



ADFIAP
financing sustainable development

Funds • Farm • Food Financing the Future

**2023
SUSTAINABILITY
REPORT**



OUR REPORT

SCOPE OF THE REPORT

Since 2008, the Association of Development Financing Institutions in Asia and the Pacific (ADFIAP) has been publishing a sustainability report annually.

The Report covers the economic, social, and environmental impact of the annual operations of the ADFIAP Secretariat headquartered in Makati City, Philippines, and the economic impact of the entire organization. All financial information are stated in U.S. dollars and are audited figures from January 1 to December 31, 2022, unless otherwise stated.

REPORTING STRUCTURE

ADFIAP benchmarks the progress of its sustainability performance against the United Nations Sustainable Development Goals (SDGs), as well as the Global Reporting Initiative (GRI) Guidelines which serves as the foundation for its reporting approach.

MATERIALITY AND FOCUS AREAS

ADFIAP conducts a materiality assessment of topics based on their influence on its operations and their importance to member-institutions and external stakeholders. These material topics revolve around the four key pillars of ADFIAP:

We will continue to update our materiality topics as the need arises.

REPORT VALIDATION AND ASSURANCE

ADFIAP has a full-time Sustainability Officer who keeps track of its sustainability performance. His role is to make independent external assurances on the sustainability report of ADFIAP, as well as other like-minded organizations.

FOR INQUIRIES:

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Secretary General

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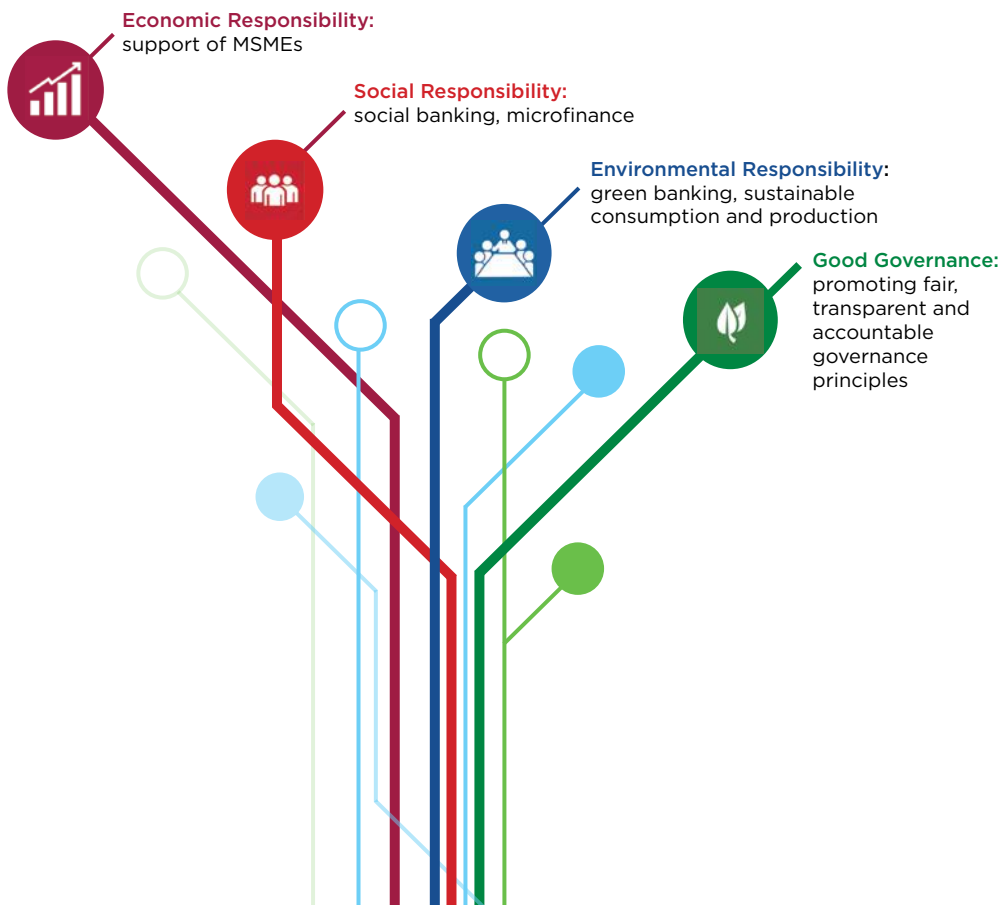
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SCAN ME



An electronic copy of this report is available on ADFIAP's website, www.adfiap.org.



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ABOUT ADFIAP

The Association of Development Financing Institutions in Asia and the Pacific (ADFIAP) is a non-stock, non-profit organization that serves as the umbrella of 92 member-development financing institutions (DFIs) in 41 countries and territories.

GOVERNANCE STRUCTURE

The Board of Directors serves as the governing body of ADFIAP. During the ADFIAP Annual Meetings, a General Assembly Meeting is held, and Directors are elected by members in attendance. The ADFIAP Secretariat assists the Board in carrying out its functions. Headed by a full-time Secretary General, the Secretariat is composed of senior officers and administrative staff. In 2023, the Board had 24 members, of whom five are female.

STAKEHOLDER ENGAGEMENT

Being the focal point of DFIs in the Asia-Pacific region, ADFIAP serves the interest of various stakeholders: its member-DFIs, partner organizations, international networks, and other like-minded institutions. ADFIAP's stakeholder engagement comes in the form of these events and programs:

- **ADFIAP Awards:** Held annually since 1997, it serves as an occasion to honor members of the Association that have contributed significantly to sustainable development in their respective countries.
- **ADFIAP Annual Meetings and CEO Forum:** Gather DFIs and like-minded organizations annually so members can exchange experiences and expertise.
- **ADFIAP Publications:** Help raise awareness and promote various advocacies, including promoting sustainable development, among ADFIAP members and partners. ADFIAP has been publishing sustainability reports since 2008 based on the UN Sustainable Development Goals and the Global Reporting Initiative (GRI) guidelines.
- **Online Presence:** ADFIAP shares information on Association and members' activities, as well as its various advocacies, on its website, www.adfiap.org, as well as on its social media channels such as *Dev Talks* on YouTube.

SERVICES

- **ADFIAP Institute**
ADFIAP Institute, the training arm of ADFIAP, plays a crucial role in providing capacity building programs to member institutions and professionals in the field of development finance.
- **ADFIAP Consulting Services**
ADFIAP supports DFIs and other entities in optimizing efficiency, enhancing financial performance, and promoting sustainable development. This includes providing technical guidance, advisory services, and capacity building in critical areas like project finance, risk management, governance, sustainable banking, and financial inclusion. Leveraging the expertise of its consulting teams, ADFIAP Consulting and ADFIAP Finance and Investment Center assist members in tackling challenges, adopting best practices, and reaching their sustainable development goals.



VISION

Through the provision of development finance services by its members, ADFIAP envisions a future of lasting economic, environmental and social development and growth in the region, with its people as the ultimate beneficiary.

MISSION

To advance sustainable development by strengthening the development finance function and institutions, enhancing the capacity of members, and advocating development finance innovations.

ADFIAPNET

ADFIAPNET introduces the Open Finance Initiative, promoting collaboration among members and regulators to develop transparent financial solutions, enhance financial inclusion with digital technologies and data security, drive digital transformation, foster innovation, empower consumers, and support sustainable development goals. ADFIAPNET offers the following services:



- **IT Consulting and Audit:** Strategic IT consulting, cybersecurity audits, regulatory compliance checks, and system audits to improve IT governance, risk management, and compliance.
- **Technology Solutions Development:** Creating innovative tech solutions for finance, including blockchain, AI tools, and RegTech solutions.
- **Fintech Application Development and Integrated Services:** Custom app development, legacy system updates, and API management for seamless operations.
- **Infrastructure Development and Managed Services:** Planning, implementing, and managing IT infrastructure, including cloud services, network security, data centers, and ongoing IT support.

PARTNERSHIPS

To maintain its position as a mainstream organization in sustainable development and related areas, ADFIAP nurtures working relationships with these development-oriented institutions around the world:

- African Association of Development Finance Institutions (AADFI), Abidjan
- Agence Française de Développement (AFD)
- Association of Development Finance Institutions in Member-Countries of the Islamic Development Bank (ADFIMI), Turkey
- Association of Latin American DFIs (ALIDE), Peru
- Association of Development Finance Institutions of Malaysia
- Center for International Private Enterprise (CIPE), U.S.A.
- Climate Change Commission (Philippines)
- Convergence Finance Canada
- European Organization for Sustainable Development (EOSD), Germany
- United Nations Environment Programme (UNEP)
- United Nations Economic and Social Commission for Asia and the Pacific (ESCAP)
- United Nations Industrial Development Organization (UNIDO)
- United Nations Framework Convention on Climate Change (UNFCCC)
- United Nations Conference on Trade and Development
- International Labour Organization (ILO)
- Worldwide Fund for Nature (WWF)
- RTI International
- Oxford University
- University of London
- London Institute of Business and Technology (LIBT)
- Global Reporting Initiative
- United Nations Global Compact
- auctusESG
- Salviminda-Philippines Corp

MESSAGE FROM OUR CHAIRMAN



The fate of developed and developing countries continued to diverge in 2023.

According to the 2023 Financing for Sustainable Development Report of the United Nations Commission for Trade and Development (UNCTAD), while the amount of financing needed to attain the UN Sustainable Development Goals (SDGs) is growing, development financing is not keeping pace.

UNCTAD estimated that developing countries face a staggering \$4 trillion gap in sustainable development investments.

Our inability to mobilize and bridge this funding gap by 2030 would mean dire consequences for the world, as well as for our planet.

The tumultuous events in 2023 -- the geopolitical tensions and growing rifts, the sharp increases in food and energy prices, and rapidly tightening financial conditions -- have only sown hunger and raised poverty levels, slowing our progress in attaining the SDGs.

If we do not do anything at scale, the world will face a greater divide, and lasting sustainable development will just be a pipe dream.

At ADFIAP, we believe all is not lost.

ADFIAP is in a unique position to help bridge this divide by channeling funds where they are most urgently needed, and promote knowledge and best practices on sustainable finance.

Amidst the rapidly changing geopolitical and business environments, our commitment to being the focal point of development financing institutions (DFIs) remains strong.

Collectively, we must maintain our long-term focus on resilient and inclusive development, while addressing near-term challenges. We cannot afford to patiently wait and sit on the sidelines while the world gets battered by extreme weather events, increasing the hungry and impoverished populations.

We must act now.

In the face of the world's increasingly complex challenges, we have to strive to deliver innovative, resilient, mission-critical solutions for our member-DFIs and partners.

Together, we must remain committed to making measurable strides toward a more sustainable future for generations to come.

Our rich, 47 years of history, resilience, and relevance have shaped who we are, and our story continues to unfold.

Saud A. Minam
Chairman, ADFIAP
CEO, Fiji Development Bank

PERFORMANCE REPORT

MAKING NUMBERS MATTER

The sustainability journey of ADFIAP started in 2008 when it first published a sustainability report that discloses the economic, social, and environmental performance of the ADFIAP Secretariat office and of the entire Association to some degree. Since then, the organization has been improving on its performance metrics based on the Global Reporting Initiative's (GRI) reporting standards and the United Nations Sustainable Development Goals (UN SDGs).

ECONOMIC PERFORMANCE

ADFIAP serves its members and partners through a full-time Secretariat. It is able to sustain its Secretariat and other operations by generating revenues from membership dues, grants, training fees, and other resources. It also contributes to the host country's economy through taxes paid to the government and salaries and benefits paid to its Secretariat staff.



Membership Dues
US\$ 311,042
+29% YOY



Training Fees
US\$ 30,121
+13% YOY
US\$ 311,042



Lease Income
US\$ 3,598
- 24% YOY

Economic Contributions



Taxes Paid to the Gov't
US\$ 10,143
+4% YOY



Salaries and benefits
US\$ 167,679
- 6% YOY

PERFORMANCE REPORT

SOCIAL PERFORMANCE

ADFIAP provides equal opportunities to its Secretariat staff and consultants.



Basic Salary Remuneration

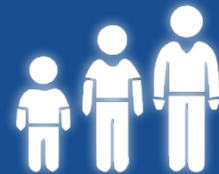
ADFIAP's remuneration policy complies with relevant laws and regulations of the Philippines where the Secretariat holds office. In determining the compensation of the Secretariat staff, ADFIAP considers factors such as scope of responsibilities, complexity of work, and skills competence. Unit heads determine the remuneration of staff based on the results of a job performance evaluation.



Male -Female Ratio
6 : 1

Staff Benefits

ADFIAP adheres to regulations on Occupational Health and Safety in addition to offering medical benefits and allowances to full-time staff. Employees are entitled to parental leaves of seven work days with full pay every year, in addition to leave privileges under existing laws. Retirement benefits are offered and calculated based on the length of service and the salary a staff earned at the time of retirement. Employees leaving the organization must serve a minimum notice period of 15-30 days in accordance with Philippine laws.



By Age
> 30 (2)
30-50 (3)
>50 (2)

In addition, ADFIAP also provides equal opportunities for its Secretariat staff and consultants to pursue opportunities for continuing learning.



By Employment status
Permanent Staff 6:1
Consultant 1:2

ENVIRONMENTAL PERFORMANCE

ADFIAP helps safeguard the environment through its Secretariat operations, as well as through the activities and advocacies of its members. The figures below reflect the environmental impact of the ADFIAP Secretariat's day-to-day operations:



Electricity Consumption

Electricity consumption was almost the same as the previous year's even with rising electricity cost in the Philippines., in addition to the ADFIAP Secretariat staff's continuous return to office work after shifting from a hybrid setup (work-from-home and working in the office) since 2021 as pandemic-era mobility restrictions eased.



Electricity Use
1,134 kwh
+1% YOY

Water Consumption

Water consumption fell by 31% as the Association continues to promote water conservation and environmental consciousness through responsible water use.



Water Use
44.0 cu. meters
-31% YOY

Paper Consumption

The increase in both bond paper and tissue consumption was in line with intensified efforts of ADFIAP to reach out to more members and partners. ADFIAP remains committed to shifting to online/virtual platforms and the dissemination of information via its website and other online channels.



Paper Use
Bond paper: 44 reams
26% YOY

Tissue: 25 boxes
25% YOY

Ink Consumption

The 45% decline in ink consumption in 2023 was due to heavier dependence on online platforms and other paperless channels.



Ink Use
22 cartridges
-45% YOY

Travel-Related Carbon Emissions

Only two trips were made in 2023, as ADFIAP continues to promote the use of virtual platforms whenever possible to keep its carbon footprint in check.



Travel-Related Carbon Emission
10,454 miles
-42%-31% YOY

PERFORMANCE REPORT

GOING BEYOND BOX-TICKING

The ADFIAP Secretariat, led by its Secretary General, Mr. Enrique Florencio, embodied the principles of good governance through initiatives that demonstrate deliberate and purposeful leadership.

To advance sustainable development and improve governance, the Secretariat charted a new course in 2023: **“Promoting Transparency, Reinforcing Financial Oversight, and Instilling Order.”**

To carry out this mission, the Secretary-General directed the Management Committee to engage an ISO standards expert for a targeted evaluation of the Secretariat's operations, with focus on accounting, human resources, administration, and quality management. The assessment scrutinized essential areas, including financial reporting, budgeting, contracts, human resources, and operations, ensuring conformity with established rules and adherence with government regulations.

OPERATIONAL EFFICIENCY

Significant strides were made by end-2023. ADFIAP successfully adhered with all government regulatory requirements, introduced an enhanced accounting manual and procedures to improve the accounting process, and digitized the Secretariat's payroll and billing requirements through an online banking facility. The precision and dependability of financial reporting was bolstered, and a robust system for budgeting and forecasting was developed. Internal control points were also established, and comprehensive policies and guidelines, including a code of conduct and ethics, were formulated.

In addition, human resources underwent empowerment through documentation and training, contributing to strengthened operational efficiency across the organization. Moving forward to 2024 and beyond, the Secretary General envisions ADFIAP to maintain steadfast compliance with legal provisions and regulations. The focus will be on delivering financial reports that are accurate, reliable, informative, and timely. Collaboration will be key in budgeting and forecasting, aiming for a cohesive approach. A high-caliber human resources team is expected to be in place, and operations will continue with a well-organized and systematic flow. This forward-looking perspective reflects the commitment to sustained excellence and adherence to best practices.

PEOPLE EMPOWERMENT

Beyond achieving operational efficiency, the ADFIAP Secretariat also embarked on a comprehensive initiative to revitalize its human resources, fostering a workplace environment characterized by order, harmony, and productivity. Central to this initiative is the implementation of a multifaceted strategy aimed at nurturing and empowering its employees.

Recognizing the pivotal role of its workforce, the Secretariat prioritized the restoration of order and harmonious relationships within the organization. By fostering a culture of mutual respect and cooperation, it aims to create a positive and supportive work environment conducive to individual and collective growth.

In line with this vision, the Secretariat introduced a range of rewards and incentives to recognize and motivate exceptional performance, fostering a culture of excellence and achievement. Through these measures, the organization seeks to inspire and empower its employees, ensuring their contributions are acknowledged and valued.

The Secretariat also placed a strong emphasis on retraining and upskilling initiatives, investing in the professional development of its workforce. By providing opportunities for continuous learning and growth, the organization aims to enhance the capabilities of its employees, equipping them with the skills and knowledge needed to excel in their roles.

In addition, the Secretariat implemented the “5 S” methodology, promoting a structured approach to workplace organization and cleanliness. By instilling principles of **“Sort, Set in Order, Shine, Standardize, and Sustain,”** the organization seeks to improve efficiency, safety, and overall productivity within its workspace.

The Secretariat also established a platform for open communication and collaboration through monthly staff meetings, providing a forum for the exchange of ideas, feedback, and updates. This facilitates the alignment of organizational goals and fosters a sense of community and shared purpose among employees.

Prioritizing the health and wellness of its workforce, the Secretariat implemented initiatives to support employee well-being. By promoting a healthy work-life balance and providing resources for physical and mental wellness, the organization aims to ensure the holistic welfare of its employees.

This multifaceted approach to human resource revitalization reflects ADFIAP's commitment to cultivating a supportive, dynamic, and productive

workplace. Through initiatives focused on restoring order, providing recognition and incentives, fostering professional development, implementing structured methodologies, promoting open communication, and prioritizing employee well-being, the Secretariat is poised to empower its workforce and drive sustainable success.

EMPOWERING DFIS THROUGH IMPACTFUL INITIATIVES

ADFIAP, through its service units ADFIAP Consulting (AC), ADFIAP Finance and Investment Center (AFIC), and ADFIAPNET, has taken significant steps to promote sustainable banking practices.

Through a series of initiatives, including conducting virtual workshops and on-site training programs, banking professionals get equipped with the tools and knowledge they need to effectively integrate Environmental, Social, and Governance (ESG) principles into their operations.

SHIFT TO GREEN FINANCE

ADFIAP launched initiatives aimed at speeding up the shift to green finance and promoting sustainable development in the Philippines.

Virtual Workshop on ESG Evaluation and Measurement
AC conducted a virtual workshop focusing on ESG Evaluation and Measurement, which was attended by 41 bank officers from the Association of African Development Financial Institutions (AADFI). The workshop provided insights into the evolving landscape of responsible investment stewardship, and the importance of assessing businesses based on their environmental impact, social responsibility, and governance practices.

Among the critical insights shared during the workshop were the various ESG risks faced by financial institutions, including governance issues, social inequality, and climate change. Effective risk management strategies, integrated with ESG methodologies, are essential for long-term sustainability and reputation protection. Ms. Siloshini Naidoo, Head of Environmental and Social Governance - Financing Operations at the Development Bank of Southern Africa, led a session on ESG Implementation from DBSA's perspective, offering practical insights and best practices.

SUSTAINABLE BANKING AWARENESS PROGRAM

AC facilitated a Governance, Risk, and Credit Management Awareness Program for the Board of Directors of the Federated States of Micronesia Development Bank (FSMDB). The program focused on updating the board on international best practices

related to corporate governance, risk management, and financial management, aligning FSMDB's thrusts with the United Nations Sustainable Development Goals (UN SDGs) and Nationally Determined Contributions (NDCs). In addition, AC also conducted a 10-day onsite training program on Sustainable Finance Lending for FSMDB loan officers, aimed at embedding ESG principles into the bank's lending operations. The hands-on approach of the program allowed loan officers to immediately apply learnings to analyze, appraise, package, supervise, and manage projects in line with ESG criteria.

TRANSITION TOWARDS SUSTAINABLE OPERATIONS

Groundbreaking initiatives were also mounted to aid in the transition of banking operations towards sustainable practices, contributing to the achievement of national and international sustainability goals while generating revenue for financial institutions.

TRANSITION FINANCE ACCELERATION LABORATORY

A virtual lab called Transition Finance Acceleration Laboratory (TFAL) was pioneered by the Development Bank of the Philippines (DBP) under the guidance of AFIC. This virtual lab aimed to strengthen financial institutions' capabilities in developing and executing transition finance programs, with a focus on advancing Green Building/Zero Energy Building initiatives to support the Cleaner Energy Future Initiative for ASEAN (CEFIA). This will be in collaboration with DBP to design assessment tools and conduct market education activities to promote green building growth in the country.

30X30 ZERO PROGRAM

AFIC, in collaboration with ARUP, has been instrumental in driving the International Finance Corporation's (IFC) 30X30 Zero Program in the Philippines, which seeks to expand climate finance in the financial sector and target the transformation of the green building industry. AFIC offered essential technical assistance, participated in stakeholder analysis, and facilitated roundtable talks and focus groups to mold the Philippine Finance Green Building Roadmap. The roadmap delineates crucial steps for stakeholders to realize substantial greenhouse gas emission reductions in the building sector, aligning with the country's Nationally Determined Contribution.

These initiatives underscore ADFIAP's commitment to driving sustainable development by empowering financial institutions with the necessary tools and knowledge to navigate the evolving landscape of responsible banking practices. Through these collaborative efforts, the banking industry can embrace sustainability as a core principle, benefiting both society and the environment.

SPOTLIGHT

GREENING ENERGY AND WATER MANAGEMENT

In arid regions like Iran, where industries heavily rely on water, especially in steel production, sustainable water sources are a challenge.

Thanks to a pioneering project of the Bank of Industry & Mine of Iran (BIM), the country has been making significant strides in environmental conservation and sustainable energy initiatives.

BIM's project focuses on treating wastewater from rolling lines, establishing industrial wastewater treatment plants, implementing house sewage treatment systems, managing chemical wastewater through specialized facilities, and operating sewage treatment plants for comprehensive environmental impact reduction.

All these activities took BIM only 36 months to implement, and the results are already tangible: reduced resource, energy, and water consumption; promotion of recycling and clean production practices; and enhanced environmental quality in neighboring cities through effluent treatment.

During the same period, BIM also embarked on a Combined-Cycle Plant and Solar Energy Farm project. This aims to revolutionize the energy landscape while significantly reducing environmental pollutants.

BIM's investment plan prioritizes, not just financial returns, but also the use of renewable resource, setting new standards for sustainable energy practices in the region.

Through these initiatives, BIM is leading the charge towards a greener and more sustainable future for generations to come.



EMPOWERING HEALTHCARE INNOVATION

The Development Bank of Japan Inc. (DBJ) has embarked on a groundbreaking project that aimed to develop medical devices for treating acute respiratory distress syndrome (ARDS).

ARDS is a critical condition that leads to severe respiratory failure, often triggered by pneumonia or sepsis. It has an alarming mortality rate of 25-40%, emphasizing the urgent need for effective therapies.

Toray Industries, Ltd., known for its innovative medical solutions, is actively developing a blood purification device tailored specifically for ARDS treatment.

Under the DBJ Startups and Innovation Fund, Torays received financial support from the Bank. The Fund was initiated in November 2022 to promote innovative ventures and contribute to the growth and competitiveness of Japanese enterprises.

The Special Investment Operations program by DBJ, designed to provide growth capital and foster regional revitalization, plays a pivotal role in supporting initiatives such as Toray's medical device development.

DBJ remains committed to the advancement of medical science and the competitiveness of the life sciences industry in Japan.

Source: <https://www.nanodesign.toray/en/>



LIGHTING UP THE ARCHIPELAGO

In an effort to drive economic growth and enhance energy accessibility in rural areas, state-owned Land Bank of the Philippines (LANDBANK) introduced the BRinging Inclusive Growth in every Household Through National Electrification Support Services (BRIGHTNESS) Lending Program.



Launched in 2013, the program aims to provide financial support to eligible distribution utilities and wholesale power aggregators, aligning with the objectives of Republic Act No. 9136, known as the “Electric Power Industry Reform Act of 2001” (EPIRA Law).

The BRIGHTNESS Lending Program plays a vital role in the Philippine government’s push for rural electrification. It aims to ensure the quality, reliability, security, and affordability of electric power nationwide.

Since inception, the program has facilitated 4,667,593 connections across the country. As of December 31, 2023, it has an outstanding balance of PhP2.35 billion, with an additional PhP660 million in the pipeline for 2024.

One of the key objectives of the program is to bolster reforms in the rural power sector, emphasizing the use of renewable energy and backing developmental projects of rural electric cooperatives. This strategic approach not only contributes to lower electricity rates for Filipino consumers, but also fosters a sustainable and resilient energy landscape.

Through innovative financing mechanisms, such as loans for electric substations and support for power generation projects, BRIGHTNESS empowers distribution utilities to enhance efficiency and supplement their electricity supply from the national grid.

As a beacon of progress, BRIGHTNESS helps advance the nation’s energy agenda to benefit households and communities across the Philippines.

REACHING OUT TO THE UNBANKED

NABARD, a key player in India's financial landscape, has been driving the adoption of Core Banking Solutions (CBS) among Rural Cooperative Banks (RCBs) since 2012.

The CBS initiative aims to modernize banking services in rural areas, providing a wide range of services accessible through various channels such as ATMs, NEFT, RTGS, Internet Banking, and Mobile Banking.

Starting with the onboarding of RCBs into a common CBS platform in 2012, NABARD has renewed agreements with technology giants TCS and Wipro for CBS Upgrade and CBS plus services. This underscores NABARD's commitment to enhancing banking accessibility and efficiency in rural India.

Currently, 134 cooperative banks have embraced CBS through TCS, while the bid evaluation process is ongoing for RCBs under the Finacle cloud. The project not only focuses on core banking, but also extends to additional services like Internet Banking, Mobile Banking, UPI, AEPS, and e-KYC, empowering RCBs to offer modern banking solutions to their customers.

The adoption of Core Banking Solutions has catalyzed the digitization of rural banks, enabling banks to customize services, enhancing customer experiences and convenience.

As NABARD continues to collaborate with technology partners, RCBs promise a future where rural communities have seamless access to modern banking services, fostering financial inclusion and economic growth.

FINANCIAL INCLUSION

NABARD



SME DEVELOPMENT

Small Industries Development Bank of India (SIDBI)



TRANSFORMING WITH GRIT TO GREEN

In the bustling city of Moradabad, nestled in the heart of Uttar Pradesh, a transformative initiative is reshaping the landscape of micro and artisanal clusters.

Led by the Small Industries Development Bank of India (SIDBI), Project GRiT (for Green Inclusivity) is spearheading the transition of the local metal handicraft industry towards sustainable practices.

Moradabad, renowned as “Peetal Nagri,” is home to over 5,000 MSME handicraft units and a multitude of coal-based furnaces. These artisans, crafting intricate idols, artifacts, and utility items, faced, not just artistic challenges, but also health hazards due to the outdated coal-fired furnaces.

Through Project GRiT, SIDBI aims to revolutionize the sector by replacing furnaces with gas-based energy-efficient alternatives.

The project’s core strategy involves showcasing the benefits of gas furnaces to micro-enterprises, often overlooked in green initiatives. By covering up to 50% of the furnace cost for eligible units, SIDBI encourages artisans to embrace cleaner technologies. Already, around 70 furnaces have transitioned, reducing emissions and improving working conditions significantly.

The impact of this shift is profound in terms of reduced greenhouse gas emissions, fewer health hazards associated with coal-fired operations, as well as economic benefits such as lower energy costs and improved productivity.

SIDBI’s approach goes beyond mere technological upgrades. By fostering cluster champions and role models, Project GRiT instills a culture of sustainability that ripples through the entire artisanal community. This bottom-up approach not only boosts environmental resilience, but also empowers MSMEs to make informed choices for a greener tomorrow.

Through Project GRiT, SIDBI is not just transforming furnaces; it’s catalyzing a sustainable revolution, one artisan at a time.

SPREADING PROGRESS AND IMPACTS

Growing urbanization has led to a surge in population and economic activities in major cities in Belarus, leaving regional districts struggling to attract skilled professionals and investors.

To stem the tide, the Development Bank of Belarus (JBC) spearheaded the “One District - One Project” - a groundbreaking endeavor that aims to decentralize economic opportunities and boost regional development across the country.

The government hopes to transform each district into a hub of growth, innovation, and industrial might through targeted investments.

By kickstarting investment projects in all 118 administrative districts, the initiative aims to create employment opportunities that deter migration from regional centers and elevate living standards. This strategic approach not only promises to boost regional economies, but also aligns with the broader national development agenda.

The impact of the initiative is already evident, with over 190 projects approved under the “One District - One Project” framework. The Bank has committed funding exceeding 600 million Belarusian rubles (approximately US\$188 million) to 18 projects, with plans to finance an additional 22 projects valued at over 1 billion Belarusian rubles.

These projects span various sectors including agriculture, metallurgy, machinery manufacturing, pharmaceuticals, construction, and woodworking, showcasing a diversified approach towards economic revitalization.

The “One District - One Project” initiative is poised to revolutionize Belarus’s economic landscape, fostering inclusive growth and driving regional competitiveness.

With a strategic focus on job creation, innovation, and sustainable development, the initiative sets the bar high for effective regional economic policies with far-reaching impacts.

LOCAL ECONOMIC DEVELOPMENT

Development Bank of the Republic of Belarus



TRADE DEVELOPMENT

**State
Development
Corporation,
VEB.RF**

AGRILOGISTICS CENTRE IN UZBEKISTAN ENHANCES RUSSIAN-UZBEK TRADE

Uzbekistan's agricultural products can now easily reach the Russian market, thanks to a new agrilogistics centre that has been established in the Jizzakh Region of Uzbekistan.

The initiative is part of broader Russian-Uzbek intergovernmental cooperation efforts, and marks a milestone in enhancing trade relations between the nations.

The primary goal of the project is to revolutionize logistics schemes by providing seamless services such as collection, storage, sorting, recycling, sanitary registration, and customs clearance, effectively creating a one-stop shop for these essential processes.

With an initial investment of RUB 670 million (USD 7.3 million), of which VEB.RF contributed 85%, the project's infrastructure includes a 3,300 sq. m. main production building capable of handling around 268,000 tonnes of fruit and vegetables annually.

The project's broader objectives extend beyond logistical efficiency. It aims to boost Russia's export capabilities by utilizing domestic technologies and equipment in Uzbekistan, implementing simplified customs procedures, and reducing the cost of agricultural goods. Ultimately, this benefits Russian consumers with access to quality products at competitive prices.

Noteworthy innovations introduced by the project include a single-platform integrated logistics infrastructure, a phytosanitary laboratory meeting international standards, strategic positioning at transport crossroads, and modern storage and transportation facilities tailored for perishable goods.

Beyond enhancing trade between Russia and Uzbekistan, this project sets a precedent for efficient and sustainable agricultural logistics management in the region, signaling a promising future for cross-border commerce and cooperation.



BOARD OF DIRECTORS



1ST VICE-CHAIRMAN

H.E. Dr. Kao Thach
Chief Executive Officer
Agricultural and Rural Development Bank



Mr. Alexander Egorov
Chairman of the Board
JSC Development Bank of the
Republic of Belarus



Mr. Rizwan Dawood Shams
Managing Director and CEO
IPDC Finance Ltd.



Mr. Zhao Huan
Chairman
China Development
Bank



Ms. Harsha Bangari
Managing Director
Export-Import Bank
of India



Mr. Thimal Perera
CEO
DFCC Bank



Mrs. Anna H. Mendiola
President and CEO
MICRONESIA
Federated States



Mr. Bataa Jalsrai
CEO
Development Bank of
Mongolia



Mr. Muaautau Raie Silipa
CEO
Development
Bank of Samoa



Mr. Hussein bin Ali Al Lawati
CEO
Development
Bank

CHAIRMAN

Mr. Saud Minam
Chief Executive Officer
Fiji Development Bank



2ND VICE-CHAIRMAN

Datuk Wira (Dr.) Aria Putera Ismail
President & CEO
SME Bank Malaysia Berhad



Ms. Tshering Om
CEO
Bhutan Development Bank Ltd.



Ms. Isabelle Hudon
President and CEO
Business Development Bank
of Canada



Mr. Edwin Syahruzad
President/Director
PT Sarana Multi
Infrastruktur
(Persero)



Dr. Ali Khorsandian
Managing Director/CEO
Bank of Industry
and Mine



Mr. Seiji Jige
President & CEO
Development Bank
of Japan, Inc.



Mr. Michael O. de Jesus
President & CEO
Development Bank of the
Philippines



Mr. Igor Ivanovich Shuvalov
Chairman
State Development Corporation VEB.RF



Mr. Le Van Hoan
Chairman of the Board
Vietnam Development
Bank



Ms. Hande Kayasal Çelikden
Chairman of the Board
TRNC Development Bank

OUR MEMBERS



Mr. MD. Golam Sarwar Bhuiyan
Managing Director
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Infrastructure
Development Finance
Company Ltd. (IIDFC)



Mr. Rizwan Dawood Shams
Managing Director and CEO
IPDC Finance Ltd.



H.E. Dr. Kao Thach
Chief Executive Officer
Agricultural and Rural
Development Bank



Ms. Isabelle Hudon
President and CEO
Business Development Bank
of Canada



Mr. Saud Minam
Chief Executive Officer
Fiji Development Bank



Mr. Jean-Pierre Marcelli
Regional Director for
South-East Asia
French Development Agency



Mr. Rakesh Sharma
Managing Director & CEO
IDBI Bank Ltd.



Shri Shaji K V
Chairman
National Bank for
Agriculture and Rural
Development (NABARD)



Mr. Edwin Syahrzad
President and Director
PT Sarana Multi Infrastruktur
(Persero)



Dr. Abbas Askarzadeh
Managing Director and
Deputy Chairman
Bank Hekmat Iranian



Mr. Mohammad Sheikhhosseini
CEO and Chairman of the Board
Tose'e Ta' Avon Bank
(Cooperative Development
Bank)



Mr. Seiji Jige
President & CEO
Development Bank
of Japan, Inc.



Mr. Alexander Egorov
Chairman of the Board
JSC Development
Bank of the Republic of
Belarus



Ms. Tshering Om
CEO
Bhutan Development
Bank, Ltd.



Mr. Karma
CEO
Royal Insurance
Corporation of Bhutan Ltd.

Ms. Diana Smallridge
President
Momentus Global



Mr. Zhao Huan
Chairman
China Development
Bank



Ms. Jennifer Henry
CEO
Bank of the Cook Islands

Ms. Lindsay Timarong
President and CEO
Pacific Islands Development
Bank (PIDB)



Mr. Nikolay Kosov
Chairman of the Board
International Investment
Bank (IIB)



Ms. Harsha Bangari
Managing Director
Export-Import Bank of India

Mr. Sarada Kumar Hota
Managing Director
National Housing Bank



Shri Pvsnl Murty
Chairman and Managing Director
North Eastern Development
Finance Corporation Ltd. (NEDFI)

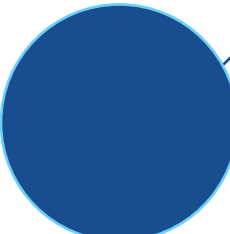


**Shri Sivasubramanian
Raman**
Chairman and Managing
Director
Small Industries Development
Bank of India (SIDBI)

Dr. Ali Khorsandian
Managing Director and CEO
Bank of Industry and Mine



Mr. Sajjad Sayyah
Deputy Chairman and CEO
Behshahr Industrial Group
Investment Co.



Mr. Afshin Khani
Managing Director
Export Development Bank
of Iran

Mr. Masashi Kishioka
Executive Managing
Director and CEO
Japan Bank for International
Cooperation



Mr. Hiroshi Takahashi
President
Japan Economic Research
Institute, Inc.



Mr. Takashi Tsunekawa
Chief, International
Cooperation Office
Japan Finance Corporation,
Micro Business and Individual
Unit (JFC-Micro)

OUR MEMBERS



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(Deputy CEO)
Development Bank of
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Chairman of the
Management Board
Eurasian Development Bank



**Mr. Jay Khairil
Jeremy Abdullah**
Chief Executive Director
Bank Simpanan Nasional



**Datuk Mohd Zamree
Mohd Ishak**
President and CEO
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Malaysia Berhad



**Datuk Wira (Dr.) Aria
Putera Ismail**
President and CEO
SME Bank Malaysia Berhad



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Tulas**
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Sabah Credit Corporation



Mr. Bataa Jalsrai
CEO
Development Bank of
Mongolia



**Mr. Batkhuu
Khishigbadrakh**
Executive Director
Microfinance Development
Fund



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Al Lawati**
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Development Bank



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Amanah Islamic Bank



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**Mr. Tengku Ahmad
Badli Shah Raja Hussin**
President and CEO
Agricultural Bank of Malaysia
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**Mr. Roni Lihawa
Abdul Wahab**
Group Chief Executive Officer
Bank Pembangunan Malaysia
Berhad

**Ybng Datuk Syed
Mohamed Bin
Syed Ibrahim**
President and CEO
Johor Corporation



**Mr. Hilaluddin Bin Abd
Shukor**
Acting CEO
Perbadanan Nasional Berhad



Mr. Izwan Zainuddin
CEO
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Nasional Berhad (PUNB)

**Dato' Adam Bin
Abd Ghani**
CEO and Managing
Director
Tekun Nasional, Malaysia



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Executive Director
Commonwealth Development
Authority



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MICRONESIA Federated
States

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**Mr. Zalmi
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President and CEO
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**Mr. Michael Van
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Limited

**Mr. Masatsugu
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President
Asian Development Bank



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President and CEO
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OUR MEMBERS



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President and CEO
Philippine Guarantee
Corporation



**Mr. Abundio D.
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Director, President and CEO
New Rural Bank of
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**Mr. Sautiamaivasa
Titiamea Tiotio**
CEO
Samoa Housing Corporation



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CEO
Samoa National Provident
Fund (SNPF)



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Deputy Chairman and
Managing Director
Alliance Finance Co., Plc.



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CEO
DFCC Bank



**Ms. Hande Kayasal
Celikden**
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TRNC Development Bank



**Ms. Temukisa Pesega
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Esquire Financing, Inc.



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Land Bank of the Philippines



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Mr. Nishaman Karunapala
General Manager and CEO
HDFC Bank of Sri Lanka



Mr. Mahinda Saliya
Chairman
Regional Development Bank



Ms. Emeline Tuita
Acting CEO
Tonga Development Bank

Mr. Siose Penitala Teo
General Manager
National Development Bank of Tuvalu



Mr. Sam Karl Karie
CEO
Vanuatu Agriculture Development Bank



Mr. Nguyen Dinh Nguyen
Director
Ba Ria Vung Tau Development Investment Fund (BVDIF)

Mr. Bui Van Nam
Director
Thanh Hoa Development Investment Fund



Mr. Le Van Hoan
Chairman of the Board
Vietnam Development Bank



ADFIAP SECRETARIAT

Seated, L-R:

- Ms. Sandra Honrado, Group Head ADFIAP Institute; Head, Membership Unit
- Mr. Enrique Florencio, Secretary General
- Mr. John Alianza, Head, Business Development and Marketing

Standing, L-R:

- Mr. Marvin Garcia, Staff, Knowledge Mgt and IT
- Mr. Regional Villaflor, Staff, Administration and Support Services
- Mr. George Aquino, Senior Consultant, : Finance and Human Resources
- Ms. Cressida Alday, Senior Consultant, Capacity Building, ADFIAP Institute
- Mr. Jasper Sancho, Specialist, Administration and Support Services
- Ms. Ma. Cristina Arenas, Head, Knowledge Mgt and IT
- Mr. Rem Anthony Laodeño Jr., Staff, Knowledge Mgt and IT



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- Corazon Conde, Group Head
- Cristy Aquino, Lead Consultant, Fund Sourcing, Product Development and Project Management
- Emy Chavez, Lead Consultant, Organizational Transformation , Retail Banking and Governance

Standing, L-R:

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- Victor Abainza, Senior Consultant, Climate Finance and ESG
- Arlene Orenca, Lead Consultant, Sustainable Finance , Credit Appraisal and Asset Management



ADFIAP FINANCE AND INVESTMENT CENTER (AFIC)

- Ma. Nanette A. Biason, Lead - Agri Finance and Social Development
- Maria Teresita G. Lacerna, Legal Advisor and Lead, Sustainable Finance and Green Development

Not in photo

Carmen Cintura, Lead Consultant, Financial Management, Audit and Compliance

This section contains the sustainability performance index of ADFIAP based on the Global Reporting Initiative's (GRI STANDARDS). To know more about applying G4 guidelines, contact the ADFIAP Secretariat or go to www.globalreporting.org.

1 ORGANIZATIONAL PROFILE

102-1	Name of the organization	Cover
102-2	Activities, brands, products, services	1
102-3	Location of headquarters	1
102-4	Countries of operations	1
102-5	Ownership and legal form	1
102-6	Markets served	1
102-7	Scale of the organization	1
102-8	Information on employees and other workers	4,22,23
102-10	Significant changes to the organization and its supply chain	N/A
102-11	Precautionary Principle or approach	N/A
102-12	External initiatives	1
102-13	Membership in associations	1

2 STRATEGY AND ANALYSIS

102-14	Statement from senior decision maker	2
102-15	Key impacts, risks and opportunities	2

3 ETHICS AND INTEGRITY

102-16	Values, principles, standards, and norms of behavior	N/A
102-17	Mechanisms for advice and concerns about ethics	N/A

4 GOVERNANCE

102-18	Governance structure	1
102-19	Delegating authority	1
102-20	Executive-level responsibility for economic, environmental, and social topics	1
102-21	Consulting stakeholders on economic, environmental, and social topics	A
102-22	Composition of the highest governance body and its committees	1
102-20	Executive-level responsibility for economic, environmental, and social topics	1
102-23	Chair of the highest governance body	1

102-24	Nominating and selecting the highest governance body	1
102-25	Conflicts of interest	N/A
102-26	Role of highest governance body in setting purpose, values, and strategy	1
102-27	Collective knowledge of highest governance body	N/A
102-28	Evaluating the highest governance body's performance	N/A
102-29	Identifying and managing economic, environmental, and social impacts	A
102-30	Effectiveness of risk management processes	N/A
102-31	Review of economic, environmental, and social topics	N/A
102-32	Highest governance body's role in sustainability reporting	1
102-33	Communicating critical concerns	1
102-34	Nature and total number of critical concerns	N/A
102-35	Remuneration policies	3
102-36	Process for determining remuneration	3
102-37	Stakeholders' involvement in remuneration	N/A
102-38	Annual total compensation ratio	3
102-39	Percentage increase in annual total compensation ratio	N/A

5 STAKEHOLDERS ENGAGEMENT

102-40	List of stakeholders groups	1
102-42	Identifying and selecting stakeholders	N/A
102-43	Approach to stakeholder engagement	1
102-44	Key topics and concerns raised	N/A

6 REPORTING PRACTICE

102-46	Defining report content and topic Boundaries	A
102-47	List of material topics	A
102-49	Changes in reporting	A

102-44	Contact point for question about the report and its content	A
102-50	Reporting period	A
102-51	Date of most recent report	A
102-52	Reporting cycle	A

GRI 103 MANAGEMENT APPROACH

103-1	Explanation of the material topic and its boundary	A
103-2	The management approach and its components	A
103-3	Evaluation of the management approach	N/A

GRI 201 ECONOMIC PERFORMANCE

201-1	Direct economic value generated and distributed	2
201-3	Defined benefit plan obligations and other retirement plans	3

GRI 301 MATERIALS

301-1	Materials used by weight or volume	5
301-2	Recycled input materials	N/A

GRI 302 ENERGY

302-1	Energy consumption within the organization	5
302-2	Energy consumption outside of the organization	N/A
302-4	Reduction of energy consumption	5
302-5	Reduction in energy requirements of products and services	N/A

GRI 303 WATER AND EFFLUENTS

303-5	Water consumption	5
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GRI 305 EMISSIONS

305-1	GHG emissions	5
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GRI 401 EMPLOYMENT

401-1	New employee hires and employee turnover	N/A
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	4
401-3	Parental leave	4

GRI 402 LABOR/MANAGEMENT RELATIONS

402-1	Minimum notice periods regarding operational changes	4
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GRI 403 OCCUPATIONAL HEALTH AND SAFETY

403-1	Occupational health and safety management system	4
403-3	Occupational health services	4
403-6	Promotion of worker health	4

GRI 404 TRAINING AND EDUCATION

404-1	Average hours of training per year per employee	4
404-2	Programs for upgrading employee skills and transition assistance programs	4
404-3	Percentage of employees receiving regular performance and career development reviews	N/A

GRI 405 DIVERSITY AND EQUAL OPPORTUNITY

405-1	Diversity of governance bodies and employees	4
405-2	Ratio of basic salary and remuneration of women to men	4



ADFIAP
financing sustainable development



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