



# Economic and Social Council

Distr.: General  
19 January 2024

Original: English

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## Economic Commission for Europe

Committee on Innovation, Competitiveness and Public-Private Partnerships

Team of Specialists on Innovation and Competitiveness Policies

Fifteenth session

Geneva, 22 and 23 November (a.m.) 2023

### Report of the Team of Specialists on Innovation and Competitiveness Policies on its fifteenth session

#### I. Attendance

1. The Team of Specialists on Innovation and Competitiveness Policies (ToS-ICP) held its fifteenth session at the Palais des Nations, in Geneva on 22 and 23 November (a.m.) 2023.
2. Sixty participants attended the session, representing governments, academic institutions, the private sector, non-governmental organisations, and international organisations.
3. The meeting was held in person in Geneva, with some participants joining remotely only for the substantive session.
4. Representatives of the following ECE member States attended: Armenia, Azerbaijan, Bulgaria, Denmark, Finland, France, Georgia, Germany, Greece, Israel, Italy, Kazakhstan, Kyrgyzstan, Montenegro, North Macedonia, Portugal, the Russian Federation, Sweden, Switzerland, the United Kingdom, Türkiye, Ukraine, Uzbekistan.
5. Representatives of the European Commission also attended the meeting.
6. Representatives of the following intergovernmental organizations attended: the International Labour Organisation (ILO), the International Telecommunication Union (ITU), the Organisation for Economic Co-operation and Development (OECD), the United Nations Conference on Trade and Development (UNCTAD), the United Nations Development Programme (UNDP), the United Nations International Children's Emergency Fund (UNICEF).

#### II. Adoption of the agenda and election of officers (agenda item 1)

7. The Chair (Mr. Kjell Håkan Närfelt of Sweden) opened the fifteenth session of ToS-ICP and welcomed the delegates. In her opening statement, Ms. Elisabeth Türk, Director Economic Cooperation and Trade Division, highlighted the important role of innovation for accelerating progress towards the Sustainable Development Goals (SDGs). Particularly transformative innovation for sustainable development, that is innovation that not only generates new products and processes, but also accelerates larger sustainable transformations



of societies has great potential. Strategic learning, one specific way to look at different and systemic ways to work with innovation, can also support innovation and policy making and help achieve much-needed transformational processes.

8. The Team adopted its agenda as contained in document ECE/CECI/ICP/2023/1.

### **III. Review of the work of the Team of Specialists on Innovation and Competitiveness Policies since the fourteenth session (agenda item 2)**

9. The secretariat briefed the Team on the outcomes of activities carried out since the fourteenth session.

10. The policy document “Transformative innovation for a sustainable future” (ECE/CECI/2023/3) was drafted following the fourteenth session of ToS-ICP and presented to the Committee on Innovation, Competitiveness and Public-Private Partnerships (CICPPP) in May 2023. The policy document presents the case for promoting transformative innovation; the characteristics of transformative innovation; the challenges to promote it; policy options that could help solve these challenges; and the role that CICPPP could play in promoting transformative innovation. The document identified policy options in four main areas:

(a) stimulating demand for transformative innovation through innovation-enhancing public procurement and by removing subsidies for unsustainable products;

(b) promoting experimentation and learning, including at the policy level, through comprehensive evaluations using state-of-the-art metrics and methodologies, and through capacity building and lifelong learning programmes;

(c) supporting cooperation among all stakeholders through national innovation agencies insulated from undue political influence, with stable funding, fast grant procedures, and the ability to support innovative companies in entering international markets;

(d) harnessing the power of digitalization by exploring the potential of the platform economy and offering public support for so called innovation commons.

11. The secretariat briefed delegates on the progress of the work of the UN-ECE Transformative Innovation Network (ETIN) (ECE/CECI/ICP/2023/INF.2). Since its launch at the fourteenth session of TOS-ICP in 2022, ETIN has established itself as a key platform for peer learning among policymakers, innovation agencies, entrepreneurs, industry representatives and experts in the field of transformative innovation. ETIN discusses and develops tools to promote innovative processes that increase competitiveness and accelerate a sustainable transformation in the ECE region.

12. The network has grown its membership and created an interim core group to steer activities. ETIN held several events in 2023, among which: a hybrid seminar: “Platforms, circular economy, and transformative innovation: a cross-industry comparison” (3 March); virtual policy dialogues: “Pathways to transformative innovation” (7-14 March); and a technical meeting on the “Role of transformative innovation for green and digital transitions in the Western Balkan region” (21-22 September). ETIN also held events back-to-back to ECE intergovernmental meetings: it held ETIN Innovation Days at the ECE Regional Forum for Sustainable Development (29-30 March) and side-events on “Fostering circular solutions through innovation” and “Leveraging digital solutions for the circular economy” in cooperation with ECE Circular STEP knowledge sharing network at the seventieth ECE Commission Session (4-5 April). Finally, ETIN launched eleven podcast episodes “Innovation Matters” and launched the live podcast series “Innovation Circle”. The episodes engaged leading experts on different topics related to innovation, such as the platform economy, the fourth industrial revolution, and the rise of autonomous vehicles. The podcasts allowed to reach a broader audience compared to traditional methods of outreach.

13. The secretariat presented the main results and recommendations of the Innovation for Sustainable Development Review (I4SDR) of Armenia (ECE/CECI/ICP/2023/INF.3). The

Review highlighted that Armenia made significant progress in innovation policy but challenges remain, especially on the innovation governance side. Innovation should become a cross-cutting policy priority to spread beyond the Information and Communication Technology (ICT) sector. Policymaking itself could be innovative as far as it strives to critically evaluate successes and failures through evidence. Armenia innovation infrastructure grew both in the variety and number of initiatives, however challenges remain such as programmes' limitations in attracting eligible start-ups because of the small pool of projects; the concentration of support on ICT and high-tech start-ups and; the limitation in commercialization due to fragmentation among different initiatives.

14. The secretariat presented for information a note on progress on the I4SDR of Ukraine (ECE/CECI/ICP/2023/INF.1). The secretariat was in the process of drafting chapters and organizing fact finding consultations with key innovation policy stakeholders.

15. The secretariat presented the main findings and recommendations of the Interim Sub-regional Innovation Policy Outlook (IIPO) for Eastern Europe and the South Caucasus (EESC) that was launched at CICPPP in May 2023 (ECE/CECI/ICP/2023/INF.4). The IIPO highlighted that EESC countries needed to reinforce efforts towards achieving innovation-led sustainable development. The IIPO provided in-depth analyses and recommendations on two sub-regional priority areas: enhancing science-business linkages in the EESC sub-region; and using innovation-enhancing procurement as a tool to foster innovation. The beneficiary countries present at the session (Armenia, Azerbaijan, Georgia and Ukraine) welcomed the findings and recommendations of the IIPO and emphasized the significant impact that the project had had on the sub-regional and national innovation landscape. They expressed a strong commitment to continuing the Innovation Policy Outlook process.

16. The secretariat also acknowledged extrabudgetary funding from Sweden for the IPO process and the I4SDR of Armenia and Ukraine and called on donors and development partners to consider providing additional funding for the implementation of policy recommendations.

17. The secretariat also reported on the work under the Special Programme for the Economies of Central Asia (SPECA) Working Group on Innovation and Technology for Sustainable Development (WG on ITSD) jointly managed with the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP) (ECE/CECI/ICP/2023/INF.6). Among the highlights was a new policy handbook: "Supporting innovative high-growth enterprises in the SPECA sub-region". The secretariat also reported on capacity building seminars at sub-regional and national level, including under the SPECA Network of Business Incubators and Accelerators for Sustainable Development; a fact-finding mission to Turkmenistan in view of joint review of innovation and trade policies; a study tour to Georgia for innovation policy makers from the SPECA sub-region; four online trainings on technical aspects of running business incubators and accelerators; and two policy dialogues on "Fostering innovation for the circular economy" and "Promoting women's entrepreneurship". In addition, two country-level capacity building programmes were launched, the first one on innovation for the circular economy for Uzbekistan and the second one on building a venture capital ecosystem for Azerbaijan.

18. ECE supported ESCAP on the organization of the annual session of the SPECA WG on ITSD that was held in Tashkent in October 2023. Back-to-back with the Working Group the secretariat organized an ECE Business-to-Business (B2B) event "Innovation for the circular economy: bridging start-ups and corporations" and a SPECA workshop on "Innovation and technology for sustainable development". The secretariat also briefed delegates about fundraising needs to meet strong demand from SPECA participating States for technical cooperation on innovation policy.

19. Following the publication of the I4SDR of Moldova in February 2022, the Ministry of Education and Research of the Republic of Moldova requested support to translate some of these recommendations into a Roadmap on Innovation and Technology Transfer. The Roadmap was published in October 2022, and it addresses three key areas: 1. enhancing the national innovation system and its governance; 2. developing innovation and technology transfer infrastructure; 3. leveraging the diaspora for innovation-driven sustainable development. In December 2022 and January 2023, the secretariat carried out three online

trainings to facilitate the implementation of the Roadmap. The capacity building programme will inform the National Programme for Research and Innovation (2024-2027) and the National Development Strategy.

20. Finally, the secretariat briefed ToS-ICP on the evaluation of the project “Promoting innovation policy capacities in Eastern Europe and the Caucasus” financed by Sweden (ECE/CECI/ICP/2023/INF.5). The project was launched in November 2018 and it will conclude in June 2024. The project was evaluated by an external, independent evaluator from April to August 2023. The donor requested the evaluation to be conducted before the project end, in view of exploring potential future collaboration. The evaluation assessed the project's relevance, effectiveness, efficiency, and sustainability in enhancing innovation policy capacities in EESC countries. The project received excellent scores across its four evaluation categories. It was highly effective, with a stakeholder satisfaction score of 82%. It accomplished all seven expected deliverables, such as national I4SDRs for Armenia, Georgia and Moldova and the sub-regional IPO. Stakeholder satisfaction reached 88% for the project's relevance and coherence and 86% for its efficiency, given the excellent ECE project management and implementation. The sustainability of project results was also very high, with 83% stakeholder satisfaction due to high results ownership. The most direct impact has occurred through the implementation of the I4SDR and IPO recommendations. The secretariat prepared a management response to act on the recommendations of the evaluation.

21. The representative of Montenegro expressed strong appreciation for the cooperation with ECE and particularly appreciation for the ETIN event held in Montenegro on 20-21 September 2023. She stressed that transformative innovation was central to the Western Balkans journey to achieve the SDGs, and that countries in the sub-region should join forces to learn to develop the innovation ecosystem and enable stronger linkages with the private sector. Montenegro welcomes future cooperation with ECE, particularly for events in Montenegro on transformative innovation and activities adapted to the needs of the sub-region.

22. The representative of Uzbekistan expressed gratitude and appreciation to ECE for supporting the development of the innovation ecosystem in Uzbekistan, especially through the I4SDR. In recent years, Uzbekistan underwent a remarkable transformation, embracing innovation as a key driver of sustainable growth and progress. Recognizing the pivotal role of innovation in shaping a prosperous and resilient future, the government has taken strides to nurture a dynamic and vibrant national innovation system. Uzbekistan recognizes the indispensable role of education in laying the foundation for innovation-driven growth and it has significantly increased investments in education. Furthermore, to strengthen the research ecosystem, the government invested heavily in research and development. The representative of Uzbekistan highlighted that the various events organized by ECE allowed to bring best practices to the emerging innovation ecosystem in Uzbekistan. He reported that Uzbekistan was happy to host the fourth session of SPECA WG on ITSD and exchange experiences with other SPECA participating States. Uzbekistan also actively participated in the SPECA Network of Business Incubators and Accelerators for Sustainable Development. Following this, Uzbekistan created a national hub for business incubators and accelerators. Uzbekistan welcomes the handbook on “Business incubators for sustainable development in the SPECA sub-region” and very much appreciate ECE work on developing a venture capital ecosystem in the country.

23. In response to the secretariat presentation on the work on the I4SDR, the representative of Ukraine expressed appreciation for the work of ECE and expressed willingness to continue cooperation. He highlighted the challenging situation in the country and the importance of innovation for reconstruction and development. Ukraine stressed the need to continue to pursue cooperation with the EU and neighbouring countries, and the importance of ECE support in this regard. He underlined that the current reorganization of the innovation ecosystem and its management presents additional challenges for the work on the review.

24. The representative of Armenia expressed strong appreciation for ECE support in the development of the national innovation ecosystem and thanked the government of Sweden for the support of the initiatives. The finding of the I4SDR were being well used by national policy makers. She reported that the government agreed to develop a roadmap to support the

implementation of policy recommendations, building on the draft roadmap under development by ECE. Armenia gives great importance to effective cooperation with international partners. The development of an exporting ITC sector and creation of information society is essential for improved economic productivity.

25. The representative of Switzerland highlighted that prioritization is key to effective innovation policymaking but is highly challenging. He stressed the role of Smart Specialization as a central tool for innovation policymaking, and proposed this could be the theme of the next session of ToS-ICP.

26. The representative of Georgia expressed high appreciation for the ECE capacity building activities, the IPO and the national I4SDR. She highlighted the importance of the impact of ECE work for reforms on public procurement in the country, which is an important market for Georgian start-ups. Georgia reported on considering the establishment of an innovation fund of funds and would welcome further cooperation at the sub-regional level.

27. The representative of Germany highlighted the importance of an evolutionary view of innovation in the sub-region. He proposed consideration for the establishment of Research and Technology Organisations (RTO) which could make an important contribution to social development, resilience and economic recovery.

28. The Chair thanked Germany for its generous financial contributions to ETIN and highlighted that such contributions were crucial for ECE to continue offering effective support to member States.

29. ToS-ICP expressed its gratitude to the governments of Germany and Sweden for their financial contribution to its work.

30. ToS-ICP expressed its satisfaction with the outcomes of the work carried out, which had effectively responded to the needs of member States, in particular those with economies in transition, and in accordance with its mandate.

31. ToS-ICP encouraged the broad dissemination of its outputs to relevant stakeholders.

#### **IV. Inter-sessional implementation plan for 2023-2024 (agenda item 3)**

32. ToS-ICP discussed and adopted its implementation plan for work to be undertaken in the remainder of 2023 and in 2024 in accordance with the Inter-sessional Implementation Plan for 2023-2024 of CICPPP (ECE/CECI/2023/2, Annex II).

33. The following outputs and activities would be delivered in the remaining weeks of 2023 and in 2024:

##### ***National Innovation for Sustainable Development Reviews***

34. Work on the I4SDR of Ukraine will continue. ECE received requests to carry out I4SDRs from Azerbaijan, Kyrgyzstan, and Turkmenistan. Work may begin on these reviews subject to availability of additional resources.

##### ***Innovation Policy Outlook***

35. Regular meetings of the network of IPO national focal points will continue to foster exchange of good practices and build capacity to implement the recommendations of the IPO.

36. Subject to extrabudgetary funding, preparations for a sub-regional IPO for the Western Balkans or for SPECA participating States may be started.

##### ***Capacity building***

37. As follow-up to the I4SDR of Armenia, a capacity building programme will be implemented according to the needs and priorities identified by the government and subject to availability of additional resources.

38. ECE will contribute, as appropriate, to the capacity building workstream of the UN Inter-agency Task Team on Science, Technology, and Innovation for Sustainable Development.

39. Building on the existing work of CICPPP on innovation for the circular economy and innovation-enhancing procurement, and in cooperation with the ECE Trade sub-programme, ECE will support member States, at their request, in developing roadmaps or action plans for the circular economy transition in selected fields.

40. ECE is actively looking for extrabudgetary funding to support member States further, including in Central Asia, Eastern Europe and the South Caucasus, and the Western Balkans. The secretariat presented possible activities and resource needs for 2024 (ECE/CECI/ICP/2022/INF.7). The Secretariat called upon donors and development partners to support these efforts.

#### ***SPECA***

41. The fifth session of the SPECA WG on ITSD will be organized together with ESCAP in 2024.

42. Capacity building for SPECA participating States will be carried out according to the Action Plan of the SPECA Innovation Strategy for Sustainable Development, upon request and subject to availability of additional funding.

#### ***ETIN***

43. ETIN is developing several workstreams around the two broader themes of ecosystem development and strategic learning for transformative change towards sustainable growth. These workstreams consider different aspects of innovation such as innovative technologies, business models and processes for transformation, focusing on recent trends and policy implications. They will also explore the dynamics of ‘strategic learning’, i.e. the relationship between innovation, experimentation and learning as a critical component of policies intended to support sustainable transformations. Activities will include workshops, seminars, policy dialogues and participation at relevant events organised by international partners and peers.

#### ***Contributions to other ECE workstreams***

44. In order to raise awareness of its work among a broader audience and to strengthen beneficial synergies with other parts of the organisation, ToS-ICP and its secretariat will contribute, as appropriate, to ECE events such as the 2024 ECE Regional Forum on Sustainable Development and the seventeenth session of CICPPP.

45. In addition to those activities the representative of Uzbekistan asked to add to the plan:

- (a) an IPO for SPECA participating States;
- (b) a review on transformative innovation to accelerate the sustainable development of Uzbekistan;
- (c) a Startup Summit for the SPECA region to boost innovation for a better future in the region;
- (d) a joint regional Project in GreenTech and MedTech in the SPECA region to create success stories of regional cooperation for the SDGs.

46. The representatives of Azerbaijan and Kyrgyzstan requested national I4SDRs. Kyrgyzstan will host the fifth session of the SPECA WG on ITSD.

47. Georgia requested the support of ECE for further capacity building activities, particularly on the following themes: understanding how to improve the Global Innovation Index scores and gathering statistics; establishing a fund of funds on the basis of the French model; decreasing the gap between businesses and sciences on the basis of the UK model.

48. ToS-ICP adopted the Intersessional implementation plan 2023-2024 with the addition of requests expressed by member States at the session.

## V. Other business (agenda item 4)

49. The secretariat presented informal document ECE/CECI/ICP/2023/INF.7, which highlights the approach of ECE to continued fundraising in support of member States in building national innovation systems that effectively contribute to sustainable development. The Chair emphasized that policy analysis work and capacity building activities require extrabudgetary funding and in-kind support and encouraged member States and other stakeholders to consider providing such contributions.

50. The secretariat also presented how it implemented the findings of the 2022-2023 evaluation of the ECE Economic Cooperation and Trade Division, comprising sub-programme four Economic Cooperation and Integration (which is the sub-programme overseen by CICPPP) and sub-programme six Trade, which was carried out by the Office of Internal Oversight (OIOS).

51. ToS-ICP agreed that its sixteenth session would be held on 19 and 20 November 2024, subject to confirmation of room availability. Any changes in these dates will be made in consultation with the Bureau.

52. ToS-ICP requested the secretariat to prepare a draft report of the session and distribute it to the Permanent Missions to the United Nations in Geneva for subsequent approval by silence procedure in accordance with paragraph 21 of Appendix III of document E/ECE/1464 (Guidelines on procedures and practices for ECE bodies), followed by publication in English, French and Russian.

## VI. Substantive segment: policy dialogue on “Digital and green transformations: exploring the strategic dynamics of experimentation and learning” (agenda item 5)

53. The substantive segment of ToS-ICP explored the issue of “Digital and green transformations: exploring the strategic dynamics of experimentation and learning”. ECE member States designated “Digital and green transformations for sustainable development in the ECE region” as the theme of the high-level segment of the seventieth session of the Commission (18-19 April 2023).<sup>3</sup> At the session, member States requested relevant subsidiary bodies of ECE to consider how to enhance the impact of existing ECE instruments to foster digital and green transformations and propose ways to identify, assess and fill gaps in governance and good practices.<sup>4</sup> The substantive segment of ToS-ICP responded to this request.

54. **Transformative innovation for sustainable development is innovation that not only generates new products and processes, but also accelerates larger sustainable transformations of our societies.** This requires: a change of entire industries and socio-economic systems with maintained, or even accelerated, productivity growth and prosperity; innovation deployed at scale and at all levels of society; the coordination of multiple and parallel innovation processes with the aim to achieve a sustainable path, or directionality; a coordinated mix of policies across different levels of government and; clear strategies to involve, prepare and engage societal actors at large in their roles as clients, consumers, and citizens.

55. **There are numerous challenges when aiming to harness transformative innovation for sustainable development.** The world is far from reaching the SDGs. Evidence suggests that global warming is accelerating at unanticipated pace. This demands urgent and solid action. In addition, there is a high degree of complexity, and policy makers deal with long-term horizons; there is also a high degree of uncertainty.

56. The first panel of the policy dialogue explored the role of strategic learning for transformative innovation.

57. **Learning constitutes a fundamental aspect of innovation by providing the process through which we acquire new knowledge, skills and insights that enhance our adaptability, resilience and capacity to innovate.** Securing appropriate and efficient

feedback loops on results of experimentation and implementation is a critical component of innovation policy, adding to the careful selection of policy instruments and models. The panel discussed some of the specific opportunities and challenges in learning from the past (history), from the present (formative evaluation), and about the future (horizon scanning).

58. **The concept of strategic learning is dynamic and iterative, involving continuous adaptation and refinement of policies and practices to align with new insights and feedback.** Such an approach is essential not only for navigating the complexities of policy implementation but also for developing new policies that are forward-looking. Thus, the notion of ‘strategic learning’ as a vital tool to address global challenges is a critical and integrated part of policy development.

59. **One of the main insights from the discussions was that strategic learning is not a linear path but a multifaceted journey that intertwines with the broader goals of societal and environmental well-being, closely aligning with the SDGs.** The interconnectedness of innovation, experimentation and learning is what makes the entire process strategic. These elements are not standalone components but are deeply interconnected, forming a cohesive triad that drives progress and continuous improvement across various sectors.

60. In broader terms, experimentation is about refining and validating innovative ideas. **Learning, in this context, goes beyond acquiring knowledge - it is about developing the capacity for adaptability and resilience, essential for sustaining innovation over time.** It has significant influence on policy development, as policies need to be dynamically informed and shaped by the continuous interplay of innovation, experimentation and learning to effectively respond to evolving societal and technological landscapes.

61. **Discussions emphasized that a holistic approach to strategic learning ensures that the insights from each area feed into and enhance the others, fostering an environment conducive to sustained innovation and growth.** This requires a blend of foresight, agility, and a willingness to embrace change, making it a critical factor in shaping the future of innovation and policymaking in our rapidly changing world.

62. **ToS-ICP agreed on the importance of inclusion of all relevant stakeholders in innovation policy and of learning from failures.** It recognized the importance to strengthen the effective exchange and collaboration between academia and policy makers. It also explored mission-oriented innovation policies, emphasizing systemic change and the balance between top-down and bottom-up approaches as well as the need to diversify the approaches according to the countries specificities.

63. Portugal shared experiences from implementing innovation policies, highlighting the challenges of measuring impacts and engaging companies effectively. Finland highlighted the importance of changing narratives for transformation in order to map alternative future outcomes in the foresight process, instead of trying to predict the future. This process should include a diverse group of actors and stakeholders in the process to ensure policy efforts are effective, relevant and inclusive. The discussion pointed to the rapid changes in technology and trends, emphasizing the need for adaptable and agile policies.

64. **ToS-ICP agreed on the necessity of ongoing adaptation in policymaking, acknowledging the role of diverse stakeholders in driving effective societal transformations.** It also discussed the goal of creating more inclusive and sustainable environments, at both the sectoral and systemic levels, emphasizing the collaborative nature of innovation and policy development.

65. The second panel explored emerging strategic learning tools and their application across various government levels, with case studies illustrating effective practices and lessons learned for future policy adaptations.

66. NESTA in the UK was established to bring rigor and an evidence-based approach to the field of innovation and entrepreneurship policy design and implementation. It partners with governments (e.g. innovation agencies) to explore how to become more experimental. Last year it worked with Innovate UK on an innovation mission around equality and inclusion. The objective is to open the UK innovation system to a broader pool of talent and create more opportunities.



67. The European Commission Directorate for Research and Innovation supports excellence in science, ensuring the right framework conditions. In addition to funding research, it identified the need to inject a higher degree of directionality to support research and innovation that contributes to solving sustainability challenges. A key novelty in Horizon Europe are EU missions. These include new tools, instruments and new policy design as well as new models of engagement and learning. In September 2021, the European Commission launched five specific missions: climate adaptation mission (150 regions to develop climate change adaptation actions); city mission (100 cities in Europe to become climate neutral by 2030); mission on cancer (to prevent 3 million deaths by 2030); a mission on oceans and a mission on soil. The budget allocated to the missions is five billion euro for the whole period (that is five per cent of the Horizon Europe budget).

68. **It was stressed that the missions need to have long term directionality; it is necessary to have stakeholders' collaboration in the co-design of initiatives.** Success can only be achieved if there are synergies across different levels of government. The missions offer opportunities for learning around all the different stages of the project and not only during the middle and final evaluations.

69. The case study of the Danish Design Centre showed that instead of focusing on individual projects there is a need to develop core learning questions for the whole project portfolio. **The focus should be building a learning culture, for example by interviewing colleagues, creating dialogue and training people.** It is necessary to build new collaborations and new forms of consortia.

70. Finally, the example of Climate View of Sweden, stressed the **importance of data to provide better recommendations, building scenarios and see how results change.**

71. **ToS-ICP recognized that strategic learning requires a big shift at personal and organizational level, especially when moving towards a more systemic approach.** It requires a whole different mindset and the necessity to plan quite far into the future. ToS-ICP also recognized the need to change course as you learn, which can be challenging especially for public sector entities.

72. **Strategic learning needs to involve the actual users from the beginning, not only experts, but also citizens.** A process is needed to capture all their inputs in the decision making. The process also needs to involve different levels of government, different departments and ministries to find agreement. There is a need to define what regional, national and local levels of government can provide, avoiding overlaps.

73. ToS-ICP concluded on the need for cross-sectoral and institutional coordination and collaboration at the national and international levels for transformative innovation.

74. The Chair thanked the speakers and participants of the policy dialogue for the productive exchanges and requested the secretariat to draft a policy paper with good practice recommendations based on the discussions, to serve as input into the seventeenth session of CICPPP in 2023.