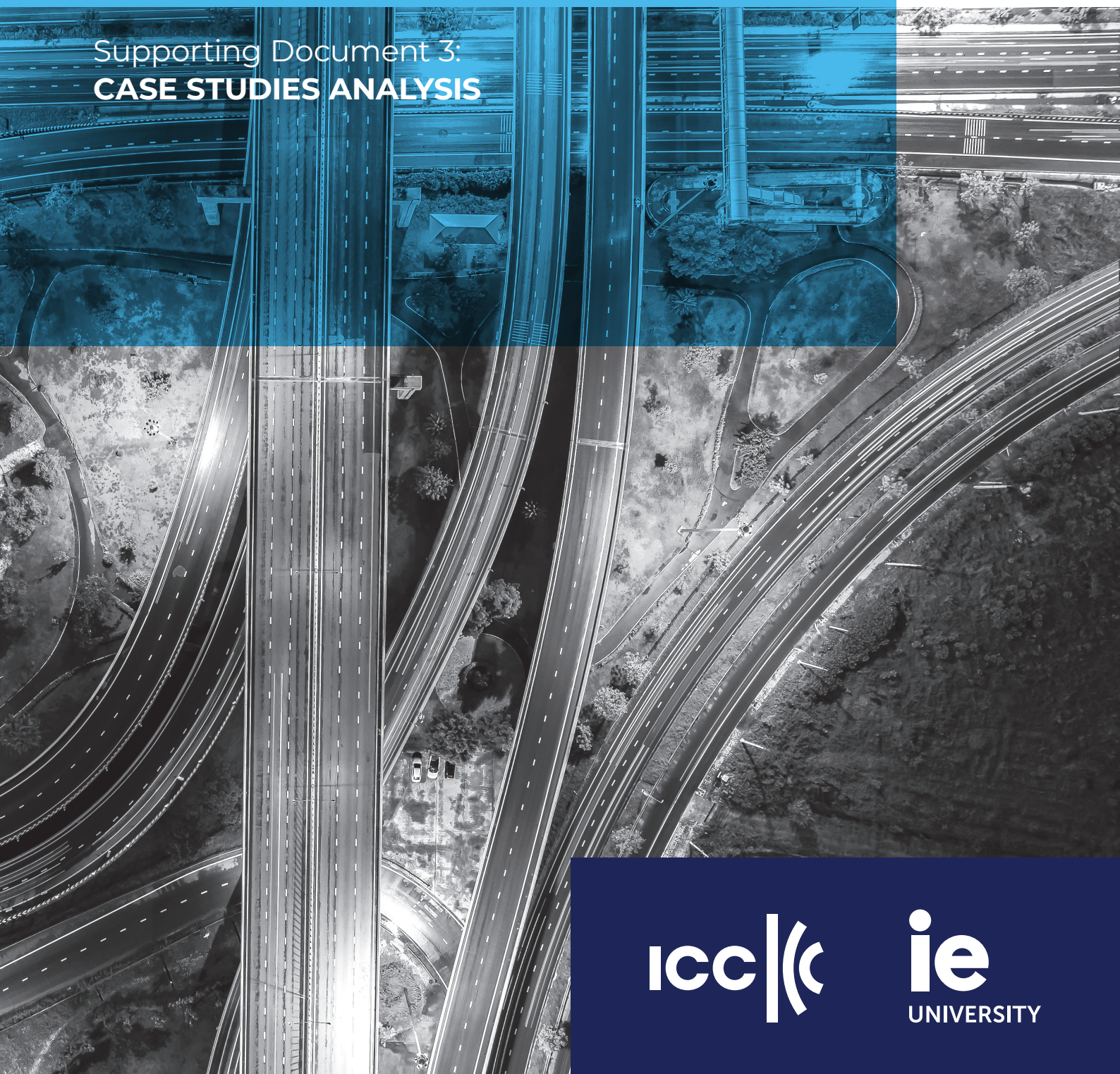
Rethinking multilateralism. A new role for the private sector.

Supporting Document 3:
CASE STUDIES ANALYSIS



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Rethinking multilateralism. A new role for the private sector.

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1. Introduction.

This analysis of case studies is part of the building blocks for the report "Rethinking Multilateralism: A New Role for the Private Sector". The overall Report seeks to explore and propose ways to strengthen collaboration between international organizations and private sector actors, recognizing that businesses are not only providers of capital but also bring technical expertise, innovation capacity, and delivery capabilities essential to achieving the Sustainable Development Goals (SDGs).

The Report is complemented by three supporting documents. Supporting document 1 (Annotated Bibliography) offered an overview of the existing literature, while Supporting document 2 (Institutional Frameworks) mapped the formal mechanisms currently guiding cooperation. This third document shifts the focus to practice. By analysing concrete examples of public–private collaboration, it provides evidence of how engagement is working on the ground, highlighting both successful experiences and areas where institutional or operational gaps persist.

Scope of this document.

The purpose of this deliverable is to identify **good practices, lessons learned, and gaps** from a set of selected case studies that reflect the diversity of existing public–private cooperation models. More than 35 potential cases were initially screened, of which 19 were retained for in-depth analysis according to the methodology described below. The cases were chosen to represent different geographies, sectors, and institutional contexts, with particular attention to whether they address the guiding policy questions set out in the Terms of Reference:

- **Policy and Governance**: how can policy frameworks and regulatory reforms better align private investment with sustainable development?
- **Investment and Finance**: what role can blended finance, guarantees, and risk-sharing mechanisms play in mobilizing private capital?
- **Public–Private Partnerships (PPPs)**: what are the best practices in structuring PPPs for sustainable development impact, and how do due diligence and accountability safeguards compare?
- **Global Coordination and Diplomacy**: how can multilateral institutions strengthen cross-border cooperation with business, and what lessons can be drawn from existing partnerships?

Each case study has been analysed using a common template covering general description, alignment with the four policy areas, and qualitative assessment of good practices, gaps, and lessons learned. Further methodological details are provided below.

Structure of this Deliverable.

- **Section 2: Methodology** outlines the criteria used to select and analyse the case studies, ensuring comparability and relevance.
- **Section 3: List of Case Studies Considered** provides an inventory of the cases reviewed and identifies those prioritised for in-depth analysis.
- **Section 4: Highlights and Conclusions** identify cross-cutting findings, highlighting good practice, common challenges, and gaps.
- **Section 5: Detailed Case Study Analysis** presents structured assessments of each case, following a common methodological approach.

2. Methodology.

Case Selection.

For the purposes of the Report, **case studies are understood as documented examples of partnerships, collaborations, or initiatives where the private sector and one or more multilateral institutions have worked together toward a defined objective**. While most focus on development cooperation, the scope also includes actions aligned with the broader mandates of multilateral institutions, such as peace and security, human rights, and humanitarian action.

The starting point for this deliverable was a longlist of more than 35 potential case studies identified through the literature review (Deliverable 1) and subsequent scoping research[1]. From this longlist, 19 cases were selected for in-depth analysis. The shortlisting applied a double filter:

1. Relevance to the four guiding policy areas.

- **Policy and Governance:** Does the case demonstrate how public authorities and multilateral institutions can create enabling policy frameworks for private engagement.
- **Investment and Finance:** Does it introduce innovative financing mechanisms (e. g. blended finance, guarantees, risk-sharing) to mobilize private capital?
- **Public–Private Partnerships (PPPs):** Does it highlight effective partnership structures, due diligence practices, or accountability safeguards?
- **Global Coordination and Diplomacy:** Does it illustrate how multilateral institutions and private actors can align roles across borders and sectors?

2. Practical relevance: cases were prioritised if they.

- Offer evidence of innovative cooperation between multilateral institutions (MIs) and private sector actors (PS).

1 Annex 1 includes a table that shows the reference of case studies to the literature review (Supporting document 1).

- Demonstrate the mobilization of significant private finance; Show participation of private sector actors in the early design or policy phase, not only in delivery.
- Provide solutions to persistent barriers identified in the literature review, such as currency risk, project preparation, or governance.

To facilitate further analysis, the case studies have been classified among the kind of MIs that collaborate with the private sector to determine if there is any linkage, correlation or attribution between the typo of partners and the results of the analysis:

- Multilateral Development Banks (MDBs) and Regional Development Banks.
- United Nations System and United Nations Agencies and Programmes.
- OECD and Standard Setters.
- Private Sector-Led and Third Sector-Led Initiatives.

Case Analysis.

Each case study has been assessed using a common analytical template to ensure comparability and depth. While methodologically not perfect, the intention of this structured approach ensures that each case is analysed in a consistent way, allowing both detailed examination of individual experiences and a comparative synthesis across cases. This analysis has been structured in three main blocks:

- **Block 1:** General Description: context, objectives, participating actors, sectoral scope, and geographic coverage.
- **Block 2:** Alignment with Policy Questions: structured assessment against the four thematic clusters outlined in the Terms of Reference.
- **Block 3:** Qualitative Analysis: identification of *good practices*, *gaps*, and *lessons learned* relevant to strengthening future public–private collaboration.

Annex II includes the detailed items analysed in each of the three blocks. The full list of cases is presented in section 3 below.

3. List of case studies.

N°	Case Study Title	Thematic area	SDG	Document Type	Reference	Source	Case Study
Multilateral Development Banks (MDBs) and Regional Development Banks							
1	Egypt Solar Energy Expansion	Renewable Energy / Blended Finance	7, 13, 17	Report	World Bank Group. (2017). Maximizing Finance for Development: Leveraging the Private Sector for Growth and Sustainable Development. https://www. devcommittee. org/ content/dam/sites/devcommittee/ doc/documents/mgr/DC2017-0009_Maximizing_8-19. pdf	World Bank Group (2017)	A large-scale blended finance model combining public, private, and multilateral actors to scale up solar power in Egypt.
2	Colombia National Toll Road PPPs	Infrastructure/ Blended Finance	8, 9	Report	World Bank Group. (2017). Maximizing Finance for Development: Leveraging the Private Sector for Growth and Sustainable Development. https://www. devcommittee. org/ content/dam/sites/devcommittee/ doc/documents/mgr/DC2017-0009_Maximizing_8-19. pdf	World Bank Group (2017)	An initiative that advanced the development of national toll roads through public-private partnerships (PPPs).
3	CAF Support to Climate-Oriented Banks	Climate Finance / Intermediation	13	Case Study within Joint Report	MDB Task Force on Mobilization. (2025). Mobilization of private finance by multilateral development banks and development finance institutions: 2023 joint report (Appendix 1, page 46). Source: CAF (included in MDB Joint Report) https://www. caf. com/ media/4674864/mdb-report-2023-final-1. pdf	CAF (2023)	CAF mobilized private finance by supporting Latin American banks to intermediate climate-focused lending, illustrating how multilateral capital catalyzes private sector action on climate.
4	Scaling Solar Ethiopia – Expanding Solar Ipps Through PPPs	Renewable Energy / Public-Private Partnership (PPP)	7	Case Study within Joint Report	MDB Task Force on Mobilization. (2025). Mobilization of private finance by multilateral development banks and development finance institutions: 2023 joint report (Appendix 1, page 42). https://documents1. worldbank. org/ curated/en/478221582537751050/ pdf/Scaling-SolarThe-Complete-Package. pdf	IFC (2025)	A PPP transaction supporting Ethiopia's first competitively tendered solar projects, leveraging IFC advisory work to attract private capital into renewable infrastructure.
United Nations System and UN Agencies							

N°	Case Study Title	Thematic area	SDG	Document Type	Reference	Source	Case Study
Multilateral Development Banks (MDBs) and Regional Development Banks							
5	Private Sector Contributions to Peacebuilding	Peacebuilding, Conflict Prevention, and Private Sector Engagement	16	Analytical Report / Case Study Compilation	United Nations Global Compact & Principles for Responsible Management Education (PRME). (2021). Private Sector Contributions to Peacebuilding: Gaining Momentum in the Decade of Action. https://d306pr3pise04h. cloudfront. net/docs/publications%2FPrivate_Sector_Peacebuilding_Report_DIGITAL. pdf	United Nations Global Compact, PRME, and Peace Research Institute Oslo (PRIO)	The report includes multiple case studies, such as those involving companies like MasterCard, Novartis, and Unilever, which demonstrate corporate engagement in conflict-sensitive business practices, inclusive economic development, and partnerships with civil society and governments to foster peace.
6	Fossil Free Sweden	Industrial Decarbonization / Roadmaps	9, 13	Report	United Nations. (2023). Global Sustainable Development Report 2023, Box 4-4, p. 72. https://files. unsdsn. org/sustainable-development-report-2023. pdf	Global Sustainable Development Report (2023)	A government-led initiative that engages industries in co-developing decarbonization roadmaps aligned with national climate targets.
7	Local Infrastructure Investment in Sub-Saharan Africa	Local Infrastructure Finance / Sub-Saharan Africa	11, 9, 17	Report	United Nations. (2023). Global Sustainable Development Report 2023, Box 4-4, p. 72. https://files. unsdsn. org/sustainable-development-report-2023. pdf	Global Sustainable Development Report (2023)	Enhancing investment capacity for local infrastructure via pooled funds and partnerships with DFIs to support sustainable urban development.
8	Blended Finance for Clean Energy in Africa	Clean Energy / Blended Finance	7, 13, 17	Development Finance Report	United Nations. (2023). Financing for Sustainable Development Report. https://financing. desa. un. org/sites/default/files/2023-04/FSDR_2023_Overview_0. pdf. Organisation for Economic Co-operation and Development. (2023). Financing clean energy in Africa. OECD Publishing. https://www.oecd. org/content/dam/oecd/en/publications/reports/2023/09/financing-clean-energy-in-africa_79ad8875/0d5a2eee-en. pdf	United Nations (2023)	Highlights blended finance strategies to accelerate clean energy transitions in Africa, leveraging concessional and private investments for infrastructure projects.

N°	Case Study Title	Thematic area	SDG	Document Type	Reference	Source	Case Study
Multilateral Development Banks (MDBs) and Regional Development Banks							
9	MDBs' Climate Finance Initiatives	Climate Finance / MDB Coordination	13, 17	Development Finance Report	United Nations. (2023). Financing for Sustainable Development. https://financing. desa. un. org/sites/default/files/2023-04/FSDR_2023_Overview_0. pdf	United Nations (2023)	Describes MDB-led climate finance initiatives, stressing collaboration with private sector and policy alignment to unlock capital at scale.
OECD and Standard Setters							
10	The Microbuild Fund	Housing and Microfinance (Financial Inclusion)	1. 4, 5. b, 11. 1, 13	Report	Document Reference (APA): OECD & UNCDF. (2020). Blended Finance in the Least Developed Countries. https://www. oecd. org/dac/financing-sustainable-development/blended-finance-in-ldcs-2020. pdf (p. 50)	OECD & UNCDF (2020)	MicroBuild is a blended finance facility combining philanthropic, development, and commercial capital to support housing microfinance in LDCs. Led by Habitat for Humanity and IFC, the fund reached 250,000+ households across 33 countries, with 83% female beneficiaries. It integrates technical assistance, climate resilience, and gender inclusion into housing finance products for underserved markets.
11	The Danida Business Partnerships Programme	SME Development / Partnerships for Innovation	8, 9, 17	Development Cooperation Report	OECD. (2016). Private Sector Engagement for Sustainable Development. https://www.oecd. org/content/dam/oecd/en/publications/reports/2016/11/private-sector-engagement-for-sustainable-development_g1g73072/9789264266889-en. pdf. Danida Business Partnerships. (n. d.). DGBP – Danida Green Business Partnerships. https://danida-business-partnerships. dk/dgbp/	OECD (2016)	Danida Business Partnerships promoted inclusive business development by co-financing innovative projects between Danish and developing country firms.

N°	Case Study Title	Thematic area	SDG	Document Type	Reference	Source	Case Study
Multilateral Development Banks (MDBs) and Regional Development Banks							
12	Results-Based Financing for Renewable Energy in Morocco	Renewable Energy / Results-Based Financing	7, 13, 17	Policy Report	OECD. (2024). Effective Results Frameworks for Sustainable Development. https://doi. org/10. 1787/aaa4bb52-en. Usman, Z. , & Amegroud, T. (2019, August). Lessons from power sector reforms: The case of Morocco (Policy Research Working Paper No. 8969). World Bank Group, Energy and Extractives Global Practice & Africa Region Office of the Chief Economist. https://documents1. worldbank. org/ curated/en/471511565200281012/ pdf/Lessons-from-Power-Sector-Reforms-The-Case-of-Morocco. pdf	OECD (2024)	Morocco implemented a results-based financing mechanism for renewables, linking disbursements to verified performance outcomes.
13	Powertrust + IFC, BII and Others – Distributed Renewable Energy Aggregator Platform	Distributed Renewable Energy / Aggregator Platforms	7, 13, 17	State of Blended Finance Report	Convergence. (2024). State of Blended Finance Spring 2024, p. 22. https:// www. convergence. finance/resource/ state-of-blended-finance-2024/view	Convergence (2024)	Innovative aggregator platform with IFC and BII that mobilizes concessional and commercial capital for decentralized renewable energy in emerging markets.
Private Sector-Led and Third Sector-Led Initiatives							
14	Autostrade per l'Italia	Sustainable Finance / Corporate Bonds	9, 12, 13	Online Case Study	CFO Coalition for the SDGs. Impact Dashboard & Case Studies. https://www. cfocoalition. org/media-events/case-studies. Autostrade per l'Italia. (2024). Sustainable finance. https://www. autostrade. it/en/investor-relations/ sostenibilita/finanza-sostenibile	CFO Coalition for the SDGs	Autostrade per l'Italia issued a sustainability-linked bond tied to ESG KPIs, representing private capital alignment with SDG-related impact metrics.
15	TCX and Dutch Ministry of Foreign Affairs	FX Risk Mitigation / Financial Innovation	8, 17	State of Blended Finance Report	Convergence. (2024). State of Blended Finance Spring 2024, p. 22. https:// www. convergence. finance/resource/ state-of-blended-finance-2024/view	Convergence (2024)	TCX mitigates foreign exchange risk for frontier market investments by combining donor capital with private risk hedging instruments.
16	Aldeia Nova – Vital Capital, Ifc & Usaid in Angola	Institutional Investment / Blended Finance	8, 10, 17	State of Blended Finance Report	Convergence. (2024). State of Blended Finance Spring 2024, p. 22. https:// www. convergence. finance/resource/ state-of-blended-finance-2024/view	Convergence (2024)	ILX Fund and EDFIs created a blended structure to mobilize institutional capital into DFI-supported projects across developing markets.

N°	Case Study Title	Thematic area	SDG	Document Type	Reference	Source	Case Study
Multilateral Development Banks (MDBs) and Regional Development Banks							
17	Climate Investor One and Development Finance Institutions and Private Investors	Clean Energy Infrastructure / Climate Finance	7, 13, 17	State of Blended Finance Report	Convergence. (2024). State of Blended Finance Spring 2024, p. 22. https://www. convergence. finance/resource/state-of-blended-finance-2024/view	Convergence (2024)	Climate Investor One blends public and private capital through a three-tier fund structure to streamline investment in renewable energy in developing countries.
18	Private Sector Investment Lab and the Forest Carbon Partnership Facility (FCPF)	Forest Carbon / Investment Lab	13, 15, 17	Brief / Policy Note	World Bank Group. (2025). Private Sector Investment Lab: Brief. https://www. worldbank. org/en/about/unit/brief/private-sector-investment-lab	World Bank Group (2025)	The Lab explores how to scale private investment into forest carbon and nature-based solutions through new structures and de-risking approaches.

4. Highlights and conclusions.

As discussed, in this deliverable we looked closely at 19 case studies chosen from an initial long list of more than 35 examples. Together, these cases give a balanced picture of how the private sector is engaging with multilateral institutions across different regions and sectors.

In the selected sample, Africa features prominently, with cases on Egypt's large-scale solar expansion, Ethiopia's Scaling Solar programme, Morocco's results-based financing for renewables or blended finance for clean energy in Sub-Saharan Africa among others. Latin America is represented by Colombia's national toll road PPPs and secured transactions reform, Chile's sovereign SDG bonds, and CAF's support for climate-oriented banks. Asia-Pacific examples include Indonesia and the Philippines' Energy Transition Mechanism, sustainable aviation fuel pilots in Pakistan, and Indonesia's PERTAMINA energy transition. We have also identified cases from OECD economies, given that they provide insights into what may be possible in other contexts. For instance, Sweden's Fossil Free industrial roadmaps, Italy's sustainability-linked bond issued by Autostrade per l'Italia, and the Netherlands' circular economy partnership. Finally, there are several global or cross-regional cases such as the Global Infrastructure Facility or the World Bank's Private Sector Investment Lab, and initiatives linking business to peacebuilding.

In terms of sectors, examples include renewable energy and climate finance, transport and urban infrastructure, innovative financial mechanisms (bonds, blended finance, risk mitigation), industrial decarbonisation and circular economy, agriculture and food systems, and governance/peacebuilding.

Mapped against the SDGs, we find the strongest concentration is on **SDG 7 (Energy), SDG 9 (Infrastructure and Innovation), SDG 13 (Climate Action), and SDG 17 (Partnerships)**, reflecting the dominance of energy and finance-oriented initiatives. **SDG 11 (Sustainable Cities), SDG 16 (Peace and Institutions), and SDG 8 (Decent Work)** are also well represented, mainly through infrastructure investments and governance-focused collaborations. A smaller set of cases address **SDG 2 (Zero Hunger), SDG 5 (Gender Equality), and SDG 12 (Responsible Consumption and Production)**, suggesting room to diversify private–multilateral collaboration beyond its current emphasis on infrastructure and energy. These insights of course must be considered as indicative given the relatively small sample of cases analysed.

Overview of Findings: insights addressing our four policy themes.

A. Policy and governance.

A recurring lesson from the case studies is that policy clarity and (where needed) accompanying institutional reforms are what give investors the confidence to commit. Egypt's solar expansion offers a good illustration: regulatory reforms, the introduction of a feed-in tariff, and support from IFC, IBRD, and MIGA created a predictable environment that mobilized billions in private investment. Similarly, Ethiopia's Scaling Solar relied on standardized contracts and transparent tenders, showing that governance rules can directly translate into lower tariffs and broader participation.

Colombia's 4G road PPPs highlights the creation of new institutions (ANI and FDN) to manage planning and finance that gave long-term credibility to the program. This kind of institutional innovation shows that sometimes, governance frameworks need clear rules together with new agencies with the mandate and capacity to coordinate across actors, including the private sector.

The cases also point to gaps. Morocco's results-based financing for renewables and several local infrastructure initiatives in Sub-Saharan Africa showed that while policies exist, the absence of robust dispute resolution and monitoring mechanisms creates delays and weakens trust. Governance that embeds transparency and clear accountability from the start can make a difference when consistently deployed.

- **Structure for engagement between PS and MIs.** Successful cases established structured platforms for engagement (e. g. joint steering committees in Colombia, advisory frameworks in Scaling Solar), while others relied only on ad hoc consultations.
- **Incentive alignment:** Where reforms balanced public goals (e. g. reducing subsidies in Egypt) with investor security (feed-in tariffs, guarantees), mobilization was significant. Where incentives were less clear, participation remained limited.
- **Bridging business objectives with development priorities:** The strongest cases explicitly linked profitability with national goals, for example, Morocco's RBF tied finance disbursements to renewable energy generation outcomes.

- **Governance mechanisms to structure collaboration:** mechanisms such as standardized power purchase agreements, the creation of new institutions like Colombia's National Infrastructure Agency and its National Development Finance Corporation, and blended financing facilities such as Egypt's Green Economy Financing Facility provided durable engagement channels.

B. Investment and finance.

Most of the case studies confirm that blended finance is a key entry point for private sector investment mobilization. Climate Investor One and the MicroBuild Fund both showed how layered capital structures (combination of concessional tranches and commercial investment) can make high-risk or low-return projects viable. The MicroBuild example also underlined the importance of matching finance with social outcomes: small housing loans for low-income families reached hundreds of thousands of beneficiaries while delivering commercial returns.

Risk-sharing tools are critical in fragile or first-time markets. In Egypt, political risk insurance and local currency credit lines reassured investors. In Africa, the TCX Fund provided hedging in dozens of illiquid currencies, proving that de-risking instruments are essential for scaling investment where foreign exchange volatility is prohibitive. CAF's sustainable bond program shows how labelling, verification, and impact reporting can further reduce perceived risk and open the door to institutional investors.

Still, the cases highlight persistent barriers. Even successful facilities like Scaling Solar or the MDB climate finance initiatives depend heavily on concessional capital. Currency mismatch and underdeveloped local capital markets remain structural problems.

These examples suggest that multilateral institutions should focus on creating standardized, pooled instruments (such as guarantee marketplaces or regional bond platforms) that can be deployed quickly and repeatedly, rather than relying on one-off deals. The private sector should play a critical role not only in the execution of these initiatives but in their design to facilitate their uptake and long-term sustainability.

Most case studies confirm that blended finance is the primary entry point for mobilizing private capital. Climate Investor One and the MicroBuild Fund both showed how layered structures — combining concessional and commercial capital — can make high-risk or low-return projects viable. MicroBuild also demonstrated how finance can be tied to social outcomes, reaching hundreds of thousands of low-income households with climate-resilient housing loans while still attracting private investors.

Risk-sharing tools were critical in fragile or first-time markets. Egypt's solar program combined tariff reform with political risk insurance and green credit lines for local banks. The Currency Exchange Fund provided hedging in dozens of illiquid markets, while the Development Bank of Latin America's sustainable bond program enhanced credibility through external verification and public impact reporting.

- **Blended finance structure:** Nearly all successful cases relied on blended structures (e. g. concessional tranches, donor-backed currency hedging facilities or pooled guarantees from multiple development banks) which lowered barriers and attracted commercial investors.
- **Innovative financial mechanisms:** Morocco's results-based financing program linked disbursements to verified performance. CAF pioneered sustainability-linked bonds in Latin America. Powertrust used distributed renewable energy certificates to connect small renewable projects with global corporate buyers.
- **Private sector investment mechanism:** The cases illustrate diverse entry points. In Colombia and Ethiopia, public-private partnerships structured around road and solar projects opened the door for private firms. In Colombia, institutional investors were engaged through project bonds and debt vehicles. The Micro-Build Fund channelled investment through microfinance institutions. Direct corporate participation also appeared in cases such as Autostrade per l'Italia's sustainability-linked bond and Powertrust's renewable energy certificate platform.
- **Risk-sharing mechanisms:** Guarantees offered by the World Bank Group's political risk insurance arm in Egypt and Colombia were essential. Other tools included political risk cover, currency hedging through the Currency Exchange Fund, and tiered capital structures in Climate Investor One. Where comprehensive risk-sharing was absent, private participation remained limited.

C. Public–private partnerships (PPPs).

The cases confirm that PPPs work best when they combine technical rigor with transparent governance. Colombia's toll road program attracted US$14.8 billion in investment because contracts were standardized, risks were clearly allocated, and long-term oversight institutions were created. Ethiopia's Scaling Solar achieved similarly competitive outcomes because private bidders trusted the IFC-designed tender and risk-allocation framework.

At the same time, in our sample, PPPs are concentrated in infrastructure. A few cases extend PPP models into social sectors, including health and housing: the MicroBuild Fund functioned as a partnership between Habitat for Humanity, IFC, and private MFIs, while vaccine-style advance commitments in global health (referenced in blended finance case studies) show how the PPP concept can be adapted for human development outcomes.

As before, clear accountability mechanisms are needed to succeed. Some Sub-Saharan municipal infrastructure partnerships and Morocco's RBF program lacked robust grievance mechanisms or community participation, which undermined delivery and trust.

- **Partnership mechanisms:** The most effective partnerships created formal vehicles for cooperation. In Colombia, the government created the National Infrastructure Agency to oversee concessions and the National Development Finance Corporation to channel financing. In Ethiopia, the Scaling Solar program relied on standardized power purchase agreements and transparent tendering processes. Syndication mechanisms with international development banks also provided confidence and structure.
- **Innovative solutions to pressing global challenges:** Public–private partnerships were used to expand renewable energy access in Egypt and Ethiopia, to create conservation-linked financial products such as South Africa's Wildlife Conservation Bond, and to scale housing finance through the MicroBuild Fund.
- **Due diligence processes:** International financial institutions such as the International Finance Corporation and the National Development Finance Corporation in Colombia applied environmental, social, and technical due diligence in major projects. However, due diligence processes were not transparent or explicitly reported in some instances.
- **Accountability, dispute settlement, and anti-corruption mechanisms:** Some cases embedded accountability through output-linked payments, such as Morocco's results-based financing for renewable energy. However, most lacked clear grievance mechanisms, dispute settlement tools, or anti-corruption safeguards. This remains a systemic weakness across many public–private partnerships, limiting investor and citizen trust.

D. Global Coordination and Diplomacy.

Several case studies illustrate the catalytic role of multilateral coordination in attracting private partners. MDB climate finance initiatives, TCX's multi-donor currency facility, and the World Bank's Private Sector Investment Lab all show that when institutions act jointly (pooling capital, setting standards, or convening investors) the private sector responds. These initiatives work not because any single institution leads, but because they provide a shared platform that simplifies entry for business.

But global coordination remains fragmented. Corporate engagement in diplomacy is still sporadic, often through high-profile purchases or symbolic commitments. Power trust's D-REC platform is an exception: it channels corporate demand for renewable energy into emerging markets, supported indirectly by IFC and donors who helped create the D-REC standard. This model shows how private markets and multilateral standards can reinforce each other in global climate action.

Despite these advances, coordination remains fragmented and short-term. Corporate engagement in global diplomacy is still sporadic, often occurring through high-profile pledges, conferences, or symbolic commitments. Few initiatives provide standing governance structures where private firms have a sustained role in setting agendas and monitoring outcomes. Engagement tends to be project-based or temporary, leaving "private sector diplomacy" reactive rather than strategic.

- **Clear objectives for both sides:** Stronger cases defined the goals of public institutions and private companies explicitly. For example, in multilateral development bank climate initiatives, governments pursued fiscal stability and emissions reduction, while private actors committed to measurable mitigation investments.
- **Clear roles for public institutions and private firms:** In Scaling Solar, private developers invested in and delivered solar plants, while the International Finance Corporation structured transactions and the Multilateral Investment Guarantee Agency provided political risk insurance. In peacebuilding initiatives led by the United Nations Global Compact, companies such as Mastercard and Unilever contributed jobs and inclusive practices, while the United Nations supplied legitimacy and frameworks.

Mandate themes – Distribution across selected case studies.

As part of the analysis all the documents have been screened under the prism of what activity and or mandate among MIs are the case studies about or what mandate do they tackle. These themes are:

- Private Sector & Peace and Security.
- Private Sector & Development Cooperation.
- Private Sector & Human Rights.
- Private Sector & Humanitarian Action.
- This is expected to shed light over the potential gaps of PS and MIs collaboration and show how the relation between the PS and MIs is probably excessively centred in certain areas or mandates potentially leaving aside areas for further strengthening PS involvement in MIs decision process and work.
- As the table below shows barely 5% of the case studies tackle Private Sector & Peace and Security something that shows both the scarcity of collaboration and work in this area as well as the potential to develop and integrate PS activity in the role and mandates of MIs in this area.

Regarding Private Sector & Development Cooperation, the sample shows that almost 80% of the case studies tackle development cooperation, this being by far the most common area of collaboration and joint work between MIs and PS. On the one hand this shows the potential and how the PS is getting increasingly involved in responding to development challenges but on the other hand it may show that collaboration is almost limited to this area, at least regarding the case studies selected.

When analysing the presence of Private Sector & Human Rights in the case studies, 33% have tackled this area. It shows a relatively important presence and room for more areas of joint work. The private sector can be both a catalyst of Human Rights in regions where they are not adequately observed or on the contrary it can be a catalyst of Human Rights abuse and mis observation. It is an area where the PS can relate more widely and deeply with MIs both at the practice level as well as in the development of frameworks for good practice and accountability as well as for the development of policy papers and norms.

Finally, when analysing Private Sector & Humanitarian Action, no case studies out of the preselected ones tackled the humanitarian mandate and only two frameworks tackled it. This could show a whole unexplored area where the PS could add value, knowledge and expertise. Moreover, this area and the MIs involved in this mandate is a ground for work between the PS and the MIs to be developed.

Mandate	No. of Case Studies	% of Total (18)
Private Sector & Peace and Security	1	5.6%
Private Sector & Development Cooperation	14	77.8%
Private Sector & Human Rights	6	33.3%
Private Sector & Humanitarian Action	0	0.0%

Insights by type of organization.

Multilateral development banks (MDBs).

Multilateral institutions emerge as critical enablers of public–private collaboration, acting as catalysts and risk managers, aligning private incentives with public mandates through guarantees, blended finance, standard setting or regulatory reform. The depth of their role, however, is uneven: in some cases, they co-design and co-finance projects with business, while in others they provide mainly a convening platform or policy endorsement without sustained governance roles. This highlights both the essential role of MDBs in mobilizing private capital at scale and the gap that remains in embedding private sector engagement in governance and long-term design.

United Nations system, OECD and standard setters.

The UN plays a distinctive role in convening and norm-setting. Cases analysed illustrate how the UN provides political legitimacy and visibility to business contributions, particularly in climate and governance areas. Yet these remain largely voluntary and principle-based, with limited operational follow-through or financing tools.

OECD contributions focus on codifying good practice. The Morocco RBF case demonstrates how OECD's Effective Results Frameworks are being applied in renewable energy, while the Blended Finance in LDCs report shaped MicroBuild and Climate Investor One. These tools set important standards but logically they rely on uptake by MDBs and national governments to have impact.

Private sector–led initiatives.

Private-sector platforms in the cases analysed bring innovation and responsiveness. Powertrust's D-RECs and Autostrade's sustainability-linked bonds show how businesses can create new market tools aligned with SDG goals. But gaps remain in order to leverage their impact, including governance structures.

Good practices, lessons, and gaps.

Good practices.

- **Policy clarity creates investor confidence.** Egypt's solar expansion and Ethiopia's Scaling Solar show that when governments and development banks provide clear legal frameworks, standardized contracts, and transparent tenders, private investment scales rapidly and at lower cost.
- **Blended finance can de-risk high-risk markets.** Climate Investor One, the MicroBuild Fund, and the Development Bank of Latin America's sustainable bonds illustrate how layering concessional and commercial capital, combined with external verification and public reporting, can mobilize private finance in otherwise unattractive sectors or geographies.
- **Domestic intermediation strengthens financial ecosystems.** CAF's climate credit lines through national banks and Colombia's mobilization of domestic pension funds show that working through local institutions not only expands capital flows but also builds the long-term capacity of financial systems.
- **Aggregation models reduce costs and unlock scale.** Powertrust's distributed renewable energy certificate platform and Colombia's standardized toll road concessions demonstrate that bundling smaller projects or contracts into larger, standardized platforms lowers transaction costs and improves bankability.
- **Social and environmental objectives can be embedded in finance.** The MicroBuild Fund reached low-income families, especially women, with climate-resilient housing, while South Africa's Wildlife Conservation Bond tied investor returns to biodiversity outcomes. Both cases show that financial products can deliver measurable social and environmental outcomes alongside commercial returns.
- **Private innovation complements multilateral action.** Market-led instruments such as Autostrade per l'Italia's sustainability-linked bonds and Powertrust's renewable energy certificates reveal that private firms are also capable of pioneering solutions aligned with the Sustainable Development Goals, even in the absence of formal multilateral frameworks.

Lessons learned.

- **Legal and political certainty underpin success.** In Egypt and Colombia, tariff reforms, PPP legislation, and strong government backing provided the predictability needed to crowd in long-term private capital.
- **Concessional finance is necessary but not sufficient.** The most effective blended finance vehicles, such as Climate Investor One or CAF's green credit lines, combined concessional tranches with technical assistance, monitoring frameworks, and capacity-building to ensure durability.
- **Domestic capital markets are central to scale.** Colombia's use of project bonds and pension funds and pooled municipal funds in Sub-Saharan Africa highlight that mobilization is most effective when domestic investors and institutions are systematically engaged.
- **Comprehensive risk-sharing drives participation.** IFC and MIGA guarantees in Scaling Solar, political risk cover in Egypt, and donor-backed first-loss capital in TCX show that private participation depends on risk-sharing packages that cover political, credit, and currency exposures simultaneously.
- **Institutional innovation is often a prerequisite.** The establishment of new institutions such as Colombia's National Infrastructure Agency and Development Finance Corporation was as important as financing in sustaining PPP reforms and investor confidence.
- **Early engagement of business improves alignment.** Sweden's Fossil Free industry roadmaps and Danida's business partnerships illustrate that when companies are involved from the design stage, investment pathways are more realistic, nationally aligned, and durable.
- **Platforms can shape markets as well as deals.** The World Bank's Private Sector Investment Lab demonstrates that structured dialogue, standard-setting, and trust-building can be as valuable as financing instruments in developing entirely new asset classes such as forest carbon.

Gaps.

- **Weak systems for monitoring and dispute resolution.** Many cases — including Egypt's solar expansion, Colombia's toll roads, Morocco's results-based financing, and Sub-Saharan infrastructure initiatives — reported outputs such as megawatts delivered or kilometres built, but lacked institutionalized frameworks for ongoing oversight, grievance redress, or contractual dispute settlement. This undermines accountability and limits learning.
- **Insufficient attention to corruption risks.** Even in fragile or high-risk contexts such as Angola's Aldeia Nova initiative, few partnerships explicitly embedded anti-corruption safeguards or integrity clauses. This omission leaves programs exposed to governance risks that can compromise investor confidence and development impact.
- **Late and limited engagement of the private sector.** In several cases, particularly Morocco's renewable energy programs and local infrastructure projects in Africa, companies were brought in primarily at the delivery stage. By contrast, where structured engagement happened early — as in Scaling Solar or Colombia's PPP reforms — projects proved more bankable and better aligned with national priorities.
- **Over-representation of large multinational firms.** Most partnerships relied heavily on global developers and investors, with small and medium enterprises or local firms largely absent. Exceptions such as CAF's use of domestic banks and Danida's partnerships with local enterprises highlight the potential of more inclusive models.
- **Limited integration of social and rights dimensions.** Beyond targeted initiatives like the MicroBuild Fund, Danida's gender-sensitive partnerships, or UN-led peacebuilding programs, most cases gave little systematic attention to human rights, gender equality, or inclusion. This gap reduces the developmental depth of otherwise commercially successful projects.
- **Global coordination remains fragmented.** Current efforts — such as the joint climate finance initiatives of multilateral development banks, the Currency Exchange Fund, or Powertrust — showcase innovation but remain largely stand-alone projects or time-bound facilities. There are still very few permanent, institutionalized platforms where private sector actors participate as co-decision-makers in global governance.

Emerging conclusions.

The role of the private sector often remains ad hoc. In many cases, private companies were brought in once financing structures or policy frameworks had already been defined. In contrast, Scaling Solar and Colombia's PPP reforms engaged the private sector early, through structured tenders and advisory roles. This shows that involving business from the outset leads to more realistic risk-sharing arrangements and stronger delivery.

Private sector engagement remains concentrated among a few players. Engagement tends to privilege large multinationals, while local firms and small and medium enterprises are under-represented. Yet their participation is essential for long-term continuity and impact. CAF's approach of channeling funds through domestic banks is a positive example of how local institutions can be mobilized to broaden participation.

Global platforms lack permanence while initiatives seem to be one-off. Multilateral development bank climate initiatives and peacebuilding efforts are valuable but typically ad hoc, with no standing bodies that institutionalize private participation. Likewise, many blended finance cases were designed as bespoke transactions rather than standardized and replicable models. Without more permanent and repeatable structures, scaling remains elusive.

At the same time, the analysis shows that **where policy clarity, institutional reforms, and comprehensive risk-sharing were in place,** private finance was mobilized at significant scale. Governance gaps, particularly in monitoring, dispute resolution, and anti-corruption safeguards, continue to weaken trust in many initiatives. Finally, social and rights dimensions are still insufficiently embedded: only a few cases, such as MicroBuild, Danida partnerships, or UN peacebuilding initiatives, systematically integrated gender, inclusion, or rights into their design.

Emerging recommendations.

- **Make early engagement the norm.** Establish structured mechanisms for early-stage dialogue, including co-design panels for major programs in energy, infrastructure, and nature. Require disclosure of how business input has influenced risk allocation, procurement design, and delivery milestones.
- **Standardize and scale risk-mitigation tools.** Develop regional "marketplace" facilities for guarantees, political risk cover, and local-currency hedging that are accessible to all qualified projects. Align eligibility criteria and documentation to reduce transaction costs and ensure a level playing field.
- **Move from projects to pipelines.** Support preparation facilities that bundle groups of similar projects—such as water systems or climate-resilient housing—through standardized screening, contracting, and monitoring. Link disbursements to verified outputs to strengthen accountability.
- **Broaden participation and mobilize domestic finance.** Create dedicated windows for small and medium-sized enterprises and local developers within tenders and platforms. Use technical assistance to help smaller actors meet required standards. Where possible, channel capital through local banks or funds to reinforce domestic financial markets.
- **Strengthen governance, accountability, and integrity.** Make monitoring, evaluation, and grievance redress mandatory in all partnerships, supported by public dashboards, independent verification, and conflict-of-interest safeguards. All facilities using public or concessional funds should also include gender analysis, inclusion targets, and transparent reporting requirements.
- **Expand the scope of collaboration.** Apply partnership models beyond infrastructure to areas such as social protection, primary health, skills development, and climate adaptation. Outcome-based contracts and results-linked finance can be applied effectively in these sectors, building on lessons from energy and transport.

5. In-depth case studies analysis.

A. Multilateral development banks (MDBs) and regional development banks.

Case study 1. Egypt solar energy expansion.

Document Reference (APA): 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. Pages: 5–6	
Selection Criteria	Key policy questions. Policy and Governance. Investment and Finance. Public-Private Partnerships (PPPs). Global coordination and diplomacy. Analysis criteria: a) Facilitates innovation in the way MIs and private sector cooperate. b) Facilitates mobilization of large-scale financing. c) Facilitates participation of private sector in policy design or early intervention. e) Creates structured engagement protocols, enabling clearer roles, responsibilities, and communication. f) Provides incentive alignment mechanisms, such as risk-sharing tools, blended finance models, or policy structures
Private Sector Partner/ Participation	Energy sector — solar project developers, investors, and operators. Private companies (TAQA Arabia, Shapoorji Energy) partnered with the Government of Egypt and the International Finance Corporation (IFC) to develop the Benban Solar Park, a 1. 8 GW solar energy complex. https://www. ifc. org
Multilateral Institution/s	-IBRD: Development Policy Finance (DPF) and policy reform support. -IFC: financing up to $200 million in senior debt; transaction structuring. -MIGA: political risk insurance up to $400 million. -AfDB: co-financing and parallel financing. -EBRD: 13 projects approved to deliver 750 MW. -AFD, EIB, and EU: launched €140 million Green Economy Financing Facility. -AIIB, IsDB: sector support.
Country/Region:	Egypt.
Sector of PS (exe Agrofood, minery, transport, health)	Energy – Renewable (solar)
Type of partnership	Blended finance and technical assistance.

Executive Summary Case/ Partnership	A large-scale blended finance partnership involving the Government of Egypt, IFC, IBRD, MIGA, AfDB, EBRD, AFD, EIB, AIIB, IsDB, and private sector actors. This initiative supported Egypt's solar energy expansion by providing a mix of policy support, risk mitigation, and project financing. Private sector companies played a central role as investors, developers, and operators of solar power projects, working alongside public authorities and international financial institutions to scale up renewable energy capacity.
Objective of cooperation/ or challenge approached.	Egypt aimed to reform its power sector to reduce fiscal costs while expanding access to affordable and reliable electricity. Key challenges included eliminating fuel subsidies, introducing renewable energy regulations, and attracting private investment into the solar sector to meet growing demand sustainably.
Methodology / Intervention (PS contribution ($): Transfer of resources, financial contribution, etc).	The World Bank Group and partners supported policy reforms including tariff adjustments and the introduction of competitive bidding for independent power producers (IPPs). IFC committed up to $200 million in senior debt to support the Solar Feed-in Tariff (FiT) program, with an additional $400 million in mobilized loans. MIGA offered up to $400 million in political risk insurance. EBRD, AFD, and others contributed additional blended finance and green credit facilities to scale the investment.
SDG and targets approached	SDG 7: Affordable and Clean Energy. 7. 2 By 2030, increase substantially the share of renewable energy in the global energy mix. 7. a By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency, and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology. SDG 13: Climate Action. 13. 2 Integrate climate change measures into national policies, strategies, and planning.
Outcome: Results	Subsidies to the sector were reduced to 3. 3% of GDP, while average electricity tariffs doubled, remaining affordable. The partnership helped Egypt implement a regulatory framework for renewable energy, reduce fossil fuel subsidies, and attract diverse international and domestic investors. IFC financing and MIGA risk guarantees contributed to major solar investments. The FiT program enabled the development of 500 MW in solar capacity, with broader efforts reaching 1,500 MW. These initiatives strengthened Egypt's energy transition, reduced emissions, and boosted investor confidence in the country's renewable energy market.
Checklist: Does the case study/partnership observe	
POLICY AND GOVERNANCE:	
1. A structure for engagement between PS and MIs	The Egypt solar expansion program established a comprehensive platform for collaboration between the Government of Egypt and multiple multilateral institutions (MIs), including IBRD, IFC, MIGA, AfDB, EBRD, EIB, AFD, AIIB, and IsDB: Policy Reform and Technical Support: IBRD's Development Policy Finance (DPF) instrument supported essential policy actions, including energy subsidy reforms, introduction of renewable energy legislation, and competitive bidding frameworks for independent power producers (IPPs). Private Sector Structuring: IFC and IBRD jointly designed the Solar Feed-in Tariff (FiT) program, enabling structured participation by private sector investors in solar projects. Risk Mitigation and Insurance: MIGA provided political risk insurance of up to $400 million, enhancing confidence among private developers. This reflects an integrated, multi-institutional engagement structure facilitating investment and regulatory change.
2. An (structure) alignment of incentives	The initiative was designed to align public objectives (energy access and subsidy reform) with private sector interests in renewable energy returns and risk mitigation: FiT Program Design: The FiT offered guaranteed returns to solar developers, attracting large-scale private investment by reducing revenue uncertainty. Cost Recovery Strategy: Gradual electricity tariff increases improved the sector's financial sustainability while remaining affordable, reducing fiscal risk and increasing investor confidence. Risk Mitigation Tools: MIGA's insurance and IFC's senior debt helped address political and credit risks. Together with donor-supported facilities like GEFF (€140 million), these instruments created bankable conditions for developers and financiers.

3. Mechanisms that bridge business objectives with broader development priorities	The program directly linked clean energy business investment to national development goals such as sustainability, economic resilience, and emissions reduction: Climate Action and SDG Alignment: With a target of 500 MW in solar capacity and emissions savings of over 576,000 tons of CO_2 annually, the partnership advanced Egypt's climate and sustainable energy goals. Public–Private Investment Leverage: The initiative mobilized both private capital and public development finance, enabling large-scale clean energy deployment while creating local jobs and reducing reliance on fossil fuels. Integrated Policy Outcomes: Reforms not only enabled private investment but also ensured transparency and cost-efficiency through standardized bidding, addressing both commercial and developmental priorities.
Governance mechanisms to structure PS and MIs collaboration and engagement	The partnership fostered governance frameworks that enabled long-term collaboration across institutions and sectors: Regulatory Infrastructure for IPPs: Supported by IBRD and IFC, Egypt implemented a legal and regulatory framework for renewable IPPs, introducing competitive tendering and licensing systems aligned with global standards. Coordinated Investment Platforms: EBRD and IFC worked with multiple DFIs to structure parallel financing, allowing joint due diligence and harmonized project assessment, reducing duplication and transaction costs. Blended Finance Facilities: AFD, EIB, and the EU launched the Green Economy Financing Facility (GEFF), integrating commercial banks into renewable lending through performance-linked technical assistance, fostering cross-sector governance between MIs, the private sector, and domestic financial institutions.
INVESTMENT AND FINANCE:	
5. Blended finance structure	The Egypt solar program leveraged a robust blended finance architecture by combining: Public sector policy reforms (via the Government of Egypt and IBRD Development Policy Finance). Development finance from multiple multilaterals: IFC, MIGA, AfDB, EBRD, EIB, AFD, AIIB, IsDB. Private capital from solar developers, commercial banks, and domestic financial institutions The structure enabled risk-adjusted capital flows from various sources, aligning public objectives with market-based solutions for renewable energy scale-up
6. Innovative financial mechanisms	Solar Feed-in Tariff (FiT) Program: Designed with IFC and IBRD support, the FiT mechanism guaranteed fixed prices for solar electricity, lowering revenue risk and enabling long-term financing. Green Economy Financing Facility (GEFF): A €140 million program launched by EBRD, AFD, EIB, and the EU provided concessional credit lines to local banks, coupled with technical assistance, to finance small-scale renewable projects. Parallel Loans and Tiered Financing: IFC's commitment of $200 million in senior debt mobilized an additional $400 million from B-loans and parallel lenders, creating a leveraged investment platform that supported multiple project developers.
7. Private sector investment mechanism	Public-Private Partnerships (PPPs): Private firms operated as IPPs under standardized FiT agreements. These firms assumed project development, construction, and operational responsibilities, backed by long-term purchase guarantees. Anchor Investments and Syndication: IFC played a catalytic role by anchoring early-stage investments and facilitating syndication with international commercial lenders. MIGA's guarantees further de-risked private participation. Institutional Investor Mobilization: The project created pathways for regional and international institutional investors to enter Egypt's clean energy market, expanding the financing base beyond traditional donor-led channels.
8. Risk sharing mechanisms	MIGA Political Risk Insurance: Provided up to $400 million in coverage, including protection against breach of contract, expropriation, currency inconvertibility, and war/civil disturbance—critical in attracting foreign investors. Tariff Adjustment and Subsidy Reform: Electricity price reforms reduced fiscal exposure and stabilized the off-taker's financial position, lowering payment risk for investors. Standardized PPAs and Regulatory Certainty: Competitive procurement frameworks and standard power purchase agreements (PPAs) ensured transparency and reduced transaction uncertainty. Multi-partner Coordination: Risk-sharing was enhanced through co-financing and policy alignment across multiple DFIs, reducing duplication and establishing consistent safeguards across projects.

PUBLIC-PRIVATE PARTNERSHIPS:	
9. Definition of partnerships and mechanism to partner between PS and Multilateral Institutions	The Egypt Solar Energy Expansion case is structured as a blended finance partnership that brings together public authorities, multilateral development banks (MDBs), and private sector solar developers through a shared risk and financing platform. Multilateral Institutions' Roles and Contributions: IBRD: Supported Egypt's energy reform through Development Policy Finance, enabling subsidy reductions, regulatory modernization, and competitive bidding policies. IFC: Provided investment (up to $200 million in senior debt), mobilized additional commercial financing, and helped structure the Feed-in Tariff (FiT) program. MIGA: Offers political risk insurance to enhance private investor confidence. EBRD, AfDB, AFD, EIB, AIIB, IsDB: Contributed through blended co-financing, concessional instruments, and sector-level support.
10. Innovative solutions to pressing global challenges	Renewable Energy Scale-up: Enabled large-scale solar deployment in a developing economy facing high energy demand and subsidy burdens. Risk Mitigation and Market Design: Used a combination of FiT incentives and MIGA guarantees to address political and payment risks. Blended Finance and Green Credit Lines: Tools like GEFF expanded the financing ecosystem for solar, particularly for smaller developers. Replicable PPP Model: Egypt's program serves as a regional model for how multilaterals and governments can coordinate to attract private capital into clean energy infrastructure.
11. A due diligence process or mechanism	Not explicitly described.
12. Accountability: Embeds monitoring, evaluation, and shared metrics for results	The case outlines expected and realized outcomes such as: 500 MW of solar capacity developed under the FiT program. 1,500 MW in renewable energy projects expected to reach financial closure. Over 576,000 tons of CO_2 avoided annually. However, no formal or institutionalized monitoring and evaluation (M&E) system is detailed in the case.
13. Dispute settlement mechanisms	Not Addressed
14. Anti-corruption mechanism	Not Addressed
GLOBAL COORDINATION AND DIPLOMACY:	
15. Clear objectives for the PS and for the MIs	Public Sector Objectives (Government of Egypt): Expand Energy Access: Rapidly increase electricity generation capacity to meet rising demand and reduce blackouts. Accelerate Renewable Energy Transition: Shift the national energy mix toward clean sources, in line with Egypt's Sustainable Energy Strategy 2035. Reduce Fiscal Pressure: Cut costly fossil fuel subsidies and improve sector cost recovery through tariff adjustments. Attract Private Investment: Mobilize capital from international and domestic sources to reduce reliance on public finance. Multilateral Institutions Objectives (WBG, AfDB, EBRD, AFD, EIB, AIIB, IsDB): Implement the MFD Approach: Leverage private sector solutions where possible, while reserving public finance for non-bankable areas. Enhance Investment Climate: Support reforms to establish a transparent, competitive regulatory framework for independent power producers (IPPs). Mobilize Climate Finance: Use blended finance to expand clean energy infrastructure and meet international climate goals. De-risk Private Participation: Offer insurance, concessional financing, and technical assistance to mitigate market and political risks.

16. clear roles for the PS, the International Organization.	Private Sector: Project Development and Operation: IPPs led the construction, financing, and operation of solar PV plants under standardized Feed-in Tariff agreements. Equity Investment and Risk Bearing: Developers assumed commercial risks related to performance and delivery. Multilateral Institutions: Policy and Reform Support: IBRD and AfDB supported reforms to tariffs, fuel subsidies, and regulatory frameworks. Investment and Co-Financing: IFC committed up to $200 million and mobilized $400 million more in commercial debt; EBRD, EIB, AFD, AIIB, and IsDB provided co-financing. Risk Mitigation: MIGA offered $400 million in political risk insurance to protect against expropriation and payment risk. Credit Line Expansion: GEFF, supported by EBRD, AFD, EIB, and EU, offered green credit lines to domestic banks for small-scale renewable energy lending.
Does the document tackle:	PS and Peace and Security. No. PS and Development Cooperation. Yes. PS and Human Rights. Yes. PS and Humanitarian action. No

BEST PRACTICES:

Integrated Multilateral Support: Coordinated efforts across IBRD, IFC, MIGA, EBRD, and others ensured simultaneous progress in policy, finance, and implementation.
Blended Finance Design: The combination of concessional finance, risk mitigation, and commercial debt attracted large-scale private investment in solar energy.
Standardized Procurement and PPAs: The use of competitive bidding and standardized contracts enhanced transparency and investor confidence.
Political Risk Coverage: MIGA's large-scale risk insurance helped address perceived instability, enabling developers to enter the Egyptian market.
Domestic Banking Participation: The GEFF facility enabled local banks to support small-scale solar installations, fostering financial sector involvement and market deepening.

GAPS:

Dispute Resolution Mechanism: The case does not detail any contractual or legal mechanisms for addressing disputes between the government and private operators.
Monitoring and Evaluation Systems: While output metrics (MW added, CO_2 reduced) are provided, no institutionalized M&E framework is described for ongoing project oversight.
Due Diligence Transparency: The internal due diligence processes by IFC and other DFIs are not described, missing an opportunity to highlight safeguards and ESG standards applied.

LESSONS LEARNED:

Policy Certainty Attracts Investment: Legal and regulatory clarity, especially around tariffs and IPP frameworks, was key to mobilizing private capital.
Risk Mitigation Drives Participation: Political risk insurance and concessional capital helped overcome market entry barriers for first-time investors.
Multilateral Coordination Multiplies Impact: Joint efforts across MIs created a robust ecosystem of technical support, finance, and insurance that enabled scale.
Market-Based Tools Accelerate Transition: Structured FiT programs, blended finance platforms, and local green credit lines were essential to scale solar power rapidly and inclusively.

Case study 2. Colombia national toll road ppps.

Document Reference (APA): 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. World Bank Group. (2018). Maximizing finance for development stories: Colombia—Connecting people to markets, jobs, opportunities. https://documents1. worldbank. org/curated/en/263981523334647786/pdf/125063-BRI-PUBLIC-MFDBriefColombiaRoads. pdf	
Selection Criteria	Key policy questions. Policy and Governance. Investment and Finance. Public-Private Partnerships (PPPs). Global coordination and diplomacy. Analysis criteria: a) Facilitates innovation in the way MIs and private sector cooperate. b) Facilitates mobilization of large-scale financing. c) Facilitates participation of private sector in policy design or early intervention. e) Creates structured engagement protocols, enabling clearer roles, responsibilities, and communication. f) Provides incentive alignment mechanisms, such as risk-sharing tools, blended finance models, or policy structures
Private Sector Partner/ Participation	Infrastructure / Roads. Private infrastructure firms partnered with the Government of Colombia and IFC to develop 8,100 km of toll roads under PPPs. https://www. ifc. org
Multilateral Institution/s	IBRD: technical assistance. IFC: technical assistance. IDB: debt finance. CAF: invested $70 million. MIGA: provided support for infrastructure development finance
Country/Region:	Colombia
Sector of PS (exe Agrofood, miner, transport, health)	Infrastructure.
Type of partnership	Technical and financial.
Executive Summary Case/ Partnership.	A collaborative partnership involving the Government of Colombia, International Finance Corporation (IFC), International Bank for Reconstruction and Development (IBRD), Multilateral Investment Guarantee Agency (MIGA), Inter-American Development Bank (IDB), Development Bank of Latin America (CAF), and private sector actors. This initiative advanced the development of national toll roads through public-private partnerships (PPPs). IFC and IDB provided advisory services and financing, IBRD supported institutional reforms, and private sector companies were central as investors, developers, and operators of the toll road projects.
Objective of cooperation/ or challenge approached	Colombia's further growth and competitiveness are being hampered by poor road infrastructure. To continue its development, Colombia needs more roads to connect its cities and main commercial centres with its ports. In 2011, the government requested support from the World Bank Group to transform the sector through the ambitious Fourth Generation Road Concession Program, which required an estimated $26 billion for 8,100 kilometres of roads.

Methodology / Intervention (PS contribution ($): Transfer of resources, financial contribution,	33 planned 4G projects have been successfully awarded, for a total expected initial investment of $14. 8 billion. Eight projects have already reached financial close, in two cases involving. bonds placed in the market with the participation of FDN.
SDG and targets approached	9. 1 Develop quality, reliable, sustainable and resilient. infrastructure, including regional and transborder. infrastructure, to support economic development and human. well-being, with a focus on affordable and equitable access. for all.
Outcome: Results	The new regulatory and procurement framework increased efficiency and competition significantly. About $1. 7 billion was from international financiers and $2. 9 billion from national bankers. The legal and institutional framework significantly increased Colombia's capacity to manage and finance infrastructure projects.
Checklist: Does the case study/partnership observe	
POLICY AND GOVERNANCE:	
1. A structure for engagement between PS and MIs	Engagement between the Colombian government (public sector) and various arms of the World Bank Group (WBG), including the IBRD, IFC, and MIGA: Institutional Support: The World Bank (IBRD) and IFC advised the Colombian government on developing a robust regulatory and institutional framework, including PPP umbrella legislation (passed in 2012) and the creation of ANI (Agencia Nacional de Infraestructura) and FDN (Financiera de Desarrollo Nacional). Technical and Transaction Advisory: IFC served as an "advisor of advisors," helping the government to standardize transaction documentation and oversee the work of other advisors for initial 4G road projects. This shows structured technical collaboration. Integrated Support: The program reflects a coordinated approach involving policy advice, capacity building, transaction preparation, and direct investment, a holistic model of engagement between PS and MIs.
2. An (structure) alignment of incentives	The MFD approach focuses on creating incentives that align government development priorities with private sector risk-return expectations: De-risking Infrastructure Investment: IFC and FDN co-invested in a debt vehicle and structured project bonds to facilitate institutional investment (e. g. , by pension funds), addressing the risk-return profile of investors. Legal Reforms: The 2012 and 2014 legislative reforms introduced with WBG assistance allowed for new sources of local financing and created regulatory certainty, reducing transaction risks for private investors. Blended Financing and Guarantees: The participation of MIGA with loan guarantees and the combination of public and private funding mechanisms illustrate deliberate alignment of incentives between different stakeholders—governments, development finance institutions, and private investors.
3. Mechanisms that bridge business objectives with broader development priorities	Private capital mobilization is tightly linked with developmental impacts: Economic Development Impact: The 4G program is expected to have a 1. 5% multiplier effect on GDP during construction, with longer-term GDP growth projections of 4. 6–5. 6%, and a 1. 5% reduction in unemployment. This explicitly connects infrastructure investment (a business objective) with national development outcomes. Standardized Frameworks: Standardized PPP documents and streamlined processes. Inclusive Capital Mobilization: The program mobilized both international ($1. 7B) and domestic ($2. 9B) financing sources. Involving domestic pension funds and banks reinforces local development linkages.

4. Governance mechanisms to structure PS and MIs collaboration and engagement	Legal and Policy Frameworks for Institutional Governance PPP. Umbrella Law (2012): Supported by the IBRD and IFC, this legislation provided the legal foundation for structured public-private partnerships, aligning with international standards. It formalized governance roles within PPPs, ensuring accountability and clarity in the collaboration between public institutions and private/MFI partners. 2014 Reforms: Additional policy and technical advice from IBRD, IFC, and MIGA enabled regulatory reforms that opened up new domestic financing sources and institutional arrangements, allowing for deeper MI engagement under local governance parameters. Creation of Dedicated Institutions for Governance and Coordination. Agencia Nacional de Infraestructura (ANI): With IBRD support, this agency was established to oversee transport infrastructure concessions. It became the central coordinating body for PPP implementation, ensuring consistent application of policy, procurement, and financial standards in collaboration with MIs. Financiera de Desarrollo Nacional (FDN): Co-created with IFC and IBRD involvement, FDN functions as Colombia's national development bank and a focal point for channeling and coordinating infrastructure financing. It serves both a policy and execution role—bridging government infrastructure goals with MFI and private-sector capital. Coordinated Transaction and Oversight Roles. IFC as "Advisor": The IFC supported the government by standardizing transaction documents and managing multiple transaction advisors for 4G projects. This meta-advisory function helped impose quality control and coherence across stakeholders, while reducing transaction costs and complexity. Joint Investment Structures and Technical Assistance: FDN and IFC jointly developed a Collective Debt Vehicle and worked on standardized project bond structures. These required not only financial governance but also shared oversight, regulatory harmonization, and coordination in investor training, further reinforcing MFI-PS governance collaboration.
INVESTMENT AND FINANCE:	
5. Blended finance structure	The program uses a blended finance approach by combining: Public sector support (through FDN and ANI). Development finance (via IFC, IBRD, MIGA, and other multilaterals). Private capital (from both international and domestic institutional investors)
6. Innovative financial mechanisms	Collective Debt Vehicle: Co-developed by IFC and FDN, this instrument allowed institutional investors like pension funds to pool capital for infrastructure—something relatively new in the Colombian context. Standardized Project Bonds: Joint technical work by IBRD and IFC helped FDN develop standardized project bond structures, including: Benchmarking yields. Guarantee frameworks. Regulatory design. Regulatory Reforms (2014) facilitated by World Bank Group advice enabled new sources of domestic financing—a key innovation in local capital mobilization.
7. Private sector investment mechanism	Public-Private Partnerships (PPPs): Over 32 PPPs were awarded through open tendering. IFC helped streamline transaction documents and processes to ensure transparency and investment readiness. FDN as a facilitator: The national development bank played a dual role—providing capital and offering instruments to attract private lenders and investors, both local and international. Dedicated Infrastructure Fund: Anchored by IFC and CAF, this fund mobilized domestic institutional capital, bringing local pension funds into infrastructure finance, an underutilized mechanism before the reforms.

8. Risk sharing mechanisms	MIGA Loan Guarantee for FDN: Provided political and credit risk cover, reducing perceived risk and improving the bankability of the program. Project Bond Guarantee Structures: Developed with IBRD-IFC technical assistance to protect institutional investors from default and credit deterioration. Blended Co-investment Vehicles: FDN and IFC co-investments shared early-stage risks, giving confidence to later private investors. Standardization and Transparency: By standardizing documentation and processes, IFC helped reduce transactional and regulatory risk, especially for the first set of projects brought to market.
PUBLIC-PRIVATE PARTNERSHIPS:	
9. Definition of partnerships and mechanism to partner between PS and Multilateral Institutions	The Case study observes the private sector as an investor and beneficiary of the program. MIs Roles and Contributions: IBRD: Policy and technical assistance. IFC: Investment and advisory services (including "advisor of advisors"). MIGA: Political risk guarantees
10. Innovative solutions to pressing global challenges	Crowding in institutional investors through the creation of debt vehicles and project bond markets. Mobilization of $14. 8 billion in private capital—serving as a model for replicable PPP infrastructure financing globally. Blended finance and local capital market reform
11. A due diligence process or mechanism	No due diligence mechanism is observed.
12. Accountability: Embeds monitoring, evaluation, and shared metrics for results	Macroeconomic outcome expectations observed, such as: 1. 5% GDP multiplier during construction. 4. 6–5. 6% long-term GDP growth. 1. 5% unemployment reduction. projects completion. But it does not describe a monitoring or evaluation system, nor any institutional setup to track, measure, and report on outcomes.
13. Dispute settlement mechanisms	Not addressed.
14. Anti-corruption mechanism	Not addressed.

GLOBAL COORDINATION AND DIPLOMACY:	
15. Clear objectives for the PS and for the MIs	Public sector objectives aligned with the National Development Strategy: Infrastructure Expansion: Improve road connectivity by building 8,100 km of toll roads to support economic growth and competitiveness. Mobilize Capital: Attract private sector financing and close a $26 billion investment gap. Institutional Strengthening: Develop internal capacity to manage complex PPPs and infrastructure finance. Reduce Poverty and Unemployment: Achieve a projected 1. 5% reduction in unemployment and increase GDP by 4. 6–5. 6%. Multilateral Institutions (World Bank Group: IBRD, IFC, MIGA). WBG Objectives: Implement the MFD (Maximizing Finance for Development) Approach: Shift from public to private financing to maximize development impact. Improve Enabling Environment: Help Colombia develop robust regulatory, legal, and financial frameworks for PPPs. De-risk Private Investment: Provide advisory, guarantees, and co-investments to facilitate private participation. Promote Sustainable Development Financing: Mobilize long-term capital from institutional investors.
16. clear roles for the PS, the International Organization.	Private Sector: Private investment mobilization. Execution and Concession Responsibilities: Private firms were responsible for the design, construction, financing, and operation of the toll roads. Multilateral Institutions: Policy and Regulatory Advisory (IBRD & IFC). Institution Building and Capacity Support (IBRD, IFC). Transaction Advisory and Standardization (IFC). Financing and Investment (IFC, MIGA, CAF). Risk Mitigation (MIGA).
Does the document tackle:	PS and Peace and Security. No. PS and Development Cooperation. Yes. PS and Human Rights. No. PS and Humanitarian action. No

BEST PRACTICES:

1. Holistic, Multi-Institutional Engagement.
The integrated approach of the World Bank Group (IBRD, IFC, MIGA) combined technical assistance, policy reform, and financial investment. This comprehensive involvement fostered alignment across policy, investment, and implementation.
2. Creation of Specialized Institutions.
Establishing ANI (for infrastructure concessions) and FDN (as a national development bank) strengthened the government's ability to structure and manage PPPs. These institutions helped sustain reforms and attract private finance.
3. Standardization of PPP Processes.
IFC's "advisor of advisors" role helped streamline documentation and reduce transaction costs. Standardization made Colombia's PPP pipeline more bankable and transparent, especially for institutional investors.
4. Mobilization of Domestic Capital.
Use of collective debt vehicles and project bonds enabled participation of pension funds and domestic banks, diversifying the investor base. This reduced over-reliance on foreign capital and strengthened financial sustainability.
5. Risk Mitigation Instruments.
MIGA guarantees and project bond guarantees helped de-risk investment, especially in early stages.

GAPS:

Dispute Resolution Framework: There is no reference to legal or contractual dispute settlement mechanisms in the case.
Due Diligence Disclosure: While due diligence likely occurred (given IFC/FDN involvement), the process is not detailed in the case. Disclosing this could enhance understanding of environmental, social, and financial safeguards applied.

LESSONS LEARNED:

Institutional Capacity is a Precondition: Sustainable PPP success depends on strong domestic institutions. Colombia's creation of ANI and FDN proved fundamental to investor confidence and deal execution.
Standardization Unlocks Scale: Streamlining legal and transactional processes is critical to scale up infrastructure investment. It reduces delays, legal ambiguity, and project costs.
Blended Finance Works Best with Local Market Integration: Combining development finance and local institutional capital (e. g. , pension funds) can make infrastructure finance more sustainable and context appropriate.
Political and Regulatory Certainty are Enablers: Legislative reforms (PPP law, local financing regulations) were vital for attracting private capital and creating a predictable operating environment.

Case study 3. Caf support to climate-oriented banks.

Document Reference (APA): MDB Task Force on Mobilization. (2025). Mobilization of private finance by multilateral development banks and development finance institutions: 2023 joint report (Appendix 1, page 46). Source: CAF (included in MDB Joint Report) https://www. caf. com/media/4674864/mdb-report-2023-final-1. pdf	
Selection Criteria	Key policy questions. Policy and Governance. Investment and Finance. Public-Private Partnerships (PPPs). Global coordination and diplomacy. Analysis criteria: Facilitates innovation in the way MIs and private sector cooperate. Facilitates mobilization of large-scale financing. Facilitates participation of private sector in policy design or early intervention. Creates structured engagement protocols, enabling clearer roles, responsibilities, and communication. Provides incentive alignment mechanisms, such as risk-sharing tools, blended finance models, or policy structures
Private Sector Partner/ Participation	Private sector involvement came primarily through Latin American commercial and development banks, which acted as intermediaries to channel climate finance into local markets. These banks then engaged local private firms—especially in renewable energy, energy efficiency, and sustainable agriculture—to deploy the capital through sub-loans or credit lines.
Multilateral Institution/s	The Development Bank of Latin America (CAF) served as the lead multilateral development bank (MDB) in this initiative. CAF provided concessional and commercial loans to local financial institutions (FIs), enabling them to expand their climate-oriented portfolios and crowd in private finance.
Country/Region: Type of partnership.	The initiative spanned Latin America, involving intermediation partnerships with local banks across multiple countries.
Sector of PS (exe Agrofood, miner, transport, health)	The private sector activity focused on renewable energy, energy efficiency, and sustainable agriculture, supporting transitions toward low-carbon and climate-resilient business models in traditionally carbon-intensive and resource-dependent sectors.
Executive Summary Case/ Partnership	CAF's program addressed the gap between global climate finance commitments and local implementation by empowering domestic banks to act as conduits for climate-oriented lending. The strategy improved access to long-term climate finance, supported institutional capacity building, and enabled blended finance approaches that de-risked private investments. It represents a systemic model of using MDBs to reinforce the intermediary role of domestic banks in climate finance ecosystems.
Objective of cooperation/ or challenge approached	The core objective was to mobilize private finance for climate action in Latin America by empowering domestic financial institutions to expand their climate-lending portfolios. This addressed the twin challenges of limited local capacity and insufficient availability of long-term, low-cost capital for green projects.
Methodology / Intervention (PS contribution ($): Transfer of resources, financial contribution, etc)	CAF provided climate finance lines, risk mitigation tools, and technical assistance to local banks. These banks, in turn, extended sub-loans to private sector actors. The intervention mobilized both concessional and commercial finance and included capacity-building measures to help banks adopt climate-related risk assessment frameworks. Total amounts mobilized are not disaggregated per country but were part of a larger regional strategy.
SDG and targets approached	SDG 13: Climate Action
Outcome: Results	The program mobilized private capital by enhancing the climate lending capacity of regional banks and enabling them to design tailored products. It also helped institutionalize climate finance principles within these banks' operations, improving their ability to screen, manage, and report on climate-related investments.

Checklist: Does the case study/partnership observe	
POLICY AND GOVERNANCE:	
1. A structure for engagement between PS and MIs	CAF worked via formalized cooperation with domestic banks that channelled resources to private sector firms, establishing an intermediary structure between the MDB and private recipients.
2. An (structure) alignment of incentives	Banks were incentivized with concessional capital and technical assistance to expand lending toward climate-compatible projects, aligning environmental and commercial interests.
3. Mechanisms that bridge business objectives with broader development priorities	Banks were supported to align lending portfolios with national climate policies and international standards, creating a nexus between profitability and sustainability.
4. Governance mechanisms to structure PS and MIs collaboration/engagement	Institutional arrangements included monitoring protocols, eligibility criteria for green sub-projects, and formal agreements defining roles between CAF and the intermediating FIs.
INVESTMENT AND FINANCE:	
5. Blended finance structure	The initiative used blended capital structures where concessional resources reduced risk and cost for banks, allowing them to lend at better terms to private actors.
6. Innovative financial mechanisms	Instruments included dedicated climate credit lines, technical support grants, and capacity-building funds to support green finance mainstreaming.
7. Private sector investment mechanism	Private firms accessed loans via domestic banks, which served as intermediaries using MDB-provided climate funding.
8. Risk sharing mechanisms	Concessional elements acted as first-loss tranches or reduced interest rates, mitigating financial risks for both banks and final borrowers.
PUBLIC-PRIVATE PARTNERSHIPS:	
9. Definition of partnerships and mechanism to partner between PS and Multilateral Institutions	Partnerships were indirect but structured, with CAF financing financial institutions who in turn engaged private companies as borrowers.
10. Innovative solutions to pressing global challenges	The approach innovatively addresses the lack of direct access to MDB capital by private actors in developing countries through financial intermediaries.
11. A due diligence process or mechanism	Partner banks were required to comply with CAF's environmental and social safeguard frameworks before disbursing sub-loans.
12. Accountability: Embeds monitoring, evaluation, and shared metrics for results. Partially	The case does not detail specific shared metrics but refers to compliance with CAF's green lending and impact tracking frameworks.
13. Dispute settlement mechanisms	Not mentioned.

14. Anti-corruption mechanism	Not mentioned.
GLOBAL COORDINATION AND DIPLOMACY:	
15. Clear objectives for the PS and for the MIs	CAF aimed to scale climate finance delivery; banks sought to expand green lending portfolios while enhancing institutional credibility.
16. clear roles for the PS, the International Organization.	CAF served as capital provider and capacity builder; domestic banks acted as financial intermediaries and allocators of funds.
Does the document tackle:	PS and Peace and Security. No. PS and Development Cooperation. Yes. PS and Human Rights. Indirect. PS and Humanitarian action. No
BEST PRACTICES:	
1. Use of financial intermediaries to mobilize climate finance Working through established domestic banks expanded reach, ensured market familiarity, and enabled better targeting of local green investments. 2. Integration of technical assistance with financing CAF coupled financing with technical support, enabling banks to enhance internal capacities in climate risk assessment and project evaluation. 3. Blended structures that reduce barriers to private sector participation Concessional capital helped reduce interest rates and extend tenors, improving affordability for SMEs and infrastructure developers seeking climate-aligned financing.	
GAPS:	
Absence of detailed public disclosure mechanisms: While safeguards are applied, the initiative lacks transparency on sub-loan allocation, project-level outcomes, or stakeholder feedback mechanisms. No explicit framework for community-level engagement: The case does not mention how beneficiary communities or civil society are included in project design or monitoring. Limited integration of human rights or gender strategies: While environmental aspects are emphasized, there is minimal reference to inclusive development or gender-responsive finance.	
LESSONS LEARNED:	
Intermediation unlocks local ecosystems for climate finance: Empowering local banks strengthens domestic financial markets and embeds climate considerations into mainstream lending. Concessionality is essential to address risk and liquidity **GAPS:**: In nascent or high-risk markets, concessional resources are critical to catalyse initial investments and establish track records. Institutional capacity building ensures sustainability: Blended finance must go together with long-term technical support to embed practices that endure beyond the initial capital flows.	

Case study 4. Scaling solar Ethiopia – expanding solar IPPS through PPPS.

Document Reference (APA):MDB Task Force on Mobilization. (2025). Mobilization of private finance by multilateral development banks and development finance institutions: 2023 joint report (Appendix 1, page 42). https://documents1. worldbank. org/curated/en/478221582537751050/pdf/Scaling-SolarThe-Complete-Package. pdf	
Selection Criteria	Key policy questions. Policy and Governance. Investment and Finance. Public-Private Partnerships (PPPs). Global coordination and diplomacy. Analysis criteria: Facilitates innovation in the way MIs and private sector cooperate. Facilitates mobilization of large-scale financing. Facilitates participation of private sector in policy design or early intervention. Creates structured engagement protocols, enabling clearer roles, responsibilities, and communication. Provides incentive alignment mechanisms, such as risk-sharing tools, blended finance models, or policy structures
Private Sector Partner/ Participation	A pool of 28 international energy developers responded to Ethiopia's request for qualifications under the Scaling Solar program. Twelve were pre-qualified to bid. While the document does not name specific firms, they include Independent Power Producers (IPPs) active in solar infrastructure investment and development.
Multilateral Institution/s	International Finance Corporation (IFC), World Bank, and Multilateral Investment Guarantee Agency (MIGA) – all part of the World Bank Group.
Country/Region: Type of partnership.	Ethiopia / Public–Private Partnership (PPP) model under the Scaling Solar initiative.
Sector of PS (exe Agrofood, miner, transport, health)	Renewable Energy – specifically grid-connected solar energy generation.
Executive Summary Case/ Partnership	Scaling Solar Ethiopia is part of a broader World Bank Group initiative that enables governments to quickly procure and deliver utility-scale solar power through transparent, competitive tenders. In this case, Ethiopia's national utility, Ethiopian Electric Power (EEP), partnered with IFC to implement a competitive process aimed at adding up to 500 MW of solar generation to its national grid.
Objective of cooperation/ or challenge approached	The objective was to address Ethiopia's energy shortfall by attracting reliable private sector investment into the solar sector while minimizing public risk exposure. The challenge was to structure a bankable solar procurement process in a context of institutional and legal uncertainty, high perceived investor risk, and limited domestic financing options.
Methodology / Intervention (PS contribution ($): Transfer of resources, financial contribution, etc)	IFC provided a full suite of services: transaction advisory, standard bidding documentation, template Power Purchase Agreements (PPAs), environmental and social assessment tools, access to concessional finance, and political risk insurance through MIGA. Private developers, in turn, committed capital, technology, and operational expertise to finance, build, and operate solar PV plants under long-term PPAs. Specific financial contributions from the PS are not quantified in the document but are expected to reach hundreds of millions over multiple project phases.
SDG and targets approached	SDG 7: Ensure access to affordable, reliable, sustainable, and modern energy. SDG 13: Take urgent action to combat climate change and its impacts. SDG 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development.

Outcome: Results	The prequalification phase was completed with 12 firms shortlisted. Two solar sites were prioritized for the first bidding round, with a combined capacity of 250 MW. Although legal reforms in Ethiopia delayed the issuance of tenders, the program catalysed improvements in regulatory frameworks and PPP readiness. It also demonstrated strong market interest, establishing confidence in Ethiopia's solar energy potential.
Checklist: Does the case study/partnership observe	
POLICY AND GOVERNANCE:	
1. A structure for engagement between PS and MIs	The Scaling Solar initiative provides a standardized, pre-structured engagement platform where the government (through Ethiopian Electric Power), the IFC, and private developers collaborate via clear legal, financial, and technical frameworks. IFC acts as a transaction advisor while MIGA provides risk insurance—forming a coordinated structure for engagement.
2. An (structure) alignment of incentives	Incentives are aligned through a competitive bidding process with pre-agreed project documentation (PPAs, government support agreements, etc.) that mitigate risks and attract IPPs. Developers are incentivized by transparent risk-sharing and access to financing support, while governments benefit from rapid deployment of renewable energy with minimal fiscal burden.
3. Mechanisms that bridge business objectives with broader development priorities	The Scaling Solar model bridges investor interest in bankable solar projects with Ethiopia's development priorities, such as expanding electricity access, diversifying energy sources, and reducing reliance on fossil fuels. It enables climate-aligned investment while fulfilling national electrification goals.
4. Governance mechanisms to structure PS and MIs collaboration and engagement	Governance is embedded through formalized agreements, including government support agreements, bidding rules, IFC transaction structuring, and MIGA guarantees. This framework ensures accountability, legal clarity, and dispute prevention mechanisms between PS and multilateral institutions.
INVESTMENT AND FINANCE:	
5. Blended finance structure	The Scaling Solar Ethiopia project uses a blended finance model by combining concessional resources and guarantees from DFIs like IFC and MIGA with private capital. IFC acts as a transaction advisor and helps structure bankable deals, while MIGA provides political risk insurance. This blend makes investment feasible in a high-risk environment.
6. Innovative financial mechanisms	The program introduces innovative financial structuring, such as standardized project templates, competitive auctions, and risk mitigation tools (e. g. , government guarantees and MIGA's insurance). These tools reduce transaction costs and financial uncertainty for private investors.
7. Private sector investment mechanism	Private Independent Power Producers (IPPs) participate through a transparent bidding process, investing in solar power plants under long-term Power Purchase Agreements (PPAs) with government utilities. The mechanism is anchored in financial predictability and risk mitigation to attract international developers
8. Risk sharing mechanisms	Risk is shared between the government, multilateral institutions, and the private sector. IFC structures the transaction and offers financial de-risking, MIGA insures against political risk, and government guarantees reduce sovereign risks. These elements collectively distribute investment risks, enabling private participation
PUBLIC-PRIVATE PARTNERSHIPS:	
9. Definition of partnerships and mechanism to partner between PS and Multilateral Institutions	The Scaling Solar initiative in Ethiopia is structured as a formal PPP model facilitated by IFC. The Ethiopian government partners with private Independent Power Producers (IPPs) through standardized competitive tenders. IFC designs the bidding documents, PPA templates, and risk allocation frameworks, while MIGA offers political risk insurance. This structured partnership enables alignment between public goals (energy access, affordability) and private sector delivery

10. Innovative solutions to pressing global challenges	The project addresses the urgent need for clean, affordable electricity in Ethiopia by accelerating solar energy deployment. It offers scalable, climate-friendly infrastructure while reducing the country's reliance on hydropower, which is vulnerable to climate variability. The approach tackles energy poverty and climate resilience simultaneously
11. A due diligence process or mechanism	IFC conducts a full due diligence process that includes legal, financial, technical, and environmental reviews before tendering. The standardized framework ensures project bankability, compliance with international ESG standards, and alignment with Ethiopia's national energy policy.
12. Accountability: Embeds monitoring, evaluation, and shared metrics for results. Partially	Monitoring and evaluation are embedded through contractually agreed milestones in PPAs, regulatory oversight from government bodies, and performance guarantees tied to investor obligations. IFC continues to monitor implementation, and results are publicly benchmarked, particularly for price and delivery timelines.
13. Dispute settlement mechanisms	Standardized project documents include international arbitration clauses to resolve disputes between the government and IPPs. This builds trust with investors and provides legal clarity and protection in case of conflict.
14. Anti-corruption mechanism	IFC's integrity due diligence and procurement oversight introduce anti-corruption safeguards. The transparent bidding process and standard documentation reduce discretion and opportunities for rent-seeking behavior
GLOBAL COORDINATION AND DIPLOMACY:	
15. Clear objectives for the PS and for the MIs	Private Sector (PS): The main objective is to deliver bankable, cost-effective solar projects under a standardized framework. Private developers seek commercially viable returns while contributing to Ethiopia's renewable energy targets. Multilateral Institutions (IFC, World Bank, MIGA): Their goal is to facilitate investment by de-risking transactions, offering technical assistance, and ensuring projects align with Ethiopia's development strategy for universal energy access and sustainability. IFC coordinates the design and execution of the tender; MIGA provides political risk insurance; and IDA (World Bank) may offer concessional finance
16. clear roles for the PS, the International Organization.	Private Sector: Participates through competitive tenders as Independent Power Producers (IPPs), finances and constructs solar plants, and enters into long-term Power Purchase Agreements (PPAs) with the Ethiopian government. International Organizations: IFC: Manages the end-to-end Scaling Solar process (market sounding, legal structuring, tender design, transaction advisory). MIGA: Offers political risk insurance to private investors. World Bank (IDA): May provide partial risk guarantees or concessional capital support. These roles are clearly delineated and integrated under a bundled solution.
Does the document tackle:	PS and Peace and Security. No. PS and Development Cooperation. Yes. PS and Human Rights. Yes. PS and Humanitarian action. No
BEST PRACTICES:	
Use of standardized contracts and risk allocation tools to accelerate solar energy development. Transparent, competitive tendering to drive down electricity costs (lowest tariff in Africa at the time of award). Integration of multilateral support services (IFC + MIGA + IDA) under one platform, enabling rapid scale-up.	

GAPS:
Scaling is limited by broader grid capacity and institutional readiness. Local supply chain development and job creation could be better integrated into project design
LESSONS LEARNED:
De-risking alone is not enough—capacity building for national utilities and regulators is essential. Bundled solutions reduce transaction time and cost for both governments and developers. Political will and coordination at the national level remain critical to successful PPP delivery.

B. United Nations System and UN Agencies.

Case study 5. Private sector contribution to peace building.

Document Reference (APA): United Nations Global Compact & Principles for Responsible Management Education (PRME). (2021). Private Sector Contributions to Peacebuilding: Gaining Momentum in the Decade of Action. https://d306pr3pise04h. cloudfront. net/docs/publications%2FPrivate_Sector_Peacebuilding_Report_DIGITAL. pdf.	
Selection Criteria	Key policy questions. Policy and Governance. Investment and Finance. Public-Private Partnerships (PPPs). Global coordination and diplomacy. Analysis criteria: Facilitates innovation in the way MIs and private sector cooperate. Facilitates mobilization of large-scale financing. Facilitates participation of private sector in policy design or early intervention. Creates structured engagement protocols, enabling clearer roles, responsibilities, and communication. Provides incentive alignment mechanisms, such as risk-sharing tools, blended finance models, or policy structures
Private Sector Partner/ Participation	Multiple companies are highlighted, including MasterCard, Unilever, Novartis, Safaricom, and KCB Group. These firms have engaged in peacebuilding either directly (through community development) or indirectly (through responsible business practices in fragile or conflict-affected areas).
Multilateral Institution/s	The United Nations Global Compact (UNGC), UNDP, Principles for Responsible Management Education (PRME), and Peace Research Institute Oslo (PRIO) acted as conveners, facilitators, and researchers. Civil society and local government actors also participated in certain partnerships.
Country/Region: Type of partnership	Sub-Saharan Africa, Colombia, Myanmar, and global operations
Sector of PS (exe Agrofood, miner, transport, health)	Multisectoral – finance (MasterCard, KCB Group), telecommunications (Safaricom), health (Novartis), and consumer goods (Unilever).
Executive Summary Case/ Partnership	Private sector actors are increasingly seen as critical stakeholders in promoting peace and stability, particularly through economic inclusion, employment, ethical governance, and local partnerships. For example, MasterCard's digital identity and payment platforms have supported displaced populations, while Safaricom's M-Pesa has enhanced financial resilience and access in post-conflict zones. Unilever's Responsible Sourcing Policy ensures supply chains are not linked to conflict.
Objective of cooperation/ or challenge approached	To promote sustainable peace and conflict-sensitive business practices. Address root causes of conflict, such as economic exclusion, weak governance, and lack of access to services or justice. Align business conduct with peacebuilding objectives in fragile environments.
Methodology / Intervention (PS contribution ($): Transfer of resources, financial contribution, etc)	Direct financial and in-kind contributions, e. g. , local employment generation, service provision, infrastructure support. Development of inclusive products (e. g. , mobile banking for underserved groups). Collaboration with civil society and local actors for trust-building and risk mitigation. Embedding conflict-sensitivity and human rights into corporate strategy. Impact is not always measured monetarily, but includes systemic and reputational investments.

SDG and targets approached	SDG 16 – Peace, Justice and Strong Institutions (core). SDG 8 – Decent Work and Economic Growth. SDG 17 – Partnerships for the Goals. Cross-cutting impacts on SDG 1 (No Poverty) and SDG 5 (Gender Equality) where relevant.
Outcome: Results	Improved resilience of local communities and enhanced social cohesion. Reduction in operational and reputational risks for companies. Enhanced trust and legitimacy of businesses in conflict-prone contexts. Establishment of cross-sector models that others can replicate (e. g. , financial inclusion through M-Pesa, job creation as peacebuilding).
Checklist: Does the case study observe	
POLICY AND GOVERNANCE:	
1. A structure for engagement between PS and MIs	The report outlines structured collaboration facilitated by the UN Global Compact, UNDP, and PRME, which enabled businesses to participate in peacebuilding through shared principles, research, and multi-stakeholder dialogue
2. An (structure) alignment of incentives	Incentives are aligned through the recognition that peaceful societies offer long-term market stability and risk mitigation for businesses. Firms are motivated by both reputational and financial benefits, as well as alignment with sustainability and ESG goals
3. Mechanisms that bridge business objectives with broader development priorities	The Business for Peace platform, as well as corporate alignment with the Ten Principles of the UNGC, function as mechanisms to ensure business activities are consistent with peace and development aims
4. Governance mechanisms to structure PS and MIs collaboration and engagement	Governance structures include guidelines, reporting frameworks, and multi-stakeholder consultation processes. The report emphasizes the importance of companies engaging with local peacebuilders, governments, and international actors under shared ethical frameworks
INVESTMENT AND FINANCE:	
5. Blended finance structure	Not addressed
6. Innovative financial mechanisms	Some firms use innovative impact-driven investments and conflict-sensitive business models that integrate social risk assessments into their financing and operations
7. Private sector investment mechanism	Companies mobilize private capital through CSR programs, local enterprise support, and inclusive supply chains to stabilize communities and support peace outcomes
8. Risk sharing mechanisms	Indirectly addressed
PUBLIC-PRIVATE PARTNERSHIPS:	
9. Definition of partnerships and mechanism to partner between PS and Multilateral Institutions	The report highlights multiple partnership models, including co-designing peace programs, supporting local NGOs, and working with multilateral agencies such as UNDP and the World Bank to implement peacebuilding initiatives (
10. Innovative solutions to pressing global challenges	The private sector addresses youth unemployment, fragile local economies, and social fragmentation by offering employment pathways, entrepreneurial support, and community investment in post-conflict zones

11. A due diligence process or mechanism	Due diligence is discussed in the context of conflict-sensitive business practices—firms conduct context assessments and stakeholder mapping to avoid exacerbating tensions
12. Accountability: Embeds monitoring, evaluation, and shared metrics for results.	Some companies implement conflict impact assessments and collaborate with peacebuilding NGOs to track social outcomes. However, a standardized framework is not widely applied across all partnerships
13. Dispute settlement mechanisms	Partially, Companies invest in grievance redress systems and support community dialogue platforms, which indirectly serve as conflict resolution and dispute mitigation tools
14. Anti-corruption mechanism	The report discusses the role of the private sector in promoting transparency and good governance, including zero-tolerance policies on corruption and support for rule-of-law programs
GLOBAL COORDINATION AND DIPLOMACY:	
15. Clear objectives for the PS and for the MIs	The private sector seeks to stabilize markets, ensure business continuity, and contribute to social cohesion, while multilateral institutions (e. g. , UNDP, World Bank) aim to support peacebuilding, governance, and conflict resolution. Their overlapping objectives include fostering inclusive economic growth and preventing violence in fragile contexts
16. clear roles for the PS, the International Organization.	The private sector provides financial investment, job creation, and local economic revitalization, while international organizations offer technical guidance, coordination platforms, and political legitimacy. NGOs and MIs act as conveners and implementers, ensuring alignment with peacebuilding goals
Does the document tackle:	PS and Peace and Security: Yes. PS and Development Cooperation: Yes. PS and Human Rights: Yes. PS and Humanitarian Action: Partially.
BEST PRACTICES:	
Conflict-sensitive business practices (context assessments, stakeholder engagement). Multi-stakeholder partnerships with local NGOs and UN agencies. Youth employment and enterprise development as peacebuilding strategies. Support for governance and justice sector reform	
GAPS:	
Lack of standardized frameworks for evaluating peace outcomes. Uneven engagement across sectors and geographies. Limited private sector presence in high-risk zones due to security and regulatory concern	
LESSONS LEARNED:	
Private investment in peacebuilding is most effective when aligned with community needs and institutional support. Building trust and legitimacy requires long-term engagement and transparency. Partnerships with NGOs and MIs enhance sustainability and impact of business-led peace initiatives.	

Case study 6. Fossil free sweden – industry roadmaps.

Document Reference (APA): United Nations. (2023). Global Sustainable Development Report 2023, Box 4-4, p. 72. https://files. unsdsn. org/sustainable-development-report-2023. pdf	
Selection Criteria	Key policy questions. Policy and Governance. Investment and Finance. Public-Private Partnerships (PPPs). Global coordination and diplomacy. Analysis criteria: a) Facilitates innovation in the way MIs and private sector cooperate. b) Facilitates mobilization of large-scale financing. c) Facilitates participation of private sector in policy design or early intervention. e) Creates structured engagement protocols, enabling clearer roles, responsibilities, and communication. f) Provides incentive alignment mechanisms, such as risk-sharing tools, blended finance models, or policy structures
Private Sector Partner/ Participation	The initiative includes direct participation from major Swedish industrial actors such as SSAB (steel), LKAB (mining), Cementa (cement), Volvo (transport), and others. These companies voluntarily contributed to the design and development of sector-specific decarbonization roadmaps, outlining how their industries could become fossil-free while maintaining competitiveness.
Multilateral Institution/s	There is no direct involvement of multilateral institutions (MIs) in this case. The initiative is fully led by the Government of Sweden, primarily through the Ministry of Environment and Climate, reflecting a nationally driven public-private coordination model rather than a multilateral partnership.
Country/Region: Type of partnership.	Sweden
Sector of PS (exe Agrofood, minery, transport, health)	The sectors involved are primarily heavy industry, including mining, steel, cement, chemicals, transportation, forestry, and manufacturing. These are all high-emission sectors with large decarbonization potential and capital needs.
Executive Summary Case/ Partnership	Fossil Free Sweden is a national government initiative launched in 2015 that invites major industrial sectors to co-develop climate transition roadmaps. Each roadmap outlines how that sector can achieve fossil-free operations by 2045, aligned with Sweden's national climate targets. The process is voluntary but structured, with public coordination and transparency. The initiative fosters collaboration, planning, and policy dialogue between government and industry.
Objective of cooperation/ or challenge approached	The main objective is to align industrial competitiveness with Sweden's goal of becoming fossil-free by 2045. The challenge was how to involve high-emission industries in the climate transition without compromising economic growth. The roadmaps help identify specific sectoral needs, technologies, and policies to enable this transition.
Methodology / Intervention (PS contribution ($): Transfer of resources, financial contribution, etc)	Each sector developed a roadmap in collaboration with the government, identifying emissions baselines, reduction targets, timelines, enabling technologies, and needed policy support. Although no direct financial contribution is required from the PS to the government, companies commit resources to planning, coordination, and long-term decarbonization investment based on their individual roadmaps.
SDG and targets approached	SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization. SDG 13: Take urgent action to combat climate change and its impacts. The initiative supports targets related to emission reduction, innovation, and policy alignment with global climate objectives.
Outcome: Results	By 2020, 22 industry roadmaps had been submitted, covering 70% of Swedish emissions. These documents are now used to shape industrial policy, permitting processes, and infrastructure planning. The initiative has gained international recognition and is seen as a replicable model for industrial decarbonization.

Checklist: Does the case study/partnership observe	
POLICY AND GOVERNANCE:	
1. A structure for engagement between PS and MIs	No formal MI participation. Engagement is structured between national public authorities and private sector actors.
2. An (structure) alignment of incentives	Roadmaps emphasize mutual benefits: climate alignment for the public sector and competitiveness for the private sector.
3. Mechanisms that bridge business objectives with broader development priorities	The roadmaps explicitly connect decarbonization efforts to economic development, job creation, and innovation.
4. Governance mechanisms to structure PS and MIs collaboration and engagement. Partially	There is a formalized process for roadmap submission and review, but not a shared governance framework due to absence of MIs.
INVESTMENT AND FINANCE:	
5. Blended finance structure	The initiative does not include a financial instrument.
6. Innovative financial mechanisms	Not directly. However, the roadmaps may inform future public or blended financing strategies.
7. Private sector investment mechanism	The roadmaps outline how industries plan to mobilize private investment for fossil-free technologies.
8. Risk sharing mechanisms	No formal tools, though risk reduction is achieved through clarity in policy frameworks and public endorsement.
PUBLIC-PRIVATE PARTNERSHIPS:	
9. Definition of partnerships and mechanism to partner between PS and Multilateral Institutions	The partnership is defined as voluntary, strategic coordination between government and industry for long-term planning. No MI engagement.
10. Innovative solutions to pressing global challenges	Aligns national industrial strategy with global climate targets in a scalable and sectoral model.
11. A due diligence process or mechanism	No formal due diligence framework is mentioned in the document.
12. Accountability: Embeds monitoring, evaluation, and shared metrics for results. Partially	Roadmaps include progress metrics, but follow-up and enforcement mechanisms vary by sector.
13. Dispute settlement mechanisms	None documented.

14. Anti-corruption mechanism	None documented.
GLOBAL COORDINATION AND DIPLOMACY:	
15. Clear objectives for the PS and for the MIs	Public sector aims: climate neutrality by 2045; Private sector: maintain competitiveness through early transition. No MI objectives apply.
16. clear roles for the PS, the International Organization.	The public sector leads coordination and policymaking; the private sector provides industry-specific expertise and implementation capacity. No international organizations are involved.
Does the document tackle:	PS and Peace and Security. No. PS and Development Cooperation. Yes. PS and Human Rights. No. PS and Humanitarian action. No
BEST PRACTICES:	
1. Voluntary, co-developed industrial roadmaps: Fossil Free Sweden pioneered the approach of inviting industries to co-develop decarbonization roadmaps voluntarily. This process fostered a sense of ownership and commitment among private actors, ensuring that transition plans were not only ambitious but also operationally grounded. Each sector outlined feasible paths to fossil-free production, aligning business models with national climate goals in a collaborative and non-adversarial way. 2. Sector-specific customization: Recognizing that each industry faces distinct technological and financial barriers to decarbonization, the initiative promoted differentiated strategies. For instance, the steel industry focused on hydrogen-based production, while the construction sector emphasized lifecycle emissions reductions. This tailored approach improved the realism and credibility of each roadmap. 3. Policy alignment with national climate targets: The roadmaps are explicitly aligned with Sweden's target of net-zero emissions by 2045. This policy coherence created a clear long-term investment signal and helped align public infrastructure planning, permitting, and R&D priorities with the industrial transition. 4. High-level government endorsement and coordination: The Swedish Ministry of Environment and Climate directly coordinated the initiative, providing political legitimacy and institutional continuity. Public recognition of companies participating in the process incentivized broader industry involvement and elevated climate ambition as a national competitiveness strategy. 5. Transparent communication and stakeholder engagement: All sectoral roadmaps are publicly available, and stakeholders—including trade unions, academia, and environmental NGOs—were consulted throughout the drafting process. This openness increased social legitimacy and trust in the process, supporting long-term societal support for industrial transformation.	

GAPS:

Lack of binding mechanisms: While the initiative is structured and participatory, it remains voluntary. There are no regulatory or legal obligations to implement the roadmaps, and no penalties for non-compliance. This limits the enforceability of commitments and introduces uncertainty regarding implementation.
Absence of financial mechanisms or blended finance: The initiative does not integrate public-private financing tools, concessional funding, or risk mitigation instruments. As a result, roadmap implementation relies heavily on each company's individual financing capacity, which may hinder action in capital-intensive sectors.
Minimal engagement with international financial institutions or MIs: Despite its global relevance, the initiative is largely domestic and does not involve multilateral institutions such as the World Bank, UN agencies, or regional development banks. This limits opportunities for international learning, co-financing, or policy coordination.
Insufficient attention to social dimensions: Although climate mitigation is the central goal, the roadmaps give limited attention to human rights, gender equality, just transition, or labor safeguards. This leaves potential social risks underexplored, particularly in sectors undergoing structural shifts.
No formal monitoring or accountability framework: While roadmaps include indicators, there is no overarching mechanism to independently track progress, verify implementation, or publicly report on milestones. The lack of a centralized evaluation framework could hinder transparency and course correction.

LESSONS LEARNED:

Early involvement of the private sector boosts commitment: Engaging industries from the beginning in policy co-design increases buy-in, legitimacy, and the likelihood of successful implementation. Businesses are more willing to invest in long-term decarbonization when they help define the pathway.
Policy predictability is a strong non-financial incentive: Even in the absence of subsidies or guarantees, a clear, long-term regulatory vision aligned with climate goals can unlock private capital. Fossil Free Sweden shows that strategic clarity and procedural inclusion can function as powerful enabling conditions.
Tailored decarbonization strategies are more effective than one-size-fits-all: By customizing each roadmap to the sector's specific emissions profile and technological frontier, the initiative avoided generic solutions and promoted realistic transformation. This sector-specific precision enhanced both feasibility and private sector enthusiasm.
Political leadership matters: The initiative succeeded partly due to strong, high-level government support that framed climate neutrality as a national economic opportunity. Political ownership ensured cross-ministerial coordination and institutional credibility.

Case study 7. Local infrastructure investment in sub-saharan Africa.

Document Reference (APA): United Nations. (2023). Global Sustainable Development Report 2023. Box 4-4, p. 72. https://files. unsdsn. org/sustainable-development-report-2023. pdf	
Selection Criteria	Key policy questions. Policy and Governance. Investment and Finance. Public-Private Partnerships (PPPs). Global coordination and diplomacy. Analysis criteria: a) Facilitates innovation in the way MIs and private sector cooperate. b) Facilitates mobilization of large-scale financing. c) Facilitates participation of private sector in policy design or early intervention. e) Creates structured engagement protocols, enabling clearer roles, responsibilities, and communication. f) Provides incentive alignment mechanisms, such as risk-sharing tools, blended finance models, or policy structures
Private Sector Partner/ Participation	Private sector actors included local infrastructure developers, engineering and construction firms, and urban utility providers engaged in transport, water, energy, and housing. These entities partnered with municipalities either through direct investment, PPPs, or competitive tenders.
Multilateral Institution/s	Multilateral development banks (MDBs). African Development Bank (AfDB). World Bank
Country/Region: Type of partnership.	This initiative focuses on countries across Sub-Saharan Africa, with an emphasis on secondary cities and local governments.
Sector of PS (exe Agrofood, miner, transport, health)	The sectors targeted include urban infrastructure (transport, roads), water and sanitation, renewable energy, and housing.
Executive Summary Case/ Partnership	The Local Infrastructure Investment in Sub-Saharan Africa initiative seeks to address the urban infrastructure gap in underserved municipalities by mobilizing blended finance and enhancing local project delivery capacity. Through pooled funds and partnerships with DFIs, it enables small cities to access capital markets and co-finance infrastructure alongside the private sector, while maintaining development alignment with SDGs.
Objective of cooperation/ or challenge approached	The primary challenge addressed is the chronic underinvestment in urban infrastructure at the subnational level, driven by limited access to finance, weak institutional capacity, and high perceived risk. The objective is to develop innovative financial mechanisms that allow municipalities to plan, finance, and execute infrastructure projects sustainably and inclusively.
Methodology / Intervention (PS contribution ($): Transfer of resources, financial contribution, etc)	The methodology involves creating municipal pooled funds and using technical assistance to strengthen local planning and procurement systems. Private sector contributions include co-financing infrastructure, taking on operational roles, and supplying technical know-how. Risk-sharing mechanisms and local currency instruments ensure affordability and reduce FX exposure. Total capital mobilized varies by country but reaches tens of millions USD per fund.
SDG and targets approached	11. 3: Inclusive and sustainable urbanization. 9. 1: Sustainable and resilient infrastructure. 17. 3: Mobilize additional financial resources for developing countries. 6. 1 and 6. 2: Access to safe water and sanitation.

Outcome: Results	The initiative led to the creation of new financing vehicles for subnational governments and improved project preparation capabilities. Dozens of cities have increased access to clean water, public transport, and energy services. It has also attracted new private capital, improved donor coordination, and demonstrated replicable models for scaling local infrastructure investment in Africa.
Checklist: Does the case study/partnership observe	
POLICY AND GOVERNANCE:	
1. A structure for engagement between PS and MIs	The initiative fosters coordinated engagement between cities, MDBs, and the private sector through institutional platforms that facilitate co-financing and project preparation.
2. An (structure) alignment of incentives	Public guarantees, first-loss capital, and concessional loans create risk-adjusted returns for private investors, while cities gain affordable finance for critical infrastructure. This aligns commercial interests with local development priorities.
3. Mechanisms that bridge business objectives with broader development priorities	Projects are selected based on dual criteria: commercial feasibility and development impact. Business goals such as ROI are harmonized with social metrics like access and affordability, using performance-based contracts and ESG safeguards.
4. Governance mechanisms to structure PS and MIs collaboration and engagement	Multi-level governance structures manage pooled funds and involve representatives from DFIs, local governments, and civil society. These ensure accountability, transparency, and inclusion in project decision-making.
INVESTMENT AND FINANCE:	
5. Blended finance structure	The partnership combines public grants, concessional debt, and private equity. MDBs provide guarantees and TA, while private firms bring capital and operational resources.
6. Innovative financial mechanisms	Use of municipal pooled funds, local currency guarantees, and ESG-linked financing tools. Some cities issue bonds backed by DFI guarantees or aggregate projects into investable portfolios.
7. Private sector investment mechanism	Investments occur through PPPs, performance-based contracts, and private operation of public services. Competitive procurement ensures transparency and attracts experienced firms.
8. Risk sharing mechanisms	DFIs offer partial risk guarantees and provide capital buffers. Insurance tools and performance guarantees protect investors and municipalities from financial and delivery risks.

PUBLIC-PRIVATE PARTNERSHIPS:	
9. Definition of partnerships and mechanism to partner between PS and Multilateral Institutions	PS partners engage through standardized PPP contracts and infrastructure funds administered by or with MDBs. These include technical, operational, and financial collaboration modes.
10. Innovative solutions to pressing global challenges	The model addresses urban infrastructure **GAPS:** through financial innovation and institutional strengthening—critical for achieving climate and development goals in growing cities.
11. A due diligence process or mechanism	DFIs conduct environmental, social, and financial due diligence, including safeguards assessments and capacity audits for participating municipalities.
12. Accountability: Embeds monitoring, evaluation, and shared metrics for results	KPIs related to SDG progress, service delivery, and financial performance are embedded in the monitoring frameworks. Evaluations are independent and public.
13. Dispute settlement mechanisms	Standard PPP frameworks include arbitration and mediation clauses. Cities and investors can appeal through national infrastructure units and regional development tribunals.
14. Anti-corruption mechanism	Procurement follows DFI-aligned transparency rules. Open contracting standards and community monitoring reinforce integrity and reduce corruption risk.
GLOBAL COORDINATION AND DIPLOMACY:	
15. Clear objectives for the PS and for the MIs	PS seeks market expansion and long-term stable returns. MIs aim to strengthen local infrastructure ecosystems, build urban resilience, and unlock local finance capacity.
16. clear roles for the PS, the International Organization.	Private firms design, build, and operate infrastructure. MIs de-risk investments, coordinate capacity-building, and monitor SDG alignment. Local authorities provide planning and community engagement.
Does the document tackle:	PS and Peace and Security. No. PS and Development Cooperation. Yes. PS and Human Rights. Yes. PS and Humanitarian action. No

BEST PRACTICES:

1. Municipal pooled funds
Allow small cities to collectively access finance that would be unavailable individually. These reduce transaction costs, improve credit ratings, and aggregate demand for efficiency.
2. Local currency guarantees
Offered by DFIs, these reduce currency risk for local governments and investors, making deals more sustainable over time.
3. Project bundling and standardization
Combining small projects into a single package creates bankable opportunities for the private sector and improves pipeline visibility for investors.

GAPS:

Limited human rights and participation mechanisms: While ESG compliance exists, there is little mention of rights-based approaches or formal community grievance mechanisms.
Institutional capacity bottlenecks: Local governments often lack the capacity to structure, implement, and monitor infrastructure deals without sustained technical support.
Long-term fiscal sustainability challenges: Many cities struggle with generating own-source revenues, limiting the sustainability of infrastructure investments post-financing.

LESSONS LEARNED:

Decentralized finance unlocks untapped markets: Subnational finance mechanisms are essential to scale development impact where central capacity or will is limited.
Blended finance must be coupled with institutional reform: Investment alone is not enough. Reforms in planning, procurement, and oversight are needed to ensure projects are implemented and maintained.
Coordination platforms are critical: Success hinges on strong collaboration between cities, DFIs, and private actors through shared structures and long-term engagement frameworks.

Case study 8. Blended finance for clean energy in Africa.

Document Reference (APA): Organisation for Economic Co-operation and Development. (2023). Financing clean energy in Africa. OECD Publishing. https://www. oecd. org/content/dam/oecd/en/publications/reports/2023/09/financing-clean-energy-in-africa_79ad8875/0d5a2eee-en. pdf	
Selection Criteria	Key policy questions. b) INVESTMENT AND FINANCE. c) Public-Private Partnerships (PPPs). d) GLOBAL COORDINATION AND DIPLOMACY. Analysis criteria: a) Facilitates innovation in the way MIs and private sector cooperate. b) Facilitates mobilization of large-scale financing. d) Creates structured engagement protocols, enabling clearer roles, responsibilities, and communication. e) Provides incentive alignment mechanisms, such as risk-sharing tools, blended finance models, or policy structures
Private Sector Partner/ Participation	Energy Service Companies (ESCOs). Mini-grid and solar home system providers. Impact investors and private equity funds. Commercial banks and institutional investors. Technology providers and developers
Multilateral Institution/s	African Development Bank (AfDB). Role: Key player in structuring and financing blended instruments for energy access. Interventions: Deployment of first-loss capital to catalyse private investment. Launch of funds like the Sustainable Energy Fund for Africa (SEFA), which blends concessional and commercial capital. Support to national electrification strategies and off-grid markets. World Bank Group. Role: Major actor through both public and private financing arms (IBRD/IDA and IFC). Interventions: Funding technical assistance and project preparation facilities. Provision of guarantees and concessional finance (e. g. , IDA-blend facilities). IFC involvement in scaling private-sector-led mini-grid and solar home system providers. European Investment Bank (EIB). Role: Contributes to risk capital and long-term financing for infrastructure. Interventions: Co-investment with DFIs and private actors in energy infrastructure and generation. Blending with EU development instruments under the External Investment Plan.
Country/Region: Type of partnership.	Africa
Sector of PS (exe Agrofood, miner, transport, health)	Energy
Executive Summary Case/ Partnership	A partnership involving African governments, international development banks, and private sector renewable energy developers. The initiative used blended finance mechanisms—combining concessional resources with private investment—to de-risk and accelerate clean energy projects such as solar and wind farms. Private sector companies were central as project developers and operators, while development banks provided technical assistance and concessional funding. This collaboration illustrates how public and private actors can work together to mobilize investment for sustainable infrastructure.

Objective of cooperation/ or challenge approached	Examine how blended finance can mobilize private capital for clean energy in Africa. Showcase innovative structures and partnerships that address early-stage and perceived investment risks. Illustrate the role of DFIs, philanthropic actors, and multilateral development banks in leveraging funds for clean energy access, particularly in Sub-Saharan Africa.
Methodology / Intervention (PS contribution ($): Transfer of resources, financial contribution, etc)	Core Blended Finance Structure: Layered capital stack combining: Concessional capital from public donors, DFIs, and philanthropies. Commercial capital from private equity, institutional investors, and energy companies. Concessional funding provides: First-loss guarantees. Subordinated debt. Grants for technical assistance and project development. Private Sector Contribution: Equity investment by energy companies and investors into projects and companies. Debt financing from commercial banks and private funds. Technology and operational resources (e. g. , installation, product development, distribution networks). Project co-financing where companies match or complement public/grant funding with their own capital (often 30–50%).
SDG and targets approached	SDG 7: Affordable and Clean Energy. 7. 1 By 2030, ensure universal access to affordable, reliable and modern energy services. 7. 2 Increase substantially the share of renewable energy in the global energy mix. 7. a Enhance international cooperation to facilitate access to clean energy research and technology and promote investment in energy infrastructure and clean energy technology.
Outcome: Results	Increased Access to Clean Energy. Blended finance structures enabled deployment of off-grid and mini-grid energy solutions in rural, underserved areas. Innovation and Business Model Replication. Development of innovative delivery models like PAYGO (Pay-As-You-Go) for solar home systems. Piloted scalable business models that have been replicated across East and West Africa. Job Creation and Local Economic Development. Renewable energy projects contributed to: New employment opportunities, especially in installation, maintenance, and retail. Entrepreneurship development in energy supply chains. Enhanced productive use of energy (e. g. , powering irrigation, shops, and health clinics).
Checklist: Does the case study/partnership observe	

POLICY AND GOVERNANCE:	
1. A structure for engagement between PS and MIs	There is engagement between: Private sector investors and developers. Multilateral Development Banks (MDBs) such as the African Development Bank, the World Bank Group, and the European Investment Bank. These actors engage through blended finance structures where MIs provide: Anchor investments, Concessional funding, Technical assistance. The private sector enters these projects as: Equity or debt providers, Project developers, Service or technology providers
2. An (structure) alignment of incentives	Blended finance tools are designed to align public good objectives with private profit motives: First-loss capital and guarantees reduce downside risk for commercial investors. Results-based financing (RBF) links payouts to both development and commercial performance. Companies are encouraged to expand into underserved markets with the promise of scale and viability.
3. Mechanisms that bridge business objectives with broader development priorities	Business models (e. g. , PAYGO solar) are both commercially viable and socially inclusive. Funding is conditional on delivering energy access outcomes—not just profits. Partnerships include NGOs, DFIs, and philanthropies that embed equity, environmental safeguards, and local capacity into operations.
4. Governance mechanisms to structure PS and MIs collaboration and engagement. Partially	MIs like AfDB and World Bank set fund rules, risk-sharing conditions, and impact metrics, which the private sector must adhere to. Collaborative governance is often done via fund platforms, technical advisory groups, or co-investment committees.
INVESTMENT AND FINANCE:	
5. Blended finance structure	Structures used include: First-loss tranches. Concessional debt. Grants for technical assistance. Results-based financing (RBF) mechanisms
6. Innovative financial mechanisms	The case showcases a variety of innovative financial instruments, such as: Pay-as-you-go (PAYGO) solar models, enabling energy affordability and micro-payments. Results-Based Financing (RBF), where companies are reimbursed based on energy connections achieved. Guarantees and risk-sharing facilities to attract early commercial investors. Crowdfunding and mobile banking integration for consumer-level affordability
7. Private sector investment mechanism	Private companies act as project developers, co-investors, and service providers central to the model's scalability.
8. Risk sharing mechanisms	Tools include: First-loss capital to protect senior investors. Credit guarantees that reduce perceived counterparty risk. Concessional loans with favourable terms to early-stage companies. Currency risk hedging, though noted as an area needing more support

PUBLIC-PRIVATE PARTNERSHIPS:	
9. Definition of partnerships and mechanism to partner between PS and Multilateral Institutions	DFIs and MIs (e. g. , AfDB, World Bank, EIB) providing anchor funding and risk-mitigation instruments. Private sector companies co-investing or operating energy projects. Partnership mechanisms include: Fund platforms. Co-investment agreements. Technical assistance collaborations.
10. Innovative solutions to pressing global challenges	The case addresses energy poverty, climate change, and financial exclusion through: Off-grid solar and mini-grid deployment. Mobile PAYGO technology. Energy-as-a-service models tailored to rural Africa
11. A due diligence process or mechanism	Projects undergo financial, operational, and ESG screening. Donors and DFIs typically require compliance with OECD, IFC Performance Standards, and ESG protocols
12. Accountability: Embeds monitoring, evaluation, and shared metrics for results.	The blended finance structure includes: Results-Based Financing (RBF): Private actors are paid based on pre-agreed performance indicators (e. g. , number of households connected). Shared metrics for energy access, emissions reductions, and financial performance. M&E frameworks aligned with SDG targets
13. Dispute settlement mechanisms	Not observed.
14. Anti-corruption mechanism	Not observed.
GLOBAL COORDINATION AND DIPLOMACY:	
15. Clear objectives for the PS and for the MIs	Private Sector Objectives: Profit-oriented goals through entry into emerging energy markets. Customer base expansion, particularly in last-mile and rural markets. Development and scaling of innovative business models (e. g. PAYGO, solar mini grids). Access to de-risked capital and concessional financing. Entry into previously unbankable markets, thanks to public subsidies and guarantees. Multilateral Institutions Objectives: Achieve development impact, particularly universal energy access (SDG 7). Mobilize private finance toward sustainable development. Strengthen enabling environments via policy support and regulatory engagement. De-risk strategic sectors to make them investable for the long term. Support climate adaptation and emissions reduction (SDG 13).

16. clear roles for the PS, the International Organization.	Private Sector Roles: Project development and execution: including technology deployment, customer service, and operations. Co-financing via equity or commercial debt. Innovation delivery: Providing solutions like mobile-enabled solar access. Risk-bearing: Once concessional layers are in place, the private sector carries commercial and operational risk. Multilateral Institutions Roles: Funders and anchor investors: Supply first-loss capital, concessional loans, and guarantees. Risk mitigators: Provide tools to reduce perceived and real investment risks. Standards enforcers: Ensure ESG compliance, safeguards, and development criteria. Conveners and technical advisors: Help design financing platforms, coordinate stakeholders, and support regulatory reform
Does the document tackle:	PS and Peace and Security. No. PS and Development Cooperation. Yes. PS and Human Rights. No. PS and Humanitarian action. No

BEST PRACTICES:

Match public/development capital with private finance using structured incentives.
Use outcome-based disbursement models to align commercial delivery with public objectives.
Structure multi-actor partnerships with formal coordination mechanisms and shared KPIs.
Invest in pre-investment support and enabling environments, not just financing.
Blend financial and non-financial de-risking strategies.
Design partnerships that empower local stakeholders, not just external investors.

GAPS:

Lack of Explicit Governance and Legal Frameworks.
Overreliance on external capital may undermine local ownership and resilience.
Unclear Long-Term Sustainability Plans.
Exit strategies for donors and DFIs are not described.
Policy and Regulatory Support is Underdeveloped.
The enabling policy environment (tariffs, licensing, IPPs) is acknowledged but not deeply addressed.

LESSONS LEARNED:

Mobilizing private investment in high-risk sectors like off-grid energy requires tailored financial structures, including first-loss capital, guarantees, and concessional loans.
Risk-sharing mechanisms such as guarantees and subordinated tranches significantly reduce barriers for private actors.
Mobile-enabled technologies (e. g. , PAYGO solar) make energy services accessible to low-income users.

Case study 9. MDBS' climate finance initiatives.

Document Reference (APA): United Nations. (2023). Financing for Sustainable Development Report. https://financing. desa. un. org/sites/default/files/2023-04/FSDR_2023_Overview_0. pdf	
Selection Criteria	Key policy questions. Policy and Governance. Investment and Finance. Public-Private Partnerships (PPPs). Global coordination and diplomacy. Analysis criteria: Facilitates innovation in the way MIs and private sector cooperate. Facilitates mobilization of large-scale financing. Facilitates participation of private sector in policy design or early intervention. Creates structured engagement protocols, enabling clearer roles, responsibilities, and communication. Provides incentive alignment mechanisms, such as risk-sharing tools, blended finance models, or policy structures
Private Sector Partner/ Participation	The report highlights the need for scaling up private sector engagement in long-term sustainable investments. It references multiple forms of blended finance, support for SME participation in green economies, carbon pricing mechanisms, and sustainable finance norms. Specific companies are not named, but the private financial sector is called upon to align its investments with the SDGs and climate goals.
Multilateral Institution/s	United Nations (UN DESA, UNDP), World Bank, IMF, WTO, UNCTAD, OECD, and regional development banks.
Country/Region: Type of partnership	Global focus, with specific emphasis on vulnerable developing countries including LDCs, SIDS, and African countries.
Sector of PS (exe Agrofood, minery, transport, health)	Finance, energy transition, infrastructure, sustainable manufacturing, social protection (indirectly through insurance and services).
Type of Partnership	Public–private partnerships; international financial system reforms; multi-stakeholder platforms for SDG investment mobilization.
Executive Summary Case/ Partnership	The report addresses the deepening divide in development financing, exacerbated by COVID-19, climate crises, geopolitical shocks, and debt burdens. It calls for coordinated international and national reforms to boost investment in sustainable transformations. It advocates for integrated national financing frameworks and reforms to the international financial architecture to unlock long-term, private and public capital.
Objective of cooperation/ or challenge approached	To bridge the SDG financing gap—especially in developing and debt-distressed countries—by mobilizing concessional finance, improving policy coherence, reforming global institutions, and supporting country-led investment in structural transformations aligned with the SDGs.
Methodology / Intervention (PS contribution ($): Transfer of resources, financial contribution, etc)	Policy and institutional reform recommendations across public and private finance. Calls for SDG Stimulus Package. Promotion of integrated national financing frameworks (INFFs). Scaling up blended finance aligned with national priorities. Enhancing development cooperation and ODA. Calls for development bank reform and carbon market development.

SDG and targets approached	SDGs 1, 8, 9, 10, 13, and 17, focusing on ending poverty, industrial transformation, climate resilience, and global partnerships
Outcome: Results	Reaffirmed international consensus on the urgency of sustainable transformations. Clear roadmap for aligning national and international financing policies with SDG targets. Reinforced the case for multilateral reforms and policy coherence. Set agenda for 2023–2024 international events (ECOSOC, SDG Summit, High-Level Dialogues)
Checklist: Does the case study/partnership observe	
POLICY AND GOVERNANCE:	
1. A structure for engagement between PS and MIs	The report strongly advocates for structured engagement between the private sector and multilateral institutions through Integrated National Financing Frameworks (INFFs), SDG investment platforms, and blended finance partnerships aligned with national development plans
2. An (structure) alignment of incentives	The report stresses aligning public and private incentives by embedding sustainability considerations in financial regulation, taxation, and subsidy structures. It calls for carbon pricing and the phaseout of fossil fuel subsidies to redirect private capital toward low-carbon solutions
3. Mechanisms that bridge business objectives with broader development priorities	Through sustainable industrial policy and strategic public investment, the report recommends connecting private investment with long-term national transformation plans. It promotes development banks' use of concessional finance to de-risk private investment and ensure alignment with the SDGs
4. Governance mechanisms to structure PS and MIs collaboration and engagement	It proposes governance reforms at global and national levels—such as changes to the governance of MDBs (Multilateral Development Banks), stronger development cooperation frameworks, and institutionalized dialogues between governments, private sector, and civil society to design and monitor SDG-aligned finance strategies
INVESTMENT AND FINANCE:	
5. Blended finance structure	The report supports blended finance to mobilize private capital, especially in developing countries, highlighting that concessional funds should be used strategically to address market failures and catalyse sustainable investments
6. Innovative financial mechanisms	It calls for innovative instruments like sustainability-linked bonds, transition finance, green taxonomies, carbon markets, and guarantees for high-risk projects to crowd in private investment
7. Private sector investment mechanism	The report highlights SDG investment platforms, de-risking instruments, and public-private co-investment structures, especially in climate, digital infrastructure, and energy transition sectors
8. Risk sharing mechanisms	It emphasizes the role of development banks and international financial institutions (IFIs) in offering guarantees, insurance, and concessional capital to absorb risk and incentivize private sector participation
PUBLIC-PRIVATE PARTNERSHIPS:	
9. Definition of partnerships and mechanism to partner between PS and Multilateral Institutions	The report outlines mechanisms for multilateral development banks (MDBs) and development finance institutions (DFIs) to engage the private sector via structured platforms, investment vehicles, and blended finance partnerships
10. Innovative solutions to pressing global challenges	It highlights partnerships supporting clean energy, digital connectivity, sustainable agriculture, and resilient infrastructure—especially in least developed countries—through public-private cooperation and innovation

11. A due diligence process or mechanism	The report mentions the need for robust frameworks to evaluate private investments for SDG alignment, transparency, and sustainability standards
12. Accountability: Embeds monitoring, evaluation, and shared metrics for results. Partially	It calls for harmonized SDG impact metrics, improved ESG standards, and joint monitoring systems to measure the effectiveness of private sector contributions
13. Dispute settlement mechanisms	Not mentioned.
14. Anti-corruption mechanism	The report stresses the need for strengthening anti-corruption safeguards, transparency standards, and global financial integrity systems in both public and private partnerships
GLOBAL COORDINATION AND DIPLOMACY:	
15. Clear objectives for the PS and for the MIs	The report defines shared objectives such as scaling sustainable investment, mobilizing private capital toward the SDGs, accelerating just transitions (especially in energy), and enhancing financial resilience in developing countries
16. clear roles for the PS, the International Organization.	Multilateral institutions (e. g. , the UN system, MDBs) are tasked with enabling environments, de-risking, and agenda-setting, while the private sector is expected to provide innovation, finance, and delivery of climate and SDG-aligned solutions
Does the document tackle:	PS and Peace and Security: No. PS and Development Cooperation: Yes. PS and Human Rights: Partially. Yes. PS and Humanitarian Action: No
BEST PRACTICES:	
Use of SDG-aligned blended finance platforms to crowd in private capital. Establishing ESG regulations, sustainability disclosures, and taxonomy alignment. Public-private investment frameworks like Just Energy Transition Partnerships (JETPs) to finance climate transitions.	
GAPS:	
Limited private capital flows to LDCs and vulnerable regions. Inadequate risk-sharing instruments and insufficient transparency in ESG metrics. Need for stronger coordination between public incentives and private investment behaviour	
LESSONS LEARNED:	
Mobilizing private finance requires strong regulatory environments, risk mitigation, and political will. Joint planning and accountability mechanisms strengthen outcomes in public-private partnerships. Global crises (COVID-19, Ukraine war) have shown the importance of resilient, diversified financing ecosystems.	

C. OECD and Standard Setters.

Case study 10. The microbuild fund.

Document Reference (APA): OECD & UNCDF. (2020). Blended Finance in the Least Developed Countries. https://www. oecd. org/dac/financing-sustainable-development/blended-finance-in-ldcs-2020. pdf (p. 50)	
Selection Criteria	Key policy questions. INVESTMENT AND FINANCE. Public-Private Partnerships (PPPs). GLOBAL COORDINATION AND DIPLOMACY. Analysis criteria: Facilitates innovation in the way MIs and private sector cooperate. Facilitates mobilization of large-scale financing. Creates structured engagement protocols, enabling clearer roles, responsibilities, and communication. Provides incentive alignment mechanisms, such as risk-sharing tools, blended finance models, or policy structures
Private Sector Partner/ Participation	Habitat for Humanity's MicroBuild Fund partners with the International Finance Corporation (IFC) and private investors to expand housing microfinance in Least Developed Countries. https://www. habitat. org/impact/our-work/microbuild-fund. Habitat for Humanity International (through Shelter Venture Fund and related technical assistance). Global capital market investors (commercial capital)
Multilateral Institution/s	IFC (International Finance Corporation): Provided anchor investment and advisory support. Other DFIs such as FMO and OPIC also contributed capital.
Country/Region:	Global (with focus on Least Developed Countries – LDCs)
Sector of PS (exe Agrofood, miner, transport, health)	Housing and Microfinance (Financial Inclusion)
Type of partnership.	Public-Private Partnership in blended finance + technical
Executive Summary Case/ Partnership.	The MicroBuild Fund is a housing microfinance initiative launched by Habitat for Humanity in 2012, targeting low-income populations in LDCs. It combines philanthropic and development capital with private commercial investment to provide housing loans through local microfinance institutions (MFIs). The fund also offers technical assistance to MFIs, helping them develop appropriate housing loan products and improve housing quality and resilience. By 2020, MicroBuild had reached over 250,000 households in 33 countries, with over 80% of beneficiaries being women.
Objective of cooperation/ or challenge approached.	Tackle the lack of access to affordable and climate-resilient housing finance in LDCs, particularly among low-income and female-headed households.
Methodology / Intervention (PS contribution ($): Transfer of resources, financial contribution, etc).	IFC invested $15 million as an anchor investor. The Fund blended IFC, FMO, and OPIC investments with philanthropic capital from Habitat. Local MFIs provided microloans for housing improvements and construction. Technical assistance included capacity-building in product design, risk management, and housing standards

SDG and targets approached	1. 4: Ensure access to basic services and ownership of safe housing. 5. b: Enhance women's access to technology and financial services. 11. 1: Ensure access for all to adequate, safe, and affordable housing. 13. 1: Strengthen resilience and adaptive capacity to climate-related hazards
Outcome: Results	Over 250,000 households served in 33 countries. $130 million in capital mobilized (as of 2019). 83% of end beneficiaries were women. Demonstrated viability of housing microfinance as a scalable financial product. Contributed to safer, more resilient housing stock in climate-vulnerable regions.
Checklist: Does the case study/partnership observe	
POLICY AND GOVERNANCE:	
1. A structure for engagement between PS and MIs	IFC structured the fund with Habitat and other investors.
2. An (structure) alignment of incentives	Development and commercial investors aligned through risk layering and returns.
3. Mechanisms that bridge business objectives with broader development priorities	Housing finance provided via sustainable commercial models to underserved groups.
4. Governance mechanisms to structure PS and MIs collaboration and engagement	The Fund had formal investment committees and advisory roles involving both public and private actors.
INVESTMENT AND FINANCE:	
5. Blended finance structure	Philanthropic, concessional, and commercial capital blended.
6. Innovative financial mechanisms	Applied microfinance to housing needs, traditionally an underserved product.
7. Private sector investment mechanism	Mobilized commercial and development capital; MFIs delivered loans.
8. Risk sharing mechanisms	Habitat took early loss positions; DFIs and private investors layered.

PUBLIC-PRIVATE PARTNERSHIPS:	
9. Definition of partnerships and mechanism to partner between PS and Multilateral Institutions	IFC and Habitat co-structured the fund; private sector distributed capital.
10. Innovative solutions to pressing global challenges	Addressed climate resilience and housing quality in poor regions.
11. A due diligence process or mechanism	Investment and MFI screening processes in place.
12. Accountability: Embeds monitoring, evaluation, and shared metrics for results	TA and impact measurement integrated into fund operations.
13. Dispute settlement mechanisms	Not explicitly mentioned
14. Anti-corruption mechanism	Not addressed in the document
GLOBAL COORDINATION AND DIPLOMACY:	
15. Clear objectives for the PS and for the MIs	Shared goals around affordable housing, financial inclusion, and resilience.
16. clear roles for the PS, the International Organization.	IFC: investment and structuring, Habitat: implementation and TA, MFIs: delivery channel.
Does the document tackle.	PS and Peace and Security. No. PS and Development Cooperation. Yes. PS and Human Rights. Yes. PS and Humanitarian action. No

BEST PRACTICES:

1. Integration of Technical Assistance and Finance to Build Market Capacity
The fund offered both financial resources and technical assistance (TA) to participating microfinance institutions (MFIs), ensuring that institutions not only received capital but also support to design, underwrite, and monitor housing-specific loan products. This dual-track approach helped build sectoral know-how and improved local implementation.
2. Gender-Inclusive Strategy and Outcomes
A significant highlight of the MicroBuild Fund is its intentional outreach to female borrowers, reaching 83% women across its housing microfinance portfolios. This demonstrates that gender equity and financial inclusion can be effectively embedded into investment design without compromising performance.
3. Climate-Resilient Housing as a Development Anchor
The fund prioritized housing solutions that integrated climate adaptation features—such as flood-resistant construction and ventilation systems—which aligns the intervention with both climate resilience and basic needs (shelter, health, safety).
4. Replicable and Scalable Model Across Diverse Regions
MicroBuild was successfully replicated in multiple geographies across Africa, Asia, and Latin America, showcasing its modular design and adaptability to different regulatory, cultural, and financial ecosystems. This cross-context viability makes it a model case for inclusive finance.

GAPS:

Absence of Formal Dispute Resolution or Anti-Corruption Mechanisms: Despite the fund's multi-country scope and involvement of various MFIs, there is no publicly documented grievance redress system, anti-corruption safeguards, or legal dispute protocols, which weakens risk governance transparency.
Limited Transparency in Monitoring and Evaluation (M&E): The case reports high-level outputs (e. g. , number of loans issued, regions covered, women reached), but does not detail a systematic monitoring framework that includes outcome-level indicators, independent verification, or long-term impact tracking.
No Explicit Reference to Rights-Based or Peace/Humanitarian Frameworks: While the fund improves household resilience and financial inclusion, it does not link explicitly to human rights, humanitarian response, or peacebuilding frameworks, which limits its alignment with broader SDG cross-cutting themes.

LESSONS LEARNED:

Housing Microfinance is a High-Impact Entry Point for Blended Finance: Affordable housing remains an underserved market. MicroBuild demonstrates that small-ticket, socially impactful lending can be commercially viable and highly scalable with the right capital structure and local partners.
Blending Capital with Technical Assistance Increases Effectiveness: Providing financial support alongside tailored capacity-building for MFIs boosts adoption, improves underwriting practices, and ensures loan sustainability, particularly in low-income communities.
Concessional Capital is Crucial to Unlock Early-Stage Investment: Habitat for Humanity's initial catalytic capital played a key de-risking role, absorbing early losses and signaling confidence to commercial co-investors like IFC. This layered risk approach is central to the fund's success.
Gender-Lens Investing Maximizes Inclusive Development Impact: Prioritizing outreach to women—who face systemic barriers to credit—resulted in deep social impact and furthered financial inclusion goals. The fund illustrates how gender metrics can be built into fund design and delivery from the start.

Case study 11. The danida business partnerships programme.

Document Reference (APA): Danida Business Partnerships. (n. d.). DGBP – Danida Green Business Partnerships. https://danida-business-partnerships. dk/dgbp/	
Selection Criteria	Key policy questions. INVESTMENT AND FINANCE. Public-Private Partnerships (PPPs). GLOBAL COORDINATION AND DIPLOMACY. Analysis criteria: Facilitates innovation in the way MIs and private sector cooperate. Creates structured engagement protocols, enabling clearer roles, responsibilities, and communication. Provides incentive alignment mechanisms, such as risk-sharing tools, blended finance models, or policy structures
Private Sector Partner/ Participation	Green businesses
Multilateral Institution/s	Danish International Development Agency - Danida
Country/Region:	Developing countries: Sub-Saharan Africa: Tanzania, Kenya, Ghana, Uganda, Ethiopia, Mozambique, Zambia. Asia: Bangladesh, Myanmar, Vietnam, Nepal. Latin America: Bolivia, Colombia (in specific pilot or regional initiatives). MENA Region: Egypt, Jordan (on a selective basis).
Sector of PS (exe Agrofood, minery, transport, health)	Agribusiness, renewable energy, health, education, and ICT
Type of partnership.	Technical and financial.
Executive Summary Case/ Partnership.	A programme by the Danish International Development Agency (Danida) that supports partnerships between Danish and local companies in developing countries. The goal is to promote sustainable business solutions that address development challenges, such as water management, renewable energy, and health. Private sector partners co-design and co-finance projects, sharing risks and benefits with public and civil society actors.
Objective of cooperation/ or challenge approached	To align business interests with development goals, leveraging the resources, innovation, and delivery capacity of the private sector to solve problems traditionally addressed by aid or public interventions. Main development challenges approached: Poverty and Unemployment. Lack of Access to Sustainable Markets. Climate Change and Environmental Degradation. Inequality and Gender Disparities. Weak Institutional and Technical Capacity
Methodology / Intervention (PS contribution ($): Transfer of resources, financial contribution, etc)	The methodology is based on a co-financed, multi-stakeholder partnership approach where the private sector (PS) plays a central role in both financial contribution and technical implementation.

SDG and targets approached	SDG 8: Decent Work and Economic Growth. SDG 5: Gender Equality. SDG 13: Climate Action. SDG 17: Partnerships for the Goals
Outcome: Results	Job Creation and Skills Development: Thousands of decent jobs have been created in sectors such as agribusiness, manufacturing, energy, and services. Focus on youth and women employment has helped reduce vulnerability and promote economic inclusion. Projects typically involve technical and vocational training (TVET), leading to enhanced employability and workforce skills. Strengthening Inclusive Value Chains: Smallholder farmers, informal entrepreneurs, and micro-enterprises have been integrated into formal business value chains. Improved access to: Inputs and technologies, Market information, Stable off-take agreements with private firms. Many projects also promote Fair Trade, organic certification, or traceability, boosting incomes. Increased productivity, higher incomes for rural producers, and greater supply chain resilience. Promotion of Green Growth and Climate Solutions DBP/DMDP has supported: Reduction in carbon emissions, improved resource efficiency, and increased resilience to climate shocks. Empowerment of Women and Marginalized Groups. Projects are designed with gender-sensitive frameworks, often targeting: Female entrepreneurs, Women-led cooperatives, Girls in vocational education. Women benefit from ownership models, training, access to finance, and leadership roles.
Checklist: Does the case study/partnership observe	
POLICY AND GOVERNANCE:	
1. A structure for engagement between PS and MIs	Danida acts as a convener and financier, enabling structured collaboration between businesses and public/multilateral stakeholders in developing countries.
2. An (structure) alignment of incentives	Incentives are aligned through: Co-financing: Private companies must contribute at least 25–40% of total project costs, ensuring commercial stake. Shared development goals: All partners must demonstrate contributions to SDGs such as decent work, green growth, and gender equality. Risk-sharing mechanisms: Danida covers development-related risks; businesses assume commercial risks.
3. Mechanisms that bridge business objectives with broader development priorities	Projects are co-developed to align: Profit motives with poverty reduction, climate resilience, and gender empowerment. Business innovations with inclusive value chain development and skills training. Each project must submit a business case and a development impact case, which are assessed jointly before approval.
4. Governance mechanisms to structure PS and MIs collaboration and engagement	DPM operates with: Formal partnership agreements defining roles, deliverables, and accountability. A structured monitoring, evaluation, and learning (MEL) framework. Oversight from Danida's Steering Committees and Ministry of Foreign Affairs teams. Requirements for Responsible Business Conduct (RBC) based on OECD and UN guidelines.

INVESTMENT AND FINANCE:	
5. Blended finance structure	The program combines: Public grant funding from Danida (usually 60–75% of the total budget). Private sector co-financing (cash or in-kind, usually 25–40%). In some cases, additional support from other donors or impact investors
6. Innovative financial mechanisms	Results-based co-financing: Grant funding is linked to achievement of development KPIs. Output-based aid logic: Payments tied to performance, not inputs. Cost-sharing with non-traditional partners (e. g. , local SMEs, NGOs).
7. Private sector investment mechanism	The program requires private companies to contribute at least 25% of project value, often in the form of: Direct capital investment. Equipment and infrastructure. Personnel, know-how, and business development. This turns each partnership into a joint investment platform with both developmental and commercial returns.
8. Risk sharing mechanisms	Risk is shared between public and private actors: Danida absorbs developmental and contextual risks (e. g. , low purchasing power, weak infrastructure). Private partners manage commercial and operational risks (e. g. , logistics, customer acquisition, technology deployment). The co-financing structure mitigates downside risk for companies entering difficult markets.
PUBLIC-PRIVATE PARTNERSHIPS:	
9. Definition of partnerships and mechanism to partner between PS and Multilateral Institutions	Danida (the donor) is a bilateral actor, in some projects, multilateral institutions (e. g. , UN agencies, development banks) may be involved, but not as core programmatic partners. Mechanisms include formal partnership agreements, shared value propositions, and co-financing models.
10. Innovative solutions to pressing global challenges	Projects are designed to address SDG-related challenges, including: Youth unemployment. Gender inequality. Climate change and environmental degradation. Access to health, water, and energy
11. A due diligence process or mechanism	Danida enforces a structured due diligence process during project approval, covering: Financial capacity. Responsible Business Conduct (RBC). Human rights (UNGPs), environmental, and social safeguards. Projects are screened to ensure alignment with OECD guidelines, Danish development policy, and local laws.
12. Accountability: Embeds monitoring, evaluation, and shared metrics for results	Projects are governed by: Logical frameworks (log frames) with KPIs tied to SDGs. Annual reporting and independent evaluations. Baseline and endline assessments to measure progress. Monitoring includes development and commercial metrics, reported jointly by all partners.
13. Dispute settlement mechanisms	Not observed.

14. Anti-corruption mechanism	Danida requires all partners to adhere to: Danish anti-corruption policy. OECD anti-bribery guidelines. Standard integrity clauses in contracts
GLOBAL COORDINATION AND DIPLOMACY:	
15. Clear objectives for the PS and for the MIs. Partially	Private Sector Objectives. Develop commercially viable, inclusive business models in developing countries. Expand into new or underserved markets with de-risked financial support. Build sustainable supply chains, often involving smallholders, women, or youth. Gain access to co-financing, technical assistance, and regulatory facilitation to scale innovation. Public Sector / Danida Objectives. Promote decent jobs, gender equity, and poverty reduction (SDGs 1, 5, 8). Support green transition and climate resilience (SDG 13). Enable market systems development in fragile and low-income contexts. Ensure responsible business conduct, including environmental and social safeguards.
16. clear roles for the PS, the International Organization. Partially.	Private Sector Roles: Lead project implementation, particularly in business operations and supply chain development. Provide co-financing (cash or in-kind), such as infrastructure, personnel, or technology. Deliver technical expertise, innovation, and market access. Comply with responsible business standards, including human rights and anti-corruption clauses. Danida / Public Sector Roles: Fund up to 75% of project costs through non-reimbursable grants. Screen, approve, and monitor projects via performance-based frameworks. Offer technical assistance and access to Danish embassies, local development expertise, and networks. Ensure projects align with Denmark's development cooperation strategy and SDG targets. Multilateral Institutions (if involved): Complementary funding (e. g. , World Bank, EU, UNDP). Technical assistance or policy support. Market facilitation, particularly for regulatory and institutional strengthening
Does the document tackle.	PS and Peace and Security. No. PS and Development Cooperation. Yes. PS and Human Rights. Yes. PS and Humanitarian action. No

BEST PRACTICES:

1. Formalized Multi-Stakeholder Partnership Structures.
The program establishes clear, contractual frameworks that define the roles, responsibilities, and contributions of private companies, civil society organizations (CSOs), and public sector actors.
2. Blended Financing with Strategic Cost-Sharing.
Danida's grant financing often covers up to 60% of project costs, de-risking private sector participation while ensuring partners retain financial stake and responsibility.
3. Integrated Monitoring, Evaluation, and Learning (MEL) Systems.
Projects are designed with MEL frameworks that align with SDG indicators and include project-specific KPIs. These systems help measure both financial and social performance, enabling data-driven decision-making and long-term learning.
4. Normative Safeguards and Ethical Standards.
Participating firms must comply with international standards such as the OECD Guidelines for Multinational Enterprises, the UN Guiding Principles on Business and Human Rights, and Danish anti-corruption regulations.
5. Pilot-to-Scale Approach.
Danida often funds experimental or first-time partnerships, using grant capital to test proof-of-concept models. If successful, these pilots can then be replicated or expanded, facilitating innovation while maintaining prudent risk exposure.
6. Engagement with Local Institutions and Policymakers.
Where feasible, the program seeks to involve local governments, regulators, and implementing agencies to align project goals with national priorities and to enhance institutional capacity, fostering ownership and policy coherence.

GAPS:

Limited Collaboration with Multilateral Organizations: The program does not systematically engage with IFIs or UN agencies, such as the World Bank, IFC, or UNDP, missing opportunities for co-financing, knowledge exchange, or global scaling.
Absence of Formal Dispute Resolution Mechanisms: Despite involving multiple sectors, the program lacks a codified framework for resolving conflicts, whether among partners or with affected stakeholders. This may limit its resilience in the face of project-level disputes or unforeseen challenges.
Unclear Strategies for Sustainability and Scale-Up: While pilot projects are central to the program, many lack a clear financing or business model for continuation post-grant phase. This threatens long-term sustainability and reduces the catalytic impact of the initial intervention.
Partial Integration of Broader Development Themes: While the program effectively targets inclusive growth and green transition, it does not consistently incorporate frameworks related to peacebuilding, humanitarian response, or comprehensive human rights risk assessments.

LESSONS LEARNED:

Strategic Alignment between Commercial and Development Objectives Drives Impact: Partnerships that deliberately align business goals (e. g. , market expansion, supply chain stability) with development outcomes (e. g. , livelihoods, environmental benefits) generate higher-quality, durable results.
Grants Unlock Risk Capital but Need Clear Exit Strategies: Public co-financing plays a critical role in de-risking early-stage investment, but without a post-project sustainability or handoff plan, many initiatives risk stagnation once grant funding ends.
Multi-Stakeholder Coordination Requires Skilled Facilitation: Each partner brings distinct value: business acumen from firms, community trust from CSOs, and enabling frameworks from public agencies. However, navigating their diverse priorities and timelines requires clear governance and continuous facilitation.
Local Capacity and Ownership are Essential to Longevity: Projects that invest in local training, institutional embedding, and co-creation with local actors are more likely to thrive over time and adapt to changing conditions.

Case study 12. Results-based financing for renewable energy in Morocco.

Document Reference (APA): OECD. (2024). Effective Results Frameworks for Sustainable Development. page 41. https://doi. org/10. 1787/aaa4bb52-en. Usman, Z. , & Amegroud, T. (2019, August). Lessons from power sector reforms: The case of Morocco (Policy Research Working Paper No. 8969). World Bank Group, Energy and Extractives Global Practice & Africa Region Office of the Chief Economist. https://documents1. worldbank. org/curated/en/471511565200281012/pdf/Lessons-from-Power-Sector-Reforms-The-Case-of-Morocco. pdf	
Selection Criteria	Key policy questions. Policy and Governance. Investment and Finance. Public-Private Partnerships (PPPs). Global coordination and diplomacy. Analysis criteria: a) Facilitates innovation in the way MIs and private sector cooperate. b) Facilitates mobilization of large-scale financing. c) Facilitates participation of private sector in policy design or early intervention. d) Creates structured engagement protocols, enabling clearer roles, responsibilities, and communication. e) Provides incentive alignment mechanisms, such as risk-sharing tools, blended finance models, or policy structures
Private Sector Partner/ Participation	Design, delivery, and financing of renewable energy, particularly solar photovoltaic (PV) projects.
Multilateral Institution/s	World Bank - financing and in technical support
Country/Region:	Morocco
Type of partnership	Financial and technical
Sector of PS (exe Agrofood, minery, transport, health)	Energy
Executive Summary Case/ Partnership	A partnership involving the Government of Morocco, international development banks such as the European Investment Bank,. Islamic Development, African Development Bank, Japan Bank for International Cooperation, European Bank for Reconstruction and Development and KfW Development Bank, World Bank and private sector renewable energy developers. This case highlights how a results-based financing framework was used to attract private investment and accelerate the deployment of large-scale solar and wind projects. The government set clear, measurable targets for renewable energy capacity, while international partners provided technical assistance and performance-based grants. Private sector actors were central as project developers and operators, delivering on investment and operational targets to unlock financing tranches. The framework enabled alignment of public and private objectives, enhanced accountability, and scaled up clean energy deployment.
Objective of cooperation/ or challenge approached	Accelerate access to renewable electricity for underserved and remote populations by leveraging private sector efficiency, public oversight, and results-based financing from multilateral institutions.
Methodology / Intervention (PS contribution ($): Transfer of resources, financial contribution, etc)	Performance-based subsidy model that mobilizes private sector (PS) delivery capacity to expand rural renewable energy access. This model is structured to incentivize private investment and efficiency, while tying disbursements to measurable, verified outcomes.

SDG and targets approached	SDG 7: Affordable and Clean Energy. SDG 13: Climate Action. SDG 9: Industry, Innovation and Infrastructure: SDG 17: Partnerships for the Goals
Outcome: Results	Increased Energy Access in Rural Areas. Deployment of Clean and Sustainable Energy Technologies. Mobilization of Private Sector Investment and Delivery Capacity. Institutional Strengthening and Governance Innovation
Checklist: Does the case study/partnership observe	
POLICY AND GOVERNANCE:	
1. A structure for engagement between PS and MIs	The RBF mechanism was designed through collaboration between the Moroccan government, private sector renewable energy firms, and multilateral institutions—notably the World Bank. The private sector delivered solar PV systems, while MIs provided results-based funding contingent on successful delivery.
2. An (structure) alignment of incentives	Incentives were financially aligned through the RBF framework: Private firms were paid only after third-party verification of successful implementation (e. g. , solar system installations). MIs and the government funded results, not inputs, ensuring outcome-based alignment.
3. Mechanisms that bridge business objectives with broader development priorities	The RBF program allowed private developers to: Earn income by deploying solar systems. Contribute to national rural electrification goals and climate objectives. Business goals (profitability, scalability) were aligned with SDG-driven outcomes (e. g. , energy access, climate mitigation, poverty reduction).
4. Governance mechanisms to structure PS and MIs collaboration and engagement. Partially.	Coordination appears to have been mediated mainly through the government (e. g. , ONEE) and guided by donor conditionalities, rather than through a codified multi-stakeholder governance mechanism.
INVESTMENT AND FINANCE:	
5. Blended finance structure	The RBF model reflects a blended finance approach, combining: Public/donor capital (e. g. , from the World Bank or other international partners). Private sector resources, including upfront capital from renewable energy developers
6. Innovative financial mechanisms	The use of results-based financing (RBF) itself is a key innovative mechanism: Payments to private providers are linked to performance (e. g. , successful deployment of PV systems), rather than traditional upfront funding. Involves third-party verification, ensuring transparency and accountability.
7. Private sector investment mechanism.	The private sector is both a delivery agent and an investor: Developers provide upfront financing, procure and install systems, and bear operational risk. Payments are only made upon successful, verified outcomes, requiring firms to have working capital and financial capacity.
8. Risk sharing mechanisms.	Not observed.

PUBLIC-PRIVATE PARTNERSHIPS:	
9. Definition of partnerships and mechanism to partner between PS and Multilateral Institutions	The RBF model reflects a structured partnership between: The Government of Morocco (e. g. ONEE). Multilateral Institutions (notably the World Bank). Private Sector developers. Partnerships are operationalized through: Performance-based contracts. Competitive bidding processes. RBF disbursement agreements
10. Innovative solutions to pressing global challenges	The RBF approach directly addresses: Energy poverty in rural, underserved communities. Climate change, via deployment of solar photovoltaic (PV) systems. It links market mechanisms to development outcomes, using performance incentives to drive clean energy delivery.
11. A due diligence process or mechanism. Partially.	The RBF structure involves: Competitive selection of private developers. Third-party verification of service delivery
12. Accountability: Embeds monitoring, evaluation, and shared metrics for results	A central feature of RBF is its accountability mechanism: Results must be independently verified before funds are disbursed. Progress is tracked using clear output indicators (e. g. , number of households electrified). The program is outcome-based, with shared expectations among all partners.
13. Dispute settlement mechanisms	Not observed.
14. Anti-corruption mechanism	Not observed.
GLOBAL COORDINATION AND DIPLOMACY:	
15. Clear objectives for the PS and for the MIs	Private Sector Objectives: Deliver solar photovoltaic (PV) systems to rural households and communities. Pre-finance and install systems efficiently and cost-effectively. Ensure operational functionality and service quality to meet performance verification standards. Achieve timely, verifiable results to receive subsidy disbursements. Multilateral Institution (MI) Objectives (e. g. World Bank): Support Morocco's universal energy access and clean energy transition. Provide results-based subsidies to catalyze private delivery. Ensure public funds are used efficiently and transparently. Promote institutional learning and accountable service delivery.

16. clear roles for the PS, the International Organization.	Private Sector: Serve as project implementers and financiers (pre-finance costs). Participate in competitive procurement and adhere to technical specifications. Deliver solar systems, maintain them, and ensure they function as verified. Interface with verification agents for disbursement eligibility. Multilateral Institutions: Finance the subsidy pool (RBF grants or concessional funds). Provide technical assistance to design KPIs and verification systems. Support monitoring and evaluation through independent verification mechanisms. Collaborate with the Moroccan government to manage fund flows and oversight.
Does the document tackle: Yes/No	PS and Peace and Security. No. PS and Development Cooperation. Yes. PS and Human Rights. No. PS and Humanitarian action. No

BEST PRACTICES:

1. Results-Based Financing (RBF) Linked to Verifiable Outputs.
The program structured disbursements based on predefined performance milestones, such as the installation of solar systems or the number of households connected.
2. Private Sector as the Delivery Arm.
Instead of direct public sector implementation, the program leveraged private firms (solar developers, distributors, service providers) to deliver results.
3. Blended Financing with Public-Donor Support.
The program blended concessional public and donor financing (e. g. , from the World Bank or bilateral agencies) with private sector investment and cost recovery from end users.
4. Independent Verification and Monitoring Framework. A third-party Monitoring, Evaluation, and Verification (MEV) system was embedded in the program design to validate reported results.
5. Alignment with National Strategies and SDGs.
The program was aligned with Morocco's national strategy for rural electrification and SDG 7 (Affordable and Clean Energy), ensuring that it supported policy coherence and increased the likelihood of institutional backing and long-term sustainability.
6. Scalable and Replicable Design.
The modular and technology-neutral design made the model adaptable to other regions or countries, including fragile or underserved contexts.
7. Demand-Responsive and Community-Oriented Deployment.
The program incorporated community-level consultations and deployment planning to tailor service packages to household affordability and geographic challenges.

GAPS:

Lack of Formal Dispute Resolution Mechanisms: the program design does not include a structured process for resolving conflicts between stakeholders (e. g. , private developers, government agencies, donors).
Limited Visibility on Due Diligence Processes.
Weak Role Definition for Multilateral Institutions (MIs): The MIs (e. g. , World Bank) provided financing and technical assistance, but no joint governance or institutional role is described.
There is no integration of rights-based approaches

LESSONS LEARNED:

RBF mechanisms are a powerful tool to incentivize private sector performance and ensure development impact.
Market-based actors can deliver essential services if the financing framework addresses affordability and commercial viability.
Blended finance, when structured around measurable results, can be an effective way to reach low-income populations without compromising financial discipline.
An embedded Monitoring, Evaluation, and Verification (MEV) system is critical for the credibility and success of RBF schemes.
Localization and adaptability are key to program success, especially in rural and hard-to-reach areas.

Case study 13. Powertrust + ifc, bii and others – distributed renewable energy aggregator platform.

Document Reference (APA): Convergence. (2024). State of Blended Finance 2024. https://www. convergence. finance/resource/state-of-blended-finance-2024/view (p. 22)	
Selection Criteria	Key policy questions. INVESTMENT AND FINANCE. Public-Private Partnerships (PPPs). GLOBAL COORDINATION AND DIPLOMACY. Analysis criteria: a) Facilitates innovation in the way MIs and private sector cooperate. b) Facilitates mobilization of large-scale financing. c) Facilitates participation of private sector in policy design or early intervention. e) Creates structured engagement protocols, enabling clearer roles, responsibilities, and communication. f) Provides incentive alignment mechanisms, such as risk-sharing tools, blended finance models, or policy structures
Private Sector Partner/ Participation	Powertrust partners with IFC, British International Investment (BII), and others to scale a renewable energy aggregator platform for underserved markets. https://www. powertrust. com. Powertrust (developer of the aggregator platform). Additional private investors engaged in clean energy projects
Multilateral Institution/s	IFC: International Finance Corporation. BII: British International Investment.
Country/Region:	Emerging markets (specific countries not identified)
Sector of PS (exe Agrofood, miner, transport, health)	Energy – Distributed Renewable Energy
Type of partnership	Blended Finance using a project aggregator model.
Executive Summary Case/ Partnership.	Powertrust partnered with IFC, BII, and other DFIs to create a structured aggregator platform that pools small-scale distributed renewable energy projects in emerging markets into a single investable vehicle. This structure lowers investment risk, reduces transaction costs, and improves bankability—ultimately expanding access to clean energy in underserved regions.
Objective of cooperation/ or challenge approached	To overcome financing barriers for clean energy projects in underserved regions, particularly challenges related to the small size of individual projects, high transaction costs, and perceived investment risks.
Methodology / Intervention (PS contribution ($): Transfer of resources, financial contribution, etc)	Creation of a project aggregator investment platform. Mobilization of over $20 million in concessional and commercial capital. Private sector contribution included: Project pipeline development. Technical expertise. Co-financing with commercial capital. DFIs contributed de-risking capital and concessional funds.

SDG and targets approached	SDG 7: Affordable and Clean Energy. SDG 13: Climate Action. SDG 17: Partnerships for the Goals
Outcome: Results	Over $20M mobilized in blended finance. Improved access to capital for clean energy in underserved markets. Enhanced bankability of small-scale projects
Checklist: Does the case study/partnership observe	
POLICY AND GOVERNANCE:	
1. A structure for engagement between PS and MIs	Through Powertrust's partnership with IFC and BII in a structured platform model
2. An (structure) alignment of incentives	Risk reduction and financial returns linked to development impact
3. Mechanisms that bridge business objectives with broader development priorities	Clean energy access aligned with private returns and development priorities
4. Governance mechanisms to structure PS and MIs collaboration and engagement. Partially	General collaboration described, but platform governance not detailed.
INVESTMENT AND FINANCE:	
5. Blended finance structure	Concessional and commercial funding combined
6. Innovative financial mechanisms	Aggregation platform is a novel structure
7. Private sector investment mechanism	Platform pools private investment and reduces entry barriers
8. Risk sharing mechanisms	Pooling and concessional finance reduce risk profile of individual projects
PUBLIC-PRIVATE PARTNERSHIPS:	
9. Definition of partnerships and mechanism to partner between PS and Multilateral Institutions	DFI support and platform collaboration framework
10. Innovative solutions to pressing global challenges	Scalable access to clean energy in vulnerable regions
11. A due diligence process or mechanism	Likely exists but not described in source

12. Accountability: Embeds monitoring, evaluation, and shared metrics for results. Partially	Monitoring and evaluation implied, but mechanisms not described
13. Dispute settlement mechanisms	No mention
14. Anti-corruption mechanism	No mention
GLOBAL COORDINATION AND DIPLOMACY:	
15. Clear objectives for the PS and for the MIs	Mobilize capital and expand energy access
16. clear roles for the PS, the International Organization.	Powertrust aggregates, DFIs fund and de-risk
Does the document tackle:	PS and Peace and Security. No. PS and Development Cooperation. Yes. PS and Human Rights. No. PS and Humanitarian action. No
BEST PRACTICES:	
1. Aggregator platforms unlock scale and reduce transaction costs. Powertrust's aggregator model pools numerous small-scale, distributed renewable energy (DRE) projects across multiple emerging markets into a single investable vehicle. This overcomes two structural barriers in DRE finance: the high transaction costs of individualized project assessment, and the limited ticket size of each standalone project. By consolidating these projects, the platform allows for standardized due diligence, legal documentation, and risk assessments, thus improving efficiency and investment readiness. 2. Concessional capital is critical to attract commercial financing. The initiative successfully blended concessional funding (including from IFC and BII) with private capital to de-risk the early-stage aggregator platform. Concessional capital covered first-loss risk and enabled the platform to absorb early operational uncertainties—such as borrower repayment behaviour, regulatory changes, or project aggregation timelines. 3. Clear alignment between energy access and investment return. The partnership demonstrated that commercial viability and social impact can align when structured appropriately. By targeting markets with high energy access Gaps: but scalable renewable energy potential the platform delivered investment opportunities that also supported SDG 7 (Affordable and Clean Energy).	

GAPS:
Absence of detail on governance and due diligence frameworks: The documentation lacks transparency on the internal governance systems of the aggregator—such as investment committee processes, ESG screening protocols, or project eligibility criteria. No references to dispute resolution or corruption mitigation: There is no mention of dispute resolution mechanisms between platform operators, local developers, or financiers—nor are there anti-corruption controls described. Monitoring and impact measurement mechanisms not described: While the initiative is clearly focused on expanding energy access, the report does not explain how outcomes are tracked, verified, or reported.
LESSONS LEARNED:
Pooling small-scale projects into a single vehicle increases their bankability: Fragmented energy projects, while often transformative at the community level, typically fail to attract institutional investment due to scale and risk concentration. Blended finance with early concessional capital can open new markets: The Powertrust case shows that strategic concessional investment at the early stage—when commercial capital is most reluctant—can catalyse new markets. Replicable aggregator models offer a pathway to inclusive energy transitions: The structure piloted by Powertrust has broader applicability across sectors like clean cooking, rural mini-grids, or electric mobility.

D. Private sector-led and third sector-led initiatives.

Case study 14. Autostrade per l'Italia.

Document Reference (APA): CFO Coalition for the SDGs. Impact Dashboard & Case Studies. https://www. cfocoalition. org/media-events/case-studies. Autostrade per l'Italia. (2024). Sustainable finance. https://www. autostrade. it/en/investor-relations/sostenibilita/finanza-sostenibile	
Selection Criteria	Key policy questions. Policy and Governance. Investment and Finance. Public-Private Partnerships (PPPs). Global coordination and diplomacy. Analysis criteria: a) Facilitates innovation in the way MIs and private sector cooperate. b) Facilitates mobilization of large-scale financing. c) Facilitates participation of private sector in policy design or early intervention. d) Creates structured engagement protocols, enabling clearer roles, responsibilities, and communication. e) Provides incentive alignment mechanisms, such as risk-sharing tools, blended finance models, or policy structures
Private Sector Partner/ Participation	Autostrade
Multilateral Institution/s	UN Global Compact
Country/Region:	Italy.
Type of partnership	Financial- Sustainability-Linked Bond for Climate Transition.
Sector of PS (exe Agrofood, miner, transport, health)	Infrastructure
Executive Summary Case/ Partnership	Autostrade per l'Italia (ASPI), a leading private infrastructure company and member of the CFO Coalition, issued a €750 million sustainability-linked bond (SLB) maturing in 2031. The bond's coupon repayments are tied to environmental KPIs, including Scope 1, 2, and 3 upstream emissions. The CFO played a central role in integrating ESG objectives into the company's finance strategy, ensuring that business units deliver on decarbonization targets.
Objective of cooperation/ or challenge approached	The approach incentivizes the achievement of climate goals, aligns capital allocation with the SDGs, and demonstrates how CFOs can drive corporate transformation through sustainable finance instruments.
Methodology / Intervention (PS contribution ($): Transfer of resources, financial contribution, etc)	Sustainability-linked bond (SLB).

SDG and targets approached	SDG 9: Industry, Innovation and Infrastructure. SDG 11: Sustainable cities and communities. SDG 13: Climate Action
Outcome: Results	Since 2023, Autostrade per l'Italia issued 3. 0 billion euros of sustainability-linked bonds in four tranches, whose margin is linked to the achievement of specific objectives relating to the reduction of GHG and the installation of charging stations for electric vehicles along the motorway network, in line with the commitments set forth in the Sustainable Finance Framework.
Checklist: Does the case study/partnership observe	
POLICY AND GOVERNANCE:	
1. A structure for engagement between PS and MIs	No formal structure observed.
2. An (structure) alignment of incentives	The bond margin is explicitly tied to achievement of ESG KPIs such as reducing GHG emissions and rolling out ultra-fast EV charging stations across its motorway network. This creates direct financial incentive for the company to meet its sustainability targets, aligning commercial performance with climate objectives.
3. Mechanisms that bridge business objectives with broader development priorities	The SLB directly supports the company's Climate Transition Plan, which aligns with its broader objectives of carbon reduction, clean mobility infrastructure, and sustainable infrastructure development in line with the Paris Agreement and SBTi validation. It supports both climate mitigation and SDG-aligned investments (SDGs 9, 11, 13), embedding broader development and environmental goals into its financing logic.
4. Governance mechanisms to structure PS and MIs collaboration and engagement. Partially	Autostrade has established an internal sustainability governance system with Board and top management involvement, an ESG Committee, and appointed ESG ambassadors to oversee sustainability targets and ensure ESG integration across business lines.
INVESTMENT AND FINANCE:	
5. Blended finance structure	Not observed.
6. Innovative financial mechanisms	ASPI has issued multiple tranches of Sustainability-Linked Bonds (totaling €3 billion by 2024) tied to performance on sustainability metrics like GHG reduction and electric vehicle (EV) charging infrastructure deployment. These bonds link financial terms (coupon margin) directly to achievement of ESG targets.
7. Private sector investment mechanism. Partially	As a large infrastructure operator, ASPI implements projects and leverages private sector inputs in construction, maintenance, and renewable energy deployment.
8. Risk sharing mechanisms. Partially	The SLB includes financial incentive blending, where the issuer assumes extra margin if ESG targets are not met, and financial risk shifts back to ASPI.
PUBLIC-PRIVATE PARTNERSHIPS:	
9. Definition of partnerships and mechanism to partner between PS and Multilateral Institutions	Not observed.

10. Innovative solutions to pressing global challenges	The SLB is innovative for linking margin payments to sustainability KPIs like GHG emissions reduction and roll-out of ultra-fast EV charging infrastructure across the highway network—supporting relevant global climate goals (e. g. SDGs 9, 11, 13).
11. A due diligence process or mechanism.	Autostrade's Sustainability Governance and risk management is detailed in its Framework, with ESG risks integrated into enterprise risk processes and overseen by internal ESG committees and the Board.
12. Accountability: Embeds monitoring, evaluation, and shared metrics for results	The SLB ties financial terms to specific KPIs, reducing GHG emissions and installing EV chargers, with periodic reporting and transparency commitments.
13. Dispute settlement mechanisms	Not observed
14. Anti-corruption mechanism	Not observed
GLOBAL COORDINATION AND DIPLOMACY:	
15. Clear objectives for the PS and for the MIs	The SLB outlines explicit objectives for the issuer (PS actor) as part of its Climate Transition Plan: Reduce GHG emissions by 50% by 2030 (Scope 1 & 2 vs. 2019 baseline). Deploy ultra-fast EV charging infrastructure. Align operations with Paris Agreement and SBTi-validated targets
16. clear roles for the PS, the International Organization.	Not observed.
Does the document tackle: Yes/No	PS and Peace and Security. No. PS and Development Cooperation. Yes. PS and Human Rights. No. PS and Humanitarian action. No

BEST PRACTICES:

1. Strong Alignment with Sustainability-Linked Bond Principles (SLBP).
Autostrade's SLB follows the five core components of ICMA's SLBP:
Selection of Key Performance Indicators (KPIs).
Calibration of Sustainability Performance Targets (SPTs).
Bond Characteristics (e. g. , coupon step-up).
Reporting.
Verification.
2. Material and Measurable KPIs.
The bond links financial performance to climate-related KPIs:
50% reduction in GHG emissions (Scope 1 & 2) by 2030.
Deployment of ultra-fast EV charging infrastructure across highway networks.
3. Financial Incentive Through Margin Step-Up.
The SLB includes a step-up clause: if the company fails to meet its ESG targets by 2030, the bond margin (coupon) increases.
4. ESG strategy is integrated into enterprise risk management and corporate planning.
5. External Verification via Second Party Opinion (SPO).
ASPI obtained a Second Party Opinion from Moody's, which confirmed: The robustness of selected KPIs and targets and the Compliance with ICMA's SLBP.
6. Embedding the SLB into a strategic corporate transition plan ensures consistency and long-term vision.
7. Engaging stakeholder communication.

GAPS:

Absence of multilateral or development finance institution (DFI) collaboration: The structure is entirely corporate-led and capital-market-based, with no role for public or multilateral stakeholders.
Limited thematic scope beyond climate mitigation (SDG 13): While the SLB targets emissions reductions and EV infrastructure, it lacks integration of broader sustainability dimensions such as:
Equity and accessibility (SDG 10).
Decent work and labour standards (SDG 8).
Circular economy in infrastructure lifecycle (SDG 12).
Full risk remains with the issuer: The structure does not incorporate blended finance mechanisms or credit enhancements that could spread or share risk with public actors or DFIs.

LESSONS LEARNED:

Performance-based bond structures enhance ESG credibility and make sustainability measurable and actionable: By linking coupon margins to pre-defined sustainability outcomes, SLBs make "green intent" enforceable. This creates a clear incentive structure and discourages greenwashing, setting a new standard in ESG finance.
Relevance of KPIs determines internal and external legitimacy: Choosing sector-specific, material, and ambitious KPIs (such as EV infrastructure for a highway operator) enhances the internal buy-in from business units and the external credibility with investors, regulators, and ESG raters.
Internal governance is critical to execution: The success of ESG-linked finance instruments depends on cross-functional integration, involving finance, legal, operations, sustainability, and strategy teams.
There is untapped potential for linking SLBs with multilateral and development finance ecosystems: To amplify systemic impact, future issuers could consider co-designing SLBs with DFIs or MDBs, incorporating features such as:
Performance-based concessional top-ups.
Capacity-building support.
Independent ESG monitoring.
Social safeguards

Case study 15. Ffx risk mitigation / tcx.

Document Reference (APA): Convergence. (2024). The State of Blended Finance – Spring 2024 (pages 6–8, 20–23). https://www. convergence. finance/resource/state-of-blended-finance-2024/view	
Selection Criteria	Key policy questions. Policy and Governance. Investment and Finance. Public-Private Partnerships (PPPs). Global coordination and diplomacy. Analysis criteria: Facilitates innovation in the way MIs and private sector cooperate. Facilitates mobilization of large-scale financing. Facilitates participation of private sector in policy design or early intervention. Creates structured engagement protocols, enabling clearer roles, responsibilities, and communication. Provides incentive alignment mechanisms, such as risk-sharing tools, blended finance models, or policy structures
Private Sector Partner/ Participation	Private investors engaged in frontier market investments; supported by TCX's risk-mitigation instruments.
Multilateral Institution/s	Donor governments and development finance institutions (DFIs) are key supporters of TCX.
Country/Region: Type of partnership.	Global, with emphasis on frontier and developing markets. Risk mitigation partnership blending public donor capital with private foreign exchange (FX) hedging instruments.
Sector of PS (exe Agrofood, miner, transport, health)	Finance / Investment
Executive Summary Case/ Partnership	TCX (The Currency Exchange Fund) addresses the critical barrier of FX volatility in frontier markets by offering long-term, local currency derivatives. It blends donor funds with private risk capital to offer hedging services that are typically unavailable in these contexts.
Objective of cooperation/ or challenge approached	To de-risk local currency investments in developing countries and enable financial inclusion and infrastructure development by mitigating FX risk.
Methodology / Intervention (PS contribution ($): Transfer of resources, financial contribution, etc)	Donor capital is used to provide first-loss protection. Private investors supply risk-sharing capital. TCX structures and prices customized hedging instruments.
SDG and targets approached	SDG 8: Decent Work and Economic Growth. SDG 9: Industry, Innovation, and Infrastructure. SDG 17: Partnerships for the Goals.
Outcome: Results	TCX has enabled over $10 billion in local currency investments by reducing FX risk exposure. It has strengthened financial markets and reduced reliance on hard currency financing in vulnerable economies
Checklist: Does the case study/partnership observe	

POLICY AND GOVERNANCE:	
1. A structure for engagement between PS and MIs	The TCX structure involves close collaboration between donor governments (public/MIs) and private investors, establishing a shared governance framework for FX risk mitigation and investment facilitation in frontier markets.
2. An (structure) alignment of incentives	Incentives are aligned through a blended capital structure: donors provide first-loss capital to encourage private sector risk-taking. This setup allows both sides to benefit—development goals are advanced while private investors are protected from excessive FX exposure.
3. Mechanisms that bridge business objectives with broader development priorities	FX risk mitigation enables private capital flows into projects aligned with SDGs (infrastructure, MSMEs, health). By eliminating currency volatility, TCX enables financial viability and alignment with long-term development outcomes.
4. Governance mechanisms to structure PS and MIs collaboration and engagement	TCX is governed by a multi-stakeholder structure that includes representation from public (DFIs, donors) and private investors. The fund operates independently with a formal governance framework and risk management policies ensuring transparent collaboration.
INVESTMENT AND FINANCE:	
5. Blended finance structure	TCX is a classic example of blended finance. Donor capital is used as first-loss equity, enabling the fund to take on high FX risk and attract private co-investors who benefit from this risk cushioning.
6. Innovative financial mechanisms	TCX offers hedging instruments for currencies that do not have functioning forward markets. It innovatively creates synthetic hedges for illiquid currencies using donor-backed structures, thus enabling investments that would otherwise be unfeasible.
7. Private sector investment mechanism	The fund mobilizes private capital by reducing FX risks in frontier markets. Investors engage through structured risk-sharing agreements, enabling them to deploy capital into long-tenor local currency instruments with lower volatility exposure.
8. Risk sharing mechanisms	Donor funds absorb the first loss, while private investors and DFIs participate with senior capital. This tiered structure shares risk efficiently and promotes investor confidence in volatile FX environments.
PUBLIC-PRIVATE PARTNERSHIPS:	
9. Definition of partnerships and mechanism to partner between PS and Multilateral Institutions	TCX operates through a structured partnership involving multilateral development banks (e. g. , FMO, IFC), bilateral donors, and private financial institutions. The mechanism includes capital contributions, governance participation, and shared financial instruments.
10. Innovative solutions to pressing global challenges	FX volatility is a major barrier to long-term investment in frontier markets. TCX provides an innovative, systemic response by making local currency financing viable for sectors like infrastructure, health, and energy — reducing debt stress for borrowers and financial instability.
11. A due diligence process or mechanism	TCX applies rigorous pricing, credit assessment, and country risk modelling to price currency hedges. Risk models are updated frequently, and the fund maintains robust risk management and compliance protocols.
12. Accountability: Embeds monitoring, evaluation, and shared metrics for results	TCX regularly reports on its development impact, discloses hedging performance, and engages with stakeholders to ensure alignment with development finance goals. It tracks the volume and development relevance of its hedging portfolio.
13. Dispute settlement mechanisms	Not addressed

14. Anti-corruption mechanism	Not addressed
GLOBAL COORDINATION AND DIPLOMACY:	
15. Clear objectives for the PS and for the MIs	Private Sector: The private sector aims to manage currency risk exposure in frontier markets while accessing new investment opportunities in underserved regions. Multilateral Institutions (e. g. , FMO, IFC): They aim to de-risk investments, catalyse private finance, and foster local currency financing that aligns with SDG priorities and financial stability.
16. clear roles for the PS, the International Organization.	Private Sector: Provides capital, pricing instruments, and risk hedging models; participates in TCX governance and operations. Multilateral Institutions / Donors: Supply concessional or risk-tolerant capital; coordinate policy dialogue; guide the fund's development mandate and transparency.
Does the document tackle: Yes/No	PS and Peace and Security. No. PS and Development Cooperation. Yes. PS and Human Rights. No. PS and Humanitarian action. No
BEST PRACTICES:	
1. Use of a pooled, systemic hedging mechanism to address currency volatility. The TCX Fund provides a centralized, pooled vehicle to offer long-term currency hedging products in frontier and low-income markets — regions where commercial FX hedging is either unavailable or prohibitively expensive. 2. Strong collaboration between DFIs and private financial institutions. TCX represents a rare example of multi-institutional alignment, where shareholders include over 20 development finance institutions (DFIs) such as FMO, IFC, EIB, and KfW, alongside private sector banks and institutional investors. 3. Market-based pricing coupled with a development mandate. Unlike subsidy-heavy models, TCX operates under a market-principled framework — pricing its products according to observed and modelled market risk yet targeting development outcomes.	
GAPS:	
Absence of explicit anti-corruption or dispute resolution mechanisms: The case does not detail any institutional safeguards related to anti-corruption, governance risk, or dispute resolution, despite TCX's exposure to multiple jurisdictions with varying regulatory robustness. Lack of integration with peacebuilding, humanitarian, or rights-based frameworks. Limited integration with broader peacebuilding, humanitarian, or human rights objectives: While highly effective as a financial risk mitigation tool, the TCX model operates within a narrow functional scope.	

LESSONS LEARNED:

Currency risk is a critical but often under-addressed barrier to sustainable finance in low-income and frontier markets: Foreign exchange volatility remains one of the main deterrents to long-term private capital flows in developing and frontier markets.

Market-based solutions backed by public capital can scale impact while retaining financial discipline: TCX is a compelling model of how public catalytic capital (from DFIs and donors) can create commercially viable, self-sustaining financial infrastructure. Instead of direct subsidies, TCX uses its balance sheet and pricing algorithms to incentivize long-term local currency lending.

Sustainable development finance can benefit from systemic financial infrastructure like TCX that sits between public and private interests: Unlike project-by-project approaches, TCX serves as a platform solution — an intermediary that sits between the needs of public development policy and the operating logic of private finance.

Case study 16. Aldeia nova – vital capital, ifc & usaid in Angola.

Document Reference (APA): Convergence. (2024). State of Blended Finance Spring 2024, p. 22. https://www. convergence. finance/resource/state-of-blended-finance-2024/view	
Selection Criteria	Key policy questions. Policy and governance. Investment and finance. Public-private partnerships (ppps). Global coordination and diplomacy. Analysis criteria: Facilitates innovation in the way MIs and private sector cooperate. Facilitates mobilization of large-scale financing. Facilitates participation of private sector in policy design or early intervention. Creates structured engagement protocols, enabling clearer roles, responsibilities, and communication. Provides incentive alignment mechanisms, such as risk-sharing tools, blended finance models, or policy structures
Private Sector Partner/ Participation	Vital Capital Fund (impact investor)
Multilateral Institution/s	IFC: International Finance Corporation. USAID: United States Agency for International Development
Country/Region: Type of partnership.	Angola. Blended finance partnership (equity investment with concessional support)
Sector of PS (exe Agrofood, minery, transport, health)	Health and Sanitation / Agro-Industry
Executive Summary Case/ Partnership	Vital Capital invested $50 million in Aldeia Nova, an agro-industrial and services hub in Angola. The partnership provided access to clean water, sanitation, and food security services in post-conflict areas. IFC and USAID offered technical assistance and risk-sharing mechanisms to support the investment and de-risk operations in a fragile environment.
Objective of cooperation/ or challenge approached	To address basic service delivery (water, food, jobs) in underserved post-conflict regions while attracting impact-focused private capital into high-risk markets. .
Methodology / Intervention (PS contribution ($): Transfer of resources, financial contribution, etc)	$50M equity investment from Vital Capital. Technical assistance and support from USAID. IFC de-risking support and structuring. Capacity-building for project execution.
SDG and targets approached	SDG 3: Good Health and Well-Being. SDG 6: Clean Water and Sanitation. SDG 8: Decent Work and Economic Growth. SDG 9: Industry, Innovation and Infrastructure.
Outcome: Results	Over 1,200 jobs created in the agro-industrial complex. Access to food and clean water improved for 10,000+ people. Proved feasibility of impact-first private equity blended finance in fragile settings. Contributed to economic recovery and social stability in post-war Angola.

Checklist: Does the case study/partnership observe	
POLICY AND GOVERNANCE:	
1. A structure for engagement between PS and MIs	The engagement was structured through a blended finance partnership coordinated by IFC and USAID, which brought in Vital Capital as an equity investor. IFC served as a facilitator, aligning public and private sector actors around a shared development goal in post-conflict Angola.
2. An (structure) alignment of incentives	Incentives were aligned through risk mitigation provided by IFC and USAID, which enabled Vital Capital to enter a high-risk environment while pursuing both financial return and development impact. Concessional support and technical assistance reduced operational risks and improved project bankability.
3. Mechanisms that bridge business objectives with broader development priorities	The investment in Aldeia Nova enabled Vital Capital to meet its impact investment objectives (returns + social impact), while simultaneously addressing national post-conflict recovery priorities such as food security, job creation, and basic services (water and sanitation).
4. Governance mechanisms to structure PS and MIs collaboration and engagement	Governance was structured through IFC's role as a convening intermediary and USAID's technical support, ensuring continuous coordination among partners. The project was embedded in national recovery and infrastructure strategies, promoting accountability and alignment with Angola's development framework.
INVESTMENT AND FINANCE:	
5. Blended finance structure	The deal used a blended finance structure where Vital Capital provided commercial equity, and IFC/USAID contributed concessional capital and technical assistance. This layered approach de-risked the project and attracted private capital to a post-conflict zone.
6. Innovative financial mechanisms	The transaction involved innovative structuring through development impact incentives, including donor-supported technical assistance and value chain reconstruction (e. g. , poultry, dairy, and water systems).
7. Private sector investment mechanism	Vital Capital made a direct equity investment into Aldeia Nova. The mechanism combined capital investment with operational involvement to ensure value creation, job growth, and sustainability of infrastructure.
8. Risk sharing mechanisms	Risk was shared through donor participation (USAID) and IFC's structuring expertise. USAID helped absorb early-stage risk and provided concessional support for capacity building, reducing the burden on the private investor
PUBLIC-PRIVATE PARTNERSHIPS:	
9. Definition of partnerships and mechanism to partner between PS and Multilateral Institutions	The partnership was defined around a shared impact investment goal. IFC played the role of a transaction enabler, while USAID supported capacity building and infrastructure. Vital Capital brought risk capital and operational management. The mechanism relied on joint planning and layered finance.
10. Innovative solutions to pressing global challenges	The project addressed food insecurity, rural unemployment, and infrastructure **GAPS:** in Angola's post-conflict recovery. It used integrated agri-business and service delivery (health, water) as scalable models for rural development.
11. A due diligence process or mechanism	Due diligence was led by IFC and Vital Capital, including risk assessments, development impact projections, and infrastructure feasibility studies. USAID's involvement added field-level diagnostics and technical vetting.
12. Accountability: Embeds monitoring, evaluation, and shared metrics for results	Monitoring and evaluation were embedded through development impact tracking, job creation metrics, and access to services data. IFC and USAID maintained oversight and reporting benchmarks to assess project success.

13. Dispute settlement mechanisms	Not addressed
14. Anti-corruption mechanism	Not addressed
GLOBAL COORDINATION AND DIPLOMACY:	
15. Clear objectives for the PS and for the MIs	Private Sector (Vital Capital): Mobilize impact-oriented private equity in fragile contexts to generate jobs, enhance livelihoods, and rebuild value chains.
16. clear roles for the PS, the International Organization.	Multilateral Institutions (IFC, USAID): Enable private sector participation through de-risking instruments, technical assistance, and infrastructure support, aligned with development recovery objectives in post-conflict zones
Does the document tackle:	PS and Peace and Security. Yes. PS and Development Cooperation. Yes. PS and Human Rights. Yes. PS and Humanitarian action. No
BEST PRACTICES:	
1. Blended capital structuring enabled private equity in fragile contexts. The Aldeia Nova initiative demonstrates how the use of blended finance — combining concessional, philanthropic, and commercial equity — can support private equity operations in post-conflict or fragile environments like Angola. 2. Multi-level collaboration between the private sector, IFC, and USAID ensured resilience and scale. The initiative benefitted from deep engagement from multiple actors, including the private sector (Vital Capital), multilateral institutions (IFC), and bilateral donors (USAID). IFC's investment and USAID's technical assistance contributed to institutional strengthening and reinforced community engagement mechanisms. 3. Integrated rural development model combined food, water, health, and jobs under one platform. Unlike siloed interventions, Aldeia Nova deployed a systems-level approach that integrated various rural development components: agricultural production, food processing, access to clean water, health services, and employment generation.	
GAPS:	
Lack of explicit anti-corruption or dispute resolution frameworks in the project description: The case study lacks reference to any anti-corruption safeguards or dispute resolution mechanisms, which is a significant omission in a fragile state context. Such mechanisms are particularly important in countries with weak institutional governance and a history of rent-seeking behavior. No detailed exit strategy or long-term local capacity transition is outlined in the case: While the project shows strong developmental integration, it does not outline a clear exit strategy or how responsibilities would transition to local stakeholders or institutions. This is a notable gap for long-term sustainability.	

LESSONS LEARNED:

PS investments in fragile states require strong development finance partner backing to reduce early-stage risk: Vital Capital's success in Angola illustrates that DFIs (like IFC) and donors (like USAID) play a crucial role in enabling private equity to operate in high-risk environments.

Blended finance and operational engagement by PS are more impactful than passive investment alone: The Aldeia Nova model went beyond capital deployment by involving the private sector in direct implementation and operations. This engagement included the management of agricultural logistics, training, and provision of basic services.

Clear alignment of roles and risk sharing mechanisms is key to unlocking capital in complex markets: The project underscores the importance of role clarity and structured collaboration in fragile states. IFC, USAID, and Vital Capital had complementary mandates: IFC provided long-term capital, USAID offered technical expertise, and Vital Capital took on operational risk.

Case study 17. Climate investor one(cio) – blended finance for renewable energy infrastructure.

Document Reference (APA): Convergence. (2024). The State of Blended Finance: Spring 2024. Convergence Blended Finance. https://www. convergence. finance/ resource/4z6G4fbPb2OPMUCXg09kxD/view	
Selection Criteria	Key policy questions. Policy and governance. Investment and finance. Public-private partnerships (ppps). Global coordination and diplomacy. Analysis criteria: a) Facilitates innovation in the way MIs and private sector cooperate. b) Facilitates mobilization of large-scale financing. c) Facilitates participation of private sector in policy design or early intervention. d) Creates structured engagement protocols, enabling clearer roles, responsibilities, and communication. e) Provides incentive alignment mechanisms, such as risk-sharing tools, blended finance models, or policy structures
Private Sector Partner/ Participation	FMO (Dutch entrepreneurial development bank)
Multilateral Institution/s	Global Infrastructure Facility (GIF), donor governments, DFIs
Country/Region: Type of partnership.	Sub-Saharan Africa and Southeast Asia. Blended finance vehicle for renewable energy infrastructure
Sector of PS (exe Agrofood, miner, transport, health)	Clean Energy / Renewable Energy
Executive Summary Case/ Partnership	Climate Investor One (CIO) uses a three-tiered fund structure—development, construction, and refinancing—to streamline renewable energy financing. By pooling concessional and commercial capital, it reduces risk and time-to-close for renewable energy projects.
Objective of cooperation/ or challenge approached	Bridge the financing gap in early-stage development and construction of renewable energy infrastructure in emerging markets.
Methodology / Intervention (PS contribution ($): Transfer of resources, financial contribution, etc)	Development Fund: provides early-stage capital. Construction Fund: equity to accelerate construction. Refinance Fund: long-term capital recycling. Donor & private capital contributions.
SDG and targets approached	SDG 7: Affordable and Clean Energy. SDG 13: Climate Action. SDG 9: Industry, Innovation, Infrastructure
Outcome: Results	Reduced project risk and development timelines, increased investor confidence, and successful project implementation across renewable sectors like wind, solar, and hydro in multiple emerging markets. The approach helped crowd in commercial finance at later stages.

Checklist: Does the case study/partnership observe	
POLICY AND GOVERNANCE:	
1. A structure for engagement between PS and MIs	Climate Investor One is anchored in multi-stakeholder collaboration: donor governments, DFIs, and private investors jointly participate through a fund-of-funds mechanism designed to ensure aligned roles and financing structures across sectors and institutions.
2. An (structure) alignment of incentives	The fund structure aligns incentives by de-risking early-stage investment for private actors and accelerating returns through a streamlined capital deployment model. Donors take first-loss positions, improving risk-return profiles for private financiers
3. Mechanisms that bridge business objectives with broader development priorities	By linking clean energy project finance with climate and development outcomes, CIO effectively merges commercial goals (e. g. , predictable returns) with global development targets (e. g. , clean energy access, climate mitigation). The fund's tiered structure allows flexibility for capital engagement at different risk levels
4. Governance mechanisms to structure PS and MIs collaboration and engagement	Governance is achieved through a fund governance structure involving independent investment committees and oversight bodies with representatives from both public and private stakeholders. Coordination across the development, construction, and refinancing phases is managed centrally to ensure performance alignment and strategic direction
INVESTMENT AND FINANCE:	
5. Blended finance structure	CIO uses a three-tier blended finance model: a Development Fund (grant and concessional capital), a Construction Equity Fund (commercial and concessional equity), and a Refinancing Fund (commercial debt). This structure enables private capital to flow more efficiently into emerging market renewable energy projects by reducing early-stage risk
6. Innovative financial mechanisms	The fund-of-funds model itself is an innovation, enabling end-to-end financing from project development to refinancing. The design facilitates faster capital deployment and project execution while leveraging public finance for risk mitigation
7. Private sector investment mechanism	The Construction Equity Fund is specifically designed to attract private institutional investors, offering them a pathway to invest in de-risked, construction-ready projects with improved return potential. This mechanism supports scalability and crowding-in of private capital
8. Risk sharing mechanisms	CIO embeds layered risk-sharing: Public concessional donors absorb first-loss risk in early stages. Construction risk is assumed by the blended equity fund. Refinancing reduces long-term risk exposure. This setup enhances bankability for private sector participation while protecting against typical frontier market project risks

PUBLIC-PRIVATE PARTNERSHIPS:	
9. Definition of partnerships and mechanism to partner between PS and Multilateral Institutions	CIO is a public–private blended finance facility anchored by FMO (the Dutch development bank) and supported by DFIs, governments, and private institutional investors. It brings together donors, DFIs, and private actors under three linked funds to align project financing across stages
10. Innovative solutions to pressing global challenges	CIO directly tackles clean energy access and climate mitigation in developing countries. By integrating development, construction, and refinancing stages into one vehicle, it accelerates renewable energy deployment, especially in high-risk environments
11. A due diligence process or mechanism	Each investment undergoes a robust due diligence process including ESG screening, financial viability assessments, and project bankability analysis. This is required to move projects from the Development Fund into the Construction Equity Fund
12. Accountability: Embeds monitoring, evaluation, and shared metrics for results	CIO tracks key performance indicators (KPIs) related to SDG impacts, energy generation, GHG emission reduction, and social outcomes. Reporting is aligned with investor requirements and ESG standards
13. Dispute settlement mechanisms	Not addressed
14. Anti-corruption mechanism	Not addressed
GLOBAL COORDINATION AND DIPLOMACY:	
15. Clear objectives for the PS and for the MIs	Private Sector: To invest in and develop viable renewable energy infrastructure in emerging markets, capturing long-term returns. Multilateral Institutions/DFIs: To de-risk early-stage clean energy projects, mobilize private capital, and support the energy transition.
16. clear roles for the PS, the International Organization.	Private Sector: Provides equity capital for project construction and refinancing, and supports project execution. DFIs & International Actors (FMO, AfDB, GCF): Offer concessional funding, technical assistance, and anchor capital at early stages.
Does the document tackle: Yes/No	PS and Peace and Security. No. PS and Development Cooperation. Yes. PS and Human Rights. No. PS and Humanitarian action. No

BEST PRACTICES:

1. Multi-stage fund design improves risk alignment and accelerates project delivery.
Climate Investor One is structured around a three-phase financing model:
Development Fund (early-stage capital to prepare projects).
Construction Equity Fund (financing for actual project build-out).
Refinancing Fund (long-term capital to scale post-construction).
This sequential approach ensures that financial resources are deployed according to risk profile and project maturity, aligning incentives across stakeholders. It also reduces delays related to fundraising at each stage, accelerating timelines from concept to commissioning in renewable energy infrastructure.
2. Development finance institution (DFI) backing enables market entry in higher-risk regions.
DFIs such as FMO, the Green Climate Fund (GCF), and the African Development Bank play anchor investor roles, absorbing early-stage risk and signalling confidence to private actors.
3. Embedded ESG and impact measurement frameworks improve long-term outcomes.
CIO integrates robust ESG screening and impact monitoring systems across its funding cycle. These include lifecycle carbon foot printing, social safeguard assessments, and alignment with SDG targets (particularly SDG 7 and SDG 13)

GAPS:

No standalone dispute resolution or anti-corruption procedures are disclosed.
Limited detail on community engagement or human rights safeguards beyond general ESG compliance: The fund applies environmental and social due diligence criteria, but project-level engagement with affected communities, indigenous peoples, or labour unions is not specifically outlined.

LESSONS LEARNED:

Integrating project development, construction, and refinancing in a single structure reduces transaction costs and improves project pipeline efficiency: Traditional project finance often requires multiple fundraising rounds and involves separate entities at each phase, creating misalignments, handover risks, and cost inefficiencies. CIO's vertically integrated structure provides continuity of capital and oversight throughout the project lifecycle.
Blended finance vehicles can scale renewable energy even in challenging investment contexts, provided sufficient de-risking and governance frameworks are in place: CIO proves that early-stage concessional capital, when combined with equity and commercial finance, can crowd in private investors even in higher-risk geographies (e. g. , Sub-Saharan Africa, Southeast Asia, Latin America).

Case study 18. Private sector investment lab and the forest carbon partnership facility (fcpf).

Document Reference (APA): World Bank Group. (2025). Private Sector Investment Lab: Brief. https://www. worldbank. org/en/about/unit/brief/private-sector-investment-lab	
Selection Criteria	Key policy questions. INVESTMENT AND FINANCE. Public-Private Partnerships (PPPs). GLOBAL COORDINATION AND DIPLOMACY. Analysis criteria: Facilitates innovation in the way MIs and private sector cooperate. Creates structured engagement protocols, enabling clearer roles, responsibilities, and communication. Provides incentive alignment mechanisms, such as risk-sharing tools, blended finance models, or policy structures
Private Sector Partner/ Participation	The Lab engages a curated set of private sector leaders, including institutional investors, asset managers, carbon project developers, and corporates with net-zero commitments. These actors provide insights into investment barriers and pilot innovative instruments to unlock capital for forest carbon markets.
Multilateral Institution/s	The World Bank leads the initiative, building on its role as trustee and implementer of the Forest Carbon Partnership Facility (FCPF). FCPF itself is a multi-donor trust fund supporting REDD+ activities in developing countries, with broad institutional backing.
Country/Region: Type of partnership.	Global (multi-country): Strategic public-private cooperation aimed at shaping financial innovation and de-risking in the carbon and forest space.
Sector of PS (exe Agrofood, miner, transport, health)	Nature-based solutions, forestry, sustainable land use, carbon markets.
Executive Summary Case/ Partnership	The Private Sector Investment Lab is an initiative by the World Bank to test and accelerate financing models that can catalyse private investment into forest carbon markets. It works closely with the FCPF and other World Bank climate programs to generate replicable tools, structures, and investment vehicles. The Lab connects market actors and public institutions to co-develop financial instruments and frameworks.
Objective of cooperation/ or challenge approached	The goal is to scale investment in forest carbon and nature-based solutions by addressing key structural barriers: risk, lack of standards, unclear pipelines, and weak market confidence. The Lab seeks to test scalable de-risking mechanisms and promote trusted carbon market structures.
Methodology / Intervention (PS contribution ($): Transfer of resources, financial contribution, etc)	The Lab operates through technical working groups, pilot programs, and a continuous dialogue platform. Private sector actors contribute knowledge, deal flow, and risk capital; the World Bank provides technical and policy design, anchoring support, and access to REDD+ countries. Financing mechanisms include results-based payments, guarantee structures, and forward purchase agreements.
SDG and targets approached	SDG 13: Climate action (forest-based mitigation). SDG 15: Life on land (conservation, biodiversity). SDG 17: Partnerships for the goals (finance and institutional innovation)
Outcome: Results	The Lab has catalysed the creation of pilot financing mechanisms (e. g. , credit enhancement for forest carbon projects) and contributed to standard-setting for high-integrity credits. It also fostered trust between market actors and public agencies, laying the groundwork for increased private capital flows.

Checklist: Does the case study/partnership observe	
POLICY AND GOVERNANCE:	
1. A structure for engagement between PS and MIs	The Lab is a co-designed initiative that embeds structured dialogue between private investors and the World Bank around forest finance.
2. An (structure) alignment of incentives	The Lab explores performance-based payments, credit guarantees, and price floor mechanisms to balance risk-return for private actors.
3. Mechanisms that bridge business objectives with broader development priorities	Lab-backed structures align carbon revenue with ecosystem protection, social safeguards, and sustainable development co-benefits.
4. Governance mechanisms to structure PS and MIs collaboration and engagement	Working groups and pilot structures are managed under clear protocols facilitated by the World Bank, ensuring accountability and coordination.
INVESTMENT AND FINANCE:	
5. Blended finance structure	The Lab specifically tests blended finance to crowd in private investment in carbon and conservation.
6. Innovative financial mechanisms	Instruments include pay-for-performance contracts, credit enhancement, insurance tools, and advance purchase commitments.
7. Private sector investment mechanism	The Lab facilitates access to forest carbon assets via new investment vehicles and matchmaking platforms.
8. Risk sharing mechanisms	Risk is mitigated through guarantees, structured payment schedules, and co-financing by development finance actors.
PUBLIC-PRIVATE PARTNERSHIPS:	
9. Definition of partnerships and mechanism to partner between PS and Multilateral Institutions	The Lab acts as a structured engagement and innovation platform with defined collaboration principles.
10. Innovative solutions to pressing global challenges	It addresses the undercapitalization of nature-based solutions—a critical climate and biodiversity challenge.
11. A due diligence process or mechanism	Due diligence is addressed at the project level, but not systematically described in the public brief.
12. Accountability: Embeds monitoring, evaluation, and shared metrics for results	While pilots include performance criteria, a broader M&E framework is still in development.

13. Dispute settlement mechanisms	No specific dispute resolution process is observed.
14. Anti-corruption mechanism	Though explicitly stated in the brief, World Bank safeguards apply.
GLOBAL COORDINATION AND DIPLOMACY:	
15. Clear objectives for the PS and for the MIs	The PS seeks investable carbon credit projects; MIs aim to scale impact finance for climate and biodiversity.
16. clear roles for the PS, the International Organization.	The PS tests and finances scalable models; the World Bank structures, supports, and validates policy and finance instruments.
Does the document tackle: Yes/No	PS and Peace and Security. No. PS and Development Cooperation. Yes. PS and Human Rights. Indirectly. PS and Humanitarian action. No
BEST PRACTICES:	
1. Co-creation of finance instruments through Lab structures By co-developing investment mechanisms with private investors, the Lab ensures market relevance and buy-in while shaping responsible financial tools. 2. Use of de-risking and credit enhancement to attract private finance The Lab demonstrates how blended risk-sharing tools can overcome barriers in nature-based investment by enhancing creditworthiness and liquidity. 3. Integration with national carbon readiness and REDD+ programs The initiative ensures its outputs align with countries' climate strategies and verification mechanisms, facilitating downstream investment alignment.	
GAPS:	
Limited public detail on pilot outcomes and financial structuring: While pilots are mentioned, specifics on their structure, uptake, and evaluation remain unpublished, limiting replicability. Absence of robust transparency and grievance mechanisms: The brief does not describe channels for resolving stakeholder disputes or ensuring integrity beyond general WB safeguards. Lack of linkage to peacebuilding or humanitarian frameworks: The Lab's focus is primarily financial and ecological, with limited integration of broader conflict-sensitive or resilience-based approaches.	

LESSONS LEARNED:

Private sector trust requires standardization and risk mitigation: Early-stage capital alone is not enough; investors need frameworks they can trust, from MRV systems to policy stability and enforcement.

Market-shaping goes beyond finance—it needs governance innovation: The Lab shows that unlocking new markets like forest carbon requires aligned regulation, verification, and multilateral credibility.

Innovation platforms can accelerate institutional learning: By engaging both private and public actors in structured experimentation, the Lab becomes a dynamic vehicle for accelerating progress in sustainable finance.

6. Annex 1: Sources.

Case Study	Thematic Area	Source in Deliverable 1
Egypt Solar Expansion	Renewable Energy / Blended Finance	Maximizing Finance for Development (World Bank, 2017)
Colombia National Toll Road PPPs	Infrastructure / Blended Finance	Maximizing Finance for Development (World Bank, 2017)
Fossil Free Sweden – Industry Roadmaps	Industrial Decarbonisation	Global Sustainable Development Report 2023 (UN, 2023)
Local Infrastructure Investment in Sub-Saharan Africa	Urban Infrastructure / Finance	Global Sustainable Development Report 2023 (UN, 2023)
Blended Finance for Clean Energy in Africa	Clean Energy / Blended Finance	Financing for Sustainable Development Report 2023 (UN IATF, 2023); OECD Blended Finance Guidance for Clean Energy (OECD, 2024)
MDBs' Climate Finance Initiatives	Climate Finance / MDB Coordination	Financing for Sustainable Development Report 2023 (UN IATF, 2023)
MicroBuild Fund	Housing / Financial Inclusion	Blended Finance in the Least Developed Countries (OECD & UNCDF, 2020)
Results-Based Financing for Renewables in Morocco	Renewable Energy / RBF	Effective Results Frameworks (OECD, 2024); World Bank working paper on Morocco (2019)
Danida Business Partnerships Programme	SME Development / Partnerships	Private Sector Engagement for Sustainable Development (OECD, 2016)
Powertrust (Distributed RE Aggregator)	Distributed Renewable Energy	State of Blended Finance 2024 (Convergence, 2024)
TCX – FX Risk Mitigation Facility	FX Risk / Financial Innovation	State of Blended Finance 2024 (Convergence, 2024)
Climate Investor One (CIO)	Renewable Energy / Climate Finance	State of Blended Finance 2024 (Convergence, 2024); Blended Finance in LDCs (OECD & UNCDF, 2020)
Aldeia Nova – Angola	Agriculture / Blended Finance	State of Blended Finance 2024 (Convergence, 2024)
Private Sector Contributions to Peacebuilding	Peacebuilding / Governance	Private Sector Contributions to Peacebuilding (UN Global Compact, PRME, PRIO, 2021)
Private Sector Investment Lab & FCPF	Forest Carbon / Climate Finance	Private Sector Investment Lab – Brief (World Bank, 2025)
Autostrade per l'Italia (Sustainability-Linked Bond)	Sustainable Finance / Bonds	CFO Coalition for the SDGs (Impact Dashboard & Case Studies, 2025)

CAF Support to Climate-Oriented Banks	Climate Finance / Intermediation	MDB Task Force Joint Report (2025)
Ethiopia Scaling Solar (PPP)	Renewable Energy / PPP	IFC & MDB Task Force Joint Report (2025); linked to World Bank PPP work in Deliverable 1

7. Annex II: common analysis criteria.

Block 1: General Description: context, objectives, participating actors, sectoral scope, and geographic coverage.

Block 2: Alignment with Policy Questions: structured assessment against the four thematic clusters outlined in the Terms of Reference.

Policy and Governance:

- Structure for engagement between PS and MIs.
- Incentive's alignment.
- Bridging business objectives with broader development priorities.
- Governance mechanisms to structure PS and MIs collaboration/ engagement.

Investment and Finance:

- Blended finance structure.
- Innovative financial mechanisms.
- Private sector investment mechanism.
- Risk sharing mechanisms.

Public Private Partnerships.

- Partnership's mechanisms.
- Innovative solutions to pressing global challenges.
- Due diligence process or mechanism.
- Accountability, Dispute settlement and Anti-corruption mechanisms.

Global Coordination and Diplomacy.

- Clear objectives for the PS and for the MIs.
- Clear roles for the PS, the International Organization.

Does the case tackle.

- PS and Peace and Security.
- PS and Development Cooperation.
- PS and Human Rights.
- PS and Humanitarian action.

Block 3: Qualitative Analysis: identification of *good practices*, *gaps*, and *lessons learned* relevant to strengthening future public–private partnerships.

- Best practices, Gaps and Lessons Learned.

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