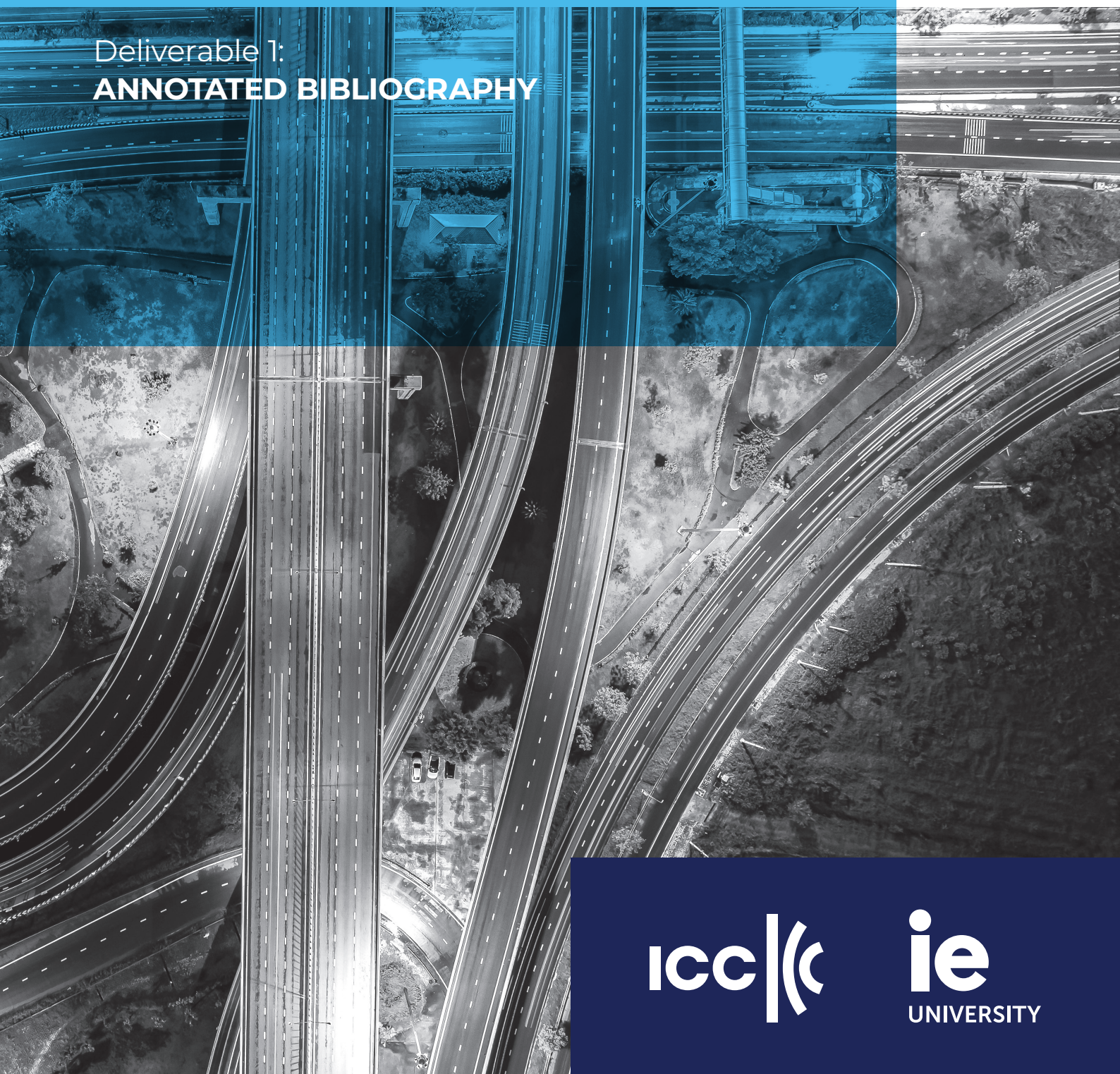
Rethinking multilateralism. A new role for the private sector.

Deliverable 1:

ANNOTATED BIBLIOGRAPHY



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Rethinking multilateralism. A new role for the private sector.

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1. Introduction.

Purpose of the Report.

The report "Rethinking multilateralism. A new role for the private sector" aims to identify and propose ways to strengthen collaboration between international organizations and private sector entities. It is widely recognized that through investment, entrepreneurship, and partnerships, the private sector helps grow and maintain economies. In addition, the private sector plays an essential role as a stabilizing force in economies facing development challenges (or crises) by maintaining employment, ensuring capital flows, and driving innovation.

But **what is the impact of the private sector in achieving sustainable growth and what role could and should it play considering ongoing changes in the multilateral landscape?** There is a widespread understanding that the impact of companies on sustainable development is highly valuable and could be significantly amplified through stronger collaboration with and within the multilateral system. However, to fully realize this potential, it is essential to strengthen the mechanisms that facilitate this kind of cooperation, ensuring a more structured engagement, better alignment of multilateral-private incentives, and trustworthy mechanisms that bridge business objectives with broader development priorities.

Understanding how these levers currently function and how they could be improved is the focus of the report "Rethinking multilateralism. A new role for the private sector" (the Report).

Methodology and scope of this document.

To address this goal, the methodology of the Report follows a qualitative approach, combining literature review, case studies, and expert consultations, structured in separate but complementary building blocks.

Building on this research, the Report aims to deliver an overview of the current situation regarding private sector participation in development and provide an action-oriented analysis, including the identification to deepen its participation and, hopefully, its impact.

The focus of this document, **Literature Review**, is to offer a review of existing literature to synthesise key insights from a selection of curated sources. The structure of this document, following the introduction, is as follows:

- **Section 2** outlines the methodology used to select, prioritize, and analyses sources, with a focus on relevance to the core research questions defined in the Terms of Reference.
- **Section 3** presents the full list of sources reviewed, distinguishing between those analysed in depth and those referenced for broader context.
- **Section 4** summarizes key findings from the literature, structured around the four policy clusters guiding the overall research of the Report: policy and governance, investment and finance, public-private partnerships, and global coordination and diplomacy.
- **Section 5** provides an annotated analysis of the 20 priority sources selected for their relevance, strategic insights, and value-added contributions to the themes of the report.

2. Methodology

The Literature Review followed the guiding questions proposed by the International Chamber of Commerce to guide the Report.

1. Policy and governance.

- What policy frameworks can multilateral institutions develop to better align private sector investments with sustainable development goals (SDGs)?
- How can regulatory reforms facilitate stronger collaboration between the private sector and multilateral organizations for sustainable development?

2. Investment and Finance.

- What role does blended finance play in mobilizing private sector investment for sustainable development, and how can multilateral institutions enhance its effectiveness?
- How can risk-sharing mechanisms and financial incentives be structured to encourage private investment in high-impact sustainable development projects?
- How can domestic enabling environments be improved to improve investor confidence, especially considering prudential frameworks and dispute settlement systems?

3. Public-private partnerships (PPPs).

- What are the best practices for structuring public-private partnerships (PPPs) to maximize their impact on sustainable development while reducing corruption?
- How do private sector due diligence policies (such as banks and other corporations) compare to similar policies at UN agencies? What is the impact of different levels of rigor?
- How can multilateral organizations benefit from business experience to ensure that PPPs are inclusive, address the needs of vulnerable populations and limit waste?

4. Global coordination and diplomacy.

- How can multilateral organizations enhance global cooperation between the private sector and governments to accelerate progress toward the SDGs?
- What lessons can be learned from successful private sector-multilateral partnerships in different regions and industries?

Starting from a broad initial review of sources that could provide insights on the relation between the promotion of effective collaboration between the private sector and the multilateral system to accelerate development.

Out of this first exercise, a set of 58 documents were identified as potential sources of relevant information for purposes of the Report (see table below). A further prioritization of this initial selection followed, guided by common criteria: 1) focus on at least one of the policy questions; 2) balance between sources and points of view, representing different stakeholders (private sector, multilateral organizations, thought leaders etc.) and 3) overall relevance for the Report.

As a result, a list of 20 final sources was identified **(which have been highlighted in bold in the table below for ease of identification)**.

Guiding structure for analysis.

As a next step, and to analyse in depth the 20 pre-selected documents, a common analytical structure has been considered, which includes the following items for each document analysed:

- **Scope and methodology:** The scope of the document is briefly exposed as well as the methodology used, if any, to develop the research and conclusions of the document.
- **Key findings:** A list of key findings relevant to the purposes of the Report is commented and briefly described.
- **Insights on key policy questions:** specific insights aligned with the areas of focus of the Report, including.

    - Policy and governance.
    - Investment and finance.
    - Public-private partnerships.
    - Global coordination and diplomacy.

- **Conclusions and Recommendations** of the document: key conclusions highlighted in the reading, which will in turn be relevant to the final conclusions of the Report.
- **Specific insights or references regarding the private sector participation in development finance/multilateral Institutions:** focus, if relevant, on specific conclusions regarding Private Sector participation with Multilateral Institutions, at any level.
- **Special focus on:** This section is specifically dedicated to identifying which key areas and or topics in which the Private Sector can be related regarding the potential mandates of key Multilateral Institutions**.**

  - Private sector and peace and security.
  - Private sector and development cooperation.
  - Private sector and human rights.
  - Private Sector and Humanitarian action.

3. List of considered sources.

N°	Thematic area.	SDG	Source	Document Type	Reference	Strategic Note
1	1a	16	International Chamber of Commerce	Workplan	International Chamber of Commerce. (2025). ICC Global Policy Commissions Workplan 2025. ICC. https://iccwbo. org/wp-content/uploads/sites/3/2025/02/2025-ICC-Policy-Commissions-Workplan-2025. pdf	It sets out the business advocacy priorities (digital commerce, ESG) that should be aligned with our recommendations.
2	4b	8	Business 20 India Secretariat	Policy paper	Business 20 India Secretariat. (2023). B20 India 2023 Communiqué: R. A. C. E to Accelerate. B20. https://api. b20india2023. org/b20docs/Communique%20B20%20Report_Web. pdf	Example of corporate diplomacy influencing G20/MDB mandates.
3	1a	16	OECD	Report	OECD. (2024). Unleashing policy coherence to achieve the SDGs. OECD Publishing. https://www. oecd. org/content/dam/oecd/en/publications/reports/2024/07/unleashing-policy-coherence-to-achieve-the-sdgs_c996cd0c/a1c8dbf8-en. pdf	Provides a comparative framework for policy coherence that is useful for inter-agency coordination proposals.
4	2a	16	Asian Development Bank	Report	Asian Development Bank. (2024). Asia-Pacific Climate Finance Report 2024: Mobilising private capital for climate action. ADB. https://www. adb. org/sites/default/files/publication/1008086/ap-climate-report-2024-chapter4. pdf	Maps regulatory barriers and climate investment opportunities in APAC.
5	2b	13, 16	UNEP Finance Initiative	Report	UNEP Finance Initiative. (2024). Net-Zero Banking Alliance: 2024 progress report. UNEP FI. https://www. unepfi. org/wordpress/wp-content/uploads/2024/10/NZBA-2024-Progress-Report. pdf	Measures progress toward 2030 sectoral intermediate targets
6	4b	8	United Nations Global Compact	Report	United Nations Global Compact. (2024). UN Global Compact Progress Report 2024. UNGC. https://unglobalcompact. org/participation/report/cop-data/explore-data-2024	Performance data from over 18,000 companies on governance, human rights, and climate.
7 (1)	4a	8, 13, 17	Business & Sustainable Development Commission	Report	Business & Sustainable Development Commission. (2017). Better Business, Better World. BSDC. https://sustainabledevelopment. un. org/content/documents/2399BetterBusinessBetterWorld. pdf.	Update the economic case for the 2030 Agenda for the private sector (market value of US$12 trillion).
8	4b	13	Morgan Stanley Capital International (MSCI)	Paper	MSCI. (2025). Sustainability and climate trends to watch 2025. MSCI. https://www. msci. com /documents/1296102/51277550/2025 + Sustainability+and+Climate+Trends+Paper. pdf	Identifies macro trends (AI, adaptation, carbon markets) with an impact on corporate investment.
9	1a	8	United Nations Development Programme	Standards	United Nations Development Programme. (2021). SDG Impact Standards for Enterprises (Version 1. 0). UNDP. https://sdgprivatefinance. undp. org/sites/default/files/resource-documents/SDG-Impact-Standards-for-Enterprises-Version1-EN. pdf	The SDG Impact Standards forEnterprises aim to address this knowledge gap. They provide private enterprises with a common language and approach to fully integrate the SDGs into all business and investment decision-making processes. The standards focus on: 1. Strategy, 2. Management, 3. Transparency, 4. Governance.
10	3c	8, 13	United Nations Industrial Development Organization (UNIDO)	Paper	United Nations Industrial Development Organization (UNIDO). (2025). Industrialization, poverty and climate change: The mediating effects of manufacturing. https://downloads. unido. org/ot/37/95/37956820/WP__2__2025. pdf?_ga=2. 20122298. 344590077. 1749661033-1027641356. 1749566350	This paper explores the direct and indirect effects of industrialization on four key socio-economic and environmental SDGs, SDG 1, SDG 2, SDG 7, and SDG 12. It assesses how manufacturing activities contribute not only directly to these goals but also indirectly through economic growth, agricultural productivity and innovation.
11	1a & 3b	16	OECD	Guidelines / Framework	OECD (2023), OECD Guidelines for Multinational Enterprises on Responsible Business Conduct, OECD Publishing, Paris, https://doi. org/10. 1787/81f92357-en.	Recommendations addressed by governments to multinational enterprises. The Guidelines cover all key areas of business responsibility, including human rights, labour rights, environment, bribery and corruption, consumer interests, disclosure, science and technology, competition, and taxation.

N°	Thematic area.	SDG	Source	Document Type	Reference	Strategic Note
12	3a	16, 17	IDB Invest	Report	IDB Invest. (2023). Private Sector with Purpose: 2023 Sustainability Report. Inter-American Development Bank Group.	The IDB fosters private-sector partnerships through sustainable investment, blended finance, and ESG frameworks. Yet, key challenges persist: - ESG standards are not widely known or accessible to many local companies. -Limited integration between procurement systems and sustainability criteria. -Low inclusion of non-traditional actors (cooperatives, informal enterprises, etc.) in development partnerships.
13 (2)	2ab	16, 17	World Bank Group	Paper	World Bank Group. (2017). Maximizing Finance for Development: Leveraging the Private Sector for Growth and Sustainable Development. World Bank. https://www. devcommittee. org/content/dam/sites/ devcommittee/doc/documents/mgr/DC2017-0009_Maximizing_8-19. pdf	The World's Bank's 'Maximizing Finance for Development' (MFD) approach aims to unlock private capital for development. Still, several issues emerge: -Heavy focus on financial de-risking, with less emphasis on social and environmental safeguards. -Highly technical and centralized procurement and co-financing procedures, often inaccessible to smaller actors. -Limited private sector participation in identifying local needs, leading to ill-suited or top-down project design. The World Bank has strong financial and technical capabilities but lacks flexible and inclusive implementation channels.
14	1b	16	World Bank	Report	World Bank. (2024). Business Ready 2024. Washington, DC: World Bank. doi:10. 1596/978-1-4648-2021-2. https:// openknowledge. worldbank. org/server/api/ core/bitstreams/08942fab-9080-4f37-b7be-ef61c9f9aed9/content	Business Ready (B-READY) 2024 report assesses the regulatory framework and public services directed at firms, and the efficiency with which regulatory framework and public services are combined in practice.
15	3b	13, 17	World Economic Forum	Report	World Economic Forum. (2020). The future of nature and business. https://www3. weforum. org/docs/WEF_The_Future_Of_Nature_ And_Business_2020. pdf.	The World Economic Forum's NNER series set out to highlight the materiality of nature loss for businesses, what transitions are needed to move towards a nature-positive economy and how businesses can be part of the solution paving the way for new opportunities.
16	1a & 3b	8, 16	World Business Council for Sustainable Development.	Report/ Framework	World Business Council for Sustainable Development. (2010). Vision 2050: The new agenda for business. WBCSD. https://www. wbcsd. org/resources/vision-2050-the-new-agenda-for-business	Lays out a pathway leading to a global population of some 9 billion people living well, within the resource limits of the planet by 2050.
17	4a	16	OECD	Report	OECD (2023). Driving Policy Coherence for Sustainable Development: Accelerating Progress on the SDGs. OECD Publishing, Paris https://www. oecd. org/content/dam/ oecd/en/publications/reports/2023/07/ driving-policy-coherence-for-sustainable-development_6fb02953/a6cb4aa1-en. pdf	The OECD highlights the role of non-state actors, especially the private sector, in SDG implementation. However, it points out that effective representation requires clearer governance mechanisms, improved accountability, and formal spaces for business to influence policies. There is limited coherence across stakeholder engagement practices, and private sector input often comes too late in the process to shape meaningful outcomes.
18	3a & 4a	17	World Tourism Organization	Toolkit	World Tourism Organization (2023), Achieving the Sustainable Development Goals through Tourism – Toolkit of Indicators for Projects (TIPs), UNWTO, Madrid, https://doi. org/10. 18111/9789284424344.	Toolkit presents a set of indicators that can be applied to tourism projects in international development settings. and the tourism business, destination management, community development, academic research, public administration, etc.
19	1a	16	World Tourism Organization & United Nations Environment Programme	Guidebook	World Tourism Organization & United Nations Environment Programme. (2005). Making tourism more sustainable: A guide for policy makers. https://www. e-unwto. org/doi/ epdf/10. 18111/9789284408214	This guidebook is basic reference book and provides a blueprint for governments to formulate and implement sustainable tourism policies.

N°	Thematic area.	SDG	Source	Document Type	Reference	Strategic Note
20	2b	8	International Monetary Fund	Policy Paper	International Monetary Fund. (2024). Interim review of the Resilience and Sustainability Trust and review of adequacy of resources (Policy Paper 24/031). IMF. https://www. imf. org/en/Publications/Policy-Papers/Issues/2024/06/24/Interim-Review-of-The-Resilience-and-Sustainability-Trust-and-Review-of-Adequacy-of-550939	Evaluates demand and incentive structure of the RST, highlighting prices and catalytic effects.
21 (3)	1a	16	Independent Group of Scientists	Report	Independent Group of Scientists. (2023). Global Sustainable Development Report 2023: Times of crisis, times of change. United Nations. https://sdgs. un. org/sites/default/files/2023-09/FINAL%20GSDR%20 2023-Digital%20-110923_1. pdf	Analyses gaps in global governance; justifies expanding corporate participation to accelerate SDGs.
22 (4)	2a	16	Global Impact Investing Network.	Report	Global Impact Investing Network. (2024). Sizing the impact investing market 2024. GIIN. https://thegiin. org/publication/research/sizing-the-impact-investing-market-2024/	Updates market estimate to US$1. 57 trillion: evidence of room to mobilize institutional capital.
23 (5)	2a	16	Convergence	Report	Convergence. (2024). State of blended finance 2024. Convergence. https://www. convergence. finance/resource/state-of-blended-finance-2024/view	Trends and aggregate data from 1,100 blended transactions in EMDEs.
24 (6)	2abc	13, 16	International Monetary Fund	Report	International Monetary Fund. (2025). Inter-American Development Bank. (2011). Private Sector Development Strategy: Fostering Development Through the Private Sector. https://www. cbd. int/financial/mainstream/idb-private. pdf	The objective of the PSDS is to maximize development impact of the IDB's private sector activities by capitalizing on its comparative advantages in a manner consistent with its institutional goals. Identifies gaps in public investment management and climate; useful for due diligence chapters.
25	3a	16	Transparency International	Report	Transparency International. (2024). Global Corruption Report 2024: Infrastructure. TI. https://images. transparencycdn. org/images/CPI2024_Report_Eng1. pdf	Corruption cases in mega-projects and advances in integrity mechanisms.
26 (7)	2a & 4a	8, 17	United Nations Global Compact	Report	CFO Coalition for the SDGs. (2025). Impact dashboard: SDG-aligned investments 2020-2025. United Nations Global Compact. https://www. cfocoalition. org/about/kpi-dashboard	It shows progress: US$472 billion in investments aligned with the SDGs and 46% of debt sustainable out of total debt.
27	2b	8	United Nations	Report	United Nations. (2023). Financing for Sustainable Development Report 2023. United Nations Inter-Agency Task Force. https://financing. desa. un. org/sites/default/files/2023-04/FSDR_2023_Overview_0. pdf	The UN system has made progress in engaging the private sector through frameworks such as the Global Compact and the Financing for Development (FfD) process.
28	2b	13, 16	United Nations Development Programme	Blog Post	United Nations Development Programme. (2022). How UNDP catalyses innovative public–private partnerships that reduce carbon emissions [Blog post]. UNDP Sustainable Energy Hub. Retrieved from https://undp. org/energy/blog/how-undp-catalyzes-innovative-public-private-partnerships-reduce-carbon-emissions	This UNDP initiative introduces the Carbon Payments for Development (CP4D) Facility, which uses formal PPPs to incentivize private investment in low-carbon and climate-resilient development, such as e-mobility, energy efficiency, and sustainable waste systems. Supports verified emissions reductions through public incentives tied to climate outcomes.
29	2a	16	OECD	Report	Organisation for Economic Co-operation and Development & United Nations Capital Development Fund. (2020). Blended finance in the least developed countries 2020: Supporting a resilient COVID-19 recovery (OECD Development Pathways). OECD Publishing. https://doi. org/10. 1787/57620d04-en	UNCDF and OECD present blended finance models linking public and private capital to improve outcomes in Least Developed Countries. Identified gaps and challenges include: Weak local PPP governance and coordination mechanisms, Lack of "bankable" PPP pipelines aligned with SDG projects. High perceived investment risk; insufficient de-risking instruments, Low participation of local and regional financial actors in blended mechanisms.

N°	Thematic area.	SDG	Source	Document Type	Reference	Strategic Note
30 (8)	3a	17	International Chamber of Commerce.	Guidebook/ Framework	International Chamber of Commerce. (2022). The SDG partnership guidebook. UN Partnerships for SDGs Office & ICC. https://sdgs. un. org/sites/default/files/2022-02/SDG%20 Partnership%20Guidebook%201. 11. pdf	Provides practical tools for structuring multi-stakeholder partnerships aimed at advancing the SDGs. It outlines lifecycle stages of partnerships and emphasizes principles like transparency, trust, and mutual benefit.
31 (9)	4a	16	OECD	Toolkit	OECD (2024), Effective Results Frameworks for Sustainable Development: Achieving Impact by Design, OECD Publishing, Paris, https://doi. org/10. 1787/aaa4bb52-en.	This framework provides ideas to help development co-operation partners make the strategic and political leaps necessary to align all efforts and investments with sustainable development objectives.
32 (10)	3c	16,17	OECD	Report	OECD (2016), Private Sector Engagement for Sustainable Development: Lessons from the DAC, OECD Publishing, Paris. http://dx. doi. org/10. 1787/9789264266889-en	This Review developed to learn from experience and complement DAC peer reviews, the DAC introduced an in-depth, thematic peer learning review on working with and through the private sector. The review aims to identify good practice and lessons in private sector engagement.
33 (11)	2c & 3a	16, 17	World Bank	Book	Farquharson, E. , Torres de Mästle, C. , Yescombe, E. R. , & Encinas, J. (2024). How to engage with the private sector in public-private partnerships in emerging markets. World Bank. https://ppp. worldbank. org/sites/default/ files/2024-09/Global_How-to-engage-with-private-sector-Clemencia-Farquharso-Yecome-Encinas%20%281%29. pdf	This book widens the scope and in depth on some of the key aspects to successful and sustainable public-private partnerships (PPPs), such as the various financing mechanisms for PPPs and the diversity of PPP contractual arrangements in countries with different legal traditions.
34	4b	13, 17	World Economic Forum	Policy paper	World Economic Forum. (2020). The Future of Business and Nature Policy Companion. WEF. https://www3. weforum. org/docs/ WEF_NNER_II_The_Future_of_Business_ and_Nature_Policy_Companion_2020. pdf	
35 (12)	2b & 3a	13, 17	USAID	Guide	Change, C. , & Leone, S. (2023). Private sector engagement to advance climate adaptation and resilience: A guide to building effective partnerships. Feed the Future Market Systems & Partnerships Activity (USAID). https:// beamexchange. org/media/filer_public/7a/ e4/7ae4b6d1-30c6-462b-9b3a-d4692ed906c7/1893_pse-to-advanceclimateadaptionandresilience. pdf	This guide outlines practical strategies to engage the private sector in climate adaptation and resilience efforts. It emphasizes formal partnerships through co-investment models, risk-sharing mechanisms, and climate-smart supply chains.
36	2b&3a	13, 17	UNEP	Strategy	United Nations Environment Programme. (2020). Strategy for private sector engagement: Addressing environmental challenges through sustainable business practices is our business. United Nations Environment Programme. https://wedocs. unep. org/bitstream/ handle/20. 500. 11822/31107/Strategy%20 for%20Private%20Sector%20Engagement-2. pdf	Outlines a framework for collaborating with the private sector to drive transformative environmental change. The strategy emphasizes four core pillars: creating measurable environmental and societal impacts, enabling societal transformation, sharing knowledge and scaling innovation, and mobilizing resources for sustainability. It aims to align private sector activities with UNEP's Medium-Term Strategy and Programme of Work, contributing to the achievement of the Sustainable Development Goals.
37 (13)	2b	16, 17	United Nations	Outcome document	United Nations. (2025). Outcome document – Zero draft: Fourth International Conference on Financing for Development. UN-DESA. https://financing. desa. un. org/sites/default/ files/2025-01/FfD4%20Outcome%20Zero%20 Draft. pdf	First negotiating document: outlines the post-2025 governance architecture and possible roles for the private sector in multilateral reform.
38 (14)	2a	8	OECD	Guideline / Framework	OECD. (2024). OECD blended-finance guidance for clean energy. OECD Publishing. https://www. oecd. org/en/publications/ oecd-blended-finance-guidance-for-clean-energy_596e2436-en. html	Establishes quality principles and metrics for blended instruments; will serve as a technical benchmark.
39 (15)	2b	16	World Bank Group	Policy Brief	World Bank Group. (2025). Private Sector Investment Lab: Brief. WBG. https://www. worldbank. org/en/about/unit/brief/private-sector-investment-lab	X-ray of obstacles identified by 19 global CEOs; input for reform proposals.

N°	Thematic area.	SDG	Source	Document Type	Reference	Strategic Note
40 (16)	3a	16	Public-Private Infrastructure Advisory Facility	Report	Public-Private Infrastructure Advisory Facility. (2024). Annual report 2023: Building stronger institutions to mobilize private capital in infrastructure. WBG. https://documents1. worldbank. org/curated/en/099433011162311647/pdf / U002e5d5a10eb5e047280aaf2088a5c6f0f2f4.pdf	Case studies on upstream assistance in legal frameworks and PPP units.
41	3a	16	World Bank Group	News report	World Bank Group. (2024). World Bank Group prepares major overhaul to guarantee business. https://www. worldbank. org/en/news/press-release/2024/02/27/world-bank-group-prepares-major-overhaul-to-guarantee-business	Describes the creation of the "Guarantee Marketplace" to triple the number of guarantees issued.
42 (17)	3a & 4a	16	Global Alliance for Trade Facilitation	Lessons learned paper	Global Alliance for Trade Facilitation. (2024). Forging sustainable local public-private partnerships through trade facilitation. GATF. https://www. tradefacilitation. org/wp-content/uploads/2024/08/forging-public-private-partnerships-through-trade-facilitation-insights-from-the-alliance. pdf	Practical evidence of public-private regulatory co-creation.
43	1b	16	Group of 77 & China	Statement	Group of 77 & China. (2025, 12 February). Statement at the 3rd Preparatory Committee for FfD4. G-77. https://financing. desa. un. org/sites/default/files/2025-02/G77%26China-IDC%20Statement%203rd%20FFD4%20PrepCom. pdf	Summarizes the demands of the Global South regarding access to voice and resources in multilateral reform.
44	4b	16, 17	World Economic Forum	Report	World Economic Forum. (2025). The Global Risks Report 2025 (20. ª ed.). WEF. https://reports. weforum. org/docs/WEF_Global_Risks_Report_2025. pdf	Perspective on systemic risks that condition business-multilateral collaboration.
45	3a	8, 17	International Chamber of Commerce	Business Charter	International Chamber of Commerce. (2021). Business Charter for Sustainable Development: Principles for Action. ICC https://training. itcilo. org/actrav_cdrom1/english/global/guide/iccch. htm.	The ICC serves as a key bridge between businesses and multilateral institutions, promoting voluntary guidelines and engagement standards.
46	3ac & 4a	17	United Nations Global Compact	Report/ Framework	United Nations Global Compact. (2021). Business and the United Nations: A Framework for Action. UNGC & ICC. https://ungc-communications-assets. s3. amazonaws. com/docs/publications/Country%20Consultation%20Global%20Synthesis%20Report. pdf .	This framework outlines the main channels through which the private sector can engage with the UN system. While platforms like the Global Compact Leaders Summit or the ECOSOC Business Forum exist, there are no permanent structures with decision-making power or formal follow-up, which limits the effectiveness of business participation. Representation is still uneven, especially for SMEs and businesses in the Global South.
47 (18)	2b	16	United Nations	Report	United Nations. (2023). Financing for Sustainable Development Report 2023. UN Inter-Agency Task Force. https://financing. desa. un. org/sites/default/files/2023-04/FSDR_2023_Overview_0. pdf	The report underscores the essential role of private sector investment in closing the SDG financing gap but notes that structured private sector engagement in multilateral governance remains underdeveloped. Misalignment between domestic and international policy frameworks continues to pose a barrier, and incentives or formal participation pathways remain unclear.
48	4a	16, 17	International Chamber of Commerce.	Strategy	International Chamber of Commerce. (2022). ICC Strategy for UN Engagement 2022–2025. ICC. https://iccwbo. org/wp-content/uploads/sites/3/2025/05/2025-ICC-BASIS-Business-Guide-Internet-Governance-Forum-2025. pdf	The ICC is the official representative of the private sector at the UN and serves as an observer in many multilateral processes. However, its participation is still largely consultative and skewed towards large corporations. There are few formal mechanisms that allow smaller companies or businesses from developing regions to meaningfully engage. The ICC recognizes the need for more inclusive and structured engagement, but implementation remains a challenge.

N°	Thematic area.	SDG	Source	Document Type	Reference	Strategic Note
49	4a	17	Inter-American Development Bank	Strategy	Inter-American Development Bank. (2011). Private Sector Development Strategy: Fostering Development Through the Private Sector. https://www. cbd. int/financial/mainstream/idb-private. pdf	The objective of the PSDS is to maximize development impact of the IDB's private sector activities by capitalizing on its comparative advantages in a manner consistent with its institutional goals.
50	2abc	16, 17	Spanish Ministry of Economics, Trade and Business	Magazine issue	Ministerio de Asuntos Económicos y Transformación Digital. (2024). Información Comercial Española, ICE: Revista de economía, (852). https://www. revistasice. com/index. php/ICE/issue/view/852/242	These issue brings together expert analyses that examine not only national performance but also the structural and financial mechanisms that support development across regions. A key focus is placed on finance for development—exploring how trade, investment, and financial flows can be leveraged to reduce inequalities, strengthen productive capacity, and support inclusive growth in both emerging and advanced economies.
51	4b	16	United Nations	Press release	United Nations. (2025, June 19). Secretary-General, Briefing on UN80 Initiative, Lays Out System-Wide Reform Plans to Make United Nations More Effective, Nimble, Fit for Today's Challenges [Press release]. https://press. un. org/en/2025/sgsm22644. doc. htm	UN80 Initiative aims to rapidly identify efficiencies and improvements, review the implementation of all mandates given to the Organization by Member States, and conduct a strategic review of "deeper, more structural changes and programme realignment in the UN System.
52	1a	8, 17	McKinsey & Company	Report	McKinsey & Company. (2023). Resilience for sustainable, inclusive growth. https://www. mckinsey. com/featured-insights/sustainable-inclusive-growthmckinsey. com. McKinsey & Company. (2023). Sustainable Investing. https://www. mckinsey. com/capabilities/sustainability/how-we-help-clients/sustainable-investingmckinsey. com. McKinsey & Company. (2023). Climate finance solutions for developing countries. https://www. mckinsey. com/capabilities/sustainability/our-insights/solving-the-climate-finance-equation-for-developing-countriesmckinsey. com	The report emphasizes mobilizing private capital as a key driver for sustainable and inclusive growth, highlighting partnerships and innovation as tools to scale development impact.
53	4a	16, 17	Harvard Kennedy School	Article	Harvard Kennedy School (2022) – "Reimagining Multilateralism for the 21st Century". Option: Okonjo-Iweala, Ngozi, Tharman Shanmugaratnam, and Lawrence H. Summers. (2021) "Rethinking Multilateralism for a Pandemic Era. " Finance & Development: 4-9. https://www. hks. harvard. edu/publications/rethinking-multilateralism-pandemic-era#citation.	This article discusses flaws in global cooperation and calls for a fundamental reset of multilateralism. It urges stronger, more inclusive international systems to better prepare for future global crises.
54	2b	17	World Economic Forum	White paper	World Economic Forum. (2020). Transformational investment: Converting global systemic risks into sustainable returns. https://www. weforum. org/publications/transformational-investment-converting-global-systemic-risks-into-sustainable-returns/.	The report identifies six systemic risks and establishes a governance framework to enable the investment community to address risks related to water security, climate change, population growth, geopolitical uncertainty, negative interest rates and technology disruption.
55	2a	17	Brookings Institution	Report	Opción: Kharas, H. , & McArthur, J. W. (2024). Mobilizing the market: The barriers to financing a more scalable climate response. Brookings Institution. https://www. brookings. edu/articles/mobilizing-the-market-the-barriers-to-financing-a-more-scalable-climate-response/	The report emphasizes that mobilizing adequate climate finance is essential for achieving global development goals.
56	4a	8, 17	African Development Bank	Strategy	African Development Bank. (2021). Private sector development strategy (PSDS) 2021–2025. https://www. afdb. org/en/documents/private-sector-development-strategy-psds-2021-2025	The PSDS builds on the 2013-2017 PSDS and cements the Bank's interventions to. support private sector development in regional member countries. Its vision is to support private sector-led growth as a means of creating jobs, augmenting socioeconomic inclusion, building long-term resilience and sustainability.

N°	Thematic area.	SDG	Source	Document Type	Reference	Strategic Note
57 (19)	1a 2a	17	McKinsey & Company	Article	Manyika, J. , & Sneader, K. (2021). A generational shift: The future of foreign aid. McKinsey & Company. https://www. mckinsey. com/industries/social-sector/our-insights/a-generational-shift-the-future-of-foreign-aid.	This article highlights a major shift in global foreign aid, with significant reductions in official development assistance prompting urgent reforms in how aid is prioritized and delivered. It calls for systemic changes to improve efficiency, mobilize new funding, and adapt to a more resource-constrained future.
58 (20)	1a. b. 3a. 4a. 4b	17	BCG	Article	The Future of International Cooperation in a Fragmented World. https://www. bcg. com/publications/2025/future-international-cooperation-in-fragmented-world	The article advocates for strengthening multilateralism. It enhances institutions to rebuild trust, modernize outdated structures, pursue smaller, issue-specific coalitions as pathways to broader agreements, and engage the private sector as true partners. Fostering collaboration across governments, businesses, and regions is critical to ensuring that cooperation continues to deliver real benefits worldwide

4. Literature overview.

Purpose and method.

This literature overview considers 58 recent documents on private sector engagement in sustainable development, including flagship reports from multilateral institutions, development banks, business coalitions, and think tanks. A core group of 20 documents (highlighted in bold in the table above) received in-depth review based on their relevance to the Report's four policy clusters: governance, finance, partnerships, and coordination.

The aim of this review is not simply to map positions, but to extract insights, lessons, and areas of convergence. What are the key emerging insights? What kind of institutional architecture emerges as needed to make private sector collaboration more widespread, effective and outcome-driven?

Overview of Findings: insights addressing our four policy themes[1].

Policy and governance.

Across the literature, there is strong consensus that the private sector should be more than a delivery agent, that it can play a relevant and proactive role in helping shape policy and delivery priorities. However, the link between the Private Sector and Multilateralism is in terms of governance mechanisms and policy drafting is barely mentioned or considered in the revised literature.

One of the most consistent findings in the reviewed literature is that private sector engagement becomes more effective when **embedded within nationally defined development strategies**. Across multiple sources, there is strong support for involving business actors **early in the formulation of SDG investment plans, climate transition strategies, and Integrated National Financing Frameworks** (INFFs). This co-design approach allows public authorities and companies to jointly identify where investment is most needed and how public and private tools can comple-

1 The role of multilateralism in development is not a particular focus of the analysis, particularly in what pertains to its future design. When specific mentions are included these have been highlighted. One clear point however that is related to this topic is the need for better engagement from the private sector as a partner, ideally from the onset.

ment each other. In Indonesia and Kenya, for example, private sector associations have actively participated in defining energy and infrastructure priorities through national planning processes. These experiences show that when business is treated not just as a funder but as a **partner in policy formulation, investments become more targeted, legitimate, and sustainable**.

There is also growing agreement on the need for regulatory reforms to create long-term incentives for investment in SDG-aligned sectors, including frameworks for carbon pricing, public procurement, and blended finance.

At the same time, **regulatory frameworks need to evolve** to support this more strategic collaboration. Reports by the OECD, the World Bank, and McKinsey stress that companies will only engage meaningfully when there is policy certainty, including clear sectoral rules, transparent permitting, and well-defined investment incentives. Several sources point to long-term carbon pricing strategies and legal frameworks for blended finance and public-private partnerships (PPPs) as essential conditions for scaling SDG-aligned investment. For instance, Chile's carbon pricing trajectory provides investors with a credible benchmark for emissions-related costs, while India and Kenya have experimented with regulatory sandboxes that allow new technologies — such as e-mobility platforms or digital agri-finance tools — to operate under tailored, time-bound regulatory conditions. These approaches are seen not only as investment enablers but also as instruments of institutional learning.

Recent analysis by the Boston Consulting Group (2025) further reinforces this diagnosis by highlighting that multilateral institutions themselves must undergo structural reforms to remain credible. The effectiveness of governance, they argue, depends on more inclusive representation (particularly of emerging markets and developing economies) and on streamlining outdated mandates and procedures. The report calls for eliminating duplication, embedding transparency, and creating participatory mechanisms that give the Global South a stronger voice. These reforms are presented not as bureaucratic adjustments, but as essential steps to rebuild trust in multilateralism.

Investment and finance.

Blended finance remains the **dominant tool used by multilateral institutions and donors** to mobilize private capital for sustainable development, **especially in high-risk sectors such as infrastructure, agriculture, and climate resilience.** The literature confirms its importance but also signals

significant **shortcomings** in current practice. A recurring critique is that success is too often measured in terms of leverage — how much private capital is mobilized — rather than development impact. Reports from Convergence, the UN, and the OECD call for a shift toward blended structures that are explicitly outcome-oriented and aligned with national investment strategies. Platforms like the Green Guarantee Company and UNDP's Carbon Payments for Development (CP4D) Facility offer emerging examples where guarantees or subsidies are linked to verified social or environmental results.

The structure of **risk-sharing mechanisms** is another critical topic. Guarantees, concessional debt, and first-loss capital are essential to make SDG investment viable in fragile markets. However, many of these instruments remain one-off efforts, which raises transaction costs and slows down deployment. The Convergence 2024 report shows that while blended deals have rebounded in volume, the **ecosystem still lacks standardized platforms and pooled vehicles**. The World Bank's Guarantee Marketplace and the IMCA initiative (Investment Mobilisation Collaboration Alliance) are identified in the review as among the few efforts aiming to overcome this limitation by creating scalable, off-the-shelf structures that can be adapted across sectors[2].

Enabling environments (the conditions in which investment decisions are made) also figure prominently across the literature. **Legal stability, clear procurement rules, reliable contract enforcement, and effective dispute resolution mechanisms are all cited as prerequisites for crowding in private capital.** The OECD and UNCDF highlight that many least developed countries (LDCs) lack basic blended finance regulations or functioning PPP laws, which makes project structuring difficult and raises perceived risk. Currency volatility is another major barrier.

When private investors operate in local markets but must finance or report in dollars or euros, **exchange-rate risk** becomes a deterrent. Instruments like local currency guarantees or hedging facilities exist but are limited in scale and often expensive. The need to expand these tools, and to integrate them systematically into investment platforms, is widely recognized.

Overall, as BGD (2025) suggests, investment and finance cannot be divorced from the credibility of governance structures. Investors, including private companies, assess not only financial instruments but also the institutional reliability of the frameworks in which they operate. This link between governance and finance suggests that de-risking instruments

2 USAID was one of the founding partners of IMCA, and it supported it between 2023 and February of 2025 when following changes in US development assistance policy it stepped down.

and blended finance tools will scale effectively if, in parallel, institutional reforms (including streamlined process and operations) are addressed.

Public-private partnerships (PPPs).

Public-private partnerships are undergoing a **conceptual and operational shift**. While earlier models focused heavily on infrastructure delivery and financial structuring, current best practice increasingly centres on inclusion, service quality, and long-term developmental value. The literature highlights a growing consensus that PPPs should not simply transfer responsibility for delivery to the private sector but should **embed shared goals and accountability mechanisms into their design**. A few examples, such as GAVI's vaccine partnerships or the Merck for Mothers initiative, suggest that outcome-based PPPs can deliver measurable improvements in health, education, and access if properly structured.

A central element of this evolution is contract design. Reports from the World Bank and OECD recommend that **PPP contracts include clear performance indicators, transparent risk-sharing arrangements, and explicit clauses related to equity, affordability, and sustainability.** Moreover, effective PPPs often involve local communities or service users in project monitoring, ensuring that the partnership serves not just efficiency goals but public legitimacy. The Global Alliance for Trade Facilitation provides concrete case studies where customs modernization reforms were co-designed by business and government actors, resulting in faster clearance times, improved compliance, and reduced opportunities for corruption.

At the same time, PPP instruments must include in their design sufficient **conflict of interest risk management mechanisms**. Managing conflict of interest is not a procedural formality, but a structural necessity. When private actors act as both partners and beneficiaries, conflicts can distort incentives, bias procurement, and erode the goals pursued by the PPP in the first place. Enforceable safeguards, independent oversight, and clear role separation are essential in all public-private cooperation tools.

Due diligence standards (the policies and processes used to assess environmental, social, and governance risks) also receive significant attention. The literature reveals that multilateral development banks and UN agencies tend to apply more structured, rules-based frameworks (e. g. environmental and social safeguards), but that the quality of implementation varies across contexts. There is an identified need to communicate better due diligence standards across agencies, and when possible, find

common standards to avoid fragmentation that may lead to costly compliance standards for companies.

In some cases, grievance mechanisms exist on paper but are inaccessible to affected communities. In contrast, private firms often apply more flexible ESG frameworks based on voluntary standards such as SASB, IRIS+, or the UN Principles for Responsible Investment. While these allow customization, they lack enforceability and comparability. The updated OECD Guidelines for Multinational Enterprises and the UNDP's SDG Impact Standards aim to create a middle ground, offering actionable, audit-ready tools that bridge public and private, but uptake is still limited, especially among small and mid-sized enterprises.

Importantly, **several studies underscore the value of business experience in designing and delivering effective PPPs.** Firms bring deep operational knowledge, financial discipline, and sector-specific insights (for example, in structuring tariffs, managing value chains, or optimizing asset life cycles. The literature emphasizes that these capacities are most beneficial when business is engaged early (provided adequate conflict of interest safeguards are designed) not just as a contractor or financier, but as a strategic partner in planning and oversight.

Along these lines, there is a call to include companies not merely as contractors or financiers but as co-creators in the design of multilateral solutions. An example is highlighted of the Water Resilience Coalition, convened under the UN Global Compact (BGC 2025).

Global coordination and diplomacy.

A clear finding across the literature is that **global governance of development finance continues to focus on state actors (coherent with their governance structures) with limited structured participation from the private sector.** Business is often invited to summits, forums, or consultation tracks, but these engagements remain inconsistent and largely advisory. In addition, these opportunities are frequently dominated by large multinational corporations. The absence of institutionalized roles, with clear mandates, selection criteria, and responsibilities, weakens the credibility and effectiveness of private sector (including SMEs) engagement at the multilateral level.

That said, several initiatives are beginning to move in a more structured direction. The ICC's official observer role at the UN, the UNGC CFO Coalition's SDG investment dashboard, and co-created platforms like the Global Alliance for Trade Facilitation all reflect an **emerging architecture of shared governance.** These efforts are supported by calls in the FfD4 outcome

documents and the GSDR 2023 report for **"hybrid governance structures"**, spaces where public, private, and civil society actors can co-design financing norms, monitor progress, and agree on adjustments.

The literature also highlights the value of permanent **joint monitoring and evaluation structures, especially for large-scale public-private mechanisms.** These structures (which may take the form of panels, oversight boards, or independent review units) enable early course correction, build trust, and improve transparency. For example, the UNDP–ICC SDG Partnership Guidebook proposes a full lifecycle governance model, including shared planning, joint delivery, and adaptive monitoring. Such models contribute to sustained, accountable cooperation on the ground.

A further insight from BCG is the need to build new pathways to impact by starting with smaller coalitions of committed actors rather than attempting consensus from the outset. This phased approach has historically enabled progress (e. g. the Paris Agreement) This would allow global coordination to become more flexible, adaptive, and anchored in both public mandates and business capabilities.

Emerging key messages.

Out of the review, we have selected **4 cross cutting messages and 10 key ideas** that emerge strongly from several sources consulted and that will be explored in more depth in the next stages of the report.

Crucially, it is important to highlight that the literature does not explicitly address how to think of a new multilateralism that can leverage private sector participation in development. Likewise, there is no clear focus on the actual willingness of the private sector to engage more systematically in development projects and initiatives, a question that from the outcome of the interviews conducted in the preparation of the Report, cannot be taken for granted.

Overall, the analysed bibliography is very much focused on the perspective of MIs and how they partner with the private sector, rather than the voices and initiatives of the Private Sector and their potential role on key decision-making processes and spaces within MIs. Something to be addressed throughout the rest of the study.

There are, however, a series of consistent findings that can help us identify what some of the policy and process tools could look like soon, to build new opportunities for public-private collaboration for development outcomes. Some of these are identified in the messages and ideas below.

Cross-cutting messages.

- **Co-design is critical**: Policies and investments are more effective in terms of impact and functioning when businesses and public actors plan together from the outset. The literature confirms that co-design is still an exception, not a norm and consistently asks for private sector participation in national development strategies and investment plans, with due conflict of interest management rules.
- **Blended finance works but needs to be tied to outcomes**: Its success depends not just on mobilizing capital, but on delivering results. The literature calls for a shift toward blended structures that are outcome-oriented and aligned with national investment strategies.
- **Institutionalization of public private collaboration remains unaddressed:** institutional design, at both national and global levels, determines who participates, how decisions are made, and how accountability is ensured. But there is little focus yet on how the public-private interface can be part of institutional structures, including to ensure broader representation of the private sector across geographies and sizes (SMEs).
- **Governance and operational efficiency matter:** A recurrent concern in the literature is that multilateral institutions are constrained by duplication, outdated mandates, and slow processes. Simplifying mandates, cutting bureaucracy, and adopting agile practices drawn from the private sector are essential to restore trust. These reforms must go hand in hand with more representative governance that gives greater weight to emerging markets and the Global South, whose perspectives remain underrepresented in decision-making.
- **Regulation and incentives must evolve**: Financial, legal, and process related reforms are needed to align private investment with public goals, so that there is enough incentive for private sector engagement. Focus should be placed on risk-sharing structures.

Key emerging recommendations.

A. Governance and strategic role of business.

- **Give business a real role in decision-making.** Across multiple sources, there is a shared recognition that business engagement in multilateral fora remains largely consultative and under-institutionalized. There is growing momentum for more formal, inclusive structures where businesses and the Private Sector (including SMEs and Global South firms) should participate in shaping norms, tracking progress, and contributing to global decision-making. At the same time, and in a complementary manner, it is also important to continue leveraging self-regulatory standards for industry in those sectors where consensus is not easily reached (UN 2023; ICC 2022; OECD 2023).
- **Include business in development planning.** Engaging business early in the design of SDG roadmaps, climate investment plans, and national financing frameworks helps align investment flows with local needs and priorities. Further, it can also facilitate the exchange of innovation and lessons learned that can lead to better designed interventions. As mentioned earlier, sound conflict of interest rules must be in place (World Bank 2017; OECD DAC 2016; UNDP 2021).
- **PPPs must evolve toward public value.** Traditional PPPs are often critiqued for focusing narrowly on infrastructure delivery. Newer models emphasize outcomes such as equity, access, and sustainability. Examples from health, trade facilitation, and education highlight the importance of co-design, transparency, and community involvement (World Bank 2024; OECD DAC 2016; GATF 2024).

B. Financing for development.

- **Shift from one-off projects to pooled, platform-based investment.** The literature shows a clear trend toward favouring sector-wide or regional investment platforms over isolated projectdeals. These platforms enable pooled capital, shared due diligence, and common standards, making them more efficient and attractive for both public and private partners. The review of case studies that will be part of the Report can shed further light on this opportunity (Convergence 2024; UN 2023).
- **Blended finance should prioritize impact.** In line with the above, while blended finance is central to mobilizing private investment, many studies highlight that current approaches often overemphasize financial leverage over development outcomes. There is

consensus around the need to prioritize high-impact sectors (like climate resilience, health, and small enterprise development) and to use results-based instruments that link funding to verified SDG contributions. For this to become a reality, better data must be easily accessible (Convergence 2024; OECD DAC 2018; UNDP 2022).

- **Risk-sharing tools need to be more scalable and predictable.** Many stakeholders identify the need to move beyond custom-built de-risking solutions towards standardized, pooled guarantee platforms, simplified documentation, and co-investment frameworks. These allow for faster deployment, broader participation, and lower transaction costs (World Bank 2025; World Bank 2016; OECD 2024).
- **Currency risk remains a structural barrier.** Literature across the board flags foreign exchange risk as a critical constraint to investment in developing markets. Solutions like local currency lending, hedging mechanisms, and blended FX guarantees are being tested, but are not yet widely available or affordable. The need to scale these tools is widely recognized (Convergence 2024; OECD & UNCDF 2020).

C. Operational and technological enablers.

- **Impact measurement is needed and should be fully transparent.** Aligning financial flows with development outcomes through shared data standards, joint monitoring platforms, and interoperable ESG/SDG disclosure tools is a recurrent concern in the literature. Despite progress in technology and methodology, impact measurement remains elusive. The technology available allows now for reports to be easily translated and communicated into different languages and for different audiences. More importantly, data can be accessible in real time, and in a user-friendly way so that it can facilitate decision making. Based on more and better accessible data, public support should be increasingly linked to results. For example, concessional capital, guarantees, and procurement decisions could be more directly (and with more confidence) tied to concrete SDG results like resilience, jobs or emissions (OECD 2024; UNGC 2025; UNDP 2021).
- **Technology and streamlined operations are critical for credibility and private engagement.** BCG highlights that today's multilateral system is weighed down by duplication and slow processes. Institutions need to simplify mandates, cut bureaucracy, and adopt more agile ways of working, drawing on private-sector practices. At the same time, new technologies such as artificial intelligence can help make operations faster, more

transparent, and more reliable. These reforms are also essential to deal with emerging risks like cyberattacks and AI-driven misinformation. Without more efficient and technology-enabled systems, multilateral institutions will struggle to gain the trust of the private sector and scale joint action. In addition, they will facilitate clarity, process simplification, less duplication and inefficiencies thereby reducing transaction costs and facilitating further engagement from different sizes of business (BCG 2025; OECD 2023; UN 2023).

5. Annotated bibliography.

1. Better Business Better World: The Report of the Business & Sustainable Development Commission.

Business & Sustainable Development Commission. (2017). Better Business, Better World. BSDC. https://sustainabledevelopment.un. org/content/documents/2399BetterBusinessBetterWorld. pdf.

1) Scope and methodology.

Scope.

To present a compelling business case for sustainable development and catalyse private sector leadership in achieving the Global Goals by 2030. The report explores how businesses can drive sustainable economic growth by aligning with the UN Sustainable Development Goals (SDGs), focusing on four key sectors—food, cities, energy/materials, and health—across global markets.

Methodology.

It combines economic modelling of SDG-related opportunities (quantifying potential value and jobs created) with over 35 company case studies and consultations with 35 commissioners and over 60 organizations worldwide. (Pages 6-10).

2) Key findings of the document.

UN Sustainable Development Goals (SDGs) as a Strategic Business Opportunity.

The report aligns business potential with the 17 SDGs, framing them not as regulatory constraints but as growth levers. Achieving the SDGs could unlock at least US$12 trillion in business opportunities and create 380 million new jobs by 2030, especially across four economic systems: Food and Agriculture, Cities, Energy and Materials, Health and Well-being (Pages 13-16).

3) Key Study Areas of Analysis.

a) Policy and governance.

Alignment of private investment with SDGs.

The report emphasizes that multilateral institutions must help create the enabling conditions for sustainable private investment by:

- Establishing long-term policy clarity around sustainability goals to guide private sector decision-making (e. g. , clear carbon pricing trajectories) (Pages 52–55).
- Co-creating sectoral roadmaps with business and civil society for SDG alignment, particularly in food, energy, cities, and health (Pages 44–46).
- Developing and scaling blended finance mechanisms (e. g. , partnerships with DFIs and sovereign wealth funds) that mitigate risks for private investors in developing economies (Pages 54–55).
- Supporting data and transparency initiatives, such as consistent ESG metrics, SDG reporting standards, and national development indicators, to help investors evaluate impact (Pages 56–57).
- Public-private partnerships (PPPs), supported by multilateral development banks (MDBs) and UN agencies, are crucial for scaling investment in infrastructure, healthcare, and education in low-income regions (Pages 64–66).

Regulatory reforms to facilitate collaboration.

Key recommendations on governance and regulation:

- **True-cost pricing:** Governments and multilaterals should introduce or strengthen carbon pricing, pollution charges, and ecosystem valuation. This levels the playing field and allows sustainable businesses to compete fairly (Pages 52–53).
- **Labor and social protections:** Regulatory mandates for ethical labour practices and social safety nets help align corporate operations with SDG principles (e. g. , eliminating child labour and modern slavery) (Pages 43–44).
- **Mandatory disclosure standards:** Regulators and multilaterals must push for standardized, mandatory SDG and ESG disclosures, so investors and consumers can make informed decisions (Page 57).

- **Public procurement reform:** Governments and institutions can lead by example, integrating SDG criteria into procurement and supply chain decisions (Page 58).

Supporting inclusive markets.

Regulations should encourage:

- Market access for SMEs and social enterprises aligned with the SDGs.
- Open innovation platforms where multilateral agencies work with the private sector to co-develop solutions (e. g. , clean tech, low-cost health diagnostics) (Page 60-62).

b) Investment and finance.

Role of blended finance.

The report identifies blended finance as a critical tool to mobilize the estimated US$2. 4 trillion per year needed to achieve the SDGs, particularly in infrastructure, energy, and health sectors (Page, 10, 51).

Key roles of blended finance include:

- De-risking private capital flows in fragile or uncertain markets, especially in low-income and emerging economies.
- Catalysing large-scale investment by combining public/philanthropic funds with private capital to reach viability.
- Enabling early-stage innovation and market entry where commercial investors alone would not assume the risks.
- Examples referenced include vaccine innovation (e. g. , GAVI's Advance Market Commitments) and energy investments supported by multilateral development banks (MDBs).

Enhancing effectiveness (role of multilaterals).

Multilateral institutions are advised to:

- Standardize blended finance instruments and improve transparency of outcomes. Scale successful models, e. g. , through replication in other SDG sectors.

- Expand use of social impact bonds and pooled vehicles to reduce transaction costs and broaden investor access.
- Develop exit strategies that allow public actors to exit once risk diminishes and commercial viability is proven (Page. 55 - 66).

Risk-Sharing Mechanisms and Financial Incentives.

The report suggests that risk-sharing must be smartly designed to:

- Absorb early-stage losses, enabling crowding in of commercial capital.
- Include first loss guarantees, political risk insurance, and currency hedging tools.
- Leverage blended capital stack designs (grants + subordinated + senior debt) to reduce weighted average cost of capital for investors.

Financial Incentives.

It advocates for:

- Sustainability-linked interest rates or tax incentives for impact-focused private capital.
- Preferential procurement policies or performance-linked subsidies for businesses delivering measurable SDG outcomes.
- Green and social bond markets, enabled through multilateral-backed guarantees or aggregators (Page 54-58).

c) Public-private partnerships (PPPs).

Best practices for structuring PPPs.

- Focus on clear, outcome-driven goals tied to sustainable development (e. g. , GAVI vaccines, Merck for Mothers) (Page 66).
- Ensure aligned incentives that promote inclusivity and ethical behaviour (Pages 64-66).
- Use sector-wide roadmaps and standards to reduce corruption and level the playing field (Page 58).
- Integrate digital tools for real-time monitoring and transparency (Pages 43–45, 66).

- Strengthen trust by involving local communities and civil society in co-design and oversight (Pages 10, 61–62).

Private vs. UN Due Diligence.
The report does not explicitly compare private sector due diligence policies to those of UN agencies.

d) Global coordination and diplomacy.

Enhancing global cooperation between governments and the private sector.

Role of multilateral organizations.

- Convene governments, companies, and civil society to align around SDG priorities (Pages 12, 44, 57).
- Create policy frameworks and standards that reduce fragmentation and build global trust (Page 12).
- Facilitate blended finance and innovation platforms to de-risk investments and crowd in private capital (Pages 54–55).
- Provide technical assistance and capacity building for governments to design SDG-aligned public-private partnerships (Page 58).

Recommendations for strengthening coordination.

- Use Global Goal "roadmaps" by sector or region to coordinate investment, regulation, and innovation efforts (Pages 44–46).
- Promote shared measurement systems (e. g. , SDG impact metrics, ESG reporting) to align public and private actors (Pages 56–57).
- Support regulatory harmonization and enabling environments in developing countries through UN agencies and MDBs (Page 54).
- Leverage forums like the UN Global Compact and World Business Council for Sustainable Development (WBCSD) for dialogue and accountability (Page 57).

4) Conclusions and recommendations.

Conclusions.

- **Private sector alignment with SDGs** is essential to solving global challenges profitably.
- **Multilateral institutions** are key in shaping policy environments and co-financing solutions.
- Without reform and coordinated efforts, sustainable markets may not scale in time.
- Businesses are uniquely placed to **drive innovation, investment, and employment** in SDG-critical sectors.

Recommendations.

- Scale blended finance and risk-sharing tools to mobilize private investment in SDG-aligned sectors (page 54).
- Create enabling regulatory environments: Introduce true-cost pricing, mandatory ESG disclosures, and SDG-aligned procurement (pp. 52–58).
- Standardize SDG investment metrics and reporting to enhance impact assessment and capital allocation (pages 56–57).
- Develop and replicate sectoral SDG roadmaps in collaboration with business and civil society (pages 44–46).
- Promote outcome-driven, transparent PPPs that include communities in project design and oversight (pages 64–66).
- Use multilateral forums to convene stakeholders, share best practices, and build capacity for implementation (pages 12, 57–58).

5) Specific insights or references regarding the private sector participation in development finance/multilateral Institutions.

The report views private sector participation in development finance and multilateral institutions as indispensable, urging:

- Greater coordination and trust-building (Page. 12).
- Innovative financing structures (Pages. 10, 54–55).
- Clear SDG-aligned metrics and shared frameworks (Pages 56–58).

While it does not go into institutional governance models or legal agreements, it makes a strong policy case for embedding the private sector within multilateral development ecosystems.

6) How does the document tackle.

a) Private sector and peace and security.

Not mentioned.

b) Private sector and development cooperation.

It strongly promotes public-private development partnerships, particularly involving:

- Multilateral Development Banks (MDBs) (Pages. 44–46).
- UN agencies (Page. 57).
- Donor governments and private investors (Page. 54).

Emphasis is placed on:

- Blended finance (Pages 10, 54–55).
- Co-investment in infrastructure, health, and clean energy (Pages. 28–29).
- Joint development of sectoral roadmaps (Pages 44–46).

c) Private sector and human rights.

Human Rights are indirectly addressed with strong normative framing. The report highlights the private sector's responsibility to respect human rights, particularly in global supply chains. (Pages. 43–44).

It supports

- The UN Guiding Principles on Business and Human Rights.
- Ending practices such as child labour, modern slavery, and exploitative working conditions.

Companies are encouraged to

- Conduct due diligence on social impacts.
- Improve transparency and grievance mechanisms.

d) Private sector and humanitarian action.

Not mentioned.

2. Maximizing finance for development: leveraging the private sector for growth and sustainable development.

World Bank Group. (2017). Maximizing Finance for Development: Leveraging the Private Sector for Growth and Sustainable Development. World Bank. https://www. devcommittee. org/content/dam/sites/devcommittee/doc/documents/mgr/DC2017-0009_Maximizing_8-19. pdf.

1) Scope and methodology.

Scope.

This strategic document outlines the World Bank Group's (WBG) Maximizing Finance for Development (MFD) approach, which aims to shift from using scarce public resources to mobilizing private sector solutions and financing to achieve the Sustainable Development Goals (SDGs).

Methodology.

The MFD approach is guided by the Cascade Approach, which includes:

- Prioritizing private sector solutions.
- Using WBG instruments to improve policy or mitigate risks where needed.
- Resorting to public finance only when necessary.

Private sector (PS) and multilateral institutions (pages 2–3).

It introduces the **Cascade Approach**, which guides the World Bank Group (WBG) in advising governments to:

- First, look for private sector solutions that are sustainable and fiscally responsible.
- If private solutions are not viable, then use public support to fix policy or market failures.
- Only as a last resort should scarce public resources be used for direct funding.

The MFD approach is applied through the **collaboration of multilateral institutions** like the World Bank, IFC, MIGA, and other MDBs (pages 1–2, 4–5).

2) Key findings of the document (pages 1-7).

- **The private sector has untapped potential** to finance sustainable development, but current public finance is insufficient.
- The **Cascade Approach** offers a structured way to prioritize private solutions and use public funds more efficiently.
- **Enabling environments**—such as regulations, investment climate, and local capital markets—are critical to attracting private finance.
- **Risk-sharing instruments and blended finance** are effective in mobilizing private capital.
- **Country ownership and policy reform** are essential for long-term success (page 5, 9).
- The World Bank Group is piloting this approach in **nine countries** and scaling to others (pages 5–6).
- Collaboration across **MDBs is improving**, but more effort is needed for harmonization and joint implementation (pages 7–8).

3) Key study areas analysis.

a) Policy and governance.

The document recommends that **multilateral institutions support countries in creating investment-friendly policies**, including reforms to regulations, procurement, and risk frameworks (pages 3–4, 9). For example, the **Hamburg Principles** (Annex 1, page 9) stress the importance of:

- Country ownership.
- Strengthened investment capacity.
- Clear governance and transparency.

Regulatory reforms.

That reduce investment risk, improve contract enforcement, and ensure transparency are essential. For instance, Egypt's power sector reforms—tariff adjustments and legal frameworks for renewable energy—attracted massive private investment (pages 5–6).

b) Investment and finance.

- Blended finance tools (e. g. , guarantees, concessional loans) are central.
- Example: IFC and MIGA in Egypt's solar program used guarantees and political risk insurance to attract $400M in private investment.
- Example: Colombia's 4G road project used bonds and guarantees to secure $14. 8B in PPP investments.
- Tools like CPSD and InfraSAP support country-level diagnostics.

c) Public-private partnerships (PPPs).

The best practices for restructuring PPPs to reduce corruption and maximize impact are:

- Transparent procurement.
- Standardized contracts.
- Capacity building for governments to manage PPPs (pages 5–7).

Example: Colombia's PPP road program created standard legal frameworks, which helped attract US$14.8 billion in investment (page 6).

Comparison of due diligence policies (Private sector vs. UN).

- Private sector involvement brings **innovation, efficiency, and financing**.
- In Turkey, IFC helped structure healthcare PPPs based on **international standards**, which attracted new investors (page 7).

d) Global coordination and diplomacy.

- Multilaterals can enhance cooperation between PV and government by acting as **catalysts and conveners**, providing blended finance, policy advice, and coordinating across institutions (page 7–8).
- The **Joint MDB Statement** commits to 25–35% increase in private finance mobilization and better reporting (Annex 2, page 10).

Lessons from partnerships in different sectors/regions.

- **Egypt (power)**: Coordinated MDB support reformed policy and attracted solar investment.
- **Colombia (roads)**: Long-term technical support and policy reform enabled large PPP investment.
- **Turkey (healthcare)**: MDBs structured bonds and risk tools to mobilize private capital (WBG pages 5 - 7).

4) Conclusions and recommendations.

Conclusion.

- Public resources are not enough to meet the SDGs. Private sector investment must be mobilized through systematic approaches like the **Cascade Approach** (page 3).

Recommendations.

- Use **private sector solutions first**, before public funds (page 3).
- Improve **investment climates** via regulatory reforms and risk mitigation (page 4).
- Strengthen **collaboration among MDBs** and track results (page 7).
- Scale the **MFD approach** through pilots, capacity building, and tools like InfraSAP and CPSD (pages 4–6).

5) Private sector participation in development finance / multilateral institutions.

- **MDBs can catalyse private investment** using tools like blended finance, guarantees, and advisory services (pages 3–5).
- **Examples:**
- **IFC and MIGA** supported Egypt's solar energy with political risk insurance and debt (page 6).
- **Colombia's 4G roads** involved IFC, IDB, and CAF in structuring bonds and financing PPPs (page 6).
- **Annex 2** reports that MDBs mobilized $71. 1 billion in private finance for low/middle-income countries in 2016 (page 11).

6. How does the document tackle.

a) Private sector and peace and security.

Not mentioned.

b) Private sector and development cooperation.

The document shows how private sector involvement is part of a **broader development strategy**, complementing public funding and aligning with country development goals (pages 1–2, 4–5).

c) Private sector and human rights.

Not mentioned.

d) Private sector and humanitarian action.

Not mentioned.

3. Global sustainable development report 2023: times of crisis, times of change.

Independent Group of Scientists. (2023). Global Sustainable Development Report 2023: Times of crisis, times of change. United Nations. https://sdgs. un. org/sites/default/files/2023-09/FINAL%20GSDR%202023-Digital%20-110923_1. pdf.

1) Scope and methodology (What are the document about /quick executive summary and how does it tackle PS and Multilateral Institutions) (pages 10-16).

Scope.

- Assesses global progress toward the 2030 Agenda in light of intersecting crises (COVID-19, geopolitical conflicts, climate change, inequality).
- Proposes science-based transformation pathways to accelerate SDG achievement before 2030.

Methodology.

interdisciplinary, drawing on global data, academic literature, regional consultations, and input from stakeholders (private sector, civil society, scientists).

2) Key findings of the document.

- **Progress on SDGs has stalled or regressed** due to compounded crises; current trajectories will miss many 2030 targets (pages 17-23).
- **Partial progress and new actor engagement** are visible—particularly in private sector participation and sustainable investment trends (pages 26-28).
- **Risks of "SDG-washing"** and fragmented global governance hinder real impact and coordination (pages 26-27, 29).
- **Transformative change—not incremental adjustments—is essential**, requiring urgency, political will, and collective action (pages 30-35).
- **Science and innovation are central enablers** of transformation; evidence and tools already exist but are underutilized (pages 36-39).

3) Key study areas analysis.

a) Policy and governance.

Policy Frameworks to Align Private Sector Investment with the SDGs (pages 40-45, 56-57).

- **Policy frameworks must integrate SDGs** across national, sectoral, and local levels—few countries have quantified targets.
- **Inclusion of non-state actors** in planning and governance is essential: participatory commissions, multi-actor platforms.
- **Example**: Brazil's and Finland's SDG commissions incorporate civil society and business input.

Regulatory reforms are needed to (pages 42-45, 122-125):

- Adjust fiduciary rules for institutional investors to allow sustainable investments.
- Mandate ESG disclosure and sustainability due diligence.
- Enable transparent PPP frameworks and combat corruption in public procurement.

b) Investment and Finance.

- **Blended finance is key**—public/multilateral capital should de-risk and crowd in private investment (pages 41-44, 122-123).
- **Incentives for SDG Investment** (pages 123–124): Tax breaks, feed-in tariffs, carbon pricing, and elimination of harmful subsidies recommended.
- **Enabling Environments** (pages 24–27, 124–125): Investment climate reforms, legal certainty, dispute resolution, and anti-corruption controls highlighted.

c) Public-private partnerships (PPPs) (pages 99-103).

Best practices.

- Transparent procurement processes and competitive bidding.
- Clear risk-sharing mechanisms and role definitions.
- Civil society participation to ensure public interest is met.
- Independent performance monitoring, with results measured beyond financials (e. g. , access, equity, sustainability).

Example: Bouaké Sustainable City project (Côte d'Ivoire) combines EU funds with local implementation for green jobs and infrastructure.

d) Global coordination and diplomacy.

Multilateral Mechanisms (pages 88–91, 122–123).

- Recommendations include voluntary coalitions (e. g. , GISD Alliance), thematic SDG platforms, and HLPF participation mechanisms.
- Urges global tax on fossil fuel profits and IMF/World Bank reform.

Lessons from Partnerships (pages 90–91).

- Case studies: MDB Challenge Fund (Gates, Rockefeller, OSF), Bouaké Sustainable City (Côte d'Ivoire), Apple and Volvo supply chain decarbonization.

4) Conclusions and Recommendations of the document.

Conclusions.

- **Urgent call for systemic transformation** built on cooperation, capacity, and accountability.
- **Key actions**:
- Create national transformation frameworks by 2024.
- Build institutional and leadership capacity for system thinking and SDG delivery.
- Implement synergistic policies across six key entry points (well-being, economy, energy, food, cities, environment).
- Expand fiscal space and peacebuilding foundations.
- Align science and policy through open, collaborative platforms.

Final message: "Transformations are both possible and inevitable... embrace them with the necessary urgency. ".

5) Specific insights or references regarding the private sector participation in development finance/multilateral Institutions (pages 41–44, 75–77, 88–91, 102–103, 123–125).

- Private capital is indispensable to close the SDG financing gap.
- Multilateral institutions must reform to better de-risk and mobilize private investment in LICs and fragile states.
- Business engagement areas: science & technology partnerships, climate finance, blended instruments, digital services.
- Proposed shift in business models: from shareholder value to SDG-aligned "inclusive value creation. ".
- Call for multi stakeholder platforms and cross-sector SDG innovation labs.

6) How does the document tackle.

a) Private sector (PS) and peace and security.

No direct PS focus, but links peacebuilding and conflict resolution with enabling sustainable investment.

b) Private sector and development cooperation.

Private actors should be integrated into international financing mechanisms and knowledge sharing (pages 41–44, 90–91).

c) Private sector and human rights.

Promotes private sector responsibility in inclusive transitions, labor standards, and community engagement (pages 99–103).

d) Private sector and humanitarian action.

Indirectly acknowledges the role of PS in logistics, health, and digital infrastructure during crises.

4. Sizing the impact investing market 2024.

Global Impact Investing Network. (2024). Sizing the impact investing market 2024. GIIN. https://thegiin. org/publication/research/sizing-the-impact-investing-market-2024/.

1) Scope and methodology.

Scope.

- The document objective is to estimate the global size of the impact investing market as of year-end 2022, based on assets under management (AUM) by impact investors.
- The scope covers all regions and asset classes, includes both core impact investors (intentional, measurable impact) and broadly aligned investors and encompasses DFIs, fund managers, foundations, pension funds, banks, and insurers (page 4).

Methodology.

Methodology is based on verified AUM data from **1,324 impact investing organizations** and data sources include:

- GIIN's own Impact Investor Survey.
- Public disclosures (e. g. , B Corp, PRI, company filings).
- Direct verification with over 100 large investors.

Verified figures are conservative and aim to reflect actual committed capital dedicated to impact investing (pages 3–4).

2) Key findings of the document.

Market Size Reaches US$1. 3 Trillion: The impact investing market reached **US$1. 3 trillion AUM** at the end of 2022 (page 3).

Diverse Investor Participation.

- Fund managers (specialized and mainstream).
- Development finance institutions (DFIs).
- Foundations, family offices.
- Banks, insurers, pension funds (pages 5–6).

3) Key study areas analysis.

a) Policy and governance.

- While not a regulatory report, it highlights:
- Growing interest by regulated financial actors (e. g. , pension funds, banks) in impact investing.
- Implied need for coherence in definitions and standards (pages 5–6).
- The report is descriptive, not prescriptive — it does not propose policies but underscores the value of shared frameworks.

b) Investment and finance.

- Focus is entirely on market quantification, not on financial instruments or blended finance.
- DFIs are included in the data set but their role as catalysts is not analysed in depth.
- Key contribution: capturing diversification of investor base and quantifying sectoral expansion.

c) Public-private partnerships (PPPs).

- No explicit discussion on PPPs.
- Implicit signal: DFIs and private institutional investors increasingly co-exist in the market — suggesting possible collaboration pathways.

d) Global coordination and diplomacy.

The report does not engage in policy-level coordination or multilateral governance.

4) Conclusions and recommendations.

Conclusions.

- Impact investing is mainstreaming, evidenced by the scale (US$1. 3 trillion AUM).
- Institutional investors are driving market growth, bringing scale and discipline.
- Data, definitions, and verification are key to trust and benchmarking.
- The market is diverse, global, and rapidly professionalizing.

Recommendations.

- Advance impact data standards to improve comparability and reliability.
- Foster institutional participation by clarifying metrics and expanding tools.
- Build market infrastructure and platforms to connect capital with outcomes.
- Ensure transparency to safeguard against impact-washing and maintain credibility.

5) Specific insights or references regarding the private sector participation in development finance/multilateral Institutions.

- The private sector — particularly banks, pension funds, and DFIs — is at the core of the AUM estimate.
- DFIs are included as data contributors but not discussed as co-implementers of multilateral development programs.
- No comparative insight into their strategic roles within development finance architecture.

6) How does the document tackle.

a) Peace & Security.

Not addressed; the document is **purely financial and market oriented**.

b) Private sector and development cooperation.

Not addressed; the document is **purely financial and market oriented**.

c)Private sector and human rights.

Not addressed; the document is **purely financial and market oriented**.

d) Private sector and humanitarian action.

Not addressed; the document is **purely financial and market oriented**.

5. State of blended finance 2024.

Convergence. (2024). State of blended finance 2024. Convergence. https://www. convergence. finance/resource/state-of-blended-finance-2024/view.

1) Scope and methodology.

Scope.

The report provides a comprehensive global analysis of the blended finance market (2019–2023), including:

- Volume and trend analysis.
- Sector focus (climate, SDGs, gender).
- Actor roles (DFIs, private sector, donors, philanthropies).
- Enabling conditions: regulatory and institutional factors (pp. 4–6).

Methodology.

The study is based on Convergence's proprietary database—covering 1,300+ blended finance transactions—and is complemented by:

- Surveys and interviews with practitioners.
- Inputs from organizations such as OECD, IFIs, UN agencies.
- Both public and confidential deal-level data (page 5).

2) Key findings.

- Blended finance volumes and new transactions have declined since 2019, with 2022–2023 reaching historic lows (pages 13–14).
- Sectoral alignment with SDGs is uneven: climate dominates, while education, health, and gender remain underfunded (pages 15–16).
- Blended finance remains concentrated in middle-income countries; LICs and fragile states are underserved due to high risk and weak policy environments (page 15).
- Donor-DFI collaboration is fragmented; mandates, concessionality principles, and reporting practices are inconsistent (pages 18–19).

- The system requires structural reforms: deeper local market development, improved risk-sharing, and long-term investment incentives (pages 20–21).
- Data transparency and harmonized impact standards are urgently needed (pages 22–23).

3) Key study areas analysis.

a) Policy and governance.

- Policy fragmentation and lack of alignment on SDG impact measurement limit mobilization (page 18).
- Recommends investing in enabling ecosystems and harmonized frameworks (page 20).
- Regulatory reform is critical: rules-based, predictable investment climates are necessary (pages 19–21).

b) Investment and finance.

Blended finance must evolve from one-off transactions to systems-based approaches (page 20). Calls for:

- Reforming DFI and MDB mandates.
- Scaling guarantees, first-loss capital.
- Tiered capital stacks to attract private participation (pages 20–21).

c) Public-private partnerships (PPPs).

- Not explicitly framed as PPPs, but stresses ecosystem-based co-creation with local actors and private firms (page 20).
- Highlights the need to integrate local expertise and intermediaries into financing structures.

d) Global coordination and diplomacy.

- Emphasizes the need for multilateral leadership in:
- Harmonizing concessional finance principles.
- Coordinating data and metrics.
- Building trust through shared frameworks (pages 6, 18–21).

4) Conclusions and recommendations.

Conclusions.

- Blended finance is **falling short of potential** for SDG delivery.
- Too fragmented, risk-averse, and narrow in scope.

Recommendations.

- Reform DFI and donor incentives to mobilize, not just invest (Page 20).
- Systemic approaches over deal-by-deal models (Page 21).
- Use concessional finance strategically, especially in fragile geographies (Page 21).
- Enhance data transparency and standardized metrics (Page 22).
- Invest in local capacity, innovation, and intermediaries (Page 23).

5) Specific insights or references regarding the private sector participation in development finance/multilateral Institutions.

- Private sector participation is stagnating, despite being central to blended finance (page 6).
- Barriers include high transaction costs, misaligned risk-return profiles, and lack of transparency (page 18).
- Multilaterals should shift from direct investing to mobilizing private capital through better-aligned incentives and structures (page 20).
- Lack of standard metrics and concessionality reporting undermines investor confidence (page 22).

6) How does the document tackle.

a) Private sector and Peace and Security.

Not mentioned.

b) Private sector and development cooperation.

- Blended finance is framed as a critical tool within development cooperation, where private capital complements public and donor efforts.
- The report urges greater coordination between DFIs, MDBs, donors, and private investors to align financing with SDG outcomes (pages 6, 13–21).

c) Private sector and human rights.

Not mentioned.

d) Private sector and humanitarian action.

Not mentioned.

6. Private sector development strategy: fostering development through the private sector.

International Monetary Fund. (2025). Inter-American Development Bank. (2011). Private Sector Development Strategy: Fostering Development Through the Private Sector. https://www. cbd. int/financial/mainstream/idb-private. pdf.

1) Scope and methodology.

Scope.

The strategy outlines the Inter-American Development Bank's (IDB) approach to fostering development in Latin America and the Caribbean by supporting private sector-led solutions. It emphasizes the private sector's role in driving productivity, job creation, service delivery, and inclusive growth across the region, particularly through infrastructure, financial markets, and support for small and medium-sized enterprises (SMEs) (pages 1–3).

Methodology.

The document is a strategic policy framework grounded in IDB operational experience and consultations with public and private stakeholders. It is not an empirical study but presents institutional priorities and strategic instruments based on internal evaluations and development practice (page 3).

2) Key Findings of the Document (pages 2-7).

- The private sector is essential for development, especially in job creation, service delivery, and innovation.
- Development impact improves when businesses operate in competitive, regulated, and inclusive markets.
- Access to finance, market failures, and weak institutional environments are persistent obstacles in the region.
- IDB can play a pivotal role through direct financing, technical assistance, and public-private partnerships.
- A holistic approach is needed that aligns financial tools, policy reform, and institutional capacity-building.

3) Key study areas analysis.

a) Policy and governance.

- **Policy Frameworks for Enabling Private Engagement:** IDB promotes legal and regulatory reforms that enhance market functioning, such as contract enforcement and property rights protection (page 3).
- **Example:** In Paraguay, property registration reforms supported by IDB improved investor confidence and smallholder participation in markets (page 4).
- **Regulatory Reforms for Collaboration:** The Bank supports competition policy, consumer protection, and the removal of bureaucratic bottlenecks to enable private delivery of services (page 4).
- **Example:** In the energy sector, reforms in El Salvador facilitated independent power producers via updated regulatory frameworks (page 5).

b) Investment and Finance (page 6).

- **Blended Finance and Private Resource Mobilization:** The Bank combines concessional and commercial finance to de-risk private investment, especially in high-impact sectors (page 6).
- **Example:** Through IDB Lab, IDB co-financed early-stage innovations and extended credit to underserved SMEs via local banks.
- **Risk-sharing Instruments:** Partial credit guarantees, subordinated debt, and first-loss facilities are highlighted as mechanisms to crowd in private capital (page 6).
- **Improving Investment Environments:** Stable macroeconomic policies, investor protection, and reliable dispute resolution systems are essential for investor confidence (pages 4–5).

c) Public-private partnerships (PPPs).

- **Best Practices:** Emphasis on clear rules, transparency, and shared risks to attract private actors into infrastructure and service delivery (pages 5–6).
- **Example:** Colombia's transport sector PPP framework, developed with IDB support, attracted major private capital for road development (page 6).

d) Global coordination and diplomacy.

- Enhancing PS-Government Collaboration: IDB acts as a platform for dialogue and project preparation involving governments, investors, and civil society (page 7).
- Example: Through IDB's support, regional energy integration efforts combined public planning with private sector investment.
- Partnership Lessons: Combining technical assistance, concessional capital, and private expertise is key to structuring scalable, impactful programs.

4) Conclusions and Recommendations (page 7).

Conclusions.

- Private sector development is a cornerstone of inclusive economic growth and poverty reduction.
- Market failures and institutional weaknesses must be addressed to unlock the sector's full potential.
- IDB's value lies in its convening power, financial instruments, and technical assistance to create conditions for sustainable private investment.

Recommendations.

- Foster enabling environments through legal and regulatory reform.
- Expand the use of blended finance tools to share risk and incentivize private sector engagement.
- Strengthen public institutions to effectively manage PPPs and regulate private markets.
- Promote regional knowledge-sharing and collaboration between public, private, and multilateral actors.
- Leverage the full IDB Group to deliver integrated solutions, from early-stage innovation (IDB Lab) to large-scale finance (IDB Invest).

5) Specific insights or references regarding the private sector participation in development finance/multilateral Institutions.

IDB Group entities work together to deliver finance and expertise to private actors:

- **IDB Invest** provides loans and equity.
- **IDB Lab** (formerly MIF) pilots' innovations and de-risks investments.
- The Bank supports **policy dialogue and legal reform** to improve markets (page 5–6).

6) How does the document tackle.

a) Private sector and development cooperation:

The strategy presents private sector development as a **core pillar of broader development cooperation**, complementing public policy reform and social investment (p. 1–2, 7).

b) Private sector and peace and security.

Not mentioned.

c) Private sector and human rights.

Not mentioned.

d) Private Sector and Humanitarian action.

Not mentioned.

7. Impact dashboard: SDG-aligned investments 2020-2025.

CFO Coalition for the SDGs. (2025). Impact dashboard: SDG-aligned investments 2020-2025. United Nations Global Compact. https://www. cfocoalition. org/about/kpi-dashboard; https://ungc-communications-assets. s3. amazonaws. com/docs/publications/FINAL_CFO%20Action. pdf.

1) Scope and methodology.

Scope.

This document functions as a **performance report**, providing:

- The rationale and architecture of the CFO Coalition.
- A four-principle framework for SDG-aligned corporate finance.
- Performance metrics (via the KPI Dashboard).
- Case studies from companies.
- Strategic recommendations for public and private actors.

Methodology.

- Collaborative design involving 100+ CFOs from global corporations.
- Alignment with UNGC principles, SDG frameworks, and international ESG standards.
- Quantitative data from company reports and voluntary disclosures.
- Qualitative insights from multi-stakeholder dialogues, especially with investors and policymakers.

The document serves as a **guiding reference for CFOs and financial institutions** looking to embed sustainability into capital allocation, strategy, and reporting.

2) Key findings of the document.

Finance as a Strategic Lever for Sustainable Transformation.

The central premise is that CFOs are uniquely positioned to lead the integration of sustainability into corporate finance. The Coalition defines four **Principles for Integrated SDG Finance**:

- **SDG Impact Thesis and Measurement.**
- **Integrated Strategy and Investments.**
- **Integrated Corporate SDG Finance.**
- **Integrated SDG Communication and Reporting.**

The Coalition promotes a **systems change approach**, where financial decision-making is realigned with long-term societal and environmental value creation.

3) Key study areas analysis.

a) Policy and governance.

Transforming Corporate Governance through the CFO Function.

The Coalition positions the CFO as a **transformational agent**, shifting the finance function from a compliance role to a driver of **strategic sustainability integration**.

Governance-related actions include:

- Embedding SDG targets in capital budgeting.
- Steering sustainability-linked KPIs and remuneration frameworks.
- Aligning investor engagement with sustainability disclosures.

The report encourages regulatory and supervisory bodies to support this transition through:

- Standardized SDG-aligned reporting frameworks.
- Mandates for ESG integration in fiduciary duty.
- Incentives for long-term financial planning aligned with global goals.

b) Investment and finance.

Mobilizing Capital toward SDG-Aligned Outcomes.

Key financial insights (drawn from the KPI Dashboard and detailed on pages 20–25):

- Coalition members reported **US$282 billion in SDG-aligned investments (2020–2023)**, projected to reach **US$472 billion by 2025**.
- **41% of all investments** by Coalition members are currently aligned with the SDGs.
- Sustainable finance instruments (e. g. green, social, sustainability-linked bonds and loans) represent **46% of total corporate debt** among members.

Investment categories include.

- Renewable energy and net-zero infrastructure.
- Inclusive healthcare and digital access.
- Gender and diversity financing mechanisms.
- Circular economy initiatives.

The document recommends.

- Mainstreaming SDG-alignment in corporate investment criteria.
- Promoting **blended finance partnerships** with DFIs and MDBs.
- Mobilizing institutional capital by embedding SDG indicators in investor mandates.

c) Public–Private Partnerships (PPPs).

Private Sector–UN Collaboration.

The report presents the Coalition itself as a **meta-partnership model**, demonstrating how businesses, UN entities, and investors can collaborate around shared sustainability priorities. It advocates for:

- Scaling **outcome-based finance models**, where financial performance is linked to SDG results.
- Creating **cross-sector SDG finance platforms** at national and regional levels.

- Encouraging corporate participation in **SDG bond markets**, particularly in developing countries.
- Example: A CFO Lab (page 22) explored how CFOs can catalyse **health system resilience** through blended financing involving multilateral actors, sovereigns, and the private sector.

d) Global coordination and diplomacy.

A New Paradigm of Financial Multilateralism.

The report calls for a "**New Era of Financial Leadership**" aligned with multilateral goals. It argues that achieving the SDGs requires:

- A fundamental shift in global capital flows.
- Greater convergence of corporate finance, public policy, and sustainable development priorities.

To this end, the Coalition recommends:

- Strengthening **alignment between SDG reporting and global taxonomies/standards** (e. g. ISSB, EU SFDR, IFRS).
- Enhancing **dialogue between CFOs, investors, and regulators** to ensure long-term incentives.
- Establishing **global benchmarks for SDG-aligned corporate finance** and tying them to sovereign policies and targets.

4) Conclusions and recommendations of the document.

Conclusions.

- CFOs and corporate finance systems must play a central role in redirecting global capital toward **sustainable and inclusive growth**.
- A **transformational shift** is needed—from siloed ESG programs to **fully integrated SDG finance strategies**.
- The private sector, particularly through CFO leadership, must align with multilateral targets and societal needs.

Recommendations.

- **Mainstream SDG alignment into financial decision-making**, capital allocation, and investor communication.
- **Develop and adopt standardized SDG finance frameworks**, in partnership with global regulators, investors, and multilateral institutions.
- **Scale SDG-linked finance instruments**, including bonds, loans, and equity strategies tied to measurable outcomes.
- **Foster public–private innovation platforms** to co-create financing models for inclusion, climate, and resilience.
- **Mobilize long-term institutional capital**, leveraging data, trust, and transparency to build SDG investment pipelines.

The report closes with a call for CFOs to **lead a new era of financial stewardship**, where finance is not a constraint—but a driver—of human and planetary progress.

5) Specific insights or references regarding the private sector participation in development finance/multilateral Institutions.

This is one of the document's strongest areas. Key highlights:

- The Coalition's core premise is to **mobilize private finance at scale** for the SDGs through corporate commitments and capital market alignment.
- It promotes **blended approaches** involving **corporates, multilateral development banks (MDBs), donors, and institutional investors**.
- Recommends **de-risking mechanisms**, such as guarantees or concessional capital, to crowd in private investment in emerging markets.
- Encourages CFOs to **integrate SDG risks and opportunities** into mainstream financial models—moving beyond ESG compliance into **impact-oriented finance**.

Multilateral institutions are called upon to:

- Create **SDG-aligned investment pipelines**.
- Support **standardization of SDG impact metrics**.
- Foster **global coalitions for outcome-based finance** (e. g. health, food, digital inclusion).

6) How does the document tackle.

a) Private Sector and Peace & Security.

- While not explicitly covered, the report's emphasis on resilient systems investment (health, digital, supply chains) contributes to stability in fragile settings.
- Calls for prioritizing financing flows that address systemic vulnerabilities—a prevention-based approach aligned with peacebuilding goals.

b) Private sector and development cooperation.

- The CFO Coalition promotes a new model of development cooperation centered on private finance alignment, rather than aid dependence.
- Proposes co-financing frameworks between public agencies and corporates.
- Advocates for corporate contributions to national SDG financing strategies and integrated financing frameworks (INFFs).

c) Private sector and human rights.

- While not foregrounded as a theme, the framework assumes compliance with UNGC principles (which include human rights).
- Companies are expected to integrate social KPIs such as gender, diversity, and community impact into their financing decisions.
- Coalition metrics encourage equity-focused investment decisions as a way to operationalize rights-based approaches.

d) Private sector and humanitarian action.

- Indirectly addressed through financing for resilience and inclusion (e. g. access to basic services, health, social protection).

8. The SDG partnership guidebook: a practical guide to building high impact multi-stakeholder partnerships for the sustainable development goals.

International Chamber of Commerce. (2022). The SDG partnership guide*book*. UN Partnerships for SDGs Office & ICC. https://sdgs. un. org/sites/default/files/2022-02/SDG%20Partnership%20Guidebook%201. 11. pdf.

1) Scope and methodology (What is the document about /quick executive summary and how does it tackle PS and Multilateral Institutions) (Pages 3-5).

Scope.

This Guidebook is a **practical tool** designed to help stakeholders—governments, private sector, civil society, academia, and international organizations—create, manage, and strengthen partnerships aligned with the SDGs. It introduces a **systematic framework**, **principles**, **strategic tools**, and **processes** to design and operationalize **transformational partnerships**.

Methodology.

The document draws on:

- Applied practice in multi-sector partnerships.
- Research by The Partnering Initiative and UN bodies.
- Case studies and learnings from real SDG partnerships.
- Stakeholder consultations.

It adopts a **step-by-step systems approach**, with conceptual models like the **"SDG Partnership Ecosystem"** and the **"Partnering Cycle"**, incorporating practical checklists, questions, and success factors. Regarding the links and relation between the private sector and multilateral institutions, the Guidebook:

- Highlights the **private sector as a critical actor**, not just for financing but for innovation, technology, and value chain impact.
- Emphasizes **UN agencies and international organizations** as facilitators and conveners of effective partnerships.
- Frames partnerships as **a collective governance mechanism**, rooted in co-creation, shared value, and mutual accountability.

2) Key findings of the document (Page 4).

Partnerships Are Essential to Achieving the SDGs.

The Guidebook is anchored in SDG 17, which identifies **multi-stakeholder partnerships** as a cornerstone of implementation. It argues that the complexity of sustainable development challenges **requires cross-sector collaboration**, combining resources, perspectives, and capacities across all sectors.

Why partnerships matter (Page 4).

- Governments can't achieve the SDGs alone.
- The private sector influences every SDG through supply chains and employment.
- Civil society brings legitimacy, reach, and local knowledge.
- Multilateral agencies ensure coordination and standards.

From Transactional to Transformational Partnerships (Page 9).
The Guidebook distinguishes between **"transactional"** (short-term, project-based) and **"transformational"** (long-term, systemic impact) partnerships. The goal is to move toward the latter by:

- Aligning core business/governance models with the SDGs.
- Creating joint value rather than only exchanging resources.
- Embedding equity, transparency, and learning.

It proposes a **Transformational Partnership Framework** (page 9), emphasizing:

- Systemic vision.
- Shared ownership.
- Adaptive management.
- Long-term trust building.

The SDG partnership ecosystem.

A key contribution of the Guidebook is the concept of a **"SDG Partnership Ecosystem"** (page 12), which includes:

- Enabling institutions (e. g. , ministries, UNDP, local governments).
- Legal/regulatory frameworks.
- Funding and capacity-building instruments.
- Cultural norms and relationship networks.

This approach recognizes that **partnerships do not happen in a vacuum**, but are embedded in broader political, institutional, and relational systems. Strengthening the ecosystem involves creating national platforms, incentivizing collaboration, and integrating partnership governance into national SDG planning.

3) Key study areas analysis.

a) Policy and governance.

Policy Frameworks for Enabling Partnerships (pages 6–7, 17–18):

The Guidebook stresses the need for **national policy environments** that actively promote and facilitate multi-stakeholder partnerships. This includes:

- Embedding partnerships into **national development plans and SDG roadmaps**.
- Creating **dedicated units** within ministries or planning agencies to coordinate partnerships.
- Setting up **national platforms** (e. g. , Finland's SDG implementation model or Colombia's High-Level Commission for the 2030 Agenda).

These frameworks give clarity to the private sector and civil society on priority SDGs and how they can contribute. The document recommends government leadership in providing **"convening power" but** not acting as sole controllers—co-ownership is key.

Regulatory Support for Collaboration (pages 13,17).

While less focused on regulation than the GSDR, the Guidebook calls for:

- **Legal recognition of partnerships** (e. g. , MoUs, contracts, joint ventures).
- **Procurement reform** to enable co-creation and not just service contracting.
- Inclusion of **multi-stakeholder mechanisms** in national SDG implementation.

It sees **UN agencies** as catalysts for regulatory reform by sharing best practices and convening diverse actors under neutral ground.

b) Investment and Finance (pages 11–13, 20–21).

Role of Blended Finance and Leveraging Private Resources.

While the Guidebook is not a financial document per se, it acknowledges that **partnerships are critical mechanisms to mobilize and align financing for the SDGs**, especially from the private sector. Key points include:

- **Unlocking private sector resources** is one of the core motivations for engaging businesses in partnerships. This includes not only financial capital, but also in-kind resources, infrastructure, data, technology, and innovation capacity.
- The Guidebook suggests that effective partnerships can **de-risk investment** for private actors through shared accountability, reputation enhancement, and political support—**an implicit mechanism of blended finance**.
- In Section 2. 4, it highlights how partnerships can "align business models with SDG priorities," moving beyond CSR into **core business transformation**. This alignment increases the willingness of companies to invest in inclusive and sustainable solutions.
- Although not explicitly framed as "blended finance," the Guidebook promotes **multi-stakeholder resource pooling**, especially when public institutions or international organizations can catalyse initial funding or co-financing.

Financial Enablers in the Ecosystem.

On page 13, within the SDG Partnership Ecosystem, one key element is **"funding and financing models"**. Recommendations include:

- Creating **national partnership funds** to support local actors.
- Using **philanthropy** as a bridge between public and private sectors.
- **Impact investment strategies** tied to partnership goals.
- Incentives for partnerships through tax relief or innovation funding.

The Guidebook recommends aligning finance with **long-term development strategies** and calls on development banks and UN agencies to offer **capacity-building** for partners in resource mobilization and financial management.

c) Public-private partnerships (PPPs).

Structuring Effective and Transparent PPPs (pages 17–19, 23).

The Guidebook does not directly focus on traditional infrastructure-focused PPPs, but it does provide a rich framework for structuring **broader collaborative initiatives** between public institutions and private actors.

d) Global Coordination and Diplomacy (pages 5, 13, 18).

The Role of Multilateralism and UN in Convening and Enabling Partnerships.

The Guidebook frames the **United Nations and multilateral organizations** as central actors in global SDG partnerships. Their role includes:

- Neutral conveners.
- Standards and capacity-building.
- Knowledge hubs.
- Global-to-local bridges.
- Advancing inclusive diplomacy.

Case examples suggest how UNDP or UN Global Compact have enabled partnerships that scaled across multiple countries and sectors, acting as both **facilitators and technical advisors**.

4) Conclusions and Recommendations of the document.

The SDG Partnership Guidebook concludes with a strategic appeal: effective, purpose-driven partnerships are essential to unlocking the full capacity of all societal sectors in support of the 2030 Agenda.

Key Takeaways:

- **Partnerships as Governance Instruments:** Far from being informal arrangements, partnerships should be treated as structured governance mechanisms. This requires deliberate planning, adequate resources, and shared accountability—comparable to formal public policy instruments.
- **Conditions for Transformational Impact:** Lasting results are achieved when partnerships are rooted in co-creation, transparency, equitable power distribution, and long-term trust. These are not optional values but enabling conditions for impact at scale.
- **Enabling Environments Are Critical:** The success of multi-stakeholder collaboration depends heavily on the presence of conducive regulatory frameworks, supportive institutions, and financing models that encourage cross-sector cooperation. Governments and multilateral organizations play a pivotal role in shaping these ecosystems.
- **Capacity and Infrastructure Matter:** Strong partnerships require more than goodwill. They rely on technical capacity, robust governance tools, and effective financial strategies to sustain collaboration and deliver results.
- **Urgency for Action:** With less than five years remaining to achieve the SDGs, strengthening both the quality and quantity of partnerships is no longer optional. This Guidebook offers a practical and adaptable framework to accelerate efforts where they matter most.
- Specific insights or references regarding the private sector participation in development finance/multilateral Institutions.

Private Sector as a Co-implementer and Co-financier of the SDGs.
The Guidebook recognizes the **private sector as a critical actor not only in resource mobilization** but in **strategic implementation** of the SDGs. It identifies that businesses—especially those with regional or global presence—have influence across virtually all SDGs through their **operations, supply chains, investments, innovations, and employment practices**.

Key insights.

- On page 4, it states: "The private sector has enormous potential to contribute to the SDGs, not only through philanthropic activities or CSR, but by aligning core business strategies and operations with sustainable development".
- The Guidebook emphasizes the **shift from transactional to transformational engagement**—encouraging businesses to move from project-level contributions to **long-term, strategic alignment** with development outcomes.
- It stresses that partnerships with the private sector should **create shared value**, enabling companies to pursue commercial objectives while generating measurable SDG impacts.

Financial Contribution through Innovative Models.

Although the document does not provide detailed models of development finance, it includes several mechanisms through which the private sector can participate in SDG financing:

- **Co-investment mechanisms** within multi-stakeholder partnerships (MSPs).
- **Blended finance-style approaches**, where public and private funds are combined under a shared governance framework.
- **In-kind contributions** such as expertise, infrastructure, data, and distribution capacity.
- **Impact-driven business models** that generate both revenue and development results (e. g. , inclusive business, social enterprises).

The Partnering Cycle model (pages 20–23) includes a financing design phase in which all partners—public, private, multilateral, and civil—identify and commit resources according to capacity and value added.

Role of Multilateral Institutions.

Multilateral bodies such as the **United Nations Development Programme (UNDP)**, **UN Global Compact**, and **UN DESA** are portrayed as **catalysts and conveners** of cross-sector financing partnerships. Their specific functions include:

- Legitimizing and facilitating private sector involvement in SDG initiatives.
- Supporting governments in **structuring public–private partnerships** aligned with national development priorities.
- **Capacity-building** for local institutions and business actors to engage in sustainable development finance.
- Creating **knowledge-sharing platforms** for private sector SDG investment case studies.

An example cited is the collaboration between **Safaricom, UNDP, and civil society actors in Kenya**, which leveraged the telco's infrastructure and innovation for inclusive development.

In sum, while not a technical finance manual, the Guidebook firmly positions the private sector as a **co-financer**, **innovator**, and **operational partner** in delivering SDG outcomes—with multilateral organizations acting as **enablers, brokers, and standard-setters**.

6) How does the document tackle.

a) Private sector and peace & security.

Although not addressed directly, the Guidebook supports conflict-sensitive partnerships through its emphasis on **trust-building, inclusiveness, equity**, and **mutual accountability** (pp. 13, 17). These principles are especially relevant in fragile or post-conflict settings to prevent power imbalances and support local legitimacy.

b) Private sector and development cooperation.

The private sector is framed as a co-implementer in national and international development strategies. The Guidebook promotes **multi-actor platforms**, **shared responsibility**, and **alignment with national SDG priorities**, with multilateral agencies (e. g. , UNDP) facilitating coordination and enabling environments.

c) Private sector and human rights.

The Guidebook endorses a human rights-based approach through **inclusive participation**, **equity in decision-making**, and **transparency**. It calls for partnerships that avoid reinforcing inequalities and encourages risk assessments with social and environmental safeguards, implicitly aligning with the **UN Guiding Principles on Business and Human Rights**.

d) Private sector and humanitarian action.

While humanitarian contexts are not a central focus, tools like **stakeholder mapping**, **adaptive management**, and **inclusive design** are applicable to **post-crisis recovery** and resilience-building. The private sector's role in infrastructure, logistics, and innovation can be leveraged in humanitarian–development nexus settings.

9. Effective results frameworks for sustainable development: achieving impact by design.

OECD (2024), Effective Results Frameworks for Sustainable Development: Achieving Impact by Design, OECD Publishing, Paris, https://doi. org/10. 1787/aaa4bb52-en.

1) Scope and methodology.

Scope.

This report is part of the OECD "Toolkit for Engaging the Private Sector in Development Co-operation. " It aims to provide development actors with practical guidance to design, implement, and scale effective partnerships with the private sector (PS) using results-based management (RBM) tools.

Methodology.

The document draws from:

- Empirical evidence and practical experiences from bilateral/multilateral actors (e. g. GIZ, Sida).
- Case studies and programmatic evaluations.
- Alignment with international standards such as the SDGs, the Addis Ababa Action Agenda, and the UN Guiding Principles on Business and Human Rights.

2) Key findings of the document.

- **The private sector is a critical development actor**, not just a funding source.
- **Results frameworks tailored to PS engagement** improve accountability, transparency, and impact delivery.
- Effective partnerships require **clear value propositions, co-ownership of objectives**, and mutual accountability.
- Lack of shared results language and fragmented monitoring frameworks hinder impact and scalability.

- Risk of “impact washing” or weak attribution unless rigorous and harmonized indicators are used.
- Results frameworks help align **business incentives with development outcomes**, especially when linked to blended finance.

3) Key study areas analysis.

a) Policy and governance.

Public Policy Frameworks to Enable Collaboration.

The document recommends that governments and development agencies:

- Embed **private sector participation** within national SDG strategies.
- Create **inclusive platforms** for policy dialogue and co-creation of development solutions.
- Establish national multi-stakeholder bodies to institutionalize collaboration.

Private sector engagement should not be ¨ad hoc¨ but rooted in long-term policy alignment and co-governance mechanisms.

Regulatory Reforms.

Identified regulatory obstacles include:

- Public procurement laws that restrict partnerships.
- Lack of legal recognition for co-financing or performance-based models.

Proposals.

- Reform procurement frameworks to allow social/environmental criteria.
- Streamline legal frameworks to accommodate innovative PPPs.
- Create **one-stop partnership hubs** to facilitate proposals and co-ordination with the business sector.

Multilateral actors such as GIZ or UNDP are positioned to offer technical support and catalyze reforms.

b) Investment and Finance.

Blended finance.

- Used to reduce risk and attract PS to underserved sectors (e. g. , climate adaptation, digital inclusion).
- Example: Sida and GIZ using risk-sharing tools with private agri-businesses (Page 29).

Incentives & risk-sharing.

- Recommended tools include output-based payments, concessional capital, matching grants, and result-contingent finance.
- Robust M&E systems linked to disbursement conditions help align financing with outcomes.

c) Public-private partnerships (PPPs).

Good practices for PPPs.

- Joint development of theory of change.
- Shared monitoring plans and clear role division.
- Case: Vocational training PPPs in Africa linked to employment indicators.

Due diligence and safeguards.

- Risk matrices and sustainability screens should be embedded early.
- Rights-based safeguards referenced throughout—especially in social sectors.

d) Global coordination and diplomacy.

Multilateral Coordination.

- Multilaterals should serve as standard-setters and conveners for coherent PS engagement.
- Coordination platforms are needed to avoid duplication, align indicators, and pool financing for systemic change (Page 30).

4) Conclusions and recommendations of the document.

Conclusions.

- PS engagement is a strategic necessity, not optional, for SDG success.
- Development cooperation must evolve from activity-based reporting to impact-focused, co-owned strategies.
- Weak results systems lead to lost opportunities, duplication, and poor accountability in PPPs.

Recommendations.

- Establish shared results frameworks for all PS partnerships to align expectations and outcomes.
- Develop legal and institutional mandates for flexible, impact-driven partnerships.
- Invest in monitoring capacity, especially in local implementing partners and SMEs.
- Standardize metrics using SDG-compatible indicators across donors and private actors.
- Use incentives linked to performance, not just inputs (e. g. , output-based disbursements).

5) Specific insights or references regarding the private sector participation in development finance/multilateral Institutions.

The private sector is positioned as **co-implementer, co-investor, and innovator**. Multilaterals and donors (e. g. , GIZ, Sida, UNDP) should:

- Use **de-risking mechanisms** to crowd in private capital.
- Create harmonized **ESG and results reporting frameworks**.
- Act as **neutral conveners** to facilitate trust and long-term engagement.
- Results frameworks enable **greater transparency** and **impact attribution**, key for blended finance governance.

6) How does the document tackle.

a) Private Sector and Peace & Security.

Not mentioned.

b) Private sector and development cooperation.

- This is a core theme: the guide reframes PS not just as implementers but as **co-creators** of development solutions.
- Emphasizes partner selection based on **impact potential**, **additionality**, and **values alignment**.

c) Private sector and human rights.

Explicit endorsement of the **UN Guiding Principles on Business and Human Rights**. All partnerships should include:

- Human rights due diligence.
- Grievance mechanisms.
- Non-discrimination and gender inclusion clauses (Pages 25–26).

d) Private sector and humanitarian action.

Brief mention: Results-based approaches should be **flexible enough** for emergency and humanitarian contexts (e. g. , disaster-resilient infrastructure PPPs).

10. Private sector engagement for sustainable development: lessons from the DAC.

OECD (2016), Private Sector Engagement for Sustainable Development: Lessons from the DAC, OECD Publishing, Paris. http://dx.doi. org/10. 1787/9789264266889-en.

1) Scope and methodology.

Scope.

This report offers a comprehensive review of how DAC members engage the private sector for sustainable development. It aims to identify good practices, assess institutional and financial modalities, and evaluate how PSE aligns with development effectiveness principles.

Methodology.

- Based on a 2015–2016 survey of 24 DAC members.
- Includes policy reviews, project assessments, and case studies.
- Draws on stakeholder interviews (donors, private sector actors, CSOs, and partner country governments).
- Uses an analytical framework focusing on:

    - Institutional setups.
    - Policy and strategy coherence.
    - Financing instruments.
    - Development effectiveness principles (ownership, transparency, results, inclusiveness) (Pages 11–14).
    -

2) Key findings of the document.

- DAC members are increasingly incorporating PSE into development cooperation.
- PSE strategies are often fragmented, with varying definitions and operational models.
- Development impact and accountability mechanisms are often weak or underdeveloped.
- Institutional learning is limited; many partnerships are ad hoc rather than strategic.
- The mobilization of private finance has increased, but little of it reaches LDCs or SMEs. (Pages 15–19).

3) Key study areas analysis.

a) Policy and governance.

Institutional frameworks.

Most DAC donors have PSE units or strategies (e. g. Sweden, UK, Germany) (Page 24).

Country ownership.

Emphasis on embedding PSE in national development strategies to avoid donor-driven, parallel structures (Page 27).

Development effectiveness risks.

- Donor bias toward domestic firms.
- Lack of clear selection criteria.
- Power imbalances in negotiation.

Recommendations.

- Country-led planning.
- Transparent partner selection.
- Inclusive co-design and evaluation (Pages 25–30).

b) Investment and finance.

Blended finance.

- Guarantees, technical assistance, loans, equity used to de-risk private investment.
- Most effective in upper-middle-income countries; limited reach to LDCs.
- Between 2012–2015, US$81. 1 billion mobilized by official development finance interventions (Page 34, Figure 3. 1).

Impact measurement gaps.

- Only a minority of donors assess both financial leverage and development impact.
- Lack of common metrics or ex-post evaluations.
- OECD encourages shared results frameworks and improved reporting (Pages 35–37).

c) Public–private partnerships (PPPs).

Mechanisms covered: Challenge funds, impact bonds, investment platforms.

Best practices.

- Transparent governance.
- Clear risk-sharing arrangements.
- Developmental safeguards (Pages 39–42).

Example: Africa Enterprise Challenge Fund—competitive fund promoting innovation aligned with development outcomes (Page 40).
Challenges: Power asymmetries in fragile contexts, limited local consultation.

d) Global coordination and diplomacy.

Multilateral coherence needed.

- Donors urged to align ESG standards, due diligence, and reporting criteria.
- Example: The DFI Working Group on Enhanced Impact Standards (Page 44).

Platforms such as the Blended Finance Taskforce and the Global Partnership for Effective Development Co-operation are highlighted as promising vehicles for alignment and knowledge sharing.

4) Conclusions and recommendations of the document.

Conclusions.

- PSE is growing, but its effectiveness and legitimacy depend on better governance, alignment, and measurement.
- There is a gap between the ambition to mobilize private capital and the systems in place to ensure it contributes to sustainable and equitable development.

Recommendations.

- Clarify objectives and definitions of PSE within donor strategies.
- Embed PSE within country ownership and development effectiveness frameworks.
- Ensure transparency and accountability in partner selection, governance, and results.
- Invest in monitoring systems for financial, developmental, and systemic impacts.
- Strengthen the capacity of partner countries to lead, negotiate, and benefit from private sector engagement.
- Foster multilateral coherence and learning, especially on blended finance and SDG alignment.

5) Specific insights or references regarding the private sector participation in development finance/multilateral Institutions.

- DFIs (e. g. , CDC, FMO, DEG) are key actors in mobilizing and managing private finance.
- DAC members mobilized US$152 billion (2012–2017), mostly via guarantees and syndicated loans (Page 34).
- Concerns about equity and development additionality—only ~8% of mobilized funds reach LDCs.
- Multilateral partnerships are encouraged but need better harmonization and transparency (Pages 33–36, 43–45).

6) How does the document tackle.

a) Private sector and peace & security.

- Recognizes risks in fragile/conflict-affected contexts.
- Calls for “do-no-harm” risk assessments and human rights safeguards (Page 31).

b) Private development cooperation.

- Core theme: PSE must be development-oriented, not profit-first.
- Urges alignment with national priorities and inclusive planning (Page 24–30).

c) Human rights.

- Emphasis on UNGPs, ILO standards.
- Integration of social and environmental clauses in contracts (Page 31).

d) Humanitarian action.

Not mentioned.

11. How to engage with the private sector in public-private partnerships in emerging markets.

Farquharson, E. , Torres de Mästle, C. , Yescombe, E. R. , & Encinas, J. (2024). How to engage with the private sector in public-private partnerships in emerging markets. World Bank. https://ppp. worldbank. org/sites/default/files/2024-09/Global_How-to-engage-with-private-sector-Clemencia-Farquharso-Yecome-Encinas%20%281%29. pdf.

1) Scope and methodology.

Scope.

This guidance note aims to help governments, donors, and multilateral institutions engage the private sector effectively in achieving development outcomes through public-private partnerships (PPPs). It emphasizes results-driven collaboration, shared value creation, and inclusive development.

Methodology.

The guide is based on:

- Practical lessons from case studies across emerging markets.
- A conceptual framework combining private sector motivations with public development objectives.
- Tools and diagnostics, including:
  - Results chain for PSE.
  - PSE readiness assessment.
  - Step-by-step implementation model.

2) Key findings of the document.

- Results orientation is essential: Engagement must prioritize development impact and mutual value—not just transactions (page 3–5).
- No universal model: Partnerships must be adapted to local context (market, institutions, capacity) (page 4, 7).
- Structured process improves outcomes: A stepwise, diagnostic-based approach ensures better design, monitoring, and implementation (page 9–12).

- Trust and alignment are critical: Effective partnerships require early engagement, trust-building, and shared incentives (page 6, 11).
- Capacity gaps persist: Both public and private stakeholders often lack the tools and resources for effective engagement—capacity building is essential (page 13).

3) Key study areas analysis.

a) Policy and governance.

Policy frameworks for SDG-aligned investment.

- National and sectoral PSE strategies are needed to align private engagement with development goals.
- Results-based approaches can be used to design policies that foster both impact and investment.

"Creating enabling environments through policies and regulations is critical to allow market forces to contribute to development (page 5)".

Regulatory reforms to enhance collaboration.

Reforms should:

- Improve investment climate.
- Streamline procurement and taxation systems.
- Create transparent, competitive environments.
- Establish public-private dialogue mechanisms (Pages 4, 6, 11).

"Public policies need to reduce market distortions, create certainty, and promote competition to attract responsible private investment (page 6).

b) Investment and finance.

Role of blended finance.

- Used to de-risk and attract private capital for development objectives.
- Public or philanthropic funds can absorb first losses or offer concessional terms.
- Requires safeguards to prevent market distortion or crowding out private capital (pages 6–7, 11–12).

“Blended finance can be an effective tool when applied selectively and with a clear theory of change (page 7).

Risk-sharing & incentives.

Recommended tools:

- Guarantees.
- Output-based aid.
- Performance-based contracts (Pages 7, 9–12).

“Risk mitigation instruments such as guarantees or first-loss capital can help crowd in private investors (page 9)”.

Domestic enabling environments.

Must ensure:

- Legal and regulatory stability.
- Transparent public procurement.
- Efficient dispute resolution (Pages 5–6).

“Reforms that lower entry barriers, reduce red tape, and enhance contract enforcement are essential to attract long-term investment (page 6)”.

c) Public-private partnerships (PPPs).

Best practices for PPP structuring.

Define roles clearly.

- Use transparent procurement and contracts.
- Embed results-based monitoring.
- Promote mutual accountability (pages 5, 9–11).

"Designing partnerships with development results in mind reduces the risk of capture, misalignment, or inefficiency (page 10)".

Leveraging business experience for inclusive PPPs.

It recommends that multilaterals:

- Leverage private sector capabilities (innovation, efficiency, market knowledge).
- Ensure inclusive design by identifying vulnerable beneficiaries in early stages.
- Promote shared metrics that include social impact, not just financial returns (Pages 6, 9, 11–12).

"Engagement should go beyond cost-efficiency to explicitly consider equity, sustainability, and impact for marginalized groups (page 11).

d) Global coordination and diplomacy.

Enhancing global cooperation.

Multilaterals should:

- Create multi-stakeholder platforms.
- Align development results frameworks.
- Support national PSE strategies (pages 4–6, 10–12).

"Donors and multilateral institutions can strengthen coordination by aligning on development results and leveraging comparative advantages (page 10)".

Lessons from partnerships.

Key success factors:

- Mutual benefit.
- Context-driven design.
- Accountability and trust.
- Use of blended finance tools.
- Long-term capacity building (pages 12–13).

4) Conclusions and recommendations.

Conclusions.

- Engaging the private sector is essential but must be anchored in development priorities.
- Structured, context-sensitive processes enhance effectiveness.
- Building trust and capacity on all sides is foundational.

Recommendations (Pages 5–13).

- Develop national PSE strategies aligned with SDGs.
- Use diagnostics to guide partner and instrument selection.
- Apply structured, results-based engagement processes.
- Prioritize inclusion, accountability, and development impact.

5) Specific insights or references regarding the private sector participation in development finance/multilateral Institutions.

- The Private sector is a key development partner, contributing not just finance but innovation and delivery capacity (pages 3–5).
- Multilaterals should act as enablers, using de-risking tools, blended finance, and policy support to engage the private sector effectively (pages 6, 10–11).
- Finance should be results-based, with shared accountability and measurable SDG outcomes guiding public-private investments (pages 9–12).

6) How does the document tackle.

a) Private sector and peace and security.

Not mentioned.

b) Private sector and development cooperation.

Private sector engagement is framed as a core element of development cooperation, particularly through:

- Donor-supported blended finance.
- Public-private collaboration for service delivery.
- Shared frameworks for SDG-aligned outcomes (pages 3–6, 10–12).

c)Private sector and human rights.

Not specifically addressed.

d) Private sector and humanitarian action.

Not specifically addressed.

12. Private sector engagement to advance climate adaptation and resilience: A guide to building effective partnerships. Feed the Future Market Systems & Partnerships Activity (USAID).

Change, C. , & Leone, S. (2023). Private sector engagement to advance climate adaptation and resilience: A guide to building effective partnerships. Feed the Future Market Systems & Partnerships Activity (USAID). https://beamexchange. org/media/filer_public/7a/e4/7ae4b6d1-30c6-462b-9b3a-d4692ed906c7/1893_pse-to-advanceclimateadaptionandresilience. pdf.

1) Scope and methodology (What is the document about /quick executive summary and how does it tackle PS and Multilateral Institutions) (Pages 5- 7).

Scope.

The guide supports development practitioners in building effective private sector partnerships to scale climate adaptation and resilience (CAR) solutions, especially in emerging and vulnerable contexts.

Methodology.

It draws from USAID experience and the Feed the Future Market Systems and Partnerships Activity (MSP), combining:

- Empirical case studies,.
- Practical partnership models,.
- Cross-sectoral insights, and.
- Tools to design co-benefit partnerships.

How does it tackle PS and multilateral institutions.

The guide positions the private sector as a critical partner in advancing climate adaptation, highlighting its role in innovation, investment, and scaling solutions. These actors are seen as facilitators that can:

- Bridge knowledge and finance gaps. (Page 19).
- De-risk private investment through blended finance and technical assistance (Page 20-21).

- Foster enabling policy environments. (Page 18-19).
- Convene stakeholders to share best practices and build capacity. (Page 22).

2) Key findings of the document (Pages 6- 22).

Partnerships Are Essential to Achieving the SDGs.

- Public finance alone is insufficient—private engagement is indispensable (page 6).

Barriers to private investment include.

- Misaligned business cycles,.
- Low awareness of adaptation opportunities,.
- Poor information and risk data (pages 10–11).

Effective partnerships enable.

- Systemic adaptation strategies.
- Addressing regulatory and market barriers (pages 13–14).

Priority areas for collaboration.

- Risk management and climate disclosures (pages 14–15).
- Nature-based solutions and resilient infrastructure (page 15).
- Innovative finance tools (insurance, blended finance) (page15).
- Cross-sector learning and exchange (page 17).

Multilateral support is essential for.

- Policy reform and incentives.
- Knowledge and financial intermediation (pages 18–20).

3) Key Study Areas Analysis.

a) Governance and Policy.

Policy frameworks.

Emphasize co-investment, risk-sharing, and MSD approaches to align business goals with resilience (pages 4-6).

Regulatory reforms.

- It highlights the need for clear, flexible, and supportive regulations (page 17- 18).
- The report emphasizes that climate adaptation often requires non-traditional, innovative, and decentralized solutions (page 14-16).

b) Investment and finance (Pages 4- 5).

- **Blended finance**: Public co-investment reduces risk for private actors.
- **Risk-sharing tools**: Matching grants, guarantees, concessional loans.
- **Domestic environments**: Stability, contract enforcement, and local capacity are critical.

c) Public-private partnerships (PPPs) (Page 5 - 6).

Best practices include.

- Co-design with local stakeholders,.
- Performance-based models with shared accountability,.
- Leveraging business agility, scale, and innovation.

d) Global Coordination and Diplomacy (pages 4-6).

Multilateral institutions should.

- Convene platforms for dialogue and learning,.
- Align incentives between public and private actors,.
- Strengthen trust and coordination mechanisms globally.

4) Conclusions and recommendations.

Conclusions.

- PS engagement is **essential but underdeveloped**.
- Barriers include **fragmented incentives**, **trust gaps**, and **lack of coordination**.

Recommendations.

- Build **co-benefit partnerships** aligned with local adaptation needs.
- Use **risk-sharing tools** and blended finance to reduce entry barriers.
- Foster **inclusive governance** and **adaptive regulations**.
- Promote **feedback loops**, monitoring, and learning systems.

5) Specific insights or references regarding the private sector participation in development finance/multilateral Institutions.

Private sector participation is most effective when (pages 6-9, 17-19):

- Supported by multilateral co-investment and first-loss de-risking tools.
- Embedded within structured frameworks like USAID's Feed the Future.
- Aligned with national policy reform, local financing ecosystems, and market systems development (MSD).

6) How does the document tackle.

a) Private sector and development cooperation.

Emphasizes co-creation through long-term, locally owned partnerships (Page 4-6, 13-15).

b) Private sector and peace and security.

Not mentioned.

c) Private sector and human rights.

Not mentioned.

d) Private Sector and Humanitarian action.

Not mentioned.

13. Outcome document of the fourth international conference on financing for development.

United Nations. (2025). Outcome document of the Fourth International Conference on Financing for Development. UN-DESA. https://financing. desa. un. org/sites/default/files/ffd4-documents/2025/Compromiso%20de%20Sevilla%20for%20action%20 16%20June. pdf.

1) Scope and methodology.

Scope.

The document outlines a renewed political and strategic vision for global development cooperation in alignment with the 2030 Agenda. It affirms the importance of multilateralism, inclusive participation, democratic governance, and integrated green, digital, and feminist transitions (pages 1–2).

Methodology.

This is an outcome declaration negotiated through a consensus-building, multi-stakeholder dialogue conducted at the Fourth International Conference on Financing for Development. It reflects the perspectives of governments, international organizations, civil society, and local actors.

2) Key findings of the document.

- **Reaffirmation of the 2030 Agenda** – Acknowledges current global crises and urges collective acceleration of SDG implementation.
- **Strengthened Multilateralism** – Calls for a renewed commitment to multilateral action, inclusion, and democratic principles.
- **Feminist, Green, and Digital Transformations** – Promotes a triple transformation:

    - Feminist: Gender equality, inclusive governance.
    - Green: Climate justice and biodiversity.
    - Digital: Equitable and ethical tech access.

- **Democratic Governance and Inclusion** – Emphasizes civic space, local participation, and reduction of inequality.
- **Development Finance Reform** – Supports increased ODA, mobilization of private finance, and reform of IFIs to better serve vulnerable countries.
- **Territorial Development** – Prioritizes local and community-based SDG solutions.
- **Global Public Goods and Peace** – Highlights the humanitarian-development-peace nexus for crisis response and resilience.

3) Key study areas analysis.

a) Policy and governance.

Policy frameworks for aligning private sector with SDGs.

- "We call for strengthening frameworks that mobilize all relevant actors, including the private sector..." (Page 1, Paragraph 3).
- The text supports enabling policies for responsible private investment aligned with inclusive development.

Regulatory reform.

- "We support the reform of international financial institutions to make financing more accessible, predictable and just..." (Page 1, Paragraph 6).
- The call for financial system reform includes making institutions more transparent, inclusive, and responsive to low-income countries.

b) Investment and finance.

- While **blended finance** is not named, the document supports reforms to enable concessional and public finance to leverage private co-investment (Implied in Page 1, Paragraph 6).
- **Risk-sharing mechanisms** are not specified technically but enabling institutional reform and investment predictability point toward their necessity.

- On enabling environments: “We reaffirm the importance of democratic institutions, the rule of law, and inclusive development models…” (Page 1, Paragraph 6).

c) Public-private partnerships (PPPs).

- The declaration does not use the term PPPs directly but endorses **inclusive, multi-stakeholder collaboration**, including private sector participation:
- “We commit to strengthening inclusive, multilateral responses that engage governments, civil society, and the private sector. ” (Page 1, Paragraph 3).

d) Global coordination and diplomacy.

- Strong focus on **strengthening multilateralism**, reforming IFIs, and reinforcing the rules-based order: “We reaffirm the value of democratic governance, rules-based international order, and effective multilateralism…” (Page 1, Paragraph 2).
- Promotes **coherence** across digital, feminist, and green agendas, as well as stronger integration of development, humanitarian, and peace approaches.

4) Conclusions and recommendations.

Conclusions.

- The 2030 Agenda is under threat from deepening inequalities, fragmentation, and lack of systemic reform.
- Multilateral cooperation, democratic governance, and inclusive development are essential.
- Collective investment in global public goods (e. g. , health, peace, climate) is urgent.
- The private sector must be engaged within frameworks of accountability and alignment with human rights.

Recommendations.

- **Reinforce Multilateral Institutions:** Reform global financial governance to make it more inclusive and aligned with SDG financing goals (Page 1, Paragraph 6).
- **Mobilize Development Finance and ODA:** Scale up concessional finance and innovative financing aligned with sustainability and inclusion (Page 1, Paragraph 6).
- **Involve the Private Sector and Civil Society:** Build inclusive partnerships at all levels (Page 1, Paragraph 3).
- **Promote Democratic Governance and Civic Space:** Uphold pluralism, rights-based development, and inclusive policy design (Page 2, Paragraph 1).
- **Support Localized Development:** Prioritize territorial cohesion and community ownership (Page 2, Paragraph 2).

5) Specific insights or references regarding the private sector participation in development finance/multilateral Institutions .

- The private sector is recognized as a vital partner in multilateral development frameworks.
- There is a call to mobilize all actors—including business—toward sustainability, justice, and equality.
- (Page 1, Paragraph 6) – Reforming IFIs is key to improving conditions for responsible private finance.

6) How does the document tackle.

a) Private sector and Peace and Security.

Not mentioned.

b) Private sector and development cooperation.

- The private sector is positioned as a relevant actor in multilateral development cooperation, though not described in technical terms.
- “We commit to strengthening inclusive, multilateral responses that engage governments, civil society, and the private sector (page 1, paragraph 3).

c) Private sector and human rights.

- The document strongly emphasizes democratic values, human rights, gender equality, and inclusion as core to development.

d) Private sector and humanitarian action.

Not mentioned.

14. OECD blended-finance guidance for clean energy.

OECD. (2024). OECD blended-finance guidance for clean energy. OECD Publishing. https://www. oecd. org/en/publications/oecd-blended-finance-guidance-for-clean-energy_596e2436-en. html.

1) Scope and methodology (What is the document about /quick executive summary and how does it tackle PS and Multilateral Institutions (Page 3).

Scope.

This document explains how blended finance can help attract private investment in clean energy for developing countries. It targets governments, DFIs, donors, and MDBs, aiming to align investments with the Paris Agreement and SDG 7 (Affordable and Clean Energy).

How it addresses private sector and multilateral institutions.

Multilaterals play a key role by using concessional finance, risk-sharing tools, and technical support to de-risk investments. The private sector is seen as a main investor and driver of clean energy solutions. The report promotes policy stability, strong coordination, and joint platforms where multilaterals set the rules, and private actors provide innovation and funding.

2) Key findings of the document (page 3-4).

- Blended finance is vital to close the clean energy gap but must be used carefully to avoid market distortion.
- Private investment remains low due to high risks, poor regulations, and a lack of viable projects.
- Public finance should be catalytic used mainly for de-risking tools like guarantees and concessional loans.
- Strengthening local markets (financial systems, regulations, institutions) is key for sustainable private investment.

3) Key study areas analysis .

a) Policy and governance (pages 5-7).

Policy Frameworks to Align Private Sector Investment with the SDGs.

Multilateral institutions—like the OECD, United Nations, and development banks—can create policy frameworks that help direct private sector money into projects that support the SDGs.

Clear Principles and Guidelines.

- Set clear rules and standards for how blended finance (mixing public and private money) should work. The OECD's "Blended Finance Principles" are a good example. These principles make sure investments really help development, not just profit.
- Checklist approach: The OECD recommends a five-point checklist to ensure investments are high quality and have real impact. This includes things like engaging local markets and making sure there's a plan to measure results.

Generally, Multilateral institutions can make it easier for private companies to invest in sustainable development by setting clear rules, working with local governments, using the right financial tools, demanding transparency, and encouraging partnerships.

Regulatory Reforms to Facilitate Collaboration Between the Private Sector and Multilateral Institutions (Pages 6 - 9).

Regulatory reforms help build trust and reduce risks, encouraging private–multilateral collaboration in clean energy. Key actions include:

- **Simplify procedures**: Streamline licensing and permitting.
- **Ensure policy stability**: Long-term targets, feed-in tariffs, carbon pricing.
- **Legal certainty**: Strengthen contract enforcement and dispute resolution.
- **Build capacity**: Develop local supply chains and institutions.

b) Investment and Finance.

Blended finance tools.

- Partial risk guarantees, first loss facilities.
- Subordinated debt, on lending via local banks.
- Preferential terms with minimum concessionality.
- Aggregation of small projects to reduce cost/risk.

Domestic Enabling Environment.

- Requires macroeconomic stability, clear regulation, strong legal frameworks.
- Must pair finance with policy reform and technical support.

c) Public-private partnerships (PPPs).

Best Practices to Maximize Sustainable Development Impact and Reduce Corruption (pages 10–12).

- Transparent governance and contracts.
- Competitive procurement to prevent corruption.
- Legal protections and third-party monitoring.
- Local relevance and stakeholder input.
- Smart risk allocation.

Private vs Multilateral Due Diligence (Pages 12–13).

- Private: commercial, faster, less rigorous.
- Multilaterals: broader safeguards, aligned with SDGs, slower but thorough.

How can multilateral organizations benefit from business experience to ensure that PPPs are inclusive, address the needs of vulnerable populations and limit waste? (Pages 12- 16).

Multilateral organizations can make PPPs more inclusive and efficient by drawing on private sector experience (OECD, 2024).

- **Project Design & Delivery**: Businesses bring expertise in innovation and efficiency. Involving them early helps reduce waste and improve impact.
- **Reaching Vulnerable Groups**: Private firms understand diverse market needs. This can help design solutions like off-grid energy that benefit underserved populations.
- **Results & Accountability**: Businesses focus on outcomes. Applying performance-based approaches in PPPs improves delivery and transparency.
- **Stakeholder Engagement**: Companies excel at engaging customers. Their methods can help multilateral actors design inclusive projects that reflect community needs.
- **Risk Sharing & Incentives**: Structuring PPPs so all partners share risks and rewards ensures efficient, ethical performance (page 17).

d) Global coordination and diplomacy.

Global Coordination and Diplomacy (pages 11–22).

- Set Common Standards and Convene Stakeholders.
- Support Enabling Policies and De-risking Tools.
- Ensure Impact and Accountability.

Lessons from successful partnerships (pages 13–15).

- Tailored Risk-Sharing & Financial Structuring Are Key.
- Collaboration & Local Engagement Drive Results.
- Monitoring Builds Trust & Ensures Impact.

4) Conclusions and Recommendations (pages 23–24).

Conclusions.

- Blended finance is essential to unlock private investment in clean energy, especially where market risks discourage commercial capital.
- A systematic and targeted approach is recommended—tailor instruments to market barriers, minimize subsidies, and ensure clear exit strategies for public support.
- Success depends on broader coordination: blended finance should align with policy reform, capacity building, and private sector development, while applying the OECD DAC Principles—especially ensuring that private finance is truly additional.

Recommendations.

- Blended finance must be **strategic, context-specific, and guided by clear principles** to effectively advance both climate and development goals through private sector engagement.

5) Private Sector Participation in Development Finance (Pages 5–9, 13–15, 23–24).

- Multilaterals use public capital to de-risk and attract private funds.
- Focus on additionality: Private finance must offer added value.
- Catalytic role: Deepens local markets and benefits SMEs, women, underserved groups.

6) How the document tackles.

a) Private sector and peace and security.

Not mentioned.

b) Private sector and development cooperation (pages 5–9, 13–15, 23–24).

- Blended Finance as a Strategic Tool.
- Development Impact and Market Strengthening.
- Alignment and Additionality.

c) Private sector and human rights.

- Inclusive project design: Engaging local communities and stakeholders to ensure projects meet real needs and benefit vulnerable populations.
- Development impact standards: Applying frameworks like the OECD-UNDP Impact Standards for Financing Sustainable Development, which guide both donors and private sector partners to embed development impact—including social and human rights considerations—into project design and financial decision-making.

d) Private sector and humanitarian action.

Not mentioned.

15. Private sector investment lab: brief.

World Bank Group. (2025). Private Sector Investment Lab: Brief. WBG. https://www. worldbank. org/en/about/unit/brief/private-sector-investment-lab.

1) Scope and methodology.

The Private Sector Investment Lab is a World Bank Group initiative launched in 2023 to mobilize private capital for development by removing key investment barriers. It convenes CEOs from leading global firms to scale solutions in job creation, risk mitigation, and investment innovation. The Lab focuses on regulatory certainty, risk-sharing tools, and blended finance to support sustainable growth in emerging markets.

Its focus is to mobilize private investment in development by identifying and addressing barriers across emerging markets, especially in areas such as: Job creation, Climate resilience and Investment innovation.

Methodology.

The article follows a narrative presenting:

- A mission statement and rationale for the Lab's creation.
- The composition of the Lab's membership (senior private sector leaders).
- Examples of focus areas, such as blended finance, risk mitigation tools, and regulatory reform.

2) Key findings.

- **Private investment is essential to achieving development goals:** Public financing alone is insufficient—mobilizing private capital is critical to addressing global challenges like poverty, climate change, and job creation.
- **Systemic barriers deter private sector participation:** Obstacles include policy uncertainty, foreign exchange risk, limited risk-sharing instruments, and underdeveloped financial markets in emerging economies.

- **Collaboration with business leaders accelerates practical solutions:** By engaging CEOs and Chairs of major firms, the Lab is co-developing tools such as political risk insurance, guarantees, and blended capital models to unlock private investment.
- **The World Bank is reforming internal tools to support scale:** The institution is streamlining its guaranteed platform and aiming to issue $20 billion annually in investment guarantees by 2030.
- **Success depends on regulatory clarity and shared incentives:** Creating a more predictable and transparent investment environment is essential to de-risking development finance and crowding in private investors.

3) Key study areas analysis .

a) Policy and governance.

- The article emphasizes the need for policy and regulatory certainty to unlock private investment, especially in emerging markets.
- It encourages multilateral institutions to help governments create enabling environments for private capital aligned with development goals.

b) Investment and finance.

The Lab directly addresses blended finance, risk-sharing, and financial innovation to attract private investment:

- Political risk insurance.
- FX risk mitigation.
- Junior equity capital.
- Securitization structures.

c) Public-private partnerships (PPPs).

- The article discusses private sector collaboration broadly but does not reference PPPs as a structured model.
- It does not mention due diligence practices, corruption safeguards, or inclusion mechanisms specific to PPPs.

d) Global coordination and diplomacy.

- The Lab itself is a platform for global coordination, convening CEOs from multiple sectors to advise the World Bank on unlocking capital for development.
- While not framed as "diplomacy," it serves a multistakeholder partnership-building function between governments, institutions, and corporations.

4) Conclusions and Recommendations of the document.

Conclusions.

- Mobilizing private capital is essential to addressing global development challenges. Public funding alone is insufficient to meet SDG financing needs.
- Systemic barriers such as regulatory uncertainty, investment risk, and inadequate financial instruments continue to deter large-scale private investment in emerging markets.
- Collaborative platforms like the Lab are critical to designing scalable, private-sector–driven solutions within the multilateral system.
- Recommendations:
- Enhance regulatory and policy certainty to reduce investor risk and create a predictable environment for sustainable investment.
- Expand and simplify risk mitigation tools—including political risk insurance and FX hedging to attract long-term private capital.
- Scale up blended finance instruments such as junior equity and securitization models to catalyse broader investor participation.
- Institutionalize CEO-level engagement to ensure private sector insights shape development finance strategies at the global level.
- Streamline guarantee platforms within the World Bank to reach the target of $20 billion annually by 2030 in private capital mobilization.

5) Specific insights or references regarding the private sector participation in development finance/multilateral Institutions.

The article frames private sector participation as indispensable to bridging the SDG financing gap and shows that multilateral institutions are increasingly acting as platforms for risk-sharing, coordination, and financial innovation.

6) How does the document tackle.

a) Private sector and peace and security.

Not Mentioned.

b) Private sector and development cooperation.

The Lab is positioned within a multilateral development cooperation framework, where private capital is seen as a complementary force to public financing.

The article emphasizes:

- Collaboration with private sector leaders.
- World Bank reform efforts to crowd in private investment.
- Alignment with sustainable development objectives.
- "The Lab is advising the World Bank on scalable approaches to remove barriers to private sector investment. ".

c) Private sector and human rights.

Not mentioned.

d) Private sector and humanitarian action.

Not mentioned.

16. Annual report 2023: Building stronger institutions to mobilize private capital in infrastructure.

Public-Private Infrastructure Advisory Facility. (2024). Annual report 2023: Building stronger institutions to mobilize private capital in infrastructure. WBG. https://documents1. worldbank. org/curated/en/099433011162311647/pdf/IDU002e5d5a10e-b5e047280aaf2088a5c6f0f2f4. pdf.

1) Scope and methodology.

The PPIAF Annual Report 2023 highlights the Facility's role as the only global multilateral platform focused exclusively on enabling private investment in infrastructure in developing and emerging markets. It reports achievements in creating strong policy, institutional, and regulatory environments—critical for upstream PPP success.

Scope.

The report covers technical assistance and upstream policy reform efforts aimed at creating favorable conditions for public-private partnerships (PPPs) and reflects engagements across various regions, sectors (e. g. , energy, transport, water), and levels of government (including subnational).

It reports on work conducted across four strategic pillars:

- Policy, Regulatory, and Institutional Reform.
- Capacity Building and Knowledge Generation.
- Subnational Technical Assistance.
- Climate Resilient Infrastructure.

Methodology.

- **Results-Based Reporting:** Activities and achievements are presented based on outputs and outcomes, including number of projects, countries engaged, reforms supported, and capacity built.
- **Project Portfolio Review:** It synthesizes data from 51 approved activities in FY23.
- **Case Examples:** The report includes country spotlights and project stories (e. g. , Cambodia's PPP unit) to illustrate real-world impact.
- **Donor and Partner Feedback:** Includes reflections from donor partners and institutions like Germany's BMZ and the Global Infrastructure Facility (GIF).
- **Internal Monitoring and Evaluation:** Outcomes and key performance indicators are tracked against predefined strategic targets.

2) Key findings of the document.

- **Record Level of Engagement:** In FY2023, PPIAF approved 51 activities across 33 countries, allocating $10. 5 million—one of the largest annual portfolios to date, reflecting increased demand for upstream PPP support (page 8).
- **Climate Resilience Gained Prominence:** More than 70% of activities in FY23 supported climate co-benefits, with growing emphasis on climate-resilient infrastructure, aligned with PPIAF's strategic focus on sustainable development (page 10, 40–41).
- **Subnational Engagement Deepened:** PPIAF intensified work with subnational governments, helping local authorities develop infrastructure investment frameworks, such as those in West Africa and Latin America (pages 36–39).
- **Institutional Strengthening is Central:** Many activities focused on policy, legal, and institutional frameworks including establishment of PPP units, such as in Cambodia, and support for infrastructure law reform in countries like Kenya (pages 16–19).
- **Capacity Building Expanded Reach:** Over 3,200 stakeholders were trained in FY23 through workshops, peer exchanges, and online learning tools, underscoring the Facility's role in knowledge dissemination and skills transfer (page 24).

- **Innovative Tools and Knowledge Products Delivered:** PPIAF developed a range of guidance notes, toolkits, and diagnostic tools, including for gender-responsive infrastructure and digital PPPs, reinforcing thought leadership in the sector (pages 25–27).
- **Regional Diversification Continued:** While Sub-Saharan Africa remained a key focus, there was increasing engagement in fragile and conflict-affected settings, and countries like Honduras, Ghana, and Indonesia received targeted support (pages 14–15, 44–45).

3) Key Study Areas Analysis.

a) Policy and governance.

Policy Frameworks.

PPIAF supports the development and reform of national infrastructure and PPP policies, such as those in Cambodia, Kenya, and Honduras. These reforms aim to align private investment with sustainable development and increase institutional capacity (pages 16–21).

Regulatory Reforms.

The report documents PPIAF's work to modernize legal frameworks, including PPP legislation, procurement laws, and regulations to increase transparency and collaboration with the private sector (pages 18–19).

b) Investment and finance.

Blended Finance.

While blended finance is not the central focus, the report discusses upstream technical support that helps lay the foundation for mobilizing blended capital from the private sector, particularly through its coordination with the Global Infrastructure Facility (GIF) (page 6, 9).

Risk-sharing Mechanisms.

The report refers to de-risking strategies such as project preparation facilities and pipeline screening tools, which help governments reduce risks perceived by private investors (page 23).

Domestic Enabling Environments.

PPIAF activities consistently aim to improve enabling environments through institutional reform, policy updates, and capacity-building—thereby enhancing investor confidence (pages 14–15, 36–39).

c) Public-private partnerships (PPPs).

Best Practices.

The report offers multiple examples of PPP structuring support, including project pipelines, legal templates, and guidance on transparent processes (e. g. , Cambodia, Lesotho, Ghana) (pages 16–19, 32–33).

Due Diligence Practices.

While the report doesn't compare corporate vs. UN due diligence directly, it emphasizes governance standards, accountability frameworks, and best practices in policy implementation (page 20).

Inclusive PPP Design.

- PPIAF promotes gender-responsive, climate-smart, and pro-poor PPP models, ensuring that infrastructure investments benefit vulnerable populations (pages 24–25, 40–41).

d) Global coordination and diplomacy.

- PPIAF operates through multi-donor partnerships, including the World Bank, IFC, GIF, and various bilateral donors, enabling a coordinated global response to infrastructure development challenges.
- It shares lessons from cross-country experiences, especially in fragile and low-income contexts, contributing to a global learning ecosystem (pages 6, 10, 44–45).

4) Conclusions and Recommendations of the document.

Conclusions.

- **Upstream reforms are essential for private investment in infrastructure.** Examples include PPP framework support in Cambodia, Honduras, and Kenya (pages 16–21).
- **Growing demand for technical assistance in climate-smart and subnational development:** Climate and resilience themes featured in over 70% of activities; subnational engagement highlighted in West Africa and Latin America (pages 10, 36–41).
- **Capacity building and knowledge transfer amplify long-term impact:** 3,200+ individuals trained via peer exchanges, workshops, and tools (pages 24–27).
- **Multi-donor coordination enhances reach and leverage:** Strategic collaboration with World Bank, GIF, IFC, and bilateral donors (pages 6–7, 44–45).

Recommendations.

- **Continue investing in policy, regulatory, and institutional reform:** PPIAF's support to legal reviews, PPP law drafting, and governance structures (pages 16–19, 32–33).
- **Expand focus on climate resilience and gender inclusion:** Gender-responsive toolkits, climate-screening approaches, and urban resilience measures (pages 25–27, 40–41).
- **Strengthen subnational engagement:** City-level infrastructure planning and municipal PPP support (pages 36–39).
- **Enhance monitoring, learning, and knowledge dissemination:** Use of diagnostic tools, publications, and online learning platforms (pages 24–27, 46–47).
- **Foster innovation in infrastructure finance preparation:** Project preparation tools, pipeline screening, and early de-risking support (pages 20–21, 23).

5) Specific insights or references regarding the private sector participation in development finance/multilateral Institutions .

- Private co-financing and expertise supported PPP activities (page 12).
- Policy reforms reduced barriers to private investment (pages 16–19).
- Joint work with GIF/IFC aligned private sector incentives (page 6).
- Climate-smart PPPs attracted private capital (pages 40–41).
- The private sector joined capacity-building efforts (pages 24–25).

6) How does the document tackle.

a) Private sector and peace and security.

Not mentioned.

b) Private sector and development cooperation.

- The PPIAF operates as a multi-donor trust fund, working closely with multilateral development banks, bilateral donors, and national governments hallmarks of development cooperation.
- Its focus on upstream policy and institutional reform supports long-term development goals through private sector engagement (pages 6–7, 10, 14–15).

c) Private sector and human rights.

Not mentioned.

d) Private sector and humanitarian action.

Not mentioned.

17. Forging sustainable local public-private partnerships through trade facilitation.

Global Alliance for Trade Facilitation. (2024). Forging sustainable local public-private partnerships through trade facilitation. GATF. https://www.tradefacilitation.org/wp-content/uploads/2024/08/forging-public-private-partnerships-through-trade-facilitation-insights-from-the-alliance. pdf.

1) Scope and methodology.

Scope.

This report outlines how the Global Alliance for Trade Facilitation fosters effective local public-private partnerships (PPPs) to deliver trade facilitation reforms in developing countries. It focuses on inclusive, sustainable, and locally owned approaches to implementing the WTO Trade Facilitation Agreement (TFA) (Pages 4–6).

Methodology.

The document uses a qualitative, case-based analysis drawn from 20+ trade facilitation projects across Latin America, Africa, and Asia. It incorporates lessons learned through interviews, project documentation, and practitioner insights (Pages 15–18).

2) Key findings of the document.

- **Co-creation is foundational:** PPPs are most effective when public and private actors jointly design and implement reforms (Page 6).
- **Formal structures matter:** National Trade Facilitation Committees (NTFCs) and MoUs help institutionalize partnerships (Pages 8–9).
- **Trust and transparency are critical:** Ongoing dialogue builds legitimacy and accelerates problem-solving (Pages 7, 10).
- **Inclusivity strengthens ownership:** Involving SMEs, brokers, and local actors ensures social legitimacy and better reform design (Page 11).

- **Champions catalyse momentum:** Local reform champions and neutral conveners are essential to bridge sectoral divides (Page 13).
- **Sustainability requires long-term vision:** PPPs must outlive project cycles and be adaptable (Page 15).

3) Key study areas analysis.

a) Policy and governance.

Frameworks and enabling policies.

Strong emphasis on embedding collaboration into national reform agendas. Formal mechanisms like NTFCs and MOUs help create clarity and continuity (Pages 8–10).

Regulatory enabling environments.

While specific regulatory reforms are not the focus, the document emphasizes that clarity in responsibilities and process reduces uncertainty and facilitates investment (Page 9).

b) Investment and finance.

- **Not a financial report per se**, but highlights how trust, structured engagement, and business expertise (including in-kind contributions like time and training) are non-financial but essential forms of investment (Pages 12–13).
- **Risk sharing is not discussed** in financial terms, but risks are managed through transparent process design and inclusion (Pages 6–9).

c) Public-private partnerships (PPPs).

- This is the **core theme** of the report:

Best practices.

- Formalized collaboration; neutral facilitation; co-creation; shared accountability (Pages 6–10).

Inclusive participation.

- Strong emphasis on inclusion of SMEs and marginalized actors to ensure broad ownership (Pages 11–13).

Governance tools.

- MOUs, NTFCs, transparent agendas (Pages 8–10).
- **Due diligence is not directly addressed** in legal terms but is embedded in partnership design processes.
- **d) Global coordination and diplomacy**
- The Alliance functions as a multilateral enabler, working across borders with governments, global firms, and donors (Pages 5, 14).
- Global learnings are drawn from regional case examples without naming countries but providing transferable principles (Pages 16–18).

4) Conclusions and recommendations of the document.

Conclusions.

- Effective trade reform depends on trust-based, inclusive partnerships between public and private sectors at the local level.
- Sustainable partnerships require joint ownership, formal coordination mechanisms, and transparent communication.
- The Global Alliance's model demonstrates that structured co-creation leads to better-designed, more durable trade facilitation outcomes.

Recommendations.

- Prioritize early and equal involvement of public and private stakeholders in project design.
- Establish formal engagement platforms (e. g. , National Trade Facilitation Committees) to institutionalize dialogue.
- Use neutral facilitators to build trust, manage expectations, and mediate across sectors.
- Ensure diverse participation, including SMEs and underrepresented groups, to improve legitimacy and impact.
- Focus on long-term sustainability, not just short-term project deliverables (pages 5–15).

5) Specific insights or references regarding the private sector participation in development finance/multilateral Institutions.

- The private sector is treated as a co-implementer—contributing expertise, resources, and institutional continuity (Pages 6–7, 12–13).
- The Alliance acts as a multilateral facilitator, convening governments and private actors into structured cooperation (Page 5).
- Businesses contribute in-kind resources (training, systems design, infrastructure inputs), showcasing non-financial but critical engagement (Pages 12–13).

6) How does the document tackles.

a) Private sector and peace and security.

Not mentioned.

b) Private sector and development cooperation.

- The report describes how the Global Alliance facilitates collaboration between governments, businesses, and development organizations.
- It highlights how PPPs contribute to capacity-building, institutional strengthening, and broader economic development goals through trade reform.
- The approach reflects practical implementation of development cooperation principles (ownership, alignment, mutual accountability).

c) Private sector and human rights.

Not mentioned.

d) Private sector and humanitarian action.

Not mentioned.

18. Financing for sustainable development report 2023: financing sustainable transformations.

United Nations. (2023). Financing for Sustainable Development Report 2023. UN Inter-Agency Task Force. https://financing. desa. un. org/sites/default/files/2023-04/FSDR_2023_Overview_0. pdf.

1) Scope and methodology.

Scope.

The report assesses the state of global financing for the SDGs, with a focus on enabling sustainable industrial transformations. It builds on the Addis Ababa Action Agenda and provides:

- Macro-financial context and trends.
- Sector-specific recommendations.
- Thematic chapters on public resources, private finance, cooperation, debt, trade, systemic reform, and technology.
- Methodology

It synthesizes insights from over 60 UN agencies and multilateral bodies and is structured around both national actions and reforms to the international financial architecture.

2) Key findings of the document.

A Widening Divide (pages 5–6):

- Multiple crises have reversed SDG progress, especially in LDCs, SIDS, and African countries.
- Developing countries face unsustainable debt, low investment, and weakening fiscal space.

Transformational investment is urgent (page 6):

- Achieving the SDGs demands immediate SDG investments and long-term financial system reforms.
- Without action, the “development divide” will intensify.

3) Key study areas analysis.

a) Policy and governance.

- Countries must design and implement sustainable industrial policy strategies, backed by integrated national financing frameworks.
- Industrial transformation is framed as the engine of productivity, job creation, gender equality, and climate resilience.
- Macroeconomic stability, carbon pricing, and infrastructure investment are essential governance tools.
- Governance at the global level must adapt international financial institutions need reform and coordination to support inclusive development.

b) Investment and finance.

- Investment remains **too low and too concentrated** (mostly in China and developed economies).
- The UN Secretary-General has proposed an **SDG Stimulus** to boost **long-term, affordable finance** for infrastructure, education, and social protection.
- Countries need a more **expansive investment toolkit**, including:

  - Blended finance aligned with national priorities.
  - Strategic use of public development banks.
  - Fiscal and tax systems aligned with SDG goals.

- The private financial sector must be shaped via **regulation** and **incentives for long-term investment**.

c) Public–private partnerships (PPPs).

- Encouragement of PPPs in industrial and technological transformation, especially where public and private actors jointly create new markets (e. g. , green energy, digital infrastructure).
- Emphasizes context-specific design of PPPs, with:

  - Technology standards.
  - Local firm development.
  - Public procurement to stimulate demand.

- Encourages blended finance as a vehicle for private sector engagement—but only when tied to national development strategies.

d) Global coordination and diplomacy.

Calls for a reformed international financial architecture to support SDG alignment (pages 12–14):

- Expand Special Drawing Rights (SDRs) use.
- Increase concessional financing.
- Establish Loss and Damage Fund.
- Coordinate debt relief tools (e. g. , Common Framework).
- Align global tax rules with development priorities.

4) Conclusions and Recommendations of the document.

Conclusions (pages 15-16).

- Global development financing is off track.
- Without deep systemic reforms and scaled-up investment, the development divide will deepen, threatening SDG delivery.
- National action must be complemented by multilateral system transformation.

Recommendations (page 16).

- Scale international cooperation: Climate finance, concessional support, and debt relief for vulnerable countries.
- Reform the international financial system: Align mandates of MDBs and IFIs with SDGs.
- Boost long-term investments via SDG-aligned strategies, public finance mobilization, and regulated private capital.
- Support inclusive industrial transformations through innovation, skills, and technology.
- Use UN forums (e. g. , SDG Summit, Summit of the Future) to build a coherent reform agenda.

5) Specific insights or references regarding the private sector participation in development finance/multilateral Institutions.

The private sector must become a core actor in industrial transformation.

Multilateral institutions are urged to:

- Shape private capital flows through sustainability standards and incentives.
- Provide regulatory certainty, de-risking tools, and blended finance aligned with SDG outcomes.
- Embed private investment metrics within national and international SDG reporting mechanisms.

6) How does the document tackle.

a) Private Sector and peace & security.

- Although not explicitly highlighted, the report links sustainable industrial transformation to resilience, economic inclusion, and geopolitical stability.
- Warns of risks of geoeconomic fragmentation and the need for a rules-based multilateral system.
- b) Private sector and development cooperation
- The private sector is not explicitly discussed within traditional development cooperation frameworks.
- However, the report calls for **ecosystem-wide approaches**, where private capital is mobilized as part of national SDG strategies and supported by multilateral reforms (Chapter 5, pages 133–134).
- c) Private sector and human rights

Human rights are indirectly addressed via.

- Universal social protection systems.
- "Just transition" principles to avoid social inequalities in climate and industrial shifts.
- Calls for corporate **accountability through mandatory sustainability disclosures** (Chapter 4, pages 117–118).

d) Private sector and humanitarian action.

- While not directly addressed, the call for resilient systems (especially health, food, and infrastructure) aligns with humanitarian priorities.

19. A generational shift: The future of foreign aid. McKinsey & Company.

Manyika, J. , & Sneader, K. (2021). A generational shift: The future of foreign aid. McKinsey & Company. https://www. mckinsey.com/industries/social-sector/our-insights/a-generational-shift-the-future-of-foreign-aid.

1) Scope and methodology (pages 1-2).

- The article argues that foreign aid must shift from a donor-recipient model to a collaborative, strategic, and innovation-driven development approach.
- It emphasizes co-creation, systemic change, and shared global responsibility in addressing climate change, pandemics, inequality, and fragility.
- Calls for a reimagined ecosystem including private sector, governments, philanthropies, and multilaterals.

Scope.

The authors emphasize that solving today's challenges requires multi-actor cooperation, where the private sector, multilaterals, philanthropies, and governments work together. Rather than seeing foreign aid as charity, the paper proposes positioning it as a strategic investment in global resilience and sustainable development.

2) Key Findings of the Document (pages 2-5).

- Traditional aid models are no longer sufficient for solving complex, systemic global problems.
- There is a growing need to treat aid not as "help" but as a catalyst for investment, capacity building, and innovation.
- Young leaders and new actors, particularly in the Global South, are pushing for more inclusive, equitable, and participatory development partnerships.
- The private sector, with its capital and innovation capacity, must become a core partner in development—not just a source of funding.
- Aid must support systems change, with a focus on local agency, not just service delivery.

3) Key study areas analysis.

a) Policy and Governance (page 5).

Policy frameworks to align PS with SDGs.

- Foster cross-sector collaboration and inclusive governance.
- Multilaterals should co-create programs with local stakeholders rather than impose top-down designs.
- New accountability structures are needed to ensure transparency and shared outcomes.

Regulatory reforms to improve collaboration (pages 5-6):

- Incorporate non-traditional actors (e. g. , social enterprises, tech firms) into decision-making.
- Encourage flexible governance and innovative structures to adapt to changing needs.
- Increase transparency to build trust across sectors and geographies.

b) Investment and finance.

Role of blended finance (page 5).

- Donor funds should be used **strategically to de-risk private investment**, especially in fragile markets.
- Blended finance must move from niche to **mainstream** to meet global development financing needs.

Risk-sharing and incentives.

- Promote mechanisms like **development impact bonds**, concessional capital, and **guarantees** to reduce private sector risk.
- Incentivize innovation in areas like **digital access, global health, infrastructure** (page 5–6).

Enabling environments.

- Aid should help strengthen local institutions, legal systems, and innovation ecosystems.
- Support countries in building resilient markets and public systems (page 4).

c) Public-private partnerships (PPPs) (page 4–5).

Best practices for structuring PPPs.

- Design inclusive partnerships with shared goals and accountability mechanisms.
- Align PPPs with national development strategies and local priorities.
- Ensure community involvement from the start.

Leveraging business experience.

- Multilateral organizations should adopt private sector approaches to agility, data use, and operational scalability.
- Digital infrastructure and technology partnerships offer transformative potential, especially post-COVID-19.

d) Global Coordination and Diplomacy (page 6).

Enhancing cooperation between PS and governments.

- Foster a "development coalition" involving governments, private firms, local innovators, and communities.
- Multilaterals must convene actors, align incentives, and set shared metrics for success.

Lessons from success stories.

- The COVID-19 vaccine rollout demonstrated the power of public-private logistics and health collaborations.
- Emphasis on trust-based partnerships and rapid mobilization in crises (page 2–3).

4) Conclusions and recommendations.

Conclusion.

- Foreign aid must transition from charity to a model of shared investment in global resilience.
- The aid system must become inclusive, co-led, and anchored in innovation.
- Reducing aid budgets is not necessarily a setback if impact and coordination improve.

Recommendations.

- Reframe aid as strategic investment, not assistance.
- Embed private sector roles as core partners in solution design and implementation.
- Promote systems change through long-term capacity building and co-leadership.
- Shift focus to accountability, transparency, and development effectiveness.

5) Private sector participation in development finance / multilaterals

(pages 5-6).

- The article strongly advocates for mainstreaming private actors in development finance.
- Recommends blended models combining donor funds, venture capital, and outcome-based instruments.
- Example: Use of venture capital for health innovation, enabled by public guarantees or subsidies.

6) How does the document tackle.

a) Private sector and development cooperation.

- The private sector must be fully integrated into planning and implementation of development initiatives.
- Collaborative platforms—blended finance, co-investment facilities, PPPs—are necessary to scale sustainable development.

b) Private sector and humanitarian action.

- References private sector contributions during COVID-19, particularly in logistics, vaccine delivery, and data systems.
- Suggests that agile business models are valuable in emergency response and recovery (page 3).

c) Private sector and human rights.

It is not mentioned.

d) Private sector and humanitarian action.

It is not mentioned.

20. The future of international cooperation in a fragmented world, (BCG, 2025).

Dhanani, Q. , Dupoux, P. , Bharadwaj, A. , & Hildebrandt, J. (2025, May 19). The future of international cooperation in a fragmented world. Boston Consulting Group. https://web-assets. bcg. com/pdf-src/prod-live/future-international-cooperation-in-fragmented-world. pdf.

1) Scope and methodology.

Scope.

The article aims to rethink the role of multilateral institutions in a fragmented, multipolar world. It identifies four imperatives for the future of cooperation: (1) rebuild trust, (2) modernize institutions, (3) build new pathways for impact, and (4) engage the private sector as a genuine partner for future-international-cooperation.

Methodology.

Rather than quantitative analysis, the article uses a **strategic foresight approach**. It draws on historical examples (Montreal Protocol, smallpox eradication, TCP/IP protocols, Chemical Weapons Treaty, AfCFTA, BRICS, Water Resilience Coalition) and contrasts successful and failed efforts to illustrate lessons for future multilateralism (pp. 2–10).

2) Key Findings of the Document.

- **Historical successes of multilateralism** demonstrate its transformative power.
- **Current challenges**: climate change, cybersecurity, artificial intelligence, misinformation, pandemics.

- **Four reform imperatives**:

  - **Rebuild trust** through inclusivity, better representation of emerging economies and transparency.
  - **Modernize institutions** through mandate reviews, an effort to reduce duplication, adopt AI to improve effectiveness and introduce private-sector practices.
  - **Build new pathways to impact** through phased agreements, beginning with small coalitions.
  - **Engage the private sector** as a partner, facilitating its role as co-creator and innovator, not just funder.

a) Policy and governance.

- Reform of mandates and institutional structures to eliminate redundancy.
- More inclusive governance frameworks, counterbalancing Western dominance (e. g. , BRICS).
- Eight guiding principles for reform: core mandate protection, beneficiary focus, resilience, speed of action, inclusivity, transparency.

b) Investment and finance.

- Emphasis on **trust and institutional credibility** as preconditions for attracting investment and enabling participation in global markets.
- Example: AfCFTA as a driver for trade and investment integration.

c) Public-private partnerships (PPPs).

- Private sector positioned as **genuine partner in multilateralism**, with expertise in technology, supply chains, and sustainability.
- Example: Water Resilience Coalition (UN Global Compact + companies) with 21 projects in 15 regions.

d) Global coordination and diplomacy.

- Advocates **phased negotiations**: starting with small coalitions before global scaling.
- Regional and thematic coalitions can set precedents for wider adoption.
- Advocates for a stronger role for the Global South in shaping the multilateral agenda.

4) Conclusions and recommendations.

Conclusions.

- Multilateralism has delivered key global public goods, but institutions are outdated.
- Without modernization, they risk losing credibility and relevance.
- Flexible coalitions, inclusivity, and private-sector engagement are critical.
- **Efforts to reimagine international cooperation will be more successful if they are centered on purpose, people, and the ability to adapt in a fast-changing world. The most important principles for organizations include:**

    - Protection of the core mandate: Anchor decisions on the organization's.
    - Emphasis on beneficiary outcomes: In assessing tradeoffs, prioritize.
    - Respect for the dignity of personnel.
    - Bold and transformative thinking.
    - Quick and decisive action.
    - A focus on long-term resilience.
    - A strong role and voice for member states.
    - A neutral, independent, objective, and transparent process.

Recommendations:

- Strengthen representation of emerging economies.
- Modernize processes using AI, agile governance, and streamlined operations.
- Enable coalitions of the willing as stepping stones to wider agreements.
- Deepen private-sector involvement as co-creators and innovators.

5) Specific Insights on Private Sector Participation.

- Private sector is seen as **indispensable**:
  - Provides agility, expertise, and innovation capacity.
  - Strong incentives for global standards to reduce uncertainty, especially for multinationals.
  - Example: Water Resilience Coalition as a model of business engagement in sustainability.

6) How the Document Tackles.

a) Private sector and peace and security.

Indirectly through arms control treaties and digital/AI governance; no direct framework on corporate roles in security.

b) Private sector and development cooperation.

- Strong emphasis on partnerships with multilateral institutions and regional frameworks.
- Businesses as key actors in scaling solutions across sustainability, technology, and water resilience.

c) Private sector and human rights.

Not explicitly addressed. Human rights appear indirectly via calls for inclusiveness, fairness, and greater representation of the Global South.

d) Private sector and humanitarian action.

Not mentioned.

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