

INFF | Facility

2025 Partners Meeting



INFF Facility 2025 Partner Meeting Report

Date and time	22-23 January 2025
Host	Government of Spain in collaboration with the regional Government of Catalonia
Organizers	UNDP and INFF Facility (UNDP, UNDESA, UNICEF, OECD, EU, Italy, Spain, Sweden)
Location	Palau Reial de Pedralbes, Barcelona

Event recap

With only 17% of the Sustainable Development Goals (SDGs) on track, the urgency to scale up financing for sustainable development has never been greater. Recognizing this, the UN Secretary-General called for a "global rescue plan" for the SDGs, emphasizing the need for an ambitious reform of the international financial architecture. This call was echoed by the Prime Minister of Spain, who committed to making the **4th International Conference on Financing for Development (FfD4)** a milestone event to mobilize public and private finance for sustainable development.

In this context, the **2025 INFF Facility Partner Meeting**, hosted by the Government of Spain in collaboration with the regional Government of Catalonia, brought together key stakeholders to discuss the future of **Integrated National Financing Frameworks (INFFs)** and their role in accelerating SDG progress.

AGENDA

Day 1: Wednesday, 22 January

- 0900 - 0930 | **Opening**
- 0945 - 1030 | **S1: Financing for sustainable development outlook**
- 1100 - 1200 | **S2: State of INFFs**
- 1200 - 1315 | **S3: Fiscal policy coherence**
- 1430 - 1530 | **S4: Unlocking private finance**
- 1600 - 1700 | **S5: SDG & thematic bonds**
- 1700 - 1800 | **S6: Development cooperation & sovereign financing priorities**

Day 2: Thursday, 23 January

- 0900 - 0930 | **Recap from day 1**
- 0930 - 1030 | **S7: Integrating finance for climate, nature & development**
- 1100 - 1200 | **S8: Financing gender-equal economies**
- 1200 - 1300 | **S9: INFFs & country platforms**
- 1400 - 1500 | **S10: From crisis to resilience through INFFs**
- 1530 - 1630 | **S11: Integrated local financing frameworks**
- 1630 - 1715 | **S12: Priorities for INFFs in the FfD4 Outcome**
- 1715 - 1745 | **Wrap up & closing**

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2025 Partner Meeting
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Barcelona, Spain & online

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Over two days, discussions highlighted emerging trends, challenges, and opportunities in financing for development, with a strong focus on country ownership, public-private collaboration, and financial system reforms. Key themes included:

- Strengthening country-led approaches to financing through INFFs that encompass public and private finance for sustainable development.
- The need for scaling up financing for the SDGs amid persistent financing gaps.
- Strengthening domestic resource mobilization while leveraging international cooperation.
- Enhancing fiscal policy coherence to align public finance with sustainable development.
- Mobilizing private finance through innovative financing instruments and policy reforms.
- Integrating climate, nature, and development financing for resilience and long-term sustainability.
- Strengthening local financing frameworks to align national and subnational development efforts.

The event convened 120 in-person participants from over 40 countries and more than 200 online participants from governments, development partners, international financial institutions, the private sector, and civil society organizations.

Throughout the sessions, country representatives shared practical experiences and lessons learned from their INFF implementation efforts, highlighting both successes and ongoing challenges. Partners emphasized their continued commitment to supporting countries in leveraging INFFs as a strategic approach to mobilize and align all sources of finance with national development priorities.

The meeting concluded with a strong call for action, emphasizing the importance of INFFs in shaping the FfD4 outcome and the need for concrete commitments to ensure financing aligns with national sustainable development strategies.

The event materials can be found below:

- Event page (concept note, agenda, sessions' concept notes) [here](#)
- Highlight video [here](#)
- Event recordings [here](#)
- Presentations [here](#)
- Press release [here](#)
- Exhibition resources (QR code wall) [here](#)
- Event photos [here](#)
- Trello board [here](#)

INFFs in the FfD4 process

The FfD4 in Seville presents a critical opportunity to renew the global financing framework, making finance work for sustainable development. A central pillar of this discussion is the INFF approach, which has been adopted by more than 85 countries as a means to strengthen financing strategies, align policies, and leverage both public and private resources for SDG implementation.

Since its introduction by UN Member States in the 2015 Addis Ababa Action Agenda at FfD3, the INFF approach has demonstrated its potential to drive investment, enhance public finance efficiency, and unlock private capital. The **INFF Facility** plays a key role in supporting governments

to design and implement INFFs, providing technical assistance, knowledge exchange, and capacity-building resources (see box 1).

With increasing international support - reflected in the [UN Secretary-General’s SDG Stimulus, G20 commitments](#), and the [Programmes of Action for Least Developed Countries and Small Island Developing States](#) - INFFs are now recognized as a key mechanism for financing sustainable development.

As negotiations on the **FfD4 outcome document (zero draft)** progress, there is strong momentum for a renewed commitment to country-led INFFs. The INFF Facility Partner Meeting provided a key moment to reflect on the initial proposals in the zero draft outcome document, which highlighted INFFs as a cornerstone of the renewed global financing framework and a catalyst across many actions area of the agenda including monitoring and follow-up.

Key discussions on INFFs in the run-up to the Sevilla FfD4 Conference



Box 1. The INFF Facility

The INFF Facility was launched in April 2022 at the FfD Forum to support countries developing and delivering INFFs. The Facility is a joint flagship initiative of the UNDP, DESA, UNICEF, OECD, the European Union, and the Governments of Italy, Spain and Sweden. It helps Governments and their partners realize the potential of the INFF approach to accelerate progress towards national sustainable development objectives and the SDGs.

The INFF Facility brokers technical assistance, facilitates knowledge exchange and provides access to technical guidance. It leverages UNDP’s role leading technical support at the country level, DESA’s leadership of the INFF methodology, UNICEF’s support to social sectors, and key aspects of PFM and the OECD’s experience with transition finance and engagement of development partners through the Development Assistance Committee.

As the Sevilla FfD Outcome takes shape the INFF Facility is expanding its offer and deepening partnerships to support accelerated implementation of country-led INFFs as a central pillar of the renewed global financing framework.

Session summaries

The two-day event featured a high-level opening followed by twelve substantive sessions. Day 1 set the scene in financing for sustainable development and the state of INFFs followed by sessions that delved into specific areas of financing policy: fiscal policy; private finance; thematic bonds; and development cooperation. Day two focused on financing for thematic priorities as well as partnerships: financing for climate, nature and development; for gender equal economies; from crisis to resilience; as well as financing at the local level and INFFs and country platforms; before a high-level closing.

Opening session

The 2025 INFF Facility Partner Meeting was officially opened by Eva Granados, Secretary of State for International Cooperation, Ministry of Foreign Affairs, European Union and Cooperation, Government of Spain and Marcos Neto, Assistant Secretary General, Director of Bureau of Policy and Programme Support, UNDP.

Rewatch the opening session [here](#).



"We are in a decisive year for the 2030 agenda and the fourth Financing for Development Conference in Seville represents an historic opportunity to redesign our international financial architecture"

Eva Granados, Secretary of State for International Cooperation, Government of Spain

"At the core of these efforts are integrated national financing frameworks. Introduced in the Addis Ababa Action Agenda, INFFs have emerged as transformative tools for aligning public and private finance with national development priorities."

Marcos Neto, Assistant Secretary General, Director of Bureau of Policy and Programme Support, UNDP



Session 1: Financing for Sustainable Development Outlook

This session examined the urgent need to scale up financing for sustainable development as the 2030 Agenda remains off track. Speakers highlighted the critical role of INFFs in bridging financing gaps by aligning resources with national priorities. Discussions emphasized shifting from aspirational targets to practical solutions, with a focus on domestic resource mobilization, leveraging public and private finance, and enhancing financial governance through digital transformation. The session underscored the importance of risk mitigation, regulatory reforms, and new financial instruments to unlock private sector investment. It also stressed that the FfD4 outcome in Seville must deliver a financing framework adapted to today's economic and political realities, ensuring that all financial flows align with sustainable development objectives.

"You need to double bilateral public finance, triple MDBs' capital, and quadruple private sector financing. If you are not going to do that, you are not going to be seeing the quadrupling of the private sector, because the private sector will not move without being leveraged and without being de-risked"

Mahmoud Mohieldin, UN Special Envoy for the 2030 Agenda



Find the concept note for session 1 [here](#) and rewatch the session [here](#).

Session 2: State of INFFs

This session examined the progress, challenges, and opportunities in implementing INFFs to align finance with sustainable development. Speakers from Ethiopia, Ecuador, Djibouti, and Zanzibar shared their experiences in strengthening governance, mobilizing resources, and improving coordination between public and private finance. Discussions underscored the need for stronger institutional leadership, proactive policy reforms, and private sector engagement to enhance development impact. Key challenges included rising debt burdens, fiscal constraints, and the need for greater transparency and accountability in financing decisions. The session reinforced that country leadership, tailored financing strategies, and enhanced international collaboration are essential for making INFFs effective in mobilizing sustainable investments.

Find the concept note for session 2 [here](#) and rewatch the session [here](#).



"At the national level, we are working to break down silos between ministries, but coordination must also extend internationally."

H.E. Semereta Sewasew, State Minister of Finance, Ministry of Finance, Ethiopia

"We cannot think of fiscal sustainability without considering climate risks."

Sariha Moya, National Planning Secretary, National Planning Secretariat, Ecuador

Session 3: Fiscal Policy Coherence

This session explored the importance of fiscal policy coherence in ensuring that government revenues, expenditures, and borrowing strategies are aligned to achieve SDGs. Speakers highlighted challenges such as fragmented policy objectives, weak institutional coordination, and inadequate fiscal review capacities, which often undermine effective fiscal management. Discussions emphasized the need for a whole-of-government approach to tax and expenditure policies, particularly in addressing gender, environmental, and climate considerations. Key takeaways included improving budget credibility, strengthening tax administration, prioritizing social sector investments, and enhancing citizen participation in fiscal decision-making. The session reinforced that aligning fiscal policies with national development plans through INFFs is crucial for long-term economic stability, growth, and equitable development.

Find the concept note for session 3 [here](#) and rewatch the session [here](#).



"We need to work with creditors to ensure that addressing debt also ringfences social sector investments"

Carlos Acosta, Deputy Director, Programme Group, UNICEF

"Increasing domestic resource mobilization is a top priority, but we also need to strengthen aid coordination and accelerate private sector participation through PPPs"

Samir Aden Cheikh, Principal Advisor & Director of Cabinet, Ministry of Economy and Finance in Charge of Industry, Djibouti

"Our blue economy initiatives must actively involve women and young people, ensuring they have equitable access to opportunities and resources."

Mohammed Salim, Commissioner for National Planning, Sectoral Development and Poverty Reduction, Planning Commission, Zanzibar

Session 4: Unlocking Private Finance

This session highlighted the critical role of private financial flows in achieving sustainable development goals and the need to engage the private sector through financial instruments, policy reforms, and investment incentives. INFFs were recognized as key to creating an enabling investment environment, helping countries map SDG investment opportunities, develop project pipelines, and leverage innovative financing tools such as thematic bonds. Governments play a pivotal role in facilitating impact investment by providing anchor funding, improving regulatory frameworks, and engaging institutional investors. Public policies, including public procurement standards and SDG-aligned business regulations, can further incentivize private sector participation. The session reinforced that both local and international private finance must be mobilized through flexible, supportive regulations and strategic partnerships to maximize SDG impact.

Find the concept note for session 4 [here](#) and rewatch the session [here](#).

"We wanted to create a vehicle that could attract local institutional investors to also participate in investing in such a vehicle."

Etemore Maria Glover, CEO, Impact Investors Foundation Nigeria



"Private Financial flows are the largest and most critical source of financing to achieve our common goals and if we are to reach the scale and impact that we need, we must engage with the private sector and also deploy financial instruments that can help crowding in private investors"

In Spain the private sector is evolving rapidly from corporate philanthropy to corporate social responsibility to now a new business model that together with risk and return, has impact as a tremendous element

Antti Karhunen, Director for Sustainable Finance, Investment and Jobs; Economy that works for the People, EC

Fernando Jiménez-Ontiveros, Director for Multilateral, Horizontal and Financial Cooperation, AECID

“We need to shift the conversation from leverage ratios to impact. It’s not about how much private finance is mobilized; it’s about ensuring that all financing aligns with sustainable development goals”

Oliver Schwank, Chief, Policy Analysis and Development Branch, DESA

“Indonesia INFF is to facilitate a holistic approach to financing policy formulations and implementations as well as integrating all relevant financial instruments.”

Luhur Fajar, Project Development and Matchmaking Specialist, National SDGs Secretariat, Ministry of National Planning, Indonesia

Session 5: SDG and Thematic Bonds

This session explored SDG and thematic bonds as a critical financing tool for raising capital for investment in sustainable development. The session opened with a review of guidance developed by the GISD Alliance, Sida, UNDESA and UNDP and explored experience from the perspectives of governments and investors. Mexico, the first country to issue an SDG bond in 2020, highlighted its experience emphasizing the importance of transparency. Benin shared its experience as the first LDC to issue an SDG bond which has catalysed further SDG loans and reforms in public finance. From Mongolia the Financial Regulatory Commission highlighted the policy measures that have helped stimulate green and sustainable financing in capital markets and the banking sector. The Luxembourg Stock Exchange shared their experience building technical capacity in local markets working with partners while the Barcelona European Financial Centre shared its experience working with partners across the financial system to grow the green and sustainable finance market domestically and increase engagement with emerging markets.

Find the concept note for session 5 [here](#) and rewatch the session [here](#).



'By introducing green bond regulations in the local market, we have opened up new opportunities for companies to get financing not only from banks, but also to raise financing from the capital market through green bonds.'

Dulguun Battulga, Director General, Securities Markets Department, Financial Regulatory Commission of Mongolia

"Looking ahead, we want to continue growing our bond market and other sustainable finance tools."

Regina Rosales Talamas, General Director in charge of International Forums and Sustainable Finance, Ministry of Finance and Public Credit

Session 6: Development Cooperation & Sovereign Financing Priorities

This session examined how development cooperation can enhance sovereign financing to support national priorities such as infrastructure, education, healthcare, and climate resilience, despite fiscal constraints and rising debt burdens. Speakers emphasized the need for greater alignment between international financing mechanisms and national development strategies, improved harmonization of development cooperation efforts, and stronger country leadership in financial decision-making. Discussions highlighted the role of INFFs in improving resource mobilization, governance, and coordination across stakeholders, including the private sector and civil society. Key recommendations included expanding technical assistance, strengthening policy reforms, and scaling up innovative financing models to create sustainable and effective development finance solutions.

Find the concept note for session 6 [here](#) and rewatch the session [here](#).



"Strengthening technical expertise through international partnerships will help us optimize resource allocation and enhance development impact management."

Ernesto Soberón Guzmán, Ambassador, Cuban Mission to the UN

"One critical factor stands out—harmonization. We need to align and coordinate all programs to avoid duplication and maximize impact."

Nana Yaw Yankah, Principal Economist, Ministry of Finance, Ghana

"Civil society organizations play a crucial role in ensuring that financing strategies reflect local needs and monitoring effectiveness."

Luca de Fraia, Deputy Secretary General, Action Aid Italia



“Local and regional governments are at the forefront of service delivery and are key investors in sustainable development. We welcome the INFF Facility 2025 Partner Meeting in Barcelona as a key opportunity to reflect on the crucial role of local and regional governments in financing development and to discuss priorities for strengthening commitment to local financing in the outcome of the FfD4 Conference in Seville”

Jaume Duch, Regional Minister for European Union and Foreign Action, Government of Catalonia

Session 7: Integrating Finance for Climate, Nature & Development

This session examined the interconnection between climate action, nature conservation, and sustainable development, challenging the notion that these areas compete rather than complement one another. Panelists emphasized the need for integrated financing strategies, aligning public and private investments to support national development priorities while advancing environmental goals. Country-led approaches, such as those in The Gambia and Ecuador, showcased how Nationally Determined Contributions (NDCs) and INFFs can drive strategic investments in climate resilience and biodiversity conservation. The discussion highlighted the importance of mobilizing private finance, leveraging existing financial resources, and aligning global financial systems with sustainability goals. As preparations for FfD4 in Seville continue, the session reinforced that harmonizing financial, environmental, and economic policies is key to achieving long-term sustainable development.

Find the concept note for session 7 [here](#) and rewatch the session [here](#).

“The government of the Gambia's commitment to Environmental Protection is evident through our 2021 NDC”

H.E. Lamin Dibba, Ambassador, Gambian Mission to the UN



“SDG sovereign bonds was the number one recommendation when we asked global investors how to dramatically increase investments for sustainable development”

Karin Svensson, Senior Advisor Financing for Development, Sida

“If the private sector trust that a coherent strategy is in place, it's easier for them to invest. We have all seen the importance of strategic direction in guiding investments and fostering trust among stakeholders.”

Nicolas Picchiottino, Secretary General, International Development Finance Club

Session 8: Financing Gender-Equal Economies

This session highlighted the urgent need for gender-responsive financing to accelerate progress on SDG5 and broader sustainable development efforts. Despite economic benefits linked to gender equality, financing gaps and underinvestment in critical social sectors continue to hinder progress, with current trends projecting centuries before full equality is achieved. Speakers emphasized the role of INFFs in embedding gender considerations into national budgets, fiscal policies, and private sector investments. Country experiences from Nigeria, Lesotho, and the Philippines demonstrated efforts to expand women’s access to finance, promote gender-responsive budgeting, and strengthen policies supporting female entrepreneurs and workers. The session reinforced that collaboration across governments, financial institutions, and the private sector is essential to build gender-equal economies and ensure inclusive economic growth.

Find the concept note for session 8 [here](#) and rewatch the session [here](#).



“We engaged in the Gender Equality Seal assessment to ensure that gender considerations are moved into the National planning and budgeting. We also initiatives gender responsive budgeting process.”

Maelene Lebusa, Director Department of Aid Coordination, Ministry of Finance and Development Planning, Lesotho

“INFFs provide invaluable recommendations to Nigeria on how to best expand our development financing through key strategic reforms covering public and private finance thereby strengthening our nations commitment to meeting the financing needs of the National Development Plan and SDG goals.”

Dr. Lovette Ononuga, Director, Taxpayer Services Department, Federal Inland Revenue Service

“As we approach the Financing for Development Conference in Seville, there is a real opportunity to strike a balance between the development of the international financing architecture and national financing systems. The two are intertwined and mutually reinforcing—both are critical to achieving the SDGs”

Jenny Krisch, Senior Policy Specialist Financing for Development, Sida

When we consider that \$110 trillion circulates globally as GDP annually, it prompts the question: where is the other 99% of global GDP flowing? This underscores the need for advocacy from all corners, including the financial sector, on behalf of savers, insurance clients, and the system overall

Tom Tayler, Head of Climate Finance, Aviva

Session 9: INFFs & Country Platforms

This session explored how INFFs and country platforms can work together practically to accelerate progress toward national sustainable development priorities. Panellists highlighted how advancing the strategic priorities defined by countries in their INFFs with concrete actions through country platforms will be catalytic for the FfD agenda. Experience from the Gambia, Nigeria and Egypt moving forward with their national financing strategies in collaboration with partners including MDBs, emphasised the critical importance of domestic political leadership, clarity in investment plans and coordination. Panellists discussed moving from principles to a practical playbook encompassing the enabling environment, project preparation, derisking and impact frameworks.

Find the concept note for session 9 [here](#) and rewatch the session [here](#).



“For us the key is to transform the strategic priorities defined in the INFFs into concrete actions that are materialised in the country platforms”

Mónica Colomer, Ambassador at Large for Financing for Development, Government of Spain

“Ownership is not just a principle—it is essential for ensuring that financing is sustainable and impactful. INFFs help us diverse development support with countries’ national strategies, including development priorities like NDCs”

Blanca Yanez, Head of the Department for Multilateral Cooperation, AECID

“This is the kind of approach we need to scale up—integrating public finance, de-risking mechanisms, and private sector engagement in a structured way. The INFF Facility could play a key role in helping replicate such models across different contexts”

Anderson Caputo, Division Chief, Connectivity, Markets and Finance, Inter-American Development Bank

Session 10: From Crisis to Resilience through INFFs

This session explored how INFFs can support resilience-building in fragile and crisis-affected contexts, shifting from reactive crisis response to long-term sustainability. Discussions highlighted the need for flexible, context-specific financing strategies that prioritize prevention, adaptation, and resilience-building. Country experiences from Ethiopia, the Republic of Congo, and Pakistan showcased efforts to integrate disaster risk management, economic resilience, and social sector investments into national financing strategies. Speakers emphasized blending public and private finance, strengthening development partner coordination, and ensuring citizen participation to enhance accountability. The session reinforced that resilient development requires strategic investments, financial sector reforms, and stronger governance frameworks to break the cycle of crisis-driven financing.

Find the concept note for session 10 [here](#) and rewatch the session [here](#).

“When citizens are stakeholders the accountability demand becomes automatic.”

Vitalice Meja, Executive Director, Reality of Aid Network Africa



“We say countries should be in the driver’s seat, but without the necessary capacities, they can’t steer the vehicle”

Olivier Cattaneo, Head, Policy Analysis and Strategy Unit, OECD DAC

“More than half of the global GDP, specifically 55%, depends on nature. EIB has a balance sheet of €600 billion and ranks among the largest multilateral development banks in the world. We acknowledge the crucial intersection of financial stability and environmental sustainability.”

Isabelle Cabos, Policy Advisor, European Investment Bank

Session 11: Integrated Local Financing Frameworks

This session explored how Integrated Local Financing Frameworks (ILFFs) can help align financing with national and local priorities, strengthen governance, and mobilize resources for sustainable development. Panelists emphasized the critical role of local and regional governments in delivering SDG-related investments but highlighted challenges such as limited fiscal autonomy, fragmented financing, and lack of representation in global financing discussions. Country experiences from Mexico, Lao PDR, and Catalonia showcased efforts to enhance local government participation, improve coordination with national financing strategies, and leverage decentralized cooperation. The discussion reinforced the need for systemic transformation, capacity-building, and stronger partnerships between local governments, private sector actors, and development agencies to ensure inclusive and effective financing for sustainable development.

Find the concept note for session 11 [here](#) and rewatch the session [here](#).



“We need systemic transformation at the local level—urgently.”

Sébastien Vauzelle, Head of Secretariat, Local 2030 Coalition

“Moving forward, we must embed the INFF approach into our national planning cycle, ensuring that local actors are engaged from the start. The INFF Facility can play a key role in building national and local financing capacity.”

Sipaphaphone Chounramany, Division Chief, Department of Planning, Ministry of Planning and Investment, Lao PDR

Session 12: Priorities for INFFs in the FfD4 Outcome

The final session of the Partner Meeting provided a platform for stakeholders to reflect on discussions and engage in a dialogue on the role of INFFs in the FfD4 process and beyond. The session created space for an open exchange on how INFFs add value and their potential role in shaping the next global financing framework.

Participants, divided into six tables, explored three guiding questions:

1. Scaling up investments for SDGs and climate action – Discussing how INFFs can support greater alignment between financing and development priorities.
2. Enhancing technical assistance and development cooperation – Considering how INFFs contribute to better coordination and effectiveness of financial support.
3. Strengthening FfD follow-up processes – Examining how INFFs can help build more inclusive and transparent financing policymaking.

The plenary discussion allowed for a broad exchange of perspectives, highlighting diverse views on the strategic role of INFFs in the evolving financing for development landscape. Key takeaways included:

- Strengthening coordination and institutional capacity: Participants emphasized the need for better alignment between national and local financing strategies, as well as the role of capacity-building efforts to support effective implementation.
- Leveraging innovative financing solutions: INFFs were seen as instrumental in promoting financial instruments such as blended finance mechanisms to mobilize additional resources for SDGs and climate action.
- Enhancing technical assistance effectiveness: The discussion underscored the importance of greater transparency and coordination among development finance actors to avoid duplication of efforts and maximize the impact of financial support.
- Ensuring inclusive policymaking: Stakeholders stressed the role of INFFs in promoting government ownership, transparency, and accountability while also fostering public participation, particularly engaging vulnerable communities in financing policy design.

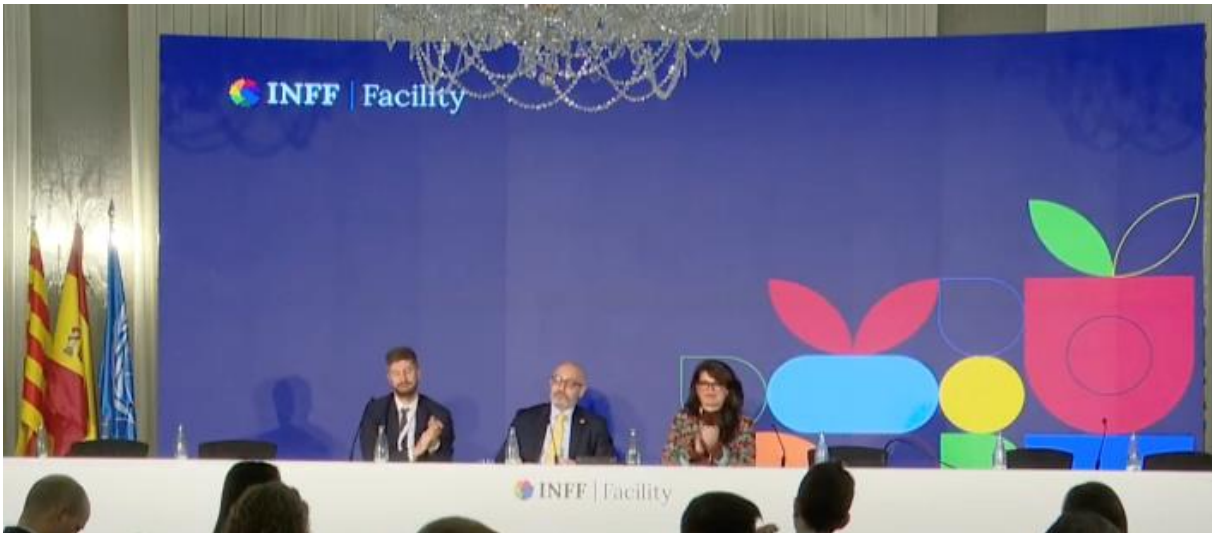
Rewatch the session [here](#).



CLOSING

The event was closed by Sergio Colina, Director General for Sustainable Development Policy, Ministry of Foreign Affairs, European Union and Cooperation, Government of Spain, Marcos Neto, Assistant Secretary General, Director of Bureau of Policy and Programme Support, UNDP and Andrea Costafreda, Director General International Cooperation, Government of Catalonia.

Rewatch the closing session [here](#).



"Over these two days, we've gained deeper insights into how frameworks like the INFF can help align financial flows with national priorities, promote public-private partnerships, and explore how we can better respond to pressing global challenges."

Sergio Colina, Director General for Sustainable Development Policy, Spain MAEC

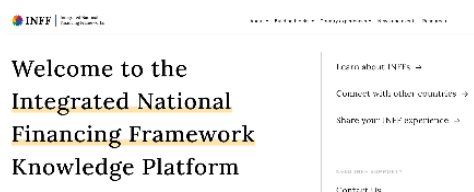
"These last two days have allowed us to discuss the major challenges and opportunities to transform the financial model and move forward toward a system that is more efficient, inclusive and coherent with local, national and global priorities."

Andrea Costafreda, Director General International Cooperation, Government of Catalonia

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