

Technical Assistance & Advisory Projects

FIAS = Foreign Investment Advisory Service
PEP = Private Enterprise Partnership

SME = Small and medium enterprise
TATF = Technical Assistance Trust Funds program

PROJECT	PROJECT DESCRIPTION	DONOR	PROGRAM
SUB-SAHARAN AFRICA			
REGIONAL			
Credit Bureau Program	Fostered development of private credit bureaus to extend credit to underserved segments of the economy, in particular small businesses.	Norway	TATF
New Business Model for AMSCO	Assessed existing AMSCO products and services and trained regional managers to implement new approaches to marketing and sales.	Switzerland	TATF
Textile Sector Study	Sought to help government agencies and the private sector in Kenya, Tanzania, and Uganda expand apparel exports under the U.S. African Growth Opportunity Act.	Switzerland	TATF
Burkina Faso			
Administrative Barriers to Investment	Conducted an administrative and regulatory survey.		FIAS
Cape Verde			
Administrative Barriers to Investment	Implemented previous work on investment promotion strategy and tax and incentives. An action plan has been developed by local stakeholders.		FIAS
Eritrea			
Investment Promotion	Conducted a survey of potential international and diaspora investors to help the government understand their perceptions of the country.		FIAS
Ghana			
Administrative Barriers to Investment	Conducted a survey of existing investors to assess the administrative and regulatory costs of doing business.		FIAS
Community Development Plan	Established a model for sustainable social and economic development in communities where mines are expected to close.	Netherlands	TATF
Local Entrepreneurial Development: Feasibility Study	Helped a food retailer improve the capacity, quality standards, and commercial relationships of local food producers, particularly growers of tropical fruits and vegetables.	Netherlands	TATF

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SUB-SAHARAN
AFRICA

Burkina Faso, Cape Verde, Eritrea, Ghana, Guinea-Bissau, Kenya, Mali, Mauritius, Mozambique, Nigeria, Sao Tome and Principe,* Senegal, Sierra Leone, Tanzania, Zambia

100
EAST ASIA &
THE PACIFIC

Cambodia, China, Indonesia, Malaysia, Mongolia, Palau, Philippines, Timor-Leste,* Vietnam

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SOUTH
ASIA

Bangladesh, Bhutan,* India, Maldives

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EUROPE &
CENTRAL ASIA

Albania, Armenia, Azerbaijan, Belarus, Bosnia and Herzegovina, Bulgaria, Croatia, Georgia, Latvia, FYR Macedonia, Romania, Russian Federation, Serbia and Montenegro, Tajikistan, Turkey, Ukraine

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LATIN AMERICA &
THE CARIBBEAN

Colombia, Ecuador, Honduras, Mexico, Nicaragua, Peru, Suriname*

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MIDDLE EAST &
NORTH AFRICA

Afghanistan, Algeria, Jordan, Kuwait, Lebanon, Pakistan, Saudi Arabia, Syrian Arab Republic, Tunisia

* Member of IBRD but not IFC.

PROJECT	PROJECT DESCRIPTION	DONOR	PROGRAM
Guinea-Bissau Administrative Barriers to Investment	Assessed reforms and assisted the government in developing an action plan.		FIAS
Kenya Insurance Premium Financing: Viability Assessment	Assessed the viability and development of the country's insurance premium financing business.	Ireland	TATF
Kenya Tea Development Agency: Corporate Governance	Developed a corporate governance review for the agency to help strengthen its business practices.	Netherlands	TATF
Railways Privatization	Maximized the developmental impact of the KRC privatization, ensuring that privatization of the railways is sustainable.	Denmark	TATF
Mali Sadiola Gold Mine: Integrated Development Action Plan	Prepared a prototype model for sustainable social and economic development that considered eventual mine closure.	Luxembourg	TATF
Mauritius Water and Sanitation Services	Provided technical assistance for private sector participation in water and sanitation services.	Canada / Italy	TATF
Mozambique South East Africa Tourism Investment Program	Assessed the effectiveness of the program for the private sector and local communities affected by tourism.	Netherlands	TATF
Nigeria Leasing Regulations and Legislation	Assisted the government in creating legislation for development of the domestic leasing industry.	Netherlands / IFC	TATF
Sao Tome and Principe Investment Incentives	Assisted the government by reviewing the proposed tax code.		FIAS
Senegal Administrative Barriers to Investment	Updated an earlier study, giving new impetus to the reform process.		FIAS
Investment Incentives	Assisted the government in implementing FIAS recommendations on taxation.		FIAS

PROJECT	PROJECT DESCRIPTION	DONOR	PROGRAM
Sierra Leone Policy: Investment Law	Reviewed the draft investment law, drawing on international best practice.		FIAS
Tanzania Institutional Capacity Building of an SME Bank	Brought the bank's operations level up to international banking standards, specifically in credit appraisal, risk management, operational policies, portfolio monitoring, and asset liability management.	Norway	TATF
Zambia Administrative Barriers to Investment	Advised on investment climate and business environment issues related to growth and poverty alleviation.		FIAS
Copperbelt SME Development Program	Worked to develop SMEs and build their commercial links with a privatized copper conglomerate.	Canada	TATF
EAST ASIA & THE PACIFIC			
REGIONAL			
Natural Resource Industries	Helped develop training to build capacity in governance and revenue management for the natural resource industries.	New Zealand	TATF
Regional Business Development Services	Analyzed the supply and demand of business development services to the private sector.	Australia	TATF
Cambodia Quality Management in Higher Education	Helped Norton University improve its quality management systems and achieve full university status; provided training to faculty and staff.	New Zealand	TATF
China Accounting, Auditing, and Training Program	Provided a financial audit training program in international accounting standards, and recommendations on internal control for a necktie and weaving company.	Ireland	TATF
Commercial Bank Technical Assistance	Enhanced international practices of Nanjing City Commercial Bank, specifically in credit/investment management and risk management.	Italy	TATF
Corporate Governance	Assisted in setting standards for asset management companies to follow international best practice in corporate governance.	France	TATF
Financial Review and Advisory Service	Provided advisory assistance and a financial review for Chengdu City Commercial Bank to improve credit and risk management policies.	Norway	TATF
Internal Risk Management System	Assisted the national council for social security funds in formulating policies.	Ireland	TATF
Needs Assessment	Improved efficiency for an agribusiness development company via a needs assessment for a management information system.	Denmark	TATF

PROJECT	PROJECT DESCRIPTION	DONOR	PROGRAM
Private Higher Education: Market Survey	Assessed the situation in private colleges, universities, and vocational training institutions; identified potential investment opportunities.	Sweden	TATF
Privatization of State-Owned Enterprises	Helped to formulate a strategy for privatization at national and local levels.	Australia	TATF
Securities Capacity Building	Helped Citic Securities improve its practices in corporate governance, risk management, and management information systems.	Switzerland	TATF
Sichuan Environment Capacity Building Project	Developed the capacity of consultants and specialists to undertake social, environmental, and health and safety reviews and mitigation work in accordance with international standards.	Denmark	TATF
Solid Waste / Organic Fertilizer	Assisted local farmers in switching from inorganic to organic fertilizer.	Israel	TATF
Indonesia			
Credit Bureau: Feasibility Study	Fostered the development of private credit bureaus, facilitating the extension of credit to previously underserved segments of the population.	New Zealand	TATF
Investment Promotion	Advised on establishment of the proposed National Investment Team, in association with the Asian Development Bank.		FIAS
Supply Chain Linkages	Helped smaller businesses in Kalimantan participate in the supply chain of large firms in the region, focusing on the mining sector.	Ireland	TATF
Malaysia			
Linkages	Evaluated the spillover effects from multinational companies to local suppliers over the past decade.		FIAS
Mongolia			
Investment Policy and Promotion	Provided training for staff from the national investment promotion agency; helped prepare a new investment policy statement.		FIAS
Palau			
Policy: Investment Law	Reviewed a draft implementing regulations on foreign direct investment.		FIAS
Philippines			
Rural and Small Business Finance	Considered the prospect of establishing a rural and small business finance wholesale facility or bank holding company.	Netherlands	TATF
Sustainable Mineral Resources	Improved awareness of sustainable development among stakeholders of the mining industry.	Japan	TATF
Timor-Leste			
Investment Policy	Participated in a World Bank mission to review the environment for private sector investment.		FIAS
Policy: Investment Law	Reviewed a draft investment law.		FIAS

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Vietnam Consumer and Small Business Banking	Helped Asia Commercial Bank and Sacombank develop viable consumer and small business finance operations.	Netherlands / Switzerland	TATF
SOUTH ASIA			
Bangladesh Investment Promotion Strategy	Helped the country's board of investment develop its first investment promotion strategy; conducted a strategic planning workshop.		FIAS
Bhutan Investment Policy	Assisted with the country's first investment policy decree; helped prepare drafts of rules, regulations, procedures, and criteria.		FIAS
India Mortgage Guarantee Products: Market Assessment	Studied how mortgage guarantee companies can estimate the demand for their product, establish a pricing mix, determine eligibility criteria for lenders, and set up standardized loan documents.	Canada	TATF
Small and Medium Education Enterprises: Market Study	Assembled data on enterprises in the states of Madhya Pradesh and Andhra Pradesh to help quantify the size of the market in need of financing and identify the needs for technical assistance.	United Kingdom	TATF
Maldives Environmental Management and Sustainable Tourism	Provided environmental impact training to strengthen domestic capacity and management in tourism and commercial sectors.	Japan	TATF
Insurance Industry Legislation	Helped set up viable and transparent legislation for the domestic insurance industry.	Ireland	TATF
Investment Policy and Promotion	Reviewed the existing investment law and implementation guidelines; commented on the current institutional arrangements for investment promotion.		FIAS
EUROPE & CENTRAL ASIA			
REGIONAL			
Administrative Barriers to Investment	Conducted pilot survey of consulting firms, law firms, and accounting and audit firms regarding the experiences of their clients with administrative procedures.		FIAS
Commercializing Energy Efficiency Finance	Helped reduce the financing barriers to investments in energy efficiency projects.	Spain / Finland / USA	TATF
Credit Bureau Development	Fostered the development of private credit bureaus, facilitating the extension of credit to previously underserved segments of the population.	Italy	TATF
European Conservation Farming Initiative	Analyzed the markets, policy, and institutional status for a conservation farming initiative.	Netherlands	TATF

PROJECT	PROJECT DESCRIPTION	DONOR	PROGRAM
Medical Device and Equipment Sector: Investment Opportunities	Studied the medical device sector in Poland and Ukraine, identifying investment opportunities and assessing market segments.	Israel	TATF
Microfinance Legislation	Advised governments on legislation to stimulate microfinance development.	USA	PEP
Public-Private Partnerships for Public Hospitals	Helped implement pilot public-private partnership transactions in public hospitals in Poland and the Slovak Republic.	Austria	TATF
Support for Entrepreneurs - Faculty Development Program	A capacity-building initiative for entrepreneurs in countries covered by SEED: assisted academic faculty in creating training courses and university-level curriculum in areas of entrepreneurship.	Italy	TATF
Albania			
Administrative Barriers Study	Helped the government conduct a regulatory and administrative cost survey among existing firms; provided advice on needed improvements.		FIAS
Albania Power Company	Assisted the government in privatizing the state-owned company.	Greece	TATF
Armenia			
Policy: Investment Law	Reviewed the existing and proposed investment law, based on best practices and previous advice from FIAS.		FIAS
SME Risk Capital Fund	Promoted the development of the SME sector through facilitating enterprise access to term risk capital.	USA	PEP
Azerbaijan			
Corporate Governance Project	Advised and trained companies on corporate governance; advised government on better legislation.	Switzerland	PEP
Leasing Development Project	Promoted new legislation and built local expertise in leasing.	Switzerland / Canada	PEP
Policy: Investment Law	Reviewed a new draft law on investment activity; provided a set of guidelines for drafting in line with international best practices.		FIAS
Belarus			
Business Association Development	Promoted business-friendly policies and equipped entrepreneurs with skills needed in a country with a limited private sector.	Sweden	PEP
Bosnia and Herzegovina			
Administrative Barriers to Investment	Followed up an earlier study; focused on strengthening the dialogue between the public and private sectors and developing a monitoring system to assess the impact of reforms.		FIAS
Bulgaria			
Administrative Barriers to Investment	Updated an earlier study, including a comprehensive business survey of administrative and regulatory costs.		FIAS
Croatia			
Mapping of Small and Medium Enterprises	Developed a small and medium enterprise map of the country to aid analysis of the business environment and identify opportunities for programs.	Austria	TATF

PROJECT	PROJECT DESCRIPTION	DONOR	PROGRAM
Georgia Georgia Business Development	Promoted improved legislation and built local expertise in leasing; advised companies on corporate governance; carried out a survey of the SME sector.	Canada	PEP
Latvia Administrative Barriers to Investment	Updated an earlier study and conducted a business survey of administrative and regulatory costs.		FIAS
Linkages	Provided policy recommendations to develop the country's knowledge-intensive sectors over the next decade.		FIAS
FYR Macedonia Administrative Barriers to Investment	Conducted a study of administrative barriers to investment, including a business survey of administrative and regulatory costs.		FIAS
HACCP Implementation for Food Processing	Trained smaller businesses in the food processing sector to implement the HACCP food safety procedure.	Greece	TATF
Strengthening the Small and Medium Enterprises Department	Strengthened the small and medium enterprises department of the Ministry of Economy, helping implement a strategic plan for development of the sector.	Ireland	TATF
Romania Administrative Barriers to Investment	Helped the government implement an action plan to remove administrative barriers.		FIAS
National Environment Fund	Improved the finances of the National Environment Fund, enabling environmental protection and remediation projects.	Canada	TATF
Secondary Market Legislative Project	Assessed the legislative framework for mortgage bonds and mortgage-backed securities and the need to harmonize with countries in the region.	Canada	TATF
Russian Federation Advisory Support on Securitization	Advised public and private sector officials on identifying obstacles in securitization transactions.	United Kingdom	TATF
Banking Sector: Corporate Governance Study	Analyzed the extent to which the country's banks follow corporate governance best practices in internal operations.	Switzerland	TATF / PEP
Development of Automotive Component Suppliers	Increased the compatibility and number of automotive component suppliers to Ford assembly plant.	IFC	TATF / PEP
Development of Finance and Accounting Departments	Helped Stavropolsky Broiler establish a new management information system, train staff, and hire and train a chief financial officer.	Netherlands	TATF
Development of Forestry	Promoted sustainable development of forestry; facilitated foreign direct investment.	Finland	PEP
Information and Communications Technologies	Provided technical assistance to companies in the offshore programming sector and linked them to counterparts in Western Europe.	Finland	PEP

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Mobile Telecommunications Market	Examined the mobile telecommunications market, determining financing needed, identifying competitive candidates, and advising on ways to serve the market effectively.	Sweden	TATF
Mortgage-Backed Securities Law	Reviewed the draft mortgage-backed securities law, with the goal of establishing the country's first secondary mortgage company.	Norway	TATF
Northwest Russia Leasing Development	Promoted leasing development in northwestern Russia; matched companies with Western European investors and equipment manufacturers.	Finland	PEP
Private Energy Efficiency Projects	Selected pilot projects for energy efficiency investments, considering market conditions, financing structures, and the regulatory environment.	Netherlands	TATF / PEP
Waste Gas Utilization: Feasibility Study	Determined the viability of capturing waste gas and developing a business based on commercial utilization.	Bavaria	TATF / PEP
Serbia and Montenegro Business Plan for a Pharmaceutical Company	Analyzed the business and prepared a sustainable business plan with a related investment program.	Netherlands / Sweden	TATF
Community Development Program	Assisted restructuring of a rubber footwear and consumer goods business; supported development of a viable dairy operation.	Sweden	TATF
Establishment of a Polyclinic Hospital	Carried out a technical, market, and commercial assessment of the proposal to establish a polyclinic hospital.	Sweden	TATF
Hotel Business Plan: Feasibility Study	Helped a leading hotel choose a modernization strategy and identify strategic partners.	United Kingdom	TATF
Internet and IT Investment: Survey of Potential	Identified investment opportunities in the internet and IT sector.	Italy	TATF
Oil and Gas Industry: Pre-Privatization and Restructuring	Strengthened the reform agenda of the Serbian government in the energy sector; addressed the need for reorganization.	Italy	TATF
Privatization Agency	Financed a consultant for the capital market center in the privatization agency to assess company portfolios held by the state share fund of Serbia.	Italy	TATF
Privatization of Dr. Simo Milosevic Institute	Helped the government of Montenegro introduce private sector participation into operations of the Dr. Simo Milosevic Institute.	Austria	TATF
Review and Upgrading of Banking Services and Credit Operations	Hired an advisor to reengineer the Vojvodjanska Banka's credit process and develop a strategy for its credit operations.	Sweden	TATF
Strengthening the Insurance Supervisory Authority	Reviewed the draft legal and regulatory framework for insurance and assisted the government's insurance supervisory services.	Italy	TATF

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Serbia and Montenegro (continued) Support to Privatized Banks	Addressed the need to restructure nonperforming assets, supported preparations for privatization, and provided advisory services.	Sweden	TATF
Tissue Products and Recycled Papers: Market Study	Analyzed the current market for tissue products and potential for development.	Sweden	TATF
Tajikistan Creation of a Microfinance Institution: Feasibility Study	Assessed the feasibility of establishing a microfinance bank, focusing on the underserved population of the Ferghana valley.	IFC	TATF
Local Capacity Building: International Standard Audit	Provided training in financial management services to staff members of a consulting firm and its clients.	IFC	TATF
Turkey Investment Law Policy	Provided assistance in revising the draft laws on foreign investment and on setting up an investment promotion agency.		FIAS
Investment Promotion	Developed a strategic and institutional framework to improve the environment for foreign direct investment in the country.		FIAS
Ukraine Mortgage Securities Law	Drafted a law on mortgage securities, including authorization to issue off-balance sheet, multi-tranche mortgage-backed securities.	United Kingdom	TATF
Small and Medium Enterprise Survey and Policy Development	Analyzed the state of small and medium enterprises and related government policies.	Norway	TATF / PEP
LATIN AMERICA & THE CARIBBEAN			
REGIONAL			
Exit Strategies for SME Venture Capital Funds	Helped Aureos Capital Limited, a global fund manager of private equity funds specializing in SMEs, improve exit opportunities.	Switzerland	TATF
Small Business Development and Training	Increased local business capacity to deliver services and training to small and medium enterprises.	Canada	TATF
Student Financing Programs: Case Studies	Examined student financing programs to determine characteristics that lead to success.	Switzerland	TATF
Colombia Distribution Network Assessment	Increased the efficiency of Bavaria de Colombia's distribution system and created a training program.	IFC	TATF
Investment Promotion Strategy	Advised the country's investment promotion agency on international experience in structural arrangements between export and investment promotion.		FIAS

PROJECT	PROJECT DESCRIPTION	DONOR	PROGRAM
Sustainable Microfinance: Feasibility Study	Assessed the feasibility of setting up a commercial microfinance/small business lending facility.	Canada	TATF
Ecuador			
Gas Processing and Power Plant: Business Plan	Prepared a business plan for Amazonia Gas, a private company owned by a confederation of indigenous peoples.	Norway	TATF
Milk Processing and Dairy Marketing	Assisted a dairy company in milk processing and product marketing, including new product development and distribution.	Denmark	TATF
Honduras			
Competition Policy	Reviewed draft legislation to help the government design a best practice framework on competition policy.		FIAS
Strengthening the Horticulture Sector	Recommended a program for capacity building for enterprises in the sector.	Netherlands	TATF
Mexico			
Public-Private Partnerships	Aided the government in implementing a program of public-private partnerships.	IFC	TATF
Wastewater Recycling Plant	Supported the design and implementation of a wastewater recycling plant to provide industrial-grade water for manufacturing.	IFC	TATF
Nicaragua			
Administrative Barriers to Investment	Evaluated and proposed a comprehensive administrative reform program to eliminate barriers to entry.		FIAS
Competition Policy	Assessed the constraints to competition and their impact on competitiveness of the country's economy.		FIAS
Housing Finance Market: Feasibility Study	Analyzed the housing finance system to promote development of the residential housing market.	Canada	TATF
Peru			
Investment Promotion Strategy	Conducted a study to develop a strategic framework for promoting foreign direct investment.		FIAS
Suriname			
Investment Promotion Strategy	Reviewed the government's initiative to create a new investment law and promotion agency.		FIAS

PROJECT	PROJECT DESCRIPTION	DONOR	PROGRAM
MIDDLE EAST & NORTH AFRICA			
REGIONAL			
Algeria and Morocco SME Evaluation	Evaluated the SME sector and proposed interventions to support commercially sustainable initiatives.	Italy	TATF
Primary Housing Finance	Documented the current system and created a specialized lending institution, with the goal of establishing a secondary mortgage market.	Switzerland	TATF
Afghanistan			
Commercial Banking Operations: Feasibility Study	Assessed the need for commercial banking operations with the aim of creating a microfinance bank.	Netherlands	TATF
Microfinance Banking	Provided capacity building to a microfinance bank, focusing on the shortage of trained staff, limited physical infrastructure, and social issues.	Norway	TATF
Algeria			
Foreign Direct Investment	Cosponsored a survey of potential foreign investors from three Western European countries, focusing on constraints to private sector development in Algeria.		FIAS
Investment Climate	Identified the policy and regulatory constraints affecting the country's investment climate and recommended specific changes.		FIAS
Microfinance Sector Assessment	Assessed the microfinance sector for the North Africa Enterprise Development facility.	Italy	TATF
Jordan			
Hospital Sector Investment: Opportunities Study	Provided an overview of the health care sector, with emphasis on identifying investment opportunities.	Sweden	TATF
Policy: Investment Law	Reviewed a draft investment law.		FIAS
Kuwait			
Administrative Barriers to Investment	Assessed impediments to investment and provided recommendations for change.		FIAS
Foreign Direct Investment	Helped draft a new bylaw on foreign direct investment and provided recommendations on automating fiscal incentives and information on screening and licensing.		FIAS
Lebanon			
Insurance Regulatory Framework	Helped implement supervisory procedures so international standards are met and helped build organizational capacity in the insurance sector.	Canada	TATF

PROJECT	PROJECT DESCRIPTION	DONOR	PROGRAM
Pakistan			
Administrative Barriers Study	Identified the steps needed to complete an investment approval and create a legally established business.	USA	TATF
Credit Bureau Development	Aided the development of Datacheck, a credit bureau, to expand service and attract a strategic partner.	New Zealand	TATF
Secondary Mortgage Market: Feasibility Study	Examined establishing a secondary mortgage market and helped the government identify steps to improve the affordability and availability of funds.	USA	TATF
Saudi Arabia			
Administrative Barriers to Investment	Examined foreign direct investment as a tool to address the cyclical nature of the economy and the problem of unemployment.		FIAS
Syrian Arab Republic			
Modern Insurance Law	Drafted an updated law to govern the activities of private sector insurance companies.	Sweden	TATF
Tunisia			
Investment Incentives	Assessed the tax system and incentive regimes.		FIAS
GLOBAL			
Credit Bureau Program	Fostered the development of private credit bureaus, facilitating the extension of credit to previously underserved segments of the population.	IFC	TATF
Electronics Manufacturing: Global Strategy	Defined a role for subsectors of the industry, focusing on a positive economic and developmental impact.	Canada / Switzerland	TATF
Environmental and Social Guidelines	Helped develop IFC's environmental and social performance technical guidelines.	Denmark	TATF
IT Industry in India and China	Assessed drivers of performance growth in information technology manufacturing and services in these countries.	Norway	TATF
Strengthening Business Associations	Delivered training and technical support to business associations in Cambodia, Nigeria, South Africa, and Vietnam.	Denmark	TATF