PRESENTATION
Inter-Governmental Committee of Experts on Sustainable Development Financing (ICESDF)

Presented by Dr. Barbara C. Samuels II, Executive Director, *Global Clearinghouse for Development Finance* and Vice-Chair, *UN Financing for Development Business Steering Committee*
with input from Mr. Hubert Danso, Chief Executive Officer, *Africa Investor (Ai)*

United Nations, 5th December 2013

As representatives of the private sector, we have been asked to provide input on the two clusters of the Committee work: *"Cluster 1: Assessing financing needs, mapping of current flows and emerging trends, and the impact of domestic and international environments;* and *Cluster 2: Mobilisation of resources and their effective use."*

Our presentation agenda is as follows:

1.0 Background on the research and consultative basis for our suggestions

2.0 Five major points related to the two clusters – *how the mindset has to change for Sustainable Development Financing to be successful*

3.0 Suggested specific actionable proposals per the exact wording of the two clusters

<u>1.0 Background on the research and consultative basis for our suggestions</u>: The basis for our presentation today will encompass 12 years of extensive UN Financing for Development (FfD)-related work from 2001 to now, as well as the perspectives of the leading African investment advisory and research firm in Africa, *Africa Investor*. This extensive input is grouped in four categories:

1) <u>FfD Consultations – Input from private sector from 2001 to now</u>: FfD Forums in advance of UN Financing for Development Monterrey 2002 Conference and input in to drafting of the resolutions; 2002 FfD Business Forum in Monterrey; 2006 FfD Business Forum in Doha;

business input at the six FfD High Level Dialogues; and several FfD Business Side-Events.

2) Specific FfD Projects over 11 years from 2001 – 2012 (with support from UN FfD Office/DESA, Ford Foundation, Norway, Switzerland, Reuters, Samuels Associates, and private sector experts): The FfD projects and FfD programmes that I have been personally involved with include the following:
   - Two year World Economic Forum ("WEF") research, workshop, and report, with input from over 500 experts, extensive workshop programme at World Bank and Regional Development Banks: *Building on the Monterrey Consensus: The Untapped Potential for Development Institutions to Catalyze Private Investment.*
   - Two FfD Discussion Papers sponsored by FfD Office-DESA: "*Strengthening Information and Analysis in the Global Financial System: A Concrete Set of Proposals*," and "*Capital Markets Financing for Developing-Country Infrastructure Projects.*"
   - Creation of the *Infrastructure Experts Group on Public-Private Risk Sharing* ("INFRADEV Network"), a group of 250 experts from the public and private sectors aimed at enhancing the capacity of developing country governments and development agencies to mobilize private sector investment and resources for infrastructure projects. A critical focus is leveraging limited official sector finance by mobilizing long-term cost-effective private capital through risk mitigation and improving the availability of project development assistance. (The formation of this group resulted from the FfD Office-DESA Discussion Paper above on capital markets financing. The INFRADEV Network contributed to the WEF Report cited above.)
   - Creation of the nonprofit organization Global Clearinghouse for Development Finance ("GlobalDF") aimed at mobilizing the private sector for development and advancing the promise of Monterrey Consensus and aid effectiveness. (The formation of GlobalDF resulted from the FfD Office-DESA Discussion Paper above on strengthening information and analytics in the global financial system.)
   - Three FfD Tools have been developed by GlobalDF based on the two above FfD Office-DESA papers, with support from the Ford Foundation, Norway, Switzerland, Samuels Associates, and private sector experts. Research was conducted in Latin America, Africa, and Asia with pilot programmes implemented in Central America and Africa.
   - DFI League Table with Reuters measuring the effectiveness of Development Finance Institutions (DFIs) in mobilizing private sector capital on a project finance deal basis using leverage ratios.

3) FfD Related Work:
   - Study "*African Risk Mitigation Needs and Solutions*" sponsored by the Infrastructure Consortium for Africa and the African Development Bank, underlying the need for more effective and comprehensive solutions throughout Africa.
   - *Local Economic Development Finance Initiative* ("LFI"), a UN Capital Development Fund Programme (designed by GlobalDF with support from Swiss government) that addresses economic challenges through a targeted technical programme aimed at unlocking domestic financial sectors and improving business-enabling environments. Pilots have been conducted in Uganda and Tanzania, with special focus on building the capacity of local governments.
   - Annual African Investment Summits over last 5 years organized by Africa Investor (headed by Hubert Danso) in association with the World Bank and the New York Stock Exchange Euronext.

4) Africa Investor Consultations, Research, and Transaction Experience – Africa Investor ("Ai") a leading African investment advisory and publishing firm, engages thousands of African companies, international investors, banks, pension firms, and finance experts in the following activities:
   - Hosting hundreds of forums with senior investment leaders of African banks, pension funds, and companies, with international counterparts;
   - Evaluation of hundreds of the most important deals in Africa for infrastructure, agriculture, tourism, and other sectors, presenting awards for leadership;
   - Provision of investment advisory for over US$ 3 billion in transactions; and
   - Extensive investment research disseminated in the Ai magazine *Africa Investor.*

   In addition, Ai CEO Hubert Danso represents the private sector at key governmental forums such as ACP (African, Caribbean, and Pacific States), EU, Africa Union, and FfD.

Since this presentation is very limited in time, we obviously cannot cover the extensive work we have conducted related to Sustainable Development Finance and the two clusters. We therefore suggest: (1) having a central depository so Committee Experts can leverage the prior FfD related work, programs, pilots, and lessons learned; and (2) further consultations by email, phone, or in person. Please see Annex 1 for information on the above cited work (with links) and contact info.

Now our brief presentation: First, please allow us to make five overall points related to the two clusters; followed by a list of actionable suggestions related to the topics in the definition of the two clusters.

2.0 Five major points related to the two clusters – *how the mindset has to change for Sustainable Development Financing to be successful*

1) Overall need to shift thinking of how governments and DFIs think of "private sector financing." The official sector speaks repeatedly of the need for private sector financing. However, *it is futile to speak of financing without taking a wider view of the private sector beyond the provision of capital.*

   - First, private sector financing only can happen on a case-by-case basis – i.e., only if a business or project is financially viable. Even if billions of new private sector funds for development are established, the private sector due diligence credit process requires a comprehensive evaluation of the viability of each single project (or country if it is a sovereign bond issue). And this process of comprehensive due diligence – "hard credit assessment" is of course also critical to the basic principles of development sustainability.

   - Second, for any one project to be viable, it requires: (a) extensive private sector expertise and (b) the involvement of the private sector in providing inputs such as equipment, technologies, etc. Governments need to understand that any project they want financed by the private sector needs to involve the private sector expertise from point zero to ensure its success and aid effectiveness.

   - Three, the need for sustainable finance covers the whole public sector (national and local government level) as well as an expansive private sector, with both sovereign entities and businesses ranging from huge entities to very small ones. The need to mobilize the private sector in its entirety -- capital, expertise, goods and services -- is equally true for both the public sector as for the private sector itself, for large countries and small local governments, and for large companies and entrepreneurs. For example, the Africa economy now has millions of registered businesses and local governments trying to support the development of new businesses– building these businesses at the ground level is critical to sustainable development finance in Africa.

Therefore the mindset for defining and implementing "sustainable development financing" has to expand both horizontally and vertically:

- Horizontally as mobilizing private sector finance inherently requires mobilization of private sector experts, goods and services, and
- Vertically as projects in both the public and private sectors require extensive development work over many months (and usually years) from project concept to financial close.

Securing finance therefore involves deep and time-intensive technical processes at the factory ground level with detailed private sector involvement. This reality means we need to rethink how to create extremely robust and dynamic public-private sector partnerships at all levels – small and big, encompassing both governments and the private sector.

2) <u>All programmes on "Sustainable Development Financing" need to explicitly include private sector experts on innovative technologies and finance</u>. Business as usual is doomed to failure; Innovative new models in both finance and technology are needed to meet the goals of sustainability. Examples:

- New technologies can make projects that were once nonviable, sustainable and even profitable. This is especially important for advancing environmental sustainability. For example, private sector companies have developed highly efficient water pumps and applications of solar power for irrigation and food storage. If these technologies could be used to irrigate land and store foods in the vast parts of the world where there is not an adequate economic power source, then it would be a game changer for the local communities as well as for global food security. As a result, farmers would be able to access finance needed to grow and provide greater amounts of food to local, regional, and global markets. Moreover, crop-processing facilities may then be financially viable in these rural communities, building more effective value chains with significant development impact.
- Finance expertise is critical to accessing finance for every single project and business. Small and large projects require technical financial support, yet this skill set is very limited in developing countries. Organizing ways to increase financial advisory support on an project and business basis in developing countries is essential to advancing sustainable development finance.
- Financial engineering needs to be used to address systemic finance impediments. For example, bank financing is limited to maturities of 3-5 years in many developing countries, rendering many critical development projects unviable. No government intervention can change the need for banks to manage their assets and liabilities in a responsible manner, even though the result is limited loan maturities that render critical development projects such as energy and related projects unbankable. However, financial engineering can develop solutions; for example, experts in financial engineering can develop "*take out facilities*" provided by pension funds and other institutional investors that can ensure the longer-term financing needed for project financial viability.
- A related point is the imperative for reducing the layers of bureaucracy that impede access to private sector expertise and technology. For example in an Africa study that I just directed for the African Development Bank on *Africa Risk Mitigation Needs and Solutions*,

public procurement was cited as one of the major risks impeding investment in Africa. Governments need to face this procurement risk issue squarely with their development partners – for example, devising ways to enable single source consultancies and projects while maintaining good governance. New streamlined processes enabling the constructive engagement of the private sector are critical to enabling the success of sustainable development finance.

Therefore the mindset of Sustainable Development Financing has to be expanded to explicitly enable the full engagement of private sector expertise and technologies to ensure success, with streamlined processes to facilitate inclusiveness, coordination, and aid effectiveness.

3) <u>Overall need to ensure that the local participants in developing countries have the capacity to identify, develop, and finance viable projects and businesses</u>. Finance is not the impediment, lack of capacity is. The above two overall points underscore the need for bankable businesses and projects, and for mobilizing the private sector talent needed to identify, develop, and finance these projects. The challenge is how to translate the above preconditions for private financing to building local capacity. This requires a total rethink of how official sector funding is allocated, both Official Development Assistance ("ODA") and government funds.

- First, very often the public sector does not have the internal capacity to identify what businesses and projects might be viable, and what interventions are needed for them to be financially sustainable.
- Second, most project sponsors and businesses do not have the capacity to define, develop, and finance their projects. A key issue is that the needed quality local support services for business development are not adequately available – for example, financial advisors, consultants, accountants, lawyers, engineers, etc.
- Third, financial institutions with ample financing in developing country – banks and institutional investors, SWFs, etc – often do not have the hard credit skills or processes required to properly assess projects and businesses based on credit fundamentals (rather than relying on personal collateral).
- Fourth, as noted in many studies, existing risk mitigation and project preparation facilities are extremely underutilized. They need to be better channeled, marketed and adapted to meet the needs of the projects and businesses.
- Fifth, governments need more support in improving their business-enabling environments – the accountable government agencies are not able to deliver the needed support services for both small businesses (MSMEs) as well as larger companies to enable linkages and access to markets. Nor do governments have the capacity to remedy the significant impediments stifling the development of the private sector and important infrastructure projects.
- Finally, there needs to be a much greater focus on the local government level, as this is ground zero for development – projects get developed and financed based on the capacity of municipal and state governments. Progress is being made but not quickly enough. For example, the World Bank's Public-Private Infrastructure Advisory Facility (PPIAF) and the Low-Carbon Livable Cities Initiative are implementing City Creditworthiness Academies to assist senior financial officials from sub-national governments and public enterprises to master the underpinnings of creditworthiness and to develop an action plan to improve their creditworthiness and access to finance for climate-related infrastructure. Initiatives like this need to be scaled up significantly.

Therefore the mindset in "sustainable development financing" has to focus on how to create transformative capacity-building interventions at both government and private sector levels, reformulating and expanding key interventions such as project facilitation funds, financial advisory, risk mitigation, business-enabling environments, and related training programmes.

In terms of ODA and public funding and the required reallocation, they need to be focused at three levels: (1) the early stages of project identification and development, with targeted interventions in the project development process; (2) at the government agencies that are critical to ensuring a business-enabling environment; and (3) building the training programmes for all participants, from accountable government officials to project sponsors, consultants, bankers, etc.

4) <u>Even if the capacity issue is solved, the other two preconditions are risk mitigation and business-enabling environments</u>. Even if you isolate the financing for development challenge to securing experienced project sponsors, large numbers of deals cannot be developed or financed without using risk mitigation and improving business-enabling environments. Specifically:

- The private sector cannot take the investment risk for most investments in developing countries. The costs of project development weighed against returns often do not justify the upfront cost. The official sector needs to be able to understand and justify the need for targeted ODA that covers project preparation support, as well as risk mitigation, including guarantees and first loss facilities.
- While project preparation facilities and risk mitigation facilities have been increased in recent years, there are underlined due to the lack of knowledge about them, the heavy transaction costs in accessing them, and the need to refine them.
- The lack of business-enabling environments is critical. Governments at the national and local levels need to be more responsive to both business opportunities and impediments.

<u>5) Overall need to rethink delivery options using modern technologies for results:</u> As amply demonstrated in other applications applied to both political and economic spheres, using modern on-line technologies is the key delivery venue for creating transformative game-changing impact. While various development programs use on-line expert networks and pioneering SMS applications for health, agriculture and other programs, there is an urgent imperative to increase the use of on-line applications focused on sustainable development finance, including the full range of required private sector mobilization and improved business-enabling environments.

For example, modern on-line technologies can be used to cost-effectively to advance sustainable development finance by using it more effectively to: (1) disseminate enabling-information on sources of project development support, risk mitigation, and finance, available experts and technologies; (2) create networks of practitioners around key deliverables; (3) provide e-learning workshops and toolkits on project development and finance; (4) enable governments to improve business-enabling environments, developing networks that enable the private sector to report issues and opportunities and government officials to improve intragovernmental coordination and results; and (5) track issues, success stories, and failures using performance benchmarks, creating performance reports.

A critical success factor is integrating these delivery venues into existing operational and decision-making processes. For example, these on-line platforms need to be integrated into government designated accountabilities, including job descriptions, programmes, and processes of relevant governmental entities such as the Investment Promotion Agencies, Ministries of Trade and Development, Bureaus of Standards, Export Promotion, local government District Commercial Officers, among others.

Therefore the mindset in "sustainable development financing" has to change and think more creatively and concretely on how government and development partners can better employ modern technologies and integrate them to change behavior and increase capacity, implementing the above preconditions for finance. This means redeploying ODA with an explicit focus on using new approaches to scale up access to private sector expertise, products, and services and targeting capacity-building interventions, reformulating and expanding key interventions such as project facilitation funds, financial advisory, risk mitigation, business-enabling environments, and related training programmes.

3.0 Specific actionable suggestions on what governments and their organizations should do to mobilize the private sector for development. Finally to enable the Committee to think through specific recommendations for the Post-2015 Agenda, we would like to offer specific actionable proposals that could be included in the Post-2015 Report for UN Member Countries and their development partners. We have organized these actionable proposals per the cluster definitions.

1) Cluster One: "Assessing financing needs" - The lack of adequate financing is widely acknowledged; the Committee can address the mindset changes needed for successful sustainable development financing by setting forth actionable proposals that will help governments develop the skills required to assess financing needs.

The fact is that it is impossible to assess financing needs without knowing what is needed, the cost of the project or business, and what type of financing is required (for example, public finance versus private finance, debt finance versus equity finance, long term finance versus short term finance, local currency finance versus foreign currency finance, etc). For governments to be able to assess their financing needs, there needs to be a new technical rigorous approach toward financing that embodies the above five overall points just presented.

Therefore there needs to be a new capacity-building approach that empowers governments and local stakeholders to: (a) identify possible projects; (b) identify the type of financing needed; and (c) determine likely financing sources. To achieve this game-changing process aimed at increasing indigenous capacity, we propose that the Committee:

a) Recommend a new approach to assessing financing needs in developing countries, so that suitable financing can be mobilized based on the categorization of projects and their financial viability. This new financial assessment process would mean that the Committee would develop a proposal with the following work streams:

- Formulation of a technical financing categorization of projects considered critical for development (e.g., differentiate grant projects that cannot be privately financed and sponsored from potentially viable projects, etc.)
- Creation of a toolkit that differentiates projects based on viable financing options, including a typology for countries to segment financing needs based on type of financing, technical processes for mitigating risks, etc
- Training of government officials to be more effective in formulating, developing and financing projects, collaborating with private sector experts and financial institutions in risk mitigation, etc
- Training of private sector stakeholders to identify, develop, and finance projects (this would include local consultants, project sponsors, bankers, pension fund managers, fund managers, etc)
- Provision of funding for venues that enable all parties to access existing official sector

support mechanisms (including project preparation funds, risk mitigation instruments, etc), including financial advisory, on-line platforms, workshops, missions, etc
- Setting up venues for targeted support from development partners critical to launching and scaling up these processes
- Providing on-line access to all the above information and toolkits, with networks of supportive public and private sector experts

b) Enable the development, dissemination, and use of new financial models that leverage limited official sector capital and increase the capacity to employ them. We suggest that the Committee develop a proposal with the following components:
- Creation of a toolkit that delineates the wide range of financial models (building on the considerable work to date)
- Integration of the toolkit on financial models into training programmes for government officials and private sector stakeholders (e.g., local consultants, project sponsors, bankers, pension fund managers, fund managers, etc)
- Enable on-line disseminating of enabling-information on financial models
- Hire teams of financial experts that can provide support in advising selected demonstration projects using these models
- Provision of funding for above

c) Propose that all UN agencies explicitly redefine their operations based on the above approaches, exploring how to optimize their operations using experts to help them identify how they to be more aid-effective thorough the mobilization of private sector experts, technologies, and capital.

A few illustrative examples: Where appropriate, (1) the UN Development Programme ("UNDP") and UN Capital Development Fund ("UNCDF") could expand their technical support of governments (national and local), private sector, and stakeholders in identifying and developing infrastructure projects that could be financial viable, and related on-line applications to scale up access to enabling-information, networks for collaboration, and training; (2) the World Food Programme ("WFP") and Food and Agriculture Organization of the United Nations ("FAO") could explore how to increase the use private sector expertise and capital to leverage limited official funds in expanding operations in warehousing and equipment for crop-processing, support the increase of crop-processing facilities tied to underutilized supply chains, and explore how new energy and other technologies might be used to scale up irrigation and other agriculture methods; and (3) UNOPS could engage more financial experts to conduct targeted financial feasibility studies aimed at assessing how select infrastructure projects could be structured to optimize access to private sector capital.

Many more applications could be identified. The private sector foundations and social impact funds could also be more deeply engaged in areas of education, health, and infrastructure. The UN many partnership agencies and initiatives, as well as FfD, could provide invaluable input for this process.

d) Propose that the Post-2015 Agenda and MDGs explicitly include accountable processes and metrics to track each above deliverable
-Need to define follow-up processes for each MDG, and how private sector can contribute to each MDG (i.e., include MDG 8 as cross-cutting in each MDG)
-Formulate performance benchmarks that can be used to track performance and be used to showcase successes and failures

2) Cluster One: "Mapping current flows and emerging trends": Governments and development agencies should coordinate better in establishing how they can support developing countries.

The Committee should develop proposals that:

a) Set up transparent tracking measures for tracking flows enabling easy assess by governments and the private sector

b) Create a one-stop database of successful projects with hybrid funding to enable replication and learning of best practices and technical approaches

c) Include performance benchmarks with metrics on source of funding, and risk mitigation leverage metrics

d) State that the Post-2015 Agenda explicitly include accountable processes and metrics to track each above deliverable

- Define follow-up processes for each MDG, and how private sector can contribute
- Formulate performance benchmarks that can be used to track performance and be used to showcase successes and failures

3) Cluster One: "Impact of domestic and international environments:" The Committee should develop proposals that advance the identification of impediments impeding finance and their resolution. Specifically:

a) Support the ability of in country stakeholders to identify impediments and possible solutions:

- Access to on-line platforms can enable the private sector to set forth key issues and suggested solutions (these should go beyond the World Bank *Doing Business Reports* with examples of issues that need to be resolved, suggestions on remedies and also opportunities)

b) Engage development partners to be more effective in working with governments to resolve these issues

c) Propose that the Post-2015 Agenda explicitly include accountable processes and metrics to track each above deliverable

- Need to propose follow-up processes for each MDG, and how private sector can contribute
- Formulate performance benchmarks that can be used to track performance and be used to showcase successes and failures

4) "Cluster 2: Mobilisation of resources and their effective use": There is an abundance of private sector capital, technology, and expertise but it cannot be mobilized without official sector interventions. The Committee should focus on how the official sector can be more effective in the following areas:

a) Creating more bankable projects; for example:

- Project development support
- Training workshops for project sponsors, government officials, local providers of technical services (e.g., consultants, lawyers, accountants, engineers, etc), bankers, pension funds, etc

- Related on-line access to enabling-information – databases of experts, technology, toolkits and related training, etc

b) Scaling up use of financial support mechanisms; for example:

- Risk Mitigation
- Takeout facilities
- Financial Advisory
- Related on-line training and enabling-information

See FfD Tool INFRADEV aimed at enabling information on risk mitigation and project development related to infrastructure projects developed by Global Clearinghouse for Development Finance (www.infradev.org).

c) Facilitating "market connects" between Technology & Experts around specific projects (infrastructure, agriculture-processing, etc): Need to facilitate exchanges with on-line platforms, conferences, meetings, and missions. (A pilot network designed to facilitate ongoing collaboration between public and private sector infrastructure practitioners has been developed as part of the INFRADEV platform (http://www.globalclearinghouse.org/InfraDev/login.cfm).

d) Improving the business-enabling environment: Providing accountable government officials with tools that enable effective intragovernmental coordination in supporting businesses, outreach to private sector (MSMEs and larger companies with market access) and business organization to identify opportunities and impediments, and possible remedies, effective government response to issues and opportunities, with tracking of issues, success stories, and outstanding issues. See FfD Tool "Government-Investor Networks" developed by Global Clearinghouse for Development Finance: http://www.globalclearinghouse.org/POC4/network/default.cfm

ANNEX - Summary of FfD and Related Work to Date

For more information, please contact: Dr. Barbara Samuels
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Annex
<u>Summary of FfD and Related Work to Date</u>

<u>A. Work sponsored explicitly in support of FfD</u> (from 2002 – current). The FfD work from 2001 to date includes input from hundreds of public and private sector experts in several multi-year projects involving research, reports, programs, and pilots that are aimed at implementing the Monterrey Consensus agreed upon key actions such as mobilizing the private sector for development impact, creating a business-enabling environment, improving access to enabling investment information and promotion, increasing aid effectiveness, greater impact of limited official sector funds through risk mitigation, strengthening linkages to MSMEs, greater access to export markets, and advancing infrastructure projects critical to economic growth (including agriculture-processing facilities).

Specific FfD activities have included:

1. <u>World Economic Forum Research and Report (2004 – 2006) sponsored by US State Dept and Swiss government: "*Building on the Monterrey Consensus: The Untapped Potential for Development Institutions to Catalyze Private Investment*</u>," directed by Dr. Barbara Samuels (GlobalDF Executive Director), Davos: January 28, 2006. The report included input from over 500 experts; workshops in São Paulo, Hong Kong, and New York; presentations at World Bank 2006 Spring Meetings & National Press Club; follow-up workshops with World Bank, ADB, IADB, AfDB http://www.weforum.org/pdf/Financing/Monterry.pdf

2. <u>FfD DESA – Sponsored FfD Research and Discussion Paper: "*Strengthening Information and Analysis in the Global Financial System: A Concrete Set of Proposals*,"</u> UN DESA Discussion Paper, author GlobalDF Executive Director Dr. Barbara Samuels (and former Director of Country Assessment, Chase Manhattan Bank), 2002 http://www.un.org/esa/esa02dp23.pdf

3. <u>FfD DESA- Sponsored Research and Discussion Paper:</u> "<u>*Capital Markets Financing for Developing-Country Infrastructure Projects*</u>," DESA Discussion Paper No. 28, Department of Economic and Social Affairs, United Nations, author Bob Sheppard (GlobalDF Senior Finance Advisor and former Global Head, Project Finance, Bank of America), 2003 http://www.un.org/esa/esadp28.pdf

4. <u>Creation of the *Infrastructure Experts Group on Public-Private Risk Sharing* ("INFRADEV Network")</u>, a group of 250 experts from the public and private sectors aimed at enhancing the capacity of developing country governments and development agencies to mobilize private sector investment and resources for infrastructure projects. A critical focus is leveraging limited official sector finance by mobilizing long-term cost-effective private capital through risk mitigation and improving the availability of project development assistance. (The formation of this group resulted from the FfD Office-DESA

Discussion Paper above on capital markets financing. The INFRADEV Network contributed to the WEF Report cited above.)

5. Creation of the nonprofit organization Global Clearinghouse for Development Finance ("GlobalDF") aimed at mobilizing the private sector for development and advancing the promise of Monterrey Consensus and aid effectiveness. (The formation of GlobalDF resulted from the FfD Office-DESA Discussion Paper above on strengthening information and analytics in the global financial system.)

6. Doha Business Forum at 2006 Doha UN Financing for Development Conference: The FfD Business Sector Steering Committee, with support from the Financing for Development Office of the United Nations and the Government of Qatar, organized the second International Business Forum, which took place on 28 November 2008. Business leaders and their public sector partners presented performance to date, and proposals that serve to implement the Monterrey Consensus objective of mobilizing private sector resources and contribute to widespread development across all developing countries. For presentations, see http://www.globalclearinghouse.org/ffddoha2008/index.html

7. Performance Benchmarks on Private Sector Mobilization: In 2008, GlobalDF developed an initial template for private sector mobilization performance benchmarks for Reuters Project Finance International (PFI) – "International Development Finance Institution Project League Tables" – launched at the Business Forum of the Doha UN FfD Conference in 2008. These metrics measured the aggregate amount of private sector debt attracted by DFIs in the project finance deals tracked by Reuters' PFI. The measurement includes a leverage ratio, showing the amount of private sector capital attracted as a percent of the support provided by the DFI (credit enhancements such as co-financing, partial guarantees, etc). By aggregating all the transactions by DFI, an annual ranking of DFI private sector mobilization effectiveness is created. Reuters continues to publish an annual DFI Project League Table drawing from their global database of project finance deals. For the five year history of DFI League Tables published by Reuters Project Finance International, see http://www.globalclearinghouse.org/infradev/resources.cfm?id=457.

6. FfD Tools to implement the Monterrey Consensus: Three specific FfD Tools have been developed by GlobalDF specifically to implement FfD with support from DESA, Norway, Swiss, Ford Foundation, Samuels Associates, and private sector experts. Research has been conducted in Latin America, Africa, Asia; and pilots have been conducted in Nicaragua, Central America, and Uganda. The three FfD Tools are:

   - INFRADEV to enable public-private risk sharing for infrastructure finance and project development; see www.infradev.org

   - Government-Investor Networks to increase the capacity of governments to collaborate with the private sector in creating business-enabling environments –

pilots in Nicaragua, Central America, and Uganda (from 2003 – present); see http://www.globalclearinghouse.org/POC4/network/default.cfm

- Development Finance Portal to increase access to investment-enabling information (over 40,000 content items covering 160 countries); see http://www.globalclearinghouse.org/Portal

B. Other related work builds on prior points, covering critical success factors for public-private partnerships, development of infrastructure projects and finance

1. Study "*African Risk Mitigation Needs and Solutions*" sponsored by the Infrastructure Consortium for Africa and the African Development Bank, directed by GlobalDF Executive Director Dr. Barbara Samuels.
   See
   http://www.icafrica.org/fileadmin/documents/Knowledge/ICA_publications/IRMA%20FINAL%20REPORT-AfDB%20Official%20v2.pdf

2. "Local Economic Development Finance Initiative" (UN Capital Development Fund Programme designed by GlobalDF) – The Local Finance Initiative (LFI) is an innovative global programme that addresses economic challenges through a targeted technical programme aimed at unlocking domestic financial sectors and improving business-enabling environments. A key aspect is building the capacity of local governments to identify and develop infrastructure project critical to local economic development, as well as improve the local business-enabling environment. See http://uncdf.org/en/local-finance-initiative-lfi
   http://globalclearinghouse.org/img/Public/files/LFI_HLD_FfD_GCHWebsite_Dec16.pdf

3. African Investment Summits organized by Africa Investor (headed by Hubert Danso): See http://www.africainvestor.com/events_past.asp

C. Africa Investor Input:

Africa investor (Ai) is an Investment Banking oriented Advisory Firm headed by Hubert Danso, which also supplies a broad range of investment data, research, broadcast and published content to a growing number of international investors with interests in Africa.

Information on the magazine *Africa Investor*, Ai African Investment Summits, and Ai Awards are in the links below.
http://www.africainvestor.com
http://www.africainvestor.com/magazine.asp?id=80

D. Input from leaders from other critical organizations such as:

- Other Steering Committee Members, FfD Steering Committee Members and participants, etc
- P80 Foundation (80 pension funds set up under Prince Charles, partnership with Club de Madrid) – http://www.clubmadrid.org/en/noticia/club_de_madrid_and_p80_foundation_sign_little_rock_accord; http://www.youtube.com/watch?v=GvgsVyDD_-E
- Global Clean Tech Deployment – http://www.cleantech.com/
- Sustainable Energy for All – http://www.se4all.org/
- Other organizations in larger networks of Africa Investor, GlobalDF, WEF, and other partners

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