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KAZAKHSTAN

KAZAKHSTAN SMALL BUSINESS DEVELOPMENT PROJECT

BI-MONTHLY REPORT: OCTOBER 2009 – NOVEMBER 2009

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KAZAKHSTAN SMALL BUSINESS DEVELOPMENT PROJECT

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I.0. INTRODUCTION AND EXECUTIVE SUMMARY

During October – November 2009, KSBD continued its four-year program to:

- 1) Support the Government of Kazakhstan to apply international best practices to support SME development, under Component 1
- 2) Build the capacity of private and NGO sector Business Service Providers (BSPs) to support SMEs, under Component 2.

In addition, KSBD continues implementing a grant received from Baker Hughes and Chevron to provide entrepreneurship education to students in vocational education.

KSBD support for the GOK under Component 1 focuses on sustaining the achievements of the Entrepreneurship Development Department (EDD) in the Ministry of Economy and Budget Planning (MEBP) and promoting the enhanced capacity of the Entrepreneurship Development Fund (EDF)/Damu to deliver a set of nation-wide programs, services and products to support SMEs. Specific outputs will include an Annual Entrepreneurship Report (AER) and creation of a comprehensive government Concept for Entrepreneurship Development.

Under Component 2, KSBD is continuing Training-of-Trainers in the remaining oblasts, and its BSP network is retailing SME trainings in the respective oblasts. Having established a nation-wide network of BSPs capable of providing SME training, KSBD is focusing this year on assisting BSPs complement that training by providing consulting assistance based on the training and SME management tools, particularly to targeted groups of enterprises. KSBD is also strengthening its BSP network performance evaluation through adding quantitative key monitoring ratios collected from the recipient SMEs, thus measuring the business affect of the SME trainings provided.

Under the Baker Hughes/Chevron grant, KSBD will complete its program to train teachers in every oblast and Almaty and Astana to provide the International Labor Organization's "Know About Business" course in entrepreneurship for vocational institutions.

The following activities and outcomes during the period should be highlighted:

Work with EDD, Ministry of Economy and Budget Planning:

KSBD commented on a new Concept for Entrepreneurship Development in Kazakhstan as requested by EDD. In October EDD requested KSBD's assistance in applying international best practices to policy issues regarding the definition for SMEs. KSBD continues advising EDD on SME development best practices.

Work with EDF/Damu:

KSBD continued consulting on:

- Establishing and implementing the Enterprise Development Centers (EDC) program
- Providing technical assistance in developing an two parallel and complementary SME loan guarantee programs, one based on a program of the US Small Business Administration (SBA) and one in partnership with the USAID Development Credit Agency (DCA).
- Assisting and coordinating compilation of the comprehensive Annual Entrepreneurship Report between EDD, EDF/Damu and other involved government agencies

Building BSP capacity to support SMEs:

During October – November 2009 KSBD:

- Assisted 328 SMEs; recruited 14 new BSP partners in all oblasts;
- Co-financed 1718 training participations.
- Received financial support from 4 local governments for the KSBD program activities in their localities.

“Know About Business Program” implementation:

KSBD is continuing implementation of the “Know About Business” (KAB) program. During November - October, KSBD has achieved the following milestones:

- 131 new teachers certified in KAB.
- Over 22,000 additional students in over 110 vocational institutions are receiving KAB this academic year.
- 6 new teachers have been certified by ILO to train teachers in KAB.

2.0. KSBD COMPONENT I: BUILDING GOVERNMENT OF KAZAKHSTAN (GOK) CAPACITY TO SUPPORT SMEs

2.1. Co-operation with the Enterprise Development Department (EDD)

To support the development of the new EDD, which has been transferred from the Ministry of Industry & Trade (MIT) to the Ministry of Economy & Budget Planning (MEBP), KSBD was asked to draft a new **Concept for Entrepreneurship Development** in Kazakhstan. KSBD submitted the second draft at the end of October. A workshop was organized in the city of Zerenda, with the participation of line ministries, business organizations and research institutes to discuss the content of the Concept. KSBD was also invited and participated in the discussion. A brief presentation on best practices in the EU on simplification of administrative procedures was given by the Project. The project was also asked to provide written commentaries to the text of the Concept.

KSBD’s main suggestions concerned the structure of the Concept, which did not reflect its strategic function. The Concept covers the period of 2009-2014, but all the measures have been designed to be implemented immediately and there is no continuation of them in the following years. This is mostly due to the lack of state priorities regarding SME support formulated by the government; this was also pointed out in the commentaries. KSBD made suggestions regarding the content of some of the measures to make them more efficient and focused.

In October EDD requested KSBD’s assistance in applying international best practices to policy issues regarding the definition of SME categories. EDD is bringing up the issue of changes to the definition in order to allow for better targeting of SME support and identifying companies eligible to receive such support. The project is providing information on methodologies used to determine size classes of SMEs through statistical data, differentiation of SME support based on size, and formulating targeted interventions.

2.2. Co-operation with the Entrepreneurship Development Fund/Damu (EDF/Damu)

EDF/Damu requested KSBD to review and comment on its Strategy for the Development of Damu 2009-2019. KSBD's main comment is that in the analysis of Damu used as background for its strategy, very often conclusions show that a government institution is needed as a focal point for information gathering and dissemination concerning the day-to-day activities of SMEs in Kazakhstan. Lack of coordination of all legal initiatives concerning SMEs is also part of this analysis, as well as the need for a common point in the administrative structure where feedback from the SMEs themselves could be gathered and processed for use within the government. KSBD has suggested that this only shows the need for upgrading the status and mandates of EDD and/or Damu comprehensively to coordinate SME efforts.

EDF/Damu and KSBD finalized the following joint activities for the last 2010 year of the KSBD program implementation:

- Continue consulting on establishing and implementing the **Enterprise Development Centers (EDC)** program. Assist EDF/Damu to launch pilot EDCs. Based on the draft EDC concept EDF/Damu signed in September, an MOU with the Government of India regarding the establishment of a pilot EDC in Almaty. Damu will provide in-kind contribution while India will provide \$300,000. Efforts to expand the EDC program will continue in 2010. Based on information already gathered and provided to EDF/Damu on EDC and comments on the EDC Concept developed by EDF/Damu, the project is currently working on potential services to be offered through EDCs.
- Continue technical assistance in developing an **SME loan guarantee system**: work with USAID and EDF/Damu to support EDF/Damu's adoption of a USAID Development Credit Agency (DCA) loan guarantee program, which will complement the SBA-model program developed by the KSBD short-term consultant.
- **Annual Entrepreneurship Report (AER)**: Assist EDF/Damu in its role to produce the first Annual Entrepreneurship Report.
- **Information services**: Assist EDF/Damu to identify and develop website/internet services to SMEs based on the SBA model, including SME training modules and consulting tool-kit developed within the KSBD program. The project is currently exchanging information with Damu's staff responsible for website development on information already existing on the KSBD website and how it can be incorporated for future use on EDF/Damu's website.

2.3. KSBD Website and Information Dissemination

During the period, KSBD website was continuously updated with new articles and news related to SMEs. On a weekly basis all news from GOK websites is being collected, and the most interesting regarding SMEs and SME policy are being posted on our website. Some of the concepts from the KSBD website were proposed to EDF/Damu and have been partially implemented (re. the on-line education section).

As EDD/MEBP doesn't have a website yet, KSBD was requested to propose a concept of a website including further potential for on-line services.

KSBD maintains its virtual map outlining all project activity in each of the 16 oblasts/administrative districts. This tool allows key stakeholders to quickly and easily stay abreast of activities such as



Business Essentials (BE) Training-of-trainer, BE retail trainings, and Know About Business (KAB) program implementation. Within the reporting period KSBD generated additional 3 BSP partners in Pavlodar and 10 in East Kazakhstan region, based on a BE Training-of-Trainers. Six additional BSPs joined KAB Trainers Network, based on the KAB TOFs conducted within October – November.

Users may access information by locating the “Kazakhstan Small Business Development (KSBD) project” map via <http://maps.google.com/maps>.

3.0. KSBD COMPONENT 2: BUILDING BSP CAPACITY TO SUPPORT SMEs. COMPONENT 2 INDICATORS

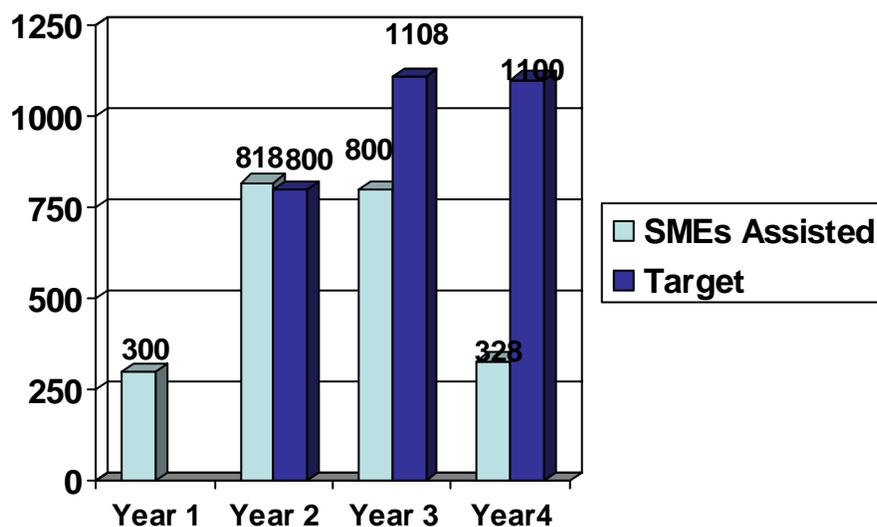
Under the Component 2 program for building the capacity of Business Service Providers (BSPs), KSBD accomplished the following during October – November 2009:

- 328 SMEs assisted
- 14 new BSP partners assisted in all oblasts, Astana and Almaty
- 1,718 training participations
- 4 local governments provided support for KSBD program

As the BSP-based training program has gained momentum, KSBD intends in the fourth project year to focus on complementing the training with more consulting to enterprises from the BSPs. The consulting will be based on the content of the KSBD Business Essentials (BE) and International Labor Organization (ILO) Start Your Business (SYB) courses. Training and consulting will be focused on targeting groups of enterprises in certain industries and/or areas of interest for corporate and national and local government sponsors.

3.1. Number of organizations assisted through KSBD BSP Program

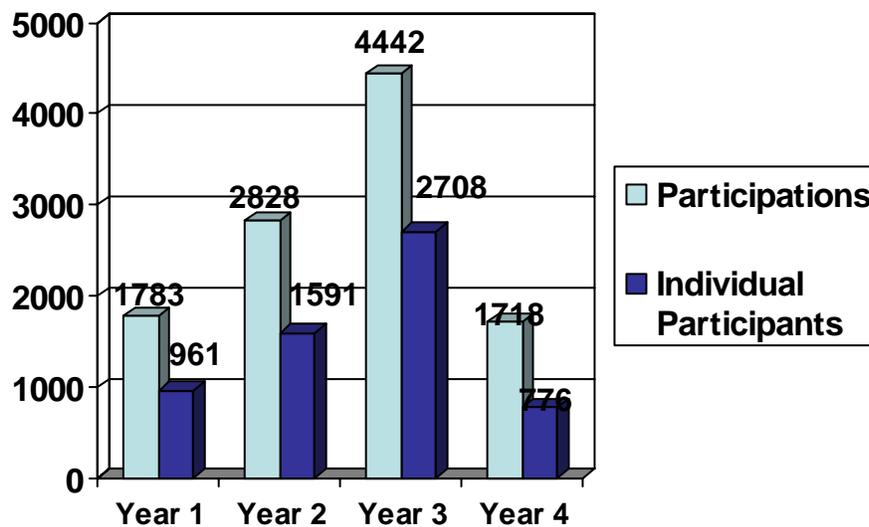
INDICATOR	October-November		Year 4 TOTAL		Year 4 TARGET	% OF TARGET	YEAR 3 TOTAL	YEAR 2 TOTAL	YEAR 1 TOTAL	PROJECT TOTAL
	Total	New	Total	New						
Total number of organizations	381	305	381	305	N/A	N/A	1391	1000	366	3138
SMEs	328	266	328	266	1100	29,82%	1108	818	300	2554
NGOs	23	14	23	14	N/A	N/A	118	68	10	219
GOK Entities	12	11	12	11	N/A	N/A	66	43	25	146
HEIs	7	5	7	5	N/A	N/A	25	25	10	67
Vocational/ Technical	3	3	3	3	N/A	N/A	24	20	6	53
Financial Institutions	7	6	7	6	N/A	N/A	33	20	7	67
Large Companies (international)	1	0	1	0	N/A	N/A	3	0	1	5
Large Companies (domestic)	0	0	0	0	N/A	N/A	10	5	6	21
Development Organizations	0	0	0	0	N/A	N/A	0	1	1	2



During October-November KSBD achieved 29.82% of its year IV SME assistance target by providing training and consulting to 328 SMEs, which is even higher than in August-September. As a result of these efforts, KSBD has now provided technical assistance to 2,554 SMEs throughout all 16 oblasts/administrative districts since project inception. This trend illustrates accelerating demand by SMEs for KSBD's portfolio of products and services.

3.2. Total training participations and participants

INDICATOR	November-October	YEAR TOTAL 4	YEAR 4 TARGET	% OF TARGET	YEAR TOTAL 3	YEAR TOTAL 2	YEAR TOTAL 1	PROJECT TOTAL
Total participations	1718	1718	4500	38,18%	4442	2828	1783	10771
Total unique participants	776	776	N/A	N/A	2708	1591	961	6036
Female unique participants	601	601	N/A	N/A	1960	1105	725	4391
Male unique participants	175	175	N/A	N/A	748	486	236	1645

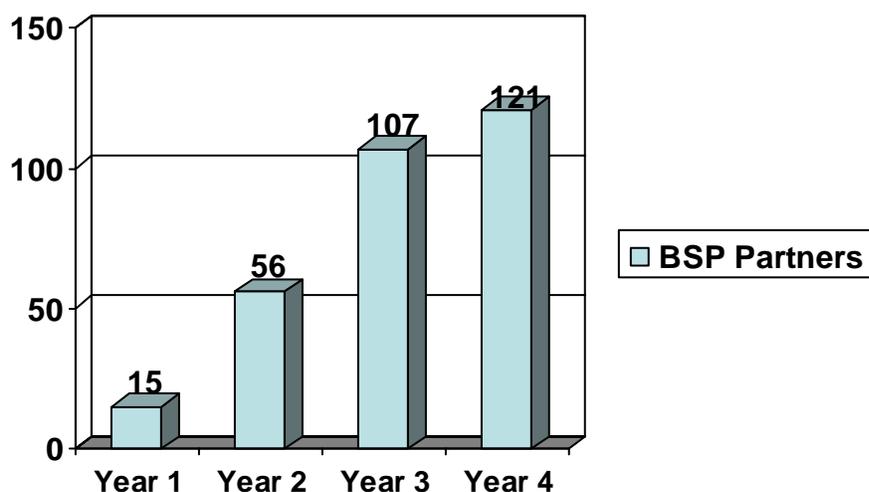


KSBD generated 1,718 participations in October-November and achieved 38.18% of its respective year 4 target. KSBD has also successfully increased the number of individuals receiving training this year by assisting 776 unique participants. The volume of training participations and participants has continued to grow throughout year 4, with October and November being the most productive period ever for the project. KSBD has now generated over 10,771 participations from 6,036 unique participations since the project started.

3.3. Business Service Provider (BSP) Capacity Building Program

BSP partner breakdown

INDICATOR	October-November	YEAR 4 TOTAL	YEAR 4 TARGET	% OF TARGET	YEAR 3 TOTAL	YEAR 2 TOTAL	YEAR 1 TOTAL	PROJECT TOTAL
Total	121	121	N/A	N/A	107	56	15	121
Status 1 (Attended TOT)	94	94	N/A	N/A	87	35	10	94
Status 2 (SME Tool kit Self-Application)	1	1	N/A	N/A	1	1	0	1
Status 3 (Retail Training)	19	19	N/A	N/A	14	14	5	19
Status 4 (Retail SME Toolkit)	7	7	N/A	N/A	5	6	0	7
Oblasts with 1 BSP	16	16	N/A	N/A	16	14	3	16
Oblasts with at least 2 BSPs	16	16	N/A	N/A	16	12	2	16
Average BSPs per 16 oblats	7,5	7,5	N/A	N/A	N/A	3,3	N/A	7,5



During October-November KSBD has expanded its BSP network and added 14 new BSPs in Pavlodarskaya and East Kazakhstan regions. Current BSP network consists of 121 partner organizations in all 14 oblasts and two administrative districts of Kazakhstan. KSBD has now attained national coverage and has an average of 7.5 partners per oblast:

Oblast/Administrative District	Number of BSP Partners
Akmolinskaya	3
Aktubinskaya	13
Almaty City	5
Almatinskaya	9
Astana City	3
Atyrauskaya	10
East Kazakhstan	13
Karagandinskaya	10
Kostainskaya	4
Kzyl-Ordinskaya	2
Mangistauskaya	8
North Kazakhstan	8
Pavlodarskaya	12
South Kazakhstan	10
West Kazakhstan	8
Zhambylskaya	3

3.4. BSP TOT Business and Consultant Training and Attestation Program

KSBD TOTs for BSPs

INDICATOR	October-November	YEAR TOTAL 4	YEAR 4 TARGET	% OF TARGET	YEAR 3 TOTAL	YEAR TOTAL 2	YEAR TOTAL 1	PROJECT TOTAL
BE TOTs	2	2	2	100%	6	3	1	12
CE TOTs	0	0	N/A	N/A	2	5	0	7
CCS TOTs	0	0	N/A	N/A	0	3	0	3
SYB TOTs	0	0	3	0,00%	4	1	0	5

In October-November KSBD completed 2 BE training-of-trainer sessions for its BSP partners in Pavlodarskaya and East Kazakhstan oblasts.

KSBD full attestations of individual consultants and trainers

INDICATOR	October-November	YEAR 4 TOTAL	YEAR 4 TARGET	% OF TARGET	YEAR 3 TOTAL	YEAR 2 TOTAL	YEAR 1 TOTAL	PROJECT TOTAL
Total # of full BE attested	23	23	80	28,75%	74	49	16	144
Total # of CE attested	0	0	85	0,00%	26	86	0	112
Total # of BE+CE attested	0	0	65	0,00%	7	55	0	55
Total # of SYB attested	0	0	56	0,00%	45	14	0	49

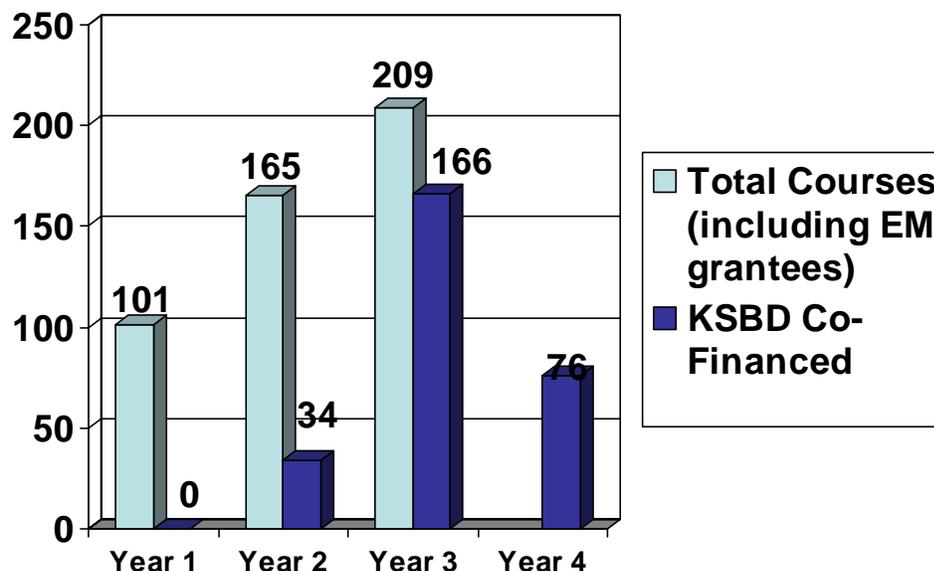
KSBD attested additional 23 business trainers/consultants in Business Essentials. This represents a 28.75% of year 4 attestations target. It should be noted that full attestation requires active participation for 16 days in all modules of Business Essentials. With this in mind, during the reporting period KSBD also attested a greater number of participants in each module:

Business Essentials Module	Year 4 Number Attested
Strategic and Business Planning	28
Finance for Non-Financiers	24
Marketing and Sales	26
Quality Management	27
Human Resource Management	28
Tax and Law	25

3.5. BSP partners providing retail training to SME clients and participants

All retail courses provided by BSP partners

INDICATOR	October-November	YEAR 4 TOTAL	YEAR 4 TARGET	% OF TARGET	YEAR 3 TOTAL	YEAR 2 TOTAL	YEAR 1 TOTAL	PROJECT TOTAL
Total courses given	76	76	N/A	N/A	209	165	101	475
Average value of each retail course (including EM grantees)	\$1 707,52	\$1 707,52	N/A	N/A	\$1,543	\$1,720.01	\$1,720.01	\$1,661
# of KSBD co-financed retail courses	76	76	N/A	N/A	166	34	0	200
# of fully commercial courses	0	0	N/A	N/A	2	0	0	1
Total value KSBD co-financed retail courses	\$129 771,60	\$129 771,60	N/A	N/A	\$261,846	\$72,240.32	\$0	\$334,087
KSBD contribution	\$61 536,00	\$61 536,00	N/A	N/A	\$130,835	\$31,622.00	\$0	\$162,457
BSP contribution	\$43 928,33	\$43 928,33	N/A	N/A	\$72,895	\$26,905.08	\$0	\$99,800
Sponsor contribution	\$4 702,00	\$4 702,00	N/A	N/A	\$12,142	N/A	N/A	\$12,142
Participant fees	\$19 605,27	\$19 605,27	N/A	N/A	\$45,975	\$13,713.02	\$0	\$59,688



KSBD’s BSP network delivered 76 retail training courses in the reporting period, which is already 36% of the year 3 result. Since this reporting period KSBD adds SME consulting function to monitoring the affect of the retail trainings. Each BSP shall be providing key monitoring ratios for the SMEs trained, at the beginning and in three months period after getting trained. This will be a measure for the market efficiency and application of the KSBD training package.

3.6. Public-Private Partnership (PPP)/Sponsor Program

Total Sponsor (PPPs) by Status

INDICATOR	October-November	YEAR 4 TOTAL	YEAR TARGET 3	% OF TARGET	YEAR 3 TOTAL	YEAR TOTAL 2	YEAR TOTAL 1	PROJECT TOTAL
Total	68	68	N/A	N/A	59	28	1	68
Status 1 (initial meeting)	23	23	N/A	N/A	23	12	0	23
Status 2 (signed MOC/proposal submitted)	20	20	N/A	N/A	20	7	0	20
Status 3 (Direct/In-kind contribution)	25	25	N/A	N/A	16	9	1	25

The number of organizations designated as sponsors of KSBD activities increased to 68. Sponsorship has been attained from both private sector and local and regional GOK stakeholders and has resulted in expanded project impact. KSBD secured both direct and in-kind contributions for the reporting period and achieved the following:

- Secured \$1392 from Entrepreneurship Department of the Mangistauskaya oblast for delivery of Business Essentials retail training for over 60 SMEs in Aktau
- Secured \$1610 from Akim of Enbekshikazakhstan raion of Almatinskaya oblast for delivery of Business Essentials retail training for over 70 SMEs in Shelek
- Secured \$700 from Aktobe Entrepreneurship Department for delivery of Marketing & Sales retail training for 20 SMEs in Aktobe

- Secured \$1000 from Kazalinsk raion SME Department and “Miras” Public Youth Association (Kzylordinskaya oblast) for delivery of “Start Your Business” training to 45 startup businesses in Kazalinsk and Kzylorda

4.0. “Know About Business” (KAB) program with Baker Hughes and Chevron

KSBD continues implementation of the Know About Business program with grant funding from two American companies active in the oil and gas sector: Chevron and Baker Hughes, to support the provision of a course in entrepreneurship in vocational schools (lycees and colleges) across the country. During November - October, KSBD has achieved the following milestones:

- 131 new teachers certified in KAB
- Over 22000 additional students in over 110 vocational institutions receiving KAB this academic year
- 6 new teachers certified to train teachers in KAB

Summary of key KAB program outputs against original targets	Actual to date*	Original target	% increase of original target	Planned or projected total	% increase over original target	% of planned or projected total completed
Training of Facilitators (Teachers) courses	15	7	214%	20	286%	75%
Teachers certified to teach KAB	320	150	213%	395	263%	81%
Number of schools with at least one certified KAB teacher	251	77	326%	335	435%	75%
KAB classes expected to be delivered annually	2,451	155	1581%	3,025	1952%	81%
Students expected to get KAB annually	60,378	3,100	1948%	74,529	2404%	81%
Key Facilitators (teachers of teachers) certified by ILO**	15	-		20		75%

*number of classes and students are based on each teacher's estimates during TOFs

**only one teacher of teachers had been certified in Kazakhstan at beginning of program

Summary of key KAB program outputs to Kazakhstan total	Situation before KAB program in Kaz	KAB program	Total in Kaz to date	% increase from KAB program	Projected/planned KAB program total	Target total in Kazakhstan	% increase from KAB program
Training of Facilitators (Teachers) courses	2	15	17	750%	20	22	1100%
Teachers certified to teach KAB*	40	320	360	800%	395	435	1088%
Number of schools with at least one certified KAB teacher	40	251	291	628%	335	375	937%
KAB classes expected to be delivered annually**	306	2,451	2,757	800%	3,025	3,332	1088%
Students expected to get KAB annually	7,547	60,378	67,925	800%	74,529	82,077	1088%
Key Facilitators (teachers of teachers) certified by ILO***	1	15	16	1500%	20	21	2100%

* Includes 10 teachers certified by ILO in 2003 and still teaching and 30 teachers certified in Almaty under GTZ course

**number of classes and students are based on each teacher's estimates during TOFs

***only one teacher of teachers had been certified in Kazakhstan prior to beginning of program

Aggregate results of the KAB program implementation as of November 30 include:

- 320 teachers from over 250 vocational institutions certified in 13 oblasts and Almaty and Astana
- 1 teacher sent by ILO to Italy for special training
- Over 60,000 students receiving KAB in this academic year (2009-10)
- 15 Key Facilitators ILO-certified
- KAB 80-hour Academic program has been approved by MES
- Received 4 letters of appreciation from Educational Institutions
- About 18 media publications have been secured throughout Kazakhstan

5.0. MEDIA COVERAGE OF KSBD ACTIVITIES

INDICATOR	October- November	YEAR 4 TOTAL	YEAR 4 TARGET	% OF TARGET	YEAR 3 TOTAL	YEAR 2 TOTAL	YEAR 1 TOTAL	PROJECT TOTAL
Total # of media occurrences	14	14	N/A	N/A	50	51	N/A	115
TV	3	3	N/A	N/A	4	7	N/A	14
Magazines	0	0	N/A	N/A	3	13	N/A	16
Newspapers (print)	8	8	N/A	N/A	27	29	N/A	64
Newspapers (electronic)	3	3	N/A	N/A	16	2	N/A	21

6.0. KSBD UPCOMING ACTIVITIES

6.1. Component 1

- In the following two months work will continue on the SME definition, mostly concerning the statistical methods used for the state of SMEs according to their size class.
- More discussions are expected to follow provision of comments and suggestions to both the Concept for SME development determination 2009-2014 and the Strategy for EDF/DAMU development 2009-2019, before they are presented for official approval to the GOK.
- Work is currently going on and will continue in the next months on the Concept for a pilot EDC for EDF/DAMU. First draft will be presented and then comments and suggestions will be added.
- Web-site and Internet-based support for EDD and EDF “DAMU”

6.2. Component 2

- “Know About Business” Training of Facilitators in vocational schools of the remaining regions of Pavlodar, Petropavlovsk, Almaty, Atyrau, Kyzylorda, Shymkent, Semey will be organized and delivered within December – March 2010.

- “Business Essentials” Training of Trainers program for business trainers / SME consultants are scheduled for the remaining regions of Astana (December 2009 - March 2010) and Kyzylordinskaya (January 2010)
- In December KSBD is organizing the ILO “Start Your Business” Training of Trainers program for its BSP network of business trainers / SME consultants of 9 oblasts of Kazakhstan in Almaty, outsourcing two ILO Master Trainers and following all necessary ILO procedures, aimed to generate more competent ILO certified SYB Master Trainers in Kazakhstan.
- Retail SME training on “Business Essentials” and “Start your business” will be continued throughout 2010 but with the new SME consulting function incorporated. Each BSP shall be providing key monitoring ratios for the SMEs trained, at the beginning and in three months period after getting trained. This will be a measure for the market efficiency and actual application of the KSBD training package.
- KSBD has been requested technical support of the long-term training for restaurants and hotels staff in Ust-Kamenogorsk led by city SME Department. KSBD and its BSP launched the first “Marketing and Sales” training for top managers of 20 hotels and restaurants and is planning to develop and implement a long term training program for HoReCa sector of the city.