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Economic Commission for Europe

Committee on Innovation, Competitiveness and Public-Private Partnerships

Working Party on Public-Private Partnerships

Ninth session

Geneva, 24 – 25 November 2025

Item 1 of the provisional agenda

Adoption of the agenda

Annotated provisional agenda for the ninth session

To be held at the Palais des Nations, Geneva, starting at 15.00 on 24 November 2025.*

I. Provisional agenda¹

1. Adoption of the agenda.
2. Policy discussion: Implementing Public-Private Partnerships and resilient infrastructure for a sustainable future.
3. Review of the work since the eighth session of the Working Party on Public-Private Partnerships on 25 – 26 November 2024.
4. Implementation plan for 2025 – 2026.
5. Rules of Procedure.
6. Election of officers.
7. Other business.
8. Modalities for the adoption of the report of the ninth session.

* Delegates attending meetings at the Palais des Nations should register online and complete an electronic registration form available at <https://www.unece.org/ppp/wpppp9.html>. Prior to the session, delegates (with the exception of delegates from the Geneva-based Missions) are requested to present themselves with a valid identification card/passport at the Pass and Identification Unit of the UNOG Security and Safety Section, located at the Pregny Gate, Avenue de la Paix 8-14, for the issuance of an identification badge. Additional information for delegates is available at: <https://www.ungeneva.org/en/about/practical-information>.

¹ In line with the request by UNOG to reduce the length of meetings in 2025 due to the UN liquidity crisis and considering the high regular staff vacancies in the Cooperation and Partnerships Section servicing the Working Party, the Bureau decided to reduce the ninth session by half-a-day for a total of three 3-hour sessions.



II. Annotations to the provisional agenda

Item 1. Adoption of the agenda

<i>Title of document</i>	<i>Document symbol</i>	<i>For information/decision</i>
Annotated provisional agenda	ECE/CECI/WP/PPP/2025/1	Decision

1. The Working Party will adopt the agenda of its ninth session.

Item 2. Policy discussion: Implementing Public-Private Partnerships and resilient infrastructure for a sustainable future

2. Under this agenda item, member States will have the opportunity to explore how Public-Private Partnerships (PPPs) and resilient infrastructure can contribute to a sustainable future. More concretely, the policy discussion will explore best practices and strategies for integrating resilience and mobilizing sustainable and innovative finance, while leveraging artificial intelligence (AI) in PPP and infrastructure projects.

3. The policy discussion also contributes to the cross-cutting theme of the 71st session of the Economic Commission for Europe (ECE) in April 2025, and it will be structured in separate panels,² as well as the first Meeting for Government Delegates, as follows:

A. Panel 1: Scaling up sustainable and innovative finance for Public-Private Partnerships and infrastructure projects

4. Mobilizing sustainable and innovative finance is critical to bridging the infrastructure investment gap and advancing the Sustainable Development Goals (SDGs) through PPPs. A starting point in the discussions will be the UN Sevilla Commitment adopted in July 2025 at the Fourth International Conference on Financing for Development, which reaffirms the importance of well-designed PPPs as a key instrument to promote foreign direct investment (FDI). The session will highlight the key factors and explore strategies to attract sustainable finance in PPPs and infrastructure projects, including blended finance, green bonds, impact investment, and other innovative financing tools.³

B. Panel 2: Harnessing the potential of artificial intelligence (AI) in Public-Private Partnerships and infrastructure projects

5. AI offers transformative potential for enhancing the identification, implementation, and impact of PPPs and infrastructure projects, but it also presents challenges and risks. The panel will explore how AI can: assist in data collection; improve decision-making in the identification, planning and operational phases of projects; facilitate better communication and engagement with stakeholders; develop more efficient financial models, such as blended

² The policy discussion might be supplemented by other topics within the Working Party's mandate.

³ The ECE Guidelines on the state of PPP and infrastructure finance midway to 2030 (ECE/CECI/WP/PPP/2024/6), endorsed by the Working Party in 2024 and approved by the Committee on Innovation, Competitiveness and Public-Private Partnerships in 2025, include a detailed toolbox of sustainable finance instruments, some of which will be further elaborated and presented during the panel.

finance; enhance the procurement process of infrastructure assets, and assist in monitoring and reporting.⁴

C. Panel 3: Promoting fiscal sustainability and tariff affordability in Public-Private Partnerships and infrastructure projects

6. Fiscal sustainability and tariff affordability are fundamental elements for governments to consider in all PPP projects. The panel will explore strategies and tools to ensure the fiscal sustainability of PPP projects, and for tariffs to be and remain affordable to users and taxpayers throughout the identification, development, and implementation phases of projects.⁵

D. First Meeting for Government Delegates only: Opportunities and challenges in advancing national Public-Private Partnerships programmes

7. The first Meeting for Government Delegates only⁶ will serve as a platform for sharing experiences, progress, and challenges in implementing national PPP programmes across the ECE region and beyond. The Meeting will foster peer-to-peer learning and facilitate the exchange of best practices, while also identifying capacity-building needs to support the development of sustainable and resilient PPPs and infrastructure projects.

8. The detailed programme of the policy discussion and the first Meeting for Government Delegates only will be developed in consultation with the Bureau and will be made available to participants on the ECE website.⁷

Item 3. Review of the work since the eighth session of the Working Party on Public-Private Partnerships on 25 – 26 November 2024

<i>Title of document</i>	<i>Document symbol</i>	<i>For information/decision</i>
Annual summary report of Bureau decisions since the eighth session of the Working Party on Public-Private Partnerships on 25 – 26 November 2024	ECE/CECI/WP/PPP/2025/INF.1	Information
Draft guidelines on promoting gender equality and women empowerment through PPPs for the SDGs	ECE/CECI/WP/PPP/2025/INF.3	Information
Draft guidelines on enhancing stakeholder engagement	ECE/CECI/WP/PPP/2025/INF.4	Information

⁴ At its eighth session in November 2024, the Working Party launched a new workstream on AI-enhanced PPPs (see Decision 2024 – 5.2(3)(ii) in document ECE/CECI/WP/PPP/2024/2). Policy Briefs on the topic are being developed under the auspices of the secretariat.

⁵ At its eighth session in November 2024, the Working Party launched a new workstream on enhancing fiscal sustainability and affordability in PPPs for the SDGs (see Decision 2024 – 5.2(3)(i) in document ECE/CECI/WP/PPP/2024/2). A practical guide on the topic is under preparation.

⁶ A closed meeting for Government Delegates.

⁷ The programme will be available at: <https://unece.org/ppp/wpppp9>.

<i>Title of document</i>	<i>Document symbol</i>	<i>For information/decision</i>
throughout the PPP project lifecycle in support of the SDGs		
Draft guidelines on promoting climate resilient PPP and infrastructure projects in support of the SDGs	ECE/CECI/WP/PPP/2025/INF.5	Information
Draft standard supporting the use of off-grid rural electrification renewable energy and energy efficient PPP solutions	ECE/CECI/WP/PPP/2025/INF.6	Information

9. The Working Party will review the PPP work since its last session on 25 – 26 November 2024 on:

- (a) Policy documents: International PPP standards, guidelines, guiding principles, declarations, training material, and recommendations; and
- (b) Implementation: Capacity-building activities and policy advisory services.

A. Policy documents: International Public-Private Partnerships standards, guidelines, guiding principles, declarations, training material, and recommendations

10. The following documents are being presented for information:⁸

- (a) Draft guidelines on promoting gender equality and women empowerment through PPPs for the SDGs (ECE/CECI/WP/PPP/2025/INF.3);
- (b) Draft guidelines on enhancing stakeholder engagement throughout the PPP project lifecycle in support of the SDGs (ECE/CECI/WP/PPP/2025/INF.4);
- (c) Draft guidelines on promoting climate resilient PPP and infrastructure projects in support of the SDGs (ECE/CECI/WP/PPP/2025/INF.5); and;
- (d) Draft standard supporting the use of off-grid rural electrification renewable energy and energy efficient PPP solutions (ECE/CECI/WP/PPP/2025/INF.6).

11. Drafting teams developing the above-mentioned documents paid particular attention to the rights of vulnerable people by adopting, where possible, a human-rights based approach to PPPs and infrastructure.

12. The Working Party will receive a progress report on the draft PPP standards, best practice guides and policy briefs at various stages of preparation and on the use of existing PPP standards, tools, and best practice guides.

⁸ Taking note of UNOG's decision to reduce the number of documents in light of the liquidity crisis and the high staff vacancy rate in the Cooperation and Partnerships Section, the Bureau decided to prioritise the revised Rules of Procedure for issuing as an official document (discussed under agenda item 5) over other normative documents. A number of draft normative documents at various stages of development are submitted for information.

13. In line with Rule 16 of the Rules of Procedure, an annual summary report of the Bureau decisions (ECE/CECI/WP/PPP/2025/INF.1) will be submitted to and presented at the Working Party for information.

B. Implementation: Capacity-building activities and policy advisory services

14. The Working Party will review the impact of capacity-building activities and the policy advisory services undertaken since the last session, noting the challenges arising, given the UN's ongoing liquidity crisis.

15. The Working Party will also have the opportunity to take stock of past PPP activities, discuss effective means for the promotion and dissemination of this work, and review, as appropriate, the evaluation undertaken by the UN Office of Internal Oversight Services (OIOS) in 2022, including recommendation 2 on the development of a division-wide integrated strategic plan covering subprogrammes 4 and 6.

Item 4. Implementation plan for 2025 – 2026

<i>Title of document</i>	<i>Document symbol</i>	<i>For information/decision</i>
Report of the Working Party on Public-Private Partnerships on its eighth session	ECE/CECI/WP/PPP/2024/2	Information
Intersessional Implementation Plan for 2025 – 2026	ECE/CECI/2025/2, Annex I	Information
Proposals for future work on PPP policy documents	ECE/CECI/WP/PPP/2025/INF.2	Decision

16. The Working Party will discuss proposals for work to be undertaken in the remainder of 2025 and in 2026 in accordance with the Intersessional Implementation Plan for 2025 – 2026 approved by the Committee on Innovation, Competitiveness and Public-Private Partnerships (ECE/CECI/2025/2, Annex I).⁹

17. The Working Party will decide on the venue of the 10th edition of the UNECE International PPP Forum to be held in May 2026.¹⁰

18. Building on the document on future work prepared and presented by the Bureau at the last session (ECE/CECI/WP/PPP/2024/INF.2), the Working Party will have the opportunity

⁹ In particular, paragraph 11: “The work on PPPs focuses on supporting ECE member States closing the SDG financing gap through sustainable PPPs and infrastructure finance in support of the UN 2030 Agenda on Sustainable Development. Activities include the development of normative tools, such as good practices, policy recommendations, guidelines and standards, demand-driven capacity-building activities and policy advisory services, policy dialogue and peer learning, and analytical work on the mobilization of financing for PPPs and infrastructure in the ECE region. The ECE Guiding Principles on PPPs for the SDGs and the various policy documents adopted by the Committee, including the PIERS methodology, provide the normative basis for the work on PPPs.”

¹⁰ The Committee on Innovation Competitiveness and Public-Private Partnerships decided to hold the 10th edition of the UNECE International PPP Forum in May 2026. In addition, recognizing the growing interest of ECE member States in hosting the annual editions of the PPP Forum, the Committee decided to maintain a geographical balance in the hosting of the Forum within the ECE region, subject to the interest expressed by ECE member States (Decision 2025 – 4b.4, ECE/CECI/2025/2).

to hear proposals to launch work in 2026 on new standards, guidelines and policy recommendations to be developed where the Working Party has a mandate.¹¹ New proposals are subject to interest by experts participating in drafting teams and the availability of resources.

19. The Working Party will discuss and decide on the Bureau proposals for future work on PPP policy documents (ECE/CECI/WP/PPP/2025/INF.2), and on proposals from delegations.

20. Participants are encouraged to communicate to the meeting any expressions of interest by member States or other stakeholders for receiving, delivering, or hosting capacity-building activities in the priority areas of the Working Party's work. Requests from member States for capacity-building activities and policy advisory services will be considered based on available capacity and resources.

21. Participants are also encouraged to bring to the attention of the session any expression of interest by member States and other stakeholders to provide extrabudgetary support towards the ECE PPP work in support of the SDGs (such as funding or in-kind contributions, including the organization of seminars and networking initiatives). The secretariat will brief the Working Party on requests received for capacity-building and policy advisory services, and the efforts underway to raise additional extrabudgetary resources to meet these requests.

Item 5. Rules of Procedure

<i>Title of document</i>	<i>Document symbol</i>	<i>For information/decision</i>
Rules of Procedure	ECE/CECI/WP/PPP/2025/3	Decision

22. At its fifth session in November 2021, the Working Party approved the Rules of Procedure contained in document ECE/CECI/WP/PPP/2021/5/Rev.1.

23. At its eighth session in November 2024, the Working Party requested the Bureau to review the Rules of Procedure, especially with regards to the nomination of observers to the Bureau, and, if deemed necessary, submit a revised Rules of Procedure to the Working Party at its ninth session.

24. The Bureau revised the Rules of Procedure adopted in November 2021, and recommend their adoption by the Working Party.

25. The Working Party will decide on the revised Rules of Procedure (ECE/CECI/WP/PPP/2025/3).

Item 6. Election of officers

26. The term of office of Bureau members expires at the end of the session and a new Bureau shall be elected pursuant to the Working Party's Rules of Procedure. The Working Party will elect its Chairperson and Bureau members for a two-year term.

¹¹ The list of approved topics for PPP standards and practical guides is contained in document ECE/CECI/WP/PPP/2024/2, Annex II.

Item 7. Other business

Dates of the next session

27. The secretariat proposes that the tenth session of the Working Party takes place in Geneva in the last quarter of 2026, subject to conference room availability at the Palais des Nations. The Working Party will decide on the dates of the next session.

Item 8. Modalities for the adoption of the report of the ninth session

28. After the conclusion of the session, the secretariat will prepare a draft report and distribute it to the Permanent Representatives in Geneva and the Bureau for subsequent approval by silence procedure in accordance with Rule 21 of the Rules of Procedure.

III. Tentative timetable

<i>Time</i>	<i>Agenda Item</i>
Monday, 24 November 2025	
15:00-18:00	Item 1. Adoption of the agenda Item 2. Policy discussion: Implementing Public-Private Partnerships and resilient infrastructure for a sustainable future
Tuesday, 25 November 2025	
10:00-13:00	Item 2. Policy discussion (continued)
13:00-15:00	Lunch break
15:00-18:00	Item 3. Review of the work since the eighth session of the Working Party on Public-Private Partnerships on 25 – 26 November 2024 Item 4. Implementation plan for 2025 – 2026 Item 5. Rules of Procedure Item 6. Election of officers Item 7. Other business Item 8. Modalities for the adoption of the report of the ninth session