

**EBRD**

# **Business Advisory Services**

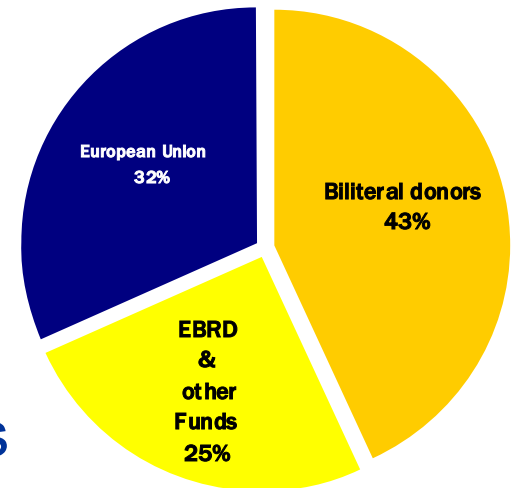
**Neil Taylor**

**Budapest, 18 March 2011**



# EBRD BAS to date

- Established in 1995 and has since been active in 23 of the Bank's countries of operations
- €99m raised from 23 donors
- Matched by €50m from MSMEs
- 10,500 projects implemented
- 670 projects ongoing across 20 countries
- Network of over 4,000 local consultants
- Strong field presence with >100 staff across SEE / Eurasia



# BAS objectives and methodology

- Enable MSMEs to improve performance by facilitating access to local consultants on a cost-sharing basis
  - Clients have < 50 employees on average
  - Projects cost ~ €4k (matched by client) and last 4 months
  - 50–100 projects per country per year
- Establish a sustainable infrastructure of support for small businesses in each country
  - Visibility and dissemination
  - Capacity building



# Extensive range of services to improve competitiveness

- **Market performance:**
  - Market analysis
  - Business planning
  - Feasibility studies
- **Management effectiveness:**
  - Financial management / MIS
  - Reorganisation / restructuring
- **Cost reduction:**
  - Computerised manufacturing systems
  - Engineering studies
  - Product management
- **Quality management:**
  - ISO certification
  - Product management
- **Environmental management:**
  - Energy efficiency
  - Environmental impact assessments



*Financial management system for Vegafruit factory in Sarajevo*



*Category management & business plan for Biovega, a Croatian retailer*



# Partnership with USAID: cooperate at local level

## (i) Coordinate on the ground through regular meetings and participation in events

- "Global Sustainable Tourism " workshops (Albania, FYR Macedonia, Kosovo)
- "Access to Finance" project (Albania, Macedonia)
- "BDS Implementers Roundtables" (Kosovo)
- "Agribusiness and Business Climate" research (Kosovo)

## (ii) Jointly develop and organise trainings and market development activities

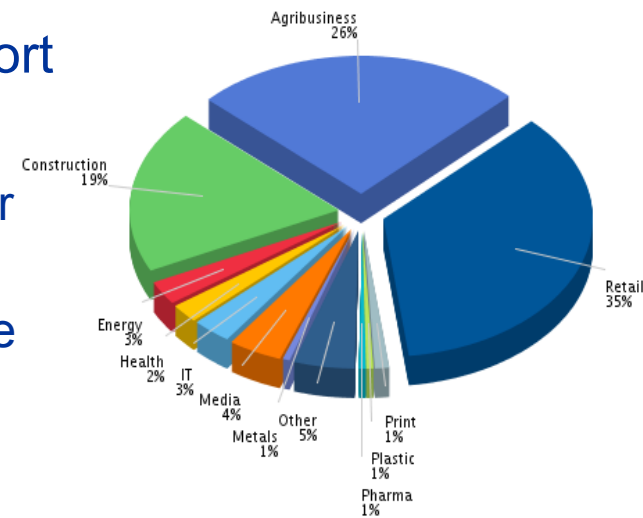
- Support establishment and accreditation of local consultancy associations (Kosovo, FYR Macedonia)
- Coordinate with FIRMA in BiH in metal, wood and tourism through referring clients and sharing cost of events, such as FSC CoC
- Support MTTC in BiH to assist Tools Manufacturers in Metal and Plastic Industry
- Training consultants and SME's in tourism (Albania, FYR Macedonia, Kosovo)



# Partnership with USAID: co-financing

(iii) USAID contributed ~€1m from 2007-2010 with co-financing of €250k from EBRD ETCF

- Office in Yerevan with 3 staff + EBRD support
- 216 enterprises assisted across sectors:
  - **94%** of projects rated successful or better
  - Turnover increased by **68%** on average
  - Employees increased by **21%** on average
  - **35%** of clients accessed financing
- Network of over 90 local consultants

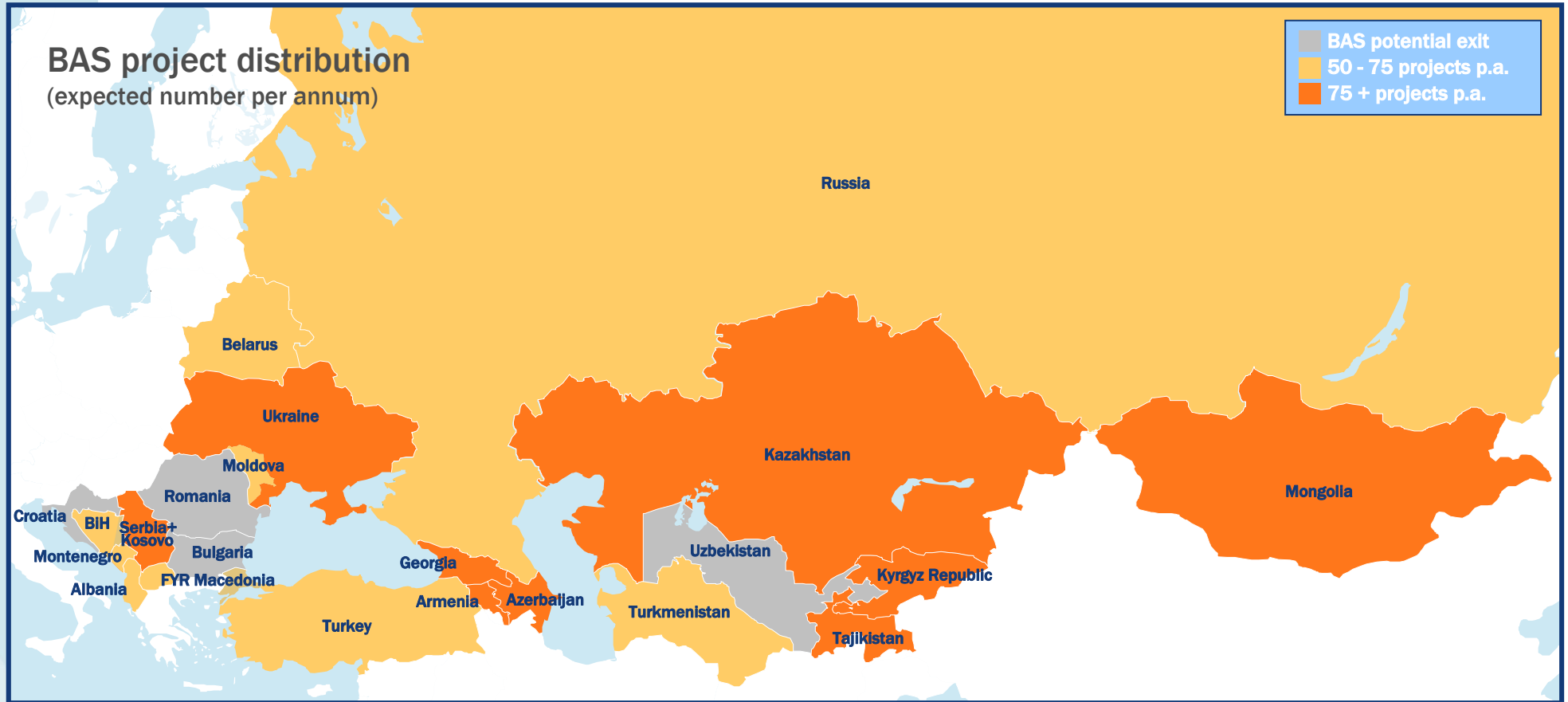


**Case study:** Improving financial management in a meat processing company through implementation of a financial MIS.

*“The BAS project decreased the time we spent preparing financial reports by at least 60-70% and greatly improved their accuracy”,*

Ruben Kopian, Director

# Expanding operations in 2011-13



# Potential areas to increase cooperation

- Support innovation and growth in under-served areas
  - Rural areas & agribusiness
  - Export promotion
  - Women in Business
  - Energy efficiency
- Improve access to finance
  - Financial management and reporting
  - Linkages with partner financial institutions
- Develop sustainable infrastructures of MSME support
  - Certification and institution building
  - Policy dialogue to improve business enabling environment



# Questions

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