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**ECONOMIC COMMISSION FOR EUROPE**

**COMMITTEE ON ECONOMIC COOPERATION AND INTEGRATION**

Fourth session

Geneva, 28 – 30 September 2009

Item 4 of the provisional agenda

**PERFORMANCE EVALUATION  
OF THE SUBPROGRAMME FOR 2008 – 2009**

**PERFORMANCE EVALUATION OF THE SUBPROGRAMME FOR 2008 – 2009**

Note by the secretariat

**I. INTRODUCTION**

1. At its third session held in Geneva on 3-5 December 2008, the Committee on Economic Cooperation and Integration (CECI) discussed and agreed on the expected accomplishments and related indicators of achievement and measurement methodology for its 2008 – 2009 biennial performance evaluation as laid out in Annex I of document ECE/CECI/2008/8 “Performance Evaluation of the Subprogramme for 2008 – 2009”.<sup>1</sup>

2. The purpose of the biennial evaluation is to give an opportunity for the members of the Committee, its Teams of Specialists and networks of experts to review and reaffirm the relevance of CECI activities in view of the subprogramme’s objectives. The outcome of this evaluation should contribute to defining future subprogramme priorities and the resultant distribution of resources.

3. The present note is intended to provide an informational basis for the performance evaluation to be carried out at the fourth session of CECI. It is based on the expected

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<sup>1</sup> See ECE/CECI/2008/2, paragraph 32(q), p.15.

accomplishments, indicators of achievement and measurement methodology agreed at the third session of CECI<sup>2</sup> and reflects information collected by the secretariat on the basis of meeting records, monitoring of CECI website visits and downloads of documents and responses to the evaluation questionnaire approved by CECI at its third session.<sup>3</sup>

4. The secretariat received 37 responses to the evaluation questionnaire from 23 UNECE member countries, anonymous respondents and international organizations. In particular, responses were received from the following countries with economies in transition: Albania, Armenia, Azerbaijan, Belarus, Croatia, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Russian Federation, the former Yugoslav Republic of Macedonia, Ukraine and Uzbekistan, as well as from Turkey. 21 respondents represent the government sector (national government ministries, national government agencies, or Permanent Missions to the United Nations Office at Geneva (one instance)). The majority of respondents who identified their membership in CECI teams and/or networks belong to the Team of Specialists on Intellectual Property (13), the Team of Specialists on Innovation and Competitiveness Policies (12), and the expert network on entrepreneurship and enterprise development (9).

5. The secretariat has received some feedback shedding light on the relatively low response rate. It seems that many team and network members from West European countries and from the non-government sector thought the questionnaire was aimed predominantly at participants from transition economies and the government sector.

6. The present note reflects information available at the end of the first half of 2009, i.e. at the three-quarters mark of the biennium.

7. The secretariat expresses its appreciation to the members of CECI, its Teams of Specialists and networks of experts who participated in this information collection effort.

## II. GOOD PRACTICES AND POLICY RECOMMENDATIONS, AND THEIR USE

8. The *first indicator* of achievement to be measured was the number of good practices identified, discussed and disseminated through UNECE activities. It has been counted as the number of synopses of good practices and policies and other policy recommendations produced under CECI and endorsed/adopted at CECI annual sessions. At its third session on 3-5 December 2008, CECI endorsed the following three documents:

- (a) Synopsis of Policy Options for Creating a Supportive Environment for Innovative Development (ECE/CECI/2008/3);
- (b) Policy Recommendations on Improving the Regulatory Environment for the Financing of Innovation-Related Activities (ECE/CECI/2008/4); and
- (c) Policy Recommendations on Improving the Legal Background for Efficient PPPs (ECE/CECI/2008/5).

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<sup>2</sup> The table with the expected accomplishments, indicators of achievement, measurement methodology and preliminary results is contained in Annex I. More detailed data and analysis is available on the CECI Information Exchange Platform at <http://www1.unece.org/ceci/platform/login.action>.

<sup>3</sup> The questionnaire is reproduced in Annex II.

9. In addition, a Compendium of Good Practices in Promoting Knowledge-based Development was published in all three UNECE working languages, which brings together the synopses of good practices and policy recommendations developed in 2007 in all main thematic areas and which before had been available only as separate CECI session documents. Like all CECI publications, it can be downloaded from the CECI website (see below).

10. The evaluation questionnaire also included a question on practical steps taken by governments to implement the above-mentioned good practices and policy recommendations. Respondents were allowed multiple answers. 66 instances of practical steps were reported from (at least) 18 countries, among them 13 countries with economies in transition and three new EU member States. Perhaps most significantly, 11 respondents from (at least) five countries (Croatia, Kazakhstan, Kyrgyzstan, Moldova, Ukraine and Uzbekistan) indicated that CECI good practices and policy recommendations had been *incorporated into national legislation or regulations* or into their drafts.

11. Moreover, nine respondents from (at least) six countries (Albania, Croatia, Czech Republic, Russian Federation, Ukraine and Uzbekistan) reported that CECI good practices and policy recommendations had been *incorporated into national policy documents* or had been used as guidelines when developing such documents. 16 respondents from (at least) 11 countries stated that CECI good practices and policy recommendations had been *used as reference for good practice in reviewing working procedures* at government agencies. In addition to some of the countries mentioned above, this was also the case in the Republic of Belarus, Georgia, Poland, Romania, and the former Yugoslav Republic of Macedonia. Finally, 27 respondents said that CECI good practices and policy recommendations had been disseminated by governments to stimulate and inform policy debate and/or had been used as references in policy debates and seminars.

### III. WEB-BASED INFORMATION DISSEMINATION

12. The *second indicator* of achievement to be measured was the number of website visits and downloads of documents on the website of CECI (<http://www.unece.org/ceci/Welcome.html>).<sup>4</sup> There were a total of 155,000 visits in the period of 1 January 2008 – 30 June 2009. Half of these visits were to pages pertaining to CECI in general rather than to particular thematic areas. Among the thematic areas, the pages on the three Teams of Specialists each received around 15,000 visits, and the pages of the two expert networks received slightly less than 10,000 visits each.

13. In addition to the page visits, CECI documents were downloaded over 80,000 times.<sup>5</sup> Of these, almost 20,000 were downloads of the seven CECI publications.<sup>6</sup> The Guidebook on Good Governance in Public-Private Partnerships proved particularly popular with almost 9,000

<sup>4</sup> Visits and downloads have been counted using a software package installed by the UNECE Information Technology Unit (Webtrends by SEO Savvy).

<sup>5</sup> For the purpose of this report, only downloads of “substantive” documents were counted, such as publications, reports summarizing the discussions at CECI sessions, conferences, meetings and seminars, presentations given at such events, etc. Downloads of purely organizational materials such as information notices, meeting agendas and programmes, registration forms, etc. were not counted.

<sup>6</sup> Available at: <http://www.unece.org/ceci/publications.html>.

downloads. PPP was also the thematic area receiving the most downloads overall (30,000), followed by general CECI documents (over 23,000) and documents in the entrepreneurship and enterprise development area (over 10,000).

14. The secretariat also maintains a separate password-protected online Information Exchange Platform which contains information, documents, and links relevant to CECI work.<sup>7</sup> The platform has a dedicated space for each of the five main thematic areas. The homepages of these spaces received over 30,000 visits during the first 18 months of the biennium.

15. The *third indicator* of achievement is the number of contributions made to the platform by members of the Teams of Specialists and networks of experts. CECI stakeholders have provided some 160 documents and links for the secretariat to upload, particularly on issues of innovation and competitiveness policies.

#### IV. USE OF GUIDEBOOKS AND OTHER DOCUMENTS

16. The *fourth indicator* of achievement is the number of countries using the UNECE Guide to Promoting Good Governance in Public-Private Partnerships and other documents prepared under CECI. This has been counted by means of responses to a corresponding question in the evaluation questionnaire, and this count is complemented by the actual number of downloads of documents. 12 respondents from 10 countries stated that CECI comparative reviews and guidebooks were “frequently” being used by relevant stakeholders to inform their work.<sup>8</sup> Another 11 respondents from 9 countries said that this was “rarely” the case, while 14 respondents had no knowledge of CECI publications having been used. However, as mentioned above, during the period under review the seven publications produced by CECI were downloaded almost 20,000 times.

17. The evaluation questionnaire also included an opportunity for respondents to make their own suggestions on further improving the usefulness of CECI publications and documents. Suggestions centered on dissemination, on the way documents were prepared, and on their content. As to dissemination, several respondents suggested that more could be done, by the secretariat and also by members of Teams of Specialists as well as expert networks and relevant ministries, to ensure that publications and documents reach all relevant stakeholders in member countries. Respondents also stressed the need to make all publications and documents available in Russian as quickly as possible. As to the way publications and documents are prepared, it was suggested to create an opportunity for users at the national level to give feedback on publications and documents. One respondent felt that more could be done to involve stakeholders at the planning stage to make sure that documents met stakeholders’ needs.

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<sup>7</sup> <http://www1.unece.org/ceci/platform/login.action> For technical reasons, the platform is hosted on a different server than the CECI website. The software used to monitor activity on the CECI website is currently not installed on the main server and can therefore not be used to monitor activity on the Platform. However, the software on which the Platform runs generates its own statistics on activity, albeit less detailed than the ones available for the main website, and these have been used in this note.

<sup>8</sup> One respondent cited two specific examples from Croatia: CECI policy recommendations on Entrepreneurship and SME Development are in line with the policy options formulated by the Government in the national policy documents (SME Development Program 2008 – 2012). The National Competitiveness Council which was founded in 2002 on the initiative of the private business sector and the Croatian Employers' Association frequently refers to UNECE recommendations and sources for statistical data.

18. As to the content, several respondents praised the quality of the documents. At the same time, the importance of practical examples and international comparisons of the impact of policies was emphasized. It was also suggested that policy recommendations should be made more country- or subregion-specific in order to better reflect the large differences in economic development across the UNECE region. To achieve this, it was suggested that local experts could be involved more in the preparation of studies, and more CECI events could be held in member countries to better collect and reflect national experiences.

## V. CAPACITY-BUILDING AND TRAINING, AND THEIR IMPACT

19. The *fifth indicator* of achievement is the number of government representatives from countries with economies in transition participating in UNECE PPP-related activities. The secretariat organized six PPP-related activities during the reporting period.<sup>9</sup> The total number of government representatives from countries with economies in transition was more than 600.

20. The *sixth indicator* of achievement is the number of trained participants as a result of training courses and other capacity-building activities. Based on official participation records, a total of some 1,150 participants benefited from training and capacity-building in 13 events organized during the reporting period.<sup>10</sup> In addition, the results of separate questionnaire-based evaluations were available for seven of these events at the time of writing. 210 responses were collected. These included questions asking participants to rate the events in terms of usefulness, relevance and quality. Generally, between 80 and 90 percent of respondents, and frequently over 90 percent, rated the events as “good”, “very good” or “excellent”.

21. The *seventh and final indicator* is the number of follow-up country level activities resulting from training courses and other capacity-building activities. This has been assessed by means of responses to a corresponding question in the evaluation questionnaire. The questionnaire did not ask for specific numbers, but only whether five different types of follow-up activities had taken place. Respondents were allowed multiple answers. A total of 53 instances were recorded from 17 countries, including 13 countries with economies in transition, three new member States of the EU, and Turkey. The five types of follow-up activities received between 8 (“CECI materials have been used or adapted for use in training/capacity-building activities”) and 13 responses (“participants in CECI training or capacity-building activities have disseminated new knowledge and lessons learned to peers and staff under their supervision”) each. 15 of the 37 respondents were not aware of any follow-up activities.

22. The evaluation questionnaire further included an option for respondents to make their own suggestions on further improving training and capacity-building activities. The suggestions reflected a clear demand, with several respondents expressing their appreciation for what is being done and asking for more and longer, more in-depth events. In line with some of the comments on CECI documents above, the responses suggest that demand seems to shift from conceptual, overview-type events and increasingly towards events with a narrower topical focus and a greater emphasis on the specific situation at the national/subregional level. Among the concrete suggestions received were the use of electronic and distance-learning tools, training of trainers, assisting countries with developing courses on management, entrepreneurship or

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<sup>9</sup> A list of these events is contained in Annex III.

<sup>10</sup> A list of these events is contained in Annex IV.

innovation and with integrating such course into the curricula of science studies, and the use of more case studies in training materials.

## **VI. GENERAL COMMENTS ON THE OVERALL WORK OF THE COMMITTEE**

23. The evaluation questionnaire also included an opportunity for respondents to provide suggestions on how to further improve the overall work of CECI in the future. Several suggestions showed that there was scope to make the flow of information on CECI activities and its operating procedures more effective. There were also suggestions to bring more participants from different national institutions to CECI activities in order to increase the opportunities for sharing experiences. Some replies suggested to give a greater say to Teams of Specialists and expert network members on the topics to be discussed at CECI sessions, either by circulating questionnaires (as was done for the present CECI session on the topic of the impact of the economic crisis on innovation activities), or by creating a separate body of “frequent participants” to propose topics.

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**Annex I****MEASUREMENT METHODOLOGY AND PRELIMINARY RESULTS  
OF THE 2008 – 2009 BIENNIAL EVALUATION <sup>11</sup>**

1 January 2008 – 30 June 2009

<b>Expected accomplishments</b>	<b>Indicators of achievement</b>	<b>Measurement methodology</b>	<b>Results</b>
(a) Increased awareness of authorities of good practices and policy options facilitating innovative development and innovation-driven competitiveness  (Relevant cluster: Creating a supportive environment for innovative development and knowledge-based competitiveness)	(i) Number of good practices identified, discussed and disseminated through UNECE activities  (ii) Number of website visits and downloads of documents  (iii) Number of contributions made to the CECI Information Exchange Platform by members of the Team of Specialists on Innovation and Competitiveness Policies	(i) to be counted by the secretariat  (ii) to be measured by the secretariat using website activity measurement software  (iii) to be counted by the secretariat	(i) 1  (ii) 14,679 website visits, 8,870 downloads of documents, 5,267 visits to the corresponding space on the Information Exchange Platform  (iii) 103
(b) Identification and dissemination of good practices with a view to facilitating national decision-making in the area of enterprise development  (Relevant cluster: Promoting an enabling environment for entrepreneurship and SME development)	(i) Number of good practices identified, discussed and disseminated through UNECE activities  (ii) Number of website visits and downloads of documents	(i) be counted by the secretariat  (ii) to be measured by the secretariat using the website activity measurement software SEO Savvy	(i) 1  (ii) 9,703 website visits, 10,605 downloads of documents, 4,086 visits to the corresponding space on the Information Exchange Platform

<sup>11</sup> Columns 1, 2 and 3 of this table replicate Annex I of ECE/CECI/2008/8.

<b>Expected accomplishments</b>	<b>Indicators of achievement</b>	<b>Measurement methodology</b>	<b>Results</b>
<p>(c) Increased awareness of authorities of good practices in government policies and regulations creating an environment conducive to the financing of innovation-related activities</p> <p>(Relevant cluster: Promoting an enabling environment for efficient financial intermediation in support of innovative development)</p>	<p>(i) Number of good practices identified, discussed and disseminated through UNECE activities</p> <p>(ii) Number of website visits and downloads of documents</p>	<p>(i) to be counted by the secretariat</p> <p>(ii) to be measured by the secretariat using website activity measurement software</p>	<p>(i) 1</p> <p>(ii) 9,969 website visits, 4,015 downloads of documents, 5,978 visits to the corresponding space on the Information Exchange Platform</p>
<p>(d) Identification and dissemination of good practices and policy options with a view to facilitating the effective commercialization, protection and enforcement of intellectual property rights</p> <p>(Relevant cluster: Facilitating the effective regulatory protection of intellectual property rights and strengthening their role in innovative development)</p>	<p>(i) Number of good practices identified, discussed and disseminated through UNECE activities</p> <p>(ii) Number of website visits and downloads of documents</p> <p>(iii) Number of contributions made to the CECI Information Exchange Platform by members of the Team of Specialists on Intellectual Property</p>	<p>(i) to be counted by the secretariat</p> <p>(ii) to be measured by the secretariat using website activity measurement software</p> <p>(iii) to be counted by the secretariat</p>	<p>(i) 0</p> <p>(ii) 16,245 website visits, 5,847 downloads of documents, 6,463 visits to the corresponding space on the Information Exchange Platform</p> <p>(iii) 24</p>



Expected accomplishments	Indicators of achievement	Measurement methodology	Results
<p>(e) Increased awareness of authorities of good regulatory practices in promoting efficient public-private partnerships</p> <p>(Relevant cluster: Promoting best practice in efficient public-private partnerships)</p>	<p>(i) Number of countries using the UNECE Guide to Promoting Good Governance in PPPs</p> <p>(ii) Number of governmental representatives from countries with economies in transition participating in UNECE PPP-related activities</p>	<p>(i) to be measured through responses to a questionnaire which the secretariat will distribute to the members of CECI and its Teams of Specialists and expert networks</p> <p>(ii) to be counted by the secretariat based on official participation records</p>	<p>(i) The questionnaire in fact only included a question on CECI publications in general, rather than on the PPP Guide specifically. The Guide has been downloaded almost 9,000 times.</p> <p>(ii) some 600</p>
<p>(f) Strengthened national capacities in countries with economies in transition to promote a policies as well as a financial and regulatory environment conducive to economic growth, innovative development and higher competitiveness of enterprises and economic activities</p> <p>(This expected accomplishment addresses the capacity-building activities carried out within the five clusters of activities)</p>	<p>(i) Number of trained participants as a result of training courses and other capacity-building activities</p> <p>(ii) Number of follow-up country-level activities resulting from training courses and other capacity-building activities</p>	<p>(i) to be counted by the secretariat based on official participation records</p> <p>(ii) to be measured through responses to a questionnaire which the secretariat will distribute to the members of CECI and its Teams of Specialists and expert networks</p>	<p>(i) some 1150 participants</p> <p>(ii) The questionnaire did not ask about the <i>number</i> of follow-up activities, but gave respondents the opportunity to indicate <i>whether</i> any of 5 specific follow-up activities had occurred. Respondents reported 53 instances from 17 countries.</p>

## Annex II

### EVALUATION QUESTIONNAIRE <sup>12</sup>

*The UNECE secretariat would be grateful if you could take few minutes to complete this questionnaire. Your comments will help us evaluate the activities of the UNECE Committee on Economic Cooperation and Integration and its subsidiary bodies and to improve them in the future.*

*Your responses will be handled confidentially.*

*The UNECE Committee on Economic Cooperation and Integration (CECI) has adopted a number of good practices and policy recommendations in its areas of work, i.e. on innovation and competitiveness policies, intellectual property commercialization and protection, fostering public-private partnerships, financing innovative development, and fostering entrepreneurship and small and medium-sized enterprises.*

**1. To your knowledge, what practical steps, if any, have been taken by the Government of your country to implement these recommendations?**

Please tick boxes as appropriate (several answers possible):

**CECI good practices and policy recommendations have been ...**

- ☐ incorporated in national policy documents or used as guidelines in developing such documents
- ☐ disseminated by the Government in the country to stimulate and inform policy debate
- ☐ incorporated in legislation or regulations or in proposed drafts of such
- ☐ used as a reference for good practice in reviewing working procedures of government agencies
- ☐ used as reference in internal policy discussions and seminars
- ☐ other (please specify):

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☐ Don't know

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<sup>12</sup> This Annex is identical to Annex II of ECE/CECI/2008/8.

*The UNECE Committee on Economic Cooperation and Integration has produced a number of comparative reviews and guidebooks in its areas of work.*

**2. To your knowledge, are these documents being used by relevant stakeholders in your country to inform their work?**

☐ rarely

☐ frequently

☐ don't know

**3. Do you have any suggestions how to improve future documents and ways of making them available to stakeholders?**

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*The UNECE Committee on Economic Cooperation and Integration has organized a number of training courses and other capacity-building activities.*

**4. To your knowledge, what follow-up activities, if any, have been taken in your country as a result of these training courses/ capacity-building activities?**

Please tick boxes as appropriate (several answers allowed):

- ☐ Information on CECI activities has been disseminated in your country/your constituency
- ☐ materials provided by CECI have been used or adapted for use in training/capacity-building activities
- ☐ participants in CECI training or capacity-building activities have disseminated new knowledge and lessons learned to peers and staff under their supervision
- ☐ reviews of operating procedures, rules, regulations, mandates or legislation have been initiated as a result of insights gained at CECI activities
- ☐ new forms of cooperation to further improve capacities have been initiated as a result of contacts established and insights gained at CECI activities (such as systematic exchanges of information, twinning programmes, staff exchanges, participation in training or capacity-building programmes with or offered by other countries/institutions/organizations)
- ☐ other (please specify):

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☐ Don't know

**5. Do you have any suggestions on how CECI's training/ capacity-building activities can be improved in the future?**

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**6. Do you have any suggestions on how the overall work of CECI and its Teams of Specialists and expert networks can be improved in the future?**

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**Please tell us about yourself:**

**I am a member of** (*please tick as appropriate*):

☐ Committee  
on Economic  
Cooperation  
and  
Integration

☐ Team of  
Specialists on  
Innovation and  
Competitiveness  
Policies

☐ Team of  
Specialists on  
Intellectual  
Property

☐ Team of  
Specialists on  
Public-Private  
Partnerships

☐ Network of  
Experts on  
Financing  
Innovative  
Development

☐ Network of  
Experts on  
Entrepreneurship  
and Enterprise  
Development

**I represent** (*please tick as appropriate*):

☐ a national  
government  
ministry

☐ a national  
government  
agency

☐ the  
business  
community

☐ the  
academic  
community

☐ an inter-  
national  
organization

☐ a mission  
to the United  
Nations  
Office at  
Geneva

☐ other  
(please specify:  
\_\_\_\_\_  
\_\_\_\_\_)

**I am from a country with economy in transition:**

☐ Yes

☐ No

**Personal contact information** (*optional, will be treated confidentially, if provided*)

**Name:** \_\_\_\_\_

**Affiliation:** \_\_\_\_\_

**Position/job title:** \_\_\_\_\_

**e-mail address:** \_\_\_\_\_

**PLEASE RETURN** this questionnaire either by e-mail [ceci@unece.org](mailto:ceci@unece.org) or by fax  
+ 41 22 917 0178

**\*\*\* THANK YOU FOR SHARING YOUR OPINIONS!\*\*\***

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### **Annex III**

#### **ACTIVITIES TAKEN INTO ACCOUNT WHEN CALCULATING THE NUMBER OF GOVERNMENT REPRESENTATIVES FROM COUNTRIES WITH ECONOMIES IN TRANSITION PARTICIPATING IN PPP-RELATED ACTIVITIES**

- (a) First session of the Team of Specialists on Public-Private Partnerships, Geneva, 28 and 29 February 2008.
- (b) Expert Meeting on the Preparation of a Toolkit “How to do PPPs”, Antwerp, Belgium, 10 and 11 June 2008.
- (c) Pilot Training Course on Public-Private Partnerships, Moscow, Russian Federation, 16 to 21 June 2008.
- (d) International Conference “Taking Public-Private Partnerships forward: New Opportunities for Infrastructure Development in Transition Economies”, Moscow, Russian Federation, 21-22 October 2008.
- (e) Consultative Meeting between the Government of the Republic of Kazakhstan and the UNECE Business Advisory Board on Public-Private Partnerships, Astana, Kazakhstan, 13 March 2009.
- (f) Expert Meeting on the Preparation of a Toolkit “How to do PPPs”, London, United Kingdom, 14 May 2009.

**Annex IV****TRAINING AND CAPACITY-BUILDING EVENTS TAKEN INTO ACCOUNT WHEN  
CALCULATING THE NUMBER OF PARTICIPANTS TRAINED**

- (a) Applied Policy Seminar on Enhancing the Innovative Capacity of Firms in the UNECE Region: Policy Options and Practical Instruments, Geneva, 14 and 15 February 2008.
- (b) International Conference on Investing in Innovation: Promoting New Opportunities in the UNECE Region, Geneva, 10 and 11 April 2008.
- (c) Applied Policy Seminar on Early Stage Financing and Investment Readiness of Innovative Enterprises, Moscow, Russian Federation, 23 May 2008.
- (d) Pilot Training Course on Public-Private Partnerships, Moscow, Russian Federation, 16 to 21 June 2008.
- (e) National Capacity-building Seminar on Information and Communication Technology Policy and Legal Issues, Tashkent, Uzbekistan, 1 and 2 July 2008.
- (f) Substantive segment of the third session of the Team of Specialists on Intellectual Property, Geneva, 3 and 4 July 2008.
- (g) International Conference “Taking Public-Private Partnerships forward: New Opportunities for Infrastructure Development in Transition Economies”, Moscow, Russian Federation, 21-22 October 2008,
- (h) Regional Capacity-building Seminar on Information and Communication Technology Policy and Legal Issues – with Special Reference to eCommerce Development, Baku, Azerbaijan, 13 and 14 November 2008.
- (i) Sub-regional Seminar on the Role of Intellectual Property Rights in Technology Transfer: Problems, Solutions, Examples from Turkey and World, Ankara, Turkey, 12 and 13 March 2009.
- (j) Subregional Seminar on the Commercialization and Enforcement of Intellectual Property Rights, Skopje, the former Yugoslav Republic of Macedonia, 1 to 3 April 2009.
- (k) International Conference on Ways and Means of Attracting External Finance for New Innovative Enterprises, Astana, Kazakhstan, 21 and 22 May 2009.
- (l) International Conference on Knowledge-based Development, Minsk, Republic of Belarus, 10 to 12 June 2009.
- (m) International Conference on Technological Readiness for Innovation-based Competitiveness, Geneva, 29 and 30 June 2009.

For details on these events see the reports on capacity-building activities submitted to the third and fourth sessions of CECI (ECE/CECI/2008/7 and ECE/CECI/2009/4).