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## Economic Commission for Europe

### Committee on Innovation, Competitiveness and Public-Private Partnerships

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Item 5 of the provisional agenda

**Programme of work for 2022, Inter-sessional implementation plan for 2021 – 2022,  
and Outline of key components of the programme of work 2023**

## **Draft programme of work of the Economic Cooperation and Integration subprogramme for 2022**

### Note by the Secretariat

#### Introduction

1. The present document sets out the draft programme of work of the Economic Cooperation and Integration subprogramme (“the subprogramme”) for 2022. The Committee on Innovation, Competitiveness and Public-Private Partnerships (“the Committee”) is invited to adopt it and recommend it to the Executive Committee for approval. Any subsequent additional, discontinued or carried over outputs will be reflected in Umoja used by the Secretariat for planning, monitoring and reporting on the implementation of the programme.
2. The draft programme of work applies a results-based management (RBM) approach, a broad management approach which establishes logical relationship between the hierarchical results (deliverables – results – objectives – impact) known as ‘results chain’, the resources (human and financial) known as ‘inputs’ and the external factors (strategic, governance, operational, financial) which can prevent achieving the objective.
3. The objective, the planned result and the deliverables in the draft programme of work correspond to those contained in the ECE proposed programme budget for 2022 (A/76/6 (Sect.20)). The work of the subprogramme is aligned with the Sustainable Development Goals (SDGs). In attaining its objective, the subprogramme builds on cross-sectoral collaboration with other subprogrammes in relevant ECE nexus areas where multiple SDGs converge.<sup>1</sup> This type of collaboration enables the subprogramme to maximize existing synergies, increase the efficiency of its work and have a multiplying effect on the impact of its actions to support countries to implement SDGs. The deliverables of the subprogramme fall into the following main categories: (a) facilitation of the intergovernmental process and expert bodies; (b) generation and transfer of knowledge, including technical cooperation projects, training events, seminars, workshops, and publications; (c) other substantive deliverables, and (d) communication deliverables.

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<sup>1</sup> The ECE nexus areas are as follows: 1) Sustainable use of natural resources; 2) Sustainable and smart cities; 3) Sustainable mobility and smart connectivity; and 4) Measuring and monitoring SDGs implementation.



4. The details of the proposed publications are provided in Annex I. The overall ECE legislative mandates and those specific for the subprogramme are listed in Annex II.

## **I. Objective**

5. The objective, to which the subprogramme contributes, is to strengthen policies on innovation, competitiveness and public-private partnerships in the ECE region.

## **II. Strategy**

6. The strategy of the subprogramme is based on the implementation of three core interlinked functions in the subprogramme's two areas of work, i.e. Innovation and Competitiveness Policies, and Public-Private Partnerships (PPPs): (a) international policy dialogue; (b) normative and analytical work; and (c) capacity-building and the sharing of best practices and lessons learned. The two areas of work are complementary. They both contribute to SDGs 8, 9, 12 and 17. Both areas of work also contribute to the ECE nexus areas on sustainable mobility and smart connectivity and on sustainable and smart cities for all ages.

7. To contribute to the objective in the first of the above two areas of work, i.e. innovation and competitiveness, the subprogramme will continue to support member States in creating a business climate that enables and rewards innovative solutions to sustainable development challenges. It will do so by: (a) developing good practices on how innovation can advance sustainable development and how Governments can support this; (b) on request advising Governments on innovation policy reforms based on analyses of national innovation systems, policies and institutions; and (c) supporting innovation policy reforms by building capacity through workshops and seminars at the national and subregional levels.

8. To contribute to the objective in the second of the above two areas of work, i.e. public-private partnerships, the subprogramme will promote innovative ways of financing, building and managing infrastructure critical for sustainable development. It will do so by (a) developing international guiding principles and standards on how to design regulatory frameworks for PPPs in various sectors and how to design partnership projects; (b) developing a methodology to evaluate PPP projects on whether they contribute to sustainable development ("People-first" PPPs), and assessing projects on request; and (c) providing policy advice and capacity-building to support member States in creating regulatory frameworks and partnership project pipelines to help close the SDG infrastructure financing gap.

9. The subprogramme plans to support member States on issues related to COVID-19 by focusing some of its policy dialogues, policy analysis, policy recommendations and standards, and capacity building on the question how innovation policy and PPP projects can help to turn the crisis into opportunity by facilitating innovations and developing infrastructure that not only build back, but build a better, more resilient, sustainable and productive economy in the future.

10. The above-mentioned work is expected to result in a shared and improved understanding among member States:

(a) on policy options to harness the power of innovation for sustainable development, and support national innovation policy reforms, in line with international good practice and ECE recommendations; and

(b) on how to design and operate public-private partnerships that contribute to sustainable development and will lead to more "people-first" projects (i.e. projects that not only deliver value for money, but also are ecologically sustainable and socially inclusive), as well as in strengthened capacities for policy and project design and implementation.

11. The planned support on issues related to COVID-19 is expected to result in:

(a) new and better policies supporting innovation in areas critical for resilience and sustainability, and

(b) in better regulatory frameworks supporting investment in resilient and sustainable infrastructure.

### **III. Planned results for 2022**

12. The planned results for 2022 include results 1 and 2, which are updates of results presented in the preceding programme plans and therefore show both the programme performance in 2020 and the proposed programme plan for 2022. Result 3 is a new planned result.

#### **Result 1: Innovation Policy Outlook for the effective analysis of innovation policies and institutions<sup>2</sup>**

##### **Programme performance in 2020**

13. The subprogramme completed the subregional Innovation Policy Outlook for Armenia, Azerbaijan, Belarus, Georgia, the Republic of Moldova, and Ukraine. The findings and recommendations were endorsed by the subprogramme's inter-governmental process, and the Outlook was launched regionally and in the participating countries.

14. The above-mentioned work contributed to 4 additional policy measures undertaken by pilot project member States, which did not meet the target of 6 new policy measures reflected in the programme budget for 2020. This was due to the fact that the restrictions imposed in the course of the COVID-19 pandemic resulted in fewer country missions and consultations facilitating policy reforms than originally envisaged. Another contributing factor was that some Governments prioritized the immediate healthcare response to the pandemic and were not able to devote as much attention to innovation policy reform as had been expected when planning the above result.

##### **Proposed programme plan for 2022**

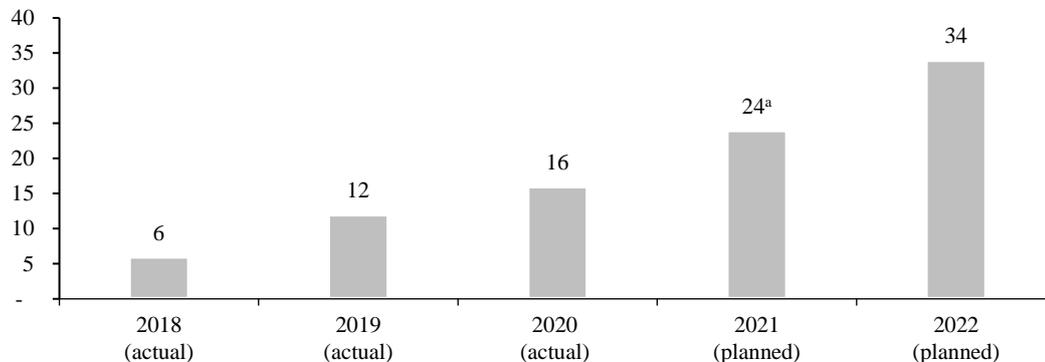
15. The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will continue to support participating member States in implementing national innovation policy reforms based on the recommendations from the subregional Innovation Policy Outlook. The expected progress is presented in the performance measure below (see figure 1).

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<sup>2</sup> As reflected in the proposed programme budget for 2020 (A/74/6 (Sect.20))

Figure 1

**Performance measure: total number of national innovation policy measures taken by pilot project member States (cumulative)**



## **Result 2: People-first public-private partnerships to finance sustainable development<sup>3</sup>**

### **Programme performance in 2020**

16. The subprogramme has developed the evaluation methodology for People First PPPs (formerly called the PPP Project Impact Assessment tool), circulated it for public review among key PPP stakeholders, and incorporated the feedback received. The evaluation methodology is expected to provide member States with additional evidence on impact and performance of their infrastructure projects. Such evidence will assist member States to prioritize investments in infrastructure projects that support progress towards achieving the SDGs; and help mobilize private finance and innovation capabilities in SDG-compatible projects.

17. The above-mentioned work contributed to the ECE Working Party on PPPs endorsing the methodology for piloting, which met the planned target for 2020 reflected in the proposed programme budget for 2021. The lessons from the pilot stage will be incorporated into the methodology for final approval.

### **Proposed programme plan for 2022**

18. The subprogramme will continue the work related to the planned result, in line with its mandate. To contribute to further progress towards the objective, the subprogramme will assess at least an additional 50 PPP projects using the evaluation methodology for People First PPPs. The expected progress is presented in the performance measure below (see table 1).

<sup>3</sup> As reflected in the proposed programme budget for 2021 (A/75/6 (Sect.20))

Table 1

**Performance measure**

2018 (actual)	2019 (actual)	2020 (actual)	2021 (planned) <sup>a</sup>	2022 (planned)
Member States agreed to set up a project team to develop a project impact assessment tool	The project team was set up and work on the project impact assessment tool commenced	Evaluation methodology endorsed by Member States for piloting	At least 100 public-private partnership projects assessed using the evaluation methodology	An additional 50 public-private partnership projects assessed using the evaluation methodology

<sup>a</sup> To maintain accountability for initial programme plans, the 2021 target is carried forward from the programme budget for 2021 and reflects best estimates at that point in time before the COVID-19 pandemic. Programme performance for 2021 will be reported in the proposed programme budget for 2023.

### **Result 3: Improved capacity of member States to use innovation to achieve their sustainable development objectives**

#### **Proposed programme plan for 2022**

19. Enhanced cooperation, knowledge sharing and capacity building on science, technology and innovation is one of the key means of implementation of the UN 2030 Agenda for Sustainable Development (SDG 17). The evidence collected by the subprogramme and by others shows clearly that economies differ greatly in their capacity to innovate, and Governments differ greatly in their capacity to provide adequate policy support.

20. The subprogramme has responded to this challenge by creating a broad network of innovation policy makers and other innovation stakeholders from across the ECE region who are sharing their knowledge on innovation policy through regular policy dialogues (contributing to SDG 17). Based on these exchanges of knowledge, the subprogramme has built up, and is continuously adding to, a collection of international good practices. On request, the subprogramme has been analysing the innovation systems, policies and performance of selected member States and has been benchmarking them against these international good practices. Based on these analyses (national Innovation for Sustainable Development Reviews, subregional Innovation Policy Outlook), the subprogramme has been assessing strengths and weaknesses of existing innovation policies and providing recommendations for policy improvements to the requesting Governments.

#### *Lessons learned and planned change*

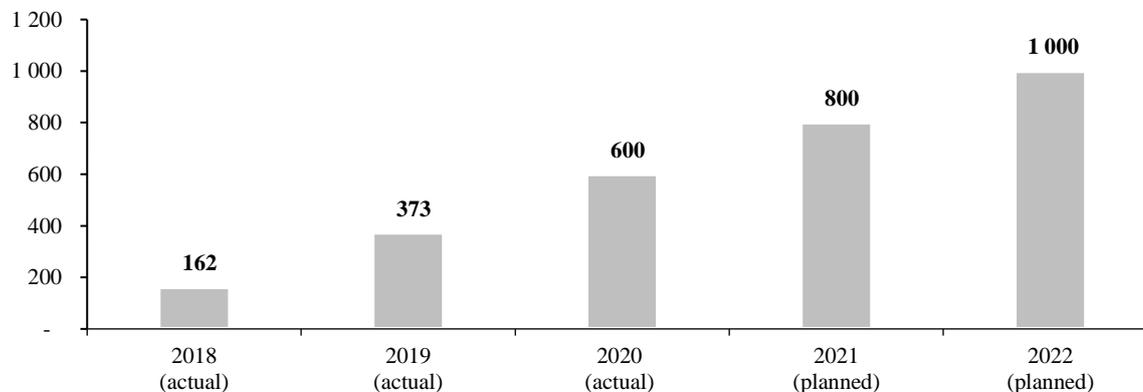
21. The lesson for the subprogramme was that the medium-term impact of the programme could be improved with the provision of more capacity building support to Governments as a follow-up to each review to facilitate the implementation of specific recommendations for policy reforms contained in the reviews. In applying the lesson, the subprogramme will expand its capacity building support to requesting Governments in the follow-up to national reviews and subregional outlooks (contributing to SDG 17). Steps in this direction have already been taken in 2019-2020 in follow-up to a national review of Belarus.

#### *Expected progress towards the attainment of the objective, and performance measure*

22. This work is expected to contribute to the objective, as demonstrated by an increase of 200 policy makers and other innovation stakeholders from requesting countries benefitting from ECE capacity building on innovation policy (see figure 2).

Figure 2

**Performance measure: total number of policy makers and other innovation stakeholders from requesting countries that have benefitted from the Economic Commission of Europe's capacity building on innovation policy (cumulative)**



#### IV. External factors

23. The subprogramme is expected to achieve its objective on the assumption that: (a) there is active participation and contribution by experts from Governments, academia and the private sector to expert group meetings and networks; (b) Governments are willing to engage in policy dialogue and take measures to implement policy recommendations and standards; and (c) extrabudgetary resources for capacity-building, advisory services and field projects are adequate.

#### V. Deliverables to be implemented in 2022

24. The Table below lists all deliverables, by category and subcategory, for the period 2020–2022 that contributed and are expected to contribute to the attainment of the objective stated above.

<i>Category and subcategory</i>	<i>2022 planned</i>
<b>Facilitation of the intergovernmental process and expert bodies</b>	
<b>Parliamentary documentation</b> (number of documents)	<b>18</b>
1. Documentation for the Committee on Innovation, Competitiveness and Public-Private Partnerships and its subsidiary bodies	18
<b>Substantive services for meetings</b> (number of three-hour meetings)	<b>19</b>
2. Meetings of the Committee on Innovation, Competitiveness and Public-Private Partnerships and its subsidiary bodies	18
3. Meetings of the Working Group on Innovation and Technology for Sustainable Development	1
<b>Generation and transfer of knowledge</b>	
<b>Field and technical cooperation projects</b> (number of projects)	<b>0</b>

<i>Category and subcategory</i>	<i>2022 planned</i>
4. Project on capacity-building for civil servants from countries of the Commonwealth of Independent States on innovation and competitiveness	0
5. Project on capacity-building for civil servants from countries of the Commonwealth of Independent States on public-private partnerships	0
<b>Seminars, workshops and training events</b> (number of days)	<b>16</b>
6. Capacity-building and policy advisory workshops, seminars and training on innovation and competitiveness policies for sustainable development	8
7. Capacity-building and policy advisory workshops, seminars and training on people-first public-private partnerships	8
<b>Publications</b> (number of publications)	<b>3</b>
8. Publication on Innovation for Sustainable Development Reviews	1
9. Publication on comparative reviews on innovation policy and/or public-private partnership readiness	2
<b>Substantive deliverables</b>	
<b>Consultation, advice and advocacy:</b> advisory services under the Working Party on Public-Private Partnership and the Team of Specialists on Innovation and Competitiveness Policies reaching 30 government ministries and agencies and stakeholder entities.	
<b>Fact-finding, monitoring and investigation missions:</b> preparatory and fact-finding missions for Innovation for Sustainable Development Reviews and public-private partnership needs assessments in 3 member States.	
<b>Databases and substantive digital materials:</b> database of infrastructure PPP projects certified and evaluated according to ECE's people-first PPP methodology from approximately 15 member States.	
<b>Communication deliverables</b>	
<b>External and media relations:</b> press releases and launch events for the above publications for regional, subregional and national access.	
<b>Digital platforms and multimedia content:</b> update and maintenance of the subprogramme's website for regional access.	

**Annex I****Details of proposed publications and promotional material for 2022****A. Recurrent publications - none****B. Non-recurrent publications**

<i>Item no.</i>	<i>Title</i>	<i>Mandate</i>	<i>Print and/or electronic</i>	<i>Trim size</i>	<i>No. of pages</i>	<i>Original language(s)</i>	<i>Translated language(s) and Source of funding (RB or XB)</i>	<i>No. of copies and language(s)</i>
1	Innovation for Sustainable Development Review of a transition economy	E/2011/37 E/ECE/146, p.10, para.16; specific mandate to be provided by the 14th session of CICPPP	Print and electronic	A4	150	E	R (RB)	100E, 100R
2	Comparative review of selected innovation policies in transition economies	GA 71/1 para.9.1 and 17.17; specific mandate to be provided by the 14th session of CICPPP	Print and electronic	A4	150	E	R (RB)	100E, 100R
3	Handbook on selected aspects of innovation policy for sustainable development in transition economies	GA 71/1 paras.17.6 and 80; specific mandate to be provided by the 14th session of CICPPP	Print and electronic	A4	150	E	R (RB)	100E, 100R

**C. Promotional material - none**

## Annex II

### Legislative mandates

#### A. Overall ECE legislative mandates

##### 1. Resolutions of the General Assembly

<a href="#">66/288</a>	The future we want
<a href="#">67/10</a>	Cooperation between the United Nations and the Eurasian Economic Community
<a href="#">67/290</a>	Format and organizational aspects of the high-level political forum on sustainable development
<a href="#">69/277</a>	Political declaration on strengthening cooperation between the United Nations and regional and subregional organizations
<a href="#">69/313</a>	Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda)
<a href="#">70/1</a>	Transforming our world: the 2030 Agenda for Sustainable Development
<a href="#">71/14</a>	Cooperation between the United Nations and the Shanghai Cooperation Organization
<a href="#">71/16</a>	Cooperation between the United Nations and the Economic Cooperation Organization
<a href="#">72/279</a>	Repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system
<a href="#">73/10</a>	Cooperation between the United Nations and the Central European Initiative
<a href="#">73/195</a>	Global Compact for Safe, Orderly and Regular Migration
<a href="#">73/249</a>	South-South Cooperation
<a href="#">74/122</a>	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
<a href="#">74/128</a>	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
<a href="#">74/144</a>	Implementation of the Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto: accessibility
<a href="#">74/216</a>	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development

<a href="#">74/231</a>	Development cooperation with middle-income countries
<a href="#">74/235</a>	Women in development
<a href="#">74/271</a>	Progress towards an accountability system in the United Nations Secretariat
<a href="#">74/297</a>	Progress in the implementation of General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system
<a href="#">74/306</a>	Comprehensive and coordinated response to the coronavirus disease (COVID-19) pandemic
<a href="#">75/8</a>	Cooperation between the United Nations and the Organization for Democracy and Economic Development - GUAM
<a href="#">75/9</a>	Cooperation between the United Nations and the Commonwealth of Independent States
<a href="#">75/12</a>	Cooperation between the United Nations and the Black Sea Economic Cooperation Organization
<a href="#">75/216</a>	Disaster Risk Reduction
<a href="#">75/221</a>	Ensuring access to affordable, reliable, sustainable and modern energy for all
<a href="#">75/233</a>	Quadrennial comprehensive policy review of operational activities for development of the United Nations system

## **2. Resolutions of the Economic and Social Council**

<a href="#">1998/46</a>	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields
<a href="#">2006/38</a>	Workplan on reform of the Economic Commission for Europe and revised terms of reference of the Commission
<a href="#">2013/1</a>	Outcome of the review of the 2005 Reform of the Economic Commission for Europe

## **3. Economic Commission for Europe decisions**

<a href="#">A (64)</a>	The Work of the Economic Commission for Europe
<a href="#">A (65)</a>	Outcome of the review of the 2005 reform of ECE
<a href="#">A (66)</a>	Endorsement of the High-level statement on the post-2015 development agenda and expected sustainable development goals in the ECE region
<a href="#">A (68)</a>	High-level statement
<a href="#">B (68)</a>	Extension of the Regional Forum on Sustainable Development

**B. Legislative mandates specific to the subprogramme****1. Resolutions of the General Assembly**

[72/228](#) Science, technology and innovation for development

[74/197](#) Information and communication technologies for sustainable development

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