

**European Bank for Reconstruction and
Development, Small Business Support (SBS) team**

**Enterprise Growth Programme and
Business Advisory Services
in Central Asia**

***Building stronger businesses
Export and trade facilitation***



Small Business Support (SBS) overview

- EBRD fosters entrepreneurship not only through capital funding but also by providing business expertise
- Small Business Support (SBS) has been helping MSMEs to adapt to the demands of a market economy since 1993
- 2 instruments of the SBS, the Enterprise Growth Programme (EGP) and Business Advisory Services (BAS) are essential components of the EBRD transition toolkit
- Run on a not-for-profit basis in over 20 EBRD countries of operations
- Over €200m in funding utilised to date from bilateral and multilateral donors
- Central Asian 2-year programme is funded by the US Treasury since February 2012

At a glance

**Number of projects to date
(EGP and BAS combined):
12,000+**

**EGP projects:
1,870 (18 years in operation)**

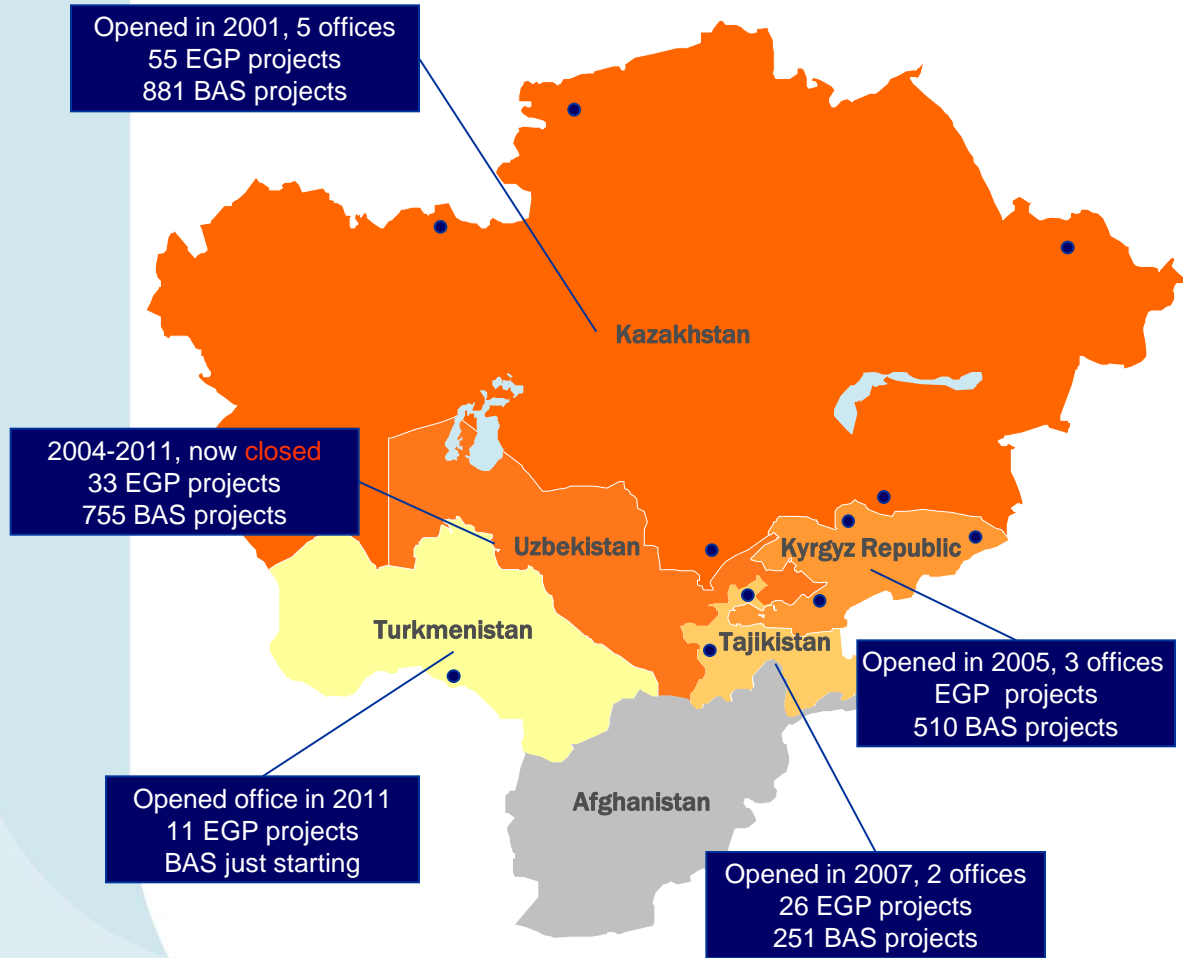
**BAS projects:
10,200 (15 years in operation)**

**Market development activities:
595**

**Total investments secured by
client companies:
€ 1.45 billion**



Strong local presence in Central Asia – 12 offices with 24 team members in 4 countries



Consultant network:

- EGP has a roster of **1100 international experts**
- BAS has an extensive network of **950 local consultants** across Central Asia



SBS Project (EGP+BAS) covers an extensive range of advisory services

- **Market performance:**
 - Market analysis
 - Business planning
 - Feasibility studies
- **Management effectiveness:**
 - Financial management / MIS
 - Reorganisation / restructuring
- **Cost reduction:**
 - Computerised manufacturing systems
 - Engineering studies
 - Product management
 - Supply chain 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



Enterprise Growth Programme (EGP)

- EGP promotes structural change:
 - Operations
 - Organization and management
 - Sales and marketing
 - Finance
- Targets mid-sized corporates in need of management strengthening and / or enterprise restructuring
- Clients must be open to advice, willing to commit time, and likely to carry out advice
- Advisory assignments for circa 18 months, with visits every 4 – 6 weeks
- Team consists of Regional Local Manager, Senior Industrial Advisor, various Specialists
- Participating company can be prospective or existing DLA, GSA, Prime Vendor or Bank client



Business Advisory Services (BAS)

- BAS targets specific problem areas over around 4 months
- Provide SMEs with access to local consultants through 50-75% cost-sharing projects
 - Clients typically have less than 50 employees on average
 - A project average cost from €4-10k (matched by client)
- Field presence
 - Local knowledge and contacts with businesses



How to qualify for assistance

- The enterprise must preferably manufacture products or offer services with the potential to generate export earnings. Current exporters can also qualify.
- Privatised or irrevocable government commitment to privatise.
- The enterprise CEO must have strong willingness and commitment to participate and work with consultants.
- Have a genuine need for business advice and a capacity to absorb the assistance.
- Any sector area except: banking or financial services, core military products/services, gambling, tobacco or hard liquor.
- Companies must not have crippling outstanding debt or tax liabilities, or any contingent liability for formerly polluting activities which would make them economically un-viable.
- Preference will be given to enterprises from less developed regions at the level of the countries, also to enterprises which are woman-owned or woman-managed.



How to apply for assistance

- Fill in “Enterprise questionnaire” form
- Attach supporting documents
 - Organizational structure
 - Technical specification of produced products
 - Brochures, leaflets
 - Photo pictures of enterprise production lines, products
 - Any other supporting documents
- Return the form to SBS team by email or in original
- Organize meeting with key management and screening visit to the enterprise



Contact details

European Bank for Reconstruction and Development Regional Small Business Support Team in Central Asia

41 Kazybek bi Street, Entrance 3, 3rd Floor
480100 Almaty, Kazakhstan
Tel: +7 7272 581 421, ext. 105
www.ebrd.com/sbs

Contact person:

Nazar Talibdjanov
talibdjn@ebrd.com

