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Item 5 of the provisional agenda

REPORT OF REGIONAL ADVISORY SERVICES

Note by the secretariat

1. The present note provides an overview of the activities of the Regional Advisory Services of the United Nations Economic Commission for Europe (UNECE) on Entrepreneurship and Small and Medium-sized Enterprises (SMEs) and on Women Entrepreneurship.

2. The **overall goal of the UNECE Strategy for SME Development** is to promote the development of SMEs in transition through sustainable and dynamic SME development¹. The objective is to promote the conditions that are necessary for the growth and development of the SME sector:

- A favourable policy and regulatory environment.
- Strong, sustainable institutions providing financial and non-financial services to meet the demand of small- and medium-sized enterprises.
- Improved access of low-income and disadvantaged entrepreneurs (including women, rural poor, young families, people with disabilities and ethnic minorities) to financial resources and business services.

¹ The full text of the UNECE Strategy for SME Development can be found at the following Internet address:
<http://www.unece.org/operact/enterp/documents/strat.pdf>.

Its activities focus on the assistance in the creation of a sustainable business environment for SMEs in terms of policy and legislative frameworks and supportive infrastructure, such as business support institutions, access to financial resources and information, access to technology and technology transfer. Special attention is paid to ensuring equal opportunities for women entrepreneurs.

3. The SME development programme promotes policy and regulatory reforms to create an enabling environment for the SME development, and support the creation and strengthening of formal institutions that provide business development and financial services to small-and medium-sized enterprises on sustainable basis.

4. Particular attention will be paid to strengthening institutional capacities to provide services to low-income and disadvantaged entrepreneurs efficiently and effectively. A key element of the strategy is the use of the ECE resources and expertise to catalyse the formalization and proliferation of SMEs in economies in transition by encouraging:

- The creation of impartial rules through regulation and institutional reform, eliminating barriers that restrain the SME development;
- The reduction of disadvantages faced by SMEs in accessing inputs, such as financing, qualified labour, information, technology and management skills; and
- The formation of various public-private and business-to-business partnerships within and between countries to improve the SME competitiveness.

5. The UNECE operational instruments for supporting SME development – expert groups of the Working Party on Industry and Enterprise Development (WP 8) and the Working Party on International Commercial Legal Practices (WP 5); Regional Advisory Services, technical assistance, provided within the ECE/CEI cooperation agreement, and the SME Forums – are central to the ECE programme.

6. The Regional Advisory Services, carried out until 31 October 2002 under the supervision of the Coordinating Unit for Operational Activities, were provided in response to the requests from Member States and sub-regional intergovernmental organizations, such as the Organization of the Black Sea Economic Cooperation (BSEC), South-East European Cooperative Initiative (SECI), Central European Initiative (CEI), South Caucasian Economic Area Programme (SCEAP), Special Programme for the Economies of Central Asia (SPECAs) and the Commonwealth of Independent States (CIS), for technical assistance and policy advice. These were tailored to the country or country-grouping situation, based on the comprehensive analysis of obstacles and opportunities that confront small-and medium-sized enterprises, and result in the adoption of mutually reinforcing actions beneficial to the SME development.

7. The SME-related operational activities are implemented by the Regional Adviser on Entrepreneurship and SMEs and, in their part related to women's entrepreneurship, also by the Regional Adviser on Gender and Economy.

SMALL AND MEDIUM-SIZED ENTERPRISES

Development of SME Policies

8. Efforts are oriented towards creating a **unique platform by understanding the means and tools of sustainable entrepreneurship development**, among other by elaborating sub-regional Declaration on SMEs, especially within the framework of the Organization of the Black Sea Economic Cooperation (BSEC), Central European Initiative (CEI), and for the Commonwealth of Independent States (CIS).

8.1. Following the adoption of the **CEI Declaration of SMEs at the Dawn of the 21st Century** in November 2000 in Budapest, and **BSEC Declaration on SMEs** in September 2001 in Istanbul, assistance was provided to the to the **Advisory Board on Support and Development of Small Businesses in the CIS member States**. Discussion of the CEI Declaration on SMEs is in progress.

8.2. Based on the MoU signed between the CEI and UNECE Secretariats, the Regional Adviser on SMEs was working in close relation with the Chairperson of the CEI Working Group on SMEs to assist in revitalization of the CEI WG modalities of work and Term of References. The new ToR for the CEI WG on SMEs as well as its Programme of Work were discussed at the Meeting of the Working Group on 13 February 2002 at the Palais des Nations in Geneva. The CEI-UNECE Annual Meeting held on 25 March 2002 at the Palais des Nations stressed the importance of the UNECE advisory services in promoting SMEs in the CEI region.

8.3 The Regional Adviser on Entrepreneurship and SMEs assists the Working Group in preparing its first CEI SME Observatory. The Regional Adviser elaborated a Questionnaire on Statistics on SMEs. Contacts were established with all CEI National SME Focal points.

8.4 At the request of the Permanent International Secretary of the organization of BSEC the Regional Adviser on Entrepreneurship and SMEs elaborated a draft Terms of References for the creation of a new **BSEC Working Group on SMEs**. The First Meeting of the BSEC Working Group on SMEs was held on 16-17 May 2002 at the Headquarters of the Organization of BSEC. Delegations of the eleven BSEC member States, the Representatives of the UNECE, the Konrad Adenauer Foundation, the BSEC Business Council, the BSEC Trade and Development Bank as well as the Turkish International Cooperation Agency attended the Meeting.

8.5 The Regional Adviser on Entrepreneurship and SMEs prepared a UNECE document on "Developing Entrepreneurship and a Sustainable SME Sector in the BSEC Countries (ECE/TRADE/292) containing those Conclusions and Recommendations, which were made by government officials, experts and representatives of international organizations, businessmen and NGOs at the BSEC workshops on SMEs-related issues.

8.6 The Regional Adviser on Entrepreneurship and SMEs assists the BSEC Working Group on SMEs in preparing the first BSEC Observatory on SMEs.

8.7 The Regional Adviser on Entrepreneurship and SMEs made a key-note presentation on "The Development of the SME Sector in the EU Accession Countries" at the Business Forum 2002 on "The Role and Importance of SMEs in the Process of EU Enlargement" held on 26-27

June 2002 in Ljubljana (Slovenia). He highlighted the SME sector main characteristics, analysed the definition of SMEs, introduced the Index of SME Development and provided SWOT chart for all ten CEECs.

8.8 To assist countries in transition and emerging market economies, the UNECE since 1995 regularly updates and reviews the development of legislation and provides statistical data on small- and medium-sized enterprises (SMEs) in an effort to highlight the problems faced by the SME sector under the economic transition process in individual countries. During 2000-2001, the UNECE introduced a new economic indicator called the Index of SME Development, which provides a dynamic tool for analysing trends of the development of the SME-sector in emerging market economies as well as countries in transition. Up to 1 November 2002, 23 CITs out of the total 27 ones filled in the Questionnaire OPA/AC.30/1, which served the bases for the preparation of the UNECE document on "Small and Medium-sized Enterprises in Countries in Transition in 2000 and 2001: Biennial Review".

Best Practice in SME Policies

9. The Regional Adviser on Entrepreneurship and SMEs organizes **forums on best practice in national policies and programmes of promotion of entrepreneurship and SMEs in CITs**, and expert meetings on benchmarking of various aspects of supporting and operating SMEs. The UNECE Coordinating Unit for Operational Activities organizes these events in cooperation with the relevant UNECE Principle Subsidiary Bodies as well as with other United Nations agencies and international and regional organizations:

9.1. In 2002, the Coordinating Unit for Operational Activities prepared two documents followed after the Forums on "Best Practice in Development of Entrepreneurship and SMEs in CITs:" "The Polish Experience" and "The Belarussian Experiences" on 23 and 24 October 2001 at the Palais des Nations, respectively. The UNECE document on Poland (OPA/AC.24/1) was printed with the financial assistance of the Polish Government. The UNECE document on Belarus is printed by the UNOG.

9.2. The Regional Adviser on Entrepreneurship and SMEs prepared the **5th Forum on "Best Practice Development of Entrepreneurship and SMEs in CITs: The Croatian and Slovenian Experiences"**. The Forum was initially scheduled for 23 October 2002 but had to be postponed until 19 March 2003 in connection with lack of hotel accommodation in Geneva during the week in question.

9.3 The Regional Adviser on Entrepreneurship and SMEs analysed the development of the small business sector in the Russian Federation. Presentations were made on this subject on 4 June 2002 at the Conference on "Russia in a Changing Europe" in Budapest and on 15 November 2002 at the 9th Research Seminar on Enterprise performance and Corporate Governance in New Market Economic organized by the Managing Economic Transformation Network at the Kingston University

Increasing Competitiveness of SMEs through Implementation of Quality Management Systems

10. Some operational activities for SME development were oriented to respond to special requirements of governmental authorities, national institutions creating infrastructure for SMEs and non-governmental organizations. These activities sought to promote sub-regional, national and local entrepreneurship. Assistance was provided in support of *increasing the competitiveness of SMEs through benchmarking and the creation of special business service institutions*, e.g. quality development center for the implementation of quality management systems and ISO 9,000 and 14,000 series standards.

10.1 The Regional Adviser on Entrepreneurship and SMEs assisted in organizing the **Team of Specialists on Quality Management Systems**. The First Meeting of the Team of Specialists on Quality Management Systems was held on 13 February (document OPA/AC.28/12). The Progress Report, which was prepared by the Regional Adviser, highlights the activities of the Team during 2002 (TRADE/WP.8/2003/5). The Regional Adviser created a web-page on Quality Management Systems to highlight the joint activities of the Working Party on Industry and Enterprise Development (WP.8) and the Working Party on Technical Harmonization and Standardization Policies (WP.6). The Internet address of the page is <http://www.unece.org/operact/quams.htm>.

10.2 A new project proposal was elaborated with Members of the Team from the Russian Federation. Its objective consists in elaborating approaches/guidelines/recommendations on how enterprises, especially SMEs, could develop and monitor quality, environmental, social and other aspects of a company's activities as a part of a sustainable development process. A Discussion Paper on "The way to Total Quality Management: New Approach to Integrated Management Systems' Certification" (TRADE/WP.8/AC.5/2002/1) was presented at the annual session of the Working Party on Technical Harmonization and Standardization Policies on 28-31 October 2002 at the Palais des Nations, Geneva. This paper proposes a joint project between the UNECE Team of Specialists on QMS and the Working Party on Technical Harmonization and Standardization Policies (WP.6). The Regional Adviser coordinates the preparation of a new UNECE guide on "**Model of Integrated Management System**".

10.3 The Regional Adviser on Entrepreneurship and SMEs presented the UNECE quality development programme within the framework of the Team of Specialists on Quality Management Systems and the 2nd EOQ International Conference on Quality held on 25-26 November 2002 in Budapest.

10.4 In order to increase the competitiveness of Russian light industry enterprises and to meet the requirements following the accession of the Russian Federation to the WTO, the Regional Adviser at the request of the ROSSLEGPROM managed the preparation of a pilot project on implementation of quality management systems in accordance with the ISO 9,000 standards based on group training and implementation methodology of Hungarian-Russian quality consulting companies followed by certification from a Swiss company.

10.5 The Regional Adviser on Entrepreneurship and SMEs at the request of the Minister for SMEs and Co-operatives of Romania prepared a project document on the "Establishment of a Romanian Quality development Centre".

SMEs-TNCs Relations

11. Large enterprises (LEs) and transnational corporations (TNCs) have responded to the changing economic environment by concentrating on their core competencies complemented by strategies to *outsource* operations. Large enterprises arrange *subcontracting agreements* with SMEs and create so-called “*prolonged technological lines*”, ensuring competitiveness by securing high-quality components supply capabilities. *Promoting linkages* among large enterprises, TNCs and SMEs, in particular, is an effective way of diffusing skills, knowledge and technology. Linkages offer great benefits to both TNCs and SMEs, as well as to the economy, in which they are forged. The Regional Adviser on Entrepreneurship assists governments, business community and SMEs in understanding the scope of these linkages:

11.1 The Workshop entitled “SMEs as Suppliers of Big International Companies” was held in Kiev, Ukraine, on 23-24 September 2002. It was organized by the Organization of the Black Sea Economic Cooperation (BSEC) and the Representation of the Konrad Adenauer Foundation (KAF) to Turkey, in cooperation with the State Committee of Ukraine for Regulatory Policy and Entrepreneurship, and the Ukrainian Association for Quality. The UNECE provided expertise and technical support to the Workshop through its Regional Adviser on Entrepreneurship and SMEs.

11.2 The Regional Adviser on Entrepreneurship and SMEs prepared the **Expert Meeting on “How to Become Supplier of Large National Enterprises and Transnational Corporations (TNCs)”** to be held on 24-25 October 2002 at the Palais des Nations. The Team of Specialists on Quality Management Systems is the co-organizer of the event with special emphasis on the implementation of QMS in accordance with the ISO 9,000 & ISO 14,000 series of standards as a pre-requisite to be a supplier of large enterprises and TNCs. This event had to be postponed due to an unexpected overbooking of the hotel facilities in Geneva. The Meeting will be held on 20-21 March 2003 at the Palais des Nations. The Programme of the Expert Meeting can be found in the UNECE document TRADE/WP.8/AC.5/SEM.6/3.

11.3 The Regional Adviser on Entrepreneurship and SMEs prepared a Discussion Paper on “Promoting SMEs to be Suppliers of Large Enterprises and TNCs” (TRADE/WP.8/AC.5/SEM.6/4).

Entrepreneurship in Poverty Alleviation

12. On 21-22 March 2001, at its second session the Working Party on Industry and Enterprise Development (WP.8) established a new **Team of Specialists on Entrepreneurship in Poverty Alleviation**. The Regional Adviser on Entrepreneurship and SMEs serves as Secretary of this Team. It was decided that during the first two years of its mandate the Team of Specialists would focus on youth unemployment and poverty in order to identify youth-specific factors that have been impeding the entry of young adults to labour markets and the emerging private sector in selected countries in transition. It would also consider programmes and projects, including programmes, promoting youth entrepreneurial activities, in ECE member States that were successful in alleviating youth unemployment and poverty.

13. The Regional Adviser on Entrepreneurship and SMEs moderated the Working Group on Youth Entrepreneurship of the First Regional Forum on Youth: "Security, Opportunity and Prosperity" held on 26-28 October 2002 at the Palais des Nations in Geneva (OPA/AC.33/2).

14. The Second Meeting of the Team of Specialists on Entrepreneurship in Poverty Alleviation (see document TRADE/WP.8/AC.2/2002/1) was organized by the Coordinating Unit for Operational Activities of the UNECE on 29 August 2002 at the Palais des Nations in connection with the First Regional Forum on Youth.

15. Progress Report TRADE/WP.8/2003/6 describes the activities carried out by the Team of Specialists as well as the Regional Adviser..

Other SME-related activities

16. The Regional Adviser on Entrepreneurship and SMEs created a **Virtual Network of SME National Focal Points** based on the highest governmental authorities, which are responsible for the development of entrepreneurship and the SME sector. The network serves as a basis for policy formulation, statistics, and organizing SME related events. The updating of this net is a continuous process.

17. The Regional Adviser on SMEs developed its home page called "**Index of SME Development**", which is similar to that of the European Commission. It currently contains more than 50 UN/ECE documents and 20 international links, and is continuously updated. In 2001, the SME web-site was enlarged by a new sub-site on Quality Management Systems and on Women Entrepreneurship. Every month, between 200 and 600 people visit the UN/ECE web-site. The web-site address is: <http://www.unece.org/indust/SME/ece-sme.htm>

WOMEN'S ENTREPRENEURSHIP

In 2002 advisory activities focused on identification of gender specific barriers in entrepreneurship, promotion of role models, establishing sub-regional and regional networks as well developing policy recommendations and strategic directions for action. Special attention was paid to raise the awareness at policy levels on the need to build women's capacity to use ICT for business development and develop policy recommendations in this area.

The work was carried out through the organization of UNECE Forum of Women Entrepreneurship, trainings, sub-regional workshops, work of the Team of Specialists on Women's Entrepreneurship as well as further development of the Gallery of Excellent Women Entrepreneurship and virtual networks among women business associations, preparation of a publication on key trends and issues related to women's entrepreneurship in transition countries and creation of the UNECE home page on women's entrepreneurship. Attempts were made to further develop co-operation with UNDP, ILO, UNIFEM and ITU as well as sub-regional groupings, such as CEI, and professional associations, such as WASME and FCEM (Femmes Chefs d'Entreprise Mondiale).

ICT for women entrepreneurs

The Regional Adviser on Gender and Economy organized a discussion on ICT for women entrepreneurs, as part of mainstreaming gender issues into the ministerial preparatory process to the UN Summit on Information Society. The round table session was held at the **Ministerial Conference of CIS countries (Bishkek, 9-11 September, 2002)** and a side-event on Building a Gender Sensitive Information Society took place at the **Pan-European Ministerial Conference (Bucharest, 7-9 November, 2002)**. Recommendations from these two events were presented by the Regional Adviser on Gender and Economy at the plenary sessions and included into the final documents adopted by the Bishkek and Bucharest Conferences. They call on governments and other stakeholders, to build women's capacity to use ICT for work and business.

Problems related to ICT use for women's entrepreneurship were also discussed at round table sessions organized by the Regional Adviser on Gender and Economy at the **CEI Economic Summit (Skopje, 13-15 November 2002)**. The role of existing technology centers in encouraging women entrepreneurs to use ICT was underlined along with the necessity to develop e-trainings, especially for women entrepreneurs in rural areas. For the first time the special stand for women entrepreneurs in the UNECE-CEI region was organized at the exhibition, which accompanies annual CEI Summits. Good cooperation between UNECE and CEI in supporting women entrepreneurs was stressed.

The Regional Adviser on Gender and Economy made also a presentation at the **Workshop on Business Alliances for Women Guided SMEs and Technology Centers**, organized by ICS-UNIDO-CEI (Zagreb, 28-29 October 2002).

Training for women entrepreneurs

At the initiative of the Italian Institute for Foreign Trade (ICE) a **Training Course for Women Entrepreneurs was organized by the UNECE, CEI, Austrian Chamber of Commerce and the Institute for International Relations (IMO) (Trieste and Vienna, 4-11 November 2002)**. The course focused on trade-related issues and gathered women entrepreneurs as well as representatives of women's business associations, Trade Development Organizations, Chambers of Economy and Commerce. The course was well evaluated and it is expected to be continued next year. Bridging the gender digital divide through E-training for women entrepreneurs was one of recommendations.

UNECE Forum of Women Entrepreneurs

The Regional Adviser on Gender and Economy prepared the **second UNECE Forum of Women Entrepreneurs**. The Forum was initially scheduled for 21-22 October 2002 but had to be postponed until 17-18 March due to the lack of hotel accommodation in Geneva during that week in October.

Excellent Women Entrepreneur of the Year 2002 Award

In the recognition of the contribution of women-entrepreneurs to the economic development and social progress of their countries the UNECE through its Regional Adviser on

Entrepreneurship and SMEs has initiated an Excellent Woman-Entrepreneur Contest in six categories:

1. The Best Start-up Entrepreneur of the Year
2. The Most Innovative Entrepreneur of the Year
3. The Best Entrepreneur in Information Technology
4. The Best Entrepreneur in Craft
5. The Best Entrepreneur Facing Additional Challenges of Disability
6. The Best “3Rs” Entrepreneur: Reduce, Re-use and Recycle

As of 30 November 2002, the UNECE Secretariat received application from 32 candidates for these Awards. The Awards will be presented at the Second Forum of Women Entrepreneurs.

Gallery of Excellent Women Entrepreneurs

The UNECE virtual Gallery of Excellent Women Entrepreneurs established last year presents successful women-entrepreneurs. The project aims at raising awareness of the need to provide a support for women’s entrepreneurship in the ECE region as a whole. The Portrait Gallery is developed by the Regional Advisor on Entrepreneurship and SMEs and located on his web-site at <http://www.unece.org/indust/sme/gallery.htm>. Its rapid expansion proves that women substantially contribute to various sectors of economic activities. As of 1 December 2002, the Portrait Gallery had about 200 women entrepreneurs from 30 countries.

Publication

The first publication in the new UNECE series Entrepreneurship and SMEs presents key trends and issues related to women’s entrepreneurship in Eastern Europe and CIS countries (OPA/AC.29/1; sales no E.03.II.E.3) It includes selected papers prepared for the First Forum of Women Entrepreneurs (October 2001) and meetings of the Team of Specialists on Women’s Entrepreneurs. The publication was prepared by the Regional Adviser on Gender and Economy.

Team of Specialists on women’s entrepreneurship

On 21-22 March 2001 at its second session the Working Party on Industry and Enterprise Development (WP.8) established a new **Team of Specialists on Women’s Entrepreneurship**. The Regional Adviser on Gender and Economy serves as the Secretary of this Team. Its mission is to support the development of women’s entrepreneurial potential in UNECE countries to stimulate economic growth and job creation. The first meeting of TOS, held on 12 and 15 February 2002, elected its officials, adopted its Terms of Reference and discussed work programme (OPA/2002/3). The second meeting was held on 30 August 2002. Progress report TRADE/WP.8/2003/7 describes the activities carried out by the Team of Specialists as well as the Regional Adviser on Gender and Economy.

Sub-regional meetings and new contacts

The Regional Adviser on Entrepreneurship and SMEs made a presentation on the UNECE approach to the development of women entrepreneurship at the 13th WASME International Conference on SMEs on 7-9 April 2002 in Gibraltar.

The Regional Adviser on Entrepreneurship and SMEs addressed the Conference of the All-Ukrainian Association of Women-entrepreneurs “Women’s Alliance” held on 24-25 September 2002 and made a presentation on the UNECE activities in the field of enterprise and SME development.

The Regional Adviser on Gender and Economy made a presentation on UNECE programme on Women’s entrepreneurship at the Second International Conference “Women in the 21 century: The Role of Women in the Development of Democracy in South-East Europe”, organized under the auspices of the First Lady of Macedonia, Ohrid, FYR Macedonia, 12-14 April 2002.

Other related activities

The Regional Adviser on Gender and Economy has created an UNECE home page for Women’s Entrepreneurship (www.unece.org/operact/entrep/women). It includes among other heading the Network of Women’s Business Associations, which embodies 22 associations from 15 countries, a page on Forum of Women Entrepreneurs with on-line registration system and a page for the Team of Specialists.

Annex I**Advisory Mission undertaken by the Regional Adviser on Entrepreneurship and SMEs
in 2002**

- 30 January – 1 February 2002 Bucharest (Romania), advisory mission at the invitation of the Ministers for SMEs and Co-operatives;
- 20-23 March 2002 Paris (France), participation and making presentation on “The best practice in business incubation in CITs” at the 1st Forum on Business Incubation in Europe. Invitation came from the European Commission and the Global Contact;
- 2-5 April 2002 Budapest (Hungary), technical assistance in developing projects for the ROSSLEGPROM in the field of restructuring of the Russian light industry;
- 7-15 April 2002 Gibraltar and London (United Kingdom), signing of a Memorandum of Understanding between WASME and UNECE and making a presentation at the 13th WASME International Conference; and meeting at the Department for Trade and Industry concerning TOR and chairperson of the Team of Specialists on Industrial Restructuring;
- 24.26 April 2002 Bratislava (Slovakia), advisory mission at the invitation of the Slovak Government to make a key-note presentation on “Internationalisation of SMEs” at the International Conference on “SMEs in the Slovak Republic – Slovak SMEs on the Threshold of the European Union”;
- 1-3 May 2002 Istanbul (Turkey), co-organizer of the BSEC Workshop on “Internet, E-commerce and SMEs” with the BSEC Secretariat and the Konrad Adenauer Foundation;
- 15-17 May 2002 Istanbul (Turkey), advisory mission at the invitation of the First Deputy Secretary General of the BSEC Permanent International Secretariat to provide assistance in discussion and adaptation of the Terms of References of the newly created BSEC Working group on SMEs;
- 29 May – 6 June 2002 Budapest (Hungary), preparing presentation on “Development of the Small Business Sector in the Russian Federation” at the Conference on “Russia in a Changing Europe” and attend the discussions of the 5th Annual General meeting of the EBC European Business Congress;

- 26-28 June 2002 * Ljubljana (Slovenia), participation at the Business Forum 2002 on “The Role and Importance of SMEs in the Process of EU Enlargement”. Presentation was made on “The Development of the SME Sector in the EU Accession Countries”;
- 22-25 September 2002 * Kiev (Ukraine), co-organizer of the BSEC Workshop on “SMEs as Supplier of Big International Companies” with the BSEC Secretariat and the Konrad Adenauer Foundation; Providing advisory services to the State Committee of Ukraine for Regulatory Policy and Entrepreneurship, the Ukrainian Association for Quality and All-Ukrainian Association of Women-entrepreneurs”;
- 15-16 November 2002 * London (United Kingdom), making presentation on “The Development of the Small Business Sector in Russia” at the 9th Research Seminar on Enterprise Performance and Corporate Governance in New Market Economies organized by the Managing Economic Transformation Network at the Kingston University;
- 24-28 November 2002 * Budapest (Hungary), making a presentation on the UNECE quality development programme within the framework of the Team of Specialists on Quality Management Systems and the 2nd EOQ International Conference on Quality.

Remarks: Missions marked with * was financed by the host countries’ organizers.

Annex II**Advisory Missions undertaken by the Regional Adviser on Gender and Economy in 2002**

- 22-24 February 2002 Subotica (FYR Yugoslavia), presentation “Gender impact of the transition process”, International Conference “Impact of Privatisation and Structural Adjustment on Women’s Position in the Economy”, organized by Women’s Center for Democracy and Soros Foundation;
- 12-14 April 2002* Ohrid (FYR Macedonia), address at the opening of the Conference and presentation “Trends in women’s employment and entrepreneurship in the ECE region”, Second International Conference “Women in the 21 century: their role in the development of democracy in South-East Europe” at the invitation of the First Lady on FYR Macedonia;
- 25-28 April 2002 Warsaw (Poland), delivering a training session “Women and entrepreneurial opportunities in a global economy” at the Economic Literacy Workshop organized by UNIFEM and KARAT, within the framework of MoU between UNECE-UNIFEM (section on women’s entrepreneurship);
- 21.-23 May 2002* Modena (Italy), presentation “Gender aspects of macroeconomic policies” at the Workshop on Rethinking gender, democracy and local initiatives, organized by UNIFEM and VADO, within the framework of MoU between UNECE-UNIFEM (section on gender budgets);
- 9-11 September 2002 Bishkek (Kyrgyzstan), co-organizer of a Round Table on ICT and social issues at the Ministerial Conference of CIS countries on Information Society; member of the drafting group of the final document from the Conference;
- 26-27 October 2002 Brussels (Belgium), participation in the seminar on the Convention on the Future of Europe, organized by the European Women’s Lobby; discussion with members of the cabinet of Ms. Diamantopoulou responsible for gender issues on establishing cooperation with EC (Commission for employment and Social Affairs);
- 28-29 October 2002* Zagreb (Croatia), presentation “ Gender and ICT within the context of preparations to the WSIS 2003”; chair at the Workshop on Business Alliances for Women Guided SMEs

and Technology Centers, organized ICS-UNIDO-CEI and women's business association KRUG;

4-6 November 2002*

Trieste (Italy), co-organizer of the Training Course for Women Entrepreneurship, organized at the initiative of ICE in cooperation with CEI, IMO and the Austrian Chamber of Commerce. Key note presentation at the opening and delivering a training session "The role of networks in promoting women's access to markets".

7-9 November 2002

Bucharest (Romania), organizer and rapporteur of the side-event "Building a gender sensitive Information Society" at the Pan-European Ministerial prepcom Conference to WSIS, presentation of recommendations at the closing plenary session, inputs into the final document.

13-15 November 2002

Skopje (FYR Macedonia), organizer of four Round table sessions on women's entrepreneurship at the CEI Economic Summit, presentation of conclusions from the Bucharest Conference at the session organized by UNECE and EBRD.

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