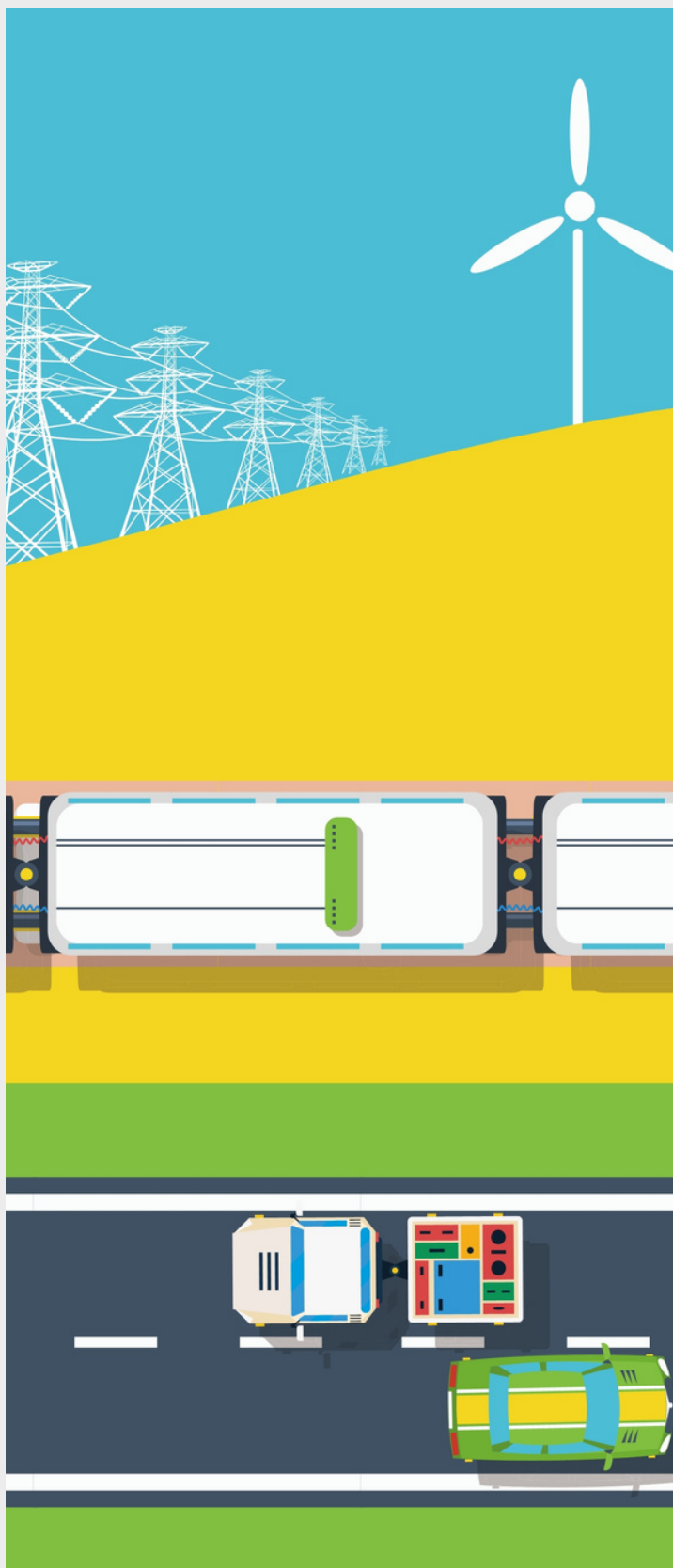




# CAREC INSTITUTE



BOOKLET  
2023

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# ABOUT US



The Central Asia Regional Economic Cooperation (CAREC) Institute is an intergovernmental organization dedicated to promoting economic cooperation through knowledge generation, capacity building and knowledge sharing in the CAREC region. As a leading regional knowledge hub, the CAREC Institute has a mission to support shared future and sustainable development in the CAREC region and beyond.

The CAREC Institute is jointly shared, owned, and governed by eleven member countries: Afghanistan, Azerbaijan, the People's Republic of China, Georgia, Kazakhstan, the Kyrgyz Republic, Mongolia, Pakistan, Tajikistan, Turkmenistan, and Uzbekistan. The CAREC Institute, headquartered in Urumqi, Xinjiang Uygur Autonomous Region of the People's Republic of China, provides hands-on support to the CAREC member countries through research, knowledge products and services.

The CAREC Institute is a knowledge support arm of the CAREC Program which is a proactive facilitator of practical, results-based regional projects, and policy initiatives critical to sustainable economic growth and shared prosperity in the region, guided by the overarching vision of “Good Neighbors, Good Partners, and Good Prospects.”

## FIVE CAREC CLUSTERS:

- 1 Economic and Financial Stability**
- 2 Trade, Tourism, and Economic Corridors**
- 3 Infrastructure and Economic Connectivity**
- 4 Agriculture and Water**
- 5 Human Development**




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The CAREC Institute acts as a knowledge connector among the five CAREC clusters to ensure coherence in design and implementation of policies, programs, and projects to promote regional economic cooperation and integration.

To fulfil its objectives, the CAREC Institute:

- ➔ Provides high-impact knowledge solutions and analytical underpinnings to facilitate an inclusive regional cooperation for catalyzing balanced development solutions synergizing national development challenges and priorities with regional aspirations.
- ➔ Facilitates sharing of good practices of the region and the world to enable the member countries to respond effectively to regional challenges and capitalize on opportunities.
- ➔ Enhances the capabilities of government officials to engage in regional cooperation processes, design and implement regional cooperation projects, and conduct sophisticated policy analysis for informed policy decisions.
- ➔ Conducts strategic research by mobilizing relevant intellectual resources to enhance regional cooperation and accelerate growth.
- ➔ Improves the effectiveness of decision making among the member countries through facilitation of policy dialogue and dissemination of findings at high-level platforms.
- ➔ Promotes regional alliances and facilitates development of think tanks in the region to serve as a resource base for strategic research and knowledge sharing.

# OUR HISTORY

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- 2006**
    - The 5th CAREC Ministerial Conference in Urumqi, PRC, endorsed the formation of the CAREC Institute.
  - 2007**
    - The 6th CAREC Ministerial Conference in Dushanbe, Tajikistan, endorsed the CAREC Institute Prospectus, and agreed that the CAREC Institute would take the form of a virtual institute.
  - 2009**
    - The CAREC Institute started its work in virtual mode.
  - 2012**
    - At the 11th CAREC Ministerial Conference in Wuhan, PRC, the CAREC Ministers agreed to establish a physical base of the CAREC Institute, and the Wuhan Action Plan outlined the CAREC Institute's first Work Plan for 2013–2017.
  - 2013**
    - At the 12th CAREC Ministerial Conference in Astana, Kazakhstan, all member countries accepted PRC's offer to host the physical base of the CAREC Institute in Urumqi, Xinjiang Uygur Autonomous Region, PRC.
  - 2014**
    - Mr. Wang Yi, the Minister of Foreign Affairs of the People's Republic of China, proposed to CAREC member countries to set the CAREC Institute as an intergovernmental organization.
  - 2015**
    - The first Governing Council of the CAREC Institute meeting convened, which established the Recruitment and Selection Committee and the Budget and Audit Committee and appointed the first Director and the first Deputy Director One.
    - The physical operation of the CAREC Institute was launched in March 2015 in Urumqi, PRC, with its first Director assuming his post in July 2015.
  - 2016**
    - At the 15th CAREC Ministerial Conference in Islamabad, representatives from PRC, Kyrgyz Republic, Pakistan, and Uzbekistan signed the Intergovernmental Agreement. Other CAREC member countries expressed their commitments.
  - 2017**
    - The Intergovernmental Agreement establishing the CAREC Institute entered into force on August 24.
    - The CAREC Institute Inaugural Ceremony was held on September 7 in Urumqi, PRC.
  - 2018**
    - The CAREC Institute and the PRC signed the Host Country Agreement to enable the Institute to fulfill its purpose fully and effectively.
  - 2020**
    - The Host City Memorandum of Understanding was signed in Urumqi, PRC.
  - 2022**
    - Kazakhstan, the last founding country of the CAREC Institute, signed the Intergovernmental Agreement.



# VISION & MISSION



The CAREC Institute focuses on providing knowledge services to CAREC member countries for promoting regional cooperation and integration.

The CAREC Institute 2021–2025 strategy provides a framework for supporting the CAREC member countries, builds upon the foundation established by the institute in previous years and aligns objectives with CAREC 2030 priorities.

The CAREC Institute's long-term vision *"Leading knowledge center promoting economic cooperation in the CAREC region for shared and sustainable development"* is consistent with the CAREC 2030 mission—*"A Regional Cooperation Platform to Connect People, Policies, and Projects for Shared and Sustainable Development"*—and incorporates present opportunities and future ambitions.

Under this vision, the CAREC Institute aims to enhance the quality and effectiveness of the CAREC Program by providing evidence-based research and capacity building services, dissemination of knowledge products, and networking with research institutions. Recognizing an urgent need to further finetune to respond to the evolving external environment, mainly being shaped by the outbreak of the COVID-19 pandemic, the CAREC Institute has decided to adapt quickly to the post-COVID business environment, which necessitates innovative, technology intensive approaches to capacity building, research, and knowledge management, while focusing on evolving country-specific and regional needs.

CAREC Institute's strategy is defined by the following guiding principles:

**Alignment with CAREC Program:** the CAREC Institute will focus on issues related to achieving the goals linked with and complementary to the CAREC Program.

**Consistency with international best practice:** the CAREC Institute will abide by principles consistent with public international law and good governance.

**Transparency:** the CAREC Institute's activities will be open and transparent to all stakeholders. The CAREC Institute will improve its public relations through the effective use of mass media.

**Balance and fairness:** The operations of the CAREC Institute will be balanced and fair, considering the multitude of needs of the CAREC Institute member countries.

**Equitability:** Services provided by the CAREC Institute will be distributed equitably among member countries based on their needs and initiatives.

**Collaboration:** CAREC Institute's activities will be planned and conducted in collaboration with member countries, partner organizations, think tanks, universities, research, and training centers.

The CAREC Institute Strategy for 2021–2025 is available at:



[CARECINSTITUTE.ORG/PUBLICATIONS/CAREC-INSTITUTE-STRATEGY-2021-2025](http://CARECINSTITUTE.ORG/PUBLICATIONS/CAREC-INSTITUTE-STRATEGY-2021-2025)

# MAIN ACTIVITIES



With the regional integration objective at its heart, the CAREC Institute engages with the member countries on numerous activities annually. The CAREC Institute has five main functions:

- conduct strategic research;
- provide innovative solutions;
- disseminate research findings and results;
- enhance the capabilities of government officials; and
- develop a network of research institutions in the CAREC region.

## RESEARCH

Research is one of the main pillars of the CAREC Institute's mission, which is to support the CAREC Program with evidence-based research products as its knowledge arm. Through research, the CAREC Institute attempts to identify the most pressing challenges facing the CAREC region that pertain to its economic and financial stability, trade, tourism and economic corridor, infrastructure and connectivity, agriculture and water management, and human development dimensions.

CAREC Institute's research products, which are produced by its staff and research fellows and affiliates, include:

- research reports and books which disseminate the findings of research on regional CAREC trends;
- research papers which provide analysis and interpretation based on in-depth independent research;
- journal papers which provide the academics with research information about CAREC regional trends and challenges;
- policy and economic briefs which provide assessments of economic trends, research summaries and policy options;
- blogs which provide a platform to exchange views on CAREC clusters to ensure coherence in design and implementation of policies in the member countries.

To promote research collaboration in the region, the CAREC Institute supports the following programs and regular events:

**Visiting Fellowship Program** to support to research fellows who spend a considerable period of time researching selected topics that promote regional integration and cooperation in the CAREC region.

**Research Grants Program** to support scholars and researchers from the CAREC Think Tank Network members to produce targeted knowledge products which will add to the body of knowledge on regional cooperation in CAREC.

**Think Tank Development Forum** to invite eminent resource persons to discuss key policy issues confronting CAREC member countries with a view to finding sustainable solutions and critical issues confronting think tanks in the region and beyond.

**Research Conferences** to provide an opportunity for researchers from the region to discuss their research work and liaise with other researchers.

**Networking and forging partnerships** with academia, development institutions, the Belt and Road Initiative, and other entities to exchange information, initiate and improve research and academic programs, exchange experts and resource persons, cooperate in the government policy consultations, build platforms to facilitate collaboration of the regional enterprises and business groups, and contribute to the sustainable development in the region.



The CAREC Institute produces periodic reviews of economic developments at the global, regional, and national levels with a particular focus on policy recommendations:

**The Quarterly Economic Monitor** looks at economic developments in the CAREC region based on latest available GDP, fiscal, monetary, and other economic data, and discusses several aspects of current and potential future developments. The CAREC Institute's Quarterly Economic Monitor serves as a resource for policy makers and the broader public in the CAREC region, providing an overview of recent economic developments, government measures, and initiatives for closer cooperation among CAREC countries.

**The Annual Book** comprises an array of analytical works with policy recommendations on recovery through digital transformation, e-taxation, strengthened financial inclusion, and crisis strategies for small businesses and households.

#### 2023 THEMATIC RESEARCH AREAS:

- 1 **CAREC Region Trade Integration: CAREC FTA (Phase II)**
- 2 **Building Robust Public Health Systems for Regional Integration—Lessons for CAREC region**
- 3 **Digital CAREC Phase III—Digital Economy with 4IR technologies**
- 4 **Regional Climate Vulnerability in CAREC and Perspectives for Regional Cooperation Concept Note (Phase 2, Stage II)**
- 5 **A roadmap for fintech-led regional financial cooperation in the CAREC region**
- 6 **The geopolitical uncertainties and their socioeconomic impact on CAREC economies**

#### CAPACITY BUILDING

The CAREC Institute provides timely, innovative, and targeted knowledge support in the form of capacity building and full-cycle training activities to update knowledge and upgrade skills of member countries' leading experts in priority areas of regional cooperation. The Institute applies various CAREC customized mode of capacity building to leverage efforts and resources with development partners to address increasing needs of member countries. Institute's capacity-building activities in 2023 will be closely aligned with research activities of the Research Division and Chief Economist Team.

**CAREC Chai:** in many countries and cultures throughout the CAREC region, people have the most frank and open conversations in their kitchens over a cup of tea—widely known as the "Chai" talks. In light of that, CAREC Chai Series aim to facilitate open discussions among experts, think tanks, development partners, and CAREC government representatives, to exchange views and share knowledge on prospects of connectivity and cooperation in the region.

**Cascading and hybrid learning programs:** the CAREC Institute has transformed its knowledge services to cascading and blended learning. The institute started with transport-related activities and has gone to cover all five CAREC priority clusters. In 2023, the institute is implementing hybrid learning programs (mixture of continuous face-to-face and virtual engagements through its eLearning platform) with easing of travel restrictions.





**Thematic dialogues:** the CAREC Institute has diversified knowledge services to acquire the agility and flexibility in addressing the increasing needs of member countries. Thematic dialogues have been the main instrument to design and deliver timely policy discussions in digital CAREC, climate change, water management, etc.

**Training of trainers:** the CAREC Institute conducted the CAREC Road Asset Management Maturity Assessment in 2021 and continues providing the country specific training of trainers on Road Asset Management.

**Knowledge broker for holistic and informed policy making:** the CAREC Institute conducts high-quality research-based capacity building activities in collaboration with development partners. Such approach aims at developing capabilities and skills of national partner organizations. Research-based workshops in 2023 will cover topics such as fintech, post-pandemic economic recovery, special economic zones, digital FDI, CAREC corridor performance measurement, regional climate vulnerability, and water infrastructure.

**Around the clock eLearning services:** the institute has been offering around the clock distance learning to target audiences in the CAREC region and beyond. All interested professionals and national partners have access to the CAREC Institute eLearning platform to optimize available digital learning modules and replicate for further capacity building in their respective countries.

## KNOWLEDGE MANAGEMENT

The CAREC Institute communicates technical and complex knowledge in more accessible and simplified information formats to a wider audience using e-learning, infographics, research digests, adaptations, etc.

The CAREC Institute's e-newsletter provides more than 3,000 stakeholders with monthly updates on recent and upcoming CAREC knowledge events, sector-specific studies, and research findings.

The institute works with regional and national media in CAREC countries to share news about research publications and activities of the CAREC Institute with the public in three languages: Chinese, English, and Russian.

Asian Development adaptations are being produced by the CAREC Institute with assessments of current economic trends and challenges in the CAREC region.

The CAREC Institute provides breaking news and cover events using the social media platforms LinkedIn, Weibo, WeChat, TikTok, and the website.



# GOVERNANCE

The governance of the CAREC Institute is represented by the Governing Council of eleven member country representatives comprised of high-level government officials from the line ministries designated by their respective governments.

The Governing Council is vested with the mandate and responsibility to guide, oversee and supervise the strategic objectives and plans, organizational structure, appointment and dismissal of the management, rules and regulations, annual budget, and audit statements of the institute.

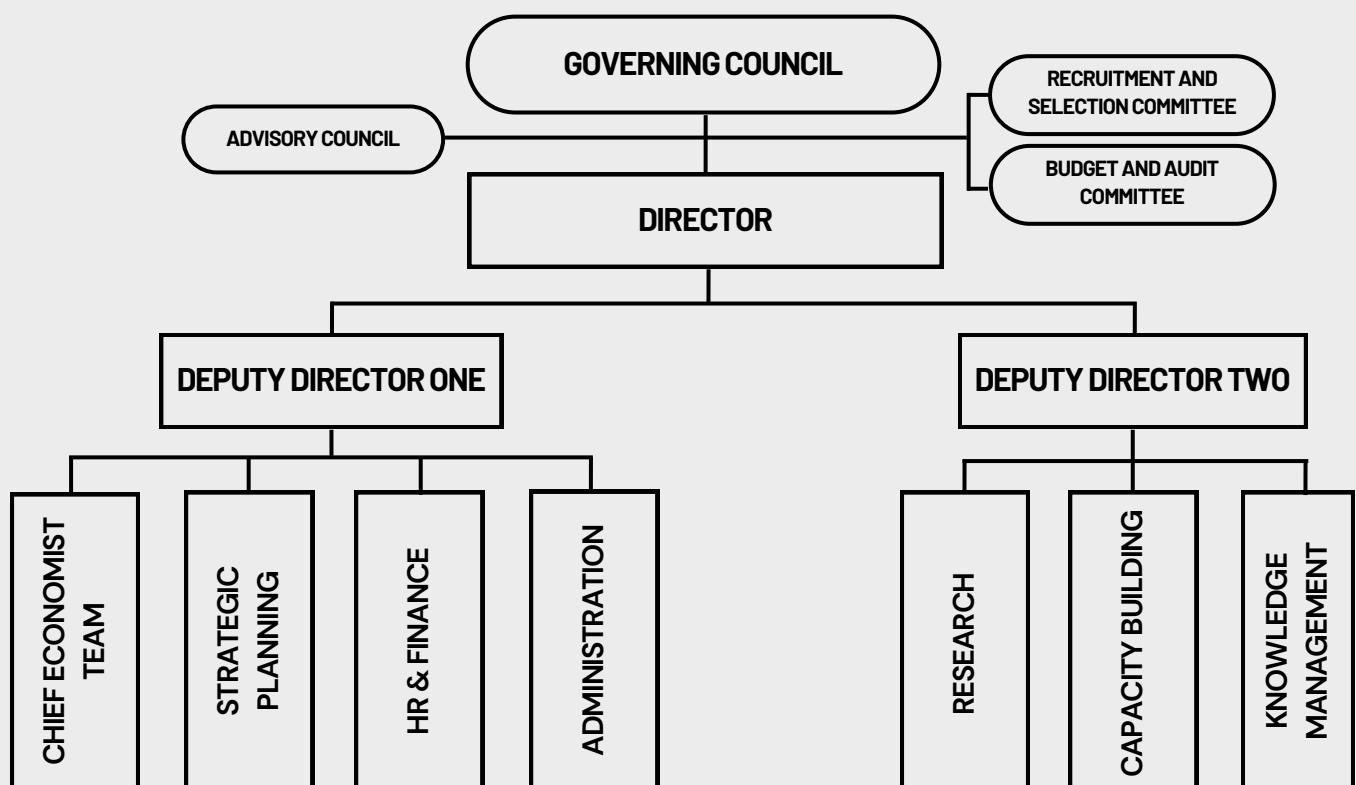
The chairmanship of the Governing Council is held by the country chairing the CAREC Program, following the system of alphabetical rotation among CAREC member countries. The Governing Council makes decisions on the basis of consensus, and may establish an Advisory Council and committees as it deems necessary. Currently, under the CAREC Institute Governing Council, there are Advisory Council and two committees – Selection and Recruitment Committee, and Budget and Audit Committee.

The 7th Governing Council meeting of December 2017 established the Advisory Council to act as a sounding board and source of new ideas and approaches to enhance the strategies and operations of the CAREC Institute. The Advisory Council i) guides the CAREC Institute's strategies and operations to help it emerge as an independent and credible research and capacity building organization in support of the CAREC Program, ii) proposes and deliberates on the emerging global and regional issues that are relevant to the CAREC Institute's work, iii) brings proposals to guide the CAREC Institute activities, including its biannual Rolling Operational Plan, in the overall context of promoting regional cooperation and integration in the CAREC Region, iv) advises on key strategic and operational issues, including by those suggested by the CAREC Institute Governing Council and the CAREC Institute's management and staff, v) provides original, independent, and professional opinions in the framework of discussion notes presented by CAREC Institute's management.

The CAREC Institute's Recruitment and Selection Committee i) provides policy guidance and implements the selection and recruitment of the Management team, ii) reviews the Recruitment and Selection Plan, iii) ensures recruitment and selection is based on a competitive process, iv) ensures recruitment and selection of the staff of the CAREC Institute is fair, transparent and that balanced representation of the countries is upheld, and v) makes decisions on other recruitment and selection related activities at the request of the Governing Council.

The Budget and Audit Committee of the CAREC Institute i) reviews CAREC Institute's work program and budget framework, ii) reviews and recommends approval to the Governing Council of CAREC Institute's annual budget proposal, including capital expenditure budget, if any, iii) reviews semi-annual budget utilization report, and iv) other budget and its related activities at the request of the Governing Council, v) takes charge of audit of CAREC Institute's finances, vi) reviews proposal(s) and appoints CAREC Institute's External Auditors, vii) reviews and discusses the efficiency, effectiveness and integrity of the internal control system, including risk management and information technology security, and viii) considers other audit and its related activities at the request of the Governing Council.

The CAREC Institute management consists of one Director and two Deputy Directors. The CAREC Institute has seven divisions: Research, Capacity Building, Knowledge Management, Chief Economist Team, Strategic Planning, HR and Finance, and Administration. The staff is recruited from the CAREC member countries competitively on the basis of openness, balance, transparency, and merit.



# OUR PARTNERS & SPONSORS

- Agricultural Development Bank of China
- Asian Development Bank
- Asian Development Bank Institute
- China Public Private Partnerships Center
- Chinese Academy of Fiscal Sciences
- Civil Aviation Administration of China
- Economic Scientific Research Institute, Azerbaijan
- Institute of Standardization of the Xinjiang Uygur Autonomous Region
- International Finance Forum
- Islamic Development Bank
- Pakistan Institute of Development Economics
- Permanent Secretariat of the Inter-governmental Commission TRACECA
- Sustainable Development Policy Institute
- United Nations Children's Fund
- United Nations Economic and Social Commission for Asia and the Pacific
- United Nations Industrial Development Organization
- University of Shenzhen
- Xiamen National Accounting Institute
- Xinjiang Institute of Ecology and Geography Chinese Academy of Sciences
- Xinjiang University of Finance & Economics

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