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TAM-BAS

TurnAround Management &
Business Advisory Services
Programme Team

TurnAround Management (TAM) Programme

Caroline Bryant
Manager, TAM Programme and TAM/BAS Investments

London, April 2008



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TAM Operations

Today TAM is active in 21 countries

235 ongoing projects, over half in the Western Balkans, second largest region of operations is the ETC.

27 Team Coordinators and 540 Senior advisors and Specialists under active contracts

3,100 Senior Advisors from 40 countries on database



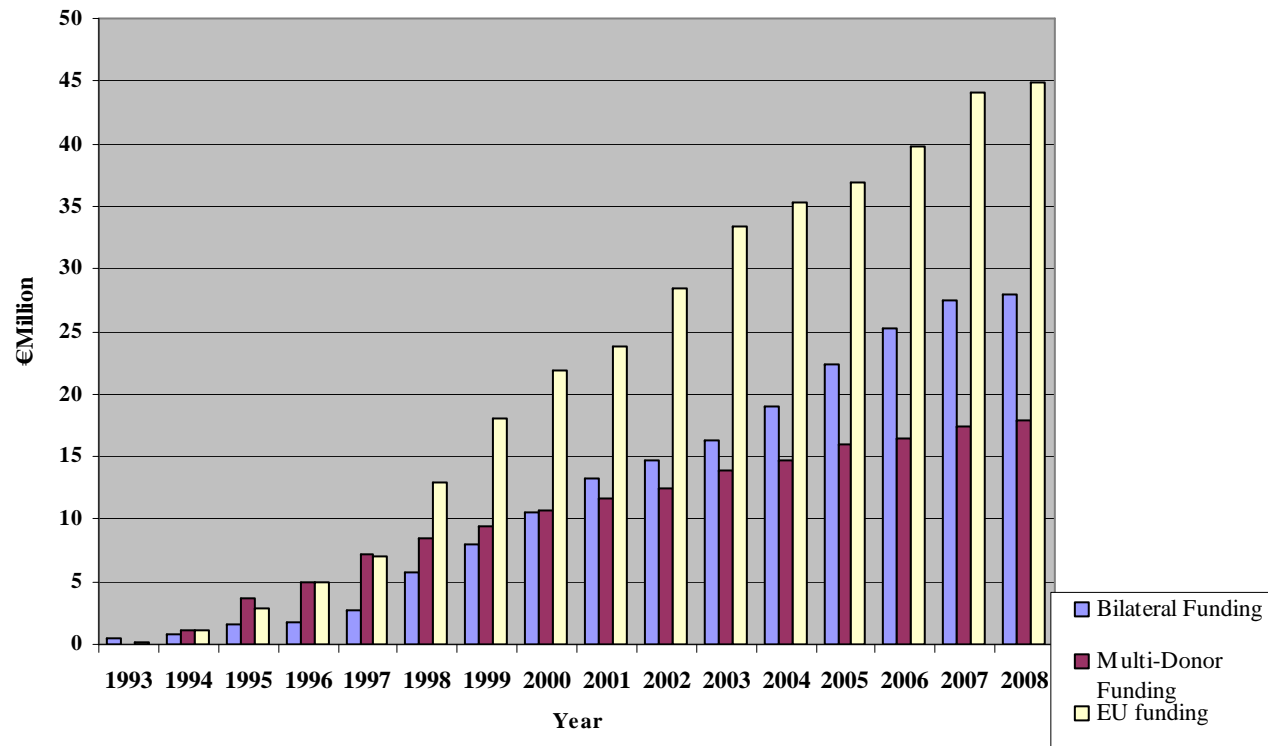
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TAM has used over €90.7 million of donor funding...

Total Accumulated Funding





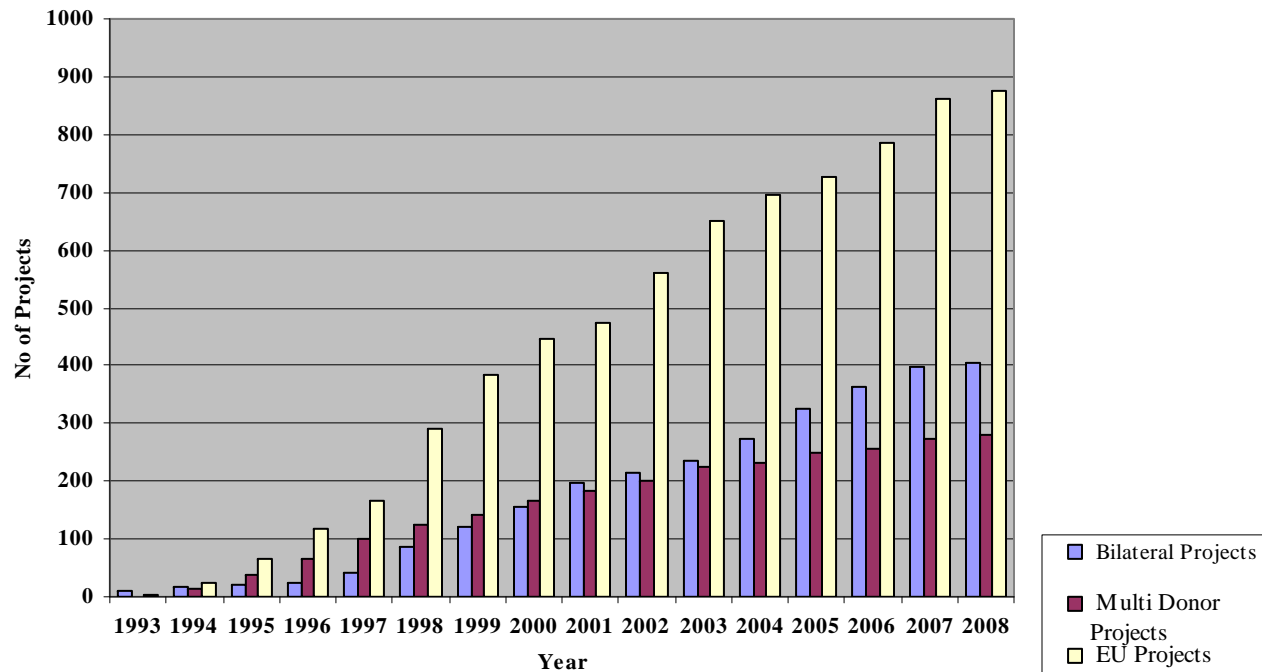
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...for 1558 projects.

Total Accumulated Projects





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WHO's Who in TAM's Operations

• Caroline Bryant	TAM Manager & EBRD Related Investments
• Vacant Analyst	TAM/BAS Investments, Bilateral Projects
• Tatjana Kraljic	EU Relations, EAR Relations, Research and Sector Studies
• Poonam Pisavaria	Finance and Invoices
• Caroline Lilliehook	Overall TAM Operations, Projects, Contracts, SIA and SP searches, Public Relations
• Catherine Ogilvie & Thomas Johnson	Overall TAM Operations, Projects, Contracts
• Patricia Traill	Manages and edits all TAM project reports
• Julija Remeikaite	Intern
• Edouard Bertuzzi	Intern, completed internship April, replacement TBC



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Topics to pursue in 2008

Strategic Level:

- Maximizing transition impact
- Addressing cross-cutting issues
- Dissemination, replicating successful TAM project models
- Market development activities, especially participating in trainings

Enterprise Level:

- Promoting export development
- Acquiring finance through EBRD or Commercial Banks
- Encouraging enterprise visits to established market economies and/or attending industry fairs and expos
- Compliance with EU regulations and standards
- Standard MIS solutions for business planning & financials



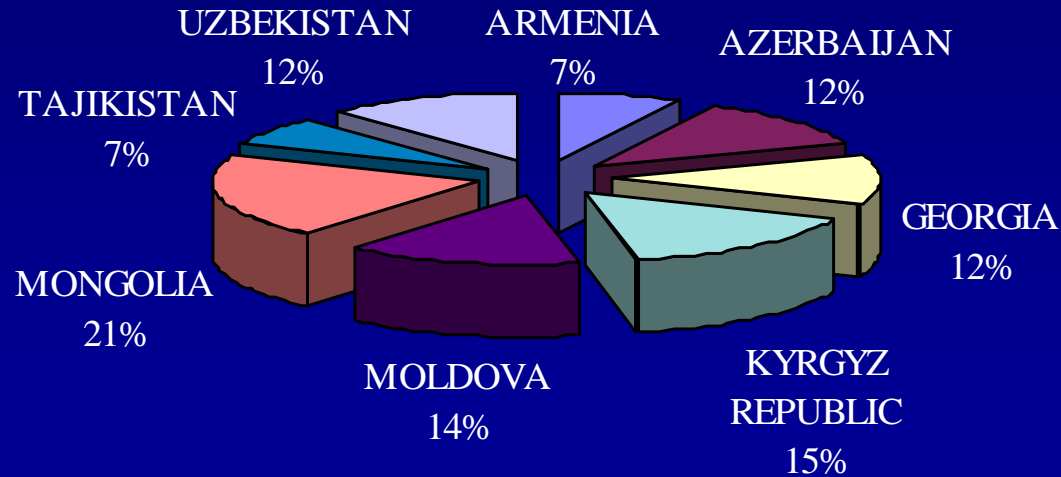
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Regional focus: Current Operations in the ETCs

**175 projects in Early Transition Countries:
51 projects on going and 124 projects completed**





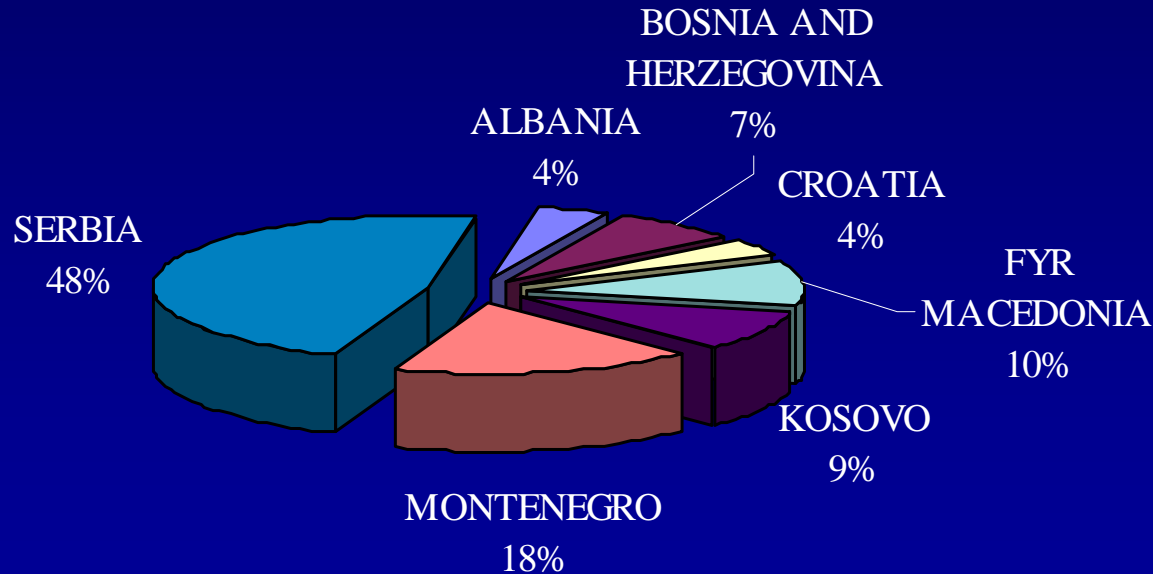
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Operations in the Western Balkans

334 projects in Western Balkans
143 projects ongoing and 191 projects completed





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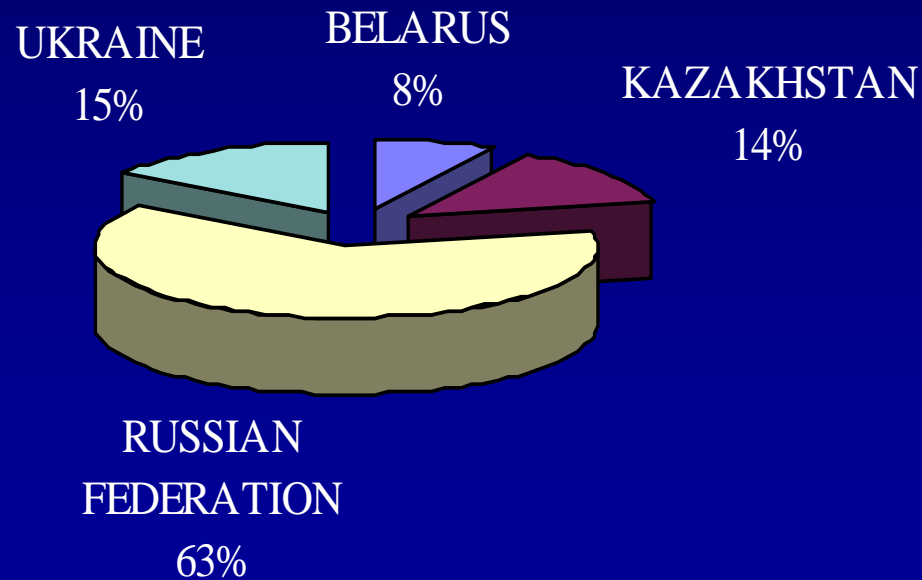


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Operations in Russia, Ukraine, Belarus and Kazakhstan

326 projects in Russia, Ukraine, Belarus, and Kazakhstan:
46 projects on going and 280 projects completed





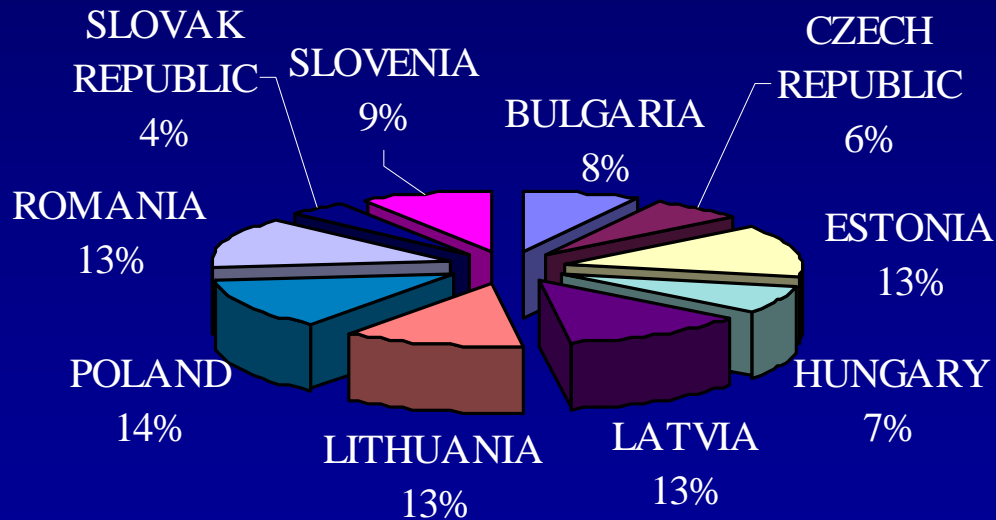
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Operations in new EU and EU candidate countries

**New EU and EU Candidate Countries 738 Projects:
5 Projects ongoing and 733 completed**





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**TAM has reached
its target in 2007**

Target for 2007



115 projects for 12 months

Achievements 2007



130 projects started in 2007



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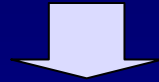


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Operational Project Target for 2008

Internal Target for 2008



**100 projects for 12 months with the ambition of
reaching ~128 projects**



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The 2008 ideal, balanced distribution of projects...

Early Transition Countries	Armenia	5	Western Balkans	Albania	4	Russia	Northwest	3	Other	Ukraine	12	EU & Candidate	Bulgaria	1
	Azerbaijan	5		BiH	4		Far East	4		Kazakhstan	5		Croatia	3
	Georgia	5		Kosovo	5		Southern	5		Belarus	3		Romania	1
	Kyrgyz Republic	2		Macedonia	4		Urals	6		Turkmenistan	1			
	Moldova	4		Montenegro	4		Total	18		Total	21		Total	5
	Mongolia	5		Serbia	5									
	Tajikistan	2												
	Uzbekistan	2												
	Total	30		Total	26									
GRAND TOTAL =100 Projects														

This ideal spread of projects is based on the perceived need.

These project projection will be re-defined according to outcomes derived from upcoming TAM/BAS Country Strategies.



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The 2008 donor funded project distribution reality...

Early Transition Countries	Armenia	0											
	Azerbaijan	1											
	Georgia	0		Albania	20								
	Kyrgyz	3	Western Balkans	BiH	0								
	Moldova	1		Kosovo	2	Northwest	0	Ukraine	3				
	Mongolia	20		Macedonia	1	Far East	5	Kazakhstan	4	Bulgaria	0		
	Tajikistan	1		Montenegro	3	Southern	0	Belarus	1	Croatia	6		
	Uzbekistan	5		Serbia	21	Urals	2	Other	1	Turkmenistan	1		
	Total	31	Total	47	Russia	Total	7	Other	Total	9	EU & Candidate	Total	6

GRAND TOTAL =100 Projects

Table portrays donors funding available or agreed in principle for 2008.

TAM has significant donor funding available in Mongolia, Albania and Serbia.

TAM is generally lacking projects in the Caucasus, Russia, Ukraine and some non-EU funded countries in the Western Balkans.



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Bank funded project needs and estimated distribution for 2008...

		Need	Estimate			Need	Estimate			Need	Estimate			Need	Estimate				
Early Transition Countries	Armenia	5	2	Western Balkans		Russia		Other		EU & Candidate									
	Azerbaijan	4	2																
	Georgia	5	3		Albania		0		0										
	Kyrgyz	0	0		BiH		3		2										
	Moldova	3	2		Kosovo		3		1		Northwest	3	2	Ukraine	9	6			
	Mongolia	0	0		Macedonia		3		1		Far East	0	0	Kazakhstan	1	0	Bulgaria	1	0
	Tajikistan	1	0		Montenegro		1		1		Southern	5	2	Belarus	2	0	Croatia	0	0
	Uzbekistan	0	0		Serbia		0		0		Urals	4	4	Turkmenistan	1	0	Romania	1	0
	Total	18	9		Total		10		5		Total	12	8	Total	13	6	Total	2	0
<p><i>Bank funded projects Needed to make ideal project distribution = 55</i></p> <p><i>Estimated Bank Projects to be undertaken in 2008 = 28</i></p>																			



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Project Target Summary

*In an ideal situation, TAM would undertake **155** projects in 2008.*

*In reality, TAM will most likely undertake **128** projects, of which 100 are donor funded and 28 are Bank funded (pending approval for donor funding agreed in principle & Bank allocation of net-income to TAM).*



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What are the biggest challenges in 2008?

- **Finalizing EAR Serbia Phase II, EAR Macedonia, EAR Montenegro Programmes**
- **EAR Serbia Phase III, all 72 projects up and running + training programmes**
- **Implementing existing Japan Funded Programmes**
- **Securing Funding through EU IPA and bilateral donors**
- **Implementing Bank funded projects, especially for ETCs, Russia and Ukraine**



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2007 Support for Team Coordinators

Team Coordinator Input



- Updated Handbook for TCs
- New Screening Report template
- New “Contract Request Form”
- New “Investment Interest Form”
- New visit report and FER templates
- Budget reports sent to TC every week to assist budget management
- SIA searches improved (FERs and last TC SIA worked with attached)
 - Database overhaul completed (2829 candidates from 52 countries)



Input from TCs allows us to improve operations constantly



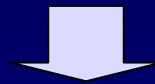
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Proposed 2008 Support for Team Coordinators

Team Coordinator Input



- New transition impact measurement
 - New “Project Evaluation Forms”
- New candidate standard CV templates
 - New “Interview Assessment Forms”
 - More advisor recruitment events
 - New “TAM Procedures” document
- New business planning solutions for TAM enterprises
- Additional revisions to visit report and FER templates
 - New guidelines for enterprise training visits to most relevant country
- Assistance with identifying Trade Fairs and Expos for enterprises to attend



Input from TCs allows us to improve operations constantly



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Conclusion

- **2008 will be a challenging year**
- **Donor funded pipeline is very strong**
- **Bank funded projects to be implemented where there are gaps in donor funding**
- **Innovative projects promoting transition impact and cross-cutting issues are very important**
- **Linkages with Banking will develop further**

First priority always is to maintain high quality of TAM projects