



Programme-level evaluation of
UNECE engagement with the Private Sector (September 2019)
Progress Report as of 31 December 2022

#	Recommendation	Management response	Responsibility	Target date	Date of implementation/comments
1	Strengthen buy-in from membership, senior management and other relevant stakeholders within the Organization through better sharing the benefits of engaging with the private sector. This would allow to forge a consensus on what is expected from the private sector (desirable scenario).	<p>UNECE accepts the recommendation</p> <p>UNECE, with inputs of all subprogrammes, will prepare a Partnership Strategy, which will clarify inter alia, the benefits of engaging with the private sector.</p>	DES	31 December 2023	<p>In progress</p> <p>A Partnerships Report was presented to EXCOM on 30 September 2022 and is available here: https://unece.org/sites/default/files/2022-09/item%207_UNECE%20Partnership%20Report_final%205%20Sept%202022.pdf</p> <p>The UNECE Partnerships Task Force comprising of focal points from UNECE subprogrammes has started meeting regularly to implement the recommendations from the Partnerships Report. The drafting of the Partnerships Strategy is underway and will be presented to EXCOM for approval in the second half of 2023.</p>
2	Review the Framework in the spirit of SDG 17 (living document) and complement it with an overarching UNECE partnership strategy. This would include providing operational guidance that is responsive to current issues in the specific context of UNECE's mandate and activities.	<p>UNECE accepts the recommendation</p> <p>The Partnership Strategy will provide operational guidance for engagement with the private sector at the subprogramme level, in the context of UNECE's mandate and activities.</p>	DES	31 December 2023	<p>In progress</p> <p>The Partnerships Strategy aims to be:</p> <ul style="list-style-type: none"> • An instrument to provide a strategic edge to UNECE's approach to partnerships, including with the private sector. • A set of due diligence measures and directions on adherence to partnership agreement-related policies and rules to prevent conflicts of interest. <p>A common set of guiding principles to provide guidance and good practices that UNECE is encouraged to follow to enhance transparency, accountability and strengthen coherence and harmonization.</p>

#	Recommendation	Management response	Responsibility	Target date	Date of implementation/comments
3	In the business sector partnership strategy, clarify the type of partnerships and determine their role in advancing UNECE's mandate. This would allow to strategize on its vision and areas of engagement, ensuring that competing interests are sufficiently represented and possibly exploring innovative types of collaboration (ensuring consistency with other rules such as those related to the right to vote, non-reimbursable loans of personnel services from external sources, etc.)	<p>UNECE accepts the recommendation.</p> <p>The Partnership Strategy, to be developed in consultation with all the subprogrammes will clarify the type of partnerships with the private sector and determine their role in advancing UNECE's mandate, ensuring that competing interests are sufficiently represented, including with regard to the UN rules, policies and procedures.</p>	DES, supported by the Executive Office and PMU	31 December 2023	<p>In progress</p> <p>Initial interviews with representatives of the subprogrammes took place throughout 2022 to take stock of the existing partnerships, including with the private sector, and to categorise them according to their role in advancing UNECE's mandate. The findings have fed into the Partnerships Report and will be factored in while developing the Partnerships Strategy.</p>
4	Strengthen the organizational capacity to develop and manage partnerships, including clarification of internal processes and specific awareness raising activities (even training) for staff. This would allow a strengthened implementation of a partnership strategy and learning from successes and failures.	<p>UNECE accepts the recommendation.</p> <p>Partnerships have been centralized in the Office of the Deputy Executive Secretary since 1 September 2021. While internal processes have already been simplified in practice, they will be outlined in the Partnership Strategy. The training of staff will need to be supported within existing resources. Subsequent Partnerships reports to EXCOM will inform member States about the implementation of the strategy.</p>	DES	31 December 2023	<p>In progress</p> <p>The Office of the Deputy Executive Secretary continues to provide a one-stop shop on partnerships. The Office oversaw the drafting of the Partnerships Report and is now coordinating the drafting of the Partnerships Strategy that will clarify internal processes to develop and manage partnerships. Once finalized, awareness raising activities/training will be organized.</p>
5	Strengthen capacities that support collaboration with the business sector, including improved due diligence and risk management. This would allow to further develop the due diligence and associated processes as a function that is meant to serve the Organization to identify the most strategic opportunities, while at the same time properly assessing potential risks (including simplified mechanisms tailored to low-risk types of engagement or small financial contributions).	<p>UNECE partially accepts the recommendation.</p> <p>ECE support functions are funded from the regular budget and opportunities to strengthen capacities are limited, with reference to the zero-growth instructions included in the guidance from the Secretary-General in the last 10 years. However, UNECE is always looking for efficiencies through the improvement of existing internal processes. The due diligence and associated processes will be aligned with the Partnership Strategy</p>	DES, supported by the Executive Office	31 December 2023	<p>In progress</p> <p>The due diligence and associated processes will be aligned with the Partnerships Strategy to identify the most strategic opportunities, while at the same time properly assessing potential risks. In due course, awareness raising activities/training will be organized.</p>

#	Recommendation	Management response	Responsibility	Target date	Date of implementation/comments
		to identify the most strategic opportunities, while at the same time properly assessing potential risks.			
6	Implement a monitoring system of the engagement with the private sector at Subprogramme/Division level and establish a consolidated knowledge management database at the Organization level. This would allow to promote clear results and replicating good practices.	<p>UNECE accepts the recommendation.</p> <p>A first Partnerships report will be presented to EXCOM in 2022; it will provide information on partnerships at Subprogramme/Division level, including with the private sector, and capture best practices. An internal knowledge management system will also be released by the end of 2022 and will, among other areas enable a more streamlined information and knowledge sharing as regards the partnerships with the private sector.</p>	DES, supported by the Executive Office	31 December 2022	<p>In progress</p> <p>Leveraging technology and systems that exist already at UNECE, the Office of the Deputy Executive Secretary in cooperation with PMSSD has started exploring the creation of a knowledge management system for partnerships by creating a module in the UNECE Executive Office portal (or similar solution) to record all UNECE partnerships.</p>
7	Consider putting in place a “one-stop shop” to receive and appropriately channel private sector partnership initiatives which could facilitate engagement and reduce the associated bureaucracy.	<p>UNECE accepts the recommendation.</p> <p>Partnerships have been centralized in the Office of the Deputy Executive Secretary since 1 September 2021. While internal processes have already been simplified in practice, they will be outlined in the Partnership Strategy.</p>	DES, supported by the Executive Office	31 December 2023	<p>In progress</p> <p>Processes to receive and channel partnerships will be outlined in the Partnerships Strategy</p>
8	Partnerships should explore the possibility of engaging various Subprogrammes exploiting more fully the potential of new relationships (such as cross-sectorial cooperation around the UNECE nexus areas) to achieve a greater impact on the SDGs, including SDG 5 on gender equality. This could be done both in the partnership strategy itself or during its implementation (specific agreements).	<p>UNECE accepts the recommendation.</p> <p>The Partnerships reports will reflect at the subprogramme level the engagement with the private sector to achieve a greater impact on the SDGs, including SDG 5 on gender equality.</p>	DES, supported by the Gender Focal Point	31 December 2023	<p>In progress</p> <p>A dedicated section of the Partnerships Report reflects the partnering efforts per nexus areas. The Partnerships Strategy will also include an approach to mainstreaming SDGs through partnerships across subprogrammes, including SDG 5 on gender equality.</p>