International Development Finance Club

IDFC

Cooperation for Development Working Group (C4D)

2021/2022 WORKING GROUP REPORT



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Executive Summary

The IDFC is a Development Finance Club comprising of 27 members from around the world. The underlying objective is to develop DFIs through collaboration and knowledge sharing to ensure that the world becomes more equitable and development more sustainable. The club encourages cooperation amongst members through its four modes of cooperation namely; Knowledge Sharing in the form of seminars, workshops, and information sharing, Capacity Building through training programs, Technical Assistance through project assistance, project preparation and technology transfer, Staff Exchanges to allow for employee skills enhancement and Financial Cooperation through co-financing of projects and providing funding.

The Cooperation for Development(C4D) Working Group is tasked with evaluating the Club's existing cooperation and identifying areas of future cooperation for members with similar interests, needs and members who are best fit to assist meet those needs in which it makes use of its annual Questionnaire which is disseminated to members for responses. The C4D creates awareness around the outcomes of its tasks through the C4D Working Group Report.

The report for 2021/2022 provides an overview on cooperation amongst Club members as well as cooperation of club members with other partners outside of this Club. It also investigates research areas that Club members are interested in pursuing.

Key takeaways emanating indicate knowledge transfer from member DFIs in developed economies to member DFIs in emerging economies and non-LDC. There is more credit funding cooperation when compared to co-financing with members encouraging for the Club to enhance the current state of co-financing cooperation within the Club. With the world aiming for net zero carbon emissions members have expressed the need for the Club to enhance research in JET, infrastructure and sustainability. Members have also encouraged more inter-regional collaboration and cross continental collaboration with hopes of creating more funding opportunities. Members' cooperation with other partners has been relatively stable post COVID-19 with most of this cooperation taking place in the energy sector and through knowledge sharing.



Executive Summary

The respondents have indicated increases in some of the modes of cooperation, whilst others have seen decreases in number of respondents who have utilized them.

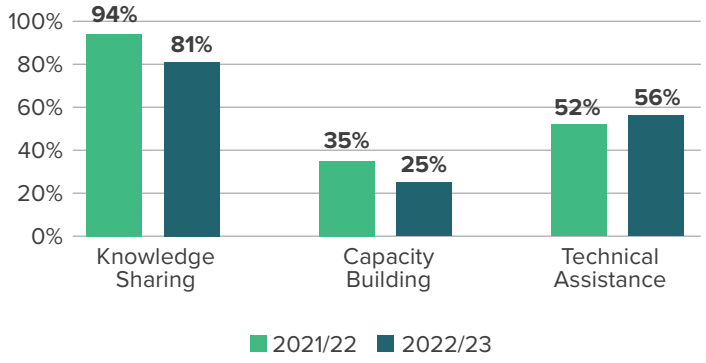
Knowledge Sharing and Capacity Building both decreased by 14% and 29% from being utilized by respondents. However, Knowledge Sharing remained the mostly used form of cooperation for engagement by respondents.

8% more of respondents utilized Technical Assistance to engage with members.

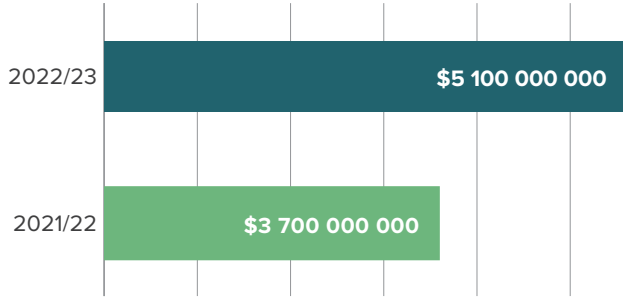
Staff exchange had no change in number as only three respondents took part in Staff Exchanges same as the previous year.

The biggest change came in the form of Co-Financing's increase of 38% taking the total project value of co-financed projects to US$5.1 Billion from the previous year's US$3.7 Billion.

Modes of Cooperation



Co-financing



C4D – Overview and objectives

01

International Development Finance Club

Overview and Objectives of the Questionnaire

Overview

The C4D Working Group, **currently led by the DBSA, BICE, JICA, CAF and CDG**, provides IDFC with a framework within which partners can share experiences, deepen collaboration, pool resources and offer solutions to development challenges that Club members face.

The C4D is tasked with collating and presenting the IDFC's collaboration initiatives within the Club, determine areas of collaboration amongst members over and above collaboration led by the Secretariat through the Club's working group meetings, IDFC institutional meetings or IDFC events.

One of the tools used by the C4D Working Group is the Questionnaire that is sent out annually. The 2022 Questionnaire had four sections, namely; non-financial and technical cooperation, financial cooperation, cooperation within the Club, cooperation with other partners.

The Questionnaire was disseminated online through Microsoft Forms with an initial period for collecting responses of six weeks which was then increased by two weeks due to a low response rate. The Questionnaire made use of both open-ended questions and close ended questions.

Objectives

01

To share lessons and experiences with each other and foster greater collaboration for impact.

02

To map existing cooperation and what members are doing in areas of common interest.

03

To identify and explore synergies, research deficiencies and needs toward developing thematic and focus areas for future collaboration.

C4D – Annual Questionnaire Results

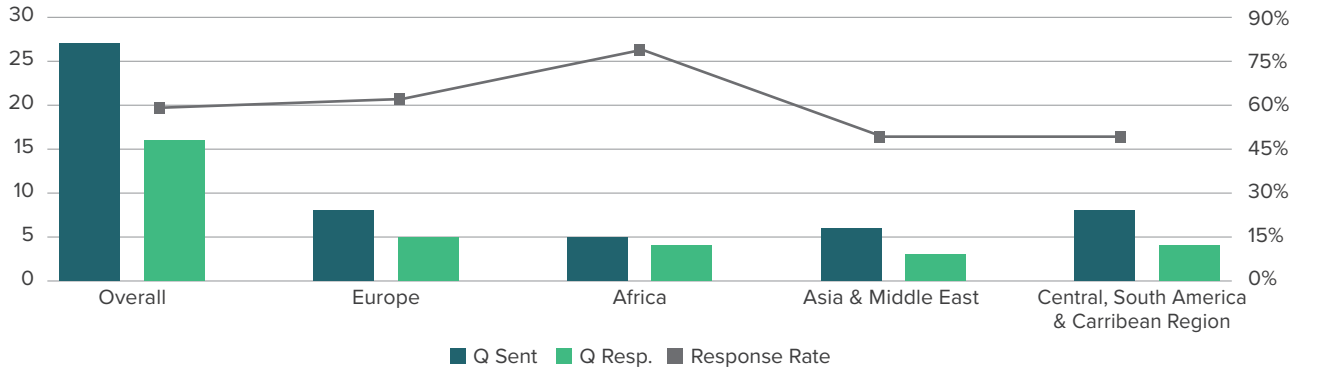
01

International Development Finance Club

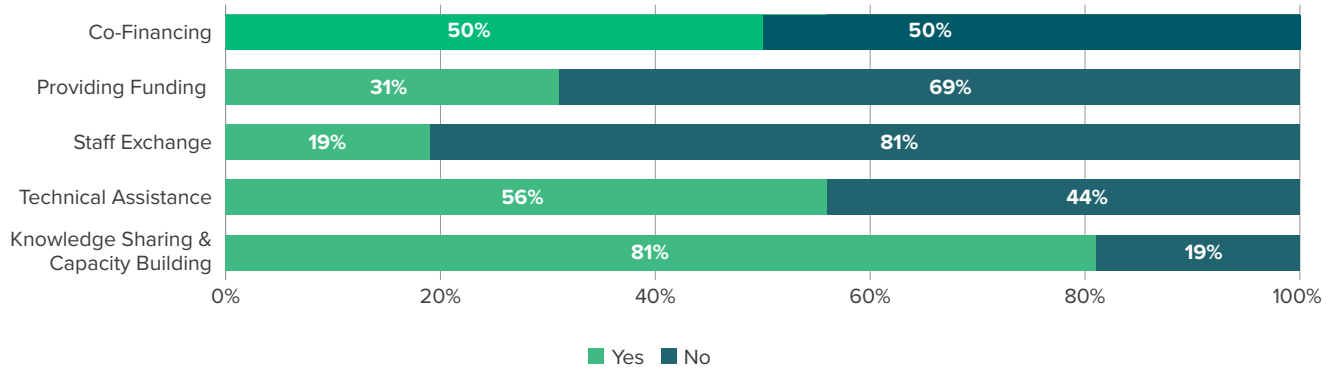
Responses

- The survey was sent to all club members.
- Out of the 27 club members, only 16 responded creating a 59.26% response rate, a decrease from the previous year's 17 with a 62.96% response rate.
- The following members responded, BOAD,ICD, CDG, IIB, CABEI, BICE, HBOR, CDP, KDB, JICA, CAF, AFD, TDB, BNDES, DBSA and KfW.
- Majority of the respondents utilized at least three types of cooperation to cooperate with other members.
- Knowledge Sharing and Capacity Building were the most utilized type of cooperation.
- Staff Exchange was the least utilized type of cooperation within the Club.

Responses



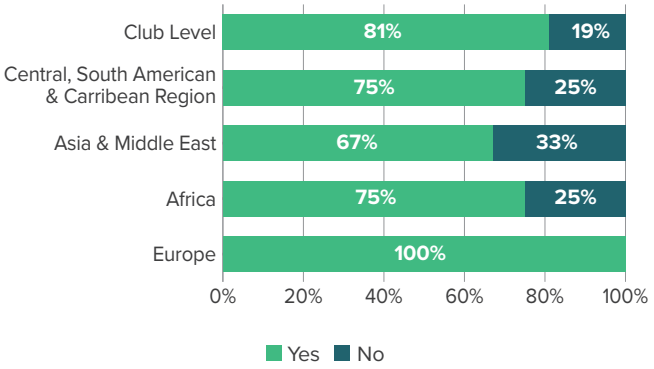
Did you engage in Knowledge Sharing/Capacity Building/Technical Assistance/Staff Exchange/ Funding/Co-Financing?



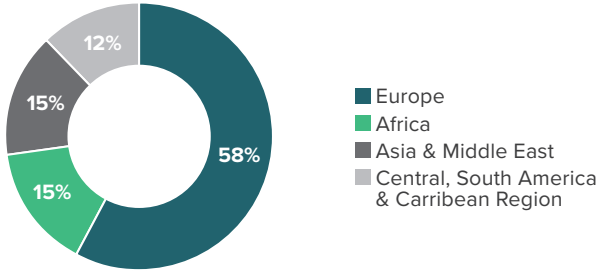
Knowledge Sharing & Capacity Building within the Club

- 81% of the respondents took part in Knowledge Sharing and Capacity Building.
- There was a total of 52 engagements for Knowledge Sharing and Capacity Building with an average of 3.47 engagements per respondent and an average of 13 engagements per region.
- AFD was the most engaged member for Knowledge Sharing and Capacity Building across the club with KfW being the second highest engaged member.
- AFD was also the most engaged member in Europe, DBSA was the most engaged African member, and JICA being the most engaged member in Asia & Middle East.

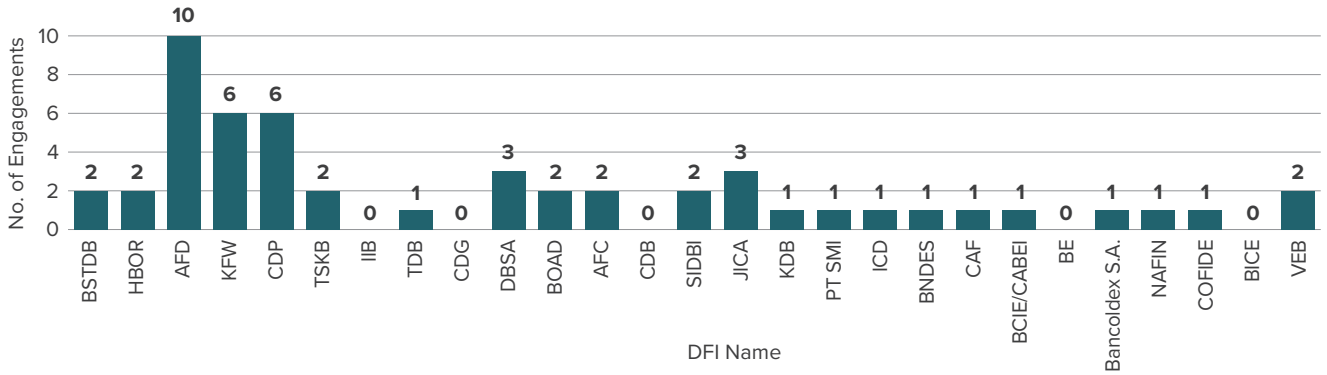
Did you engage/cooperate with members in Knowledge Sharing/Capacity Building?



Knowledge Sharing & Capacity Building Engagements by Region.



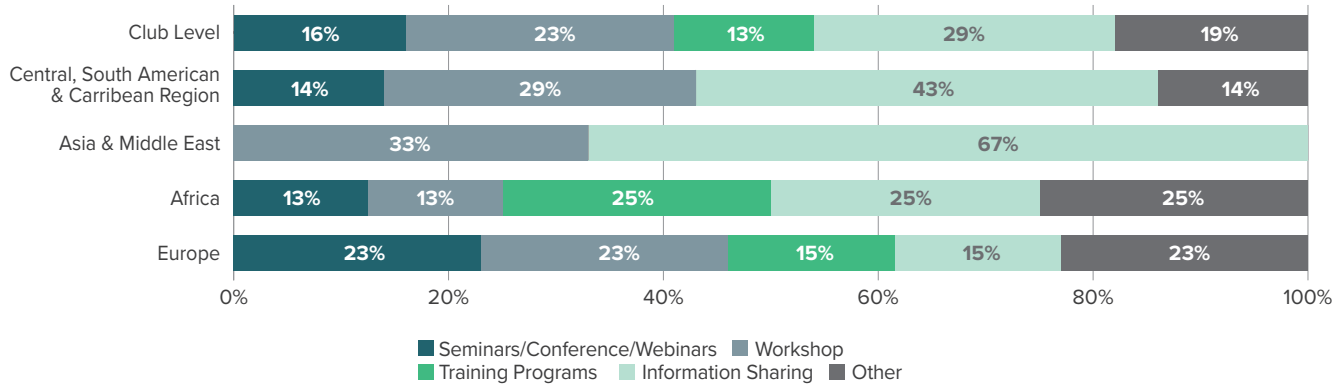
Which members did you engage/cooperate with in Knowledge Sharing/Capacity Building?



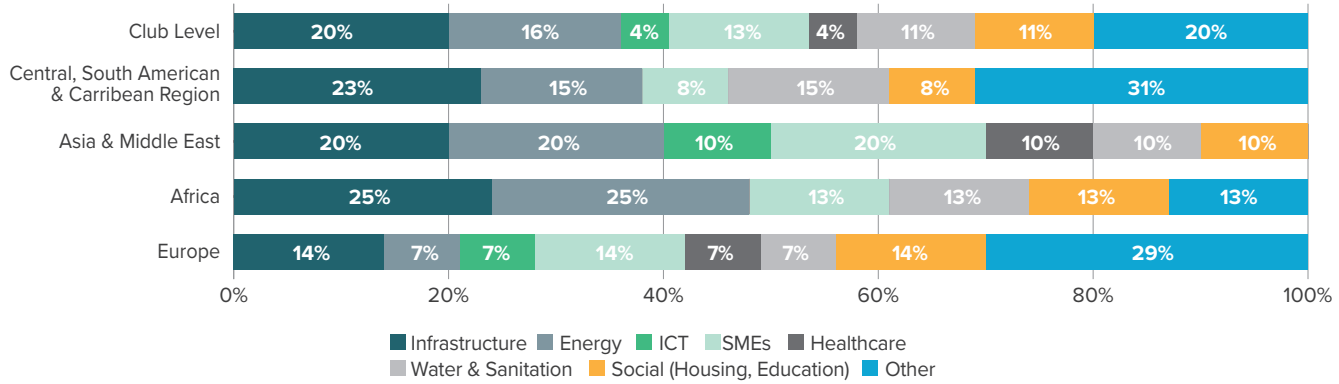
Knowledge Sharing & Capacity Building within the Club

- The most preferred types of cooperation for Knowledge Sharing/ Capacity Building are information sharing and workshops. The two make up slightly more than half of types of cooperation methods used to engage in Knowledge Sharing and Capacity Building.
- Other types of cooperation included only bilateral meetings with them being the third most preferred type of cooperation for Knowledge Sharing and Capacity Building.
- 40% of engagements were equally divided between Infrastructure and other sectors which consisted of Climate, ESG Bonds, Biodiversity and Green Finance.
- There appears to be little interest in ICT and Health when members engage in Knowledge Sharing and Capacity Building.

Which type of cooperation methods did you use during Knowledge Sharing/Capacity Building with members?



Which sector did you engage/cooperate in with members through Knowledge Sharing/Capacity Building?



Knowledge Sharing & Capacity Building within the Club

Learning outcomes from Knowledge Sharing & Capacity Building engagements.

Enhanced ESG capabilities

- Climate tools
- Climate strategy
- Development result template

Enhanced lending

- Social Bond Framework development.
- Blue Bond Framework development.
- Development of specific product solutions

Creation of programs

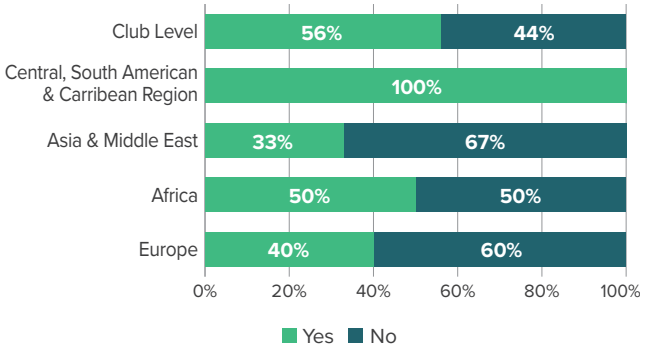
- Create awareness and enhance staff capabilities such as Urban Mobility Program, Green Housing Program and together against plastic



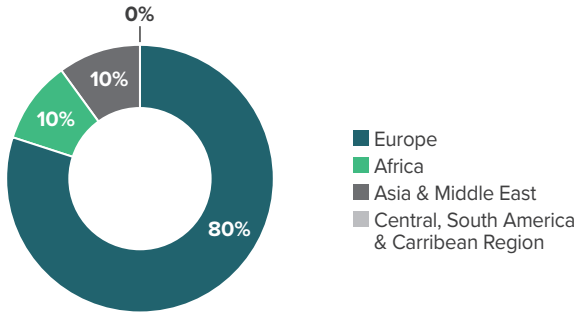
Technical Assistance within the Club

- 56% of the respondents took part in Technical Assistance engagements.
- This is an increase from the previous year's 52%.
- There were a total of ten Technical Assistance engagements.
- 80% of these engagements were with a Europe member.
- AFD, KfW, TSKB, DBSA and JICA were the members engaged for Technical Assistance.
- AFD was the most engaged member with five engagements.
- AFD was engaged five times, followed by KfW with two engagements and DBSA, JICA and TSKB each receiving a single engagement.

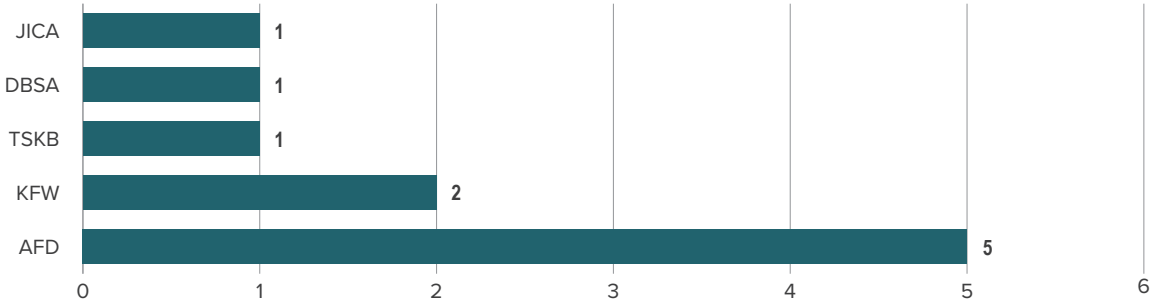
Did you have engagement(s)/cooperation(s) in Technical Assistance?



TA Engagements by Region



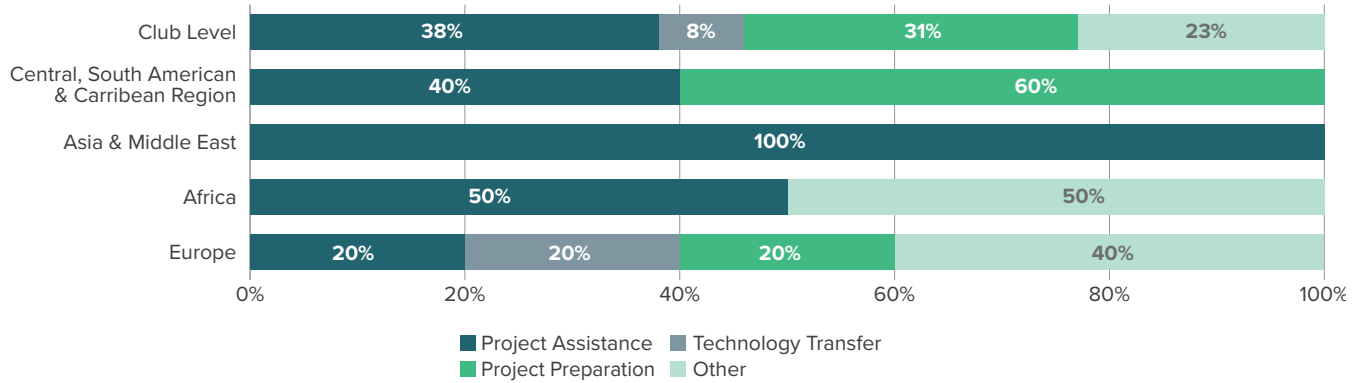
Which members did you have Technical Assistance engagement(s)/cooperation(s) with?



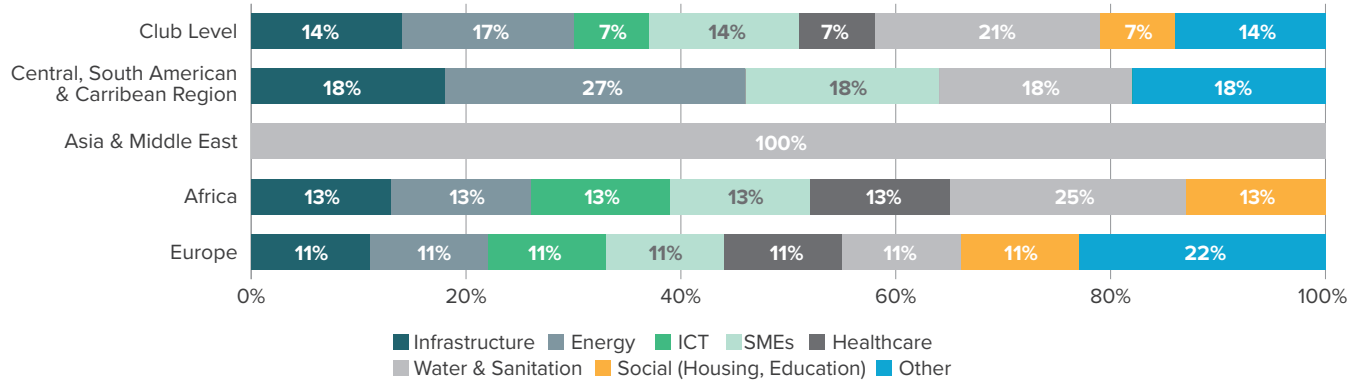
Technical Assistance within the Club

- Project Assistance and Project Preparation were the most preferred types of cooperation with more than a quarter of the respondents using each.
- Technology is the least utilized type of cooperation for Technical Assistance and other types of cooperation were made up of project implementation which is the third most preferred type of cooperation.
- There is nearly equal preference for sectors of engagement in Technical Assistance.
- Only water and sanitation nearly stood out with 21% of engagements taking place in this sector.
- Other sectors consisted of ESG Bonds, Gender, Climate and Sustainability.

Which type(s) of cooperation methods were used for Technical Assistance engagement(s)/ cooperation(s) with IDFC members?



Technical Assistance Sectors Engaged in



Technical Assistance within the Club

Learning outcomes from Technical Assistance engagements.

ESG

- Strengthening gender and climate activities
- Formulation of Non-Revenue Water reduction through framework development

Gender

- Formulation of a gender strategy

Lending

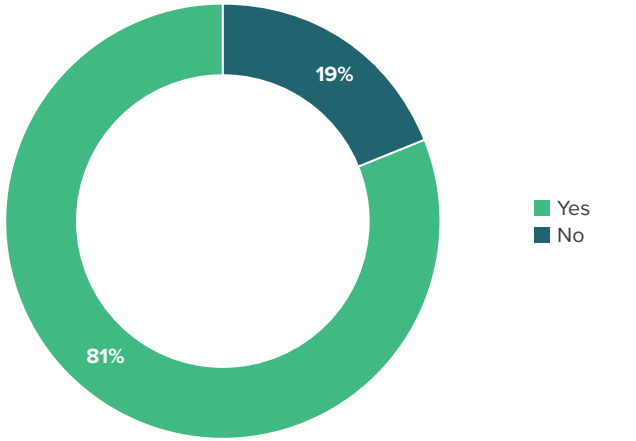
- Creation of a pipeline for bankable projects to be co-financed



Staff Exchanges within the Club

- 19% of respondents had Staff Exchanges.
- The total number of staff exchanges were three, this figure remains the same to that of the previous year.
- The ones that had Staff Exchange were KfW, DBSA and AFD, with KfW hosting an AFD staff member, AFD hosting a DBSA staff member and DBSA hosting a JICA staff member.
- The average Staff Exchange period is currently 24 months.

Staff Exchange

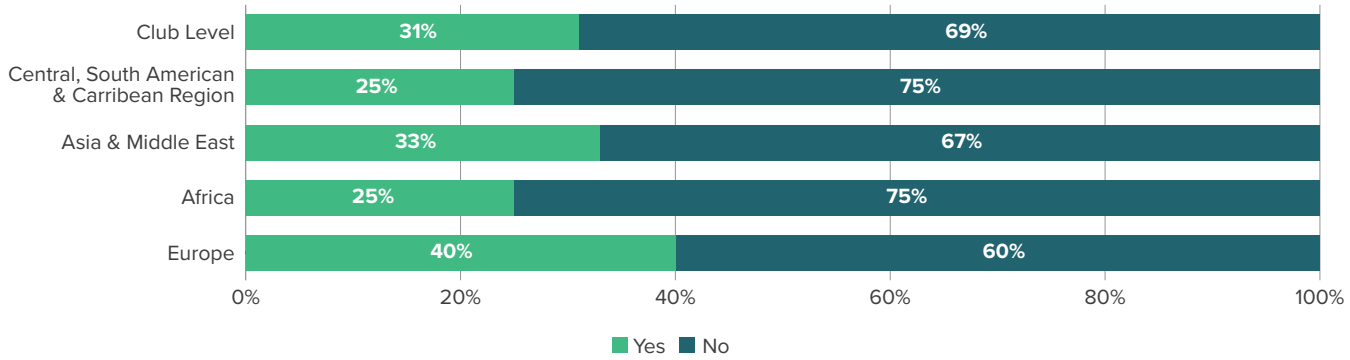


Funding Provided within the Club

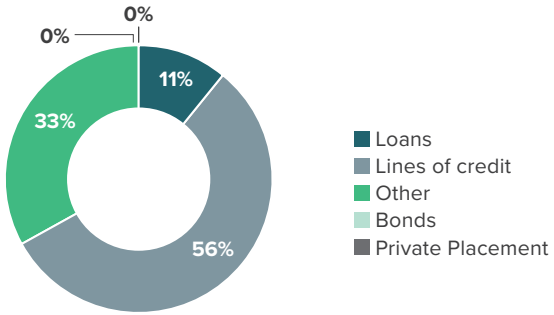
- 31% of respondents indicated that they had provided some form of funding to other Club members.
- Members who were provided with some of form of funding were BICE, BancoEstado, BOAD, NAFIN, KDB, Bancoldex S.A, BNDES, CABEI, DBSA, CAF, TDB, AFD, CDP and KfW.
- Respondents that provided funding were ICD, AFD, DBSA, KfW and CAF.

- 56% of funding provided was done in the form of lines of credit whilst 33% was provided through other forms which included guarantees, grants and commercial papers.
- A total of 20 funding lines were provided by the respondents.
- Slightly more than half of funding provided was provided to members from Central, South America and Caribbean.

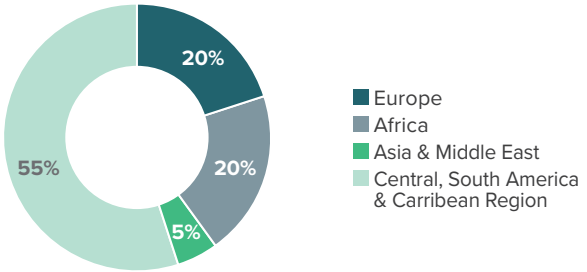
Did you provide any financing to members?



What type of financing did you provide to members?



Regions provided with Funding

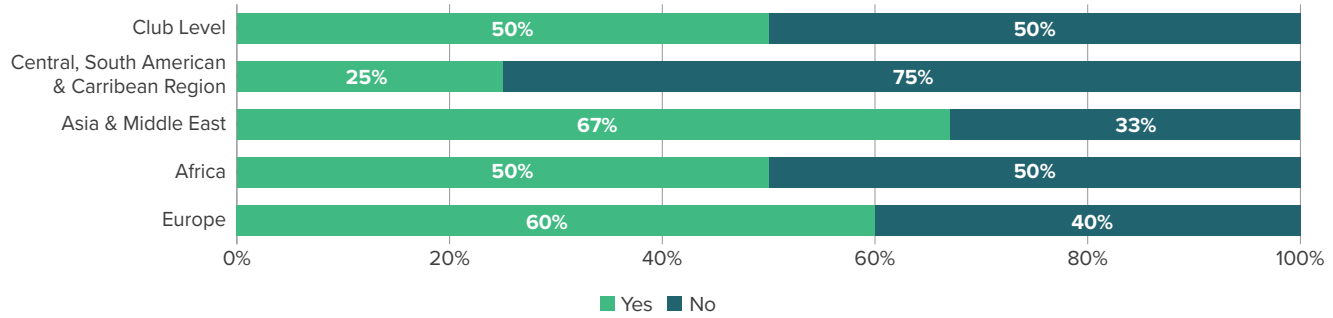


Co-Financing within the Club

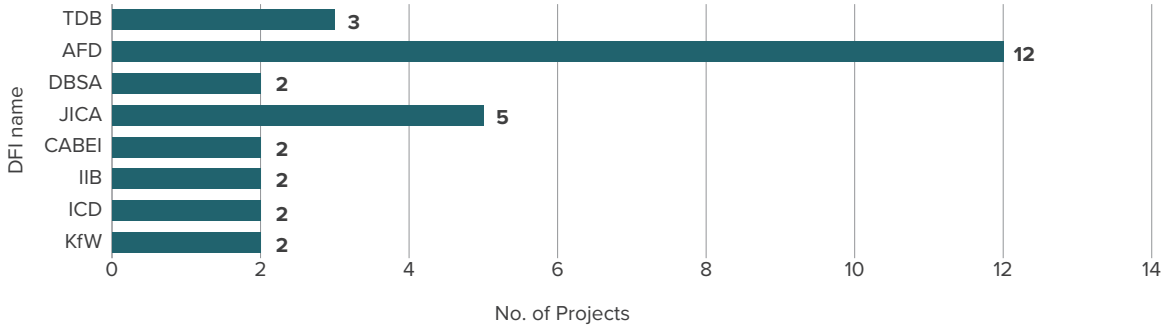
- 50% of the respondents said that they co-funded projects, this is a total of eight respondents which is an increase of two additional members from the previous year's six.
- Together they Co-Funded a total of 30 projects with AFD Co-Funding twelve projects, JICA Co-Funding five projects, TDB Co-Funding three projects, ICD, IIB, CABEI, DBSA and KfW all Co-Funding two projects each.
- The members provided a total of $2.3billion to co-finance projects worth $5.1billion which is an increase of 38% from the previous year's $3.7billion.

* *The report for the Club Year 2020 indicated the Co-Financing figure as US $25.5billion which was overstated due to a currency conversion error. The Co-Financing figure for Club Year 2020 is US $3.7billion.*

Did you have any project(s) Co-Financed with IDFC members? (i.e. The joint or parallel financing of programs or projects through loans, equity or grants)



Project Co-Financed



Co-Financing within the Club

How much did you Co-Finance with IDFC members? i.e. Co-Finance institution name, country where project is based, sector, total project value, and your institution's contribution into the project(s).

CABEI

Partner Name	Country	Sector	Details	Total Project Value in USD	Own Contribution to Project in USD
KfW	Nicaragua	Water & Sanitation	Lake of Managua project	$164million	$144million
AFD	Cuba	Water & Sanitation	Sanitation Project in Luyano	$111.96million	$40million

DBSA

Partner Name	Country	Sector	Details	Total Project Value in USD	Own Contribution to Project in USD
CDP & JICA	Ghana	Agriculture	Agribusiness	$250million	$25million
AFC	Senegal	Energy		$366.8million	$33.98million

Co-Financing within the Club

How much did you Co-Finance with IDFC members? i.e. Co-Finance institution name, country where project is based, sector, total project value, and your institution's contribution into the project(s).

JICA

Partner Name	Country	Sector	Details	Total Project Value in USD	Own Contribution to Project in USD
KfW	India	Social	COVID-19 crisis response support loan for Social Protection.	$219million	$219million
AFD	Indonesia	Social	Disaster Resilience Enhancement and Management Program Loan.	$366million	$366million
AFD & AfDB	Egypt	Energy	Development Policy Loan for Power Sector Reform.	$183million	$183million
BNDES	Brazil	Private Sector & Energy	Private Sector Investment Finance for construction of renewable energy power distribution facilities.	$72million	$72million
SIDBI	India	Climate	Private Sector Investment Finance for climate-focused SME fund.	$23million	$23million

Co-Financing within the Club

How much did you Co-Finance with IDFC members? i.e. Co-Finance institution name, country where project is based, sector, total project value, and your institution's contribution into the project(s).

AFD

Partner Name	Country	Sector	Details	Total Project Value in USD	Own Contribution to Project in USD
KfW	India, Albania, Georgia, Columbia, Peru, Palestinian Territories, Burkina Faso, Togo	Transport, energy, health, agriculture, private sector, housing		$1.599billion	$799.61million
JICA	Bangladesh	Health		$561.7million	$199.9million
BSTDB	Turkey	Transport		$879.6million	$124.94million



Co-Financing within the Club

How much did you Co-Finance with IDFC members? i.e. Co-Finance institution name, country where project is based, sector, total project value, and your institution's contribution into the project(s).

IIB

Partner Name	Country	Sector	Details	Total Project Value in USD	Own Contribution to Project in USD
BSTDB	Bulgaria & Romania	Food Processing	Co-Financing facility	$49.98million	$21.99million
AFD (PROPARCO) & KfW (DEG)	Mongolia	Financial & SME	Extending a loan to one of Mongolia's largest private banks Khan Bank for the expansion of their SME support services	$120million	$20million

KfW

Partner Name	Country	Sector	Details	Total Project Value in USD	Own Contribution to Project in USD
AFD				$1.62million	$0.81million
CABEI				$176.7million	$18million

Rewarding Initiatives

IIB

Our bilateral loan from KDB. It was our first deal ever with a South Korean or Asian in general financial institution. Was great to extend our partnership network.

JICA

Disaster Resilience Enhancement and Management Program Loan in Indonesia (Phase 2) (joint financing): While JICA financed Phase 1 of the Program Loan on its own, AFD and JICA have jointly financed this Phase 2. During appraisal, JICA gained inputs from AFD on the policy matrix and jointly conducted monitoring as well. Based on the knowledge gained through the process, AFD has implemented technical cooperation project which aimed mainstreaming gender on disaster risk management (DRM). With the project, DRM action plan for gender mainstreaming has been prepared which is facilitating the improvement/enhancement of such activities mentioned in the policy matrix.

CABEI

The Technical Assistance Program for climate and gender strengthening with AFD.

SIDBI

Preparation and launch of the Green Indian Financial System (GIFS) Initiative which seeks to facilitate such dialogues and discussions on greening the Indian financial system between all stakeholders, as well as to catalyse existing initiatives and identify priority areas for India's climate finance actors.

CDP and KfW

Signature of the Joint Declaration on a European Strategic Cooperation Framework in October 2021 in Rome with IDFC members KfW and CDP (+ AECID) - JEFIC (Joint European Financiers for International Cooperation).

TDB

Renewable energy projects have been focus area for collaboration.

DBSA

Climate engagements at Glasgow COP 26 which resulted in South Africa receiving $8.5billion funding for the purposes of creating technical and coordination to implement the financing and strategy approach of the Just Energy Transition projects within South Africa.



Research within the Club

International Development Finance Club

Topics & Potential Benefits

Topic Name	Potential Benefits Identified
Adaptation to Climate Change	Policy gaps in WAEMU countries for accessing adaptation finance.
Sustainability (Agriculture, Food Systems, Infrastructures)	• Knowledge Sharing • Co-Financing • Financial partnership
Blue Economy Oceans	• Knowledge Sharing • Co-Financing • Financial partnership • Raise awareness on the importance of the protection of oceans and their role in sustainable economic development.
How can DFIs address energy poverty in Africa	Development of the best energy mix to invest into to meet Africa's energy needs.



Research within the Club

International Development Finance Club

Topics & Potential Benefits

Topic Name	Potential Benefits Identified
Transport	The role of DFIs in transport infrastructure particularly regarding EVs development and the transition towards EVs in the transport sector as well as the impact and growth on the sector.
JET	Navigating JET towards net zero with hopes of allowing the DFIs to improve if not accelerate their ability to meet their individually mandated net zero target dates and align with the Paris Agreement.
Transport infrastructures Digital infrastructures Renewable energies Energy efficiency	• Knowledge Sharing • Co-Financing • Financial partnership
Bond Issuance and Co-Financing	Increase the level of resources to our member countries and improve the financial package we can provide to them.



Research within the Club

International Development Finance Club

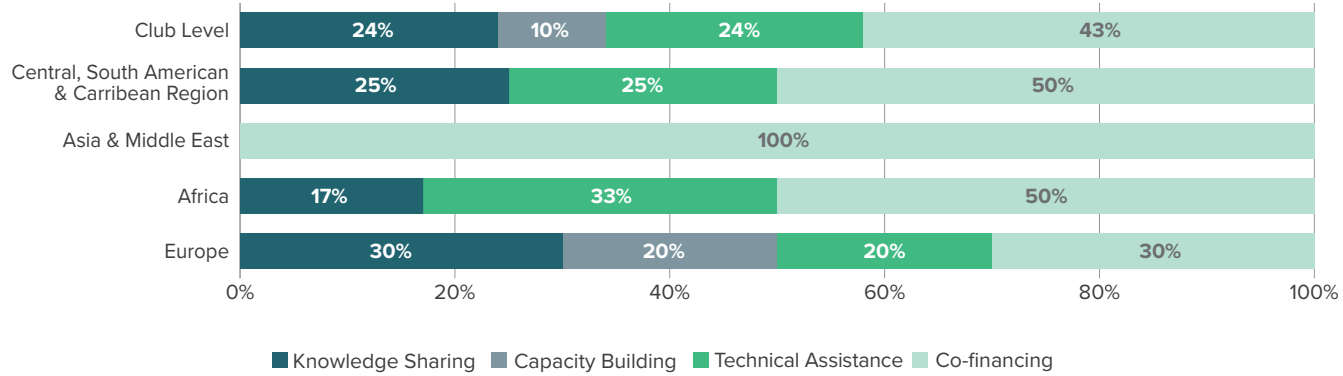
Topics & Potential Benefits

Topic Name	Potential Benefits Identified
Recommendation on effective steps to finance just energy transition in various contexts (in view of global discussion outputs, and IDFC characteristics).	Necessary action for just energy transition becomes clear and recommendations can be shared with other financial institutions and multi-level stakeholders to call for action.
Recommendation on necessary approach and methodology to achieve SDGs are compiled fully utilizing the methods prepared (or work in progress) among DAC and other institutions, and frameworks adopted by members to track, monitor and report SDGs alignment are shared.	Some good case practise are shared, and recommendations are shared with other financial/non-financial institutions.
Infrastructure Water & Sanitation Social (Education, Housing) Healthcare ICT SMEs	• Project Preparation • Initiatives with private sector for collaboration.

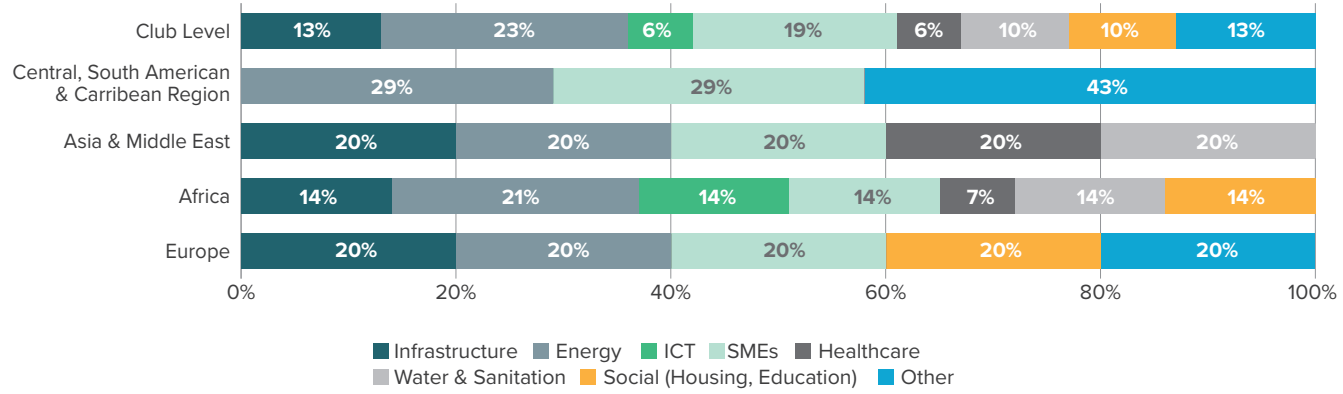
Fostering Cooperation within the Club

- 63% of respondents indicated that there is a need for Club members to foster cooperation within the Club.
- 43% of these respondents indicated that the Club needs to foster cooperation in Co-Financing, whilst 24% of respondents indicated that there is a need to improve on Technical Assistance and Knowledge Sharing with 10% indicating that there is a need to improve on Capacity Building.
- Energy and SMEs were the only two sectors that were slightly preferred over the rest of the sectors with 23% and 19% of respondents seeing them as sectors for fostering cooperation needs to take place.
- ICT and Healthcare were the least preferred sectors for fostering cooperation within the Club.

In which mode(s) of cooperation(s)?

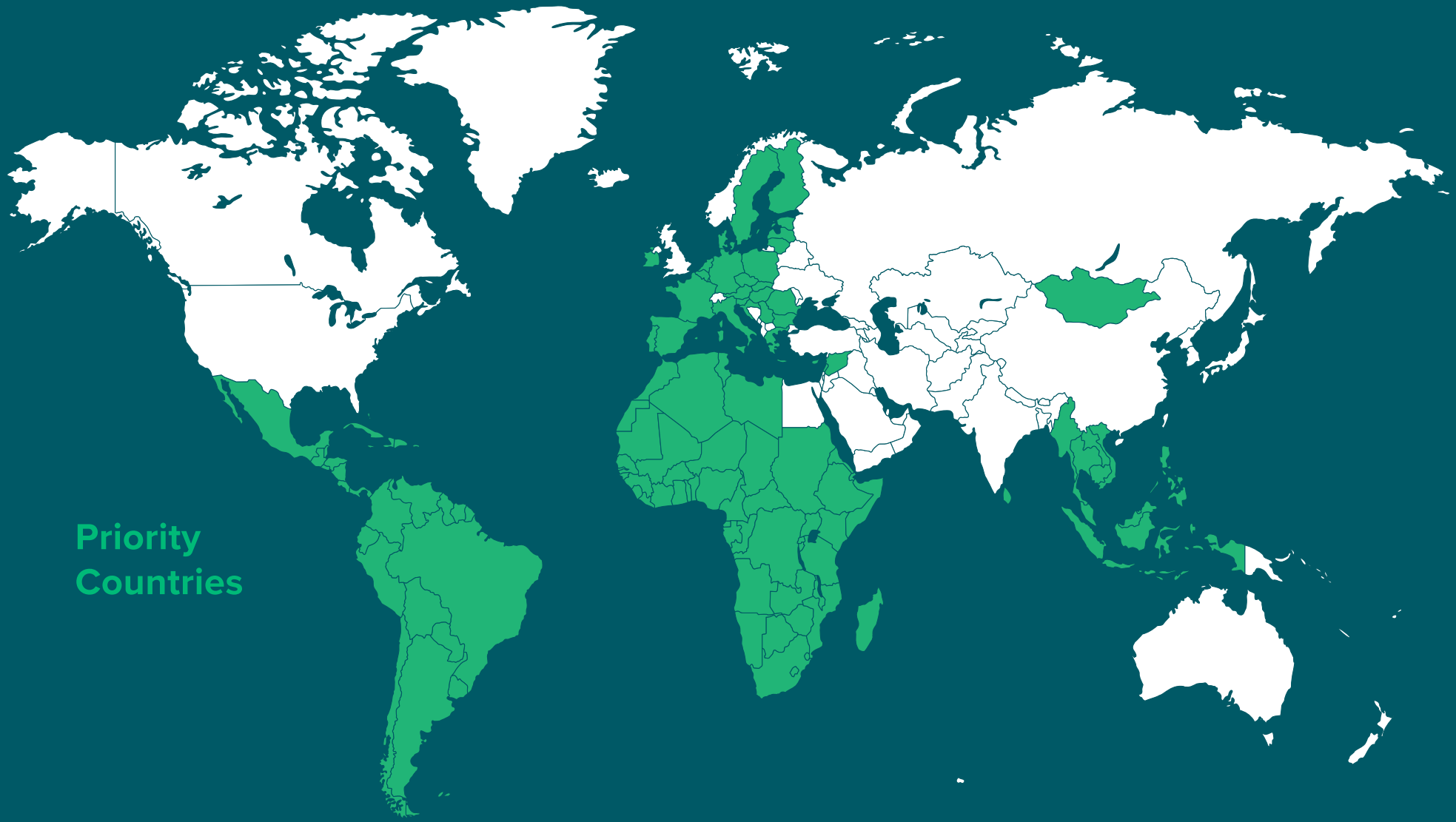


Priority Sectors



Fostering Cooperation within the Club

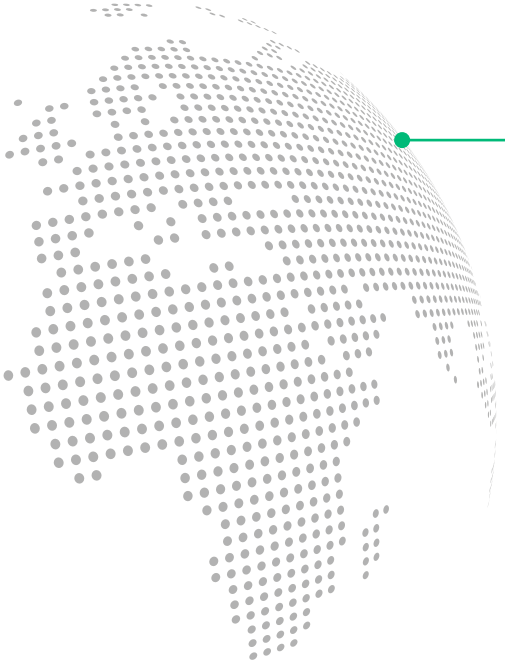
International Development Finance Club
IDFC



Fostering Cooperation within the Club

International Development Finance Club

Priority Countries or Potential Partners



IIB
CEE, Vietnam, Mongolia, Serbia

CABEI
Countries: El Salvador, Honduras, Nicaragua, Guatemala, Cuba.
Club: CdP, CAF, AfD, KfW, JICA, IIB

BICE
IDFC members

CDP
OECD DAC Countries, with a geographic focus on: the Mediterranean, Sub-Saharan Africa, South-east Asia, South America and Caribbean

AFD
GCF, European Commission, GEF

DBSA
KfW, KDB, BOAD, ICD, TDB, JICA, AFD, AFC, CDG

CAF
Countries: El Salvador, Costa Rica, Honduras y República Dominicana.
Club: TSKB, AFC, ICD.

Fostering Cooperation within the Club

International Development Finance Club

How could the club or secretariat support IDFC members in identifying and implementing joint operations?

Foster engagement amongst members' personnel *(i.e. exchanges, secondments)* such as investment officers, chief economists/strategists, project managers etc.

Foster cooperation amongst members through identification of needs of members and complementary skills that could help meet those needs.

Creating a working group to establish a framework for fostering Co-Financing opportunities.

Developing a platform for the promotion of projects developed by members which could also act as a pipeline platforms that members may use to enhance potential partnerships and co-financing operations.

All respondents responded to this question with key themes arising from sentiments that were being raised.

Fostering Cooperation within the Club

International Development Finance Club

What are your views of the role of IDFC in the post COVID-19 era? What should be the vision of the club for 2025/2030 and how can club members operationalize it?

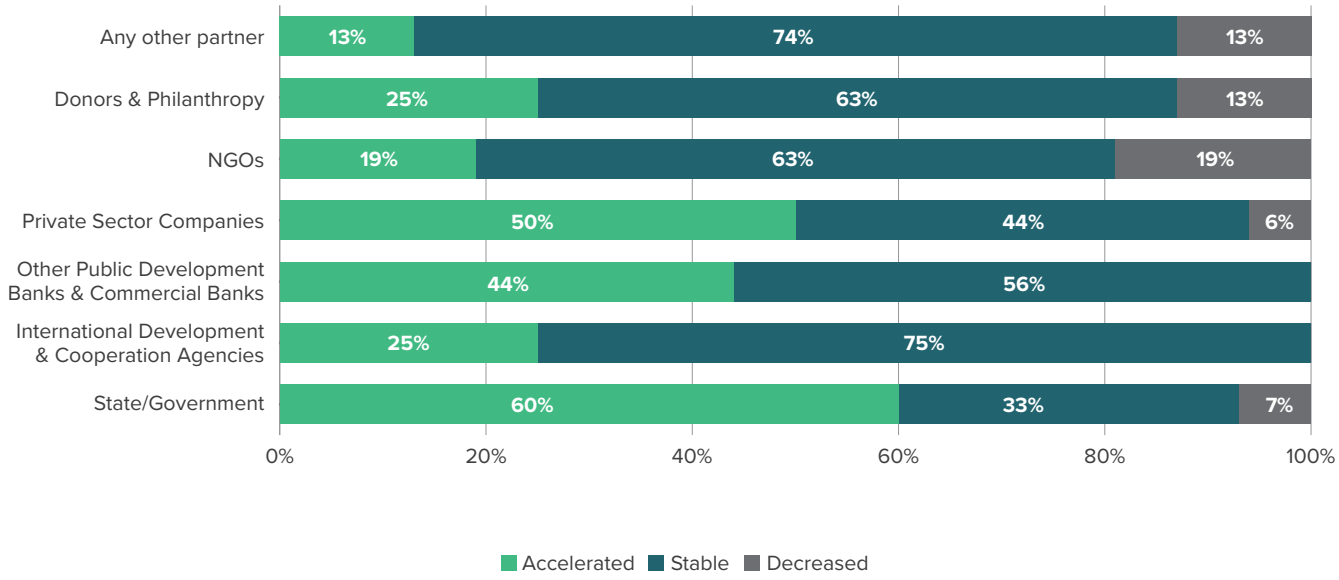
- Leverage Co-Financing initiatives amongst members
- Continue positioning the climate agenda
- Continue Knowledge Sharing activities
- Development and promotion of pipeline-sharing activities
- Encourage more inter-regional collaboration and cross continental collaboration through Knowledge Sharing and Co-Financing which will allow members to co-build programs and develop innovative solutions
- Become a thought leader which will be able to mobilize private investment through its countercyclical investments, as well on global issues, climate change, just energy transition, inclusivity and ESGs



Outlook of Cooperation Outside the Club

- Respondents' cooperation outside of the Club has been relatively stable with most of non-club members.
- 50% of the respondents indicated that their cooperation with Private Sector Companies has accelerated, whilst 60% of the respondents indicated that their cooperation with States/Governments has also accelerated. 7% of respondents indicated that their cooperation with States/Governments and Private Sector Companies decreased.
- NGOs have remained stable for most of the respondents but also had most respondents who expressed a decrease in cooperation with them.

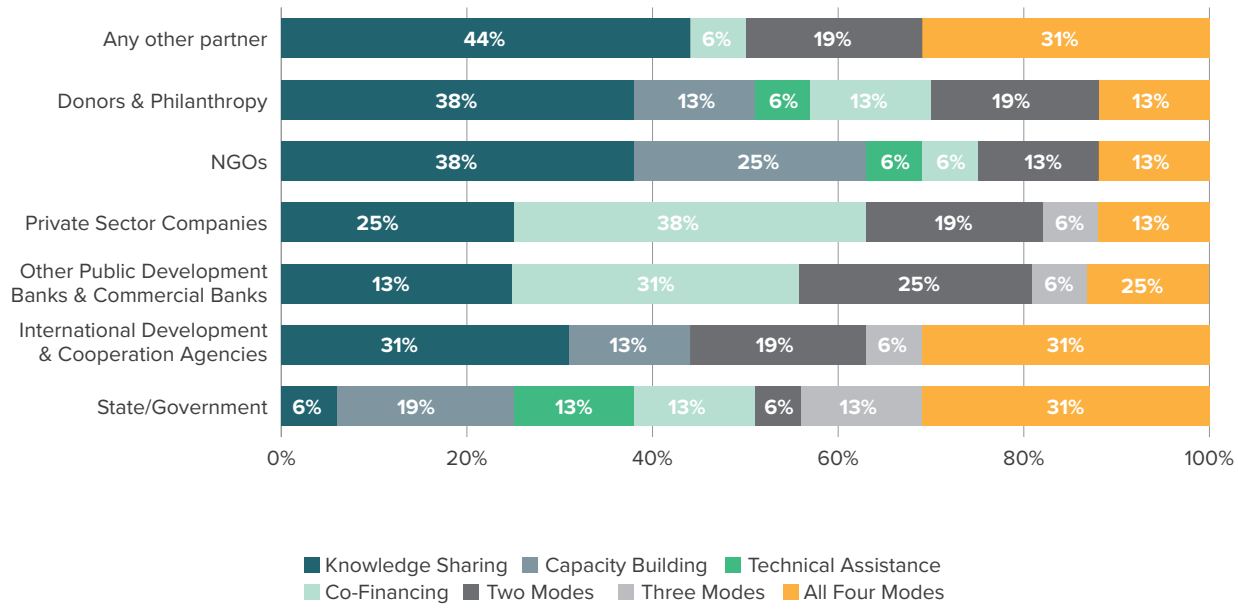
Would you say that your cooperation with the following partners has accelerated, has remained stable or has dropped?



Outlook of Cooperation Outside the Club

- Knowledge Sharing is the mostly used type of cooperation to engage with non-club member stakeholders as it is utilized to engage with all partners.
- At least 56% of respondents cooperate with Other Public Development Banks & Commercial Banks in Co-Financing matters and 38% cooperate through Knowledge Sharing.
- At least 51% of respondents cooperate with Private Sector Companies through Co-Financing and 33% of respondents use Knowledge Sharing.
- At least 75% of respondents use Knowledge Sharing to engage any other partners and 37% of respondents use Co-Financing.
- At least 44% of respondents use Technical Assistance, and Co-Financing to cooperate with States/Governments and 37% use Knowledge Sharing.

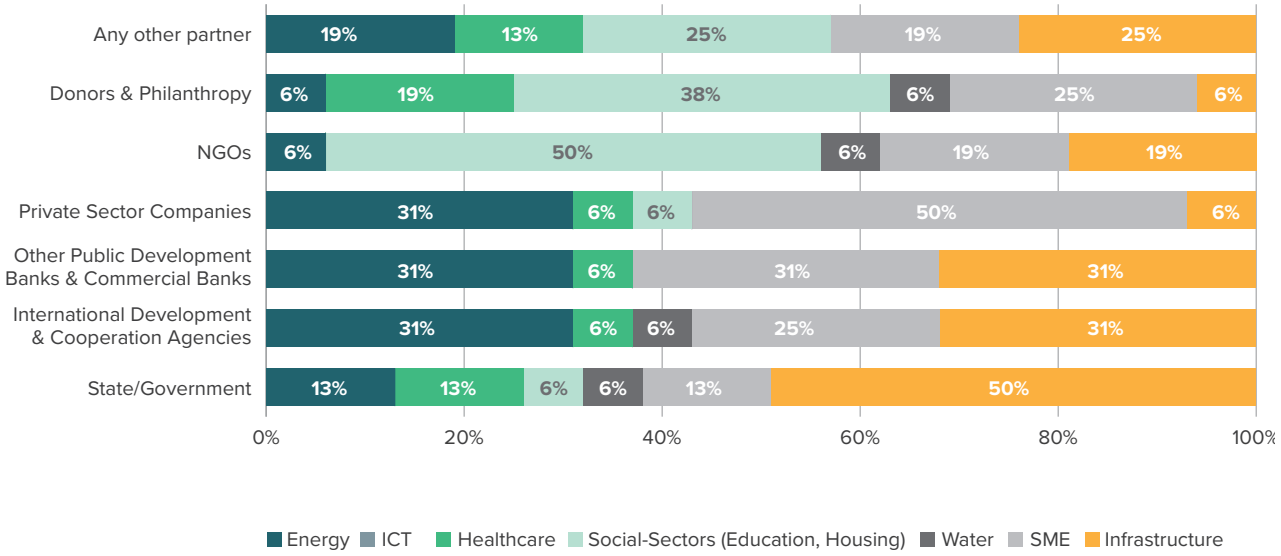
What is the main nature of cooperation that you have with the following partners?



Outlook of Cooperation Outside the Club

- Energy, SMEs, and Infrastructure were the sectors that all partners outside of the Club were engaged on.
- ICT was a sector that was shown little interest.
- 50% of respondents indicated that they cooperate with Government in the Infrastructure sector, whilst 31% of respondents do so with Other Public Development Banks & Commercial Banks and International Development & Cooperation Agencies.
- 31% of respondents cooperated with Private Sector Companies, Other Public Development Banks & Commercial Banks and International Development & Cooperation Agencies in Energy.
- 50% of respondents indicated that they would cooperate with Private Sector Companies for SMEs, 31% of respondents indicated that they would do so with Other Public Development Banks & Commercial Banks on SMEs and Governments/States only having 13% of respondents willing to do so.
- NGOs and Donors & Philanthropy are the most cooperated with non-club member partners in the Social Sectors.

What is the main sector of cooperation with the following partners?



Outlook of Cooperation Outside the Club

How much do you cooperate with the private sector ? Total private sector financing (eq USD)

The following members provided funding to the private sector, IIB, CABEI, CDP, JICA, CAF and AFD. The six members extended a total of US $9.8billion in funding to the Private Sector.

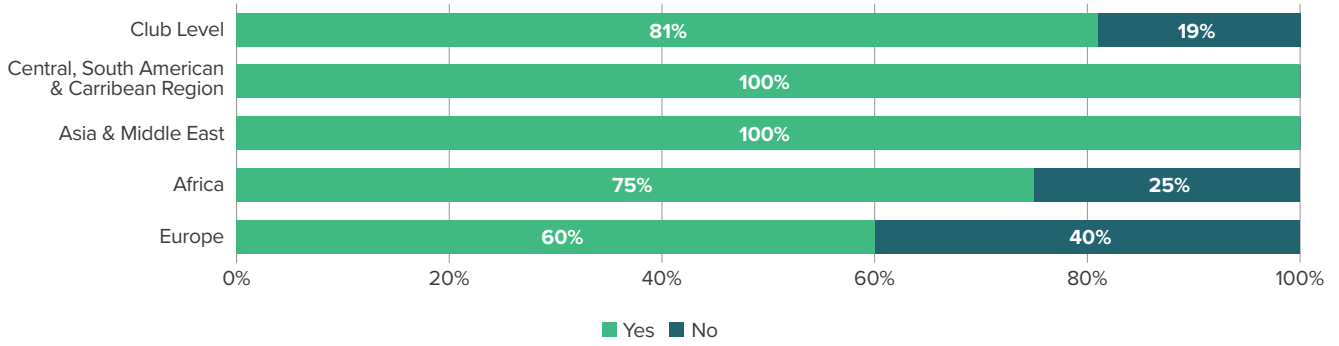
Which other forms of cooperation(s) do you have with the private sector?

Private-Public Partnerships (PPPs)	Knowledge Sharing	Seed Capital
Equity Funding	Guarantees	Match Funding
Capacity Building	Technical Assistance	Blended Finance

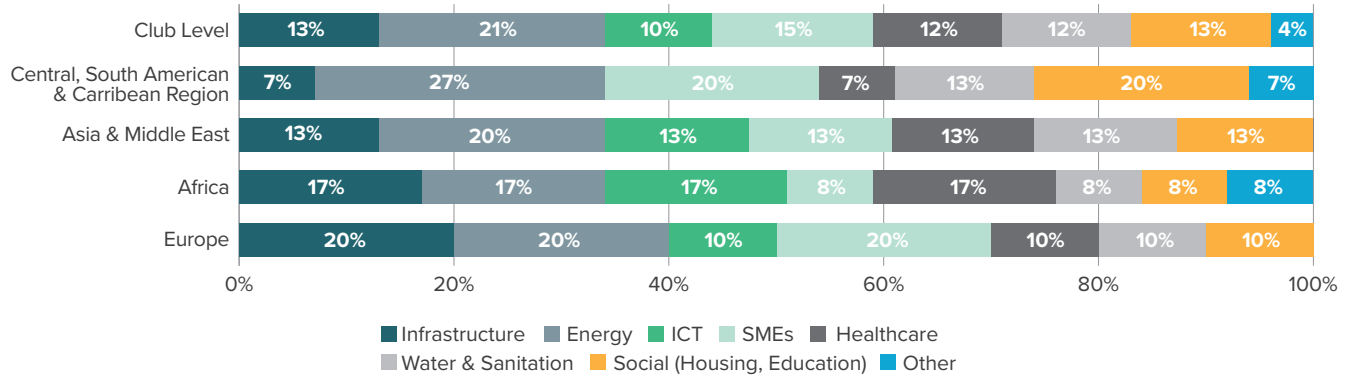
Outlook of Cooperation Outside the Club

- 81% of respondents indicated that there is a need to enhance partnership with the Private Sector.
- Energy is the only sector that is slightly preferred over other sectors.
- The rest of the sectors indicate a nearly uniform split over which is preferred, except for other sectors which were least preferred.

Did your institution experience the need that Public Development Banks need to improve their partnerships with the Private Sector to better accelerate economic recovery, better implement green finance and just transition?



In which sectors?



Recommendations

Co-Financing

The Club may develop a framework and platform which will enhance financial cooperation by being the database that the Club may use to identify needs and complimentary members to meet those needs.

Knowledge Sharing

The Club may host Knowledge Sharing sessions with the private sector in order to leverage from some of their expertise particularly in energy.

Research

The Club may conduct research in the following areas:

- Water and Sanitation
- Role of DFIs in accelerating EV development
- Adaptation to Climate Change
- Blue Economy
- Food Security
- Ways to improve Co-Financing activities within the Club

Conclusion

Information sharing and workshops are the most preferred types of knowledge sharing and capacity building activities, whilst technical assistance is preferred to be done through project preparation and project assistance. The lack of technology transfer may be embedded in technology's sensitivity nature as an asset. There is preference to have non-financial cooperations on infrastructure which is in line with the nature of DFIs. With the world finally lifting COVID-19 restrictions there lies a room for the Club to improve on its staff exchange cooperation. Members also engage proactively with an attempt to meet their region or country needs as seen through knowledge sharing and capacity building engagements.

The Club needs to improve on its financial cooperation, whilst the provision of funds for co-financing is there, there is a slight increase compared to the previous year. We should note that factors impacting the co-financing activities may be strongly influenced by the risk appetite at a member level. It is important for the Club to evaluate the reasons behind low financial cooperation and take the recommendations made regarding the development of a framework and a platform that will enhance the financial cooperation. Such a platform could be the formulation of a database or sector-based workshops around opportunities in those sectors.

There is great appetite for research with a primary focus on energy through JET, infrastructure and sustainability. It is important for the Club to avoid a one size fits all approach in the execution of its research and develop a needs register where members can highlight their research needs and allow for a combined research cooperation where applicable.

The Club's cooperation with non-member stakeholders has remained stable with some acceleration with other funders. With the energy crisis upon the world, members are being proactive in the attempt to counter this crisis as non-member stakeholders are mostly being engaged in the energy sector. Members also expressed that there lies a need to enhance on the current cooperation with the private sector on energy. In addition to enhancing private sector cooperation, the Club could benefit from engaging with other DFIs outside of the club and similar agencies or clubs to that of the Club with hopes of leveraging on their research and opportunities.



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