EBRD TurnAround Management & Business Advisory Services (TAM/BAS) Programmes

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Complementary programmes assisting private enterprises in the SME Sector

Technical assistance programmes operated by the EBRD.

TAM/BAS Projects with enterprises are 100% Donor Funded

- TAM: Industry-specific, senior managers from economically-developed countries advise SMEs over a period of 18-24 months.
- BAS: Teaches businesses to use external business services, develops local consultancy sector, facilitate short-term projects with up to USD10,000 of grant.

An impressive track record

- Over 13 years in operation
- Carried out over 7,000 projects in 27 countries
  - TAM: 1,443 projects in 27 countries  
  - BAS: 5,995 projects in 18 countries
- Supported enterprises with an aggregate annual turnover of €30 billion and about 1.45 million employees
- Raised €162 million of donor funding.
- Japan has been the biggest bi-lateral donor providing over €24 million
  - TAM: Western Balkans, Central Asia, Far East Russia
  - BAS: Uzbekistan, Kazakhstan, Far East Russia

TAM/BAS Environmental projects

TAM:
- A TAM Environmental Protection (EP) and Energy Efficiency (EE) Programme has been operating with Japanese funding since 2004.
- The programme is aimed at utilizing Kyoto Mechanisms, working in heavily polluted regions, promoting international environmental management and health & safety

BAS:
- BAS is implementing an EAR funded Enviro Programme in FYR Macedonia helping SMEs move into compliance with the EU Integrated Pollution Prevention and Control (IPPC) Directive.
- BAS provided demand studies and technical assistance for the EBRD/Global Environmental Facility (GEF) Programme in Danube River Basin
**TAM/BAS Environmental projects**

Industry break down example of EAR funded IPPC Initiative, Macedonia

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food/Animal Production</td>
<td>28%</td>
</tr>
<tr>
<td>Metal Processing</td>
<td>18%</td>
</tr>
<tr>
<td>Miscellaneous Manufacturing</td>
<td>12%</td>
</tr>
<tr>
<td>Mining &amp; Extraction</td>
<td>10%</td>
</tr>
<tr>
<td>Building &amp; Construction</td>
<td>12%</td>
</tr>
<tr>
<td>Food/Natural Production</td>
<td>20%</td>
</tr>
<tr>
<td>Textiles</td>
<td>12%</td>
</tr>
<tr>
<td>Chemicals</td>
<td>6%</td>
</tr>
<tr>
<td>Mining &amp; Extraction</td>
<td>6%</td>
</tr>
<tr>
<td>Services</td>
<td>6%</td>
</tr>
</tbody>
</table>

Supported 69 BAS environmental projects

28 projects distributed to 10 countries.

Country break down example of Japan funded TAM projects

**Visibility to Stakeholders**

- TAM/BAS disseminates information about its activities and creates public awareness campaigns through setting up workshops, press conferences/releases and presenting to industry/NGO meetings and seminars in the countries of operation

**Case Study**

**A Shipyard, Montenegro (TAM – Japan Funded)**

- Problem: Hazardous waste generation through oil contaminated waste water and safety concerns from chemical substances used required an environmental management system to be introduced
- Project involved national and local government and local community
- TAM upgraded treatment facilities achieving 90% reduction in oil and air pollution, halving waste accumulation and significantly reduced leaking of chemicals

**Regional Heating, Macedonia – (TAM – Japan Funded)**

- Problem: 6000 EUR per day loss due to water leak from 180km district heating pipeline.
- Leakage detection tools were introduced and relevant training was provided.
- Successfully the technology accepted and two beneficial spin-offs are created: 1. Jobs during off-season 2. Detection service business

**Contact Us**

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