



Economic Commission for Europe

Committee on Innovation, Competitiveness and Public-Private Partnerships

Working Party on Public-Private Partnerships**Eighth session**

Geneva, 25–26 November 2024

Item 5 of the provisional agenda

Implementation plan for 2024-2025**Proposals for future work of the Working Party in support of
Public-Private Partnerships for the Sustainable Development
Goals****Revised note by the Bureau***Background*

This document is an update of document [ECE/CECI/PPP/WP/2023/INF.2](#) (presented and discussed by the Working Party on Public-Private Partnerships at its seventh session in 2023) and contains an updated consolidated list of topics for new and ongoing Public-Private Partnerships (PPPs) standards and guidelines with practical policy options and recommendations for governments. It also contains a un updated table initially prepared by the secretariat in 2023 with requests from ECE member States for capacity building activities and policy advisory services (see Annex IV).

The updated consolidated list of topics presented in this document is fully aligned with both the focus of the PPP work agreed by the Committee on Innovation, Competitiveness and Public-Private Partnerships (the Committee) and the ECE [Guiding Principles on PPPs in support of the United Nations Sustainable Development Goals](#) (SDGs), which provide the normative basis for the work on PPPs.

The document is submitted by the Bureau to the Working Party for consideration and approval (in line with the recommended action in Section V).

I. Introduction

Accelerating the SDG implementation in light of the triple planetary crisis – climate disruption, nature loss, and pollution – through sustainable infrastructure is at the core of the ECE “PPPs for the SDGs” programme and its five desirable project outcomes, namely:

- (i). Increase access to essential services and lessen social inequality and injustice;
- (ii). Improve economic effectiveness and fiscal sustainability;
- (iii). Enhance resilience and responsibility towards environmental sustainability;
- (iv). Promote replicability and the development of further projects; and
- (v). Fully involve all stakeholders in the projects.

Furthermore, integrating climate action considerations and circularity into PPP and infrastructure projects have been identified by member States as important cross-cutting elements in promoting resilient infrastructure for a sustainable future.¹

The ECE Working Party on PPPs was established in 2017 and it remains the only intergovernmental body in the United Nations system dedicated to PPPs and sustainable infrastructure finance. In the past seven years, the Working Party has been at the forefront to ensure that the PPP model is “fit-for-purpose” for the SDGs with people as the main beneficiaries of infrastructure and public services. In this regard, the Working Party has developed guiding principles, standards and the PIERS methodology² to help ECE member States measure their PPP and infrastructure projects against the three pillars of sustainability: economic, social and environmental.

The Working Party is contributing to the 2030 Agenda for Sustainable Development by:

1. Developing standards and guidelines on a range of PPP and infrastructure related issues, such as climate resilience and adaptation, equitable access to essential public services, corruption, food security, gender equality and women's empowerment, digital and green transformations (including transition to the circular economy), and resilient infrastructure for a sustainable future; and
2. Mainstreaming sustainable finance into the PPP work to address the ever-increasing infrastructure investment gap, and contribute to sustainable economic recovery and reconstruction.

II. Economic Commission for Europe Guiding Principles on Public-Private Partnerships in support of the Sustainable Development Goals

The ECE Guiding Principles on PPPs in support of the SDGs (Guiding Principles) remain a cornerstone of the ECE PPP for the SDGs programme and they provide the normative basis for any future work of the Working Party.

The Guiding Principles were envisaged in 2019 as a dynamic document that needed to be maintained and supplemented by other tools while taking on board key learnings, ongoing developments and policy experience, as well as discussions by the international community in multiple forums, including at the ECE, to exchange views and suggestions.³

Each of the 10 Guiding Principles listed below constitutes a policy response to a key challenge to PPPs for the SDGs. In order to address the key challenges raised in the Guiding

¹ At its 134th meeting on 1 July 2024, the ECE Executive Committee designated “Climate action and resilient infrastructure for a sustainable future” as the cross-cutting theme for the high-level segment of the 71st Commission session (April 2025). It also invited ECE subsidiary bodies, including the Working Party on PPPs and the secretariat, to consider how they may contribute, as appropriate, to the cross-cutting theme within their respective mandates, ongoing work and existing resources. See Informal document [No. 2024/17](#).

² ECE PPP and Infrastructure Evaluation and Rating System (PIERS): An Evaluation Methodology for the SDGs ([ECE/CECI/2023/4](#)).

³ See document [ECE/CECI/WP/PPP/2022/7](#), page 8.

Principles, there is a strong case for the development of supplementary policy support materials for member States for their voluntarily implementation.

A consolidated list of topics for supplementary PPP policy support materials and their links to the Guiding Principles is being proposed by the Bureau for the Working Party's consideration in Section III below.

10 Guiding Principles on PPPs for the SDGs

- Principle 1:** Build into infrastructure strategies the PPPs for the SDGs transformative agenda, making sure that peoples' needs are listened to.
- Principle 2:** Deliver more, better, simpler projects by joining up government and allowing cities and other local levels to develop projects themselves.
- Principle 3:** Increase officials' skills in delivering projects in line with the PPPs for the SDGs outcomes, particularly ensuring that governments know how to better empower women in projects as well as encouraging the private sector to contribute to the necessary transfer of skills.
- Principle 4:** Make more inclusive policy and legal frameworks that allow for active engagement of communities and focus as well on a zero-tolerance approach to corruption.
- Principle 5:** Disclose more information about projects to society especially on the commitments made to various partners in the project.
- Principle 6:** De-risk projects by providing more predictability in the enabling environment.
- Principle 7:** Set out clearly the projects' selection criteria to promote "Value for People" so that the best projects aligned with the SDGs can be selected.
- Principle 8:** Make environmental sustainability a key component of evaluating, awarding and implementing PPPs for the SDGs.
- Principle 9:** Ensure that blended financing catalyses private partners to invest in PPPs for the SDGs.
- Principle 10:** Avoid debt traps by ensuring the fiscal sustainability of PPPs for the SDGs and the transparency of fiscal policies.

*Source: ECE Guiding Principles on PPPs in support of the SDGs
(ECE/CECI/PPP/WP/2022/7)*

III. A consolidated list of topics for PPP products in support of the Sustainable Development Goals

Below is a list of topics for policy briefs, standards and guidelines with practical policy options/recommendations to further develop the ECE PPPs for the SDGs approach and their link to the Guiding Principles and the focus areas described above.

The development of new products from 2025 would build on material published elsewhere,⁴ is subject to interest by experts participating in drafting teams and peer review processes, and on the availability of resources.

⁴ As a general rule, where the ECE will engage in its own work for the implementation of the 10 Guiding Principle in those areas where it can make a meaningful contribution, it is deemed necessary to first identify the existing documents and publications made by other relevant multilateral institutions. Building further from a multilateral literature review for each ECE standard or guide will facilitate the preparation and delivering of the most informed and valuable output.

It is important that the ECE does not engage in activities in duplication with already existing multilateral work and embarks and prioritises those areas where it can add value and make a meaningful contribution to accelerate the achievement of the SDGs in the ECE region. Among the package of PPP topics being proposed, there might be instances where the ECE might not have a specific added value vis-a-vis existing work undertaken by other reputable multilateral organisations.⁵ In these instances, the ECE's contribution would be to identify the multilateral good practice documentation and multilateral tools already available and highlight their relevance to the implementation of the ECE 10 Guiding Principles. This will ensure that the latter are duly covered by supplementary material to facilitate their implementation in countries, while avoiding duplication.

1. Enhancing stakeholder engagement in PPPs for the SDGs

“Stakeholder engagement” is one of the five desirable outcomes of PPPs for the SDGs and is rooted in Guiding Principle 1 (see table below). The importance of stakeholder engagement in PPPs is further elaborated in the PIERS methodology, where a number of criteria and indicators ensure that stakeholder engagement is a core part of project development and implementation.

A practical guide on stakeholder engagement would further build on Guiding Principle 1 and would supplement the PIERS methodology by addressing, among other things, the optimization of stakeholder participation in PPP projects to ensure wider social participation, leaving no one behind and addressing social impacts from the project identification to its implementation.

Work on the development of a practical guide in this area was launched in 2024 and is expected to be completed in 2025.

Principle 1: Build into infrastructure strategies the PPPs for the SDGs transformative agenda, making sure that peoples' needs are listened to.

Challenge 1.3 – Meeting “real needs”

Too many projects' proposals for infrastructure are not “really needed” from a development perspective: the reasons and motivations are often of a political character rather than based on “real needs”.

Recommendation

Consult with all key stakeholders on the merits and demerits of specific projects. This would ensure the right prioritization of infrastructure projects to ensure a balance between social and economic infrastructure; to focus projects that consider the needs of women and contribute to eliminating gender inequalities; and to help in de-risking projects from a social perspective.

Source: ECE Guiding Principles on PPPs in support of the SDGs
(ECE/CECI/PPP/WP/2022/7)

2. Supporting the use of small-scale PPPs in support of the SDGs

Small-scale PPP projects play a critical contribution to achieving the SDGs. This concept is deeply rooted in Guiding Principle 2 (see table below), which calls on governments to not only prioritize megaprojects but should aim for a diverse mix of project scales, with smaller, people-focused projects with lower risk profiles.

⁵ Including the International Monetary Fund (IMF) and the multilateral development banks (MDBs).

Work on the development of a practical guide on small-scale PPPs was launched in 2024 jointly with WAPPP, and is expected to be completed in the coming months (based on a proposal endorsed by the Bureau on 1 March 2024 – see Annex III).

Principle 2: Deliver more, better, simpler projects by joining up government and allowing cities and other local levels to develop projects themselves.

Challenge 2.5 – Importance of social infrastructure

The critical path to achieve the SDGs is one that emphasizes social infrastructure.

Recommendation

Emphasizing the social should imply also focusing policy on smaller scale projects. Projects should be prioritized in line with sustainable development objectives, aiming for a diverse mix of project scales, and not solely prioritizing large-scale, complex infrastructure projects. Megaprojects are often plagued by budget and schedule overrun while the advantages of megaprojects sometimes underperform pre-project projections. By contrast, smaller, more people-focused models with lower risk profiles, greater efficiency gains, where commercial gains are easier to realize for investors, and where the socio-economic gains are clearly measurable, will help reduce public-sector risk and exposure.

Source: ECE Guiding Principles on PPPs in support of the SDGs (ECE/CECI/PPP/WP/2022/7)

3. Supporting the use of off-grid rural electrification renewable energy and energy efficient PPP solutions for the SDGs

Prioritizing PPP and infrastructure projects that can have maximum impact on societies is a catalyst to achieving the transformational change needed to provide access to basic services to underserved communities by 2030. This fundamental concept is deeply rooted in Guiding Principle 2 (see table below), with renewable energy as a core recommended sector for governments to prioritise in support of SDG 7: ensure access to affordable, reliable, sustainable and modern energy for all.

The ECE Standard on PPPs in renewable energy adopted in 2018 (ECE/CECI/WP/PPP/2023/7) provides a solid foundation for PPP projects in the renewable energy (RE) sector to be delivered in support for the SDGs. These projects are expected to go beyond energy generation, and the Standard argues that RE PPPs should improve health and environmental quality locally by reducing the negative effects on non-RE generation like burning coal and oil, which is still predominant in rural areas in the ECE region and beyond. RE PPPs for the SDGs should strive to make electricity affordable, reliable, sustainable and available to people, improve personal security, access to healthcare, and increase the productivity of individuals.

These noble objectives remain aspirational for many remote rural communities, where polluting and harmful fuels remain the predominant means for energy production. Exclusion from national electricity grid lines is certainly a big disadvantage but is by no means an absolute barrier to locally sourced clean energy production and use. Off-grid RE solutions have the potential to improve access to clean energy services in rural areas. PPPs have been successfully used to catalyse investment in off-grid energy systems, and if properly implemented, have the potential to improve access to energy and reduce the negative effect of non-RE sources using coal and oil.

Building on the ECE Standard on PPPs in RE, a new standard on the use of PPPs in RE off-grid electrification would provide guidance and policy recommendations based on actual case studies to governments wanting to invest in off-grid RE solutions in line with their overall energy strategies to provide access to electricity to all citizens.

Work on the development of a standard in this area was launched in 2024 and is expected to be completed in 2025.

Principle 2: Deliver more, better, simpler projects by joining up government and allowing cities and other local levels to develop projects themselves.

Challenge 2.6 – Prioritizing projects for impact

There is a need to focus on infrastructure projects that can unlock productive capacities and boost manufacturing and services – again ensuring maximum development impact.

Recommendation

Projects pipelines should prioritize basic infrastructure areas that can unlock productive capacities such as utilities, transport and other sectors. They should support the development of green infrastructure such as sustainable transport infrastructure, renewable energy, and climate-resilient and resource-efficient infrastructure.

Source: ECE Guiding Principles on PPPs in support of the SDGs (ECE/CECI/PPP/WP/2022/7)

4. Promoting hydrogen PPP projects in various infrastructure sectors in support of the SDGs

Transportation, energy, and waste management are among the infrastructure sectors that could potentially benefit from an increasing use of hydrogen as an alternative fuel for our cars, a renewable source of energy, and as a source of heating for industry and housing. The potential to decarbonize these sectors is considerable, and the scope for private sector involvement in its production, storage, transmission, and use is significant. But so are the risks (the demand for green hydrogen in particular), which need to be carefully considered and managed.

At the time of writing the Guiding Principles, the potential of hydrogen, green hydrogen in particular, to power a variety of infrastructure sectors was less widely considered. However, the potential use of hydrogen as a green source of power is captured in Guiding Principle 2 (see table below) on the need to prioritize projects that are climate-resilient and resource-efficient for a sustainable future.

PPP in hydrogen projects is at its infancy, and so far, there is no comprehensive list of best practice projects to inspire governments and other stakeholders to scale-up and replicate. Any future ECE work on PPPs in hydrogen would focus on this aspect, and would be undertaken in close coordination with the ECE Sustainable Energy Division.

Principle 2: Deliver more, better, simpler projects by joining up government and allowing cities and other local levels to develop projects themselves.

Challenge 2.6 – Prioritizing projects for impact

There is a need to focus on infrastructure projects that can unlock productive capacities and boost manufacturing and services – again ensuring maximum development impact.

Recommendation

Projects pipelines should prioritize basic infrastructure areas that can unlock productive capacities such as utilities, transport and other sectors. They should support the

development of green infrastructure such as sustainable transport infrastructure, renewable energy, and climate-resilient and resource-efficient infrastructure.

Source: ECE Guiding Principles on PPPs in support of the SDGs (ECE/CECI/PPP/WP/2022/7)

5. Promoting gender equality and women's empowerment through PPPs for the SDGs

Gender equality and women's empowerment in PPPs are deeply rooted in:

- (i). Guiding Principle 3 (see table below);
- (ii). The five desirable outcomes of PPPs for the SDGs, in particular, economic effectiveness and fiscal sustainability; and
- (iii). The PIERS methodology.

To give effect to the above, a number of key policy options and recommendations were elaborated over the years, originally at a high-level debate entitled "How can the private sector help to empower women through PPPs?" organised at the 3rd edition of the UNECE International PPP Forum in May 2018. These were further extended in subsequent editions of the Forums and are elaborated in the Guiding Principles. The seven recommendations emerging from this debate were published by ECE in a PPP [policy brief](#) in July 2020, namely:

Seven recommendations promoting gender equality and women's empowerment through PPPs for the SDGs

Governments:

1. Prefer in procurement those bidders who in their corporate policies and their employment practices, promote gender equality and women's empowerment both inside and outside the enterprise.
2. Help women-led companies in the supply chain compete in tenders for projects, through training and specific support mechanisms.

Governments and Private sector:

3. Support young women in the communities where they do business, to improve their skills and train them to become the business leaders of the future.
4. Offer women in their jobs, flexible working practices, for example, telecommuting or part time working, in order to enable them to deal with the COVID-19 pandemic and implement employment protection measures, such as care leave or paid leave, especially to help those who suffer violence in their homes.

Private sector:

5. Enhance the role of women at senior decision-making levels inside companies that are undertaking PPPs as well as within the PPPs themselves.
6. Promote a gender perspective in the design and operational stages of projects to address the special challenges faced by women - such as the care-related challenges and gender-based violence - and reverse gender inequalities.
7. Ensure equal pay for equal work for all employees.

A practical guide with practical policy options and recommendations for the public sector will build on the seven recommendations and will focus on the delivery of PPP projects for the SDGs that promote gender equality and women's empowerment and contribute to closing gender gaps. The proposed guide would have a particular focus on the initial stages of the PPP project lifecycle, especially the design stage. It would build on existing best international

practice and would include an analysis of successful projects mainstreaming gender equality at the different PPP project cycles.

By contrast to the existing PPP guides on the subject,⁶ the ECE practical guide would focus on the SDGs, in particular on the five PPPs for SDGs outcomes, as they provide a unique opportunity to mainstream a gender approach in PPP projects that contribute to gender equality and other economic, social and environmental goals in the 2030 Agenda.

Work on the development of a practical guide in this area was launched in 2024 and is expected to be completed in 2025.

Principle 3: Increase officials' skills in delivering projects in line with the PPPs for the SDGs outcomes, particularly ensuring that governments know how to better empower women in projects as well as encouraging the private sector to contribute to the necessary transfer of skills.

Challenge 3.4 – Underrepresentation of women and lack of gender perspective

Women are poorly represented within the infrastructure industry and typically in the delivery of critical projects. Their absence, as is increasingly proved by empirical research, has negative impacts on the quality and quantity of projects and on the lack of gender perspective on infrastructure design and delivery.

Recommendation

Governments and the private sector can do much in the way of improving the participation of women in infrastructure and in PPPs for the SDGs. Governments should provide more places to women in secondary and tertiary education: they should in cases, remove the legislative barriers to the involvement of women.

The private sector can and should also play a critical role in women's empowerment covering the following four points:

- (i). Improve the representation of women inside the companies undertaking PPPs and in the PPP projects themselves, ensuring their full participation with equal opportunities;
- (ii). Help women led companies in the supply chain compete in tenders for projects and eliminate gender discriminations in the award process;
- (iii). Make a difference in the communities where they do business - help women, and train them to become the business leaders of the future, enhancing the use of new technologies to promote women's empowerment; and
- (iv). Help to design infrastructure projects mindful of the special challenges faced by women in their daily lives, evaluating the differentiated impacts of projects on women.

Source: ECE Guiding Principles on PPPs in support of the SDGs (ECE/CECI/PPP/WP/2022/7)

6. Promoting climate resilient PPP and infrastructure projects in support of the SDGs

Climate change has accelerated even more rapidly than the direst predictions. The planet is besieged by increasingly intense and frequent natural events such as floods and earthquakes. This crisis has necessitated significant measures to adapt and withstand better, and to recover quicker from these adverse events.

The need for PPPs to help finance both the infrastructure gap but especially integrating climate resilience and adaptation into infrastructure projects is acute. This effort directly

⁶ Such as the guide by the World Bank Group "Gender Equality, Infrastructure and PPPs. A Primer", published in 2019.

addresses SDG 13, which calls for urgent action to combat climate change and its impacts, although climate resilience and adaptation is intrinsically linked to all the SDGs.

Climate resilience infrastructure is referenced in Guiding Principle 7 (see table below) and is further elaborated in the PIERS flagship methodology.

A standard on climate resilient infrastructure would build on Guiding Principle 7 and supplement the PIERS methodology by guiding policy makers to progressively integrate climate resilience in PPP and infrastructure projects in support of the SDGs.

Work on the development of a practical guide in this area was launched in 2024 and is expected to be completed in 2025 (based on a proposal endorsed by the Bureau on 5 July 2024 – see Annex III).

Principle 7: Set out clearly the projects’ selection criteria to promote “Value for People” so that the best projects aligned with the SDGs can be selected.

Recommendation

Governments should introduce the five outcomes of PPPs for the SDGs in organising their competitive tenders. Irrespective of the intended delivery form, tenders should be organised so that the “winners” are those that demonstrate their ability to successfully meet procurement evaluation specifications like...

- Build facilities resilient against climate change threats.

Source: **ECE Guiding Principles on PPPs in support of the SDGs**
([ECE/CECI/PPP/WP/2022/7](#))

7. Enhancing environmental sustainability in PPPs for the SDGs

Enhancing responsibility towards environmental sustainability is one of the five desirable outcomes of PPPs for the SDGs and is rooted in Guiding Principle 8 (see table below). This is further elaborated in the PIERS flagship methodology, where a number of criteria and indicators were added to further develop the concept.

A lot has been published on this topic and future work on this topic could simply be to collect the good practice documentation and highlight their relevance to PPPs for the SDGs. In case there is a unique niche angle, where the ECE can add meaningful value, a practical guide on environmental sustainability could be envisaged that would build on Guiding Principle 8 and supplement the PIERS methodology by guiding policy makers to progressively improve crucial elements in infrastructure projects aimed at strengthening the alignment of PPP projects with the SDGs.

Principle 8: Make environmental sustainability a key component of evaluating, awarding and implementing PPPs for the SDGs.

Challenge 8.1 – Environmental sustainability

Environmental sustainability needs to become a key component of evaluating, scoring, awarding and implementing PPP projects, based, *inter alia*, on full life cycle impact assessments.

Recommendation

Governments should integrate the principles of environmental sustainability into PPP projects by reflecting environmental considerations in the objectives of the project, setting specifications and awarding projects to those bidders who fully match the green criteria.

Source: **ECE Guiding Principles on PPPs in support of the SDGs**
([ECE/CECI/PPP/WP/2022/7](#))

8. Promoting sustainable PPP and infrastructure finance

The nexus “PPP and infrastructure finance” is embedded in Guiding Principle 9 (see table below), in particular blended finance, which has been identified in the [Addis Ababa Action Agenda on Financing for Development](#) as an instrument to lower investment-specific risks and incentivise additional private sector finance across key development sectors.

The following areas were identified for the development of guides on PPP and infrastructure finance:

- (i). The state of PPP and infrastructure finance midway to 2030; and
- (ii). Blended finance structures used in PPP and infrastructure projects in support of the SDGs.

i. The state of PPP and infrastructure finance midway to 2030

Work a guide on the state of PPP and infrastructure finance midway through the implementation phase of the 2030 Agenda has been completed in 2024 and is before the Working Party for decision (see document ECE/CECI/WP/PPP/2024/6).

ii. Blended finance structures used in PPP and infrastructure projects in support of the SDGs

Blended finance rules or models apply to all kinds of PPP projects, and it is important that any future work on this topic avoids duplication and offers distinctive features on the applicability of blended finance to PPPs for the SDGs. Work on this topic could simply be to collect the good practice documentation and highlight their relevance to PPPs for the SDGs. In case there is a unique niche angle, where the ECE can add meaningful value, a guide could be developed to highlight a number of blended finance structures that have been used in selected PPP and infrastructure projects, and how these projects can inspire governments in the ECE region to replicate them in their respective countries in support of the SDGs.

A lot has been written on blended finance and the scope of the guide is not to provide an overview of blended finance but rather to:

- (i). List in one document selected actual PPP and infrastructure projects that used a blended finance structure (e.g., the Pamir Private Power project in Tajikistan); and
- (ii). Inspire public authorities in the ECE region to apply similar blended finance structures in their projects in support of the SDGs.

Principle 9: Ensure that blended financing catalyses private partners to invest in PPPs for the SDGs.

Challenge 9.1 – Blended finance

The idea is not to put blended financing into projects where the private sector would have gone already but precisely when the blending of public or philanthropic capital with private capital can become truly catalytic and/or when it is programmed in such a way as to catalyse private investors to invest their capital in something they otherwise would not do.

Recommendation

Governments can work to ensure that blended finance⁷ can be truly catalytic and does not subsidize projects that would have already taken place.

Source: ECE Guiding Principles on PPPs in support of the SDGs (ECE/CECI/PPP/WP/2022/7)

⁷ Blended finance is mentioned in paragraph 48 of the Addis Ababa Action Agenda (2015). Blended finance is defined as a mechanism which combines concessional public finance with non-concessional private finance.

9. Enhancing fiscal sustainability and affordability in PPPs for the SDGs⁸

Fiscal sustainability of PPP projects along with their economic effectiveness is one of the five desirable outcomes of PPPs for the SDGs and is rooted in Guiding Principle 10 (see table below). This is further elaborated in the PIERS flagship methodology, where a number of criteria and indicators were included to further develop the concept. Fiscal sustainability refers to the budgetary viability of the project from a government perspective. This is a crucial determining factor for any project, which needs to be supplemented (where applicable) by a thorough assessment of the affordability of tariffs for the users of the project throughout the lifecycle.

Building on the IMF work and other reputable organisations, the ECE will identify where it can add value with a focus on the following key considerations:

- (i). How to ensure a proper reporting of sovereign and/or sub-sovereign debt and contingent liabilities/guarantees resulting from PPPs to avoid creating hidden debt?;
- (ii). How to ensure that any public funding potentially required for PPP projects is sustainable and does not put strain on public budgets?;
- (iii). What are the undesirable effects of long-term indebtedness in infrastructure projects and the risks of debt traps in low and middle-income countries? and
- (iv). How to ensure that tariffs remain affordable to the users throughout the lifecycle?

One key consideration in this workstream is to ensure that resilient PPPs and infrastructure projects make a meaningful contribution to a sustainable future.

A detailed proposal for the development of a practical guide on the above is further developed in Annex II. The topic of fiscal sustainability and tariff affordability is intrinsically linked to resilient infrastructure for a sustainable future. For this reason, the guide will contribute to the cross-cutting theme of the 71st Commission session (April 2025) “climate action and resilient infrastructure for a sustainable future”.

Principle 10: Avoid debt traps by ensuring the fiscal sustainability of projects and the transparency of fiscal policies.

Challenge 10.1 – Lending to low and middle-income countries

Private financing necessarily means debt for the concerned government as such financing will always have to be repaid. Thus, even benefiting from private financing, governments still face the challenge of the “funding gap”. They still need to establish and clarify the funding and budgetary sources of the required repayments to the private partner financing a PPP. Mobilizing private financing for public infrastructure investments requires governments to give attention to the sustainability of their budgets. This is to prevent creating unintended and hidden public debt (off-balance sheet).

Recommendation

PPPs must therefore be structured in a way making sure that guarantees, subsidies, profits, contingent liabilities, or payment obligations do not unduly overwhelm the sectoral or

⁸ The IMF has been leading the global work on fiscal transparency and sustainability of PPP and infrastructure projects. The IMF and the World Bank have jointly developed the multilateral tool PFRAM – PPP Fiscal Risk Assessment Model, which is being disseminated across the world as a multilateral support for capacity building in this field. This is further supported by other tools developed by the IMF to help countries build their national capacities to align their infrastructure projects pipelines with their macroeconomic and sectoral policies and with their public finance trajectory and debt sustainability. These include the PIMA – Public Investment Management Assessment and the C-PIMA (Climate PIMA) which facilitate these tasks including with due consideration for climate and sustainable development issues. These multilateral tools PFRAM, PIMA and C-PIMA are being acknowledged by ECE as key achievements that can contribute to implementing the ECE Guiding Principles. It is deemed useful for ECE to collect this multilateral material and highlight its relevance to PPPs for the SDGs.

national budgets concerned; and that they do not overburden public resources with excessive repayments over the life of the project(s).

Source: ECE Guiding Principles on PPPs in support of the SDGs (ECE/CECI/PPP/WP/2022/7)

10. Increasing food security through PPPs for the SDGs: the water, energy and agriculture nexus

Food in-security is one of the consequences of the triple planetary crisis and was identified by the Committee as a key area for future PPP work. PPPs for the SDGs is a promising instrument to address the challenges of ensuring food security in the ECE region and beyond. PPPs and food security go beyond the modernization of agriculture and the need to protect job security for smallholder farmers.

A standard or a practical guide on increasing food security through PPPs would involve the water, energy and agriculture nexus, and would build on other ECE instruments (e.g., the Protocol on Water and Health) and workstreams (e.g., the work of the Working Party on Agriculture Quality Standards (WP.7) and that by the Sustainable Energy Division).

11. Harnessing the potential and mitigating the risks of Artificial Intelligence (AI) in PPP and infrastructure projects in support of the SDGs

AI has the potential of advancing many SDGs and targets, and its use in PPPs can have a transformational effect throughout the projects' lifecycle. This has been acknowledged at the seventeenth session of the Committee on Innovation, Competitiveness and PPPs (the Committee) in June 2024 and at the 8th edition of the UNECE International PPP Forum in May 2024, where experts debated the balance between the accelerated efficiency and effectiveness that AI introduces, as well as the accompanying challenges and risks.

It is widely acknowledged that AI could revolutionize PPPs by reducing transaction costs, speeding up the development process, and improving the accuracy and efficiency of infrastructure needs assessment, risk evaluation and documentation generation. For example, at the identification stage, AI could help forecast infrastructure usage and help prioritize projects by understanding the interaction between different infrastructure projects. AI could also speed up the development stage of projects by automating tender preparation and managing the bidding process. There is also potential during the operation and maintenance stages where AI could identify and detect issues or disasters before they arise.

However, there are also substantial legal, ethical, and technical challenges that arise with the integration of AI. The main risks consist in reliability limitation, the lack of transparency in the algorithms and the data, and the lack of controllability.

The need for more discussions and policy guidance to realize the opportunities and navigate the challenges posed by AI, ensuring that its application in PPPs is both ethical and effective, and in support of the SDGs, was highlighted. In addition, the Committee welcomed the discussions on AI, and identified AI as a new spotlight issue to accelerate climate action and the circular economy transition, and to making infrastructure more resilient for a sustainable future (see Executive Committee informal document No. 2024/23)

Any future work on AI and PPPs should seek input from the "AI for Good" initiative organised by the International Telecommunication Union (ITU) in partnerships with 40 UN entities (including ECE) and co-convened with Switzerland. In addition, the outcome document of the United Nations Summit of the Future⁹ – the Pact for the Future – with its Digital Global Compact, should serve as a guiding document going forward.

A detailed proposal for Policy Briefs and webinar/podcasts series on the potential and limitations of AI-enhanced PPPs and infrastructure projects for the SDGs is further developed

⁹ The United Nations Summit of the Future took place in New York on 23-24 September 2024. Its outcome documents are available at: <https://www.un.org/en/summit-of-the-future>

in Annex II. The series will also contribute to the cross-cutting theme of the 71st Commission session (April 2025) “climate action and resilient infrastructure for a sustainable future”.

IV. Prioritization of topics

The list of standards and guides in part III above constitutes a draft work plan for the next few years, which needs to be updated and modified as circumstances change in the ECE region.

In the short term, the Bureau recommends to the Working Party to:

- (i) Prioritise the following topics for work to initiate in 2025:
 - a. Enhancing fiscal sustainability and affordability in PPPs for the SDGs; and
 - b. Harnessing the potential and mitigating the risks of Artificial Intelligence (AI) in PPP and infrastructure projects in support of the SDGs.
- (ii) Approve the proposals in Annex II.

V. Next steps

The Bureau recommends to the Working Party to discuss the new topics at its eighth session on 25-26 November 2024 under item 5 of the provisional agenda (Implementation plan for 2024-2025) and to consider the following course of action:

The Working Party:

1. Take note with appreciation of document ECE/CECI/PPP/WP/2024/INF.2 prepared by the Bureau;
2. Approves the revised list of topics for PPP standards and guides with policy options/recommendations as contained in Annex I;
3. Approves the detailed proposals for work on new PPP products to start in 2025 as contained in Annex II, namely:
 - a. Enhancing fiscal sustainability and affordability in PPPs for the SDGs; and
 - b. Harnessing the potential and mitigating the risks of Artificial Intelligence (AI) in PPP and infrastructure projects in support of the SDGs.
4. Takes note of the detailed proposals approved by the Bureau for work that started in 2024 as contained in Annex III;
5. Takes note of the list in Annex IV with requests by member States for PPP capacity building and policy advisory services;
6. Emphasise the critical importance of extrabudgetary funding for continuing its work on PPP policy advice and capacity building and call on donors and development partners to consider providing additional funding.
7. Requests the secretariat, working closely with the Bureau, to:
 - (a) Mobilise the necessary expertise and resources for the new PPP products to start in 2025;
 - (b) Launch the Policy Briefs and webinars/podcasts series on the potential and limitations of AI-enhanced PPPs and infrastructure projects for the SDGs; and
 - (c) Organise sessions to advance the work on the topics in Annex I at the 9th edition of the UNECE International PPP Forum in May 2025.

VI. Annexes

A list of all the topics for ongoing and the development of future work (standards and practical guides with policy options/recommendations for governments) is included in Annex I.

The detailed proposals on the two topics prioritised in section IV above for work to start in 2025 are included in Annex II.

Annex III contains detailed proposals for work approved by the Bureau on PPP products that started in 2024.

Annex IV contains a compilation prepared by the secretariat with all the requests received from ECE programme countries for PPP capacity building and policy advisory services. The list is shared for information and the capacity building and policy advisory services to member States will be provided by the secretariat based on the availability of resources from various sources.

Annex I

List of topics for PPP standards, practical guides, and other documents

No.	Standards/Practical guides with policy options/recommendations	Status ^{1,2}
1	Enhancing stakeholder engagement in PPPs for the SDGs	✓
2	Supporting the use of small-scale PPPs in support of the SDGs	✓
3	Supporting the use of off-grid rural electrification renewable energy and energy efficient PPP solutions for the SDGs	✓
4	Promoting hydrogen PPP projects in various infrastructure sectors in support of the SDGs	
5	Promoting gender equality and women's empowerment through PPPs for the SDGs	✓
6	Promoting climate resilient PPP and infrastructure projects in support of the SDGs	✓
7	Enhancing environmental sustainability in PPPs for the SDGs	
8	Disseminating the use of blended finance structures in PPP and infrastructure projects in support of the SDGs	
9	Enhancing fiscal sustainability and affordability in PPPs for the SDGs	*
10	Increasing food security through PPPs for the SDGs involving the water, energy and agriculture nexus	
11	Harnessing the potential and mitigating the risks of Artificial Intelligence (AI) in PPP and infrastructure projects in support of the SDGs	*

¹ A check mark (✓) next to the topic denotes work that started in 2024.

² An Asterix (*) next to the topic denotes work that will start in 2025.

Annex II

Detailed proposals for work on PPP products to start in 2025

1. Proposed practical guide on enhancing fiscal sustainability and affordability in PPPs for the SDGs

Title

Enhancing fiscal sustainability and affordability in PPPs for the SDGs

Purpose

The purpose of the proposal is to develop a guide for the public sector in the ECE region with policy recommendations based on case studies and practical examples to ensure:

- (i). a proper reporting of sovereign and/or sub-sovereign debt and contingent liabilities/guarantees resulting from PPPs to avoid creating hidden debt;
- (ii). that any public funding potentially for PPP projects is sustainable and does not put strain on public budgets;
- (iii). that the undesirable effects of long-term indebtedness in infrastructure projects are not leading to debt traps in low and middle-income countries; and
- (iv). that tariffs remain affordable throughout the whole lifecycle of projects.

Scope

Ensuring the financial sustainability of PPPs (fiscal viability and tariff affordability) is crucial for advancing the SDGs. By incorporating good practices, PPPs for the SDGs can achieve long-term fiscal sustainability while ensuring that tariffs remain affordable to the users throughout the whole lifecycle, thus contributing to a sustainable future.

The ECE guide intends to showcase how the financial sustainability of PPPs for the SDGs could be ensured throughout the whole lifecycle. It will focus on PPP projects and will supplement the Guiding Principles, the PIERS flagship methodology, and the five desirable PPPs for the SDGs outcomes. The ECE guide would draw on the existing work undertaken by the international community and international best-practice showcased through a number of examples, including the work of the IMF on fiscal transparency and sustainability of PPP and infrastructure projects, and tools such as the PPP Fiscal Risk Assessment Model (PFRAM), the Public Investment Management Assessment (PIMA) and the Climate PIMA.

Added value by ECE

The guide will be a key contribution to implementing the ECE Guiding Principles, in particular Guiding Principle 10: “Avoid debt traps by ensuring the fiscal sustainability of projects and the transparency of fiscal policies”.

In addition, it will have a detailed section on tariff affordability for users. Much has been written on fiscal viability for governments (in particular, by the IMF), but there is limited analysis on the impact of tariffs on consumers, as a result of the newly developed infrastructure services or caused by external factors (e.g. currency fluctuations) throughout the lifecycle of the PPP.

Drafting and/or peer review team

Membership is open to experts with broad knowledge in the area of PPP and infrastructure finance, fiscal sustainability and tariff affordability.

Timeline

Work on the guide should be commenced by the secretariat in 2025 in coordination with the Bureau and should be completed and submitted to the Working Party for its consideration at its 9th or 10th session.

2. Proposed Policy Briefs series on AI-enhanced PPPs and infrastructure projects for the SDGs: Potential and limitations

Title

A Policy Briefs series on the potential and limitations of AI-enhanced PPPs and infrastructure projects for the SDGs

Purpose

The purpose of the Policy Briefs series is to highlight the opportunities and the challenges that AI poses to PPPs and infrastructure throughout the lifecycle of projects. Lower transaction costs for governments and an expedited PPP process would represent a transformational leap in the efficiency and effectiveness of PPPs in support of the SDGs. But such efficiencies need to be measured against the legal, ethical and technical risks associated with the implementation of AI in PPPs and infrastructure projects.

The Policy Briefs will be supplemented by regular webinars or podcasts organised by the ECE secretariat engaging various experts from governments, private sector, academia, civil society, and international organisations.

Scope³

The Policy Briefs series will address both the pros and the cons in implementing AI in PPPs and infrastructure projects, including how AI is already utilised in projects and its potential to predict infrastructure needs, generate reports and analyses data.

Added value by ECE

To date, ECE is among a few, perhaps the only organisation, that is looking at the potential of AI in lowering PPP transaction costs for governments, especially in small-scale projects. By launching a comprehensive series of Policy Briefs and webinar discussions, the ECE will be at the forefront of shaping PPP policy and guide ECE member States in a fast-evolving technology that has the potential of reshaping infrastructure design and development, as well as the delivery of the related public services.

Drafting

The Policy Briefs will be drafted by leading experts under the auspices of the ECE secretariat. Each Policy Brief will be disseminated among the PPP community and posted on the ECE website with a disclaimer that the Policy Briefs are published by the secretariat and the views expressed in them do not necessarily represent the position of ECE member States, or the United Nations.

Timeline

The Policy Briefs are published regularly within a two-year period (2025-2026), after which the Working Party will review the work (at its 10th session in 2026) and decide on the way forward. An interim review may be carried out by the Working Party at its 9th session in 2025.

³ The ECE does not have a mandate to regulate AI. Regulation of AI is therefore outside the scope of this workstream.

Annex III

Detailed proposals for work approved by the Bureau⁴ on PPP products that started in 2024

1. Proposal for a Practical Guide on small-scale Public-Private Partnerships in support of the Sustainable Development Goals⁵

Title

Guidelines on planning, structuring, and managing* small-scale Public-Private-Partnerships (PPPs) in support of the Sustainable Development Goals (SDGs)

**If during the drafting process there are no specific issues in the management of PPPs that are specific to small-scale, then the word “managing” will be dropped from the title.*

Purpose

The purpose is to develop a joint ECE-WAPPP guide for the public sector with policy recommendations, including case studies and practical examples for the effective implementation of small-scale PPPs in support of the SDGs to advance sustainable infrastructure development. The guide will not only address the key aspects of small-scale PPP design but will also highlight efficient financing strategies. The guide will be grounded in actual case studies and practical examples. The objectives of the Guide will be to:

- (i) Present best practices and policy options and recommendations for the public and private sectors to implement small-scale PPPs;
- (ii) Enhance the understanding among public officials at the national, regional, and municipal levels on the significance of small-scale PPPs;
- (iii) Provide practical guidance on identifying, developing, financing, and managing small-scale PPPs;
- (iv) Offer best practices for optimising public-private collaboration in small-scale PPPs;
- (v) Address efficient methodologies and improvement of the enabling environment to reduce project preparation and transaction costs for small-scale PPPs;
- (vi) Propose potential financing and de-risking mechanisms, as well as ways to enhance the availability of financing; and
- (vii) Outline strategies for effective management of small-scale PPPs by public officials and stakeholders across the entire PPP project lifecycle.

Scope

The guide will cover the unique challenges and opportunities presented by small-scale PPP projects in general and in the context of the SDGs in particular, with a specific focus on project planning and structuring, including financing strategies. It will provide a comprehensive framework for the effective implementation of small-scale PPPs, considering key aspects affecting project design, stakeholder engagement, sustainability criteria, legal matters, impact assessment, and efficient financing. The guide aims to assist governments in developing and pursuing efficient small-scale PPP, achieving their SDG targets, and promoting holistic and inclusive development while addressing financial/budgetary constraints.

⁴ The proposals in Annex III were approved by the Bureau pursuant to the Working Party Decision 2023 – 4.2(6)(i): “The Working Party...requested the Bureau to...approve a proposal in 2024 for the drafting of a new standard/guide on climate resilient PPP and infrastructure projects in support of the SDGs, and on small-scale PPPs...”.

⁵ The proposal was endorsed by the Bureau on 1 March 2024 and work on the draft guide was commenced in April 2024.

The guide will emphasise efficient and effective strategies and regulatory and other tools to address the challenges of small-scale PPPs. It will explore project assessment, procurement, financing, and monitoring models aimed at keeping transaction, financial, and other ancillary costs low. Furthermore, the importance of standardisation such as bidding documents, template PPP contracts, and financing terms will be highlighted, showcasing best practices for the public and private sectors to reduce time spent on preparing the bids and the selection process project accelerating commercial and financial close. Additionally, the guide will address the requirements of PPP units and procuring authorities when they engage in small projects by proposing strategies to streamline their processes and PPP frameworks in respective jurisdictions, to make them more efficient and to optimise their resources.

The guide will complement existing methodologies and frameworks that might be relevant to small-scale PPPs, providing practical insights for governments and contracting authorities seeking to integrate small-scale PPPs as a procurement option to develop public services with the support of the private sector in their project pipeline. It will address the specific challenges and opportunities faced by small-scale PPPs and align with the principles of sustainability and inclusivity.

Added Value

While there are resources available on PPPs and the SDGs, very few publications address the nuances of small-scale PPP projects. This joint ECE-WAPPP guide under the Bureau's auspices will fill this gap, addressing the specific considerations of small-scale PPPs including the context of the SDGs. This guide will not only provide insights into designing small-scale PPPs in support of the SDGs but will also offer practical solutions for overcoming financial challenges in small-scale PPP projects. The added value includes:

- A. Providing actionable strategies for standardisation, reducing time and effort required to develop and implement small-scale PPPs.
- B. Providing practical recommendations and instruments for the development, procurement, and implementation of small-scale PPPs, dealing with features of such PPPs, and suggesting optimal solutions, trade-offs, and methodologies specific to small-scale PPPs.:
- C. Showcasing case studies and best practice examples illustrating successful implementation of small-scale PPPs, including integration of efficient financing strategies.

Drafting team

The guide will be drafted by an ECE-WAPPP drafting team. Membership is open to experts with broad PPP knowledge and the SDGs, ideally with experience in small-scale PPPs.

The process will benefit from regular discussions on the topic, including the biweekly online events organised by WAPPP throughout 2024 and the panel discussions at the 8th edition of the UNECE International PPP Forum in Istanbul in May 2024.

Timeline

Work on the guide will start in Q1 2024 in coordination with the Bureau, the secretariat and WAPPP. The document is expected to be completed by the end of September 2024. WAPPP will follow its internal rules for approving and publishing the document when ready. The Secretariat will submit the document to the Working Party for its consideration at its eight session in November 2024.

2. Proposal for a Practical Guide on Promoting Climate Resilient PPP and Infrastructure Projects in Support of the Sustainable Development Goals⁶

Title

Promoting climate resilient PPP and infrastructure projects in support of the SDGs

Purpose

The purpose of this guide is to:

- (i) Develop policy options and recommendations for policymakers that underscore the importance of both **adaptation** and **resilience** in PPPs;
- (ii) Highlight financing mechanisms and strategies to support the development and implementation of climate-resilient and adaptive infrastructure projects;
- (iii) Identify pertinent international best practices in climate resilience and sustainability within PPPs and infrastructure development, leveraging the nuanced differences and synergies between sustainability, adaptation, and resilience in the context of climate change; and
- (iv) Building on ECE Guiding Principles on PPPs in support of the SDGs, in particular Principle number 7,⁷ and the PIERS methodology,⁸ and in cooperation with the multilateral platform SOURCE, to highlight the transformative potential of integrating both adaptive and resilient approaches in PPPs, addressing existing financing and operational gaps in this dual approach.

Scope

To comply with the SDGs, the need for PPPs to help finance both the infrastructure gap and the integration of climate resilience and adaptation into infrastructure projects is acute. This effort directly addresses SDG 13, which calls for urgent action to combat climate change and its impacts, although climate resilience and adaptation are intrinsically linked to all the SDGs.⁹

Aligned with the outcome document of the COP28 and the cross-cutting theme of the 71st Economic Commission for Europe (April 2025),¹⁰ the guide will provide a detailed exploration of how PPPs can enhance the achievement of the SDGs through the integration of climate adaptation and resilience practices in infrastructure projects to adapt to climate changes and natural disasters. This includes clarifying the distinctions and interconnections between adaptation (the proactive adjustment to anticipated climate impacts) and resilience

⁶ The proposal was endorsed by the Bureau on 5 July 2024 and work on the draft guide was commenced in July 2024.

⁷ More specifically, “build facilities resilient against climate change threats” (ECE Guiding Principles on PPPs in support of the SDGs – [ECE/CECI/PPP/WP/2022/7](#))

⁸ The PIERS flagship methodology benefits from a widespread dissemination through the multilateral platform SOURCE, which is being used by many developing countries for their PPP and infrastructure projects.

⁹ This guide will address adaptation and resilience, ensuring infrastructure can recover quickly and cope with new climate realities. While related, mitigation strategies in infrastructure projects—focused on reducing greenhouse gas emissions and minimizing the carbon footprint—fall outside the scope of this guide and are addressed in the ECE Guidelines on Promoting Circular Economy in Public-Private Partnerships for the United Nations Sustainable Development Goals ([ECE/CECI/WP/PPP/2022/](#)).

¹⁰ The Executive Committee designated “*Climate action and resilient infrastructure for a sustainable future*” as the cross-cutting theme of the 71st Commission session to be held on 9-10 April 2025. It also invited ECE subsidiary bodies, including the Working Party on PPPs, to consider how they can contribute to the theme within their respective mandates, ongoing work and existing resources.

(the capacity to absorb shocks and recover), for existing and new infrastructure projects.¹¹ Key considerations include science-based approaches using historical catastrophic disaster data and relevant regional or national forecasts, taking into account the adaptability of economic actors to help them in implementation, as well as legislative requirements to ensure infrastructure development is resilient to future challenges.

The guide will also offer policy guidance for member States on how to effectively blend existing climate adaptation and resilience strategies into PPP policies and projects. It will be particularly tailored to the unique challenges and opportunities presented by both developed and developing countries/economies in transition within the ECE region.

Additionally, it will present policy options and recommendations for aligning national SDG plans with climate-resilient and adaptive procurement policies, emphasizing the need for a nuanced understanding and application of both adaptation and resilience across all phases of the PPP project cycle.

Added Value by ECE

Building on existing work, the guide will explore innovative funding solutions, and how to leverage private sector investment, to facilitate financial valuation of implementation of climate resilience in the economy and help identify opportunities for international financial support.¹²

Building on ECE Guiding Principles on PPPs in support of the SDGs, in particular Principle number 7, and the PIERS methodology, it will lay the foundations and advocate for a comprehensive methodological framework that evaluates the design of new infrastructure, provides policy recommendations to enhance resilience, assesses existing infrastructure for adaptation strategies, and analyzes post-disaster conditions to propose contingency measures.

The guide will also advocate for tender documents that prioritize both transformative adaptation measures and resilience capabilities, encouraging the private sector to propose solutions that are innovative, sustainable, and affordable.

Drafting Team¹³

The drafting team will be composed of experts deeply knowledgeable in both the theory and practice of climate adaptation and resilience within the context of public procurement and PPPs, ideally with experience in diverse economic settings. It will be led by Mr. David Dodd and overseen by the Bureau of the Working Party on PPPs.

Timeline

Work on the guide should be commenced in 2024 and should be completed and submitted to the Working Party for its consideration at its 9th session in November 2025.

¹¹ The guide will be divided into sections on the relevance of climate adaptation and resilience for existing infrastructure projects and for new infrastructure projects.

¹² The guide will include a comprehensive bibliography in an Annex.

¹³ The input of the UN Office for Disaster Risk Reduction (UNDRR) will be sought throughout the development process of the guide.

Annex IV

Compilation of requests received by the secretariat from ECE programme countries for PPP capacity building and policy advisory services*

<i>Member States</i>	<i>Capacity-building and policy advisory needs</i>	<i>Planned Deliverables</i>	<i>Fundraising needs (USD)</i>
Azerbaijan	Provide assistance with project preparation and delivery to ensure the sustainability of PPP projects and their compliance with the SDGs.	Training to public officials on the use of the PIERS methodology.	50 000
Kyrgyzstan	Provide assistance with project preparation and evaluation to ensure the sustainability of PPP projects and their compliance with the SDGs.	Assistance to implement the policy recommendations on 8 evaluated PPP projects using PIERS to improve their sustainability.	150 000
Tajikistan	Provide assistance with project preparation and evaluation to ensure the sustainability of PPP projects and their compliance with the SDGs.	Evaluate a number of priority PPP projects and train public officials in the use of the PIERS methodology	150 000
Turkmenistan	Provide assistance with the legal and regulatory framework to develop projects aligned with the SDGs.	Assist with the preparation of secondary legislation and implementation guides for public officials	75 000
Ukraine	Provide comprehensive assistance with project preparation and evaluation to ensure the sustainability of PPP projects and their compliance with the SDGs.	Evaluate a large number of priority reconstruction PPP projects using the PIERS methodology and provide trainings to public officials.	2 000 000
Uzbekistan	Provide assistance in waste management PPPs to ensure their sustainability and compliance with the SDGs	Study on private sector participation in waste management PPP projects	75 000

* The list was prepared by the secretariat addressing relevant OIOS recommendations and in line with the ECE fundraising strategy. All requests are tracked in the ECE-wide request tracking mechanism established by PMU in response to OIOS recommendations. The delivery of all capacity building and policy advisory services are subject to resources, and the secretariat invites donors and development partners to consider providing additional funding for these activities.