PERFORMANCE AT A GLANCE

# The International Finance Corporation (IFC)

MOPAN

## ABOUT THE IFC

The International Finance Corporation (IFC), founded in 1956, is the World Bank Group's (WBG) private-sector arm. IFC's stated purpose is to further economic development by encouraging the growth of productive private enterprise in its member countries, particularly in less developed countries. IFC also seeks to stimulate and create an enabling environment for private investment in its countries of operation. In this way, the IFC complements the activities of the World Bank (WB), which constitutes the International Bank for Reconstruction and Development (IBRD) and the International Development Association (IDA). IFC currently has 186 member countries (versus 189 for the World Bank).

As part of the WBG, IFC has had two overarching goals throughout the review period that reflect the 2013 WBG strategy: ending extreme poverty by 2030 and boosting shared prosperity. This has been complemented by the 2016 WBG Forward Look, which established a road map to achieve these goals and contribute to the 2030 agenda. The Forward Look and the 2018 Capital Increase Package (CIP), laid out the objectives of serving all clients, leading on global issues, creating markets, and improving the business model. The Forward Look has been reinforced by IFC's institutional strategy, IFC 3.0, launched in December 2016. In October 2023, the WBG identified a new mission and vision to end extreme poverty and boost shared prosperity on a livable planet.

**ORGANISATION AT A GLANCE**

Established: 1956

Member Countries: 186

Headquarters: Washington, DC

Operations: in over 100 countries

Staff: Over 4 300 full-time staff and 1 000 FTE short term temporaries and consultants

Proportion of staff in country offices: 57%

FY23 Commitments: USD 43.7 billion

FY23 Disbursements: USD 21.1 billion

IFC has worked toward these goals through direct investment (investment services (IS)) as well as the mobilisation of capital from other lenders and investors. It also offers advisory services (AS) to businesses and governments to build capacity and encourage private investment and works upstream to create the conditions that unlock investment opportunities in member countries. As the largest private sector-facing Multilateral Organisation (MO), IFC also has a leadership role in establishing international standards for impact investment among International Financial Institutions (IFIs) and disseminating knowledge from its global operations.

Together with mobilisation from other investors, IFC committed USD 174.15 billion across 1,868 long-term finance (LTF) projects and USD 36.7 billion in own-account short-term finance (STF) between FY17 and FY22. Core mobilisation[1] peaked at USD 11.7 billion in FY18 and has ranged between USD 10.2-10.8 billion per year over the rest of the assessment period before increasing to USD 15 billion in FY23. In FY22, IFC's advisory portfolio totalled USD 1.4 billion, with more than 800 advisory projects in more than 100 countries.

1. Reflecting non-IFC financing or risk sharing arranged on commercial terms due to the active and direct involvement of IFC for the benefit of a client.

This is the first MOPAN assessment of IFC. It uses an adapted framework that reflects the business model of private sector-facing organisations. The assessment takes stock of IFC's progress in implementing IFC 3.0 over the course of the assessment period, including key achievements, lessons and areas for improvement as the WBG implements its new mission and vision. IFC is a complex organisation, delivering its work through several highly technical processes, which are described further in the assessment report. In addition to assessing IFC's organisational effectiveness, this MOPAN assessment contributes to enhancing understanding of how private sector-facing organisations contribute to delivery of development results and support the Sustainable Development Agenda.

## POSITIONING IFC TO RESPOND TO AN EVOLVING DEVELOPMENT CONTEXT THROUGH IFC 3.0

**In December 2016, IFC introduced a renewed strategic vision, IFC 3.0, to implement the 2016 Forward Look.** IFC 3.0 emphasises IFC's role in market creation and mobilising resources through private sector solutions. This two-pronged approach responds to challenges in countries where private capital does not flow at a scale required to address major development gaps. Where markets are fragmented, missing, or nascent, IFC works with the WB, other Multilateral Development Banks (MDBs) and IFIs, and the International Monetary Fund (IMF) on policy and sector reform to expand opportunities for private sector-led growth.

**Delivering on IFC 3.0 has been accompanied by a number of important institutional changes.** These include a USD 5.5 billion Capital Increase Package (CIP), endorsed in 2018. The CIP included a series of policy commitments which identify institutional targets around crisis management, fragility, climate change, gender, knowledge and convening and regional integration that have guided IFC's strategic objectives, activities and accountability to its members throughout the assessment period. In particular, the CIP commitments reflect IFC's enhanced focus on the poorest, fragile and conflict-affected states (FCAS) identified in IFC 3.0.

Implementing IFC 3.0 has required a fundamental reshaping of IFC's business model over the course of the assessment period. This includes:

1. Introduction of new organisational structures and analytical products to identify opportunities to promote private sector-led development;

2. Creation of new tools and processes to promote a focus on development impact and promote investment in challenging markets, such as the Anticipated Impact Measurement and Monitoring (AIMM) framework,

3. Introduction of upstream work, IFC Country Strategies and country-driven budgeting to help identify and expand bankable investments in challenging markets;

4. An enhanced focus on blended finance and private capital mobilisation, including through the IDA Private Sector Window; and

5. A realignment of staff, resources and corporate results frameworks to the renewed strategic vision, including greater decentralisation of staff and changes to investment decision-making processes.

**IFC 3.0 has been implemented in a challenging global context.** COVID-19, high inflation, war in Ukraine, large macroeconomic imbalances, and shortages of energy, fertilizer, and food have caused the sharpest global economic downturn in 80 years. These challenges have made the investment environment in IFC's countries of operation and the implementation of IFC 3.0 more challenging. They further contributed to IFC's relatively slow average annual growth of the disbursed investment portfolio at .43% between FY19 and FY22 compared to 5.85% between FY16 and FY19. IFC's core mobilisation remained stable in absolute terms between FY20 and FY22 but accounted for a declining share of

IFC's own long-term commitments in the latter half of the assessment period. COVID-19 contributed to a shift toward short-term finance (STF), with implications for IFC's loan and fee income. These trends have started to reverse as the pandemic has subsided.

**IFC moved swiftly to respond to COVID-19 with an emphasis on market preservation.** Within months of the outbreak of the pandemic, IFC approved an initial USD 8 billion Fast Track COVID-19 Facility (FTCF) consisting of trade, supply chain, liquidity and working capital finance through financial intermediaries (FIs) and direct support to existing real-sector clients. This was later supplemented by a second phase, including base-of-the pyramid support for low-income people and a USD 4 billion Global Health Platform, including USD 2 billion in mobilisation. From April to December 2020 alone, IFC provided USD 4.5 billion in support through the FTCF. Given the economic reality and pressing client needs, FTCF's focus was on market preservation rather than creation, impeding IFC's ability to scale up its market creation activities in line with IFC 3.0.

**Despite the challenges it has faced, IFC has made important progress in strengthening its focus on development results and expanding operations in challenging markets.** AIMM has contributed to enhancing the expected development impact of IFC's operations and alignment with global commitments, particularly for gender and climate. A 5-year upstream pipeline of over USD 29 billion had been established as of FY22, of which 31% is in IDA FCS and 52% is climate-related. IFC has yielded some initial results from the conversion of its upstream pipeline to committed projects. Upstream work has led to the conversion of USD 4.4 billion in LTF commitments in FY23, increasing from USD 1.1 billion in FY22. New fund windows such as the IDA-Private Sector Window (PSW) and the Creating Markets Advisory Window (CMAW) have further supported upstream work and scaling up of investment in challenging markets. Since FY17 when the PSW was established, IFC has committed more than USD 2.6 billion of PSW funds across 33 fragile and low-income countries.

**However, the institutional changes made to implement IFC 3.0 have also yielded some unexpected challenges.** These include: (i) increased reliance on consultants and temporary staff; (ii) challenges for transfer of knowledge internally; (iii) disruptions in follow-up to audit recommendations; and (iv) reduced timeliness of investment decision-making. Mandate-to-Disbursement (M2D) has been a key corporate performance indicator throughout the assessment period. Despite an initial corporate target of 150 days, decision-making timelines have lengthened, reaching 309 days in FY22. Some planned reforms, including a system to monitor the achievement of non-financial additionality for IFC's operations, did not materialise as expected. Finally, although the volume of operations in FCS have increased, development outcome ratings for IS in FCS have been on a downward trajectory throughout the assessment period, despite an overall increase in ratings for the rest of the portfolio, including IS and AS.

**Growth of IFC's administrative expenditure outstripped portfolio growth, which has had implications for IFC's budget efficiency targets.** The hiring of new staff and introduction of new units, tools and processes has contributed to IFC's administrative budget with average annual growth of 3.8% between FY17 and FY23, with IFC's total administrative expenditure including special initiatives demonstrating an average annual growth of 3.9% between FY16 and 22. This increase was anticipated based on the broad institutional changes required to implement IFC 3.0. However, IFC's disbursed investment portfolio has grown more slowly than expected over the assessment period (average annual growth of 3.1% from FY 16 to FY22). IFC's Budget Coverage Ratio (BCR), the ratio of IFC's administrative budget to loan and fee income, has increased over the assessment period, exceeding an initial target of 85% or below (from 83% in FY18 to 98% in FY21). This issue has been caused by multiple factors, including: (i) resources required to implement IFC 3.0; (ii) time lag for conversion of the upstream pipeline; (iii) slower than expected growth of the debt portfolio; (iv) the global macroeconomic environment and (v) lower than anticipated loan and fee income. IFC set new internal targets for the BCR in FY22 to be 95% or below, which have since been met. IFC's BCR is expected to return to 91% or below in FY24.

**IFC's forward looking trajectory is positive with respect to disbursed portfolio growth, mobilisation and development results.** In FY23, the challenges IFC has faced because of the pandemic started to subside. LTF commitments increased 37% to USD 31.7 billion, including mobilisation, which increased 41% to USD 15.02 billion, an institutional record, alongside short-term finance of USD 12.0 billion. The performance of IFC's operations has had an upward trajectory throughout the assessment period, grounded in steady improvements in its front-end work to prepare and structure investments. There is evidence that disbursed portfolio growth and conversion of upstream projects to committed investments is increasing, growing from USD 1.1 billion in FY20 to USD 4.4 billion in FY23. Lessons learned in the conversion of upstream projects should continue to be monitored and integrated into future investments and operations. Finally, IFC has consistently demonstrated strong performance for client satisfaction in line with corporate targets.

## TAKING STOCK OF IFC'S TRANSFORMATION: KEY ACHIEVEMENTS AND STRENGTHS

**Building upon the WBG's Country Engagement Model, IFC has implemented a range of new tools to identify opportunities for market creation within its countries of operation.** Country Private Sector Diagnostics (CPSDs) help ensure that World Bank Group Country Partnership Frameworks (CPFs) are informed by evidence that identifies opportunities for market creation. IFC also develops its own Country Strategies to operationalise IFC 3.0 and promote market creation in challenging contexts through upstream engagement, advisory services and investment. These innovative strategies, which target policy dialogue and reform priorities that will unlock investment opportunities through "if-then" statements, are updated every six months as the country context evolves.

**IFC has a strong financial framework, which is regarded by ratings agencies as "best in class."** This includes a strong Capital Adequacy Framework (CAF) and capital position. This is reinforced by a focus on mobilisation as a key pillar of IFC 3.0, including a wide range of innovative tools and platforms to mobilise investment funds and market borrowings. IFC's capital position is further complemented by a range of trust funds, which are key means of providing advisory services (AS) and blended finance. Portfolio performance and capital adequacy are monitored closely through strong risk management processes. IFC's Capital Utilisation Ratio (CUR) has remained within the established ratio of below 88% throughout the assessment period.

**Implementation of IFC 3.0 has been supported by robust internal processes for resource allocation.** IFC has a systematic and transparent budgeting process that aligns the allocation of resources to strategic priorities, reinforced by budget efficiency indicators such as the Budget Coverage Ratio (BCR) and Cost of Doing Business (CODB) indicators to help guide the organisation through its institutional transition. Innovations such as country-driven budgeting have helped strengthen alignment of fundraising to strategic priorities. These innovations have been critical in accompanying the range of structural changes IFC has implemented to deliver IFC 3.0.

**IFC has robust processes supporting internal control, accountability and risk management.** Internal control functions such as audits are increasingly moving beyond good practice to implement more proactive and preventative approaches. Clear policies and procedures are in place and are implemented systematically to address any instance of fraud and corruption among staff. Internal audits have consistently identified robust and systematic processes and oversight to ensure that investments are implemented in accordance with institutional policies and requirements. IFC has also sought to strengthen systems for preventing, identifying and responding to Sexual Exploitation and Abuse and Sexual Harassment (SEAH).

**Operational risks are managed proactively throughout the investment cycle.** IFC has a comprehensive operational risk management framework that covers a range of risks throughout the investment lifecycle, including credit risk, client capacity and integrity due diligence (IDD) and environmental and social (E&S) risk. Regular investment supervision feeds into a robust portfolio monitoring function, which plays an important role in managing operational risk through quarterly reporting. Through this system, IFC identifies and addresses underperformance on an ongoing basis to recover its exposure and identify lessons, including through a dedicated Special Operations function.

**In implementing IFC 3.0, IFC has made important progress in enhancing the development and market outcomes of its investments.** The integration of AIMM into investment decision-making and monitoring has provided a strong and credible basis to identify investments with potential to yield development and market outcomes through a structured, standardised approach. As the AIMM portfolio matures, there are opportunities to build upon this system to report on the ex-post achievement of development outcomes, particularly for cross-cutting issues.

**IFC has strengthened its leadership on global and cross-cutting issues in line with the Forward Look.** Cross-cutting themes, including gender, climate change, fragility and market creation, have been fully integrated into IFC's corporate scorecard and strategy and planning processes. New analytical products such as the Country Climate and Development Report (CCDR) have been introduced to ensure cross-cutting themes are considered in the design of country strategies, advisory work and investments. Tools such as the gender flag and greenhouse gas (GHG) accounting help further mainstream cross-cutting themes into investments. IFC also monitors a range of "reach" indicators internally to capture IFC's contribution to strategic objectives for gender and climate. AIMM plays an important role in strengthening IFC's focus on cross-cutting themes across the portfolio and supporting ongoing monitoring.

**IFC has demonstrated leadership among development finance institutions (DFIs) with respect to promoting good standards, mobilisation and blended finance.** Through its participation in and leadership of several joint-DFI platforms, IFC has made an important contribution to standard-setting among DFIs and private investors. Other forums where IFC has demonstrated leadership include the development of the IFC Performance Standards, the MDBs' Harmonised Framework for Additionality and the DFI Enhanced Blended Concessional Finance Principles for Private Sector Operations. IFC is also piloting good practices in this area through the establishment of a blended finance centre of expertise and the launch of project-level reporting on level of subsidy. IFC is a leader in mobilisation among MDBs and DFIs, with Joint MDB Reporting noting that IFC accounts for more than 27% of mobilisation among low-income countries (LICs) and middle-income countries (MICs) across 8 MDBs and 15 DFIs

**IFC demonstrates a clear organisational commitment to results-based management (RBM) and actively uses performance evidence to guide decision-making.** IFC's corporate scorecard has been revised over the course of the assessment period to maximise its use as an accountability and performance tool. Management and the Board receive comprehensive quarterly reporting against the scorecard alongside other management analysis, including an identification of drivers of performance and underperformance. Scorecard targets are cascaded to Vice-Presidential and departmental units and has traditionally been linked to departmental awards. Performance against the scorecard is reported publicly through annual Strategy and Budget Outlook reports (SBOs). At the outset of the assessment period, a series of joint IEG-IFC Management Deep-Dive reviews were held to identify drivers of weakening performance across operations. The changes implemented as a result of these reviews have played a key role in IFC's positive performance trajectory.

## FINE-TUNING THE IMPLEMENTATION OF IFC 3.0: AREAS FOR FURTHER ATTENTION

**There remains room to strengthen a "One Bank" approach to mobilising private finance and creating an enabling environment for investment**. Progress has been achieved in implementing joint CPFs, including through the Country Private Sector Diagnostic (CPSD). However, opportunities remain for ensuring that IFC's upstream, investment and advisory activities are better reflected in WBG Country Partnership Frameworks, including results frameworks. This would involve: (i) better positioning CPFs to reflect policy operations, dialogue and upstream work that supports an enabling environment for investment; and (ii) strengthening the implementation of the Cascade approach. Consideration should be given to support ongoing dialogue between IFC and the WB around key priorities for policy reform that will expand the scope of opportunities for private sector-led investment.

**Despite recent initiatives to enhance the collection and dissemination of lessons internally, knowledge management remains an area of opportunity for IFC.** Knowledge management has been highlighted as essential to the implementation of IFC 3.0 in harnessing operational knowledge to expand investment and contribute to development outcomes in challenging contexts. Since a critical FY20 audit, IFC has sought to introduce a range of platforms, dashboards, and technology enablers to promote the harvesting and dissemination of lessons, including through a mandatory process for underperforming investments. IFC is now working to finalise a knowledge management strategy to formalise roles and responsibilities around the identification, communication and uptake of lessons. Additionally, IFC is working on strengthening feedback loops from independent evaluation through an IEG/IFC working group to enhance coherence among key performance reporting tools, notably AIMM and the Expanded Project Supervision Report (XPSR).

**There remains room for improvement in implementing a systematic approach to additionality.** IFC has made important progress throughout the assessment period, including adopting a new additionality framework, regarded as a good practice among MDBs. The additionality and "role and contribution" of IFC's operations have similarly improved over the latter half of the assessment period. IFC's IS projects systematically demonstrate financial additionality. However, the realisation of expected non-financial additionality has been more uneven. A major challenge is the absence of a system for monitoring of the realisation of anticipated non-financial additionality throughout the investment lifecycle, which is often delivered through AS.

**IFC's Performance Standards could be updated to reflect emerging challenges, such as SEAH, and implementation and monitoring of client grievance mechanisms could be further strengthened.** Through the Equator Principles, IFCs Performance Standards (PS) have become the global standard used for commercial finance in emerging markets. However, the PS have not been updated since 2012 and there are opportunities to better cover emerging issues such as Sexual Exploitation and Abuse and Sexual Harassment (SEAH). Although emerging topics have been covered by recent Guidance Notes developed in collaboration with partners, these are not mandatory and carry less weight than the PS. Despite ongoing efforts to strengthen IFC's E&S Risk Monitoring and the role of the Compliance Advisor Ombudsman (CAO), the implementation and monitoring client grievance mechanisms and external communication mechanisms have been inconsistent over the period, IFC will seek to reinforce capacity among its clients and staff in this regard over the coming years.

**Despite IFC's success in implementing a range of targeted tools and programmes to expand investment in FCS, an ongoing decline in development outcomes merits attention.** Across the assessment period, investments in FCS have more than doubled, reflecting IFC's commitment to scale up investment in FCS countries in line with the Forward Look and IFC 3.0. Furthermore, AIMM scores for IS in FCS have consistently exceeded institutional benchmarks and the average for the rest of the portfolio, reflecting strong potential for market creation and development outcomes. However, development outcome ratings for FCS have declined throughout the assessment period, from 60% positive between 2015-17 to 20% positive between 2019-21. While COVID-19 likely contributed to these challenges, investment performance in FCS merits close follow-up to identify and address other potential drivers.

**IFC's RBM approach could be further enhanced through expanded public reporting and a stronger emphasis on outcomes, particularly for cross-cutting themes**. Although CIP commitments and corporate scorecard indicators are reflected throughout IFC's corporate strategies, they tend to be input and output-driven rather than reflecting ex-post contribution to development results. IFC publishes annually a set of gender-disaggregated reach indicators demonstrating contribution to addressing key development gaps. In addition, AIMM scores provide a general overview of potential development outcomes across the portfolio ex-ante. However, these indicators do not yet reflect on the extent to which projects have contributed to their intended development outcomes ex-post. IFC is taking steps to implement such ex-post reporting as the portfolio under AIMM monitoring matures. Scorecard targets are set and changed in consultation with the Executive Board; however, there is scope to better communicate how and why scorecard targets have changed in public documents.

## CONSIDERATIONS FOR IFC'S FUTURE TRAJECTORY

**IFC 3.0 remains relevant in the context of WBG evolution, but enhancing collaboration across the WBG will be essential.** This focus on enhancing WBG collaboration to promote an enabling environment for investment and enhance mobilisation is clear in the WBG's new mission and vision identified in October 2023. The complexity of development challenges and the scale of ongoing needs will require strong collaboration within the WBG and for IFC to work in strategic partnerships with other organisations and generate synergies for delivering on the Sustainable Development Agenda. IFC will need to further strengthen mobilisation and co-financing through the identification of innovative approaches that address both financial and contextual constraints to investment.

**There is now an opportunity for IFC to build upon initial progress in implementing IFC 3.0 to optimise the implementation of its strategic vision.** Large scale strategic and structural changes are beginning to yield results with respect to stronger development outcomes of IFC investments, increased investment in challenging markets and enhanced mobilisation. In correcting course, IFC should now focus on fine-tuning implementation to address emerging challenges, including:

- Strengthening collaboration with the World Bank to enhance policy dialogue and upstream engagement, expand opportunities for private-sector-led development and create an enabling environment for private capital mobilisation, including by building on lessons learned from the Cascade approach and CPFs.

- Consolidating progress achieved in strengthening knowledge management throughout the organisation through the approval of a knowledge management strategy with clear roles and accountabilities to promote organisational learning.

- Strengthening the role of AIMM in creating feedback loops and demonstrating the achievement of results for cross-cutting themes, including through outcome-level scorecard indicators for gender and climate.

- Strengthening IFC's leadership in the management of E&S Risk by updating the Performance Standards and strengthening the implementation and monitoring of client grievance mechanisms.

- Building upon lessons from the FTCF to streamline timeframes for investment decision-making.

*Each organisation MOPAN assesses has a unique mandate and operating context. Comparison to other assessed organisations and previous assessments by MOPAN is strongly discouraged due to changes in methodology over time and differences in the scale, operating context, and comparative advantage of different organisations.*

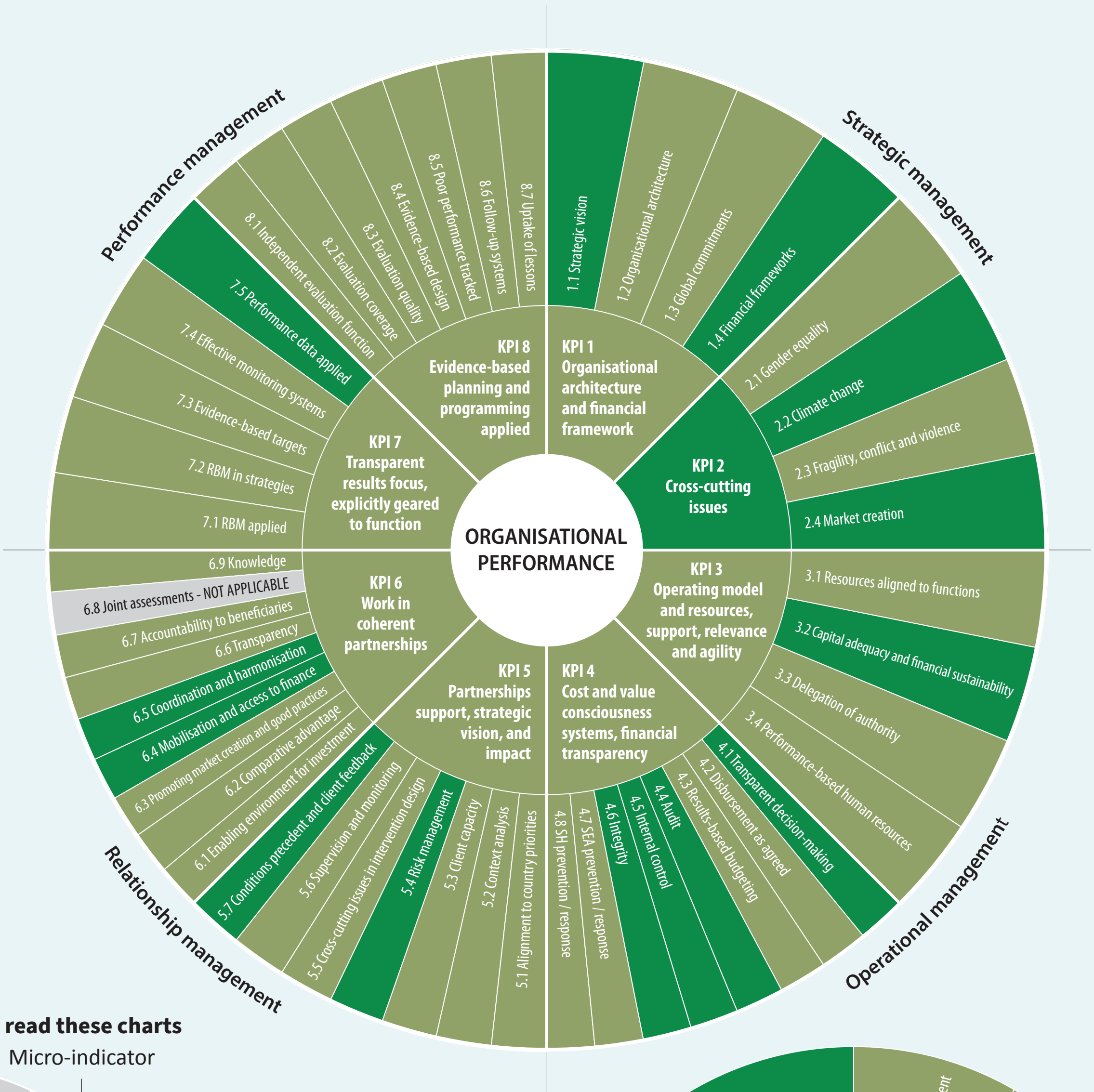
**MAIN STRENGTHS**

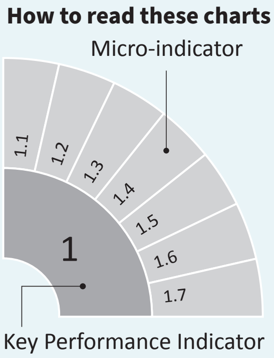
- Good progress has been achieved in aligning IFC's organisational structure, resources and operations to IFC 3.0 with a focus on market creation and resource mobilisation.
- IFC has a strong capital position and a sound framework for ensuring financial sustainability.
- Strong systems are in place for risk management and accountability across the investment cycle.
- IFC has implemented effective tools to enhance the development and market outcomes of its investments and support decision-making and accountability, including AIMM.
- IFC has played a leadership role in supporting global issues, including ongoing coordination with DFIs and other partners and its leadership role in several areas. For example, IFC has led the establishment of principles guiding the use of blended concessional finance.
- IFC has a consistent track record of using data to make decisions and change course to enhance performance. This includes extensive corporate reporting and dashboards, external and internal reviews and joint IFC-IEG reports.

**AREAS FOR ATTENTION**

- There remain opportunities to strengthen the "One Bank" approach across the World Bank Group with respect to the Cascade approach and creation of an enabling policy environment for investment.
- There are opportunities to further capitalise on IFC's efforts to enhance knowledge management in line with IFC 3.0 through the finalisation of a knowledge management strategy with a stronger governance framework.
- Although IFC has taken positive steps toward reinforcing additionality across its investments, there continues to be no system for monitoring of the realisation of anticipated non-financial additionality throughout the investment lifecycle, which is often delivered through AS.
- There are opportunities to update IFC's Performance Standards to better reflect emerging challenges such as SEAH and strengthen IFC's accountability, particularly with respect to the implementation and monitoring of client grievance mechanisms.
- The performance of IFC's investments in FCS with respect to development outcome achievement has declined over the course of the assessment period, warranting an examination of the underlying drivers.
- IFC's RBM approach could be further enhanced through expanded public reporting and a stronger emphasis on outcomes, particularly for cross-cutting themes.

FIGURE 1: **OVERVIEW OF MOPAN ASSESSMENT RATINGS**



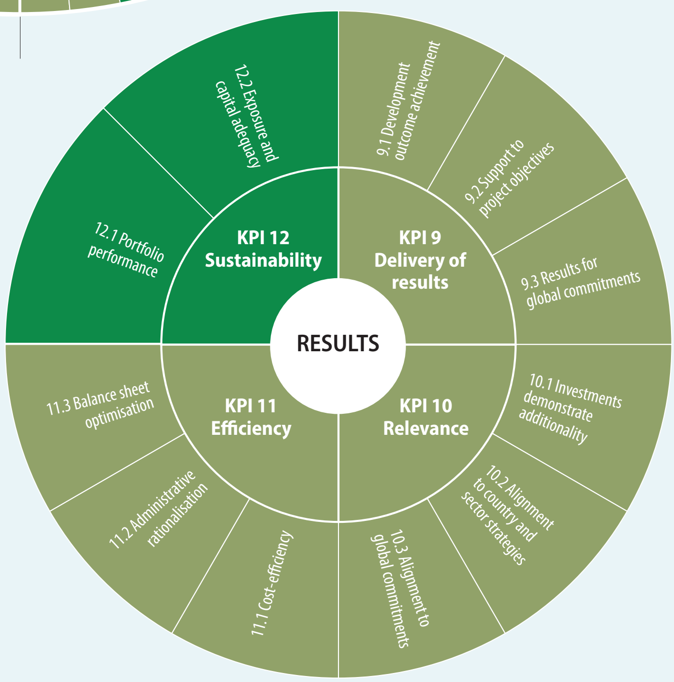

**Highly satisfactory** (3.51-4.00)

**Satisfactory** (2.51-3.50)

**Unsatisfactory** (1.51-2.50)

**Highly unsatisfactory** (0-1.50)

**No evidence / Not applicable**



# ABOUT THE ASSESSMENT OF THE INTERNATIONAL FINANCE CORPORATION

This report provides a diagnostic assessment and snapshot of the International Finance Corporation (IFC) and tells the story of IFC's performance within its mandate. It is the first MOPAN assessment conducted for IFC. This assessment covers the period from 2017 through 2022. As relevant, data have also been included covering 2023.

The assessment of IFC was conducted through a rigorous process and took a collaborative approach by integrating the perspectives of a range of stakeholders. This approach provides multilateral organisations and network members with a robust source of evidence-based guidance on the areas for improvement to achieve enhanced organisational performance.

The assessment draws on multiple lines of evidence (documentary, survey, and interviews) from sources within and outside the organisation to validate and triangulate findings across 12 key performance indicators (KPIs) that are broken down into 58 indicators and 243 elements. The standard assessment framework has been developed based on international best practice, and further customised for private-sector oriented development finance institutions, taking into account the specific mandate and priorities of IFC. Moreover, the assessment framework has also been revisited to capture the COVID-19 impact on IFC's mandate and operations, and to gauge to what extent IFC has been able to adapt and leverage its internal processes responding to COVID-19 in an agile manner.

### THE ASSESSMENT APPROACH

The Assessment consisted of four phases: Inception, Evidence Collection, Analysis, and Reporting. The inception phase included adapting the framework to the context of a private-sector oriented institution and the specificities of the IFC, as well as preliminary evidence collection. This was conducted from 12 July 2021-15 January 2023, with most of this phase devoted to adapting the framework. Evidence collection, conducted from 5 October 2022-20 April 2023, included a document review, interviews, and the launch of the MOPAN Partner Survey. The analysis phase, conducted from 3 April 2023-5 June 2023, consisted of the triangulation of the evidence collected in the Evidence collection phase and documentation of this evidence. The Reporting stage began on 05 June 2023. The report was finalised in November 2023.

# ABOUT MOPAN

The Multilateral Organisation Performance Assessment Network (MOPAN) comprises 22 members[2] that share a common interest in assessing the performance of the major multilateral organisations they fund.

Through its assessments and analytical work, MOPAN provides comprehensive, independent, and credible information on the effectiveness of multilateral organisations. This knowledge base contributes to organisational learning within and among the multilateral organisations, their direct beneficiaries and partners, and other stakeholders. MOPAN's work also helps its network members meet their own accountability needs and inform their policies and strategic decision-making about the wider multilateral system.

2. Australia, Belgium, Canada, Denmark, Finland, France, Germany, Ireland, Italy, Japan, Korea, Luxembourg, Netherlands, Norway, Qatar, Spain, Sweden, Switzerland, United Kingdom, United States. New Zealand and Türkiye are observers.