that allow partial-filling equivalent to current patterns of spending on kerosene and charcoal.

### Africa Corporate Governance Program

**AS PRODUCTS** Corporate Governance  
**DONORS** Netherlands, To be raised  
**DESCRIPTION** The objective of the IFC Africa Corporate Governance program is to help build sustainable businesses and improve the business environment in Sub-Saharan Africa through improved CG practices.

### SSC Kenya Phase Two

**AS PRODUCTS** Corporate Governance  
**DONORS** IFC, To be raised  
**DESCRIPTION** The goal of the SSC Kenya project is to improve the way SMEs and farmers manage their operations, talent, and resources to increase their access to finance, markets, and revenues by strengthening their management capacity and technical skills.

### Forestry Knowledge Management

**AS PRODUCTS** Environmental, Social, and Trade Standards  
**DONORS** To be raised  
**DESCRIPTION** This is the knowledge management component of the Forestry Africa initiative, whose overall goal is to promote sustainable growth of the forestry sector in Africa. There are three objectives to help IFC clients: (1) Improve productivity of their forest plantations or naturally managed forests. (2) Apply sustainable land use practices. (3) Monitor and market the carbon in their forests.

### SIPRA Advisory Services

**AS PRODUCTS** Environmental, Social, and Trade Standards  
**DONORS** To be raised  
**DESCRIPTION** The main goal for this intervention is to improve the sustainability of SIPRA’s poultry holding to benefit the value chain and increase growth in the poultry sector in the national market.
<table>
<thead>
<tr>
<th>Project</th>
<th>Project ID</th>
<th>Pipeline</th>
<th>Budget</th>
<th>As Products</th>
<th>Start Date</th>
<th>End Date</th>
<th>Donors</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>West Cocoa Advisory Services</td>
<td>576587</td>
<td>Pipeline</td>
<td>$1,500,000</td>
<td>Farmer and SME Training</td>
<td>1-Jan-13</td>
<td>--</td>
<td>IFC</td>
<td>The overall objective of the West Africa Cocoa program is to support the cocoa sector in improving smallholder livelihood strategies through increased adoption of sustainable cocoa practices, thereby improving productivity, quality, and net income.</td>
</tr>
<tr>
<td>Sustainable Supply Chains in Mozambique</td>
<td>573567</td>
<td>Pipeline</td>
<td>$1,000,000</td>
<td>Farmer and SME Training</td>
<td>1-Jan-13</td>
<td>--</td>
<td>IFC, To be raised</td>
<td>The key objectives of the expanded Mozlink program will be: (1) Hand over Mozlink to Centro de Promoção de Investimentos (CPI). (2) Take linkages to the national level. (3) Increase SME access to finance.</td>
</tr>
<tr>
<td>Central Africa Republic Agri Study</td>
<td>587208</td>
<td>Pipeline</td>
<td>$100,000</td>
<td>Farmer and SME Training</td>
<td>1-Sep-12</td>
<td>--</td>
<td>To be raised</td>
<td>IFC will conduct a study with the overall aim of mapping the financial and commodity value chain flow of promising agricultural sub-sectors in the Central African Republic. The assessment will focus on: (1) Identifying and analyzing the value chains of the major commodities produced. (2) Assessing the production methods used by farmers. (3) Putting together farmer and farm income profiles for each sub-sector. (4) Analyzing the supply and demand for agricultural finance.</td>
</tr>
<tr>
<td>ECOM Farming Training Center Coffee—Uganda</td>
<td>579067</td>
<td>Pipeline</td>
<td>$976,000</td>
<td>Farmer and SME Training</td>
<td>1-Aug-12</td>
<td>--</td>
<td>IFC</td>
<td>The program’s goals are to: (1) Increase yields of smallholder coffee farmers. (2) Improve quality of coffee from smallholder farmers. (3) Increase hectarage of land under sustainable management. (4) Improve coffee farmers’ capacity to manage finances. (5) Help farmers to adapt to climate change effects. (6) Assess the viability of the Democratic Republic of Congo part of the supply chain.</td>
</tr>
<tr>
<td>NBS AgriFinance Advisory Program</td>
<td>579847</td>
<td>Pipeline</td>
<td>$1,720,800</td>
<td>Farmer and SME Training</td>
<td>30-Oct-12</td>
<td>--</td>
<td>IFC</td>
<td>The project’s objectives are: (1) To increase lending to the agricultural sector by 20% from a level of $26 million. To achieve this objective, IFC will design a capacity-building program to develop a strategy, product offering, and risk management tools to build a robust agricultural portfolio. (2) To increase the average yields of a selected group of smallholder farmers in the cotton (5,000) and dairy (1,000) sectors by 20% within two years of project start from an average of 800kg/ha and 5 litres/cow/day respectively. To achieve this objective, IFC will design a capacity-building program to develop good agricultural practices and improve financial literacy.</td>
</tr>
</tbody>
</table>
## Utility Efficiency in Africa Program

<table>
<thead>
<tr>
<th>Project ID</th>
<th>Pipeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>592107</td>
<td></td>
</tr>
</tbody>
</table>

**AS PRODUCTS** Resource Efficiency  
**DONORS** IFC  
**START DATE** 1-Oct-12  
**END DATE** --  
**DESCRIPTION** The objective of the program is to increase the efficiency of distribution of energy and water by overcoming barriers and catalyzing investments in loss-reduction for African power and water utilities.

## Cleaner Production Advisory Services Programme for Senegal

<table>
<thead>
<tr>
<th>Project ID</th>
<th>Pipeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>581307</td>
<td></td>
</tr>
</tbody>
</table>

**AS PRODUCTS** Resource Efficiency  
**DONORS** IFC  
**START DATE** TBD  
**END DATE** --  
**DESCRIPTION** The project aims to increase investment in energy, water, and material efficiency in sectors with a high level of inefficiencies and/or sectors with a high projected growth rate of energy/water use and GHG emissions.

## CLEAN-PAS Mining

<table>
<thead>
<tr>
<th>Project ID</th>
<th>Pipeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>590587</td>
<td></td>
</tr>
</tbody>
</table>

**AS PRODUCTS** Resource Efficiency  
**DONORS** To be raised  
**START DATE** 1-Mar-12  
**END DATE** --  
**DESCRIPTION** The CLEAN-PAS Mining program aims to improve the efficiencies and reduce the demand of the mining industry by: (1) Supporting the industry takeup of Cleaner production, Co-gen, and Energy Efficiency practices that reduce energy, water, and raw material resource utilization costs of their plants and supply chain. (2) Developing a participative plan to share the new resources (energy and water) made available with the local communities and the supply chain as a bridge to better Corporate Social Responsibility for the company. (3) Contributing to the reduction of the countries’ GHG emissions as well as establishing low-carbon industry growth paths for Africa’s high-consuming industries. CLEAN-PAS will offer combined Advisory and Investment Services to IFC clients and new investment prospects to ensure investment plans are converted into bankable projects. Finally, replication will be driven by showcasing successful projects within other mines from the targeted Corporate approach.

## Water Efficiency for Agribusiness in Africa

<table>
<thead>
<tr>
<th>Project ID</th>
<th>Pipeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>591727</td>
<td></td>
</tr>
</tbody>
</table>

**AS PRODUCTS** Resource Efficiency  
**DONORS** IFC  
**START DATE** 3-Sep-12  
**END DATE** --  
**DESCRIPTION** This program is an umbrella Sub-Saharan Africa Advisory Services offering to support agribusiness efforts to increase water efficiency and sustainability within economically strategic watersheds, and for sectors with high potential for water savings, and firms within target watersheds or sectors.
### Sustainable Forestry in Sub-Saharan Africa

**PROJECT ID**: 580287  
**AS PRODUCTS**: Strategic Community Investment  
**DONORS**: To be raised  
**BUDGET**: $1,900,000  
**START DATE**: TBD  
**END DATE**: --

**DESCRIPTION**: The overall goal of the program is to promote sustainable growth of the forestry sector in Africa. There are three objectives to help IFC clients: (1) Improve productivity of their forest plantations or naturally managed forests. (2) Apply sustainable land use practices. (3) Monitor and market the carbon in their forests.

### Phase 3 of the Newmont Ahafo Financial Valuation Tool

**PROJECT ID**: 595987  
**AS PRODUCTS**: Strategic Community Investment  
**DONORS**: IFC, Norway, Newmont  
**BUDGET**: $125,000  
**START DATE**: 1-Apr-12  
**END DATE**: --

**DESCRIPTION**: The objective of the project is to train Newmont Ahafo’s Finance and Environment and Social Responsibility staff to implement the FV Tool (both process and software) to support the company’s planning and budgeting process for community investments.

### Forestry Ghana

**PROJECT ID**: 591069  
**AS PRODUCTS**: Strategic Community Investment  
**DONORS**: To be raised  
**BUDGET**: $750,000  
**START DATE**: TBD  
**END DATE**: --

**DESCRIPTION**: The overall goal of the program is to promote sustainable growth of the forestry sector in Africa. There are three objectives to help IFC clients: (1) Improve productivity of their forest plantations or naturally managed forests. (2) Apply sustainable land use practices. (3) Monitor and market the carbon in their forests.

### Forestry Mozambique

**PROJECT ID**: 591067  
**AS PRODUCTS**: Strategic Community Investment  
**DONORS**: IFC  
**BUDGET**: $795,000  
**START DATE**: 1-Jul-12  
**END DATE**: --

**DESCRIPTION**: The project aims to develop and pilot scalable approaches to sustainable development of the forest plantation sector in Mozambique, both for Green Resources (an existing investment client in Tanzania) and for the sector at large.

### Djibouti Geothermal

**PROJECT ID**: 569427  
**AS PRODUCTS**: SBA-Other  
**DONORS**: Iceland  
**BUDGET**: $400,000  
**START DATE**: TBD  
**END DATE**: --

**DESCRIPTION**: The program’s goal is to systematically explore geothermal opportunities in the Assal Valey in Djibouti. The proposed project is to build a 50MW geothermal power plant in the Assal Rift concession area in Djibouti, located about 80 kilometers from Djibouti City.
<table>
<thead>
<tr>
<th>Project</th>
<th>Project ID</th>
<th>Status</th>
<th>Budget</th>
<th>AS Products</th>
<th>Donors</th>
<th>Start Date</th>
<th>End Date</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Lighting India</strong></td>
<td>587687</td>
<td>ONGOING</td>
<td>$4,000,000</td>
<td>Clean Energy</td>
<td>Netherlands, United States</td>
<td>16-Jan-12</td>
<td>31-Dec-14</td>
<td>The Lighting India (LI) program will focus on: (1) addressing systemic market failures in the off-grid renewable energy market in India. (2) Work at the company level and the sector level with the objective of providing renewable energy lighting access. (3) Seek to replicate the Lighting Africa program, especially on the quality assurance for off-grid appliances. (4) Innovate by including renewable energy mini-grids.</td>
</tr>
<tr>
<td><strong>PVMTI Moser Baer</strong></td>
<td>567207</td>
<td>ONGOING</td>
<td>$592,670</td>
<td>Clean Energy</td>
<td>Global Environment Facility, IFC</td>
<td>1-May-09</td>
<td>30-Jun-12</td>
<td>The project objective is the construction by early 2010 of a 5MW Solar PV power plant in Tamil Nadu, India, with an associated knowledge platform to support replication of similar projects in the Indian market. It is expected that at least three other grid-connected solar PV projects will benefit from this project’s lessons learned.</td>
</tr>
<tr>
<td><strong>Distributed ESCO Expansion—Biomass (Husk Power)</strong></td>
<td>579407</td>
<td>ONGOING</td>
<td>$134,000</td>
<td>Clean Energy</td>
<td>Netherlands, IFC</td>
<td>1-Oct-10</td>
<td>31-Dec-12</td>
<td>The project will address one of the market barriers for biomass-based distributed utilities—difficulty in scaling up due to lack of reliable business systems and procedures.</td>
</tr>
<tr>
<td><strong>Green Power for Telecom</strong></td>
<td>577607</td>
<td>ONGOING</td>
<td>$450,000</td>
<td>Clean Energy</td>
<td>Netherlands</td>
<td>1-Jul-10</td>
<td>31-Dec-12</td>
<td>The project will facilitate two mobile operators/telecom tower companies/energy service providers to implement two viable business models using renewable energy/hybrid for powering 15 Base Telecom Stations (BTS), and/or expanded community power options.</td>
</tr>
<tr>
<td><strong>Bangladesh Corporate Governance Project</strong></td>
<td>578807</td>
<td>ONGOING</td>
<td>$700,142</td>
<td>Corporate Governance</td>
<td>IFC, Canada, Norway, Netherlands, United Kingdom</td>
<td>30-Mar-11</td>
<td>30-Jun-13</td>
<td>The overall goal of the project is to improve financial performance (reduced costs of capital, higher valuations, and/or improved loan terms), and operational efficiency (improved operations and/or clearer roles) by promoting better corporate governance practices among financial institutions and medium-sized family businesses in Bangladesh. By doing so, companies—including SMEs—should also enhance their access to finance, thereby contributing to an improvement of the weak capital markets in Bangladesh.</td>
</tr>
</tbody>
</table>
### Dialog Distributor Retailer Community Network Development Project

- **PROJECT ID**: 558625  
- **ONGOING**
- **BUDGET**: $1,093,132
- **AS PRODUCTS**: Farmer and SME Training
- **DONORS**: Norway, Netherlands
- **START DATE**: 10-Jun-08
- **END DATE**: 31-Dec-12
- **DESCRIPTION**: Dialog Telekom operates Dialog GSM, Sri Lanka’s largest mobile phone (3.5mn subscribers) network. It is a subsidiary of Telekom Malaysia. Dialog is already an IFC investee company. The overall objective of the program is to increase the revenue of Dialog retailers working in the value chain of the firm.

### Southern Sri Lanka Value Added to Firms

- **PROJECT ID**: 561790  
- **ONGOING**
- **BUDGET**: $1,682,476
- **AS PRODUCTS**: Farmer and SME Training
- **DONORS**: Norway
- **START DATE**: 6-Oct-08
- **END DATE**: 30-Jun-12
- **DESCRIPTION**: The project aims to make use of IFC core products to build capacity of SMEs, enabling them to build linkages with IFC investee/Partner Financial Institutes (PFI) clients and make them bankable propositions. IFC will perform a unique role by building capacity of SMEs to create linkages with IFC investee clients and large corporate clients of PFIs. Since chambers of commerce are the only private-sector institution in Sri Lanka that function with the primary objective of uplifting SMEs, IFC will have a distinctive advantage for an immediate outreach to over 4,500 SMEs and will take measures to enhance chamber sustainability.

### DSCL Agribusiness Linkages Advisory

- **PROJECT ID**: 565187  
- **ONGOING**
- **BUDGET**: $563,972
- **AS PRODUCTS**: Farmer and SME Training
- **DONORS**: IFC
- **START DATE**: 23-Mar-09
- **END DATE**: 31-Dec-12
- **DESCRIPTION**: The project proposes to work with a total of 2,000 farmers in two of DSCL’s sugar plants as a means of creating a model that DSCL can scale up to its broader 200,000 farmer supply chain. The project will intervene at three distinct levels: (1) Farmer level: To enhance farm productivity of sugarcane growers/suppliers to DSCL and increase farmers’ income. (2) Company level: To provide technical assistance and capacity-building to DSCL for enhancing the competencies of its cane department. To review and assess the company's cane development plans and programs from a strategic viewpoint and support DSCL management on a programmatic structure for integrating and streamlining all the cane development and extension efforts. (3) Stakeholders/institution level: To build institutional capacity in DSCL catchment areas to strengthen cane extension and productivity enhancement efforts by facilitating information-sharing on best practices and key lessons learned, and developing synergies with major stakeholders for joint action and implementation.

### APPL Agribusinesses

- **PROJECT ID**: 575187  
- **ONGOING**
- **BUDGET**: $736,222
- **AS PRODUCTS**: Farmer and SME Training
- **DONORS**: IFC, Norway, United Kingdom
- **START DATE**: 2-Aug-10
- **END DATE**: 30-Jun-13
- **DESCRIPTION**: The program has the following objectives: (1) Scale up dairy and aquaculture in all 20 tea estates of APPL and its surrounding areas. (2) Strengthen supply chain and market linkage for dairy, aquaculture, and other agro-produce with self-employment opportunities for 4,000 individuals (mostly women). (3) Achieve milk production/procurement of 10,000 liters/day after project completion. (4) Increase revenue from dairy and aquaculture by 25% from baseline revenue levels.
### Nepal Poultry Supply Chain Strengthening Project

- **PROJECT ID**: 576527
- **ONGOING**
- **BUDGET**: $362,058
- **AS PRODUCTS**: Farmer and SME Training
- **DONORS**: IFC, Norway, United Kingdom
- **START DATE**: 1-Jul-10
- **END DATE**: 30-Jun-13
- **DESCRIPTION**: The broad objective is to develop sustainable poultry businesses for SME poultry farms by improving production efficiencies and demonstrating better bio-security and farm management practices.

### SME Management Solutions India

- **PROJECT ID**: 567007
- **ONGOING**
- **BUDGET**: $953,847
- **AS PRODUCTS**: Farmer and SME Training
- **DONORS**: Netherlands, IFC
- **START DATE**: 1-Nov-10
- **END DATE**: 30-Jun-14
- **DESCRIPTION**: This project aims to launch and scale up the Business Edge model in India by localizing and customizing global Business Edge content for the local market, partnering with and building the capacity of local service providers to deliver Business Edge and undertaking market awareness and development activities.

### AGRI-POULTRY

- **PROJECT ID**: 572231
- **ONGOING**
- **BUDGET**: $439,834
- **AS PRODUCTS**: Farmer and SME Training
- **DONORS**: IFC, Norway, United Kingdom
- **START DATE**: 12-Aug-09
- **END DATE**: 30-Jun-12
- **DESCRIPTION**: The broad objective is to develop sustainable poultry businesses for SMEs contributing to re-building the sector by demonstrating better bio-security and other farm management practices and facilitating access to finance.

### AGRI-SEED

- **PROJECT ID**: 572228
- **ONGOING**
- **BUDGET**: $1,304,906
- **AS PRODUCTS**: Farmer and SME Training
- **DONORS**: IFC, Norway, United Kingdom
- **START DATE**: 11-Aug-09
- **END DATE**: 30-Jun-14
- **DESCRIPTION**: The broad objective of the project is to support at least five private seed companies in developing their technical capacity to produce better-quality rice and vegetable seeds and build an efficient and effective distribution network. The priority outcomes for the project are: increased production and adoption of quality seeds. This will lead to food security, increased farmer income, and increased revenue for lead firms.

### Bangladesh SME Venture

- **PROJECT ID**: 578427
- **ONGOING**
- **BUDGET**: $971,450
- **AS PRODUCTS**: Farmer and SME Training
- **DONORS**: IFC
- **START DATE**: 9-Jan-11
- **END DATE**: 30-Jun-14
- **DESCRIPTION**: The broad objective of the program is to facilitate SME risk capital and revenue growth of SMEs in Bangladesh through access to capital and business management skills. Based on the success of the project and the number of trained SMEs, as a secondary objective the project will introduce one training module on Environmental and Social Standards and Management for SMEs.
**Part FOUR**

**SOUTH ASIA**

<table>
<thead>
<tr>
<th>Project Title</th>
<th>Project ID</th>
<th>Status</th>
<th>Budget</th>
<th>AS Products</th>
<th>Start Date</th>
<th>End Date</th>
<th>Donors</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>India Farm Forestry Advisory Program Phase II</td>
<td>582027</td>
<td>ONGOING</td>
<td>$486,000</td>
<td>Farmer and SME Training</td>
<td>11-Apr-11</td>
<td>30-Jun-14</td>
<td>IFC, Netherlands</td>
<td>The overall project objectives are: (1) Increase tangible benefits from sustainable forestry and productive land use to rural landowners by strengthening relationships with clients. (2) Establish farmer production units. (3) Improve extension techniques. (4) Manage plantations according to international certification standards.</td>
</tr>
<tr>
<td>South Asia Farmer Training</td>
<td>582828</td>
<td>ONGOING</td>
<td>$478,780</td>
<td>Farmer and SME Training</td>
<td>29-Feb-12</td>
<td>31-Jan-15</td>
<td>Netherlands, IFC, SLDF</td>
<td>The program will support the (1) Development/application of farmer training tools and techniques. (2) Uptake of improved use of good agricultural practices (i.e. technical, managerial, environment, and social) by farmers. The program will aim to work with four to six agribusiness companies in the South Asia region.</td>
</tr>
<tr>
<td>India Sugar Advisory</td>
<td>579427</td>
<td>ONGOING</td>
<td>$3,005,488</td>
<td>Farmer and SME Training</td>
<td>6-Apr-11</td>
<td>30-Jun-15</td>
<td>IFC, Solidaridad, Netherlands</td>
<td>The program’s objective is to design, implement, and scale-up pilot projects with leading sugar mills in India. These pilot projects will focus on sustainable sugarcane and work predominantly with small and marginal landholders. The program will leverage the joint expertise and experience, resources, and implementation capabilities of IFC and leading international agencies and donors (e.g. Solidaridad). The program will be rolled-out on a pan-India basis with select sugar mills, with special attention to sugar mills in the LIS (Uttar Pradesh, Bihar, Madhya Pradesh and Orissa).</td>
</tr>
<tr>
<td>Enhance Competitiveness of Washing Dyeing &amp; Finishing (WDF) Sub-sector</td>
<td>572229</td>
<td>ONGOING</td>
<td>$1,844,200</td>
<td>Resource Efficiency</td>
<td>20-Jul-09</td>
<td>30-Jun-14</td>
<td>IFC, Norway, United Kingdom</td>
<td>The objective of the project is to improve waste management and production efficiency of the WDF firms by demonstrating the benefit of adapting cleaner production, capacity-building of service providers and stakeholders. This will be achieved through: improved service of the water testing laboratory; appropriate effluent treatment plans installed; appropriate sludge management policy drafted and WDF firms obtaining productivity improvement service.</td>
</tr>
<tr>
<td>Cleaner Production Technical Advisory Services for South Asia</td>
<td>565987</td>
<td>ONGOING</td>
<td>$455,578</td>
<td>Resource Efficiency</td>
<td>15-Feb-09</td>
<td>31-Dec-15</td>
<td>IFC</td>
<td>The objectives of this project are to: (1) Support Resource Efficiency/Cleaner Production (CP) assessments with IFC pipeline and portfolio clients across IFC Global Manufacturing and Services, Agribusiness, Oil, Gas, Mining and Chemicals, and Financial Markets in the South Asia region. (2) Specifically target 7 large energy intensive companies to reduce manufacturing costs, including input and pollution mitigation costs, which will potentially lead to additional CP related investments. (3) Support CP assessment with actual and potential IFC clients, as well as adopt a wholesale approach to reach clients through at least one intermediary.</td>
</tr>
</tbody>
</table>
### Tata Water Sustainability Program

**PROJECT ID** 594767  
**ONGOING**

**BUDGET** $360,000

**AS PRODUCTS** Resource Efficiency  
**START DATE** 7-Mar-12

**DONORS** Netherlands  
**END DATE** 31-Aug-13

**DESCRIPTION** The project focuses on the following two components: (1) Firm-level advisory: Support to eleven Tata facilities in developing a set of detailed water response strategies following the performance of water footprint assessments (in accordance with the methodology of Water Footprint Network (WFN)), and a light-touch water footprint assessment for six SMEs in the Tata supply chain. (2) Awareness-building within the broader community for knowledge and capacity-building on water sustainability, in general, and water footprinting, in particular, through engagement at the watershed, industry, national, and global levels. The last three months of project period will be dedicated to dissemination and outreach on industrial water sustainability.

### Maldives Resort Cleaner Production

**PROJECT ID** 575007  
**ONGOING**

**BUDGET** $394,200

**AS PRODUCTS** Resource Efficiency  
**START DATE** 16-Apr-11

**DONORS** Norway, Netherlands  
**END DATE** 30-Jun-13

**DESCRIPTION** This project will establish a “Technical Advisory Facility,” which would facilitate Cleaner Production Assessments for the Maldivian resort sector.

### India Development Marketplace

**PROJECT ID** 581887  
**ONGOING**

**BUDGET** $1,055,000

**AS PRODUCTS** SBA-Other  
**START DATE** 23-May-11

**DONORS** IFC, World Bank Institute  
**END DATE** 30-Jun-13

**DESCRIPTION** The overarching objective of this project is for IFC to create knowledge and tools in the social entrepreneurship sector by understanding the role of grant funding in helping social enterprises scale up and by gaining insights into their capacity-building needs in order to attract further funding for growth/scale-up.

### TurboTech

**PROJECT ID** 522661  
**ONGOING**

**BUDGET** $289,844

**AS PRODUCTS** SBA-Other  
**START DATE** 20-Jan-05

**DONORS** Ireland, Luxembourg, Norway, Netherlands  
**END DATE** 22-Jun-13

**DESCRIPTION** The objectives of the project are to: (1) Catalyze growth in TurboTech by increasing the company’s manufacturing capabilities, annual revenues and bottom-line profitability. (2) Address the market barrier of access to financing for small-scale cogeneration technology and early-stage clean technology companies with significant emerging market risks. Developing country venture investors are not generally familiar with the cleantech sector and few cleantech venture investors are comfortable with developing countries. The demonstration effect of the project is expected to reduce the market barrier of access to financing by helping the company prove its commercial viability and by attracting additional third party investment into the company.
### South Asia Bottom of the Pyramid Strategy

**PROJECT ID**: 581627  
**AS PRODUCTS**: SBA-Other  
**DONORS**: Netherlands, IFC  
**BUDGET**: $77,000

**DESCRIPTION**: This project’s overarching objective is to develop segmentation for Base of the Pyramid (BOP) in South Asia and develop a methodology that can be used to target BOP projects in the region.

### SEMD South Asia

**PROJECT ID**: 575647  
**AS PRODUCTS**: Clean Energy  
**DONORS**: IFC  
**BUDGET**: $250,000

**DESCRIPTION**: The objective of this project is to develop a pipeline of advisory projects with a focus on sustainable energy/energy efficiency in South Asia. In particular, the project would: (1) Develop at least one follow-on Advisory Services project in sustainable energy/energy efficiency with approximate volume of Advisory Services of at least $1.5 million. (2) Develop at least two additional Advisory Services projects in sustainable energy/energy efficiency.

### India CG Forum Projects

**PROJECT ID**: 552127  
**AS PRODUCTS**: Corporate Governance  
**DONORS**: IFC, Japan, Luxembourg, Switzerland, Norway  
**BUDGET**: $872,941

**DESCRIPTION**: The objectives of this project are to: (1) Build momentum in the process of corporate governance reform in India by promoting dialogue between investors and policymakers, providing practical input to policy formulation for the benefit of India’s enterprise sector. (2) Improve performance of India’s corporate boards, by building the capacity of directors to serve on boards, clarifying the responsibilities of boards, and bringing the quality of directors’ practices closer to international norms. (3) Enhance the Indian public’s knowledge of corporate governance matters and their importance to society and economic development by building the capacity of journalists in the print and other media to effectively investigate and report on corporate governance issues. (4) Build public awareness of the rights and responsibilities of shareholders and appropriate goals and modalities of shareholder activism.

### Jain Supply Chain Standards

**PROJECT ID**: 568267  
**AS PRODUCTS**: Environmental, Social, and Trade Standards  
**DONORS**: IFC  
**BUDGET**: $85,750

**DESCRIPTION**: The project has the dual objective of supporting Jain Irrigation Systems Ltd. (JISL) to apply the JAIN Good Agricultural Practice (GAP) standard to its mango and onion supply chains while also supporting JISL direct mango and onion suppliers to meet compliance to the JAIN GAP standard. With the project’s help, JISL would have a successful model for applying to the rest of its direct suppliers.
### Tourism SME Linkage Program Sri Lanka

**PROJECT ID** 554788  
**BUDGET** $171,898  
**AS PRODUCTS** Farmer and SME Training  
**DONORS** Norway, Netherlands  
**START DATE** 15-Jul-07  
**END DATE** 31-Aug-11

**DESCRIPTION** The objectives for this program are to: (1) Link SME suppliers of goods and services with hotels and resorts to increase the employment in small- and medium-sized businesses. (2) Increase the gross sales of the SMEs with active contracts from the larger hotels and resorts. (3) Develop skills and build capacity of SMEs to meet the quality and service delivery standards of the hotels/resorts. The program will be initiated in the southern coastal resort region of Hikkaduwa, which has a high concentration of hotels, SMEs, and active trade associations.

### Water Footprint Development—Phase 3 of the Jain Irrigation Assessment

**PROJECT ID** 568407  
**BUDGET** $460,000  
**AS PRODUCTS** Resource Efficiency  
**DONORS** Netherlands, IFC  
**START DATE** 1-Oct-09  
**END DATE** 30-Jun-11

**DESCRIPTION** The project’s objectives are to: (1) Conduct up to two corporate water footprint pilots and/or sectoral water footprint reviews. (2) Produce case studies/reports/notes on each completed water footprint activity and/or one lessons learned note on scoping and conducting a water footprint pilot. (3) Support the Water Footprint Network through knowledge sharing on IFC activities as well as through development of tools and methodologies.

### Health Care in Second-Tier Cities and Rural India

**PROJECT ID** 558905  
**BUDGET** $413,473  
**AS PRODUCTS** SBA-Other  
**DONORS** IFC, Netherlands  
**START DATE** 4-Feb-09  
**END DATE** 30-Sep-11

**DESCRIPTION** The objectives of this project are: (1) Conduct a survey of private health care providers in Tier Two cities and rural India to identify these providers and their expansion viability as well as determine the extent of the increase in demand for these services in the future to serve populations with a daily income of less than $5/day. (2) Help the identified providers eligible for expansion by developing tailored business plans to secure access to finance and enable businesses to provide more affordable and accessible health care to a broader spectrum of the population.

### Rain Forest Ecolodge Linkage Project

**PROJECT ID** 547845  
**BUDGET** $142,443  
**AS PRODUCTS** SBA-Other  
**DONORS** Norway, Netherlands  
**START DATE** 1-Aug-06  
**END DATE** 16-Apr-11

**DESCRIPTION** The overall aim is to foster the growth of SMEs in Sri Lanka by creating sector-specific opportunities, increasing SMEs’ competitiveness, productivity, and market share, and developing linkages to larger enterprises. This will contribute to broader-based economic growth and hence to poverty reduction. The project consists of an awareness program aimed at the communities to sustain employment generation in ecotourism projects to assist Rain Forest Ecolodge to get an international certification to be used as the ecotourism benchmark for Sri Lanka on future ecoprojects.
### South Asia

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Project ID</th>
<th>Pipeline</th>
<th>Budget</th>
<th>AS Products</th>
<th>Start Date</th>
<th>End Date</th>
<th>Donors</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lighting Asia</td>
<td>585547</td>
<td>Pipeline</td>
<td>$4,855,000</td>
<td>Clean Energy</td>
<td>1-Jan-12</td>
<td>--</td>
<td>To be raised</td>
<td>The program will focus on addressing systemic market barriers. It will start with supporting promising business models for off-grid clean energy appliances and explore related energy access models, provided they are inherently scalable and/or replicable and can be addressed in the proposed programmatic manner. Lighting Asia will seek to innovate the existing Africa program and include distributed power mini-grids supplying community power from renewable energy.</td>
</tr>
<tr>
<td>Waste to Energy</td>
<td>595607</td>
<td>Pipeline</td>
<td>$395,000</td>
<td>Clean Energy</td>
<td>4-Sep-12</td>
<td>30-Jun-14</td>
<td>Canada, IFC, Norway, United Kingdom</td>
<td>The goal for this project would be to support the private sector to provide sustainable business models for energy access to SMEs and the off-grid population.</td>
</tr>
<tr>
<td>Attero Advisory Services</td>
<td>582307</td>
<td>Pipeline</td>
<td>$3,300,000</td>
<td>Farmer and SME Training</td>
<td>1-Sep-12</td>
<td>30-Sep-15</td>
<td>To be raised</td>
<td>The objective of this project is to demonstrate a sustainable business model of integrating and formalizing the informal sector players in the e-waste supply chain of Attero. The model will leverage the strengths of both the formal and informal sectors to ensure higher collection and recycling of e-waste through the formal sector at minimum costs. The project would be implemented in four cities in India (Delhi, Mumbai, Hyderabad, and Ahmedabad).</td>
</tr>
<tr>
<td>PPCR—AGRI BD</td>
<td>584887</td>
<td>Pipeline</td>
<td>$3,100,000</td>
<td>Farmer and SME Training</td>
<td>1-Jun-12</td>
<td>--</td>
<td>Climate Investment Fund</td>
<td>The broad objective of this project is to pilot adaptive agricultural input, practices, and technologies for a climate-resilient agriculture in the twelve polders in the coastal regions and create sustainable livelihood opportunities for vulnerable communities. The project is targeted to reach 75,000 farmers by improving their resilience to the impact of climate change.</td>
</tr>
<tr>
<td>PPCR- Promoting Climate-Resilient Agriculture, Nepal</td>
<td>588487</td>
<td>Pipeline</td>
<td>$2,450,000</td>
<td>Farmer and SME Training</td>
<td>1-May-12</td>
<td>--</td>
<td>Climate Technology Fund</td>
<td>The broad objective of this project is to pilot adaptive agricultural products, practices, and technologies for a climate-resilient agriculture to increase productivity and offset climate change impact, thereby contributing to food security for vulnerable, resource-poor farmers.</td>
</tr>
<tr>
<td>Project Title</td>
<td>Project ID</td>
<td>Pipeline</td>
<td>Budget</td>
<td>As Products</td>
<td>Start Date</td>
<td>Donors</td>
<td>End Date</td>
<td>Description</td>
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</tr>
<tr>
<td>Post Conflict Sri Lanka</td>
<td>597447</td>
<td>Pipeline</td>
<td>$4,625,000</td>
<td>Farmer and SME Training</td>
<td>1-Jan-13</td>
<td>European Union</td>
<td>--</td>
<td>This European Union program, to be supported by IFC, is to create enterprises, generate employment, and improve the business environment in the four post-conflict districts of Sri Lanka.</td>
</tr>
<tr>
<td>India Corporate Water Sustainability Program</td>
<td>594447</td>
<td>Pipeline</td>
<td>$1,200,000</td>
<td>Resource Efficiency</td>
<td>27-Feb-12</td>
<td>Netherlands, To be raised</td>
<td>--</td>
<td>The program focuses on improving corporate water efficiency and sustainability in key industrial sectors in India. Key program priorities include: (1) Increasing investment in industrial water efficiency through firm-level advisory. (2) Supporting multi-stakeholder participatory watershed initiatives. (3) Raising awareness within industry on water sustainability.</td>
</tr>
<tr>
<td>South Asia Agriculture-Water Efficiency</td>
<td>587087</td>
<td>Pipeline</td>
<td>$5,500,000</td>
<td>Resource Efficiency</td>
<td>TBD</td>
<td>IFC, Netherlands</td>
<td>--</td>
<td>The program aims to bring sustainable farming to a critical mass of farmers by supporting Water-Use Efficiency technologies, good agriculture practices, and facilitating finance for technology investments. Program objectives will be achieved through the development of innovative delivery models for scalable application in geographically concentrated areas.</td>
</tr>
</tbody>
</table>
### Yemen Corporate Governance Project

**PROJECT ID**: 568167  
**ONGOING**  
**BUDGET**: $462,050  
**AS PRODUCTS**: Corporate Governance  
**DONORS**: United Kingdom, IFC  
**START DATE**: 1-Jan-09  
**END DATE**: 30-Dec-12  
**DESCRIPTION**: The overall goals of this project are to: (1) Help companies improve performance (improved decision-making, risk management, operating efficiency, profit, and valuations). (2) Increase access to finance (reduced costs of capital, improved loan terms, and increased access to investors) by promoting better CG practices among companies in Pakistan and Afghanistan.

### Pakistan and Afghanistan Corporate Governance (CG) Project

**PROJECT ID**: 598467  
**ONGOING**  
**BUDGET**: $625,000  
**AS PRODUCTS**: Corporate Governance  
**DONORS**: IFC, Islamic Development Bank, United Kingdom  
**START DATE**: 1-Jul-12  
**END DATE**: 30-Jun-15  
**DESCRIPTION**: The overall goals of this project are to: (1) Help companies improve firm performance (improved decision-making, risk management, operating efficiency, profit, and valuations). (2) Increase access to finance (reduced costs of capital, improved loan terms, and increased access to investors) by promoting better CG practices among companies in Pakistan and Afghanistan.

### Pakistan Corporate Governance (CG) Project 2

**PROJECT ID**: 569898  
**ONGOING**  
**BUDGET**: $804,999  
**AS PRODUCTS**: Corporate Governance  
**DONORS**: IFC, Netherlands  
**START DATE**: 2-Nov-09  
**END DATE**: 30-Jun-12  
**DESCRIPTION**: The goal of the project is to help banks and companies in Pakistan improve access to capital and increase their operational efficiency and financial performance. The project will aim at achieving the following results: (1) Securities and Exchange Commission of Pakistan (SECP), State Bank of Pakistan (SBP), and stock exchanges ensure effective implementation of CG regulation. (2) Credit-rating agencies and consultants provide advice on CG practices to client. (3) Key intermediaries—in particular the Pakistan Institute of Corporate Governance (PICG)—facilitate the next generation of CG players in improving CG practices. (4) MFIs, IFIs, and family-owned enterprises demand specialized CG services to implement better CG practices, tackling their specific CG challenges.

### Yemen Corporate Governance Project

**PROJECT ID**: 568167  
**ONGOING**  
**BUDGET**: $462,050  
**AS PRODUCTS**: Corporate Governance  
**DONORS**: United Kingdom, IFC  
**START DATE**: 1-Jan-09  
**END DATE**: 31-Dec-12  
**DESCRIPTION**: The overall goal of this project is to advance CG across the Yemeni market to help companies improve performance and attract investment. The objectives are to: (1) Raise awareness across the market and equip company directors and managers with tools needed to effect good CG practices in their organizations. (2) Demonstrate the benefits of good CG by assisting specific companies and banks in improving their corporate governance practices. (3) Build local capacity to provide CG training and Advisory Services in Yemen on a sustainable basis and help codify CG principles in the marketplace.

### Maghreb Corporate Governance (CG) Project

**PROJECT ID**: 586687  
**ONGOING**  
**BUDGET**: $1,215,000  
**AS PRODUCTS**: Corporate Governance  
**DONORS**: IFC, Islamic Development Bank, United Kingdom  
**START DATE**: 15-Nov-11  
**END DATE**: 30-Jun-15  
**DESCRIPTION**: The overall goal of this project is to enhance firm performance and increase access to finance by improving corporate governance standards across the market. The project will focus on the following objectives: (1) Build the capacity of The Moroccan Institute of Directors (IMA) to deliver CG services across the market. (2) Focus on regulatory-level intervention. (3) Direct client work at the firm level. All activities performed under these objectives will be in partnership with IMA, thereby helping achieve the first objective (building IMA capacity) and enabling a successful project exit.
<table>
<thead>
<tr>
<th>Project Title</th>
<th>Project ID</th>
<th>Status</th>
<th>Budget</th>
<th>AS Products</th>
<th>Donors</th>
<th>Start Date</th>
<th>End Date</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jordan Corporate Governance Project</td>
<td>569902</td>
<td>ONGOING</td>
<td>$485,000</td>
<td>Corporate Governance</td>
<td>IFC</td>
<td>1-Mar-10</td>
<td>30-Jun-12</td>
<td>The overall goals of the project are to: (1) Improve firm performance and enhance access to finance by promoting better corporate governance practices among financial institutions, SMEs, and company boards. (2) Sustain the advancement of corporate governance practices. The capacity of key intermediaries will be built to effect change in the market in the long run.</td>
</tr>
<tr>
<td>Egypt SME Corporate Governance (CG) Project</td>
<td>569900</td>
<td>ONGOING</td>
<td>$260,000</td>
<td>Corporate Governance</td>
<td>Switzerland</td>
<td>16-Oct-11</td>
<td>30-Jun-14</td>
<td>The primary goal of this project is to help SMEs in Egypt improve their access to finance and firm performance through good CG. The objectives are: (1) Help at least 65 SMEs implement good governance by equipping them with CG training and tools. (2) Build capacity of project partners to help ensure they can provide CG support to SMEs on an ongoing basis. (3) Develop two tailored CG products used to ultimately reach 400 people, up from 200 SMEs.</td>
</tr>
<tr>
<td>Corporate Governance (CG) MENA Regional Activities Project</td>
<td>573188</td>
<td>ONGOING</td>
<td>$606,000</td>
<td>Corporate Governance</td>
<td>Denmark, Switzerland, IFC</td>
<td>15-Oct-09</td>
<td>30-Jun-12</td>
<td>The goal of this project is to help companies in “non-target” markets improve performance and access to capital through better CG. The objectives are: (1) Help investee companies in ‘non-target’ countries implement good CG. (2) Ensure that directors and executives from companies around the region understand the importance of good CG.</td>
</tr>
<tr>
<td>Business Edge—Yemen Phase II</td>
<td>568707</td>
<td>ONGOING</td>
<td>$800,000</td>
<td>Farmer and SME Training</td>
<td>United Kingdom</td>
<td>16-May-09</td>
<td>31-Dec-12</td>
<td>The ultimate goal of this engagement is to enhance the managerial capacity, performance, and competitiveness of Yemeni businesses and individuals, using Business Edge products and services. The project will adopt two strategic directions: (1) Develop the managerial capacities of underserved market segments. These segments will comprise businesses and individuals in remote geographical locations, women and unemployed youths. (2) Develop the managerial capacities of SMEs in high-growth sectors in Yemen and priority sectors for IFC.</td>
</tr>
<tr>
<td>Business Edge—Afghanistan</td>
<td>553807</td>
<td>ONGOING</td>
<td>$1,828,842</td>
<td>Farmer and SME Training</td>
<td>IFC, United Kindgom, Netherlands</td>
<td>1-Sep-08</td>
<td>31-Dec-12</td>
<td>The project’s objective is to enhance the business performance of Afghan enterprises as well as that of aspiring entrepreneurs. This will be achieved by building the capacity of sustainable and reliable local trainers and training providers to meet the increasing demand for management skills development in Afghanistan. To ensure long-term and sustainable impact on the Afghan private sector and the training market in particular, a longer-than-usual engagement is envisioned.</td>
</tr>
</tbody>
</table>
### Cleaner Production for Companies (MENA)

**Project ID:** 569968  
**Budget:** $2,182,845  
**AS Products:** Resource Efficiency  
**Start Date:** 1-Jan-11  
**End Date:** 30-Dec-13  
**Donors:** Earth Fund, Japan, IFC

**Description:** The goal of this program is to increase the uptake of CP practices and technologies at individual companies, Groups of Companies, and Lead Organizations as a tool to improve their financial performance by adopting a systemic approach to energy, water, and raw materials/waste savings. This will include the implementation of recommendations for cleaner production in the facility itself, then expansion and replication of the practices within other companies through establishing cleaner production (energy, water, and materials) management systems.

### Farmer and SME Training MENA Region

**Project ID:** 578567  
**Budget:** $485,000  
**AS Products:** Farmer and SME Training  
**Start Date:** 1-Jul-11  
**End Date:** 30-Jun-14  
**Donors:** IFC, Luxembourg, Islamic Development Bank, United Kingdom

**Description:** This project has two goals: (1) Evaluate the existing Business Edge delivery model and develop a more sustainable one that can be applied across the MENA region. (2) Respond to incoming demand from non-IDA countries for FaST products (Business Edge and the SME Toolkit). The project will have two components: (1) Develop a three year FaST MENA strategy and action plan. (2) Respond efficiently to firm-level demand for BE training and SME Toolkit in non-IDA countries.

### Afghanistan Horticulture Export Development Clusters 2

**Project ID:** 552245  
**Budget:** $1,778,267  
**AS Products:** Farmer and SME Training  
**Start Date:** 1-Feb-08  
**End Date:** 30-Jun-12  
**Donors:** Canada, IFC

**Description:** Building on the results of an existing pilot, the project aims to enhance the performance of a group of SMEs in the green raisin and pomegranate cluster in Afghanistan in terms of product quality, productivity, and sales, in order to contribute to a sustainable comparative advantage for these sectors in the longer term.

### SME Management Training—Pakistan

**Project ID:** 539555  
**Budget:** $934,391  
**AS Products:** Farmer and SME Training  
**Start Date:** 25-Nov-08  
**End Date:** 30-Jun-12  
**Donors:** Netherlands, IFC

**Description:** The ultimate goal of this engagement is to enhance the performance and competitiveness of Pakistani SMEs. This project will develop the business skills and managerial capacity of SMEs in the value chains of existing and prospective IFC investment clients and other strategic partners in a variety of sectors. The project will selectively use and combine IFC’s SME management products, Business Edge and SME Toolkit. The project will also revitalize the existing SME Toolkit program implemented with SMEDA (Pakistan’s Small- and Medium-sized Enterprise Development Authority) by engaging in a strategic partnership with a key IFC client. The project will target corporations in high-development sectors, with a focus on the financial sector (banks and microfinance). Other sectors such as telecommunications, general manufacturing services, health, and education will also be considered because they are growth sectors and priority sectors for IFC in Pakistan.
## Mining Policy Reform—Yemen Phase II

**PROJECT ID** 568227  |  **ONGOING**
**AS PRODUCTS**  Strategic Community Investment  |  **START DATE** 19-Apr-09
**DONORS**  United Kingdom  |  **END DATE** 30-Jun-12
**DESCRIPTION**  The objective of this project is to help Yemen’s Geological Survey and Mineral Resources Board (GSMRB) and other relevant agencies to establish an SBA consensus policy framework (including SBA Impacts and Community Investment components). The intervention is expected to enhance Yemen’s ability to help investors engage with local communities, while helping these communities and tribes to effectively derive developmental benefits from private mining projects and ensuring that environmental and social impact will be managed by companies effectively.

## Improving Wastepaper Recovery and Collection in Pakistan

**PROJECT ID** 561696  |  **ONGOING**
**AS PRODUCTS**  SBA-Other  |  **START DATE** 1-Apr-10
**DONORS**  IFC, Islamic Development Bank, United Kingdom  |  **END DATE** 31-Mar-13
**DESCRIPTION**  The project goal is to increase the recovery rate and value of waste paper in the Lahore region of Pakistan by strengthening the local wastepaper supply chain in order to facilitate the substitution of imported waste paper with local paper, thus resulting in an increase of M/SMEs revenue by $500,000 annually, the creation of 200 jobs, the generation of at least $25,000 saving for packages, and a decrease in GHG emissions.

## West Bank—Gaza Olive Oil 2

**PROJECT ID** 567454  |  **ONGOING**
**AS PRODUCTS**  SBA-Other  |  **START DATE** 3-Jan-10
**DONORS**  IFC, Netherlands, Islamic Development Bank, United Kingdom  |  **END DATE** 28-Feb-13
**DESCRIPTION**  The overall objective of the project is to increase the export of Palestinian olive oil by supporting bottling companies that seek to fully adhere to international food safety requirements, enhance their access to and presence in international markets through a unified product standards and marketing approach, incorporate environmental sustainability in their supply chain, and facilitating access to finance. Training and awareness-raising activities of the project will be extended to farmers and presses as members in the supply chain.

## Egypt Siwa Oasis

**PROJECT ID** 533924  |  **ONGOING**
**AS PRODUCTS**  SBA-Other  |  **START DATE** 1-Mar-05
**DONORS**  EBFP, Canada, GBI, IFC  |  **END DATE** 13-Sep-13
**DESCRIPTION**  The project is a comprehensive development program for the Siwa Oasis comprising capital expansion projects and working capital support for initiatives in the ecotourism, women’s artisanship, sustainable agriculture, and renewable energy sectors. It is expected that the model of sustainability being created in the Siwa Oasis can be replicated in similar oases in North Africa and closed economies, and that the business models being adopted within specific environmental components (especially agriculture) will generate significant lessons and replication experiences for future mainstreaming of environmentally-sustainable businesses. The project aims to: (1) Empower the female and indigenous population of Siwa. (2) Build entrepreneurship within the Siwan culture. (3) Help to preserve the delicate environment of a threatened ecosystem.
**Green Building Pilot**

**PROJECT ID**: 576787  
**BUDGET**: $561,000  
**AS PRODUCTS**: Resource Efficiency  
**DONORS**: IFC  
**START DATE**: 1-Apr-10  
**END DATE**: 30-Dec-11  

**DESCRIPTION**: The overall goal of the project is to demonstrate the viability of an integrated market development approach to stimulate reduction of GHG emissions and cost savings for private and public building owners as a result of efficiency-lead initiatives, enabled by the enhanced cooperation between energy service companies (ESCOs) and banks. Specifically, the project will, during a period of nine months, achieve the following objectives as a result of recommendations made by the project: (1) At least two building owners have implemented energy saving projects resulting from the recommendations of CP assessments. (2) At least two ESCOs will have implemented new business models and/or be delivering new clean production and renewable energy technologies that include a financing solution from an FI for realizing energy-saving projects. (3) At least one FI will have engaged in and implemented new processes for financing of CP/ER-related services or technologies.

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**MENA Environment, Social & Governance Index**

**PROJECT ID**: 564887  
**BUDGET**: $456,000  
**AS PRODUCTS**: Sustainable and Inclusive Investing  
**DONORS**: IFC  
**START DATE**: 1-Apr-09  
**END DATE**: 31-May-11  

**DESCRIPTION**: The project aims to create an ESG-based index that can be marketed to global institutional investors. In order for companies in the region to better understand environmentally- and socially-responsible investment practices, as well as to enhance their basic understanding of the importance of corporate governance, it is necessary to develop incentives.

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**MENA Clean Energy Program**

**PROJECT ID**: 592727  
**BUDGET**: $3,901,667  
**AS PRODUCTS**: Clean Energy  
**DONORS**: Netherlands, IFC, To be raised  
**START DATE**: 1-Jan-12  
**END DATE**: --  

**DESCRIPTION**: This is an umbrella program for developing and launching three Advisory Services projects over FY12 and FY13 in the areas of captive power, off-grid power, and distributed power, with an overall aim of supporting uptake and investment in clean energy by the private sector.

---

**MENA Captive Renewable Energy**

**PROJECT ID**: 599081  
**BUDGET**: $2,965,485  
**AS PRODUCTS**: Clean Energy  
**DONORS**: IFC, To be raised  
**START DATE**: 1-Jul-12  
**END DATE**: --  

**DESCRIPTION**: The overall goal of this project is to accelerate the uptake of renewable energy technologies in the captive power market.
### MENA Corporate Governance (CG) Program FY13–15

| PROJECT ID | 595267 |
| PIPELINE | |
| BUDGET | $TBD |

**AS PRODUCTS** Corporate Governance  
**DONORS** To be raised  
**START DATE** 1-Jul-12  
**END DATE** --  

**DESCRIPTION**  
The overall goal of the program is to help companies improve access to finance and firm performance. To attain these goals, the broad objectives of the program are to: (1) Build the capacity of institutes in selected countries so they can advance the CG agenda on an ongoing, sustainable basis. (2) Build the capacity of selected regional regulators (e.g., central banks, capital market authorities) and market intermediaries (e.g., press, consultants, mediators, other) such that they are capable of providing CG expertise and interventions to the market. (3) Work with selected partners to improve CG practices in companies through training and assessments, with a particular focus on the family-owned enterprises, SME, and FI segments; plus advancement of board diversity.

### Iraq—Dairy Sector Development

| PROJECT ID | 594067 |
| PIPELINE | |
| BUDGET | $675,000 |

**AS PRODUCTS** Environmental, Social, and Trade Standards  
**DONORS** United Kingdom, Japan, Spain  
**START DATE** 1-Jun-12  
**END DATE** --  

**DESCRIPTION**  
The overall goal of the project is to improve the efficiency of the dairy sector value chain by (1) Increasing overall milk production and improving milk quality by supporting the development of small farms. (2) Developing the supply chain for milk collection. (3) Enhancing up-stream distribution channels to reach markets.

### Pakistan Dairy Sector Development

| PROJECT ID | 593887 |
| PIPELINE | |
| BUDGET | $775,000 |

**AS PRODUCTS** Environmental, Social, and Trade Standards  
**DONORS** IFC  
**START DATE** 16-Apr-12  
**END DATE** --  

**DESCRIPTION**  
The overall goal of the project is to increase Pakistani milk production and improve milk quality by supporting the development of and facilitating investments in sustainably-managed, medium-size farms.

### Education for Employment (E4E)—MENA

| PROJECT ID | 592887 |
| PIPELINE | |
| BUDGET | $450,000 |

**AS PRODUCTS** Farmer and SME Training  
**DONORS** Denmark, IFC  
**START DATE** 1-May-12  
**END DATE** --  

**DESCRIPTION**  
The goal of this project is to contribute to reducing the rate of unemployment in priority countries identified by the E4E MENA program (Egypt, Jordan, Morocco, and Tunisia). It will use IFC’s Business Edge product to complement and expand the existing nascent supply of education and training providers offering work readiness programs and to improve the employability of youth by enhancing their business management and soft skills, thus enabling them to fill existing employment opportunities.
### Pakistan Low-Cost Schools Business Model

| PROJECT ID | 579187 |
| PIPELINE | |
| BUDGET | $100,000 |

**AS PRODUCTS** Farmer and SME Training  
**DONORS** To be raised  
**START DATE** TBD  
**END DATE** --

**DESCRIPTION** The objective is to make direct investments to support low-cost, commercially sustainable school networks in Pakistan. The project will act as a resource to existing school networks by providing the framework for the for-profit schools to offer services at a lower price point and for the donor-funded schools to leverage their funding models to operate in a more commercially sustainable manner. Also, the project will provide guidance on the specific financial products required to support these school networks.

### Yemen Nursing Program

| PROJECT ID | 576727 |
| PIPELINE | |
| BUDGET | $75,000 |

**AS PRODUCTS** SBA-Other  
**DONORS** To be raised  
**START DATE** TBD  
**END DATE** --

**DESCRIPTION** The purpose of this project is to undertake a feasibility study of Yemen’s nursing training and replacement needs. If warranted by the findings of the feasibility study, and funding by donors is secured, the Yemen Education For Employment Foundation (YEFE) would develop a business plan for the accelerated International Nursing Career program (INCP) in Yemen that would be structured as an independent, not-for-profit degree program nested within a hosting university. The proposed program would offer a bachelor of science degree in nursing to students who already have university science degrees, but are unable to find jobs. The curriculum is modeled on American accelerated programs of nursing education, and will require two full years of academic study and one year of clinical internship. New to Yemen, this accelerated academic program would prepare graduates to meet international standards of nursing education.
### Dominica Geothermal Development

**PROJECT ID** 585447  **ONGOING**  
**BUDGET** $470,000  
**AS PRODUCTS** Clean Energy  
**DONORS** IFC, Iceland  
**START DATE** 2-Jul-12  
**END DATE** 31-Oct-13  
**DESCRIPTION** The objectives of the project are to: (1) Support the government of the Commonwealth of Dominica in the development of its domestic geothermal energy resource to meet local energy needs. (2) Realize development impact. (3) Mitigate impact of climate change by displacing fossil fuel-fired electric generation capacity with a clean, renewable energy resource.

### Aliança Da Terra (AT)

**PROJECT ID** 570912  **ONGOING**  
**BUDGET** $845,000  
**AS PRODUCTS** Environmental, Social, and Trade Standards  
**DONORS** IFC, Finland, Sweden  
**START DATE** 21-Dec-09  
**END DATE** 31-Mar-12  
**DESCRIPTION** The overall objective is to encourage the expansion and development of biodiversity-friendly practices among cattle and soybean producers in the Legal Amazon and to support AT’s network of producers to companies that are willing to source from E&S responsible farms. IFC also aims to gain valuable lessons learned about ecostandards that can be used for other regions. To reach these objectives, this Advisory Services project will have four components: (1) Expansion of the RSR. (2) Development and inclusion of a Carbon Monitoring and Accounting System (CMAS) into the Registry for Social and Environmental Responsibility. (3) Improve AT’s effectiveness and Financial Sustainability. (4) Ecostandards product knowledge sharing and training.

### Favorita

**PROJECT ID** 569189  **ONGOING**  
**BUDGET** $1,003,279  
**AS PRODUCTS** Environmental, Social, and Trade Standards  
**DONORS** Favorita, GAIN Foundation  
**START DATE** 1-Jul-10  
**END DATE** 30-Jun-14  
**DESCRIPTION** The pilot project’s main objective is to increase the consumption of a whey-based fortified yogurt by low-income infants between 6 to 24 months in Ecuador. The project will do this by supporting Favorita, an IFC investment client, as it develops and implements a social marketing campaign that successfully introduces and promotes the fortified yogurt in the target population.

### Latin America and Caribbean BioTrade Program

**PROJECT ID** 583427  **ONGOING**  
**BUDGET** $1,730,000  
**AS PRODUCTS** Environmental, Social, and Trade Standards  
**DONORS** Brazil, IFC, Denmark, Netherlands, Client  
**START DATE** 1-Nov-11  
**END DATE** 30-Jun-14  
**DESCRIPTION** The overall objectives of this project are to: (1) Address some of the market failures that constrain a more systematic integration of biodiversity concerns into business models and local development strategies, with a focus on the key areas identified by the project team. (2) Build and strengthen institutions that have national, regional, and global impact and are committed to promoting, facilitating, and recognizing ethical trade practices.
<table>
<thead>
<tr>
<th>Project Title</th>
<th>Project ID</th>
<th>Status</th>
<th>Budget</th>
<th>AS Products</th>
<th>Start Date</th>
<th>End Date</th>
<th>Donors</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsible Soy—Bolivia</td>
<td>590827</td>
<td>ONGOING</td>
<td>$821,000</td>
<td>Environmental, Social, and Trade Standards</td>
<td>13-Oct-11</td>
<td>30-Jun-14</td>
<td>Japan, Netherlands, IFC</td>
<td>The overall objective of the Responsible Soy project in Bolivia is twofold: (1) Provide support to improve crop productivity and sales performance of small- and medium-sized soybean farmers, including potential IFC clients’ supply chains. (2) Support the adoption of environmental and social standards for small- and medium-sized farms, including potential IFC clients’ supply chains, which aims to increase the amount of sustainably-managed land.</td>
</tr>
<tr>
<td>Business Edge—Honduras</td>
<td>566527</td>
<td>ONGOING</td>
<td>$399,772</td>
<td>Farmer and SME Training</td>
<td>1-Apr-09</td>
<td>31-Dec-12</td>
<td>IFC, Netherlands</td>
<td>The Business Edge project aims to first establish sustainable training service providers, which then provide SMEs in Honduras with access to customized management training. This training program has the objective of helping local SMEs improve their performance and thus raise productivity, profitability, and competitiveness by: providing practical and applicable training that local SMEs can use to develop and strengthen their operational and strategic business management skills. This should then facilitate SMEs’ access to competitive markets and obtain financial services.</td>
</tr>
<tr>
<td>Business Edge—Bolivia</td>
<td>576707</td>
<td>ONGOING</td>
<td>$294,259</td>
<td>Farmer and SME Training</td>
<td>1-Mar-10</td>
<td>31-Jan-13</td>
<td>IFC, Netherlands</td>
<td>The Business Edge project in Bolivia has the primary purpose of developing sustainable BE training services through local training institutions as partners, which provide Bolivian SMEs with access to applicable and customized business training.</td>
</tr>
<tr>
<td>Business Edge—Haiti</td>
<td>564707</td>
<td>ONGOING</td>
<td>$624,214</td>
<td>Farmer and SME Training</td>
<td>1-Jul-08</td>
<td>30-Jun-12</td>
<td>Caribbean Development Bank, Netherlands, IFC</td>
<td>The Business Edge project objective is to establish sustainable training services that provide Small- and Medium-sized Enterprises (SMEs) in Haiti with access to customized management training, which in turn will help them to improve their performance and thus raise productivity, profitability, and competitiveness. The project aims at improving SMEs’ operational and strategic business management skills by providing practical and applicable training. It also aims at facilitating SMEs’ access to competitive markets and financial services.</td>
</tr>
<tr>
<td>Ecom NN AAA</td>
<td>576747</td>
<td>ONGOING</td>
<td>$607,000</td>
<td>Farmer and SME Training</td>
<td>1-Jun-10</td>
<td>30-Jun-13</td>
<td>Ecom NN AAA</td>
<td>The objective of this project is to further develop the Ecom—NN sustainable supply chain, and improve coffee quality and farm income (through better premiums and yields) for 4,868 coffee producers in four NN clusters (Mexico, Guatemala, Costa Rica, and Nicaragua).</td>
</tr>
</tbody>
</table>
## SME Toolkit—Latin America and Caribbean

**PROJECT ID**: 564729  
**ONGOING**  
**BUDGET**: $94,285  
**AS PRODUCTS**: Farmer and SME Training  
**START DATE**: 31-Oct-08  
**DONORS**: IFC  
**END DATE**: 31-Dec-12  
**DESCRIPTION**: The objective of the SME Toolkit program in LAC is to provide online learning and knowledge sharing of business management practices to MSMEs to improve performance and to facilitate access to markets and finance. Content in the Latin American websites should continuously be updated and localized in order to maximize its value, outreach, and thus potential impact. This project focuses on broadening user access to the SME Toolkit, in line with IFC regional priorities and in doing so, would provide increased local business content, also in IDA countries.

## Small Milk Producers’ Supplier Development Program—CONAPROLE

**PROJECT ID**: 558465  
**ONGOING**  
**BUDGET**: $440,090  
**AS PRODUCTS**: Farmer and SME Training  
**START DATE**: 11-Feb-08  
**DONORS**: IFC, CONAPROLE  
**END DATE**: 31-Aug-12  
**DESCRIPTION**: The project’s objective is to increase the net income of small milk producers affiliated with CONAPROLE. Impact will be attained by improving milk productivity and quality. Milk productivity and quality are directly related to better nutrition for cattle. Therefore, the project’s additional objectives are to: (1) Improve grass productivity per hectare throughout the year (feed). (2) Improve sorghum productivity per hectare (supplementary feed).

## SLV Sustainable Wood Supply

**PROJECT ID**: 585367  
**ONGOING**  
**BUDGET**: $1,297,636  
**AS PRODUCTS**: Farmer and SME Training  
**START DATE**: 2-Jul-12  
**DONORS**: IFC, Netherlands, Spain  
**END DATE**: 30-Oct-15  
**DESCRIPTION**: The project objective is to establish an innovative sustainable forestry business model that creates a stable, annual wood supply for SLV from Community Managed Forest Enterprises (CMFEs). The long-term commercial alliance between SLV and the CFMEs will result in a minimum of 150,000 ha of lowland tropical forest legally managed under internationally-recognized standards. A total of approximately 312 indigenous families (1,560 people) will benefit from the project.

## Ecom Renovation—Nicaragua

**PROJECT ID**: 580708  
**ONGOING**  
**BUDGET**: $434,831  
**AS PRODUCTS**: Farmer and SME Training  
**START DATE**: 9-Aug-10  
**DONORS**: Ecom, Finland, IFC  
**END DATE**: 31-Dec-12  
**DESCRIPTION**: The objective of this knowledge management project is to develop and pilot a combined coffee plant renovation package for farmers in Nicaragua. The 40 producers who will participate in the pilot will be selected based on their history with Ecom, sustainability certification, projected cash flow, and available collateral for renovation loans. Although the project specifically focuses on the development of the renovation package, the longer-term purpose is for producers to be able to increase their operating margins and access long-term renovation credit in order to ensure their future competitiveness.

## Cocoa Rehabilitation Mesoamerica

**PROJECT ID**: 595727  
**ONGOING**  
**BUDGET**: $543,037  
**AS PRODUCTS**: Farmer and SME Training  
**START DATE**: 1-Jul-12  
**DONORS**: IFC  
**END DATE**: 31-Dec-14  
**DESCRIPTION**: The overall goal of this project is to contribute to the “cocoa initiative” in Mexico and Nicaragua, which aims to help establish or rehabilitate 5,500 hectares of cocoa, significantly increasing average yields for 3,000 farmers.
<table>
<thead>
<tr>
<th>Project Title</th>
<th>Project ID</th>
<th>Status</th>
<th>Budget</th>
<th>AS Products</th>
<th>Start Date</th>
<th>Donors</th>
<th>End Date</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resource Efficiency Program in Latin America and Caribbean—Firm Specific Approach</td>
<td>575147</td>
<td>ONGOING</td>
<td>$1,760,798</td>
<td>Resource Efficiency</td>
<td>20-Jan-10</td>
<td>Earth Fund, IFC, Spain, Norway</td>
<td>30-Sep-12</td>
<td>The objective of the project is to contribute to the adoption of cleaner production technologies in industries of the construction materials sector in Latin America and Caribbean to promote efficiency-led savings in production costs and reduce GHG emissions. This will be achieved through: (1) Encouraging current and future IFC clients in the construction materials sector to undertake CP assessments, overcoming market barriers through improved access to expert knowledge/information, co-financing and specialized consultants; and bringing best global practices to local businesses. (2) Encouraging current and future IFC clients in the construction materials sector to implement CP technologies as a result of the undertaken assessment, via IFC-supported investments including the CP Lending Facility. (3) Communicating CP best practices and technologies among other industry players, promoting replication to create a scale effect across the construction materials sector (wholesale approach) and improving local standards.</td>
</tr>
<tr>
<td>EcoOro Enhancing Royalties Investments</td>
<td>571029</td>
<td>ONGOING</td>
<td>$380,000</td>
<td>Strategic Community Investment</td>
<td>3-Dec-09</td>
<td>IFC, Norway, Greystar</td>
<td>30-Aug-13</td>
<td>The project objective is to: (1) Strengthen public revenue management in three Colombian municipalities located in the area of influence of Greystar’s gold mine project. (2) Facilitate transparency and social control of royalties’ investments working with municipal civil society organizations.</td>
</tr>
<tr>
<td>Extractive Industries Royalty Management</td>
<td>568907</td>
<td>ONGOING</td>
<td>$1,060,000</td>
<td>Strategic Community Investment</td>
<td>1-Aug-09</td>
<td>Ecopetrol, ESAP, Norway, Switzerland</td>
<td>31-Dec-12</td>
<td>The project objective is to: (1) Strengthen public revenue management in 10 Colombian municipalities where extractive industries operate. (2) Facilitate transparency and social control of royalties’ investments, working with 10 civil society organizations based in those same municipalities. The project seeks to achieve this objective by: (1) Incorporating royalty management good practices and tools. (2) Reporting and disseminating municipal investment information, thereby contributing to municipalities being more accountable to local citizens.</td>
</tr>
<tr>
<td>Municipal Royalty Investment Peru</td>
<td>583008</td>
<td>ONGOING</td>
<td>$3,840,000</td>
<td>Strategic Community Investment</td>
<td>14-Feb-11</td>
<td>Canada, IFC</td>
<td>31-Dec-14</td>
<td>Improve investment capacity in at least 21 of the 30 selected municipalities as measured by a 20% increase in the assessment rating of their investment management practices. This will be achieved by working directly with municipalities, providing them with relevant information, training, and tools, promoting the adoption of good practices, providing on-demand web-based services to local officers, and involving the private sector in sub-national government capacity-building.</td>
</tr>
</tbody>
</table>
### Strengthening Local Governance to Improve the Impact of Royalties

**PROJECT ID** 581028  **ONGOING**

<table>
<thead>
<tr>
<th>AS PRODUCTS</th>
<th>Strategic Community Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>DONORS</td>
<td>Canada, IFC</td>
</tr>
<tr>
<td><strong>BUDGET</strong></td>
<td>$4,073,540</td>
</tr>
<tr>
<td><strong>START DATE</strong></td>
<td>15-Feb-11</td>
</tr>
<tr>
<td><strong>END DATE</strong></td>
<td>31-Dec-14</td>
</tr>
</tbody>
</table>

**DESCRIPTION**
The program will aim at improving governance in 21 municipalities by achieving a one-point increase in the Good Governance Index by June 2014 (in a scale from 1 to 5—which translates to approximately a 20% increase). This will be achieved by enabling civil society groups and the media to demand good governance from their authorities by providing them with information, capacity-building activities, and incentives. Furthermore, the project will contribute to creating a friendlier environment for extractive industry by increasing by 20% the population’s and civil society organization’s receptivity to extractive industry.

### Strengthening Social Accountability to Improve the Impact of Royalties in Colombia

**PROJECT ID** 559885  **ONGOING**

<table>
<thead>
<tr>
<th>AS PRODUCTS</th>
<th>Strategic Community Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>DONORS</td>
<td>IFC, Spain, Client</td>
</tr>
<tr>
<td><strong>BUDGET</strong></td>
<td>$948,312</td>
</tr>
<tr>
<td><strong>START DATE</strong></td>
<td>1-Jul-08</td>
</tr>
<tr>
<td><strong>END DATE</strong></td>
<td>30-Sep-12</td>
</tr>
</tbody>
</table>

**DESCRIPTION**
The project’s objective is to empower the population by increasing its access to information and awareness of the importance of municipal investment so that there is an understanding of the great opportunity that royalties represent. This objective will be achieved by improving the Regional Royalty Committees’ performance in monitoring municipal investments financed mainly by oil royalties in Colombia. The project aims to: (1) Make municipalities more accountable to local citizens (increase social accountability). (2) Enhance the capacity of civil society organizations to use information on royalties produced by the local Committees.

### InfoDev-Business Incubator—Nicaragua

**PROJECT ID** 570328  **ONGOING**

<table>
<thead>
<tr>
<th>AS PRODUCTS</th>
<th>SBA-Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>DONORS</td>
<td>IFC</td>
</tr>
<tr>
<td><strong>BUDGET</strong></td>
<td>$589,424</td>
</tr>
<tr>
<td><strong>START DATE</strong></td>
<td>18-May-09</td>
</tr>
<tr>
<td><strong>END DATE</strong></td>
<td>30-Jun-12</td>
</tr>
</tbody>
</table>

**DESCRIPTION**
The primary objective of this project is to increase the sustainability and growth of start-up enterprises in Managua and surrounding areas. This will be done by setting up a locally owned and operated business incubator that will help the enterprises raise their productivity and competitiveness and scale their operations. In line with global good practice, the business incubator will be set up to have an operating capacity to incubate 20-30 enterprises at any given time.

### Building SMG’s Sustainable Wood Supply through Community Forest Management

**PROJECT ID** 575307  **PHASED OUT**

<table>
<thead>
<tr>
<th>AS PRODUCTS</th>
<th>Environmental, Social, and Trade Standards</th>
</tr>
</thead>
<tbody>
<tr>
<td>DONORS</td>
<td>Netherlands, IFC</td>
</tr>
<tr>
<td><strong>BUDGET</strong></td>
<td>$650,083</td>
</tr>
<tr>
<td><strong>START DATE</strong></td>
<td>1-Mar-10</td>
</tr>
<tr>
<td><strong>END DATE</strong></td>
<td>18-Jun-12</td>
</tr>
</tbody>
</table>

**DESCRIPTION**
This project aims to assist the forest community Awas Tingni in building and strengthening its long-term commercial relationship with SMG, encouraging this indigenous forest community to use sustainable forest management to harvest and process increasing amounts of wood.
### PetstarAS—Social Responsibility Program

**Project ID**: 554907  
**Status**: CLOSED  
**Budget**: $95,000  
**As Products**: Environmental, Social, and Trade Standards  
**Start Date**: 1-Feb-08  
**End Date**: 1-Oct-10

**Description**: The objective of this project is to: (1) Support the design of IFC’s investee Petstar S.A. de C.V.’s (“Petstar”) Social Responsibility project to ensure its financial and social sustainability. (2) Assess the replicability and scalability potential of the project.

### BPZII Enhancing Royalties Investment

**Project ID**: 574927  
**Status**: PHASED OUT  
**Budget**: $65,000  
**As Products**: Strategic Community Investment  
**Start Date**: 15-Feb-10  
**End Date**: 26-Aug-11

**Description**: The objective of the project is to reduce project processing times, allowing the regional government of Tumbes (RGT) to increase the number of strategic projects completed in a year from four to seven. This will be accomplished by supporting the RGT in strengthening internal accountability over the different stages along the investment cycle, and putting in place a method to define and communicate internally strategic priorities. The changes to be implemented will contribute to ensuring that the RGT can effectively take advantage of oil revenues and completing a greater number of projects that will bring tangible benefits to an estimated 45,000 inhabitants during the life of the project.

### Utility Efficiency Pilot in LAC

**Project ID**: 584727  
**Status**: CLOSED  
**Budget**: $209,074  
**As Products**: Resource Efficiency  
**Start Date**: 21-Mar-11  
**End Date**: 31-Oct-11

**Description**: The objectives of this project are to create institutional knowledge and regional institutional capacity in utility efficiency and loss reduction in order to catalyze the development of follow-on regional utility efficiency advisory and possibly investment interventions through completion of initial scoping analysis. The project will provide initial scoping analysis and identification services for three utility clients to examine and identify the potential benefits and costs of loss reduction and improved efficiency investments.

### Strengthening Social Accountability to Improve the Impact of Mining Canon

**Project ID**: 549845  
**Status**: CLOSED  
**Budget**: $1,922,855  
**As Products**: Strategic Community Investment  
**Start Date**: 18-Dec-06  
**End Date**: 31-Dec-10

**Description**: The project’s outcome is to get civil society organizations to undertake a systematic monitoring of mining canon (MC) flows and municipal investment in selected municipalities (increasing popular understanding of the mining canon as a contributor to municipal investments). At the impact level, the project will increase the social accountability of municipal governments by increasing their responsiveness to local population demands for improving the quality (efficiency and effectiveness) and sustainability of municipal investment financed with the mining canon generated by mining operations. At a higher level the project will help to improve the local development impact associated with extractive industries in Peru.
<table>
<thead>
<tr>
<th>Project Name</th>
<th>Project ID</th>
<th>Status</th>
<th>Budget</th>
<th>AS Products</th>
<th>Start Date</th>
<th>End Date</th>
<th>Donors</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Project on Mining Canon</td>
<td>549865</td>
<td>CLOSED</td>
<td>$1,250,000</td>
<td>Strategic Community Investment</td>
<td>21-May-07</td>
<td>31-Dec-10</td>
<td>Canada, IFC, Norway, United States, IFC</td>
<td>The overall objective of this project is to improve local government effectiveness for managing revenues (royalties) derived from mining sector operations in selected local governments within five departments in Peru. This will be achieved by helping local government staff address key constraints they face along the investment program management cycle that prevent them from increasing volumes, improving allocation, and developing sound fiscal reporting practices.</td>
</tr>
<tr>
<td>Peru LNG Linkages</td>
<td>566909</td>
<td>CLOSED</td>
<td>$1,462,434</td>
<td>Strategic Community Investment</td>
<td>1-Nov-08</td>
<td>30-Dec-11</td>
<td>IFC, Norway, Peru LNG COLP</td>
<td>The objective of the project is to create economic opportunities for 100 SMEs over a two-year period, resulting in aggregate increases in revenue, contracts, and number of jobs created. It is also expected that this program will create a procurement association of larger companies focused on the development of SMEs. This project will increase the local content of Peru LNG and allow it to contribute to its neighboring communities.</td>
</tr>
<tr>
<td>Peru LNG Enhancing Royalties Investments</td>
<td>567387</td>
<td>CLOSED</td>
<td>$980,000</td>
<td>Strategic Community Investment</td>
<td>17-Nov-08</td>
<td>30-Jun-11</td>
<td>IFC, Norway, Peru LNG</td>
<td>The project’s objective is to improve municipal investment in three provincial municipalities in the area of influence of the PERU LNG pipeline. This is to be done by: (1) Improving local governments’ investment management capacity. (2) Establishing voice mechanisms for civil society to monitor public investment.</td>
</tr>
<tr>
<td>Framing Base of Pyramid</td>
<td>574988</td>
<td>CLOSED</td>
<td>$47,000</td>
<td>SBA-Other</td>
<td>1-Mar-10</td>
<td>30-Sep-10</td>
<td>Spain</td>
<td>This project’s overarching aim is to provide a study to meet IFC’s need for a research-based understanding of Latin America’s BoP markets. This will be achieved by: (1) Crafting a methodology to create a new working definition of the BoP. (2) Carrying out research to estimate the size of the market based on this definition. (3) Designing an investment selection toolkit to ensure IFC’s financial and human resources are deployed to achieve optimum development impact and financial returns.</td>
</tr>
</tbody>
</table>
### Responsible Soy—Brazil

**PROJECT ID** 583707  
**AS PRODUCTS** Environmental, Social, and Trade Standards  
**DONORS** IFC, Japan  
**BUDGET** $1,388,500  
**START DATE** 1-Apr-12

**DESCRIPTION**  
The project’s objective is to undertake two lead-firm standards adoption projects in Brazil with IFC clients (potential) that contribute to: (1) The sustainable land management of 300,000 hectares via Roundtable on Responsible Soy certification for an estimated 3,000 producers. (2) Undertake annual reporting on the development of the business case for RTRS adoption. (3) Develop access to finance pilot that supports standards adoption.

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### Cerrado Mapping

**PROJECT ID** 583687  
**AS PRODUCTS** Environmental, Social, and Trade Standards  
**DONORS** To be raised  
**BUDGET** $TBD  
**START DATE** TBD

**DESCRIPTION**  
The project’s objectives are to promote: (1) Increased use of degraded lands to limit the expansion of agriculture into high conservation value areas in the Cerrado. (2) Restoration of degraded lands to increase carbon sequestration into the soil and to avoid further carbon emissions to the atmosphere by avoiding further Cerrado deforestation.
<table>
<thead>
<tr>
<th>Project Name</th>
<th>Project ID</th>
<th>Pipeline Status</th>
<th>Budget</th>
<th>AS Products</th>
<th>donors</th>
<th>Start Date</th>
<th>End Date</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustainable Strategy Diagnostic</td>
<td>577407</td>
<td>Pipeline</td>
<td>$910,000</td>
<td>Environmental, Social, and Trade Standards</td>
<td>IFC, To be raised</td>
<td>TBD</td>
<td>--</td>
<td>The project’s objective is to help companies in Latin America and Caribbean design a strategic approach to sustainability that enhances business value (increased revenue from new business opportunities, costs reduction, reputation improvements), and creates structure and process to improve the management of sustainability investments.</td>
</tr>
<tr>
<td>Sustainable Forestry in the Brazilian Amazon</td>
<td>575227</td>
<td>Pipeline</td>
<td>$1,650,000</td>
<td>Farmer and SME Training</td>
<td>Brazil</td>
<td>TBD</td>
<td>--</td>
<td>The overall objective of the project is to add value to the forest and prove the business case for large scale Sustainable Forestry Management by developing industry best practices. It will address investment risks and help create conditions to have IFC’s mainstream investment. On the larger scale, the project will create demonstration effects that will promote transformation in the forest sector.</td>
</tr>
<tr>
<td>Fine Flavor Cocoa—Central America</td>
<td>595587</td>
<td>Pipeline</td>
<td>$482,254</td>
<td>Farmer and SME Training</td>
<td>To be raised</td>
<td>1-May-12</td>
<td>--</td>
<td>The objective of this project is to stimulate fine-flavor cocoa production in Central America by enabling 2,000 smallholders in Honduras, Nicaragua, and Guatemala to maximize their expected tree yield and farm income from fine-flavor cocoa trees.</td>
</tr>
<tr>
<td>Latin America and Caribbean Cocoa Program</td>
<td>589287</td>
<td>Pipeline</td>
<td>$100,000</td>
<td>Farmer and SME Training</td>
<td>To be raised</td>
<td>1-Nov-12</td>
<td>--</td>
<td>The overall objective of the Latin America and Caribbean Cocoa program will be to identify and develop projects with (potential) IFC clients. The preliminary short-list of partners would reach approximately 12,000 direct beneficiaries in order to: (1) Improve productivity, quality, and net income of cocoa producers. (2) Support farmers in the adoption of standards to increase sustainably managed land.</td>
</tr>
<tr>
<td>Peru Revenue Management</td>
<td>575987</td>
<td>Pipeline</td>
<td>$4,790,000</td>
<td>Strategic Community Investment</td>
<td>Canada, IFC, To be raised</td>
<td>TBD</td>
<td>--</td>
<td>The objective of the program is to improve investment performance (as measured by an assessment of investment practices) and accountability (measured by an accountability index) in 30 selected municipalities located in eight key extractive industries regions of Peru where IFC extrative industry clients operate.</td>
</tr>
</tbody>
</table>
# Wind Farms Community Investment Strategy

**PROJECT ID** 577047  
**AS PRODUCTS** Strategic Community Investment  
**DONORS** To be raised  
**BUDGET** $454,855  
**START DATE** TBD  
**END DATE** --

**DESCRIPTION**  
The objective of the project is to assist companies in the wind sector in the State of Oaxaca, Mexico, to enhance their practices in community engagement and through: (1) Convening of companies and other relevant stakeholders at the sector level. (2) Producing a good-practice framework for community engagement/investment for the sector. (3) Dissemination and awareness-raising activities. (4) Provision of tailored advice on community investment strategy to existing and potential IFC clients based on the existing demand.

# Transfer Revenue Management Colombia

**PROJECT ID** 599085  
**AS PRODUCTS** Strategic Community Investment  
**DONORS** Ecopetrol, ESAP, To be raised  
**BUDGET** $405,000  
**START DATE** 3-Dec-12  
**END DATE** --

**DESCRIPTION**  
The project’s objective is to strengthen the National Planning Departments (DNP)’s ability to build capacity of eight municipalities in royalty management and stakeholder engagement. At the end of the project the DNP team will have acquired and demonstrated the necessary know-how to build these capacities in other local governments.

# Moderna

**PROJECT ID** 576327  
**AS PRODUCTS** SBA-Other  
**DONORS** Moderna, GAIN Foundation  
**BUDGET** $158,956  
**START DATE** TBD  
**END DATE** --

**DESCRIPTION**  
The project will be organized into two stages: (1) Evaluate whether there is a market for commercializing fortified products to low-income infants as well as to analyze the operational and financial viability of attending this market. (2) Increase the number of low-income infants (6-24 months) reached by Moderna in five years. The project intends to do so by developing and implementing a viable commercial model, which includes a comprehensive social marketing strategy that capitalizes on Moderna’s expertise in infant nutrition, spare production capacity, and network of distribution channels. The commercial model will integrate other sale points with strong presence in Ecuador’s rural areas.
### Renewable Energy Bosnia Small Hydro Power

**PROJECT ID** 575567  |  **ONGOING**
---|---
**BUDGET** $1,526,840

**AS PRODUCTS** Clean Energy

**DONORS** Austria

**START DATE** 1-Oct-10

**END DATE** 30-Jun-16

**DESCRIPTION** The project is part of the wider regional Western Balkans program. The overall goal of this wider program is the creation of a comprehensive framework for the development of renewable energy projects in selected Western Balkan countries, with a particular focus on small hydro power plants.

### Renewable Energy Albania Small Hydro Power

**PROJECT ID** 575568  |  **ONGOING**
---|---
**BUDGET** $1,286,580

**AS PRODUCTS** Clean Energy

**DONORS** Austria

**START DATE** 26-Apr-10

**END DATE** 30-Jun-16

**DESCRIPTION** The project is part of the larger regional Western Balkans program. The overall goal of the larger program is to create a comprehensive framework for renewable energy project development and implementation with a focus on small hydro power plants in the selected Western Balkan countries. The project in Albania will address market barriers to enable investments into small hydro power plants by working on legislation, with developers and through financial institutions.

### Renewable Energy Macedonia Small Hydro Power

**PROJECT ID** 575567  |  **ONGOING**
---|---
**BUDGET** $1,515,655

**AS PRODUCTS** Clean Energy

**DONORS** Austria

**START DATE** 1-Jan-12

**END DATE** 30-Jun-16

**DESCRIPTION** The project is part of the larger regional Balkans Renewable Energy program. The larger program aims to create a comprehensive framework for renewable energy project development and implementation with a focus on small hydro power plants. The project in FYR Macedonia will address market barriers to enable investments into small hydro power plants by working on legislation, with developers and through banks and financial institutions.

### Russia Renewable Energy

**PROJECT ID** 571107  |  **ONGOING**
---|---
**BUDGET** $10,500,000

**AS PRODUCTS** Clean Energy

**DONORS** Global Environment Facility

**START DATE** 1-Apr-10

**END DATE** 31-Mar-15

**DESCRIPTION** The overall environment goal of the proposed five-year $10M Global Environment Facility-funded Russia Renewable Energy program is to reduce GHG emissions on a continuous basis by overcoming barriers to the development of renewable energy in Russia. The overall development goal is to facilitate an overall sustainable market for renewable energy in Russia by supporting the development of enabling policies, institutional capacity, and market infrastructure, thereby unlocking opportunities for private-sector financing.
**Azerbaijan Corporate Governance Project**

| PROJECT ID | 521943 |
| BUDGET | ONGOING | $4,662,822 |
| AS PRODUCTS | Corporate Governance |
| DONORS | IFC, Switzerland |

**DESCRIPTION**

The objective of the project is to improve the corporate governance practices of Azerbaijani joint-stock companies and banks, thereby assisting them in gaining easier access to capital. It is anticipated that as a result of this project, companies in the manufacturing and services sectors in Azerbaijan will develop improved and more sustainable corporate governance practices, allowing them to operate more effectively and increase their ability to attract financing and investment. Working with the banking sector will not only improve the corporate governance of participating banks, but will also reinforce the work undertaken with other joint-stock companies, as it is anticipated that banks will increase their lending to companies that can demonstrate improved corporate governance.

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**Central Asia Corporate Governance—Kyrgyzstan**

| PROJECT ID | 553286 |
| BUDGET | ONGOING | $1,358,544 |
| AS PRODUCTS | Corporate Governance |
| DONORS | IFC, Netherlands, United Kingdom |

**DESCRIPTION**

The goal of this project is to improve the corporate governance practices of local joint-stock companies and banks with a view to increasing their ability to attract investment. This will be achieved by: (1) Providing seminars and consultations for companies and banks. (2) Making recommendations on the relevant legislative and regulatory environment. (3) Conducting a public education campaign to raise awareness of business leaders, regulators, journalists, educators, and the public in general about the importance of corporate governance. Target recipients for this work primarily will be joint-stock companies and banks, as well as the governments and securities commissions of the country, their central banks, journalists, and the general public.

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**Central Asia Corporate Governance—Tajikistan**

| PROJECT ID | 553287 |
| BUDGET | ONGOING | $1,228,061 |
| AS PRODUCTS | Corporate Governance |
| DONORS | IFC, Netherlands, United Kingdom |

**DESCRIPTION**

The goal of this project is to improve the corporate governance practices of local joint-stock companies and banks with a view to increasing their ability to attract investment. This will be achieved by: (1) Providing seminars and consultations for companies and banks. (2) Making recommendations on the relevant legislative and regulatory environment. (3) Conducting a public education campaign to raise awareness of business leaders, regulators, journalists, educators, and the public in general about the importance of corporate governance. Target recipients for this work primarily will be joint-stock companies and banks, as well as the governments and securities commissions of the country, their central banks, journalists, and the general public.

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**Geofund Turkey**

| PROJECT ID | 557205 |
| BUDGET | ONGOING | $1,504,599 |
| AS PRODUCTS | Clean Energy |
| DONORS | Global Environment Facility |

**DESCRIPTION**

Through carefully designed interventions, Geofund will seek to identify and develop geothermal resources in an environmentally friendly manner in the Europe and Central Asia (ECA) region. In addition to power generation, district heating services in some ECA countries are provided by municipal and local governments. In this context, viable geothermal projects of sufficient scale may be of potential interest for the Municipal Fund Department. IFC’s Infrastructure Department also has expressed an interest in financing such opportunities if they are deemed appropriate. The Geofund collaboration with IBRD offers us an opportunity to learn about potential green energy options in a frontier area.
### ECA Corporate Governance Program

**Project ID**: 586209  
**Status**: ONGOING  
**Budget**: $4,810,498  
**AS Products**: Corporate Governance  
**Donors**: Austria, Switzerland  
**Start Date**: 1-May-12  
**End Date**: 31-Dec-15  

**Description**: The project’s overall goal is to improve the current state of Corporate Governance (CG), and of delivery of CG services, in Europe and Central Asia by building on project activities already undertaken by IFC. The project has the following objectives to: (1) Support the building and development of local institutional capacity for the promotion and implementation of good corporate governance practices in selected countries. (2) Assist companies in the region to implement good CG practices, leading to improved performance (reduced capital cost, higher valuations, improved loan terms, etc) and/or efficiency (improved operations, clearer structures, better defined roles, etc.). (3) Assist in the development of the CG framework (laws, codes, regulations, and other instruments [such as CG Scorecards] to support good CG practices) in certain countries in the Europe and Central Asia region.

### Georgia Food Safety Project

**Project ID**: 574407  
**Status**: ONGOING  
**Budget**: $1,190,000  
**AS Products**: Environmental, Social, and Trade Standards  
**Donors**: Austria, BP International  
**Start Date**: 1-Jan-10  
**End Date**: 31-Jan-13  

**Description**: The goal of the project is to increase the competitiveness of Georgian food producers by improving their food safety practices. The project will achieve this goal by pursuing the following objectives: (1) Facilitating access to markets for Georgian food processors by increasing awareness of food safety issues and solutions. (2) Piloting implementation of a food safety management system with clients to build local consultants’ food safety capacity. (3) Improving food safety regulations and building the capacity of Georgian regulators in line with international best practice.

### Ukraine Food Safety Improvement Project

**Project ID**: 561634  
**Status**: ONGOING  
**Budget**: $1,959,703  
**AS Products**: Environmental, Social, and Trade Standards  
**Donors**: Austria  
**Start Date**: 1-Jul-09  
**End Date**: 31-Jan-13  

**Description**: The project has the following objectives: (1) Increase the food processing sector awareness on food safety-related issues and solutions. (2) Work with local consultants in order to bring the level of local expertise to international standards. (3) Work on selected regulatory issues in order to speed up the adoption in Ukraine of best international practices in food safety.

### Armenia Food Safety Project

**Project ID**: 585987  
**Status**: ONGOING  
**Budget**: $495,000  
**AS Products**: Environmental, Social, and Trade Standards  
**Donors**: Austria  
**Start Date**: 1-Dec-11  
**End Date**: 30-Nov-14  

**Description**: The goal of the project is to increase the competitiveness of Armenian food producers by improving their food safety practices. The project will aim at reaching out to Armenian food producers via public awareness campaign and implementing pilot company interventions. The project will support Armenia’s Investment Climate Reform project in food safety policy reform and implementation of an appropriate food safety control system by the government of Armenia.
**Belarus Food Safety Project**

**PROJECT ID** 574207  
**ONGOING**

**BUDGET** $1,213,470

**AS PRODUCTS** Environmental, Social, and Trade Standards

**START DATE** 1-Jun-10

**DONORS** Austria

**END DATE** 30-Sep-13

**DESCRIPTION** The goal of the project is to increase the competitiveness of food producers by improving their food safety management practices. The project will promote sound regulations, best practice in food safety, and will build local consulting capacity for broader adoption of food safety management systems. The project will achieve this by pursuing the following goals: (1) Facilitate access to markets for Belarusian food processors by increasing awareness of food safety issues and solutions. (2) Pilot implementations of food safety management systems with clients to build capacity of local consultants in food safety. (3) Improve food safety regulations and build the capacity of Belarusian regulators in line with international best practice.

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**Integrated Solid Waste Management Program (ISWMP)—Serbia**

**PROJECT ID** 564609  
**ONGOING**

**BUDGET** $1,009,871

**AS PRODUCTS** Resource Efficiency

**START DATE** 1-Jan-09

**DONORS** Austria, IFC

**END DATE** 30-Sep-11

**DESCRIPTION** ISWMP will support economically profitable, environmentally and socially responsible recycling and waste management businesses in the Western Balkans. (Albania, Macedonia, Bosnia, Serbia [including Kosovo], Montenegro). The final objective of the ISWMP is to increase the volume of scrap collected and recycled or composted (solid and organic) in the region, which will result in performance improvements of the waste management industry and reduction of waste disposed at the landfills.

---

**Integrated Solid Waste Management (ISWMP)—Albania**

**PROJECT ID** 564807  
**ONGOING**

**BUDGET** $485,000

**AS PRODUCTS** Resource Efficiency

**START DATE** 1-Jan-09

**DONORS** Austria

**END DATE** 30-Sep-11

**DESCRIPTION** ISWMP will support economically profitable, environmentally and socially responsible recycling and waste management businesses in the Western Balkans. (Albania, Macedonia, Bosnia, Serbia [including Kosovo], Montenegro). The final objective of the ISWMP is to increase the volume of scrap collected and recycled or composted (solid and organic) in the region, which will result in performance improvements of the waste management industry and reduction of waste disposed at the landfills.

---

**Integrated Solid Waste Management (ISWMP)—Macedonia**

**PROJECT ID** 564809  
**ONGOING**

**BUDGET** $608,656

**AS PRODUCTS** Resource Efficiency

**START DATE** 1-Jan-09

**DONORS** Austria

**END DATE** 30-Sep-11

**DESCRIPTION** ISWMP will support economically profitable, environmentally and socially responsible recycling and waste management businesses in the Western Balkans. (Albania, Macedonia, Bosnia, Serbia [including Kosovo], Montenegro). The final objective of the ISWMP is to increase the volume of scrap collected and recycled or composted (solid and organic) in the region, which will result in performance improvements of the waste management industry and reduction of waste disposed at the landfills.
### Russia Cleaner Production (CP)

<table>
<thead>
<tr>
<th>PROJECT ID</th>
<th>560345</th>
</tr>
</thead>
<tbody>
<tr>
<td>AS PRODUCTS</td>
<td>Resource Efficiency</td>
</tr>
<tr>
<td>DONORS</td>
<td>Finland, Netherlands, Germany, IFC</td>
</tr>
<tr>
<td>START DATE</td>
<td>1-Apr-08</td>
</tr>
<tr>
<td>END DATE</td>
<td>30-Jun-12</td>
</tr>
<tr>
<td>BUDGET</td>
<td>$3,712,019</td>
</tr>
</tbody>
</table>

**DESCRIPTION**
The overall goal of the program is to stimulate investment in Cleaner Production (CP) technologies and processes in Russian industry. Such process will help improve the current low levels of resource efficiency in Russia, and reduce levels of environmental pollution and emissions of greenhouse gases. At the same time, CP supports enhanced economic competitiveness through the optimization of material input and reduction of waste management costs. This results in companies becoming more attractive as investment propositions, both for IFC and local financial institutions.

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### Ukraine Cleaner Production (CP)

<table>
<thead>
<tr>
<th>PROJECT ID</th>
<th>568089</th>
</tr>
</thead>
<tbody>
<tr>
<td>AS PRODUCTS</td>
<td>Resource Efficiency</td>
</tr>
<tr>
<td>DONORS</td>
<td>Finland, Netherlands</td>
</tr>
<tr>
<td>START DATE</td>
<td>1-Jan-10</td>
</tr>
<tr>
<td>END DATE</td>
<td>31-Dec-14</td>
</tr>
<tr>
<td>BUDGET</td>
<td>$3,077,905</td>
</tr>
</tbody>
</table>

**DESCRIPTION**
The overall goal of this project is to promote uptake of Cleaner Production CP investments in Ukraine, specifically in the agribusiness sector. The overall goal of the program is expected to be met by achieving the following objectives: (1) Stimulate uptake for CP improvements and investment at the company level. (2) Raise awareness of CP among agribusiness, industry, and policy makers. (3) Improve the regulatory environment for CP.

---

### Resource Efficiency in Europe and Central Asia region

<table>
<thead>
<tr>
<th>PROJECT ID</th>
<th>577207</th>
</tr>
</thead>
<tbody>
<tr>
<td>AS PRODUCTS</td>
<td>Resource Efficiency</td>
</tr>
<tr>
<td>DONORS</td>
<td>Austria, IFC, Earth Fund</td>
</tr>
<tr>
<td>START DATE</td>
<td>9-Mar-10</td>
</tr>
<tr>
<td>END DATE</td>
<td>31-Mar-15</td>
</tr>
<tr>
<td>BUDGET</td>
<td>$2,956,446</td>
</tr>
</tbody>
</table>

**DESCRIPTION**
The overall goal of this program is to promote the uptake of CP investments in the Europe and Central Asia region. This will be achieved by: (1) Stimulating uptake for CP improvements and investment at the company level. (2) Raising awareness of CP among firms, policy makers, and financial institutions.

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### Western Balkans Countries Agribusiness study

<table>
<thead>
<tr>
<th>PROJECT ID</th>
<th>595887</th>
</tr>
</thead>
<tbody>
<tr>
<td>AS PRODUCTS</td>
<td>SBA-Other</td>
</tr>
<tr>
<td>DONORS</td>
<td>IFC, Norway</td>
</tr>
<tr>
<td>START DATE</td>
<td>25-May-12</td>
</tr>
<tr>
<td>END DATE</td>
<td>30-Sep-12</td>
</tr>
<tr>
<td>BUDGET</td>
<td>$150,234</td>
</tr>
</tbody>
</table>

**DESCRIPTION**
The overall objective of the Western Balkan Countries (WBC) agribusiness study is to identify opportunities for IFC Investment Services and/or Advisory Services in the retail and food processing agribusiness sector of the following WBC: Albania, Bosnia and Herzegovina, Kosovo, Macedonia, Montenegro, and Serbia. The study may lead to a subsequent Advisory Services project in WBC, following study completion, depending on project outcome analysis.
### Central Asia Corporate Governance Project—Kazakhstan

**PROJECT ID** 534269  
**BUDGET** $2,592,663  
**AS PRODUCTS** Corporate Governance  
**DONORS** IFC  
**START DATE** 2-Oct-05  
**END DATE** 30-Jun-11  

**DESCRIPTION**
The objective of this project will be to improve the corporate governance practices of local joint-stock companies and banks with a view to increasing their ability to attract investment. The project will also work to improve the legislative basis for corporate governance, work with educational institutions to introduce corporate governance in their business and law curriculum, and undertake a public education campaign. The anticipated impact of this project will be seen primarily at the company/bank level through improved corporate governance practices, which will lead to better decision making, reduced internal conflicts, and improved operational efficiency.

### Ukraine Corporate Governance Mediation Pilot

**PROJECT ID** 561973  
**BUDGET** $371,608  
**AS PRODUCTS** Corporate Governance  
**DONORS** IFC  
**START DATE** 1-Jun-08  
**END DATE** 31-Dec-09  

**DESCRIPTION**
The goal of this 18-month project is to develop and test mediation in resolving 10 corporate governance disputes in Ukraine in order to successfully release funds and realize cost and time savings for SMEs and other enterprises. This will be achieved through the following objectives: (1) Introduce corporate governance-related mediation in Ukraine using project-trained local mediators to mediate corporate governance test cases. (2) Increase awareness among Ukrainian businesses about mediation as an efficient complement to the court system.

### Corporate Governance—Serbia

**PROJECT ID** 566967  
**BUDGET** $659,693  
**AS PRODUCTS** Corporate Governance  
**DONORS** IFC, Switzerland  
**START DATE** 1-Jan-09  
**END DATE** 31-Dec-11  

**DESCRIPTION**
This is Phase II of the project, which will further activities that capitalize on the demand created by the first phase of the project and will focus on the private-sector clients and public-sector partners. The intended development result is for companies to introduce better CG practices so that they can improve their organization and can become more attractive to investors and other business partners.

### Corporate Governance—Montenegro

**PROJECT ID** 567009  
**BUDGET** $248,828  
**AS PRODUCTS** Corporate Governance  
**DONORS** Switzerland  
**START DATE** 1-Jan-09  
**END DATE** 31-Dec-11  

**DESCRIPTION**
This is Phase II of the project, which will further activities that capitalize on the demand created by the first phase of the project and will focus on the private-sector clients and public-sector partners. The intended development result is for companies to introduce better CG practices so that they can improve their organization and can become more attractive to investors and other business partners.
### Corporate Governance—Bosnia

**Project ID**: 567010 | **Status**: CLOSED
---
**Budget**: $519,446

**As Products**: Corporate Governance

**Donors**: Switzerland

**Start Date**: 1-Jan-09

**End Date**: 31-Dec-11

**Description**: This is Phase II of the project, which will further activities that capitalize on the demand created by the first phase of the project and will focus on the private-sector clients and public-sector partners. The intended development result is for companies to introduce better CG practices so that they can improve their organization and can become more attractive to investors and other business partners.

### Corporate Governance—Macedonia

**Project ID**: 567047 | **Status**: CLOSED
---
**Budget**: $450,168

**As Products**: Corporate Governance

**Donors**: Switzerland

**Start Date**: 1-Jan-09

**End Date**: 31-Dec-11

**Description**: This is Phase II of the project, which will further activities that capitalize on the demand created by the first phase of the project and will focus on the private-sector clients and public-sector partners. The intended development result is for companies to introduce better CG practices so that they can improve their organization and can become more attractive to investors and other business partners.

### Corporate Governance—Albania

**Project ID**: 567127 | **Status**: CLOSED
---
**Budget**: $398,192

**As Products**: Corporate Governance

**Donors**: Switzerland

**Start Date**: 1-Jan-09

**End Date**: 31-Dec-11

**Description**: This is Phase II of the project, which will further activities that capitalize on the demand created by the first phase of the project and will focus on the private-sector clients and public-sector partners. The intended development result is for companies to introduce better CG practices so that they can improve their organization and can become more attractive to investors and other business partners.

### Corporate Governance—Kosovo

**Project ID**: 576547 | **Status**: CLOSED
---
**Budget**: $176,449

**As Products**: Corporate Governance

**Donors**: Switzerland

**Start Date**: 8-Feb-10

**End Date**: 31-Dec-11

**Description**: The goal of the project is to contribute to the initial creation of a CG culture at the level of governmental agencies/regulators, publicly owned enterprises (POEs), the private sector and in public awareness. This will be achieved through: (1) Working with entities, companies, and businesses to highlight the benefits stemming from good CG practices. (2) Create measured demonstration effect of assistance to the regulatory regime in Kosovo in improving the quality of regulations/legislation/codes on CG-related matters. (3) Support in developing a curriculum for academic program(s) in CG. (4) Raise public awareness on the importance of good CG and capital markets by developing and distributing publications, manuals, and brochures, and publishing articles in general and specialized media.
## Part FOUR

**EUROPE AND CENTRAL ASIA**

<table>
<thead>
<tr>
<th>International Standards &amp; Technical Regulations Program—Albania</th>
<th>PROJECT ID 565267</th>
<th>CLOSED</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AS PRODUCTS</strong></td>
<td>Environmental, Social, and Trade Standards</td>
<td><strong>START DATE</strong> 1-Jan-09</td>
</tr>
<tr>
<td><strong>DONORS</strong></td>
<td>Norway</td>
<td><strong>END DATE</strong> 31-Dec-11</td>
</tr>
</tbody>
</table>

### DESCRIPTION

The objective of the project is to build on the increasing demand for knowledge about international standards and technical regulations displayed by companies from selected sectors of the ISTR program in Albania. The project would build on the outcomes and positive demonstration effects generated in Phase I; namely, the momentum built through intensive public awareness and increasing interest of companies of selected sectors in Albania for standards that correspond to direct needs in the function of their export growth. The program will focus on the following activities: (1) Focused public awareness. (2) Implementation of international standards/technical regulations with a target group of six companies with the objective of acquiring adequate standards, becoming compliant with relevant technical regulations in the food processing and general manufacturing sector and generating a potential pipeline for IFC investment for greater synergy and development impact in the country.

<table>
<thead>
<tr>
<th>International Standards &amp; Technical Regulations Program—Bosnia and Herzegovina</th>
<th>PROJECT ID 565707</th>
<th>CLOSED</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AS PRODUCTS</strong></td>
<td>Environmental, Social, and Trade Standards</td>
<td><strong>START DATE</strong> 1-Jan-09</td>
</tr>
<tr>
<td><strong>DONORS</strong></td>
<td>Norway</td>
<td><strong>END DATE</strong> 31-Dec-11</td>
</tr>
</tbody>
</table>

### DESCRIPTION

The objective of the project is to build on the increasing demand for knowledge about international standards and technical regulations displayed by companies from selected sectors of the ISTR program in Bosnia and Herzegovina. The project would build on the outcomes and positive demonstration effects generated in Phase I; namely, the momentum built through intensive public awareness and increasing interest of companies of selected sectors in Bosnia and Herzegovina for standards that correspond to direct needs in the function of their export growth. The program will focus on the following activities: (1) Focused public awareness. (2) Implementation of international standards/technical regulations with a target group of six companies with the objective of acquiring adequate standards, becoming compliant with relevant technical regulations in the food processing and general manufacturing sector and generating a potential pipeline for IFC investment for greater synergy and development impact in the country.

<table>
<thead>
<tr>
<th>International Standards &amp; Technical Regulations Program—Macedonia</th>
<th>PROJECT ID 565427</th>
<th>CLOSED</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AS PRODUCTS</strong></td>
<td>Environmental, Social, and Trade Standards</td>
<td><strong>START DATE</strong> 1-Jan-09</td>
</tr>
<tr>
<td><strong>DONORS</strong></td>
<td>Norway</td>
<td><strong>END DATE</strong> 31-Dec-11</td>
</tr>
</tbody>
</table>

### DESCRIPTION

The objective of the project is to build on the increasing demand for knowledge about international standards and technical regulations displayed by companies from selected sectors of the ISTR program in Macedonia. The project would build on the outcomes and positive demonstration effects generated in Phase I; namely, the momentum built through intensive public awareness and increasing interest of companies of selected sectors in Macedonia for standards that correspond to direct needs in the function of their export growth. The program will focus on the following activities: (1) Focused public awareness. (2) Implementation of international standards/technical regulations with a target group of six companies with the objective of acquiring adequate standards, becoming compliant with relevant technical regulations in the food processing and general manufacturing sector and generating a potential pipeline for IFC investment for greater synergy and development impact in the country.
### International Standards & Technical Regulations Program—Kosovo

**PROJECT ID**: 578927  
**CLOSED**  
**BUDGET**: $191,537  
**AS PRODUCTS**: Environmental, Social, and Trade Standards  
**DONORS**: Norway  
**START DATE**: 1-Jul-10  
**END DATE**: 31-Dec-11  
**DESCRIPTION**:  
This program aims to increase revenue and exports as well as to facilitate investments for selected export-oriented client companies through increased competitiveness and access to international markets. The project has the following objectives: (1) Raise awareness among SMEs in Kosovo on need to introduce international standards. (2) Facilitate companies’ access to foreign markets and their growth. (3) Address sector-level gaps through preparation of Food Safety Toolkit and Food Safety System Assessment.

### International Standards & Technical Regulations Program—Montenegro

**PROJECT ID**: 565468  
**CLOSED**  
**BUDGET**: $193,455  
**AS PRODUCTS**: Environmental, Social, and Trade Standards  
**DONORS**: Norway  
**START DATE**: 1-Jan-09  
**END DATE**: 31-Dec-11  
**DESCRIPTION**:  
The objective of the project is to build on the increasing demand for knowledge about international standards and technical regulations displayed by companies from selected sectors of the ISTR program in Montenegro. The project would build on the outcomes and positive demonstration effects generated in Phase I; namely, the momentum built through intensive public awareness and increasing interest of companies of selected sectors in Montenegro for standards that correspond to direct needs in the function of their export growth. The program will focus on the following activities: (1) Focused public awareness. (2) Implementation of international standards/technical regulations with a target group of six companies with the objective of acquiring adequate standards, becoming compliant with relevant technical regulations in the food processing and general manufacturing sector and generating a potential pipeline for IFC investment for greater synergy and development impact in the country.

### International Standards & Technical Regulations Program—Serbia

**PROJECT ID**: 565469  
**CLOSED**  
**BUDGET**: $750,382  
**AS PRODUCTS**: Environmental, Social, and Trade Standards  
**DONORS**: Norway, IFC  
**START DATE**: 1-Jul-10  
**END DATE**: 31-Dec-11  
**DESCRIPTION**:  
The objective of the project is to build on the increasing demand for knowledge about international standards and technical regulations displayed by companies from selected sectors of the ISTR program in Serbia. The project would build on the outcomes and positive demonstration effects generated in Phase I; namely, the momentum built through intensive public awareness and increasing interest of companies of selected sectors in Serbia for standards that correspond to direct needs in the function of their export growth. The program will focus on the following activities: (1) Focused public awareness. (2) Implementation of international standards/technical regulations with a target group of six companies with the objective of acquiring adequate standards, becoming compliant with relevant technical regulations in the food processing and general manufacturing sector and generating a potential pipeline for IFC investment for greater synergy and development impact in the country.

### Europe and Central Asia Corporate Sector Crisis Management and Recovery Program

**PROJECT ID**: 571449  
**CLOSED**  
**BUDGET**: $901,494  
**AS PRODUCTS**: Farmer and SME Training  
**DONORS**: Netherlands, Switzerland  
**START DATE**: 1-Apr-10  
**END DATE**: 29-Feb-12  
**DESCRIPTION**:  
The project’s objective is to assist at least 300 small- and medium-sized companies in the Europe and Central Asia region to implement crisis management/response-related practices recommended by the project. This will be achieved by reaching at least 1,000 businesses in 11 countries with practical information, strategies, and tools in the areas of: (1) Crisis management. 2) Cost reduction and cash flow management. 3) Risk management. 4) Legal issues companies face in crisis.
### Balkans Renewable Energy Program (BREP) Expansion

**PROJECT ID**: 595728  
**BUDGET**: $3,440,000  
**AS PRODUCTS**: Clean Energy  
**DONORS**: Austria  
**START DATE**: 1-Jul-12  
**END DATE**: 30-Jun-16  
**DESCRIPTION**: The project complements the larger regional Balkans Renewable Energy program, covering three countries: Albania, Bosnia and Herzegovina, and Macedonia. The overall goal of BREP is to enable creation of a Renewable Energy market and support development and financing of Renewable Energy in Albania, Bosnia and Herzegovina, and Macedonia.

---

### Ukraine Agri Aggregator

**PROJECT ID**: 592348  
**BUDGET**: $3,686,515  
**AS PRODUCTS**: Farmer and SME Training  
**DONORS**: To be raised  
**START DATE**: 1-Jan-13  
**END DATE**: 30-Sep-18  
**DESCRIPTION**: The goal of the project is to increase sustainable output of the Ukrainian farming sector by strengthening local distributors and extension services so they will provide better and more effective services to farmers.
Europe and Central Asia SME Crisis Resilience

<table>
<thead>
<tr>
<th>AS PRODUCTS</th>
<th>Farmer and SME Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>DONORS</td>
<td>To be raised</td>
</tr>
<tr>
<td>PROJECT ID</td>
<td>592347</td>
</tr>
<tr>
<td>PIPELINE</td>
<td></td>
</tr>
<tr>
<td>BUDGET</td>
<td>$1,685,000</td>
</tr>
<tr>
<td>START DATE</td>
<td>1-Jan-13</td>
</tr>
<tr>
<td>END DATE</td>
<td>30-Dec-14</td>
</tr>
<tr>
<td>DESCRIPTION</td>
<td>The overall goal of this program is to assist small- and medium-sized companies in the Europe and Central Asia region to continue to recover from the financial and economic crisis and to better prepare for a future crisis by providing them with practical information, strategies, and tools such as cost optimization and cash management, risk management and internal audit, and legal issues companies face in crisis.</td>
</tr>
</tbody>
</table>

Russia Resource Efficiency Program

<table>
<thead>
<tr>
<th>AS PRODUCTS</th>
<th>Resource Efficiency</th>
</tr>
</thead>
<tbody>
<tr>
<td>DONORS</td>
<td>Austria, IFC</td>
</tr>
<tr>
<td>PROJECT ID</td>
<td>593767</td>
</tr>
<tr>
<td>PIPELINE</td>
<td></td>
</tr>
<tr>
<td>BUDGET</td>
<td>$2,770,000</td>
</tr>
<tr>
<td>START DATE</td>
<td>1-Oct-12</td>
</tr>
<tr>
<td>END DATE</td>
<td></td>
</tr>
<tr>
<td>DESCRIPTION</td>
<td>IFC proposes a second phase of the ongoing Russia Cleaner production program to achieve a broader transformation of Russia’s economy as it moves toward modernization and competitiveness by increasing investment flows into resource efficiency projects.</td>
</tr>
</tbody>
</table>
### East Asia and the Pacific Corporate Governance Program Implementation

<table>
<thead>
<tr>
<th>PROJECT ID</th>
<th>ONGOING</th>
</tr>
</thead>
<tbody>
<tr>
<td>593267</td>
<td></td>
</tr>
</tbody>
</table>

**AS PRODUCTS**  
Corporate Governance

**DONORS**  
IFC

**BUDGET**  
$4,118,000

**START DATE**  
1-Apr-12

**END DATE**  
30-Jun-17

**DESCRIPTION**  
The overall goal of the program is to improve financial performance (reduced costs of capital, higher valuations, and/or improved loan terms) and operational efficiency (improved operations and/or clearer roles) by promoting better corporate governance practices among companies in the selected countries of East Asia and the Pacific.

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### Indonesia Corporate Governance Project

<table>
<thead>
<tr>
<th>PROJECT ID</th>
<th>ONGOING</th>
</tr>
</thead>
<tbody>
<tr>
<td>590107</td>
<td></td>
</tr>
</tbody>
</table>

**AS PRODUCTS**  
Corporate Governance

**DONORS**  
IFC, Switzerland

**BUDGET**  
$1,372,000

**START DATE**  
1-Nov-11

**END DATE**  
30-Jun-13

**DESCRIPTION**  
The overall goal of the project is to improve financial performance (reduced costs of capital, higher valuations, and/or improved loan terms) and operational efficiency (improved operations and/or clearer roles) by promoting better CG practices among companies in Indonesia. By doing so, companies should also enhance access to finance, thereby contributing to an improvement of the national capital markets in Indonesia.

---

### Mongolia Corporate Governance Project

<table>
<thead>
<tr>
<th>PROJECT ID</th>
<th>ONGOING</th>
</tr>
</thead>
<tbody>
<tr>
<td>570828</td>
<td></td>
</tr>
</tbody>
</table>

**AS PRODUCTS**  
Corporate Governance

**DONORS**  
IFC, Japan, Netherlands

**BUDGET**  
$2,772,641

**START DATE**  
16-Sep-09

**END DATE**  
30-Jun-14

**DESCRIPTION**  
The goal of the project is to promote the development of the private sector in Mongolia by adapting and transferring best international practices and advising enterprises, government agencies, and educational institutions on corporate governance strategy. The project ultimately will strive to create a culture of good CG standards and practices in Mongolia. The main vehicle for this will be the project’s support to local institutions, ensuring that long-term capacity extends beyond the lifetime of the project. Through this project, new investment prospects for IFC in Mongolia could be identified. The project also would bolster and add value to IFC’s existing investment portfolio in Mongolia.

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### Vietnam Corporate Governance Forum

<table>
<thead>
<tr>
<th>PROJECT ID</th>
<th>ONGOING</th>
</tr>
</thead>
<tbody>
<tr>
<td>572507</td>
<td></td>
</tr>
</tbody>
</table>

**AS PRODUCTS**  
Corporate Governance

**DONORS**  
Japan, Switzerland

**BUDGET**  
$710,000

**START DATE**  
1-Jan-10

**END DATE**  
30-Jun-12

**DESCRIPTION**  
The forum’s overall objective is to foster corporate governance reform by improving the institutional framework within which companies operate, and to raise the level of understanding among the relevant stakeholders as to the substance of corporate governance and its importance to society. Objectives include: (1) Building capacities among corporate board directors to better understand and dispatch their responsibilities in the strategic direction of their companies. (2) Training journalists to better understand the underlying issues and implications of the quality of corporate governance and to more effectively investigate and report on these issues, and engaging key professional sectors.
**Vietnam Corporate Governance**

<table>
<thead>
<tr>
<th>AS PRODUCTS</th>
<th>Corporate Governance</th>
</tr>
</thead>
<tbody>
<tr>
<td>DONORS</td>
<td>IFC</td>
</tr>
<tr>
<td>PROJECT ID</td>
<td>561929</td>
</tr>
<tr>
<td>BUDGET</td>
<td>$1,875,509</td>
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<tr>
<td>START DATE</td>
<td>1-Dec-08</td>
</tr>
<tr>
<td>END DATE</td>
<td>30-Jun-13</td>
</tr>
</tbody>
</table>

**DESCRIPTION**
The project’s goal is to improve corporate governance standards and practices of Vietnam’s emerging corporate sector. The project will target privately owned companies across a broad range of industrial and service sectors and former state-owned enterprise companies with a plan or strong commitment to further divest and sell off state shares. Eventually, many of the projects interventions would also benefit other types of companies.

**Better Work (BW) Mekong Sustainability**

<table>
<thead>
<tr>
<th>AS PRODUCTS</th>
<th>Environmental, Social, and Trade Standards</th>
</tr>
</thead>
<tbody>
<tr>
<td>DONORS</td>
<td>Ireland, Korea</td>
</tr>
<tr>
<td>PROJECT ID</td>
<td>590967</td>
</tr>
<tr>
<td>BUDGET</td>
<td>$793,363</td>
</tr>
<tr>
<td>START DATE</td>
<td>1-Apr-12</td>
</tr>
<tr>
<td>END DATE</td>
<td>31-Dec-13</td>
</tr>
</tbody>
</table>

**DESCRIPTION**
This is IFC’s additional strategic assistance to the Better Work (BW) project in FY12-14 to support the program’s sustainability toward spin-off by increasing Vietnam’s BW outreach and sustainability prospects and supporting the expansion of BW services to environmental products in the apparel sector and social compliance in the footwear sector.

**Oil Palm Smallholders and Community Development**

<table>
<thead>
<tr>
<th>AS PRODUCTS</th>
<th>Environmental, Social, and Trade Standards</th>
</tr>
</thead>
<tbody>
<tr>
<td>DONORS</td>
<td>IFC, Netherlands</td>
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<tr>
<td>PROJECT ID</td>
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<tr>
<td>BUDGET</td>
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<tr>
<td>START DATE</td>
<td>1-Mar-11</td>
</tr>
<tr>
<td>END DATE</td>
<td>31-Dec-12</td>
</tr>
</tbody>
</table>

**DESCRIPTION**
The goal of this project is to provide a solid understanding of sustainability practices that can increase the benefits flowing to smallholders and local communities from palm oil operations, as well as clear guidance to palm oil companies for action in this direction. By the end of the project, the team will deliver at least three reports specifying: (1) The causes of smallholder productivity gaps and potential solutions (including access to finance). (2) Best practices and funding models to assist smallholders to access certified markets. (3) Current company practices and guidance for community engagement and investment in the OP subsector.

**Cambodia Rice Sector Support**

<table>
<thead>
<tr>
<th>AS PRODUCTS</th>
<th>Farmer and SME Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>DONORS</td>
<td>European Union</td>
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<td>PROJECT ID</td>
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<tr>
<td>BUDGET</td>
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<tr>
<td>START DATE</td>
<td>1-Jul-12</td>
</tr>
<tr>
<td>END DATE</td>
<td>30-Jun-15</td>
</tr>
</tbody>
</table>

**DESCRIPTION**
This project aims to transform the Cambodian rice market by increasing quality along the value chain (from use of high-quality seed to improved milling operations) and facilitating access to high-value export markets.

**Cambodia Agri Sector Support**

<table>
<thead>
<tr>
<th>AS PRODUCTS</th>
<th>Farmer and SME Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>DONORS</td>
<td>European Union</td>
</tr>
<tr>
<td>PROJECT ID</td>
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<tr>
<td>BUDGET</td>
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<tr>
<td>START DATE</td>
<td>1-May-09</td>
</tr>
<tr>
<td>END DATE</td>
<td>31-Dec-12</td>
</tr>
</tbody>
</table>

**DESCRIPTION**
The overall objective of the program is to improve the operational efficiency of agricultural processors in Cambodia by investing in new technology, developing product standards, developing improved infrastructure such as storage facilities, working with farmers on product quality, and linking the supply chain to sources of debt finance.
### Vietnam Battery Recycling

**Project ID:** 564647  
**Status:** ONGOING  
**Budget:** $565,363  

| AS Products | Resource Efficiency  
| DONORS | Finland, Ireland, IFC, Netherlands, New Zealand, Switzerland  
| **Start Date** | 1-Dec-09  
| **End Date** | 30-Jun-13  

**Description:** The ultimate goal of the project is to reduce environmental problems and public health risks that result from sub-standard used lead acid battery recycling activities. The approach is to support the emergence of formal used lead acid battery recycling business with sustainable practices in supply chain and in recycling operations.

### Sustainable Forestry in Indonesia

**Project ID:** 565611  
**Status:** ONGOING  
**Budget:** $3,031,018  

| AS Products | Strategic Community Investment  
| DONORS | Finland, IFC  
| **Start Date** | 16-Aug-09  
| **End Date** | 30-Jun-13  

**Description:** The overall goal of this project is to increase the area of sustainable forest plantations on degraded lands in Indonesia. The project’s objectives are to: (1) Increase revenue for commercial forest rehabilitation of degraded grasslands through a combination of traditional and climate change revenue streams. (2) Reduce the costs of sustainable plantation management by streamlining best practices at the firm level, thus increasing the area under certified forest plantation management on degraded lands that presently contains no significant tree cover. (3) Improve the land allocation process at the sub-national level (including social engagement to increase incentives for private-sector investment in degraded lands plantation forestry).
Pacific Telecommunication Impact Study

**PROJECT ID** 574887  **ONGOING**
**BUDGET** $481,500
**AS PRODUCTS** SBA-Other
**DONORS** Australia, Canada, Finland, Ireland, Japan, New Zealand, Norway, Netherlands, Sweden, Switzerland, United Kingdom, World Bank
**START DATE** 1-Apr-10  **END DATE** 31-Dec-12

**DESCRIPTION** The overarching goal of this project is to carry out a study in order to assess the: (1) Wider developmental impact of mobile telecommunication and internet services in the selected Pacific Island countries and their transformative effects. (2) Impact of telecommunication reforms in the selected Pacific Island countries and how different factors contribute or detract from this.

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Corporate Governance Forum

**PROJECT ID** 572307  **PHASED OUT**
**BUDGET** $325,318
**AS PRODUCTS** Corporate Governance
**DONORS** IFC, Japan
**START DATE** 1-Jul-09  **END DATE** 22-Jun-12

**DESCRIPTION** The goal is to introduce mechanisms and incentives for the corporate sector to improve corporate governance practices, drawing on international experience and taking into account local conditions. This will be achieved by: (1) Supporting introduction of a listing segment on a stock exchange dedicated to companies that adhere to the highest standards of corporate governance practice, raising the bar for other companies. (2) Development and refinement of a corporate governance scorecard, which will be used as an assessment tool for admitting companies onto the new listing segment.

---

China Corporate Governance Project

**PROJECT ID** 552526  **CLOSED**
**BUDGET** $1,262,384
**AS PRODUCTS** Corporate Governance
**DONORS** IFC
**START DATE** 1-Jul-08  **END DATE** 30-Jun-11

**DESCRIPTION** The project is focused primarily on improving governance standards among domestic private-sector companies, including those preparing to list. In addition, it is conceivable that during the course of the project that activities could be adjusted on a case-by-case basis to work with other companies, such as state-owned enterprises in the process of being privatized, as long as compelling justification to do so warrants such a shift in approach.

---

Cambodia Garment Sector Assistance Program

**PROJECT ID** 544484  **CLOSED**
**BUDGET** $984,637
**AS PRODUCTS** Environmental, Social, and Trade Standards
**DONORS** IFC, Canada, Finland, Ireland, Netherlands, New Zealand, Switzerland
**START DATE** 1-Feb-06  **END DATE** 30-Jun-11

**DESCRIPTION** The overall goal of the Cambodia garment sector program is to help increase the sector’s export performance in the post-multi-fiber arrangement era through: (1) Improving dialogue and relationships with international buyers through the launch and facilitation of an international buyers’ forum. (2) Improving the quality of the garment industry’s human resources through the development of an industrywide training strategy, and mobilization of stakeholders’ support for its implementation. (3) Supporting the process of building an independent institution in Cambodia that is able to continue providing labor standards monitoring and reporting services to the industry after the phaseout of the existing Better Factories Cambodia project. (4) Providing corporate social responsibility training in collaboration with other garment industry stakeholders that focuses on improving working conditions and employee/management relations in Cambodian garment factories.
## EAST ASIA AND THE PACIFIC

### Agri Lead Firm Indonesia

<table>
<thead>
<tr>
<th>PROJECT ID</th>
<th>569147</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUDGET</td>
<td>$1,680,970</td>
</tr>
</tbody>
</table>

**AS PRODUCTS** Farmer and SME Training  
**DONORS** IFC, Australia  
**START DATE** 1-Feb-09  
**END DATE** 31-Mar-11

**DESCRIPTION** This is an 18-month initiative that will engage in systemic sector-level work and incubate IFC Indonesia agribusiness projects. The project will develop a pipeline of suitable projects, test some methodologies such as defining sustainable practices, improve dissemination, introduce voluntary standards, and advance innovations such as water and carbon footprints related to specific crops. It is expected that the project will create opportunities for full-scale implementation of two to three linkage projects in the next 12 months, and thereby maximize IFC’s impact through Investment and Advisory Services.

### Digicel PNG

<table>
<thead>
<tr>
<th>PROJECT ID</th>
<th>577787</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUDGET</td>
<td>$357,578</td>
</tr>
</tbody>
</table>

**AS PRODUCTS** Farmer and SME Training  
**DONORS** IFC  
**START DATE** 1-Oct-10  
**END DATE** 31-Dec-11

**DESCRIPTION** Digicel has a typical distribution network structure of three tiers, (master dealers, sub-dealers and retailers). Currently, Digicel has two master dealers, namely Oceanic and FlexPNG, which are responsible for the development of sub-dealers and retailers. Sub-dealers are typically larger grocery stores or wholesalers, while retailers include small shops in a mall, street corner shops, street vendors, etc. The project will develop local training capacities to provide practical and applicable management training to the distributors and retailers as third parties.

### Ecom Coffee PNG

<table>
<thead>
<tr>
<th>PROJECT ID</th>
<th>578727</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUDGET</td>
<td>$386,472</td>
</tr>
</tbody>
</table>

**AS PRODUCTS** Environmental, Social, and Trade Standards  
**DONORS** IFC  
**START DATE** 1-May-11  
**END DATE** 31-Dec-11

**DESCRIPTION** This project is framed around two main components: (1) The long-term sustainability of certification activities in the coffee sector in PNG. (2) The specific support provided to Ecom for improving its smallholder supply chain and certification efforts.

### Better Work Vietnam (BWV)

<table>
<thead>
<tr>
<th>PROJECT ID</th>
<th>561550</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUDGET</td>
<td>$1,792,543</td>
</tr>
</tbody>
</table>

**AS PRODUCTS** Environmental, Social, and Trade Standards  
**DONORS** Canada, Finland, Ireland, Netherlands, New Zealand, Switzerland  
**START DATE** 12-Aug-08  
**END DATE** 30-Jun-11

**DESCRIPTION** The BWV project is intended to increase industrial competitiveness in Vietnam by improving working conditions and labor/management relations. The project will initiate collaboration between buyers and suppliers in key labor-intensive sectors that are part of global supply chains and where there is clear market advantage. During the initial project phase of two years, IFC, in partnership with the International Labour Organization (ILO), aims to improve working conditions and the sustainability of jobs for some 150,000 workers in Vietnam’s garment industry.
## Digicel PNG Solar Charging Systems

**PROJECT ID**: 594427  
**AS PRODUCTS**: Clean Energy  
**DONORS**: To be raised  
**DESCRIPTION**: This project aims to provide access to solar-powered phone-charging systems for up to 500,000 people in remote locations in PNG.

## Aceh Forestry

**PROJECT ID**: 577827  
**AS PRODUCTS**: Environmental, Social, and Trade Standards  
**DONORS**: IFC  
**DESCRIPTION**: The goal of this project is to demonstrate a case for profitable community forest plantations by forging equitable links among communities that hold peoples’ plantation (HTR) licenses, forest plantation companies that have both the expertise and market linkages, and financial institutions.

## Pacific Islands Tuna Sector Program

**PROJECT ID**: 597367  
**AS PRODUCTS**: Environmental, Social, and Trade Standards  
**DONORS**: To be raised  
**DESCRIPTION**: The overall goal of the Pacific Islands tuna sector program is to increase the value of the catch retained in local markets while ensuring environmental and social integrity and providing global market access. A three-year Pacific Islands tuna sector program is proposed that would be rolled out using a phased approach, with initial engagement in Solomon Islands. Other countries identified as near-term targets for this program include Kiribati, Papua New Guinea, and the Federated States of Micronesia.

## Lao PDR Hydropower E&S Performance Standards

**PROJECT ID**: 589087  
**AS PRODUCTS**: Environmental, Social, and Trade Standards  
**DONORS**: To be raised  
**DESCRIPTION**: The overall goal of the program is to increase the share of new private-sector investments in the hydropower sector in Lao PDR that adhere to best-practice environmental and social standards, resulting in 3,000 MW—or 20% of the exploitable hydropower potential currently available—being sustainably developed by 2020.

## Thailand Clean Energy Development

**PROJECT ID**: 585567  
**AS PRODUCTS**: Clean Energy  
**DONORS**: Clean Technology Fund  
**DESCRIPTION**: Working with the government of Thailand (specifically Department of Alternative Energy Development and Efficiency-Ministry of Energy, and other related agencies), the project aims to accelerate private-sector investments in solar and wind energy.
## Upgrading Palm Oil Smallholders and Traceability Project

**PROJECT ID** 594007  
**PIPELINE**  
**BUDGET** $2,218,768  
**AS PRODUCTS** Farmer and SME Training  
**DONORS** IFC  
**START DATE** 18-Sep-12  
**END DATE** --  
**DESCRIPTION** In the oil palm sector, IFC Indonesia aims to: (1) Improve sustainable rural livelihoods by increasing yields and responsible intensification of independent oil palm smallholder plantings. (2) Enable investment in smallholder farms. (3) Empower smallholders through better organization and transparency in the marketing of their fresh fruit bunch and relations with crude palm oil mills. (4) Integrate smallholders into global markets for sustainably produced commodities.

## Oil Palm Smallholder Access to Sustainability

**PROJECT ID** 570111  
**PIPELINE**  
**BUDGET** $689,400  
**AS PRODUCTS** Strategic Community Investment  
**DONORS** IFC  
**START DATE** TBD  
**END DATE** --  
**DESCRIPTION** The project has three components: 1) Smallholder capacity analysis. 2) Occupational Health & Safety mapping and improvement pilot. 3) Community Engagement and Investment mapping and adaptation.

## Lao Agro Forestry

**PROJECT ID** 594367  
**PIPELINE**  
**BUDGET** $3,000,000  
**AS PRODUCTS** Strategic Community Investment and Farmer and SME Training  
**DONORS** Forest Investment Program  
**START DATE** 3-Sep-12  
**END DATE** --  
**DESCRIPTION** The project’s goal is to increase the area of land under sustainable management to about 60,000 hectares by reducing the costs and risks associated with transforming degraded and underutilized land to productive agriculture and forestry. The team will improve the technical capacity and business skills of small farmers to engage in nursery development, site preparation, and plantation operations, and also will build effective collaboration between rural communities and forestry companies. Increased efficiency in these areas will improve the livelihoods of about 10,000 farmers, reduce company costs of developing plantations, and contribute to the total reduction of about 6 million tons of CO2e net emissions.

## Gold Ridge

**PROJECT ID** 586347  
**PIPELINE**  
**BUDGET** $411,563  
**AS PRODUCTS** Strategic Community Investment  
**DONORS** IFC, Netherlands  
**START DATE** 1-Apr-12  
**END DATE** --  
**DESCRIPTION** The main objective of this pilot project is to increase the level of participation of SMEs in the procurement supply chain needs of Gold Ridge, through targeted interventions both on the supply side (business training/mentoring, supplier database, assessments) and on the demand side (establishment of SME-friendly local procurement policy).
### Pacific Regional Tourism Initiative

<table>
<thead>
<tr>
<th>PROJECT ID</th>
<th>589687</th>
</tr>
</thead>
<tbody>
<tr>
<td>PIPELINE</td>
<td>Pipeline</td>
</tr>
<tr>
<td>BUDGET</td>
<td>$10,000,000</td>
</tr>
</tbody>
</table>

**AS PRODUCTS** | SBA-Other  
**DONORS**     | To be raised  
**START DATE** | 1-Jan-13  
**END DATE**   | --  

**DESCRIPTION** | The target of this four-year initiative is to generate $20 million in tourism-sector investment in Samoa, Tonga, and Vanuatu, creating a stronger tourism market for the future.

### Follow-On Palm Oil Project No. 2: SCI in Palm Oil

<table>
<thead>
<tr>
<th>PROJECT ID</th>
<th>593807</th>
</tr>
</thead>
<tbody>
<tr>
<td>PIPELINE</td>
<td>Pipeline</td>
</tr>
<tr>
<td>BUDGET</td>
<td>$1,025,000</td>
</tr>
</tbody>
</table>

**AS PRODUCTS** | Strategic Community Investment  
**DONORS**     | IFC  
**START DATE** | 1-Jan-13  
**END DATE**   | --  

**DESCRIPTION** | The overall objective of the project is to demonstrate that strategic community investment tools can lead to operational benefits for plantations in the palm oil and forestry sectors.
Baseline Access to Finance

**AS PRODUCTS** Access to Finance

**DONORS** IBRD, IFC, Netherlands

**DESCRIPTION**
The primary objective of this project is for five of the 36 participating banks to engage in advisory programs to increase outreach to women-owned Small- and Medium-sized Enterprises (SMEs). This objective will be achieved through: (1) Providing information obtained from collecting data on the SME portfolio of the 36 client banks on a sex-disaggregated basis. (2) Providing sex-disaggregated information on the SME market in each of the client bank’s respective markets. (3) Strengthening the internal capacity of the participating banks to increase outreach to women-owned SME segments through the delivery of Women in Business workshops to the participating banks.

Women in Business Knowledge Management

**AS PRODUCTS** SBA-Other

**DONORS** IFC, Sweden, United Kingdom

**DESCRIPTION**
The objective of this three-year knowledge management project is to support IFC’s Gender Program in deepening and expanding its product outreach through its business lines and regional offices, with the goal of promoting women in business around the world.

Women in Business Knowledge Management With Investment Climate

**AS PRODUCTS** SBA-Other

**DONORS** To be raised

**DESCRIPTION**
The objective of this two-year knowledge management project is to further deepen Women In Business’s support for IFC’s Investment Climate work to further incorporate gender inclusion into the group’s products and operational work.

WINvest Women’s Employment

**AS PRODUCTS** SBA-Other

**DONORS** To be raised

**DESCRIPTION**
WINvest (women-specific investment), with a secretariat housed in IFC, is a global World Bank Group partnership initiative aimed at generating private-sector attention, ideas, and best practices that result in better working conditions for women, along with improved business performance.
### ASMSMETA Rawbank
**Project ID:** 553347  
**Status:** ONGOING  
**Budget:** $1,258,498  
**As Products:** SME Banking  
**Donors:** IFC, Canada, Gender Action Plan  
**Start Date:** 1-Apr-09  
**End Date:** 31-May-12

**Description:**
The project aims to: (1) Introduce SME banking operations through developing appropriate products, policies, and procedures. (2) Train staff in credit analysis and customer service to small- and medium-sized enterprises, including to women entrepreneurs. (3) Increase the number of outstanding SME loans. (4) Increase the value of outstanding loans. (5) Hold the value of new non-performing micro, small, and medium enterprises’ loans > 90 days below 7.5% of the total outstanding MSME portfolio. As part of capacity-building to women entrepreneurs, the bank will train at least 50 women entrepreneurs on business management skills.

### Diamond Trust Bank Burundi Advisory Services
**Project ID:** 569207  
**Status:** CLOSED  
**Budget:** $90,000  
**As Products:** Access to Finance  
**Donors:** Canada, IFC  
**Start Date:** 11-Jan-10  
**End Date:** 31-Jan-12

**Description:**
The project is designed to assist DTB Burundi (DTBB) in increasing access to finance for women entrepreneurs, with support from the Women in Business program.

### Thandi Land Reform Program
**Project ID:** 540785  
**Status:** CLOSED  
**Budget:** $1,365,877  
**As Products:** SBA-Other  
**Donors:** Denmark, South Africa  
**Start Date:** 1-Feb-07  
**End Date:** 30-Jun-10

**Description:**
The program will focus on developing a sustainable model for land transformation by building the capacity of farmers and farm workers to own and manage farms in the fruit export industry. The program aims to support and transform at least 30 fruit farms.
### Promoting Gender Inclusion and Competitiveness in Special Economic Zones

**AS PRODUCTS**  Special Economic Zones  

**DONORS**  IFC, Canada, European Union, Gender Action Plan, United Kingdom  

**DESCRIPTION**  This project aims to develop a Good Practice Gender Framework for Special Economic Zones (SEZ), which will be used in all future IFC-sponsored SEZ projects. The Good Practice Gender Framework will be developed based on the demonstrated results of the Dhaka export processing zone pilot and the findings of a global study by mapping the existing good and poor gender practices within SEZs around the globe.

### India Microfinance IT Assistance

**AS PRODUCTS**  Microfinance  

**DONORS**  Canada, European Union, Norway, Netherlands, United Kingdom, IFC  

**DESCRIPTION**  The project has the following objectives: (1) To help launch pilot projects in the microfinance sector in India to increase the usage of information technology systems and to enhance the capability of microfinance institutions through training and awareness-building programs on use of information and communications technologies. (2) To support pilot projects with SEWA and Spandana—two of India’s largest microfinance institutions, as well as supporting training programs for microfinance institution staff spread across the country. (3) Support development of specific banking- and insurance-related applications on the FINO platform that will facilitate quicker access to such services by the target audience, customers of microfinance institutions, and clients in rural areas.
### BLC Bank

**Project ID**: 586387  
**Status**: Ongoing  
**Budget**: $399,500  
**As Products**: SME Banking  
**Start Date**: 15-Jul-11  
**End Date**: 30-Jun-13  
**Donors**: IBRD  

**Description**: The objective of this Advisory Services project is to assist BLC Bank in strengthening its capacity to identify and increase outreach to SMEs in general, and women entrepreneurs in particular, by 34%. The bank committed to reaching this growth target in its five-year strategic plan developed in 2011. The project is implemented in a modular fashion, mainly focusing on the SME segment/Women In Business sub-segment and Liquidity Risk Management, in which IFC will assist the bank in enhancing its capacity to better manage its assets and liabilities.

### Alternative Dispute Resolution Morocco -Phase II

**Project ID**: 574047  
**Status**: Ongoing  
**Budget**: $1,039,008  
**As Products**: Indicator-related Reform Advisory  
**Start Date**: 1-May-10  
**End Date**: 31-Dec-12  
**Donors**: IFC, Canada, Switzerland, United States  

**Description**: The overarching goal of the Phase II Morocco ADR Project is to increase the use of alternative dispute resolution mechanisms in Morocco, which will consequentially ensure the faster release of funds tied up in commercial disputes. In the long term, this should stimulate private-sector growth and strengthen economic growth, leading to more investment and employment and better income opportunities in the country.

### West MENA Banking Advisory Services

**Project ID**: 592667  
**Status**: Pipeline  
**Budget**: $5,876,264  
**As Products**: Access to Finance  
**Start Date**: 20-Oct-11  
**End Date**: --  
**Donors**: United Kingdom, European Investment Bank  

**Description**: This project’s objective is to increase access to banking and financial services for Small- and Medium-sized Enterprises (SMEs) in the western Middle East and North Africa countries: Tunisia, Morocco, Algeria, Lebanon, Jordan, Libya, and West Bank and Gaza. This will be achieved through working with commercial banks in these countries to build their SME banking operations, and through improving and strengthening risk management structures and corporate governance.

### Bank Muscat SME/Women in Business

**Project ID**: 596907  
**Status**: Pipeline  
**Budget**: $742,000  
**As Products**: Access to Finance  
**Start Date**: 1-Jun-12  
**End Date**: --  
**Donors**: Client  

**Description**: The objective of this project is to assist Bank Muscat in further expanding its Small- and Medium-sized Enterprises (SME) portfolio in two phases. The first phase focuses on assessing Bank Muscat’s existing SME operations, which were initiated about five years ago with IFC assistance. The second phase focuses on enhancing the bank’s value proposition to SMEs by enabling them to offer non-financial Advisory Services to position Bank Muscat as the SME bank of choice in Oman. It also will target and develop a value proposition for women entrepreneurs, which the bank sees as a largely untapped segment.
<table>
<thead>
<tr>
<th>Project Name</th>
<th>Project ID</th>
<th>Status</th>
<th>Budget</th>
<th>AS Products</th>
<th>Start Date</th>
<th>End Date</th>
<th>Donors</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sichuan CCBs Technical Assistance</td>
<td>565612</td>
<td>ONGOING</td>
<td>$970,116</td>
<td>Risk Management</td>
<td>1-Nov-08</td>
<td>30-Jun-13</td>
<td>Australia, IFC</td>
<td>The objective of the project is to enhance the banks’ SME lending capacity and enable them to support SMEs in earthquake-affected areas through investment and Advisory Services. IFC Advisory Services in China and Mongolia will assist the banks in enhancing staff skills, improving credit management and internal controls and further strengthening their competitiveness. This, in turn, will benefit a significant number of MSMEs affected by the earthquake.</td>
</tr>
<tr>
<td>SME Banking Indonesia</td>
<td>554329</td>
<td>ONGOING</td>
<td>$1,660,011</td>
<td>SME Banking</td>
<td>27-Mar-07</td>
<td>30-Jun-12</td>
<td>Japan, Switzerland</td>
<td>The project aims to strengthen the capability of Indonesian banks to serve the SME market, helping them become more efficient and profitable through Advisory Services to improve their SME Banking business model, in particular, by reaching out to women SMEs with access-to-finance opportunities.</td>
</tr>
<tr>
<td>Mainstream Microfinance</td>
<td>561599</td>
<td>CLOSED</td>
<td>$1,784,340</td>
<td>Microfinance</td>
<td>1-Jul-08</td>
<td>30-Jun-11</td>
<td>IFC</td>
<td>The main objective of this project is to improve the outreach of financial services to Micro-, Small- and Medium-sized Enterprises (MSMEs) by supporting commercial banks dedicated to serving MSMEs as a core business segment, especially in the rural areas.</td>
</tr>
<tr>
<td>East Asia Pacific Women in Business Program</td>
<td>597067</td>
<td>PIPELINE</td>
<td>$5,569,470</td>
<td>Access to Finance</td>
<td>1-Jul-12</td>
<td>--</td>
<td>To be raised</td>
<td>IFC’s ultimate objective is to: (1) Promote inclusion within the EAP financial sector. (2) Increase reach and raise the standards of financial and non-financial services provided to women-owned SMEs. This will allow women to pursue economic activities beyond micro- and very small enterprises, hire more employees, grow their businesses, and contribute more significantly to economic growth of their countries.</td>
</tr>
</tbody>
</table>
Part FIVE
In FY12, Sustainable Business Advisory (SBA) raised some $63 million in new contributions from its donor partners and allocations from IFC’s Technical Assistance Trust Funds in support of our global activities and projects across the globe.\footnote{This does not include contributions to IFC multi-donor facilities in the regions that were internally allocated to SBA projects.} In FY12, Netherlands was the top donor, followed by the MasterCard Foundation, Austria, Switzerland, Norway, United States, and Japan.

Of total SBA funding in FY12, $29,270,614 were channeled through the Facility for Sustainable Business Advisory Services.\footnote{While the results reported in this review cover the entire business line, the financial data contained in this section is restricted to the funds from our donors that were channeled through the SBA Facility. This includes funds delegated to SBA such as the Earth Fund and Global Environmental Facility funding ($71,082,682 in funding for reimbursable loans, guarantees and technical assistance), as well as other funding sources delegated to SBA projects from IFC’s Technical Assistance Trust Funds, as well as from the International Bank of Reconstruction and Development’s trust funds. Additionally, the amount of $29,270,614 excludes IFC’s contribution.} This amount included some $3.6 million that was rolled over from the previous Facility—the Sustainable Business Innovator (SBI). Through the Facility, SBA further received $14,873,701 from IFC’s Funding Mechanism for Technical Assistance and Advisory Services. These funds comprise retained earnings from IFC’s investment projects.

The top three donor partners to the Facility in FY12 were the Netherlands, Norway, and Austria.

The contributions provided by donor partners were heavily restricted: Some 13 percent of the funding received was earmarked for particular countries, 76 percent was for specific themes, and six percent was tied to a specific project. In contrast, the funding received from IFC’s Funding Mechanism for Technical Assistance and Advisory Services is completely unrestricted and essential for managing SBA’s global operations.

In approving the Board Paper on the SBA Facility in May 2011, the IFC Board of Directors allocated up to $25 million of retained IFC earnings for the Facility. The goal was to mobilize an additional $75 million in contributions and fees from donor partners and clients to finance the global activities of SBA during the period FY12–16. Given the fact that more and more donor partners provide funding for SBA projects in the regions through the Facility, we will eventually need to raise much more than $75 million in order to sustain the essential global functions that the Facility was set up to finance.

In FY12, SBA developed and adopted a comprehensive resource mobilization strategy that sets out how we can mobilize more predictable and unrestricted/unearmarked resources through a more proactive, coordinated, and principled approach to building a viable future for the business line. At the next meeting of SBA’s donor partners in FY13, we will

\begin{table}[ht]
\centering
\begin{tabular}{|l|c|c|}
\hline
\textbf{DONOR CONTRIBUTIONS RECEIVED IN FY12} & \textbf{Commissions (in US$)} & \textbf{Receipts (in US$)} \\
\hline
Netherlands & 24,406,869 & 5,306,869 \\
IFC* & 14,873,701 & 14,873,071 \\
Norway & 2,782,119 & 1,484,974 \\
Canada** & 2,039,100 & 2,039,100 \\
Austria & 1,379,300 & 1,379,300 \\
Luxembourg & 538,308 & 538,308 \\
Ireland & 71,083 & 71,083 \\
Disney WorldWide Services & 50,000 & 50,000 \\
Switzerland & 42,935 & 42,935 \\
\hline
\textbf{TOTAL} & \textbf{44,144,315} & \textbf{25,785,640} \\
\hline
\end{tabular}
\end{table}

\footnotesize{*Funding from IFC’s Funding Mechanism for Technical Assistance and Advisory Services (FMTAAS), administrative budget and Sustainable Business Advisory Business Line funding envelope.} \\
\footnotesize{** Commitment made in previous fiscal year.}
seek the views of donor partners on specific actions required to meet the ambitious target for the Facility, and on how the quality and predictability of funding can be improved.

**FY12 Expenditures**

The table below shows expenditures incurred by the SBA Facility in FY12 according to the standard IFC Advisory Services Expenses Categories. This most recent classification of expenses is in accordance with IFC’s cost allocation methodology.

**TABLE 5 Standard Advisory Services Activity Expenditures**

<table>
<thead>
<tr>
<th></th>
<th>$ FY12</th>
<th>% FY12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Delivery</td>
<td>28,846,298</td>
<td>95%</td>
</tr>
<tr>
<td>General &amp; Administration</td>
<td>1,462,539</td>
<td>5%</td>
</tr>
<tr>
<td>Total Standard Advisory Services Activity Expenditures</td>
<td>30,308,836</td>
<td>100%</td>
</tr>
</tbody>
</table>

*Program Delivery* comprises project costs (expenses incurred during the conduct of specific Advisory Services projects) and Program Management and Support costs (expenses incurred from portfolio management, results measurement, communications, and other activities that support delivery of Advisory Services projects but are not related to one specific project).

*General & Administration* comprises overall administrative and back-office costs (finance, IT, HR, etc.)

**FY12 Cumulative Funding and Expenditures**

The table below represents total cumulative funding and expenditure that the Global Business Line Leader of SBA is responsible for, including funds delegated to SBA such as the Earth Fund and Global Environmental Facility funding, as well as other funding sources delegated to SBA projects from IFC’s Technical Assistance Trust Funds, and from the International Bank of Reconstruction and Development’s trust funds.

**TABLE 6 FY12 Cumulative Funding and Expenditures**

<table>
<thead>
<tr>
<th></th>
<th>$ FY12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust Funds Opening Balance</td>
<td>89,204,238</td>
</tr>
<tr>
<td>Funding Received</td>
<td>26,396,955</td>
</tr>
<tr>
<td>Investment Income</td>
<td>1,090,500</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>30,308,836</td>
</tr>
<tr>
<td>Admin Fee</td>
<td>264,922</td>
</tr>
<tr>
<td>Other Income</td>
<td>307,768</td>
</tr>
<tr>
<td>Trust Funds Closing Balances</td>
<td>86,425,702</td>
</tr>
</tbody>
</table>
During 2012, IFC strengthened the leadership team of SBA through the appointment of new Regional Business Line Managers in all six regions. Staff grew from 221 in FY11 to 232 in FY12. The business line has a good gender balance of staff at all grade levels; 49 percent of all staff are women.

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