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**A COMPARATIVE ANALYSIS OF  
SME STRATEGIES, POLICIES AND PROGRAMMES IN  
CENTRAL EUROPEAN INITIATIVE COUNTRIES**

**PART I**

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## *Preface*

The Central European Initiative (CEI) Working Group on Small and Medium Enterprises (SME) requested the United Nations Industrial Development Organization (UNIDO) in 1995 to carry out a study of SME policies and programmes in CEI countries that would provide a systematic basis for identifying areas of mutual interest for cooperation and future action. In response, the UNIDO research project was initiated to provide a framework for developing collaborative future projects, and at the same time, to identify policy and programme elements (both good and bad practice) in the respective countries that could guide UNIDO and donors in fine-tuning their support efforts.

The approach followed by UNIDO was to carry out the study in close collaboration with the national institutions and agencies involved in SME development. Focal points in each country were designated to assist UNIDO by providing reliable information. The focal points coordinated the study at the national level and provided information and documentation on specific issues following the framework of investigation designed by the project. (The criteria for participating in the project was the readiness of the country to commit resources and personnel to carry out the research work in the countries concerned.)

Country reports were prepared for six Central European countries, the Czech Republic, Hungary, Poland, Romania, Slovakia and Slovenia. The initial country reports represented an official descriptive view of the situation in various countries. As such, they raised only a few issues concerning future needs and development issues to be addressed. Therefore, to complete the analysis, country visits by UNIDO consultants were undertaken. In each country, consultations were held with the relevant ministries, institutions and assistance agencies, and representatives of small and medium enterprise associations. Some countries like Romania held follow-up workshops, with key institutions involved in support to the SME sector, to discuss emerging issues at the national level. Reports on SME policy and programmes were also prepared by Austrian and Italian focal points. These have been reproduced in the form in which they have been received by UNIDO.

A final workshop with national focal points and counterparts, to review the main issues emanating from the analysis, took place in February 1996, in Vienna, Austria. The present report incorporates the conclusions of that workshop and the subsequent comments on the draft Report discussed there. As a result the final report of the UNIDO project consists of:

- A description of the major issues that needed to be addressed in respect of policy, institutional and assistance development, in particular pointing to areas for action,

exchange and support. Thus, Part I of the report contains a comparative analysis of the individual country information produced by the participating CEI countries. It does not include analysis of the information from Austria and Italy although this is available in the form of country reports in Part III for comparative purposes;

- Part II comprises the matrices reflecting SME support systems and institutions edited in such a way that they could be easily used by countries to contact each other about various aspects of their small business support system. Addresses, telephone numbers and fax numbers are provided for all the institutions and types of assistance named. This information is also available on the UNIDO World Wide Web site on the Internet.
- Part III of the report consists of the eight country analysis adapted in a format to allow comparison (eight country reports, including Austria and Italy);
- The Report also includes the analysis of the 'entrepreneurs point of view' based on data from interviews with 50 companies in each country. For that purpose, the European Foundation for Entrepreneurship Research (EFER) was commissioned to provide information, via its bi-annual survey, on a number of issues including small firms attitudes to, and use of, government policies and programmes; involvement of associations; use of, and benefits from, various forms of assistance; as well as problems currently being encountered by growth companies.

The final report therefore reflects the two key outputs of the UNIDO research project, namely:

- A comparative analysis of SME strategies, policies and programmes;
- A critical appraisal of such policies and programmes based upon the impact on SME development in key areas.

The support and commitment of all of the institutions and persons listed in Annex I is gratefully acknowledged, in particular the assistance of Professor A. Gibb.

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**Table 1 - Distribution of enterprises by employment size (per cent)**

**Table 2 - Distribution of share of employment by enterprise size (per cent)**

**Table 3 - Distribution of share of turnover by enterprise size**

## **INTRODUCTION**

This report represents an overview of the results of a study of policies and programmes in support of the small and medium enterprises in the Central European Initiative (CEI) countries of the Czech Republic, Hungary, Poland, Romania, Slovakia and Slovenia. Information has also been provided on Austria and Italy although it is not incorporated into this overview report.

The objective of the research was to 'undertake a comparative analysis of small and medium enterprise strategies, policies and programmes in the designated Central European countries as a basis for complementary and collaborative development initiatives'.

It was expected that the added value of the research would be to:

- Provide a framework for the CEI group to coordinate their research and development activities and design complementary and collaborative projects in the future;
- Help in the identification of key elements of small and medium enterprise policy and programmes (good and bad practice);
- Provide UNIDO and other donors with guidelines for fine-tuning of their future technical cooperation.

## **APPROACH AND OUTPUTS**

The key components of the study were the following:

- An analysis of the policies, institutions, programmes of assistance and perceived needs undertaken on a country basis by national institutions involved in SME development in the countries concerned. These units, and the personnel involved, are listed in Annex I. A detailed frame of reference for the study was made available to each of the contributors and is shown in Annex II. The country reports were designed to demonstrate policies, economic and industrial, as they pertain to small and medium enterprise development and their operation and coordination; institutional development (capacity and operation) as it pertains to small business;



the forms of assistance and their delivery; and perceived needs and priorities. The individual country studies constitute Part III of this report.

- A series of matrices for each country, providing a summary of key institutions and general forms of assistance (information, counselling, training, finance, provision of premises and promotion) for SMEs with special notes for start-ups, 'survival, growth, innovation and exports. It was hoped that these matrices would form the basis for future 'experience exchange' between the countries involved in the study. The matrices, setting out general forms of assistance constitute Part II of this report.

The commissioning of the European Foundation for Entrepreneurship Research (EFER) to provide information, via its bi-annual survey, on a number of issues including small firms attitudes to, and use of, government policies and programmes; involvement with associations; use of, and benefits from, various forms of assistance; as well as problems currently being encountered by growth companies. These data were collected by interviews with a sample of 50 growth companies from each country.

## **FORMAT OF THE REPORT**

This overview begins with a brief statistical review of the position of SMEs in the various economies. The report then focuses on the issues that seem to be of common concern to the transition economies of Central Europe with particular reference to potential areas of improvement which might provide a focus for further collaborative effort and exchange as well as suggestions for donors support. These issues are divided into four groups:

- Those relating to the needs of small firms as evidenced by the results of the EFER survey and as problems perceived by respective country respondents. The ways in which the needs of the sector are monitored, communicated and analyzed are also covered;
- Those relating to policies, their focus, their development and coordination;
- Those relating to institutional development, operations and effectiveness;
- Those relating to the delivery of various forms of assistance to small business.

Comment is thereafter made on donor support. Finally, conclusions and recommendations for joint action by CEI countries and potential support of bilateral and multilateral donors are set out.

## **THE PRESENT POSITION OF SMALL BUSINESS IN CEI COUNTRIES**

Data on firm size, employment and contribution to turnover are not readily available on a basis suitable for comparison with the European Union Observatory figures. It is, however, of major policy interest to know the degree to which the structure of business has changed and has moved towards that of the Western European economies as a result of market forces. The tables in Annex III endeavour to set out, in as near a comparable format as possible, with the available information. This information has been derived from official sources by the country contributing agencies.

The enormous growth of the micro enterprise sector (under 10 employees) in all of the countries concerned is reflected in a distribution of establishments by employment size very similar to that of the European Union as a whole (Table 1). In general 90% or more of all enterprises are now in this category. The data for Poland and the Czech Republic is difficult to compare because of differences in classification of employment categories associated with different official definitions of micro, small and medium businesses.

In terms of share of employment (Table 2) there are some sharper comparisons. It is, however, difficult to make comparisons of the small firms sector (11-99 employees) because of the non-comparability of data in several countries. In the medium firm sector (100-499 employees) there is generally a substantially higher percentage of employment than in the European Union. This may reflect the slow growth of privatization in this sector. Alternatively, it may reflect a stronger sector! It is also interesting to note that the large firms sector has, in most CEI countries, a bigger employment share than, on average, in the European Union.

Turnover data is not available for most of the CEI countries. What is available, however, tends to emphasize the relative weakness of the small and micro enterprise sector (Table 3).

It was hoped that comparable data would be collected on the growth of the SME sector over time; birth rates and death rates; the proportion of inactive businesses that are registered; and the size of the informal economy. It was not possible to do this in a sufficiently consistent fashion to facilitate a wholly adequate contrast. Nevertheless, it is clear that in many of the CEI countries, micro business continues to grow apace. In some countries, for example, Hungary and Slovakia, the pace of growth is slackening off. The registration and de-registration data have, however, less meaning than in the European Union as the incidence of 'inactive' registered businesses is very high. In Hungary and the Czech Republic it is estimated that close to 30% of those on the register are 'inactive'. The informal sector (unregistered businesses) is estimated at between 10% and 30% of the gross domestic product (GDP) in CEI countries. In

these circumstances it is extremely difficult to make fair comparisons of birth and deaths with the countries of the European Union.

Overall, it is not easily possible to make an adequate comparative statistical analysis of the health of the small and medium enterprise sector even in very simple terms. It is none the less quite clear that the distribution of businesses in all of the CEI countries is moving towards the norms of Western Europe although the reported strength of the micro enterprise sector must be in some doubt because of the high estimated number of 'inactive' business registrations. The large firm sector still contributes a higher than European Union average contribution to employment indicating that there may yet be some way to go in the contraction of that sector (which has been substantial over the past five years). The size of the informal sector is recognized as a problem although in some of the participating countries it seems to be no more substantial than in certain EU countries.

Finally, in several of the country cases the medium sized firm sector emerges more strongly than the European Union. This may demonstrate either a greater potential or the fact that privatization or possible downsizing of this sector still has some way to go.

**Overall it is clear that there is some way to go if the objective is to produce inter-country comparable statistical data on the health of the SME sector.**

## **THE NEEDS OF SMALL BUSINESS**

### **The European Foundation for Entrepreneurship Research (EFER) survey**

The EFER survey embraces the results of interviews with a sample of 50 businesses from each of the participating countries. They were selected by a sampling process from a database maintained by EFER. Therefore, the data they represent are indicative only.

By and large, the companies interviewed represent higher growth, owner-managed businesses founded by the entrepreneur from scratch (rather than privatized or bought from the state). They are not perfectly balanced between sectors. The proportion in manufacturing varies from two thirds in Slovenia to one third in Hungary; however, most combine their manufacturing, construction or transport activity with some kind of trade. The comparability of the data is also effected by substantial differences in average size. The companies interviewed in the Czech Republic and Romania were on average medium-sized businesses (158 and 151 employees respectively). In Hungary and Slovenia they were very much smaller (average 80 and 34 employees respectively). In turnover terms, however, the sample was more comparable, averaging around ECU 3.3 million a year (with the exception of the Czech Republic). The companies generally represented the 'top end' of small business in terms of the education and qualifications of the entrepreneurs (most with university or higher degrees and most with a technical or economic/business education background). Most of the respondents now have several businesses and, in the case of the Czech Republic, Romania and Slovakia, most started the business with less than ECU 5,000 (the average start-up capital was higher in Hungary even though the size of the business was relatively small compared with Romania and the Czech Republic). Although there is no direct information on the individual growth of the businesses it can be inferred from the data that businesses in the different countries have experienced different growth tracks. It is evident from a comparison of employment at the commencement of the business, and employment in 1994, that in the Czech Republic there has been significant growth of business, a more modest growth in Hungary and rather less change in Romania and Slovenia. <sup>1</sup>

It is clear that the companies studied by EFER are probably not strictly comparable (cross-country) in terms of size or growth. They do not constitute a representative or carefully matched sample. They generally represent the larger small business and certainly not the micro business or the substantial informal sector. Nevertheless they do represent recently started businesses and are the voice of the more articulate

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<sup>1</sup> This interpretation is taken from aggregative data and this may mask the fact that some businesses in a group have grown very substantially in certain countries while others have declined over the period.

educated entrepreneur. As such their judgements and comments (below) may be more informed than average.

### **Basic needs that can be inferred from the data**

*Management of human resources* A substantial minority of companies recognize that they have training needs, particularly in respect of language, management training, and training in marketing and financial management. Such generalizations are to be expected and do not indicate that there is a keen demand for such training. The research also points, however, to the key to success in business being the experience of the owner and management team, their organizational skills, their ability to build good relationships with customers and clients backed up by the quality of the product and service. The development of these largely human resource aspects of the business can be seen to underpin growth. The management problems of firms are generally focused (but by no means wholly or uniformly) around issues of finance (between one third and one half), collecting payments, coping with government regulations and (most acutely in the Czech Republic and Poland) upon the availability of skilled workers. A substantial minority of the companies (in Poland over half) indicated that they had major problems in recruiting staff with suitable skills.

*Finance* The emphasis upon financial barriers to development must be expected and is not remarkable in the light of small and medium firms concerns worldwide. As might be anticipated, most of the entrepreneurs started their business with their own savings or borrowed money from family or other members of the team. Only in the Czech Republic, and to a much lesser extent in Romania and Slovakia, was bank money important. Moreover profits, rather than bank borrowing, had been the major source of development funding. Most of the firms in the sample were still seeking to expand with a substantial minority now looking for bank money. Here the non-availability of long-term credit at reasonable rates of interest together with cumbersome application procedures and collateral requirements were seen to constitute major barriers. The concern of preserving independence substantially limits the market for venture capital with relatively few seeking to use this form of resource acquisition.

*Markets* Virtually all of the companies were focused heavily upon the domestic market although it was clear that over the past three years there had been a movement towards exporting, almost totally focused upon Europe. Most of the planned expansion would also be within the domestic market. The rate of expansion of domestic demand was therefore seen as a constraint. Only a small minority of firms (except in Slovenia) were looking for expansion in international markets. Competition was regarded by the large majority of firms as intense. Skilled workers, organization, marketing and networks provided the main competitive advantage.

*Regulations* The obtaining of licences and permits for registration is not a major problem although it still takes time, in a substantial number of cases up to three months. As might be expected almost all companies thought that taxes were too high, did little to stimulate reinvestment of profits and did not provide enough incentive for the growing business.

*The climate for business* Most small businesses felt that those who operated the regulatory environment did not really understand small business. Business views of the broader environment were, by and large, no more encouraging. A substantial number of businesses in each country saw the attitude of the government, regulatory officials and managers of state enterprise as being negative towards private business and profit making. On balance the attitude of citizens towards profit making and private business was seen to be more negative than positive in the Czech Republic, Slovakia and Poland but more positive in Slovenia and Hungary. With the exception of Romania, businesses generally considered the present conditions for small business to be unfavourable. The climate in Hungary and Slovakia was almost universally felt to be unfavourable.

*Government support* The substantial majority of respondent businesses in each country felt that their government did not have a well-defined policy for support of small business and virtually all businesses felt that it should have such a policy. Three quarters or more of the businesses in each country felt that the government did not understand the small firm. Significantly in this respect many small businesses did not know which Ministry was responsible for small business development in their country; many thought it was the Ministry of Finance. Yet most small businesses felt that governments should have a role in providing services to small business. They could not, however, point to any outstandingly successful programmes. The kind of support they indicated they need focuses, unsurprisingly, upon tax incentives, loans, guarantees, market information and better regulatory environment conditions.

*Communication with government* Central to the problem of government gaining better understanding of small business is the issue of the channels of communication. In this respect the majority of firms saw (but by no means outstandingly) the Chamber of Commerce or Small Business Entrepreneurs Association as being the major vehicle for communication alongside the trade and industry associations. Most thought these channels were relatively or wholly ineffective in their communications with government, with the exception of Romania (and one in three companies in Slovenia). The key focus of need for communication was seen to be with the central government rather than with regional or local governments.

*Association roles* Most businesses were members of formal or informal entrepreneur associations. Only a minority had no desire to become a member of such associations. Most saw the Chambers of Commerce or the Entrepreneurs Club to be the main channel rather than the Local Enterprise Agency or local authority. The majority of firms were represented by Chambers of Commerce or industry-specific organizations

although the picture varied between countries. The main benefits perceived from such membership were information on markets, technology, laws, advisory services, networking and in the case of the Czech Republic and Slovenia political lobbying. These in turn were major motivations for joining an association.

*Support services* In general a substantial minority, and in the case of Hungary and Slovenia half to two thirds of businesses, had not used any special support services. Only a minority in each country had participated in consulting, training or special financial schemes. The most common form of assistance used was information. The feedback on services, where used, was generally good with the exception of Hungary. There was some awareness of the existence of special support programmes for the start-up, growth, export and innovation process. These were not, however, regarded by the majority of businesses as effective (with the exception of Romania). Over four out of five and in some cases nine out of ten companies could not identify outstanding support programmes. In identifying outstanding institutions in the locality that supported small business, there were varied answers with greater emphasis on the Chamber of Commerce in Romania and to a lesser extent in the Czech Republic and Poland and upon Local Enterprise Agencies in Hungary.

**Overall, although the evidence is based upon a limited sample it supports the view that SMEs do not generally regard the economic climate as favourable. In particular, they have negative attitudes towards taxation and legislation. They are looking for improved sources of finance especially of a longer term nature (although in reality they will fund a great deal of their expansion out of profits). They feel that government has a positive role to play in small business development but do not feel it understands the smaller firm. They recognize the need for business associations as a means of communication, lobbying and source of information and advice but do not currently feel they are particularly effective. By and large, they cannot name outstanding programmes or sources of assistance for particular business development processes although they claim to be aware of them. Moreover there is seen to be a need to create a more positive climate among the population as a whole towards small business, profit and private enterprise. This is a reminder that a policy of support of SMEs is only likely to be successful within a broader macroeconomic and social programme.**

### **Officially perceived needs**

Many of the above needs are recognized officially by the CEI country governments. In its April 1995 strategic policy paper Poland saw the key SME problems as being those of taxation; high interest rates; an unclear and inconsistent legal system; the lack of competitiveness of SMEs linked with low demand; and skills and technology development deficiencies. In the Czech Republic the key need is seen to be finance. In Slovakia the problems are officially seen to be frequent changes in regulations, high insurance and tax levels and the lack of transparency of the regulatory environment. In Slovenia, constraints are seen to be those of finance, information, counselling, training and provision of premises, as well as support for exporting. In Hungary the issues are very much the same with recognized needs to support the development of a culture of enterprise and coordinate state support efforts, provide capital and create stability.

### **Monitoring the health of the small business community and evaluating the impact of government regulations and intervention**

The ability to cope with the needs of the small and medium business community is, in the first instance, a function of the ability of governments to monitor the health of the community, investigate its needs and evaluate the impact of changes in the environment and of regulations upon its health. In each of the countries studied there was a recognized need to improve capability in all of these respects. In each country there is a growing body of research and information about the small business sector emanating from a variety of official, private and university sources. Nevertheless there are substantial gaps. There are also problems in pulling together what already exists to provide meaningful information for policy making at the national, regional and local level. The Polish report for example points to the 'inadequacy of information for policy making' while recognizing that there is information from a 'variety of sources'. In the Czech Republic there is an annual report on state policy and assistance to SMEs; this does not, however, constitute a monitoring document and there is a general view that there is 'insufficient analysed data' on SMEs with 'little hard evidence to back policy focus' and 'too little analysis of the impact of laws and policy'. In Slovakia the National Agency for Development of Small and Medium Enterprises (NADSME) prepares a twice yearly report on the state of SMEs covering a wide variety of information. There are nevertheless recognized problems in determining how effectively the information is used and the suitability of its format. In Romania there is some monitoring of data and reports on particular problems such as finance and exports. In Slovenia there is a yearly analysis of SME trends and 'state of the art'. In Hungary there is a similar situation with a great deal of research on a variety of issues, much of which is not coordinated.



**In general there is not a shortage of information about SME developments in the countries studied. The problem seems to be one of information being provided in a sufficiently consistent form to be of value to policy makers and to interested stakeholders at all levels. There is a recognized need to benchmark progress in the Central European countries against the 'norms' of the Western economies in respect of the health of small business. It is argued in some countries, for example Hungary, that there is still a missing 'middle sector' of business: greater awareness of the nature and extent of this problem could provide a clearer policy focus.**

**There is also recognition that adequate information for policy development needs to embrace statistical analysis of births, terminations, growth, sectoral and regional performance; broader indications of SME health covering reactions to the competitive and regulatory environment; perceived problems and opportunities; attitudes and reactions to particular policies and programmes; evaluation of specific forms of assistance and interventions; and monitoring of the views of key stakeholder bodies including associations, banks, legal services, local authorities and local development agencies. Given the local horizon of most small and medium enterprises and their associated 'bottom-up' support structures, an adequate information system would need to have its roots in the local community and region. This remains a considerable challenge.**

### **Communication with government and representation**

Small enterprises are notoriously difficult to communicate with because of their sheer numbers and heterogeneity. In all of the countries studied there are mechanisms for involvement of small business associations, and particularly chambers of commerce, in policy making. It is recognized, however, that these are currently far from effective. The Polish report points to the fact that 'the organizations representing SMEs are not involved with government economic decision making processes but only in services'. There is provision for the association of entrepreneurs and the union of tradesmen in Slovakia to liaise with NADSME and the Ministry of Economy. In Romania, however, there is no strong communication channel for entrepreneurs although there is a National Council for Independent SMEs which includes ministerial and business representatives. This, however, has no major impact on SME policies. In Slovenia the Chambers via the State Council of the Republic are involved in discussions but claim that they are limited in their influence and are essentially only able to provide reactions. In Hungary, the Chambers are in the process of being re-established as compulsory membership organizations with mechanisms for feeding into policy via the Reconciliatory Council. This is, however, a discussion forum and not a decision making organization.

**It is clear that official communication with small business and its representative associations still leaves much to be desired and that associations play a limited role in shaping policy as opposed to reacting to it. In light of this it may not be surprising that the EFER survey companies found their business associations to be relatively ineffective.**

## **POLICY DEVELOPMENT AND IMPLEMENTATION**

The research sought to cover the following key aspects of policy:

- The relationship of national economic, social and industrial development policy to small and medium business development (including the rationale for any interventionist stance taken);
- The departmental responsibilities for SME policy and the process of coordination with activities of other national and regional arms of government;
- The role of SME policy in respect of privatization and restructuring;
- Sectoral policies and their impact on small business;
- Organization and implementation of specific support policies for SME development.

### **Overall economic and social policy and SME development**

In most of the surveyed countries a strategic policy for small enterprise development is still in the process of emerging. In all of the economies there are specific resolutions/acts of government which pertain to SME development.

In Poland, SME strategy has, as its main objective, the task of creating a 'competitive and decentralised market and improved mechanisms for resource allocation'. The small business policy embodied in the national strategy document of June 1994 sets out key targets, including increases in turnover higher than average and a significant growth in SME sector employment. However, there is, as yet still no clear criteria for 'market intervention' although it is stated that the Ministry for Industry and Trade will develop such 'criteria'. In the Czech Republic the Ministry of Economy has responsibility for small business development but little power to control development. The interventionist focus on SMEs is minor within the Ministry of Economy reflecting the Government's free market orientation. There is an Annual Report setting out state policy on SME assistance and a statement of April 1992 which justifies support for SMEs in terms of preservation of market forces and a broad structure of business from small through to medium and large. The major focus of policy seems to be to create harmony with European Union practice and indeed with the Western European

structure of industry and commerce. There is no specific SME industrial development policy.

In Slovakia the policy focus is within the framework of 'complex support of SMEs' approved by the Government in 1993 and broadly indicates financial support, institutional development and sympathetic legislation but with no detailed targets set out, although specific tools are available. In Romania, the policy implementation structure is being changed to incorporate SMEs within the National Agency for Privatization with a greater focus on medium sized rather than micro enterprises. In Slovenia the Government is still debating a 1994 strategy paper which has yet to be accepted. In Hungary there is little specific reference to SMEs in official social and economic policy. There is, however, general concern expressed for improving subcontracting, capital markets, information systems and key sector performance, for example, in tourism and agriculture. The Government is in the process of setting up an Enterprise Development Council with ministerial and independent representation. However, there are also broad statements calling for the development of a more comprehensive approach covering the removal of barriers to SME development including social insurance, financing systems, information systems and support for growth companies.

**All the countries surveyed are working towards the establishment of strategic objectives for SME development. As yet, however, these fail to set out clearly the contribution that SMEs might make to broader national goals of growth, employment, productivity, balance of payments stability, price stability, employment, social justice and equality of opportunity. Neither is there a clear established criteria for intervention in the market. In most countries new institutions are being developed as a central focus for SME development (see below) and their role is still being worked out. In none of the countries does there appear to be a fully accepted set of strategies for each of the key areas of the 'process' of SME development, namely, the promotion of enterprise culture; the promotion of quality business starts; the enhancement of capacity to survive; the fostering of growth of the existing business stock and in particular its internationalization. There is, as yet, no clear statement (except in Romania) of the need to develop particular sectors relating to a 'balanced structure', for example the 'middle business'. One common preoccupation of policy, both explicit and implicit, is to reduce the very substantial informal sector which in some countries, e.g. Hungary, is contributing up to 30% of GDP.**

## **Sector policy**

Several of the countries have a broad sector focus. In Poland there is an emphasis upon tourism, international trade and technology; in the Czech Republic upon energy and medical practices; in Slovakia on energy, domestic raw materials, house building and transport as well as crafts; in Romania on furniture, textiles, leather, food processing, construction; and in Slovenia on tourism, transport and energy. In Hungary a government resolution has established the need for sector policies and targets, most of which have still to be worked out in detail.

**Within these sector targets there do not as yet seem to be many specific policies and programmes for SME development other than for the craft industry.**

## **Coordinating the focus of policy**

Most of the surveyed countries have made recent adjustments to their ministerial/departmental focus on small and medium business. In 1995 the Polish Foundation for SME Promotion and Development was set up as a channel of communication for support of the development of SMEs. In the Czech Republic a rearrangement of responsibility in 1995 led to the establishment of the Agency for Enterprise Development (ARD) as a central 'service' support agency for small business. In Romania, the responsibility for small business development has recently been transferred from the Romanian Development Agency to the Privatization Agency and the impact of this on the variety of different players in the field of small business development has yet to be worked out. In Slovenia a Small Business Development Centre was established formally in 1992 but has yet to take off in terms of operation. In Slovakia NADSME has wide-ranging responsibilities for policy recommendation, business identification and selection, cooperation with external institutions, support of the local enterprise agencies (RAICs) as well as responsibility for links with Europe and for promotion and the channelling of aid. In Hungary the Foundation for Enterprise Promotion has also been established for a number of years but must still fight for its consolidation within the overall framework of governance.

Overall, the implementation of SME policies suffers in most of the countries from the constant change and overlapping responsibilities of different ministries and from 'competition' between ministries even though there are formal coordination mechanisms available. In all of the participating countries the Ministry of Labour or its equivalent plays a role in local job creation. Privatization ministries have some responsibility for SME development as do ministries of technology, education and environment. In several of the countries, responsibility for small and medium business development has been moved around within the ministries (not uncommon in the West). As a result there are ambiguities in the relationship of new central agencies to

certain ministries. Even in Slovakia where NADSME seems firmly established and its role widely accepted as central to the implementation of policy, some of the processes remain unclear. In Hungary the Hungarian Foundation for Enterprise Promotion has played a central non-governmental organizational role for some years but still suffers from ambiguity in relation to its place in overall policy making and implementation. The new Institute for Development of Small Business, recently reconstituted out of the Small Business Administration of the Hungarian Ministry of Industry and Trade, is designed to be the main policy think-tank although it has no major responsibility for any implementation. In Poland the Ministry of Industry and Trade is the major ministry responsible for SME development.

**Overall therefore there remains a need in virtually all of the countries to underpin the policy and development role of emerging central institutions for small and medium enterprise development. It is by no means clear that establishment of these institutions will solve problems of inter-departmental rivalries and lead to greater coordination, although they do represent an opportunity to provide a stronger and more focused coordination effort for small enterprise development.**

### **The regulatory environment**

All of the countries surveyed recognized the need for establishment of a more sympathetic and stable regulatory environment for small and medium business development. In all of the countries there is pressure to create a more 'user-friendly' tax system to reduce and make less onerous social security and labour taxes, to provide incentives for investment, to provide an improved framework for the regulation of laws relating to late payment, to create a stronger focus in government for advocacy in respect of the creation of laws and to create greater flexibility in the labour market. There are also recognized problems in some countries relating to legislation on consumer protection and product liability. In general it seems that registration of business and the obtaining of relevant licences is now relatively easy. There is, however, a major concern about the growth of informal business, and particularly the impact this is having upon the exchequer. In addition a large proportion of the registered businesses (in several of the countries estimated at over one third) are no more than 'shadow' companies and reflect the attempt of businesses to avoid paying social security payments by the creation of self-employment status for employees.

**There is major general concern for creating greater stability in the regulatory environment, and for making it more user-friendly for small businesses so that the transactions costs of compliance are reduced. There is a recognized need to improve the fair and equitable process of application of the law and to train staff of regulatory agencies accordingly. There is also a recognized need to provide improved mechanisms for encouraging investment and for reducing the social security liability linked with the employment of staff.**

### **Privatization and restructuring**

In all of the countries there is growing recognition of the important relationship between small and large businesses and its impact upon building a more competitive market economy. This manifests itself in a number of ways, in particular, concern for developing improved methods of facilitating subcontracting and an increasing recognition of the importance of restructuring large companies via processes of spin-off of 'small businesses' previously internalized under the old system. For example, in 1995 in Slovakia there was a pilot spin-off programme upon which a formal post-privatization restructuring activity would be built. Most of the countries are still struggling with the problem of making the large, former state companies more efficient (whether privatized or not). It is not, however, accepted by all of the countries that restructuring should precede privatization. It is argued, on the contrary, that privatization will itself force, via market forces, a process of natural disaggregation.

**Overall there is increasing interest in mechanisms to improve subcontractor capability and develop supply chain management and purchasing partnerships. There is also a desire to explore the role that small business might play in the disaggregation and restructuring of large companies prior to, or in association with, the privatization process.**

### **Enterprise culture**

In none of the country reports was much attention given to the creation of enterprise culture via the education system or indeed to mechanisms for promoting this culture within the population as a whole. This may well be important if the views of small businesses (from the EFER survey) are more fully supported. They indicate that the society as a whole is still somewhat hostile to private and small business. There is also the issue of employment creation and development for young people through basic programmes in the education system, particularly within the vocational education system.

**Therefore it would appear that there is some neglect of the issue of the development of enterprise culture in support of a transition to the market economy within and outside of the education system. In some countries, for example Hungary, Poland and Slovenia, some efforts are being made in this respect. However, the impact is, as yet small.**



## **THE INSTITUTIONAL FRAMEWORK FOR SMALL ENTERPRISE DEVELOPMENT**

The research identified a number of common issues of concern to each of the contributing countries. These were the role of the central support institutes for small business development; the optimum organization of regional and local support and the tension that may exist between bottom-up differentiated initiatives and top-down attempts at standardization; the related issue of effective networking at the local, regional and national level; the sustainability ultimately of institutions many of which are, or were, pump-primed by foreign donors and the effective management of such institutions.

### **The role of central support**

As noted above the central support system for small enterprise development is currently being revised or is still under major reconsideration in several of the countries participating in the survey.

Central support for local enterprise development can involve a wide range of services to local agencies including updating of legislation and data banks; provision for exchange of information and experience; creation of region to region business links; support for special credit schemes; providing a conduit for foreign funds; lobbying and pressure group activity on behalf of small and medium enterprise interests; central purchasing; development, testing and dissemination of new programme models; bench marking of best practice in support of small enterprise; monitoring the overall health of the small and medium enterprise community; evaluating the impact of legislation, 'support' initiatives and environmental change in general on the small business community; needs analysis; development of standards for trainers, consultants, support agency and regulatory agency staff and the provision of training facilities; small business advocacy in developing legislation; small business promotion and also the ongoing briefing and indeed training of bureaucrats, policy makers and politicians.

In several of the countries the central agency is emerging from a position where it was a major conduit for foreign funds (and therefore with an emphasis upon accountability and control), towards a model of a service agency for local enterprise development. The nature of any change in the balance of future activity in this respect will of course be a function of the degree to which central government continues to play a major role in the direct financing of enterprise development.

Each of the country agencies is currently positioning or repositioning itself in respect of the portfolio of activity noted above. It is not necessarily the case that all support

services to local agencies will be offered from the centre or indeed by the same agency. For example, in Hungary the National Institute for Small Business is charged with monitoring SME development and policy research in contrast to the Hungarian Foundation for Enterprise Promotion which has a strong orientation to local enterprise support. The situation in Hungary raises the broader issue as to the degree to which a central support agency should be autonomous from the government and reflect a balance of private and public interest with broad representation. It is clear that political skills will be important in the survival and development of central agencies, particularly in terms of achieving a continuity between governments of different ideological makeup and in managing the 'interests' of different government departments. (In this respect it is interesting to note in the EFER survey a large number of small businesses think the Ministry of Finance is the dominant small business agency.)

**Overall there is a need for central agencies to articulate clearly their role in local and small enterprise development in the light of many other central interests that influence policies in this respect and the changing and differentiated needs of local economies and local agencies. This obviously demands an emphasis upon strategic thinking, strategic planning and the continuous education of those with the power and resources to shift the balance.**

### **Regional/local development initiatives and small enterprise support**

Local enterprise development is essentially a bottom-up phenomenon. Flexibility is needed to allow policies and programmes to reflect differentiated local and regional needs and to achieve synergy at the local level between different institutions.

In each of the countries there are major challenges in this respect. These largely relate to the twin issues of the relationship between emerging regional and local development policy and the relationship between local and regional development and small business development. Hungary, Slovenia, Slovakia and Poland all aim to strengthen regional policy and decentralize powers to the regions, via local or regional government or via regional development agencies. There are, however, common problems in terms of local governments taking major initiatives because of their weak financial position although steps are being taken to encourage local councils to come together in support of broader regional programmes. In the Czech Republic there is as yet no clear statement of regional development policy. Although there are networks of local agencies they look to central government for support. In several of the CEI countries it is unclear as to how the new thrust for regional development and the creation of regional agencies will effect existing arrangements for support of small enterprise development. This is an issue that is further complicated in some instances by the involvement of different government departments. A key issue also is the degree to

which local and regional authorities will be given separate powers for raising finance and powers to use this finance independently for the purpose of local development initiatives. It is clear that new initiatives in regional development will, in many areas, have a major focus on job creation, on restructuring and upon indigenous business creation. They will also lead to differentiated programmes as regional problems vary. It is also clear that the move to develop regional policy and new configurations of support is influenced by hopes of gaining access, in future, to regional development funds from the European Union.

At the local level these regional developments create challenges for local small business development agencies in terms of positioning themselves in two respects. Firstly, whether to broaden their role from small business support to local development and/or create partnerships to this effect at the local level. Secondly, to position themselves in terms of emerging new regional agencies and authorities. Successful positioning in both of these respects may be important to their ultimate survival. There does not always, however, appear to be clear strategic visioning as to the ultimate configurations and outcomes.

**There is a clear need for strategic thinking and planning related to a number of key issues, including the future relationship between regional and local development agencies; the relationship of existing small business support agencies and organizations (private and public) to this configuration; how to build out from the existing base; the powers of regional and local authorities for fund raising at the local level and their freedom to use their resources for SME and local development; the degree to which differentiated regional activities catering for very different regional needs will emerge which will in turn demand greater flexibility by local support institutions; the building of the necessary relationships between different government departments for this process to be successful and finally the scope for achieving higher levels of private and public partnership and autonomy in such developments.**

### **Sustainability of small business support at the local level**

The above issues and their resolution have major implications for the ultimate sustainability of much of the small business support in the participating countries. In each of the countries over the past five years, networks of local advice and delivery centres for small business support have been developed: in Poland the Business Support Centres, in the Czech Republic the RPICs, in Slovakia the RAICs, in Hungary the Local Enterprise Agencies, and in Romania a variety of Small Business Development Centres. In Slovenia there are plans for such a network of centres, building upon existing configurations. In all of the countries, these local centres have been built up with considerable external donor support acquired mainly through the

centre (although some individual bilateral initiatives are now emerging). A central issue each of them face is the degree to which they can continue to undertake essentially 'not for profit' work (relating mainly to small business creation, promotion, helping the unemployed and supporting survival and early growth), or whether they must move to a stronger 'for profit' focus which would mean positioning themselves 'upmarket'. Their ability to continue to provide a broad range of services will be a function of finding extra resources in circumstances where external donor funds are likely to decline. In practice this means attracting public funds, for example by working with local employment initiatives through Department of Labour offices or from local authorities (usually not in a strong financial position to provide such support) or via central government initiatives. There are other alternative forms of revenue raising, for example, by managing incubators, managing finance schemes, for which service charges are available, or by the running of commercial businesses. External donor support for local small business initiatives has been less substantial in Slovenia. However, these issues will be strategically important in the future if the proposed networks of Small Business Advice Centres are to be sustainable.

**Overall there is a common concern for the future sustainability of local enterprise support in the light of diminishing donor funding over the next five years. The key issue is how the current 'not for profit' activities of local agencies will be sustained and alternative revenues attracted.**

### **Networking for small business development support**

An important common issue, directly linked with the question of sustainability, is that of the future role of the different agencies at the local level and their arrangements for working together. The most important players are the chambers of commerce and crafts, the local enterprise agencies/business service centres, local and regional public authorities and development agencies. A central issue concerns the future role of chambers; in this respect national strategies differ and countries are moving in different directions. Slovakia intends to move the chambers from compulsory to voluntary membership whereas Hungary has been moving in the opposite direction. Where chambers of commerce enjoy public law status with compulsory membership they will ultimately become the focal point for a wide range of services (expected of them by their constituent small business members). This places them in a strong competitive situation with other local enterprise agency-type organizations; they will almost be in a position to close other agencies down. Even where chambers are voluntary they may still be in a strong competitive position. In some countries, for example in Romania, the 'competitive' situation is exacerbated by the fragmentation of the 35 small business centres into 'families' supported by different donors. In Slovenia where a pattern is just emerging consideration will need to be given to the relative position of small business advice centres and the chambers and local and regional authorities.

The issue of cooperation versus competition and the optimum configuration of local support has not been fully resolved in many western countries and still creates a number of problems and some confusion for small enterprises. Unless there is a firm commitment to continuing public sector support for 'not for profit' activities there will always remain a question of sustainability. This can be resolved by strong local partnerships or by demarcation of specific areas of support or by the creation of 'one stop shops'. In several of the CEI countries there is as yet no clear indication of strategic resolution of this issue. In such cases the absence of clear strategic thinking even threatens the position, present and future, of central support agencies. Merely having representatives of 'stakeholder' agencies on the board of local or national enterprise development institutions does not solve this problem and indeed may exacerbate it.

**Therefore in most of the participating countries there is a need to determine strategically the future network configuration of support for small enterprise development at the local, regional and in some cases national level and to determine the way in which overlapping interests may be resolved for the benefit of the ultimate consumer, the small business.**

### **The management of institutions**

The issue of uncertainties surrounding future local network configurations is a major reminder of the importance of flexible entrepreneurial management of local support institutions. There is little direct evidence from the research as to the degree of satisfaction with the management of small enterprise support agencies at the national, regional and local level. This is a major issue given the extremely flexible market and environmental conditions that managers face. This demands entrepreneurial management of the highest order embracing the selection of key personnel as board members and their effective utilization; the use of networking skills and of 'know how'; the need to position the agency in the network; a requirement for strong promotional and public relations abilities; a capability for entrepreneurial gap spotting and innovation in programme development along with leadership ability to motivate and retain staff. Finding outstanding leaders for local agencies that match up to this profile is not easy, given the generally low salaries available. Retaining good leaders is even more difficult. The culture of many local organizations has in the past been influenced by the emphasis upon accountability and control relating to central provision of resources rather than upon reliance on local marketing skills. There is some evidence to demonstrate that the most successful business support organizations are those which match the entrepreneurial cultures, values and approaches of their small firms customer.

**It is clear that the quality of management will be a major factor in the development and growth of small enterprise agencies in the participating countries. In particular their ability to behave entrepreneurially and respond flexibly to changing configurations of support and networks at the local, regional and national level will be a key factor in success.**

## **ASSISTANCE FOR SMALL ENTERPRISE DEVELOPMENT**

Each of the participating countries offers a wide range of services to small businesses at the local level. These cover information, advice, counselling, training, soft loans, in some cases equity/venture capital, provision of premises, incubators and support for technology, exporting and internationalization. The depth and strength of these services varies between countries and within countries, between regions and localities. There are a number of common issues of concern, in particular, the maintenance of standards for the delivery of counselling and training programmes and of quality assurance in this respect; the bench marking and dissemination of best practice (of sound models of training and support); the efficiency and effectiveness of 'soft' finance schemes; the nature of the necessary and desirable integration of services at the local level; and the provision of special services such as incubator, innovation and technology support and support for exporting.

### **Ensuring quality standards in service delivery**

In all of the participating countries there is concern to improve the quality of local enterprise development support, in particular of counselling and training services. In none of the countries is there, as yet, nationally accredited programmes comprehensively ensuring quality and standards. However, in each country there are basic programmes for the training of trainers and counsellors. In Poland for example, there is now an Entrepreneurship Counsellors Association and there are moves towards accreditation. In each of the countries over the past five years the training of trainers, consultants and counsellors has been substantially undertaken by foreign consultants. There do not appear to be established local 'Centres of Excellence' capable of providing a continuous stream of high quality trainers, counsellors and consultants for the small business support effort or indeed of local enterprise development agents who demand wider skills. The need for such a provision is recognized particularly because of the high turnover of consultants and trainers and the increasing need for local agencies to have sound mechanisms for selecting good 'local providers' from the free market.

Advice and information for small enterprise is provided not just by specialist counsellors and consultants but also by a wide range of other agencies including employment officers, local government officers and business associations. There is thus a 'market' for these services with a wide variety of different providers.

**Overall there is a need to ensure the provision of quality standards for counselling, for training and local development support at the national level in participating countries. There is recognition of this need and in some of the countries steps are being taken to meet it.**

### **Benchmarking models of good practice and dissemination**

A variety of training programmes for small enterprise support at the start-up, survival and business development phases are now available across Central Europe. It is clear however, from the investigation, that there are few, if any, examples of 'best practice' models complete with materials and manuals suitable for the further development of competent trainers. There are also few natural 'centres of excellence' in small business development which could form the base for such model programme development. An exception to this is Slovenia with its GEA College which already plays a major role in national training for small enterprise development. The Czech Republic has the National Training Foundation which could in future provide a base. Without such centres for the accumulation of experience and best practice there is a danger that the 'intellectual property' from the experiences of the past five years will be dissipated as agencies and key personnel come and go. It is also recognized that as the number of programme offers increase it will be particularly important to ensure that these offers are especially designed for the small firms market and embody the 'best practice' and the 'best competence'.

**There is a recognized need to provide support for the bench marking of good practice in the training, delivery and packaging of sound approaches to small business development. There is also the need for a base from which such 'best practice' can be disseminated.**

### **Financial support**

Each of the countries has experimented with a variety of innovative financing schemes covering loan guarantees, soft loans (low interest or interest-free periods), venture capital (to a limited degree), and in some cases privatization and liquidation funding (enabling transfer of assets from one party to another). Some of these schemes involve partnerships between government and private banks; others are administered by local enterprise agencies (particularly finance for micro businesses). It was not possible from this research to ascertain the effectiveness of these schemes; the indications are that there are some that make a major impact while others are less effective. There is a major gap in small firms financing, particularly for growth businesses focused upon the availability of longer term loan finance with terms and procedures attractive to the



small and medium business. It is doubtful, given the current situation in most of the participating countries, that venture capital will play a major financing role in the foreseeable future. A major issue raised in connection with loan finance for small businesses in several of the countries was the development of the suitable competence of lending officers. In none of the participating countries was there specialist bank training available for lending to small and medium business other than in the area of micro, soft loans (largely offered outside of the banking system).

**Overall needs were identified to evaluate more carefully the experience of the past five years with credit guarantees and soft lending with a view to improving organization and performance; to support the emergence of extra-banking facilities for the financing of small business development outside of existing micro lending schemes; to reappraise the availability of longer term finance for small enterprise development; and to review the appropriateness/adequacy of training bank management to build a closer relationship with small and medium business.**

### **Integration of support services**

The integration of financial services together with information, advice, consulting and training was raised in the context of provision of small business support in several of the participating countries. In certain countries, for example in the Czech Republic, via the Czech-Moravian Guarantee and Development Bank, finance is available for consulting and feasibility study purposes at low rates of interest. In general, however, there does not seem to be wider discussion of the desirability of close integration of 'software' support (information, counselling, advice and training) with 'hardware' support (loans and the provision of equity and other capital). In Hungary theoretically there is such integration in micro credit schemes but a recent survey found that a large minority of respondents felt that the integration concept had no strategy behind it and a third thought that it was complex. In several of the countries however, micro credit schemes provide some measure of integration particularly when offered via employment and ministry of labour offices. Training may be tied in with 'allowances' for small enterprise development. In other countries, for example Slovakia, there seems to be a preference for specialization of institutions rather than integration. There is, as yet little information on the effectiveness or otherwise of integrating lending and 'software' schemes. Yet research in this area would help to answer the critical question as to whether provision of information, counselling and training ultimately leads to better business performance and therefore makes decisions on lending easier and the stewardship of loans more reliable.

**There is little knowledge concerning the effectiveness or otherwise of providing linkages between finance and other forms of assistance and therefore the desirability of developing 'integrated' approaches. Further, research and exchange of information would help to answer this critical question.**

### **Specialist support**

In all of the country reports reference is made to the development of support for small business via the provision of incubators, innovation centres and technology parks along with general support for the export and internationalization process. Each of the participating countries has experimented in this respect. In Poland there are 30 business innovation centres and a national association. In the Czech Republic there are 10 'accredited' science and technology parks; in Slovakia there are 13 as well as 4 business and innovation centres. In Slovenia the Slovenian Business Incubator Group has 15 members, some providing premises as well as services. In Hungary there are many incubator houses and a growing number of science and innovation parks. Within each of the countries there are mechanisms for experience exchange but there was little evidence produced in the report of evaluation of the effectiveness of various forms of incubator other than in simple 'output' terms. However, the real issue is whether they 'add-value'. There is obviously scope for experience exchange in this respect.

All of the participating countries pay lip-service to the concept of encouraging the exporting activity of SMEs. In reality, with perhaps the exception of Slovenia, the export potential of small business remains small, largely linked with the absence of a substantial middle-sized business (no data was provided from Romania in this respect). While there were general schemes for support of exports particularly focused on credit guarantee systems, there seems to be no targeted special efforts made to encourage the exporting of the small and medium sized firm other than via information centres. Little information was provided about performance in this respect.

**There seems to be scope for experience exchange between participating countries in the field of incubator development and in particular the degree to which they 'add-value'. There is also a need for clarity in the degree to which such incubators focus on general business services, on technology transfer, on innovation, or are more broadly based on the 'science park' concept. There is obviously considerable looseness in definition (shared in the West). The absence of focus on encouraging the export and internationalization of small and medium business, except via formal information provision, provides an area for further development.**

## **ISSUES RELATING TO DONOR SUPPORT**

It was not the purpose of the study to evaluate donor involvement with the participating countries. This indeed would involve separate and wider ranging research. It was, however, the intention to provide feedback to donors on critical issues relating to small enterprise development. Inevitably, because of a wide donor involvement (multilateral and bilateral) across the full range of support services to small and medium enterprise development in the countries concerned, there were elements of feedback on the nature and impact of donor intervention. It is clearly the case that a great deal of programme and institutional development was made possible through donor support over the past five years. Each of the countries had experienced wide involvement with multilateral and bilateral donors. The feedback from the country reports and follow-up interviews indicate a number of areas for improvement, in particular the following:

- The difficulties caused by individual donors focusing on specific schemes and specific developments leading to overlap, competition and some confusion. This is, for example, clearly seen in Romania with the development of 'families' of small business centres across the country linked with particular donors, although it manifests itself elsewhere;
- The inevitable focus upon control and accountability, often from the centre, tied in with business plans and some, not inconsiderable, element of bureaucracy;
- The need for donors to consult with each other carefully before agreeing on approaches in particular countries, leading to overlap;
- A lack of flexibility in terms of use of resources and response to local differentiated needs;
- The dominance of external consultants in provision of support and in the management of support with consequent weakening of the role of counterparts in these respects and their ability to build upon Western experience on a continuous basis;
- The varying quality of donor assistance and consultants;
- The need for a broader strategic focus to influence policy alongside bottom-up flexible development rather than focus on specific schemes;

- The need for more in-depth evaluations rather than the focus upon immediate outputs or indeed inputs (numbers of trainees, numbers of persons provided with information etc.).

**These issues are common issues relating to small business support and not particularly linked with donor provision in Central Europe. They nevertheless need to be addressed. It is undoubtedly clear that each of the participant countries could see the need for further support across the range of small business services but in a way that provides maximum emphasis on the development of indigenous country capability and sustainability.**

## **CONCLUSIONS AND PROPOSALS FOR FOLLOW-UP**

Overall the study has met its two key output goals by providing:

- A comparative analysis of SME strategies, policies and programmes;
- A critical appraisal of such policies and programmes based upon their impact on SME development in key areas.

It also provides a framework for the CEI group to coordinate future research and development activities and provides UNIDO and other donors with guidelines for the fine tuning of their support activities.

The report has covered the following key areas of:

- Needs of small business as perceived by small businesses themselves and the governments as well as mechanisms for identifying and communicating needs;
- Policy development, implementation and problems in this respect;
- The institutional framework for small enterprise development;
- The forms of assistance;
- Issues relating to donor support.

By the above process of examination, key needs have been identified as outlined below.

### **The needs of small business**

The tentative evidence from the EFER survey shows that:

- Small firms recognize the need for support in key areas of management, particularly marketing, finance and general management;
- They have plans for expansion but can perceive a number of barriers including that of shortage of skilled labour;

- Major external barriers to their development relate to the growth of the market and equally to the regulatory and financing environment;
- Major problems are perceived with the taxation, social security and labour law systems among others;
- The implementation and operation of the regulations by the authorities is not always clear;
- Most firms will use their own capital and savings/profits for initiation and development of their business;
- As businesses grow, bank lending becomes more important but there are major barriers to provision including absence of long-term credits, bureaucratic application procedures, 'unreasonable' collateral arrangements and high interest rates;
- Small firms do not see governments providing clear policies for support of their sector, yet they look for this;
- They cannot identify outstanding support institutions in their countries;
- The majority think that the culture of society is not sympathetic with small business and private enterprise;
- They look for support, particularly to their business associations, chambers of commerce and trade associations;
- They do not regard these associations as particularly effective.

Many of these problems, particularly those relating to the regulatory environment, are recognized by the governments of the participating countries. Within the considerable current financial constraints, steps are being taken to improve the situation, albeit slowly. There appears to be less recognition of the inadequacy of representation of small business interests in government. The arrangements made for lobbying in the participating countries in theory provide scope for representation. In practice they do not involve small business associations heavily in the decision making process.

While there is a growing amount of information available about the small business sector there is an absence of clear, comprehensive data monitoring the health of the small business, of its needs, of its reactions to particular programmes and of its attitudes to the policy environment. In the light of the above it is recommended that steps be undertaken to:

- Set up a working group of representatives from the participating countries to focus (perhaps via an initial workshop) on the needs and potential for the more effective monitoring of the small business environment covering such aspects as births and deaths by sector and region; the life span of firms; types of ownership; growth of businesses by sector; perceived problems of small business; the reaction to key aspects of legislation and support; ongoing identification of problems; and perceptions of the support framework, of the representation framework and of their effectiveness. Opinions as to the health and problems of small business sector may also be collected from key agencies on a regular basis. It is recommended that this information is collected with due regard to its 'bottom-up' value and its value also to a wide range of stakeholders including associations, chambers, local government and indeed small businesses themselves;
- Benchmark progress in small business development against the 'norms' in the European Union countries;
- Focus upon the issue of effective communication between government and private industry and the role of associations in this respect (covering communication of associations with business members and non-members and with the wide range of stakeholders including government).

### **Policy coordination and development**

The research indicates that major strides are being made towards the development of coherent policies for small enterprise development. In almost all of the countries surveyed, changes were being made in this respect leading to new configurations of representation and support, the setting of strategic objectives and the creation of new centres for small enterprise development within, or adjacent to, government. It is clear, however, that there is still some way to go particularly in respect of:

- The ability to relate small business policy to the wider economic and social goals of growth, equality, competitiveness, productivity, regional development, balance of payments, employment and price stability;
- The lack of clear focus as to which areas are most important, for example, in respect of the pre-start up process; start-up; survival businesses; growth businesses; internationalization and innovation in business;
- The great concern about the substantial informal economy in several of the participating countries with no great potential for solving the problem;

- The lack of a clear stance on whether market intervention in support of small business ought to take place, why it ought to take place and where it ought to take place on a temporary or continuous basis;
- The major problems that remain in respect of ensuring adequate small firms advocacy in government. As a result legislation is produced which is not 'user friendly' to the small firm and adds to the instability of its environment;
- Problems in achieving interdepartmental coordination of SME policy despite formal procedures for so doing. The achievement of improved coherence in this respect will be a key factor in ensuring the success of the emergent national institutes;
- The lack of a clear indication as to how policy is to focus on creating a culture in the wider community and in the education system for support of enterprise and small business development.

It is therefore recommended that:

- An attempt be made to create a high level workshop for key policy makers from the participating countries (politicians and senior civil servants) to explore the wider issues of how small business can and does contribute to the achievement of broader economic goals other than simply employment creation. Such a workshop might also focus on issues of governments' creating greater empathy with SME culture, communicating more effectively and giving stronger support to basic education for small enterprise development;
- Heads and departmental counterparts from central small business agencies are brought together to focus upon the strategic role of the central organization in policy development and implementation and to review the range of central support services required at the local level along with the necessary cooperation with related departments in the light of experience and best practice in the CEI countries;
- Some further work is undertaken into the management of key aspects of the regulatory environment (taxation, labour law, consumer and product protection and development, health and safety) This should focus upon how to make these 'services' more user friendly in a way that will reduce costs of compliance and therefore the size of the informal economy. This would also consider, in particular, the training and development needs of staff of regulatory agencies;



- Particular attention be given to combining best practice in restructuring of large companies via the privatization process to bring out, in particular, successful examples of restructuring via spin-off, desegregation and the creation of small firms;
- With the help of relevant donor support a seminar is convened on the best ways of developing enterprise culture within the education system (in the light of existing practice). This should particularly focus upon developments in the vocational educational and training system;
- In respect of the development of enterprise culture, leading business schools in the region might be brought together to focus on the strategic issue of creating greater capacity for small enterprise development in their training programmes and within their graduate agenda alongside methods of embedding themselves more fully into the local and regional community;
- UNIDO may in discussions with the key small business development centres, represented in the study, seek to identify common areas of key sector development need with a view to undertaking more detailed studies to identify the optimum means of support.

### **Institutional development**

The research identified a number of problems and opportunities in this respect, in particular:

- The need to review the nature and culture of central support for local enterprise development to cope with a stronger response to 'bottom-up' initiatives rather than 'top-down' control of resources;
- The need to help solve the overlaps that are occurring between local development, regional development and small business support, particularly in the light of new regional configurations being developed by respective governments;
- The need to solve the problem of local and regional networking (who does what), particularly in the light of the different stances that have been made as to the role of the Chambers of Commerce and Crafts and the emerging regional authorities;

- The need to address the question of ultimate sustainability of local enterprise agencies, business advice centres/business service centres following the withdrawal of donor funding, in particular, focusing on the desirability and means of sustaining 'not for profit' activities and finding revenues for this purpose building upon 'best practice';
- The need to create more entrepreneurial management of local enterprise institutions and greater effectiveness in actively involving the governing and supervisory boards at the local, regional and national level.

It is therefore recommended that:

- Work is undertaken on a guide to the nature and extent of central support services involving central service institutions and embodying the existing best practice. This might be produced in liaison also with a representative group of local agency representatives from the Central European Initiative countries;
- A workshop is held for business associations and local enterprise agencies and regional development agencies to focus specifically on the range of tasks to be undertaken at the regional/local level in support of small enterprise development; how best these tasks might be allocated in the light of membership structures and best practice elsewhere; and what support needs to be given for collaborative initiatives in this area designed to overcome problems of overlap which threaten the sustainability of institutions;
- Consideration be given to the collaborative development of specific training programmes for heads of local agencies on the effective use of members of governing and supervisory boards, covering selection, recruitment, personal communication, motivation, resource acquisition and use for specialist subcommittees;
- A common programme be developed for the entrepreneurial management of small business support institutions and local development institutions focused on bottom-up creation of an enterprise culture and not upon the business planning top-down formats previously associated with donor support. Such workshops should lead to the achievement of flexible plans and strategic thinking for survival via combinations of 'for profit' and 'not for profit' activities, generation of local donor support and resource acquisition and the development of revenue generating activities such as the operation of loan schemes, incubators and business services.

## **Assistance for small enterprise development**

A number of common issues were identified by the research as follows:

- The need to provide national quality standards for trainers and consultants at the local and national level;
- The need to build up 'intellectual assets' in small business development by identifying and benchmarking good practice and programmes, packaging these and using them as a basis for wider dissemination and the training of local enterprise agents, trainers and counsellors;
- The need to solve some of the problems of achieving greater effectiveness of financial support schemes in small firms, particularly in loan guarantees and soft lending. The need to improve methods of processing and reduce time wasted in cumbersome application procedures;
- The need to find improved ways of supplying longer term finance for small business;
- The need to develop bank managers' and other lending agents' abilities to work with the small firm via 'relationship banking';
- The need to explore and exchange information concerning the added value and effectiveness of the range of different types of incubator developments;
- The need to consider more carefully support to the internationalization of the limited number of small businesses with capability in the light of the apparent dearth of innovations in this respect in the participating countries;
- The need to explore the added value that might be gained from closer integration of various services (provision of finance, counselling, training, information and advice) in the light of best practice.

The following recommendations are therefore made:

- That support is sought for studies aimed at identifying 'centres of excellence' in each country that may be the base for collecting intellectual property relating to good practice in small business development, benchmarking such practice, developing packages and programmes, developing standards for trainers and counsellors, training trainers to train counsellors and trainers and developing support materials;

- That support be found for exchanges of best practice in managing loan guarantee schemes and in particular ways in which additional long-term funding provision may be found for small business development in CEI countries;
- That consideration be given to the development of banker training modules focused upon relationship management, and these to be made available to banks and other financial institutions in the member countries;
- That support is found for an evaluation study of 'integrated' forms of support for small enterprise development in the CEI countries with the building of a number of cases which might be used for training and collaborative workshops in this area as well as experience exchange;
- That a comparative analysis be undertaken of added value from various forms of incubator development in Central and Eastern Europe with an associated emphasis upon cost effectiveness and the role they might play in community development;
- That support be given for the creation of business to business networks across CIE countries, the development of highly personalized and user-friendly information and exchange schemes for these purposes and the identification of how existing experience of small business in internationalization can be harnessed for the benefit of companies wishing to emulate the experience;
- Overall there is a need for focus of donor support on strategic issues that can add value and for support of bottom-up initiatives that can be used to benchmark good practice.

## **ANNEX I**

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**ANNEX II**

**BRIEFING NOTES FOR COUNTRY CONSULTANT TEAMS**

## **INTRODUCTION**

These briefing notes constitute the final version of the earlier notes sent to all participating countries, in the light of the discussions during the initial briefing workshop held in Vienna, Austria on 9th June 1995.

## **OBJECTIVE OF RESEARCH**

To undertake a comparative analysis of small and medium enterprise strategies, policies, programmes in the designated Central European Countries as a basis for complementary and collaborative development initiatives.

## **OUTPUTS**

Two key outputs will be:

1. Comparative analysis of SME strategies, policies and programmes;
2. Critical appraisal of such policies and programmes based on the impact of SME development in key (broad) areas.

In addition it is expected that the research will:

- Provide a framework for the CEI group to co-ordinate their research activities and design complementary and collaborative projects in the future;
- Help in the identification of different elements of small and medium enterprise policy programmes (both good and bad practice);
- Provide UNIDO and other donors with guidelines for fine tuning of their support efforts.

## **FOCUS OF RESEARCH**

The major focus will be on manufacturing and industrial service businesses (insofar as this is possible). Micro enterprises and self-employment initiatives will be excluded except insofar as they spill over into the manufacturing sector.

The aim will be to try and provide particular information on: start-ups; survival; growth; internationalisation (particularly exporting); and innovation. Policy programmes and activities specifically relating to restructuring of large companies into small will also be covered.

The emphasis should be, as far as possible, upon providing information as to what works and what definitely does not work.

## **THE CUSTOMERS FOR THE RESEARCH, THEIR NEEDS AND THE UTILITY OF THE RESEARCH**

The major customers are the CEI Working Group on SME; policy makers in CEI countries; institutions concerned with small and medium sized development; donors; business associations; and researchers.

It is hoped that the research will:

- Provide a framework for the CEI group to co-ordinate their research activities and design complementary and collaborative projects;
- Help identify different/common elements in SME policy and approaches including good and less effective models;
- Provide UNIDO and other donors with guidelines for fine tuning of technical co-operation efforts;
- Provide a simple contact guide on who is doing what in SME development which can be updated for key areas such as start-up, exports, innovation growth so that agencies can get in touch with each other across national boundaries and exchange experience;
- Lead to the benchmarking of a good programme model, as a basis for workshops on these and the transfer of good practice;

- Lead to the identification of the potential for a more positive support for SME development in respective countries and ways in which policies and guidelines might be developed to support SME growth;
- Provide information as to common needs relating to the development of trainers, counsellors, local development agents and the regulatory authorities, namely all those who support the small and medium enterprise process;
- Provide contacts between agencies concerned with particular aspects of small enterprise development which may in turn lead to better business collaboration;
- Provide a frame for SME policy making;
- Provide information on evaluation and cost effectiveness of what works and what doesn't;
- Overall provide the basis for a guide to the support of enterprise culture;
- Provide indication of where there are specific gaps, either overall in the CEI countries or in particular countries;
- Provide the basis for good experience exchange and transfer from the practices in Italy and Austria.

## **LOGISTICS AND RESOURCE REQUIREMENTS**

The logistics diagram (Exhibit 1) has the following implications for those who are undertaking the field work:

1. A draft country report should be available by 15 September (Friday) 1995. This report will be sent to UNIDO. The report should follow the guidelines identified earlier addressing the questions in the sequence provided. There will be some overlap but this will be sorted out later;
2. This report will be reviewed in the light of reports from other countries. Some need for further clarification may be identified. Some gaps may be identified. Some exciting developments about which further information can be collected;
3. Comments will be sent to the country focal points: and dates will be set for a one week visit of UNIDO staff and/or international expert to the country;

4. These visits will probably take place in October 1995. The purpose will be to: discuss various aspects of the report in the light of the comments from other countries; discuss aspects of presentation; visit institutions where further information may be needed; and help in the final preparation of a workshop to be organised with entrepreneurs and other key institutional providers and policy makers to review the key issues raised in the country report. The date and composition of the workshop will be discussed following receipt of the report in September;

It is estimated that collection of the data will take at least six to eight weeks of full-time work - perhaps more, depending upon accessibility. It will be important therefore that there are resources available for this work, in recognition of the fact that the country focal points who came to Vienna were senior and are very busy people.

### **EFER STUDY**

The EFER study of growth entrepreneurs will complement the work undertaken by the country teams. EFER will send a questionnaire to 150 companies, previously interviewed in each of the transition countries other than Romania. Special arrangements will need to be made for Romania. Ideas for additional questions have been sent to EFER and response is awaited. The nature of these questions was discussed at the meeting in Vienna of country representatives on 9 June. In addition to the postal survey of 150 companies, EFER will interview 50 additional companies in each country (including Romania). This will allow for more in-depth discussion of some of the issues that are outlined in the note handed out on 9 June.

The EFER interviews will be completed by mid-September and data provided on these in time for a draft review. The data from the survey it is hoped will be available at the end of October in time to be included in the final report in November/December.

## **THE FRAMEWORK FOR THE STUDY**

The framework is as shown in Exhibit 2. Within this framework there will be a distinctive focus on small business policies both as processes and as outcomes.

### **Policies**

The following questions need to be addressed:

#### ***Broad Economic and Social Policies***

The most important objective here is to provide an overview of policy towards the private sector in general and an evaluation of the degree to which it is sympathetic to private enterprise and small enterprise in particular. Documents should be made available, if in English, on general policies, policy reviews or research into policy. As objective a view should be taken as possible. Information should be collected which will provide the following:

- i. Indicate which government ministries and which departments have prime responsibility for SME policy and describe that responsibility;
- ii. Indicate which other government departments have small business development roles or programmes and describe these briefly;
- iii. Provide information on the degree of coherence and cooperation between different government departments;
- iv. Is there a current clear statement of government economic and social policy and priorities in general;
- v. If so does this contain specific references to SME development?
- vi. Is there a clear statement of industrial development policies and what is this policy?
- vii. If there is does it set out any specific targets or roles for SME development?
- viii. Is there any clear statement of regional development policy?
- ix. Are there specific targets or roles for SME development set out within this?

- x. Is there an overall statement of policy for SMEs? If so please spell out what the priorities are?
- xi. What is the process by which policy and small business strategic development goals are set (who is involved)?
- xii. How is this strategy implemented and reported upon?
- xiii. What information is available to policy makers concerning the monitoring of the health of the SME population? Who uses it for what purposes? Does this provide sector analysis, of what kinds? Please broadly describe information available;
- xiv. What kind of needs do policy makers seem to think that SMEs have (what can be inferred from SME policies)? Is there hard evidence for this?
- xv. Is there a vision as to the long term sustainability of what is going on in small business policy and programme development? Who has this vision? Why is it sustainable? If there are problems please describe.

### ***Regulatory Policy***

In this section, the main objective is to provide an indication of what are seen to be the major issues in creating the proper regulatory environment for small business development, whether there is a policy for this, and what are the priorities as well as the processes by which this is managed. Key questions are as follows:

- i. Is there any statement of clear priorities needed for changes in the regulatory environment (tax, property, registration/licence, labour law, health and safety, planning, finance, company law, contract law, worker insurance and social security, business insurance, transport, consumer protection, export trade regulations, product liability, etc.)?
- ii. Within this, is there any specific account taken of SME problems (recognised problems and planned actions to alleviate them)?
- iii. Is there any particular part of government that has a responsibility for small business advocacy (namely to make sure that laws are written in a way that does not create exceptional difficulty for SMEs)? If so, how does this work? If there is not, how is it that SME needs are taken into account in the design of regulations?
- iv. What communication is there with SME representative associations about problems and what evidence is there?
- v. Are there any research studies of the problems of SMEs in respect of the regulatory environment? If so, what do they say?

- vi. What are the major problems that small firms have in the process of conforming with regulations and what are the priorities for change.

***Specific Support Policies for SME Development and their Rationale***

- i. Is there any official definition of small and medium enterprise and what are these definitions used for (Particularly relating to manufacturing and industrial service businesses)?
- ii. What specific problems, policies and programmes are focused upon SMEs (manufacturing and industrial service) covering the following areas:
- Special finance schemes (grants);
  - Special finance schemes (lending);
  - Special finance schemes (venture or seed capital);
  - Special finance schemes (loan guarantees);
  - Special fiscal tax incentives;
  - Incubators (special premises or workshops);
  - Science parks and innovation support schemes for SMEs;
  - Special training programmes;
  - Special counselling/consulting schemes;
  - Special advice and information schemes;
  - Special promotion activities;

For each of these please set out the: objectives of the scheme; the target groups; the eligibility criteria; what specifically is offered; the extent of the national coverage.

If they are in a priority area please indicate the criteria used for priority.

Also please describe overall budgets and volume. Describe also any evaluation data in terms of both throughput (number and type of participants) and studies of effectiveness.

- iii. What resources and powers (particularly financial) do regional and local authorities have for local development? Describe;
- iv. Are there outstanding examples of regional and local initiatives for small enterprise development led by such authorities?
- v. What are the specific policies focused on particular stages of SME development. Where is the emphasis at present, and why? For example: on start-ups, on survival and



growth; on innovation technology; on exporting; on privatisation and restructuring from large to small. (Programmes will be described in more detail below).

### ***Institutions***

- i. Using the attached matrix (Exhibit 3) as a guide, could you please map out in general which are the key institutions and types of assistance involved in a national framework. Obviously you cannot deal with individual local initiatives. Here, however, initiatives - such as Business Advice Centres - which are planned nationally should be included even if they do not as yet have full national coverage;
- ii. Repeat this simple matrix exercise specifically for programmes which are in support of:
  - Start-ups and survival;
  - Growth and business development;
  - Exports;
  - Innovation.
- iii. Please fill out the matrixes following the example of the Netherlands report. (The report is attached to the hard copy which has been mailed to you);
- iv. To what degree are there major variations by region? For one region you may seek to provide an example. You may choose one region, ideally a major one, to provide an example;
- v. Describe the key SME representatives of associations such as Unions of Entrepreneurs, Chambers of Crafts, etc. Indicate their strengths and what they deliver.
- vi. Indicate the major areas where foreign donors are involved, both multilateral and bilateral;
- vii. Indicate what degree of integration there is for different services (finance, training and counselling); Is there any strategy to integrate services? If so, what is the strategy?
- viii. Provide a view of the coherence of support measures, specifically noting whether they are co-operative, whether they compete and where they overlap;
- ix. Provide a view on sustainability of SME support in your country; Who will cover SME development in the long run? Which institutions currently appear to play a major role? Is there a well defined strategy to support them? If not, what are the problems in supporting them?
- x. Overall to what degree are the key specialist institutions clearly sustainable in the field in the future without foreign donor support?

- xi. In line with the above, provide views from the Centre as to who will be the key future players in SME support; Who will it be: the Chambers of Commerce, Business Associations, the Local Authorities, special government centres, others? Why? What are the problems in this respect?
- xii. Where there are a series of Business Advice Centres or Local Enterprise Agencies across the country, can you indicate what kind of central services are provided to them? To what quality standards from a central agency and indicate the role of these centres/agencies in detail? A checklist of potential central services is provided in Exhibit 4;
- xiii. Please indicate the strength of local authority or regional authority support;
- xiv. Indicate to what degree there is effective collaboration or otherwise between the institutions at a national level; Provide indicators of any joint ventures that are particularly successful;
- xv. Are there institutional arrangements to involve SMEs in the running of entrepreneurial support services? If there are, please provide examples; If there are not explain why;
- xvi. What kind of evaluation evidence and monitoring procedures are there on an ongoing basis in relation to any of the programmes described?
- xvii. Please indicate what seem to be the views, if any, as to the future shape of the institutional environment, particularly in respect of :
- The degree to which such an environment should be standardised at the local level as opposed to differentiated;
  - The degree to which the support should be provided on a public basis or a purely private basis or on a mixture (and if a mixture indicate how);
  - The degree to which institutions should be membership institutions or operated as quasi autonomous non-governmental organisations (quangos) and if so what are the problems getting representation on boards from different interested parties;
  - What are the views as to whether institutions should be integrated or specialised at a local level;
  - What are the views concerning whether institutions should be for-profit or not-for-profit organisations;

- To what degree do institutions reflect bottom-up as opposed to top-down pressures. Please comment;
- What are the views as to whether local enterprise development institutions should concentrate upon small business development or whether they should be more widely concerned with supporting regional development;
- To what degree are institutions operating in competitive isolation as opposed to being well networked together. Provide both examples of isolation and networking;
- To what degree is the design of small business institutions an issue: are they too bureaucratic to deal adequately with the small business, or too entrepreneurial to be responsible;
- What are the future resource issues in the development of institutions. Should they and will they be centrally resourced or will they have to depend more on local sources? Please describe, explaining why you decided on your answer.

### *Assistance*

The types of assistance have been broadly described under the matrices earlier but there may be a number of special issues to be brought out as follows. These might cover:

- i. Is there national provision to develop the competency of those who deal with small business such as trainers, counsellors, bankers and the regulatory authorities? Are there good training programmes on a national/regional level?
- ii. If not what are their needs in this respect? Are they widely recognised? Who is involved in training counsellors/consultants, trainers and bankers to deal with small businesses? What support do they need?
- iii. Are there outstanding models and manuals for small business training available that are widely used and generally thought to represent good practice (for the support of start-ups, exports, innovation, growth)? Where are the benchmarks of good practice that might be modelled or converted into a manual and disseminated more widely?
- iv. Are there outstanding institutions in any particular field in the country? For example, is there any institution which is outstanding in innovation support, in export support, etc. Please indicate why they are outstanding. Criteria to be used: do they have a good track record over several years; are they well thought of by small businesses in particular; are they copied by other people in the country; do they employ innovative methods or particularly highly competent staff and that they are commonly regarded as

a flag ship for this particular kind of help. (These are the kinds of institutions that may be visited in cross-country exchanges).

- v. Which of the various assistance methods have been clearly evaluated and with what results. Please describe.

### ***Needs and Needs for Change***

Overall provide any of the literature in English or summaries thereof of:

- Surveys of SME needs;
- Policy articles on SMEs;
- Statistics on the growth and changes in the SME economy;
- Any sectoral studies of relevance to SMEs;
- Any evaluation studies;
- Any strategic government documents or terms of references for key agencies which identify needs;
- Studies particularly of the banks and SMEs and of the regulatory authorities and SMEs.

## **KEY ISSUES TO SEEK TO BRING OUT**

### **1. Policies: Key issues would be:**

- Coherence/cooperation between different government departments;
- Vision as to the longer term sustainability of what is going on;
- Data on monitoring the health of the SME population and its use;
- The kind of needs that policy makers seem to think that SMEs have;
- The evidence that they have to back this up.

### **2. Regulatory environment: Key issues would be:**

- What are the major policy priorities in the regulatory environment and why;
- How, if at all, do they take account of the needs of SMEs;
- What concern is there for the efficiency and effectiveness of those who manage the regulatory environment. Are there any training schemes for example.

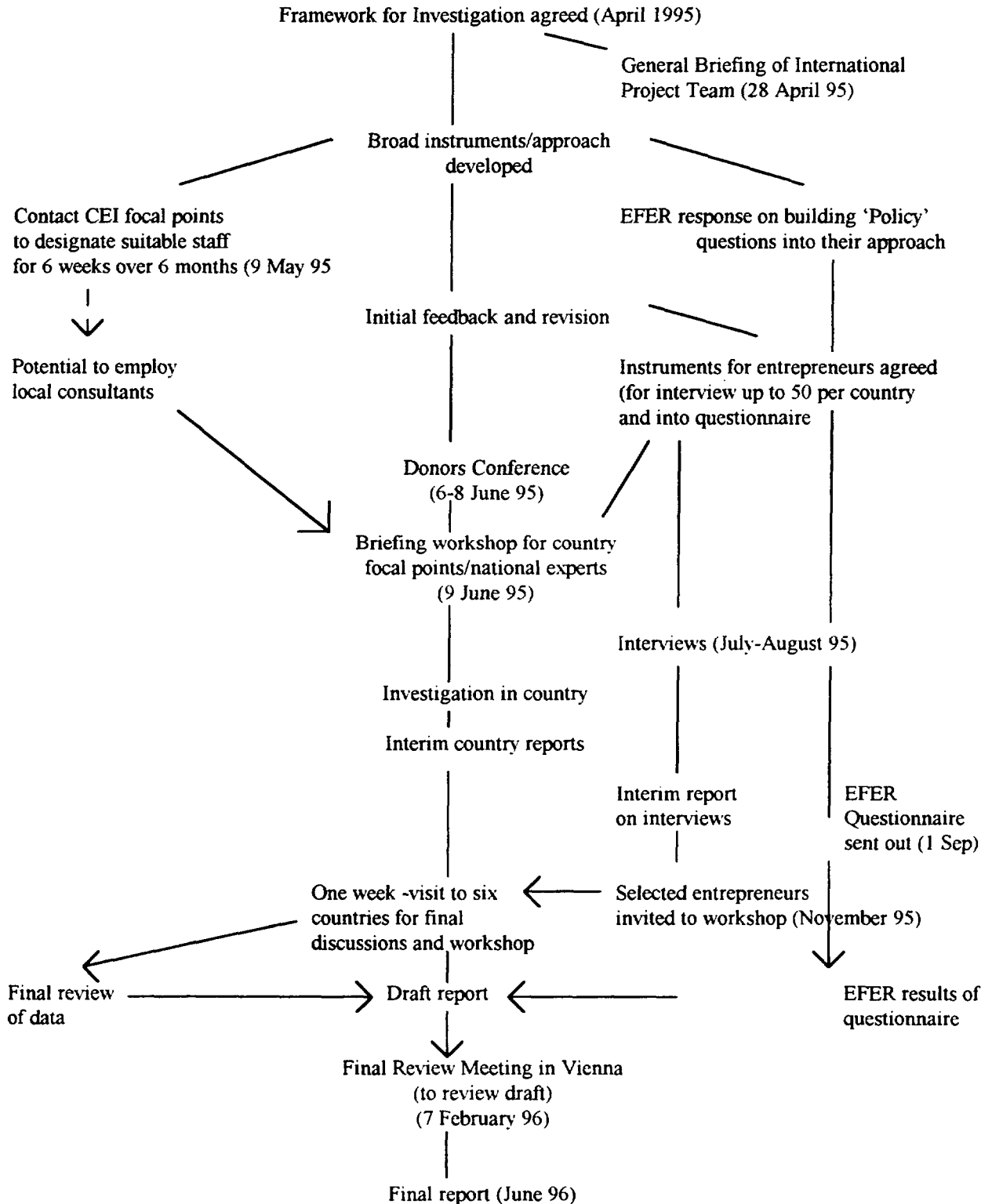
### **3. Special policy: Key issues would be:**

- Have the special policies an underpinning philosophy of interventionism. What is this philosophy?
- What degree of integration of different services are there (of finance, training and counselling);
- Provide a view of the coherence of support measures, whether they are co-operative or indeed overlap and compete;
- Provide views on sustainability, who will cover SME development in the long run, which institutions;
- Provide views from the Centre on who will be the key future players in SME support (the chambers, associations, local authorities, or specialist centres and why);
- Where there are a series of business advice centres or local enterprise agencies across the country, indicate what kind of central services are 'ded to them, to what quality standards, from a central agency, and indicate the role of this agency in detail.

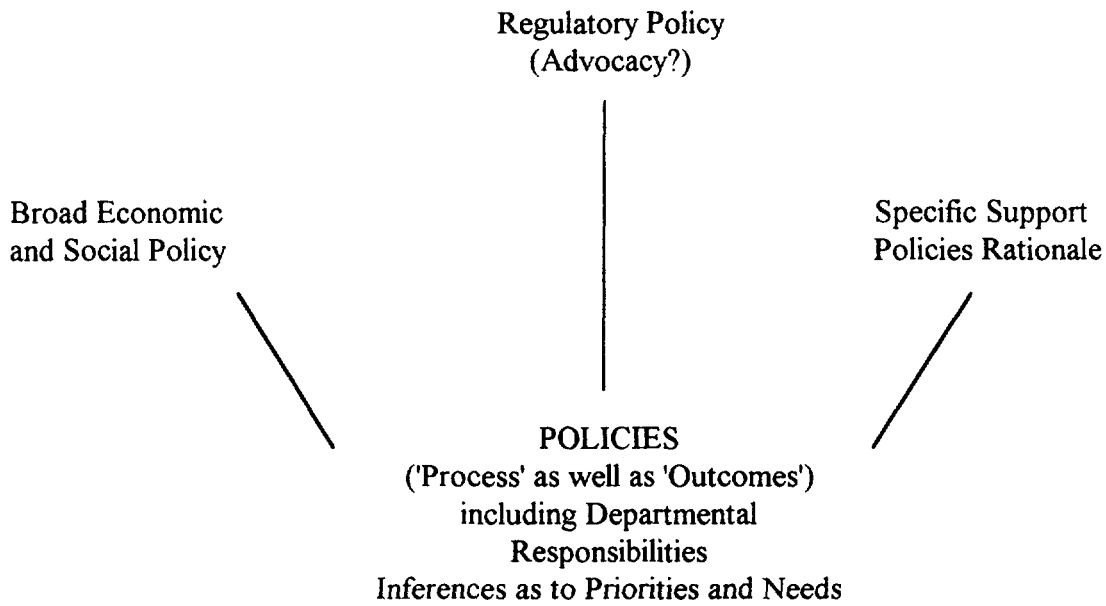
#### **4. Institutions:**

- To what degree is there effective collaboration between the institutions at the national level - any evidence of joint ventures;
- To what degree is there effective collaboration between key institutions at the regional and local level - extent of cooperation;
- To what degree is there a shared view of regional and local priorities;
- To what degree are there key specialist institutions clearly sustainable in the field in the future;
- In the case of advice centres, is there a clear view of what the regional priorities are?
- What are the key strategic views of needs and priorities in the future (overall) in the economy?
- Is there a view of the key institutional changes that need to be made?
- What is the nature of the linkage between banks and other financial institutions and the other aspects of support such as training and counselling, if any?
- What kind of evaluation evidence and monitoring procedures are there in an ongoing basis in order to measure effectiveness?
- Are there any institutional arrangements to involve SMEs in the running of entrepreneurial service support? Provide examples.

**EXHIBIT 1**  
**UNIDO Project XP/RER/95/022 - SME POLICY RESEARCH FRAMEWORK**



**EXHIBIT 2  
FRAMEWORK FOR INVESTIGATION**



**INSTITUTIONS**  
( Regional/National  
( Private/Public  
( Regulatory/Support  
NGO's  
Business Associations  
Banks  
Professions  
Regional and special  
SMM development  
Agencies

**ASSISTANCE**  
Information  
Advice  
Counselling  
Consulting  
Training  
Finance  
Premises

**NEEDS**

Societally determined  
Priorities

Needs of Entrepreneurs  
from Manufacturing and  
Industrial/Professional  
Services

Donors Roles - Impact



**EXHIBIT 3  
SUPPORT TYPOLOGY/FOCUS**

<b>Institutions</b>	<b>Information Signposting</b>	<b>Promotion</b>	<b>Lobbying</b>	<b>Advice Counselling</b>	<b>Training/ Education</b>	<b>Premises Incubator</b>	<b>Finance Loan/Equity/ Guarantees</b>	<b>Other</b>
<b>Government Departments</b>								
<b>Regional Government</b>								
<b>Local Government</b>								
<b>Regional Development Agency</b>				(CULTURE		)		
<b>Local Development Agency/</b>				(		)		
<b>SME Advice Centre</b>				(START-UP/SURVIVAL		)		
<b>Chamber of Commerce/Craft</b>				(		)	TYPES OF	
<b>Unions/Associations of Entrepreneurs</b>				(GROWTH		)		
<b>Consultant Group/Associations</b>				(		)	COMPANY TO	
<b>Education and Training Insitutions</b>				(INTERNATIONALIZATION		)		
<b>Foundations/Coops./Charities</b>				(		)	BE COVERED	
<b>Professional Service Groups</b>				(RESTRUCTURING		)		
<b>Banks and Specialist Finance Agencies</b>				(		)		
<b>Business Incubators</b>				(INNOVATION/TECHNOLOGY		)		
<b>Industrial Estates</b>								
<b>Technology</b>								

**EXHIBIT 4**  
**POTENTIAL KEY AREAS**  
**OF CENTRAL SUPPORT FOR ENTERPRISE DEVELOPMENT**

PROMOTION (MATERIALS)

LOBBYING / ADVOCACY

EXPERIENCE EXCHANGE

INTERNATIONAL CONTACTS

INTERNATIONAL FUNDING

STAFF TRAINING

SYSTEMS DEVELOPMENT

UPDATING TECHNOLOGY

BUSINESS TO BUSINESS DATA

NEW PROGRAMME DEVELOPMENT

NEEDS ANALYSIS

EVALUATION

TRANSFER OF OVERSEAS APPROACHES

BENCHMARKING GOOD PRACTICE

LEGISLATION UPDATING

TRAINING OF REGULATORY AUTHORITIES

COHERENCE IN POLICY

## **ANNEX III**

### **BASIC COMPARATIVE STATISTICS ON ESTABLISHMENT AND EMPLOYMENT STRUCTURE**

**Table 1**

**Distribution of Enterprises by Employment Size (per cent)**

		<b>EU 1994</b>	<b>Czech 1994</b>	<b>Hungary 1994</b>	<b>Poland 1994</b>	<b>Romania 1993/94</b>	<b>Slovakia 1994</b>	<b>Slovenia 1994</b>
Micro	0 - 10	<b>92.4</b>	98 ( 0 - 24) 0.4 (25 - 99)	96	80.89 (0 - 5) 18.54 (6 - 50)	93	97.2	88.9
Small	11 - 99	<b>7.0</b>		3 (11 - 50)		6	2.03	7.9
Medium	100 - 499	<b>0.5</b>	0.5	0.8 (51 - 300)	) 0.57 (50+) ) )		0.65	2.8
Large	500+	<b>0.1</b>	0.1	0.2 (300+)	-	-	0.12	0.5

**Table 2**

**Distribution of Share of Employment by Enterprise Size (per cent)**

		<b>EU 1994</b>	<b>Czech 1994</b>	<b>Hungary 1994</b>	<b>Poland</b>	<b>Romania 1993/94</b>	<b>Slovakia 1994</b>	<b>Slovenia 1994</b>
Micro	0 - 10	32		28	-	27	26	8.4
			30.8 ( 0 - 24) 10.9 (25 - 99)					
Small	11 - 99	25		11 (10 - 50)	-	32	13	16.9
Medium	100 - 499	15	23.8	17 (51 - 300)	-	) 41 ) ) )	23	37.4
Large	500+	28	34.5	44 (300+)	-	)	38	37.3

**Table 3**

**Distribution of Share of Turnover by Enterprise Size <sup>1</sup>**

		<b>EU 1994</b>	<b>Poland 1994</b>	<b>Romania 1993/94</b>	<b>Slovakia 1994</b>	<b>Slovenia 1994</b>
Micro	0 - 10	<b>24</b>	27 % <sup>2</sup> ( 0 - 300)	2	2.9	19.5
Small	10 - 99	<b>25</b>	21 % <sup>3</sup> (51 - 300)	28	16	17.3
Medium	99 - 500	<b>21</b>	-	) 70	25	30.5
Large	500+	<b>29</b>	-	)	30	32.5

<sup>1</sup> Data not available for the Czech Republic, Hungary and Poland

<sup>2</sup> of GDP

<sup>3</sup> of GDP

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**A COMPARATIVE ANALYSIS OF  
SME STRATEGIES, POLICIES AND PROGRAMMES IN  
CENTRAL EUROPEAN INITIATIVE COUNTRIES**

**Part II**

**SME Support Systems  
and Institutions**

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\* This document has not been edited

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## INTRODUCTION

One of the major objectives of the study was to provide a basic means of exchange of experience between participating CEI countries. The matrices in Part II are designed to provide an easy-to-read summary of the key institutional players and their activities broken down under the headings of:

- Information and advice;
- Counselling and consulting;
- Training and education;
- Finance (loans, grants and equity);
- Other (promotion, provision of premises and free use of machinery).

The institutions listed are those that, by and large, are providing special support for SMEs as opposed to the delivery of services to business in general. With one or two exceptions (prominent examples) the institutions are operating at national level (as, for example, in the case of regional Chamber of Local Development Agencies) and represent a dominant mode of local delivery. They broadly can be categorized as:

- Central Government Ministries;
- Specialist National/Regional/Local Agencies;
- Business and Trade Associations;
- Chambers of Commerce, Craft and Agriculture;
- Banks and Specialist Financial Projects;
- Education and Training Institutions;
- Teaching and Innovation Support Centres.

For most of the institutions listed full addresses, telephone and where possible fax numbers are provided.

Additional summary information was provided in the same format by some countries in respect of support focused upon start-ups, survival, growth, innovation and exports. This data was uneven and is included in the individual country reports.

At the beginning of each country presentation a simple checklist is provided listing the key institutions; details on their activities are contained in the data that follow.

**SME Support Systems and Institutions in the Czech Republic**

## SME Support Systems and Institutions in the Czech Republic: Matrix

Organization	Information	Counselling	Training	Finance	Others
Agency for Energy				<input checked="" type="checkbox"/>	
Association of Entrepreneurs of Czech Republic	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Association of Innovation/Enterprise	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>
Association of Science and Technology Parks	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Business Support Centre Technical University Brno		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Centre for SME Support		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Chamber of Economy	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Czech American Enterprise Fund				<input checked="" type="checkbox"/>	
Czech Association of Women in Business and Management	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Czech Centre of Tourism				<input checked="" type="checkbox"/>	
Czech Moravian Guarantee and Development Bank		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
EGAP-Export Guarantee and Insurance Corporation				<input checked="" type="checkbox"/>	
Euro Information Centre	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
Farmers and Forest Consumers Support and Guarantee Fund				<input checked="" type="checkbox"/>	
Fund of National Property				<input checked="" type="checkbox"/>	
Ministry of Agriculture				<input checked="" type="checkbox"/>	
Ministry of Finance					<input checked="" type="checkbox"/>
Ministry of Labour and Social Affairs	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
National Information Centre	<input checked="" type="checkbox"/>				
Palmif Fund				<input checked="" type="checkbox"/>	
Regional Advisory and Information Centres	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
State Fund for Environmental Protection				<input checked="" type="checkbox"/>	
Transfer Foundation			<input checked="" type="checkbox"/>		

**SME Support Systems and Institutions in the Czech Republic**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<p><b>AGENCY FOR ENERGY</b>  <i>Energeticka Agentura CR</i>  <i>Na Frantisku 32</i>  <i>110 15 Praha 1</i>  <i>02-2485 3555</i></p>	<p>The Agency for Energy of the Czech Republic was founded by the ministry of Trade and Industry in 1994 to co-ordinate and determine financial support provided to various agencies supporting and advising businesses in the field of general and alternative sources of energy. The Agency has established branches in selected regions of the Czech Republic (EKIS - A). These centres are funded directly by the Agency and provide support to businesses as well as individuals in need of various kinds of assistance.</p>		<p><b>Other:</b></p> <p>Government scheme to support use of recoverable and alternative sources of energy            Target group: Individual or businesses with less than 500 employees located in the Czech Republic.</p> <p>Form of funding: Direct interest free loan covering 40% of project costs. Maximum financing per one project is CZK 2,000,000. Loan matures within three years after introducing the newly built system into operation.</p> <p>Government scheme to support reduced consumption of energy in apartment, family houses and office buildings.</p> <p>Target group: Support is provided to apartment-house owners and owners of the premises used for non-production purposes (maximum 500 employees).</p>

**SME Support Systems and Institutions in the Czech Republic**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>ASSOCIATION FOR INNOVATION ENTERPRISING (AIP)</b> <i>Association for Innovation Enterprising</i> <i>Novotneho lavka 5</i> <i>116 68 Praha 1</i> <i>tel.: 42-2-2421 0014 ext.274</i> <i>fax.: 42-2-795 2428</i>	<p>AIP was designed to support development of innovation enterprising (development of new technologies, products, services) in the Czech Republic.</p> <p>Client groups: All subjects interested in the development of the innovation enterprising in the Czech Republic.</p>	<p><b><u>Information:</u></b> Providing information on innovation enterprising, establishing networks of interested subjects.</p> <p><b><u>Counseling:</u></b> Providing counselling and advice to subject interested in innovation enterprising.</p>	<p><b><u>Other:</u></b> Establishing links with the government and the Parliament and securing their support for the development of innovation enterprising.</p> <p>Lobbying for introduction of favourable legal and logistical conditions for the development of innovation enterprising and its promotion in the media.</p>

**SME Support Systems and Institutions in the Czech Republic**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<p><b>ASSOCIATION OF ENTREPRENEURS OF THE CZECH REPUBLIC</b>  <i>Skretova 6 120 00 Praha 2</i>  <i>Tel.: 42-2-2421 5373 fax.: 42-2-2421 0434</i></p>	<p>Founded in late 1989 by a group of private businessmen; acts as an employers' union for small and medium-sized businesses and is represented in over 70 Czech countries. Membership is either individual - about 50 percent of total members - or collective.</p>	<p><b><u>Information:</u></b>            Providing business-related information to its members.</p> <p><b><u>Counseling:</u></b>            Providing business advice and counselling to the members by the regional Associations. The extent of the direct support to entrepreneurs by the regional associations varies tremendously. Some regional associations appear rather inactive, while others provide very active support.</p> <p><b><u>Training/Education:</u></b>            The Foundation for Entrepreneurial Education, funded by CIPE, the Centre for International Private Enterprise (Washington, USA) provides training and education in co-operation with the 70 plus regional offices of the Association.</p>	<p><b><u>Other:</u></b>            Furnishing contacts among its members as well as between the members and other subjects.</p> <p>Lobbying on behalf of its members by the national Association.</p>

Organization	Nature of Organization	Information/Counseling/Training	Finance/Other
<p><b>ASSOCIATION OF SCIENCE AND TECHNOLOGY PARKS</b>  <i>Association of Science &amp; Technology Parks (VTP)</i>  <i>Novotneho Iavka 5</i>  <i>116 68 Praha 1</i>  <i>tel.: 42-2-2421 00114 ext.274</i>  <i>fax.: 42-2-795 2428</i></p>	<p>The Association of Science Parks was founded in July 1990, by several private parties. The main objective of the VTP is to promote high-tech research skills and experience in the Czech Republic by helping research institutes commercialize technology and by making it available to private and small business, as well as developing the concept of science and technology parks.</p> <p>Client groups:</p> <ol style="list-style-type: none"> <li>1. Former research institutes trying to transform in a science and technology park;</li> <li>2. Existing science and technology parks;</li> <li>3. Private individuals and companies managing or interesting in managing a science and technology park;</li> <li>4. Government, international (technical and financial assistance) organizations, and</li> </ol>	<p><b>Information:</b>                      General and specialized information about establishing and managing science and technology parks, patents, licenses, etc.</p> <p><b>Counseling:</b>                      Providing financial and legal consulting and advice, specialized technology consultancies, Marketing support, secretarial services (plus telephone, fax, copy machines, meeting rooms, laboratories, etc.).</p> <p><b>Training/Education:</b>                      Training provided by a specialized group of members (Business and Innovation Centres) promoting small technology and innovated-oriented business, innovation business training                      6.Subsidized workspace and office facilities provided by the Business and Innovation Centres network (partially funded by the EU).</p>	<p><b>Other:</b>                      Subsidised workspace and office facilities provided by the Business and Innovation Centres network (partially funded by the EU).</p> <p>Representation of members, establishing contacts between Science Parks and academic (research) organisations to promote applied research and the commercialisation of research, linking local initiatives to foreign science parks.</p> <p>Lobby government and international organisations.</p>



**SME Support Systems and Institutions in the Czech Republic**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>BUSINESS SUPPORT CENTER, TECHNICAL UNIVERSITY BRNO</b> <i>Fakulta podnikatelska VUT Brno Gorkeho 13 601 00 Brno tel.: 05- 41219005/6 fax.: 05-41210386</i>	Business Support Centre provides business training for both start-ups and established businesses.	<p><b><u>Counseling:</u></b>                      Business counselling, one-to-one consultations, tax                      and accounting, financial advice, loans,                      investments, management, computers, psychology                      and sociology, etc.</p> <p><b><u>Training/Education:</u></b>                      General business training, marketing seminars,                      management, information databases and                      networking for SMEs.</p>	<p><b><u>Other:</u></b>                      Business incubator for SMEs</p> <p>Researching programs</p>

**SME Support Systems and Institutions in the Czech Republic**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>CENTER FOR SME SUPPORT</b> <i>Stredisko pro podporu malych a strednich podniku</i> Letenska 5 118 00, Praha 1 tel.: 02-530288, 24511779 fax.: 02-537949	Agency provides business advice and counselling to SMEs up to 500 employees.	<p><b><u>Counseling:</u></b>                      Business counselling (business strategy and development, marketing, management, economic and financial analyses, accounting, tax advice, market research, etc.). Drafting, reviewing and appraising business plans to be submitted to banks accompanying loan applications. Specialised business advice provided by external experts.</p> <p><b><u>Training/Education:</u></b>                      Further business education (basic and specialised training).</p>	

**SME Support Systems and Institutions in the Czech Republic**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<p><b>CHAMBER OF ECONOMY</b>  <i>Hospodarska Komora Ceske Republiky</i>  <i>Argentinska 38, Praha 7</i>  <i>Tel.: 42-2-66 79 41 11, Fax.: 42-2-875438</i></p>	<p>The Chambers of Economy incorporate about 130 professional groups (i.e. vocational organizations guilds and other associations). By law, the Chambers of Economy is organized by the 77 districts in the Czech Republic. Each district organization is a legal entity, registered in the company register. Each district organization is independent and self-sufficient. Profits must be reinvested in the organization. Each regional/district Chamber of Economy has the freedom to decide on regional strategy and activities.</p> <p>Client groups:  The Chambers of Economy serve all small, medium and large businesses.</p>	<p><b>Information:</b>  Providing both general business-related information as well as information on new economic legislation and its effects on businesses, information about trade fairs and exhibitions both domestic and abroad, potential business partners, current legislation.</p> <p><b>Counseling:</b>  Legal counselling business counselling for SMEs, export-import advice, custom tariffs, licensing, providing advice and counselling services to SMEs.</p>	<p><b>Other:</b>  Help its members to establish business contacts (local to local, local to foreign, and foreign to local) using databases and other sources of information; acts association a focal point for guilds and professional associations, organizing trade missions of Czech companies abroad, introducing of Czech entrepreneurs to potential foreign clients</p>

**SME Support Systems and Institutions in the Czech Republic**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<p><b>CZECH - MOROVIAN GUARANTEE AND DEVELOPMENT BANK (CMZRB)</b>  <i>Ceskomoavska zarucni a rozvojova banka</i>  <i>Jeruzalemska 4,</i>  <i>111 21 Praha 1</i>  <i>tel.: 02-2423 0734</i>  <i>fax: 02-2422 2267</i></p>	<p>Founded in 1992 to support the development and growth of small and medium-sized enterprises in the Czech Republic. Its establishment was initiated by the Czech Ministry of Economy. A network of selected consultants help entrepreneurs formulate business plans and apply for support from the bank.</p> <p>Client groups</p> <ol style="list-style-type: none"> <li>1. Starting entrepreneurs</li> <li>2. Existing small and medium-sized businesses</li> <li>3. Special target groups (see programmes of the CMZRB)</li> </ol>		<p><b>Finance:</b></p> <p>The bank provides financial resources under following programmes:</p> <p>Loan guarantees, interest payment reductions</p> <p>Programms:</p> <ol style="list-style-type: none"> <li>1. Start</li> <li>2. Rozvoj</li> <li>3. Region</li> <li>4. Aeskulap</li> <li>5. Regerance Pamatek</li> <li>6. Garant</li> <li>7. Konzult</li> <li>8. Park</li> <li>9. Transfer</li> </ol>

**SME Support Systems and Institutions in the Czech Republic**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<p><b>CZECH - AMERICAN ENTERPRISE FUND</b>  <i>Czech-American Enterprise Fund</i>  <i>Blanicka ul.28 120 00 Praha 2</i>  <i>tel.: 42-2-2424 7046, 2424 7126</i>  <i>fax.: 42-2-2424 6048</i></p>	<p>The Czech-American Enterprise Fund was established in March 1991 by the US Government as the Czech and Slovak American Enterprise Fund. After the breakup of Czechoslovakia the fund split into two separate legal entities, with one in Prague and one in Bratislava. The fund receives money through the US Agency for International Development (USAID).</p> <p>Client groups:</p> <ol style="list-style-type: none"> <li>1. Start-up companies</li> <li>2. Already existing small and medium-sized businesses (private)</li> <li>3. Restructured private enterprises (as a result of privatization)</li> <li>4. Joint-ventures</li> </ol>		<p><b>Finance:</b>  Investing through loans and equity capital. The fund charges interest and fees on loans and also takes collateral. In equity investments, the fund takes an ownership stake related to the amount invested, but does not seek to retain a majority voting position. All revenues and profits made by the fund are reinvested. The fund prefers to bring in additional local banks in the investment process for joint investments (syndicates).  Eligibility: Companies up to 500 employees  Maximum financing: 10-60 million</p>

**SME Support Systems and Institutions in the Czech Republic**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>CZECH ASSOCIATION OF WOMEN IN BUSINESS AND MANAGEMENT</b> <i>Czech Association of Women in Business and Management</i> PO Box 12 (Panská 7), 111 21 Praha 1 (no phone)	Associate female entrepreneurs  Client groups Female managers and entrepreneurs	<p><b><u>Information:</u></b>                      Providing business-related information to its members.</p> <p><b><u>Counseling:</u></b>                      Members are offered one hour free consulting on issues varying from tax law to accounting to general management issues.</p> <p><b><u>Training/Education:</u></b>                      Regular seminars and workshops on issues related to women in management and female entrepreneurs, general management, entrepreneurship, issues on starting business and survival, etc.</p>	<p><b><u>Other:</u></b>                      Promoting links among its members as well as between the members and other subjects. Yearly publications of all the names and addresses of members, their activities etc.</p> <p>Monthly "club" meetings, social events and informal meetings.</p>

**SME Support Systems and Institutions in the Czech Republic**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>CZECH CENTER OF TOURISM</b> <i>Ceska centarala cestovniho ruchu</i> <i>Staromestska namesti 16 110</i> <i>15 Praha 1</i> <i>tel.: 02-24897278</i>	Czech Centre of Tourism is specialised in promoting the Czech Republic abroad and helps attract foreign travel agents to co-operate with the Czech partners. The Centre produces statistical data for businesses in the Czech Republic and abroad and provides them free of charge. The organisation provides indirect financial support to the Czech travel agencies so they can take part in foreign trade fairs. The support is provided via professional associations.		

**SME Support Systems and Institutions in the Czech Republic**

Organization	Nature of Organization	Information/Counseling/Training	Finance/Other
<p><b>EGAP - EXPORT GUARANTEE AND INSURANCE COOPERATION</b>  <i>Nabrezi kpt. Jarose</i>  <i>1000 170 32</i>  <i>Praha 7</i>  <i>tel.: 02-389 111</i></p>	<p>The Export Guarantee and Insurance Corporation (EGAP) was founded in 1992 by the Czechoslovak government to promote exports through insuring exports credits. After the break-up of the country, EGAP was split into two separate Czech and Slovak companies.</p> <p>Target group  The credit insurance support is targeted at local exporting companies to protect them against political and commercial risks associated with the export of goods.</p>		<p><b>Finance:</b></p> <p>a. Credit insurance</p> <p>a.a Short term commercial risk insurance  Short term credit insurance (up to one year) against commercial risks predicated on normal commercial principles.</p> <p>a.b Political risk insurance Short, medium and long-term insurance against combined commercial and political risks, using a special reinsurance fund provided by the state budget (Ministry of Finance). The insurance represents a state guarantee for all short-term political risk and medium and long-term risk coverage to Czech exporters and banks.</p> <p>b. Export Financing Support EGAP manages a special government fund for supporting losses of exporters resulting from interest rate differentials between low lending rates in OECD countries and</p>



**SME Support Systems and Institutions in the Czech Republic**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<p><b>EURO INFO CENTER</b>  <i>Euro Info Correspondence Centre</i>  <i>c/o National Information Centre of the Czech Republic</i>  <i>Havelkova 22, 130 00 Praha 3</i>  <i>tel.: 02-236 57 83 or 235 05 88 linka 333 or 334 fax.: 02-236 57 83 or 235 97 88</i></p>	<p>Client groups Czech companies, organisations or individuals, looking for in-depth information on EC policy and the EC market.</p>	<p><b>Information:</b>            The EIC offers information and consultancy in the following fields:            - EC legislation, company laws and tax policy            - Business co-operation contacts in the EC            - Development of the EC market            - Harmonisation of technical standards certification and quality insurance            - Public procurement in EC Member states            - Information on specific markets (countries and industries)            - Trade relations outside the EC (for instance EFTA)            - EC scientific programs (Research and Technology)            - EC financial programs            - Organisation of</p> <p><b>Counseling:</b>            The EIC offers the following information tools:            - On-line computer connections to EC databases and foreign national databases (through the NIS)            - Latest EC documentation (hard-copy)            - On-line connection to the B.R.E. system, an electronic database providing business contacts throughout the EC            - Contacts with all other EICs in EC member states            - Contacts with all Western embassies in Prague            - Contacts with EC Commission in Prague and Brussels, and with corresponding national authorities</p>	

**SME Support Systems and Institutions in the Czech Republic**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>FARMERS AND FOREST OWNERS SUPPORT AND GUARANTEE FUND</b> <i>Podporny garancni rolnicky fond</i> <i>contact address:</i> <i>local offices of the Ministry of Agriculture</i>	The Fund supports projects independently evaluated by a bank based plan. The Fund provides collateral to the lending bank on behalf of the borrower and therefore does not provide any direct financial support.		<b>Finance:</b> The Fund provides collateral to the banks as a form of guarantee for the loans under following schemes: <ol style="list-style-type: none"> <li>1. Provoz</li> <li>2. Zemedelec</li> <li>3. Sluzby</li> <li>4. Krajina</li> <li>5. Mladi</li> <li>6. Agroregion</li> <li>7. Nabyvatel</li> <li>8. Restituent</li> </ol>

**SME Support Systems and Institutions in the Czech Republic**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>FUND OF NATIONAL PROPERTY</b> <i>Fond narodniho majetku</i> <i>Rasinovo nabrezi</i> <i>42 120 00 Praha</i> <i>2</i> <i>tel.: 02-24915348</i>	The Fund of National Property supports privatisation projects of formerly government-owned hospitals and other health care facilities.		<b>Finance:</b> The subsidy covers interest payments to the bank providing loans to finance such projects on fully commercial terms. The Fund covers maximum 8% of the interest rate, the rest has to be covered by the owner of the facility. There is no direct grant or soft loan available.

**SME Support Systems and Institutions in the Czech Republic**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>MINISTRY OF AGRICULTURE OF THE CZECH REPUBLIC</b> <i>Ministerstvo zemedelstvi</i> <i>Tesnov 17 110</i> <i>00 Praha 1</i> <i>tel.: 02-21811111</i>	<p>The Ministry of Agriculture of the Czech Republic provides farmers with non-interest loans and various subsidies.</p> <p>Support is mainly provided to start up farmers, and farmers association and organisations. Support is not provided to foreign subjects and to the companies subsidised from other governmental resources.</p>		<p><b>Other:</b>                      Small and medium sized farmers receive grants or loans provided as a part of specialised programmes.</p>

**SME Support Systems and Institutions in the Czech Republic**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>MINISTRY OF LABOR AND SOCIAL AFFAIRS OF THE CR</b> <i>Na porichnim pravu                      1 120 00, Praha                      2                      tel.: 02-2490 2111</i>	Governmental body with the following objectives: active support of employment, creation of job opportunities, assistance with lowering regional unemployment, management of PHARE-PALMIF scheme	<u><b>Information:</b></u> SME information  <u><b>Training/Education:</b></u> Further training, requalification courses for both the unemployed and currently employed but expecting a lay off, schemes for the disabled and handicapped, public service	<u><b>Other:</b></u> Promotion of SME support agencies and schemes  Creating new job opportunities

**SME Support Systems and Institutions in the Czech Republic**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>MINISTRY OF THE CZECH REPUBLIC</b> <i>Ministerstvo financi Ceske republiky</i> <i>Letenska 15 110 00 Praha 1 tel.: 02-24541111</i>			<u><b>Other:</b></u> Ministry of Finance has prepared a scheme of tax incentives for small water-operated electric power stations and alternative sources of energy. The output of such a power stations should not exceed 1NW per year. There is no tax to be paid on income from these power stations for the period of the first 5 years, but no operational costs are tax deductible.

**SME Support Systems and Institutions in the Czech Republic**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<p><b>NATIONAL INFORMATION CENTER</b>  <i>Narodni informanci stredisko</i>  <i>Havelkova 22</i>  <i>130 00, Praha 3</i>  <i>tel.: 02-2421 5808</i>  <i>fax.: 02-2422 1484</i></p>	<p>Centre designed to provide information about all fields of Czech economy, science and technology. Operates through numerous regional branches. Provides information for walk-ins, by fax and mail, on-line (INFONIDS, EOTEL), and through public Videotex (Business directory NIS, Czech banks, Auditors and tax advisors, etc.). On-line access to international databases.</p>	<p><b><u>Counseling:</u></b>            Business, science and technology information of the following nature: legal, export-import, directories of businesses, domestic and foreign macroeconomy, domestic and foreign statistics, products, World Bank tenders, geological surveys in the CR, foreign non-investment support, planned trade fairs and exhibitions, selected international press releases.</p> <p>Sale of EU and World Bank official publications, listing businesses in businesses directories, publication activities</p>	

**SME Support Systems and Institutions in the Czech Republic**

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<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>PALMIF FUND</b> <i>Contact:</i> <i>Municipality</i> <i>labour offices</i>	The Pro-active Labour Market Intervention Fund (PALMIF) as one of the activities of a PHARE scheme called Restructuralization of Labour Market was established to actively support the development of labour market and finance various projects.		



**SME Support Systems and Institutions in the Czech Republic**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<p><b>REGIONAL ADVISORY AND INFORMATION CENTERS (RPIC)</b></p>	<p>First RPICs in the CR were established in 1992 to play a significant role in developing the SME culture. Their establishment and growth were supported by the then Czechoslovak Ministry of Economy and PHARE.</p> <p><b>Target groups</b></p> <ol style="list-style-type: none"> <li>1. Unemployed people interested in starting a business; often referred to RPIC by local labour office that also subsidised the fee to be paid by the unemployed person for services of RPIC.</li> <li>2. Employed people interested in starting a business.</li> <li>3. Existing small businesses needing support to survive.</li> <li>4. Existing small businesses needing support to grow.</li> <li>5. Banks that co-operate with RPIC in evaluating business plans of entrepreneurs asking for</li> </ol>	<p><b>Information:</b> General information on how to start and run a business; specialist information, often through a network of external</p> <p><b>Counseling:</b> Business counselling/consulting for both start-ups and established businesses, assistance with writing business plans, growth plans and financial resources and specialised help, legal support, accounting, marketing, export/import, etc.</p> <p><b>Training/Education:</b> Some ROICs provide training (management, marketing, starting a business, export and import, legal implication, etc.) via a network of external specialists and guest speakers (domestic and foreign).</p>	<p><b>Other:</b> Some ROICs provide training (management, marketing, starting a business, export and import, legal implication, etc.) via a network of external specialists and guest speakers (domestic and foreign).</p> <p>Some RPICs manage or plan to manage a business incubator or managed workspace, or refer its clients to such institutions.</p>

**SME Support Systems and Institutions in the Czech Republic**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<p><b>STATE FUND FOR ENVIRONMENTAL PROTECTION OF THE CZECH REPUBLIC</b> <i>Státní fond_ivotního prost_edi_R K Moravin_7 190 00 Praha 9 tel.: 02-6842171 fax.: 02-6842150</i></p>	<p>The Fund is specialised in support of SMEs in developing their environment-friendly projects.</p> <p>Target group: All small and medium sized businesses.</p>		<p><b>Finance:</b> Form of Funding: Loans with "soft" interest rate should be lower than 60% of commercial interest rate and loan should cover maximum 50% of total investment costs.</p>

**SME Support Systems and Institutions in the Czech Republic**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<p><b>TRANSFER FOUNDATION</b>  <i>Transfer Foundation</i>  <i>Geologocká 2,</i>  <i>152 00 Praha 5,</i>  <i>Barrandov</i>  <i>Tel.: 02-590 516 or</i>  <i>590 288 or 798 97</i>  <i>89</i>  <i>Fax.: 02-590 209</i></p>	<p>The Transfer Foundation, which offers a variety of business training courses, was established July 30, 1990, in Switzerland under Swiss law. The foundation has established five branch offices in the Czech Republic and Slovakia. All of the start-up capital needed was provided by Swiss government and private companies.</p> <p>Client groups:            Small middle entrepreneurs, who want to get more information about economic problems and who need to improve their managerial and business skills            Managers of already existing companies (middle and lower management)            Starting entrepreneurs who don't have a practical knowledge of business)            Bank managers and staff throughout banking courses</p>	<p><u><b>Training/Education:</b></u>            Transfer offers a variety of business courses to a variety of client groups.</p> <p>The main course is called Company Operations and Management (Podnikov hospodarstvi a management). This is a one-year part-time course, combining home-study. During these seminars, the materials studied at home are discussed as well as case studies on various subjects. The course is divided into four quarters with subjects including: market economy, human resource management, quality management, accounting.</p>	

**SME Support Systems and Institutions in Hungary**

### SME Support Systems and Institutions in Hungary: Matrix

Organization	Information	Counselling	Training	Finance	Others
Business Basics Foundation	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Business Incubators	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
Centre for Private Enterprise Development Foundation	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Credit Guarantee Bank				<input checked="" type="checkbox"/>	
Hungarian Agricultural Chamber	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		
Hungarian Bank of Investment and Development				<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Hungarian Chamber of Commerce and Industry	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Hungarian Chamber of Handicrafts	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		
Hungarian Foundation for Enterprise Promotion	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Hungarian Industrial Association	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Hungarian-American Enterprise Fund				<input checked="" type="checkbox"/>	
Institute for Small Business Development	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
Livewire		<input checked="" type="checkbox"/>			
Local Authorities	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
Local Enterprise Agencies (19 Regions)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Ministry of Employment	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Ministry of Environment and Regional Policy				<input checked="" type="checkbox"/>	
Ministry of Industry and Trade				<input checked="" type="checkbox"/>	
National Association of Entrepreneurs	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
National Association of Trade Corporations	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
National Bank of Hungary				<input checked="" type="checkbox"/>	
National Federation of Traders and Caterers		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Rural Credit Guarantee Foundation					<input checked="" type="checkbox"/>
SEED Foundation	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Small Business Guarantee Fund				<input checked="" type="checkbox"/>	

**SME Support Systems and Institutions in the Hungary**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>BILATERAL DONOR COUNTRIES</b>	Bilateral donor countries provide technical assistance to establish SME support institutions and promote various projects. I.e. business meetings, development of training materials etc. Funding of different financial schemes.		<b>Finance:</b> Different financial schemes for more details see there.

**SME Support Systems and Institutions in the Hungary**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>BUSINESS BASICS FOUNDATION (BB Foundation)</b> <i>1126 Budapest Boszormenyi u. 8 Tel/Fax: (36) 1 1562357 (36) 1 2014601 E-mail: BBF@ind.eunet.hu</i>	Non for profit organisation, foundation established by ministries, business associations etc. 4 full time staff. Development of incubator house handbook.	<u><b>Information:</b></u> Publication for entrepreneur doctors, family business conferences. <u><b>Counseling:</b></u> Marketing, business planning, financial planning. 800 clients in 1995. <u><b>Training/Education:</b></u> 2 training's for family businesses, 2 for women entrepreneurs.	

**SME Support Systems and Institutions in the Hungary**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>BUSINNES INCUBATOR AND MANAGED WORKSPACES</b> <i>(have an association to be contacted through the SEED foundation)</i>	Funded by local authorities, central government, HFEP/PHARE and private capital. Various in sectorial preferences dealing with start-up etc.	<b><u>Information:</u></b> Provision of various information and advice and common services for the tenants.	<b><u>Other:</u></b> Usually subsidised rental fees for start-up companies.



**SME Support Systems and Institutions in the Hungary**

Organization	Nature of Organization	Information/Counseling/Training	Finance/Other
<b>CREDIT GUARANTEE Pic</b> <i>1126 Budapest</i> <i>Boszormenyi u 24</i> <i>Tel.: (36) 1 1552722</i> <i>Fax: (36) 1 1554763</i> <i>E-mail: -</i>	Non for profit organisation, established by the government, banks and business associations to provide guarantee for companies under 300 employees. Capital HUF 6,6 billion. 41 staff. Operates through banks with a separate evaluation system. The government established a Small Business Guarantee Fund mainly to re-guarantee the commitments of the CG plc up to 70%.		<b>Finance:</b> Guarantees loans between 3 months and 15 years. Max 80% of the total value of the loan plus connected interest and duties, up to HUF 200m. One off fee is 1% plus annual 2-4%. No of guarantees 805.

**SME Support Systems and Institutions in the Hungary**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>ELETPALYA ALAPITVANY (Livewire)</b> <i>1037 Budapest, Bojtar u. 66 Tel/Fax: (36) 1 2502453 (till the end of March 1995)</i>	Non for profit organisations, foundation to promote young start up enterprises between the age 18-30. Shell supported. 4 full time staff and network consultants. Annual business start-up award competition.	<u><b>Counseling:</b></u> Free of charge business planning counselling for young entrepreneurs, 587 clients, 122 business plans prepared 1995.	

**SME Support Systems and Institutions in the Hungary**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>EUROPEAN BANK FOR RECONSTRUCTION AND DEVELOPMENT</b> <i>Resident Office</i> <i>1072 Budapest</i> <i>Rakoszi u. 42</i> <i>Tel: (36) 1 2666000</i> <i>Fax: (36) 1 2666003</i> <i>E-mail: -</i>	<p>Established in April 1991 to promote the restructuring of Central and Eastern European countries. Budapest office was opened in 1992. Equity investments and loans.</p> <p>An agricultural reconstruction loan scheme operated through four commercial banks.</p>		<p><b>Finance:</b></p> <p>Agricultural restructuring loan to finance agricultural and food industry investments max. amount USD 5,000,000 equivalent HUF, interest rate NBH+2,5%, loan period max. 10ys, grace period max. 3ys.</p>

**SME Support Systems and Institutions in the Hungary**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>HUNGARIAN AGRICULTURAL CHAMBER</b> <i>1136 Budapest Lajos und 160-162 Tel.: (36) 1 1686890 Fax: (36) 1 1886554 E-mail: -</i>	See as the Hungarian Chamber of Commerce, members are mainly enterprises from the agricultural sector.	<u><b>Information:</b></u> Provide basic information (legal, commercial, trade etc.). Exhibitions and trade fairs.  <u><b>Training/Education:</b></u> Variety of training programmes, mainly technical skills.	

**SME Support Systems and Institutions in the Hungary**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>HUNGARIAN AMERICAN ENTERPRISE FUND</b> <i>1088 Budapest Rakoczi u. 1-3.            Tel.: (36) 1 266 7175            Fax: (36) 1 266 7086            E-mail: 102445@compuserve.com</i>	Non for profit organisation, established by the Federal Government of the USA to promote the private sector through financial programs, with a USD 70 million starting capital. Investment related technical assistance.		<b>Finance:</b> Microcredit program, NB rate, loan period max. 3ys, amount between 0,3-2 million HUF. 60 loans have been disbursed. Equity investment program between USD 1,000,000-3,000,000

**SME Support Systems and Institutions in the Hungary**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>HUNGARIAN BANK FOR INVESTMENT AND DEVELOPMENT (HBID)</b> <i>1051 Budapest Nador und 31</i> <i>Tel.: (36) 1 153 0222</i> <i>Fax: (36) 1 1530909</i> <i>E-mail: -</i>	<p>Government owned agency with a network of 4 regional venture capital companies mainly owned by HBID and local authorities with a total equity of HUF 3.1 billion.</p> <p>Not specially small business focused.</p> <p>An SME investment loan is operated and available through 3 commercial banks.</p>		<p><b>Finance:</b></p> <p>Ventures capital for a period of 4-5 years, up to 300 employees, equity between HUF 5-50 million, min 25% ownership.</p> <p>SME investment loan funded by the German KfW, max. number of employees 500, max. Amount DEM 4m equivalent HUF, loan period up to 10ys, max. 2ys grace period, interest rate is NB + 2%. Long term development loans.</p> <p><b>Other:</b></p> <p>Industrial zone and industrial park projects, mainly in the Eastern region of Hungary.</p>

**SME Support Systems and Institutions in the Hungary**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<p><b>HUNGARIAN CHAMBER OF COMMERCE AND INDUSTRY</b>  <i>1055 Budapest                      Kossuth ter 6-8                      Tel.: (36) 1 1533333                      Fax: (36) 1 269 4628</i></p>	<p>Public law institution, established to promote the development of the economy, the security of business transactions and fairness of marketing conduct etc. Compulsory membership. Operates on a regional basis, 20 member chambers.</p>	<p><b><u>Information:</u></b>                      Provide business information through its regional information offices, match-making, partner seeking, publications.</p> <p><b><u>Counseling:</u></b>                      Counselling on management, marketing, financing, investment regulations and opportunities etc.</p> <p><b><u>Training/Education:</u></b>                      Various training programmes and seminars i.e. customs tariffs and regulations, authentication's of trade documents etc. . Various training programmes and seminars i.e. customs tariffs and regulations, authentication's of trade documents etc.</p>	

**SME Support Systems and Institutions in the Hungary**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>HUNGARIAN CHAMBER OF HANDYCRAFTS</b> <i>1101 Budapest Salgotarjani und 20. Tel.: (36) 1 2605660 Fax: (36) 1 2624497 E-mail: -</i>	See as the Hungarian Chamber of Commerce, members are mainly very small businesses, craftsmen.	<u><b>Information:</b></u> Provide basic information (legal, commercial, trade etc.). Partner search. Exhibitions and trade fairs.  <u><b>Training/Education:</b></u> Variety of training programmes, mainly technical skills.	



**SME Support Systems and Institutions in the Hungary**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<p><b>HUNGARIAN FOUNDATION FOR ENTERPRISE PROMOTION (HFEP)</b>  <i>1115 Budapest Etele ut 68</i>  <i>Tel.: (36) 1 2030348</i>  <i>Fax: (36) 1 2030377</i>  <i>E-mail: info@mva.hu</i></p>	<p>Non for profit organisation, foundation established by the government, banks and business associations with the aim to promote privately owned SMEs. Supported by the PHARE SME Programme and the Ministry of Industry. 30 staff in Budapest. Programmes aiming at the development of business culture including development of training materials and publications, range of financial schemes, support the institutional background of SME development in Hungary though the establishment of a network of 19 Local Enterprise Agencies (LEAs), the Innostart and the Euroinfo Centre and grant programmes for business associations. Financial schemes available mainly through commercial banks.</p>	<p><b>Information:</b>            Publication of research materials on the SME sector.</p> <p>Handbooks in different business topics i.e. setting up a business, testing a business idea, business planing etc.</p> <p>LEAs have a wide range of information and advisory services.</p> <p><b>Counseling:</b>            LEAs run a wide range of counselling services 12,500 registered clients in 1994.</p> <p>Counsaltancy programme for start-up enterprise up to 4ys co-funded by the German Government. Network of 60 consultants, grant up to 80%, in the fields of evaluation of business ideas, funding, marketing strategy etc. 160 clients in 1995.</p> <p><b>Training/Education:</b>            Direct grant scheme to support a variety of business training programmes up to 50% and HUF 50th of the cost of the training, 886 grants in 1995.</p> <p>Development of training materials: Success in Business, Start Your Own Business</p> <p>LEAs run a wide range of training programmes and seminars 7,000 participants in 1994.</p>	<p><b>Finance:</b>            PHARE loan programme up to HUF 10m, max. loan period 7ys, grace period max. 2ys, interest rate is 28% Involves National Bank and commercial bank resources. 650 loans have been disbursed.</p> <p>Microcredit programme for small start-up business, up to HUF 850,000, max. loan period 3ys, max. 6 months grace period, interest rate is 24% 4,670 loans have been disbursed. Available at the LEAs.</p> <p>Reorganisation start loan programme to purchase assets of companies under liquidation. Conditions same as the Start loan programme (see at NBH). 23 loans have been disbursed.</p> <p>Start guarantee fund operated by HFEP funded by the German Government max. collateral is 80% of the loan amount, annual guarantee fee is 4%. Currently 358 guarantees.</p> <p>Energy rationalisation loan scheme funded by the German Government max. loan amount is HUF 50m, interest rate 50% NBH+ 3,5%, loan period max. 8ys, grace period max. 2ys.</p> <p><b>Other:</b>            Several LEAs operate incubator house, managed, workspace, participate in industrial park projects.</p>

**SME Support Systems and Institutions in the Hungary**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>HUNGARIAN INDUSTRIAL ASSOCIATION</b> <i>1146 Budapest</i> <i>Thokoly u. 58-60</i> <i>Tel: (36) 1 3435140</i> <i>Fax: (36) 1 3435521</i> <i>E-mail: -</i>	Voluntary business association of co-operatives and economic associations. 19 regional, 10 professional and associated member organisations. 3000 members, mainly light, chemical, machine industry, construction. Services are free of charge or subsidised for the members.	<p><b><u>Information:</u></b>                      Various advisory services in the regional organisations. Publications of "who produce what" on the members. Business match making.</p> <p><b><u>Counseling:</u></b>                      Financial, accounting, taxation, customs, quality control, marketing and legal counselling etc.</p> <p><b><u>Training/Education:</u></b>                      Different training programmes through the regional organisations, including technical skills development.</p>	

**SME Support Systems and Institutions in the Hungary**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>HUNGARIAN INVESTMENT AND TRADE DEVELOPMENT AGENCY (ITD Hungary)</b> <i>1051 Budapest Dorottya u 4.                      Tel: (36) 1 2667034                      Fax: (36) 1 1183732                      E-mail: ITDH@mail.datanet.hu</i>	Government owned agency to promote international economic relations and business endeavours, with a network of 7 offices. Organises seminars, conferences, business meetings. Sectorial marketing programmes. Not specifically small business focused organisation.	<p><b><u>Information:</u></b>                      Legal, financial and regulatory advice. Operates the Euroinfo Centre (partly funded by HFEP/PHARE), BRE, BC-NET and other databases. Match making, partner search, subcontracting Publications on foreign trade.</p> <p><b><u>Counseling:</u></b>                      Counselling on foreign trade, export-marketing, customs, transport, project planning, product development etc.</p>	

## SME Support Systems and Institutions in the Hungary

Organization	Nature of Organization	Information/Counseling/Training	Finance/Other
<b>INSTITUTE FOR SMALL BUSINESS DEVELOPMENT (ISBD)</b> <i>1024 Budapest,            Margit krt 85            Tel.: (36) 1 155637            Fax: (36) 1 1566491            E-mail:-</i>	State (M I T) funded research institution with staff of 15. Establishment of SME observatory network. Co-ordination of SME development institutions Research on the SME sector.	<u>Information:</u> Provides information/databases on loan schemes, trade fairs, taxation, exhibitions, free industrial capacities etc.  Publication of research on the status of the SME sector.	

**SME Support Systems and Institutions in the Hungary**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT</b> <i>(World Bank)</i> 1065 Budapest Nagymezo u 44 Tel: (36) 1 2690389 Fax: (36) 1 2680396 E-mail: -	Budapest office was established in 1992.  Loan schemes, operated by commercial banks.		<u><b>Finance:</b></u> Industrial restructuring programme to promote the development of the SME sector, max. amount USD 10,000,000 HUF equivalent. Loan period 10ys, grace period 3ys.  Integrated agricultural export programme to promote the small scale food industry. Conditions same as above.  Product market development programme to promote SMEs in the field of marketing and trade. Conditions same as above.

## SME Support Systems and Institutions in the Hungary

Organization	Nature of Organization	Information/Counseling/Training	Finance/Other
<b>LOCAL AUTHORITIES</b>	Local authorities responsible for local planning and development.	<u>Information:</u> Some host LEA sub-offices, which provide wide range of SME support services.	<u>Other:</u> Support setting up of industrial sites and managed workshop centres for small businesses.

## SME Support Systems and Institutions in the Hungary

Organization	Nature of Organization	Information/Counseling/Training	Finance/Other
<p><b>LOCAL ENTERPRISE AGENCIES (LEAs)</b> <i>(full list available at HFEP)</i></p>	<p>19 non profit organisations, foundations with the aim to promote SMEs on county level (or capital). Founders include HFEP/PHARE, SMEs, local governments, banks, business associations, chambers etc. Each LEA has a network of 5-20 sub-offices and staff of 10-25. Services are subsidised. Each has a network of external counsellors/consultants and trainers.</p>	<p><b>Information:</b> Wide range of basic advisory services available in the sub-offices. Business libraries and catalogues. Databases on matchmaking, business sites, partner search, regulations, loan possibilities etc. Organisation and support of trade fairs, exhibitions and business meetings.</p> <p><b>Counseling:</b> Various counselling services with the involvement of external counsellors/consultants on business planning, taxation, legal issues, marketing, finance, loan applications, exporting, patenting etc. Some charge may apply. 12,500 registered clients 1994.</p> <p><b>Training/Education:</b> Training programmes with a variety in length and topics i.e. idea generating, start-up courses, business planning, PC skills, marketing, export, growth management etc. 7,000 participants in 1994. Seminars on taxation, finance etc.</p>	<p><b>Finance:</b> Operate the micro-credit scheme of HFEP.</p> <p>Exhibition and trade fair grants.</p> <p><b>Other:</b> Incubator houses managed workspaces at 8 location, with different sectorial preferences. Participation in industrial park projects.</p>

**SME Support Systems and Institutions in the Hungary**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>MINISTRY FOR ENVIRONMENT AND REGIONAL POLICY</b> <i>1011 Budapest Főu 44-50</i> <i>Tel: (36) 1 201 41 33</i> <i>Fax: (36) 1 201 3653</i>	Provide funds to promote regional development purposes, network of 2 Regional Development Agencies in the north-east of Hungary, partly funded by EU PHARE (network to be extended)		<b>Finance:</b> Support of regional development programmes through direct and repayable grants and interest subsidy in selected regions of Hungary. Support of <ul style="list-style-type: none"> <li>- investments aiming at job creation.</li> <li>- Infrastructural developments</li> <li>- incubators and industrial parks, village</li> <li>- tourism projects, training, etc.</li> </ul>



## SME Support Systems and Institutions in the Hungary

Organization	Nature of Organization	Information/Counseling/Training	Finance/Other
<b>MINISTRY OF EMPLOYMENT</b> <i>1051 Budapest  Roosevelt ter 7-8.  Tel.: (36) 1  3022100  Fax: (36) 1  1116037</i>	Responsible for government founded 20 Labour Offices and 7 Regional Retraining Centres.  Programmes for unemployed start-up entrepreneurs.	<u><b>Information:</b></u> For unemployed start-up SMEs max. 50% subsidised advisory/counselling programme. <u><b>Counseling:</b></u> For unemployed start-up SMEs max. 50% subsidised advisory/counselling programme. <u><b>Training/Education:</b></u> Wide range of training programmes with SME modules.  For unemployed start-up SMEs max. of 50% subsidised training programmes in starting up a business.	<u><b>Finance:</b></u> Grants support investment generating more employment.  Unemployment benefit is available for a maximum of six month period after the launch of business. 41 00 clients in the first half of 1995.

**SME Support Systems and Institutions in the Hungary**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<p><b>MINISTRY OF INDUSTRY AND TRADE (MIT)</b>  <i>Headquarters:</i>  1810 Budapest,  Honved u 13-15  Tel: (36) 1 3022355  Fax: (36) 1 3022394  <i>SME Department:</i>  1051 Budapest,  Vigadó u 6; Tel: (+36) 1185044  Fax: (+36) 11187115</p>	<p>Main government ministry responsible for SMEs. Has a department of 19 staff with the responsibility to: examine the effect of new laws influencing the SME sector to develop an SME support policy for the government. (Small firm defined as up to 50 employees, net income up to HUF 500 m balance sheet footing up to HUF 200m)</p> <p>MIT provides funding for the activities of a number of institutions, including HFEP, ISBD, OMFB.</p>		<p><b>Finance:</b></p> <p>Support of economic development through direct and repayable grants and interest free loans in the field of introduction of Hungarian products to foreign markets, establishment of industrial parks and incubators, organisation of trade fairs, business delegations, etc.</p> <p>Support of tourism development through direct and repayable grants in the fields of marketing, village and health tourism etc.</p>

**SME Support Systems and Institutions in the Hungary**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>NATIONAL ASSOCIATION OF ENTREPRENEURS</b> <i>1087 Budapest                      Konyves Kalman                      krt 44                      Tel: (36) 1                      2102550                      Fax: (36) 1                      2699226</i>	Voluntary business association, 6,000 members, staff of 15 in Budapest. Services are free of charge or subsidised for the members.	<u><b>Information:</b></u> Various advisor services, business match making, databases on business offers, company information.  <u><b>Counseling:</b></u> Various counselling services.	

**SME Support Systems and Institutions in the Hungary**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<p><b>NATIONAL ASSOCIATION OF TRADE CORPORATIONS</b>  <i>1054 Budapest                      Kalman Imre u 20                      Tel: (36) 1 2692940                      Fax: (36) 1 2692957                      E-mail: -</i></p>	<p>Voluntary business association of craft and trade businesses, 120,000 members, regional offices in each of the counties and Budapest, 23 professional members. Services are free of charge or subsidised for the members.</p>	<p><b><u>Information:</u></b>                      Various advisory services in the regional organisations. Business match making and various databases on legal regulations, business offers, exhibitions.</p> <p><b><u>Counseling:</u></b>                      Financial, accounting, taxation, customs, quality control, marketing and legal counselling etc.</p> <p><b><u>Training/Education:</u></b>                      Training are various in the regional branches, including technical skills education.</p>	

**SME Support Systems and Institutions in the Hungary**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<p><b>NATIONAL BANK OF HUNGARY (NBH) AND COMMERCIAL BANKS</b>  <i>National Bank of Hungary</i>  <i>1054 Budapest Szabadsag ter 8-9</i>  <i>Tel.: (36) 1 3023000</i>  <i>Fax: (36) 1 3323913</i></p>	<p>The state central bank provides a number of financial schemes partly or totally bilaterally or multilaterally funded, operated through commercial banks. World Bank loans are available through NBH as well.</p>		<p><b>Finance:</b>  E-loan to promote purchase of state owned properties, max. HUF 50m and 50% of the total purchase interest rate max. 7%, loan period max. 15ys, grace period max. 3ys.</p> <p>Start loan with the 50% support of the Government of Germany to promote the growth of the SNE sector. Companies should be younger than 3ys, max. Employees 150, max. amount is DEM 250,000 equivalent HUF, interest rate 75% NBH+max2%. Max loan period 15ys, max. grace period 2ys. Guarantee fund is available (see HFEP),</p> <p>Japanese SME loan, funded by the EXIMBANK of Japan to support the growth of the SME sector, max. number of employees 200, max. amount JPY 1,3 billion equivalent HUF, max. loan period 12ys, max. grace period 3ys, interest rate is HNB 75%+2%. Economic development loan scheme max. 90% of the total loan with interest rate HNB+1,5%, max. loan period 7ys, max. grace period 2ys.</p> <p>"25% loan scheme" for SMEs with less than 60 employees, max. 25% of the total investment, loan period max. 7ys, grace period max. 2ys, interest rate NBH+1,5%.</p> <p>Donor funded loan schemes to support imports from a particular country.</p>

Organization	Nature of Organization	Information/Counseling/Training	Finance/Other
<p><b>NATIONAL COMMITTEE FOR TECHNOLOGICAL DEVELOPMENT</b>  <i>1052 Budapest Szervita ter 8</i>  <i>Tel: (36) 1 1175900</i>  <i>Fax: (36) 1 1187998</i>  <i>E-mail: -</i></p>	<p>Government agency with national authority under the MIT to develop and oversee the implementation of the science and technology strategy of the government. Funded by MIT. Staff of 190.</p>		<p><b>Finance:</b>                      Repayable grant scheme to support the technology development aspects of economic development support programmes, described at MIT.</p> <p>Repayable grant scheme to support applied research and product development, max. 3ys repayment period, max. 1y grace period, small business receives 25% of the support as direct grant. Max amount HUF 20m.</p>

**SME Support Systems and Institutions in the Hungary**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>NATIONAL FEDERATION OF TRADERS AND CATERERS</b> <i>1061 Budapest Andrassy u. 43 Tel: (36) 1 3425574 Fax: (36) 1 3225299 E-mail: -</i>	Voluntary business association of trade, catering industry and tourism. 24,000members. 20 regional and 2 professional member organisations. Services are free of charge or subsidised for the members.	<u><b>Information:</b></u> Various advisory services in the regional organisations. Business match Making. <u><b>Counseling:</b></u> Financial, accounting, taxation, customs, quality control, marketing and legal counselling etc. <u><b>Training/Education:</b></u> Different training programmes through the regional organisations, including technical skills development.	

**SME Support Systems and Institutions in the Hungary**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>RURAL CREDIT GUARANTEE FOUNDATION</b> <i>Tel/fax: (36) 1 3311349 E-mail: -</i>	Non for profit organisation, foundation established by the Ministry of Agriculture, banks and the PHARE programme to provide guarantee to companies up to 150 employees in the agricultural sector. Operates through banks with a separate evaluation system. 5 member staff, HUF 5,5 billion capital.		<b>Finance:</b> Guarantees medium - long term loans, max. loan amount HUF 50m, max. guarantee is 50%, guarantee free is 2-4%. No of guarantee is 1,900.



**SME Support Systems and Institutions in the Hungary**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>SEED FOUNDATION</b> <i>1024 Budapest, Romer F. Und 47- 49 Tel/Fax: (36) 1 2122179  1987</i>	Non for profit organisation, established by ministries, business associations etc. 4 full time staff. Development of incubator house handbook.	<u><b>Information:</b></u> Publications on entrepreneur doctors, family business conferences. <u><b>Counseling:</b></u> Marketing, business planning, financial planning. 800 clients in 1995. <u><b>Training/Education:</b></u> 2 training's for family businesses, 2 for women entrepreneurs.	

**SME Support Systems and Institutions in the Hungary**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>SMALL BUSINESS GUARANTEE FUND</b> <i>1951 Budapest Roosevelt ter 7-8 Tel/Fax: (36) 1 1110057 E-mail: -</i>	Funded by the government to re-guarantee the commitments of the Credit Guarantee Fund up to 70%. Liquidation interest subsidy scheme is operated through commercial banks.		<b>Finance:</b> Liquidation interest subsidy scheme for max. 5ys to support the purchase of properties of companies under liquidation beneficiary company max. 300 employees, max. loan amount HUF 100m which is 25% refinanced by NBH, loan period max. 15ys, grace period max. 3ys. First y max. subsidy 70% of NBH rate then decreasing.

## SME Support Systems and Institutions in the Hungary

Organization	Nature of Organization	Information/Counseling/Training	Finance/Other
<p><b>THE CENTRE FOR PRIVATE ENTERPRISE DEVELOPMENT FOUNDATION</b>                      1012 Kuny                      Domokos 13-15                      Tel/fax: (36) 1 175 3402                      E-mail:                      cped@magnet.hu</p>	<p>Non profit organisation, foundation. 4 full time staff. Mainly funded by the USAID. Services are substantially subsidised.</p>	<p><u>Information:</u>                      Off line business databases on the USA, (export-import, foreign trade regulations etc.)</p> <p><u>Counseling:</u>                      Comprehensive business counselling. 45 clients in 1995.</p> <p><u>Training/Education:</u>                      Business training programmes between 12-60 hours. 700 participants in 1995. Video on basic entrepreneur skills.</p>	

**SME Support Systems and Institutions in Poland**

**SME Support Systems and Institutions in Poland: Matrix**

Organization	Information	Counselling	Training	Finance	Others
Agency for Industrial Development					☒
Association of Organisers of Innovation and Enterprise Centres	☒		☒		
Bank Gospodarstruo Krajourego				☒	
Bank of Socio-Economic Initiatives				☒	☒
Business Centre Club					☒
Business Support Centres	☒	☒	☒		
Caresbac-Polska				☒	
Central Labour Office			☒	☒	
Centre for Advancement of Women		☒	☒		
Citizens Democracy Corps		☒		☒	
Convention of Polish Entrepreneurs, Tradesmen and Food Producers					☒
Cooperation Fund-Euro Information	☒				
Foundation for Social and Economic Initiatives	☒	☒	☒		
Foundation in Support of Local Democracy	☒		☒		
Local Initiatives Programme		☒			
MBA Enterprise Corps		☒			
Micro Fund				☒	
Ministry of Industry and Commerce				☒	☒
Ministry of Labour and Social Policy	☒	☒	☒	☒	☒
Ministry of Privatisation		☒	☒		☒
NSZZ Solidarnosc Economic Foundation	☒	☒	☒		☒
Polish Agency for Regional Development			☒	☒	☒
Polish Business Advisory Service		☒	☒		☒
Polish Chamber of Commerce	☒		☒		☒
Polish Federation of Independent Entrepreneurs	☒				☒
Polish Foundation for SME Promotion and Development	☒	☒	☒	☒	☒
Polish-American Enterprise Fund	☒		☒	☒	

## SME Support Systems and Institutions in Poland: Matrix

Organization	Information	Counselling	Training	Finance	Others
Polish-American Small Business Advisory	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Polish-British Enterprise Project		<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>
Regional Chambers of Industry and Commerce	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Regional Development Agencies	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Regional Management Centres			<input checked="" type="checkbox"/>		
Sectoral Chambers					<input checked="" type="checkbox"/>
Union of Polish Crafts	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Vovoidship Offices	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>

**SME Support Systems and Institutions in Poland**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>AGENCY FOR INDUSTRIAL DEVELOPMENT</b> <i>Warszawa 00-930 ul. Wspólna 4 661-81-11/ 628-79.54</i>	joint stock company created by the government (State Treasury), Scientific Research Committee (KBN), supervised by the Ministry of Industry and Trade		<b>Other:</b> supporting regional development agencies
<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>ASSOCIATION OF ORGANISERS OF INNOVATION AND ENTERPRISE CENTRES</b> <i>Poznan 61-131 ul. Polanka 3 77-17-51/ 7718-31</i>	association established in 1992, promotion and support to Business Incubators and Science Parks, co-operation with other institutions and donors (World Bank, EU)	<b>Information:</b> information about business incubators and science parks activities  <b>Training/Education:</b> training courses for business incubators organisers	

**SME Support Systems and Institutions in Poland**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>BANK GOSPODARSTW A KRAJOWEGO</b> <i>Warszawa 00-958 ul. Kucka 7/9 658-66-89/ 658-66- 83</i>			<b>Finance:</b> Loan Guarantee Fund - guarantees up to 60% of a loan issued to firms which employ up to 250 persons, annual profit not greater than 20 million ECU (programme financed by the State budget)



**SME Support Systems and Institutions in Poland**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>BANK OF SOCIO-ECONOMIC INITIATIVES (BISE)</b> <i>Warszawa 00-060 ul. Królewska 27 27-77-80/ 27-78-24</i>	bank established by Caisse Centrale de Credit Cooperatif, FISE partner		<b>Finance:</b> credits for SME <b>Other:</b> equipment leasing

**SME Support Systems and Institutions in Poland**

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<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>BUSINESS CENTRE CLUB</b> <i>Warszawa 00-136 pl. Zelaznej Barmy 3 625-30-37</i>	entrepreneurs association		<u>Other:</u> business lobbying

**SME Support Systems and Institutions in Poland**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>BUSINESS SUPPORT CENTRES, INFORMATION CENTRES</b>	BSC - advisory centres (over 30) created by regional development agencies and local chambers of commerce, located in various parts of the country, financed by the Co-operation Fund (SME/ PSD Programmes), 3 Information Centres	<p><b><u>Information:</u></b> BSC, IC - Info on legal matters, data base: credit lines, insurance companies, tax issues, potential business partners</p> <p><b><u>Counseling:</u></b> BSC - majority of services - consulting - planning, marketing, business plans, finance, legal issues</p> <p><b><u>Training/Education:</u></b> BSC - start-ups, company specific</p>	

**SME Support Systems and Institutions in Poland**

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<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>CARESBAC-POLSKA</b> <i>Warszawa 00-635 ul. Polna 40 25-62-05</i>	venture capital company founded by CARESBAC (USA), the Co-operation Fund and USAID		<b>Finance:</b> venture capital - total investment in business - 50,000 to 400,000 USD, 25 to 45% of the total equity of the company, only existing companies

**SME Support Systems and Institutions in Poland**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>CENTER FOR THE ADVANCEMENT OF WOMEN</b> <i>Warszawa 00-660 ul. Lwowska 17 m 3 29-92-57</i>	foundation supported by the govern. Of Norway, Canada, Switzerland, Bathory Foundation	<u><b>Counseling:</b></u> consulting services <u><b>Training/Education:</b></u> training courses for women - "eco-business" courses, management, accountancy, marketing	

**SME Support Systems and Institutions in Poland**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>CENTRAL LABOUR OFFICE</b> <i>Warszawa 00-349 ul. Tamka 1 26-70-61</i>	central administration office responding to the Ministry of Labour, managing the network of voivodship and local labour offices in Poland, allocation of the Labour Fund which is partly used for start up loans for the unemployed	<u><b>Training/Education:</b></u> training courses for the unemployed who want to start their own businesses	<u><b>Finance:</b></u> low interest start-up loans for the unemployed offered by local labour offices

**SME Support Systems and Institutions in Poland**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>CITIZEN'S DEMOCRACY CORPS</b> <i>Warszawa 00-667 ul. Koszykowa 60/ 62 m 10 29-42-94/ 525-70- 85</i>	agency financed by USAID providing SMEs with consultancy (volunteers - senior business experts)	<u><b>Counseling:</b></u> consultants (volunteers) - indiv. SME (6 - 8 months of service) - management, marketing, finance	

**SME Support Systems and Institutions in Poland**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>CONVENTION OF POLISH ENTREPRENEU RS; TRADESMEN AND FOOD PRODUCERS</b> <i>Warszawa 01-504 ul. Golebbiowskiego 5 392345/</i>	entrepreneurs association		<u><b>Other:</b></u> business lobbying



**SME Support Systems and Institutions in Poland**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>COOPERATION FUND - EURO INFO</b> <i>Warszawa 00-503 ul. Zurawia 6/12 625-13-19/ 625-12- 90</i>	Information Centre - financed by Phare (Co- operation Fund)	<u><b>Information:</b></u> information on EC development and research programmes, business partners, EU rules and standards, economy and trade	

**SME Support Systems and Institutions in Poland**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>FOUNDATION FOR SOCIAL AND ECONOMIC INITIATIVES (FISE)</b> <i>Warszawa 00-054 ul. Jasna 22 27-21-31/ 27-67-21</i>	foundation established to support SME development, runs the network of the Local Initiatives Agencies (14)	<u><b>Information:</b></u> Local Initiatives Agencies - advice start-ups <u><b>Counseling:</b></u> Local Initiatives Agencies <u><b>Training/Education:</b></u> Local Initiatives Agencies - training courses for start-ups	

**SME Support Systems and Institutions in Poland**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>FOUNDATION IN SUPPORT OF LOCAL DEMOCRACY</b> <i>Warszawa 02-078 ul. Krzywickiego 9 625 25 57</i>	foundation established in order to promote local democracy and SMEs	<p><b><u>Information:</u></b>                      in co-operation with Polish-Am. Enterprise Fund runs the network of Polish-American Enterprise Clubs - domestic and international business partners, fairs, meetings with the officials, banks</p> <p><b><u>Training/Education:</u></b>                      Polish-American Enterprise Clubs - training workshops, discussion and the exchange of experiences</p>	

## SME Support Systems and Institutions in Poland

Organization	Nature of Organization	Information/Counseling/Training	Finance/Other
<b>MBA ENTERPRISE CORPS</b> <i>Kraków 31-510 Akademia Ekonomiczna w Krakowie, ul. Rakowicka 27 16-74-82/ 22-68-63</i>	agency financed by USAID providing SMEs with consultancy (volunteers - American graduates of business schools)	<u>Counseling:</u> consultants (volunteers) working with Polish firms - each vol. Spends one or two years transferring knowledge and skills	

**SME Support Systems and Institutions in Poland**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>MICRO FUND</b> <i>Warszawa 00-680</i> <i>ul. Poznanska 16</i> <i>622-26-44</i>	credit programme financed by USAID		<b>Finance:</b> 7 pilot programmes - Gdynia, Piaseczno, Kódz, Gorlice, Torun, Starogard, Gd., Kraków - local representatives recommend potential loanees; credit (36% annually) up to 5,000 PLN, companies which employ up to 10 persons existing longer than 3 months

## SME Support Systems and Institutions in Poland

Organization	Nature of Organization	Information/Counseling/Training	Finance/Other
<b>MINISTRY OF INDUSTRY AND COMMERCE</b> <i>Warszawa 00-926 ul. Wspólna 4 661-87- 51/ 628-17-58</i>	the Ministry responsible for SME policy (Department of Industrial Strategy and Policy), co-ordination of SME support programmes (Phare - SME/ PSD)		<b>Finance:</b> 25 million PLN - Loan Guarantee Fund established in Bank Gospodarstwa Krajowego

**SME Support Systems and Institutions in Poland**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>MINISTRY OF LABOUR AND SOCIAL POLICY</b> <i>Warszawa 00-513 ul. Nowogrodzka 1/3 628-77-34/ 628-40- 48</i>	the Ministry responsible for labour market policy - SME development regarded as a mean of unemployment counteraction; implementation of the World Bank Programme TOR 10 ("Micro Enterprise Development")	<u><b>Information:</b></u> TOR 10 - Business Support Centre's network (27) created within regional development agencies; information about credit lines, technology, business partners <u><b>Counseling:</b></u> TOR 10 - Business Support Centres (27): marketing, finance, management <u><b>Training/Education:</b></u> TOR 10 - Business Support Centre (27): training courses for future entrepreneurs (the unemployed) and existing entrepreneurs	<u><b>Finance:</b></u> TOR 10 - Business Development Fund - start-up loans <u><b>Other:</b></u> TOR 10 - creation of business incubators (30)

**SME Support Systems and Institutions in Poland**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>MINISTRY OF PRIVATIZATION</b> <i>Warszawa 00-522 ul. Krucza 36 628-02-81/ 625-11- 14</i>	Department of SME Privatisation - direct privatisation of small and medium sized state-owned enterprises (through liquidation)	<u><b>Counseling:</b></u> Privatisation Support Initiatives Programme <u><b>Training/Education:</b></u> Privatisation Support Initiatives Programme	<u><b>Other:</b></u> direct privatisation of small and medium sized state- owned enterprises



**SME Support Systems and Institutions in Poland**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>NSZZ</b> <b>"Solidarnosc"</b> <b>ECONOMIC</b> <b>FOUNDATION</b> <i>Gdansk 80-855 ul.</i> <i>Waly Piastowskie</i> <i>24</i> <i>31-40-51</i>	foundation - support for SMEs - training, counselling, business data base	<u><b>Information:</b></u> business data base <u><b>Counseling:</b></u> consulting <u><b>Training/Education:</b></u> training courses	<u><b>Other:</b></u> business incubators (the World Bank Project - TOR 10)

**SME Support Systems and Institutions in Poland**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>POLISH - AMERICAN ENTERPRISE FUND</b> <i>Warszawa 02-761            ul. Cypryska 2a            6421143/ 6421143</i>	fund supported by US Government and Congress (initial capital 240. 0000) - credits and education programmes for SMEs	<u><b>Information:</b></u> Polish - American Enterprise Clubs - the network run by the Polish Fund. In Support of Local Democracy	<u><b>Finance:</b></u> Educational Enterprise Foundation - financing training courses for entrepreneurs and managers, post graduate studies, supporting business schools  <u><b>Other:</b></u> The Enterprise Credit Corporation - credits for SMEs (up to 500.000 USD), 30% of own assets in case of start-ups

**SME Support Systems and Institutions in Poland**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>POLISH - AMERICAN SMALL BUSINESS ADVISORY FOUNDATION</b> <i>Warszawa 00-074                      ul. Trebacka 4                      26-35-52</i>	foundation created by the Polish Chamber of Comm. and The Scientex Corp. (Appointed by the US Congress)	<u><b>Information:</b></u> the network of 6 Small Business Advisory Centres - Info: credits, venture capital firms etc. <u><b>Counseling:</b></u> Small Business Advisory Centres - individual counselling - management, finance, foreign trade <u><b>Training/Education:</b></u> Centres - training programmes	<u><b>Other:</b></u> identifying trade partners - promotion

**SME Support Systems and Institutions in Poland**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>POLISH - BRITISH ENTERPRISE PROJECT</b>	British Know-How Fund Project (19. 5000. 000 USD) co-operation with Lublin - Chelm Development Foundation and Bialystok Dev. Found	<u><b>Counseling:</b></u> Marketing Development Programme - low cost marketing consultancy service, development of trade links with SMEs in the UK, market research	<u><b>Finance:</b></u> Loan Guarantee and - up to 70% of loan covered (SMEs - 5 - 100 employees): Equity Investment Fund - participation not to exceed 25% of new investment, shares to be redeemed at term end  <u><b>Other:</b></u> Business Development Programme - capacity building of the business support agencies, development of networks of business incubators

## SME Support Systems and Institutions in Poland

Organization	Nature of Organization	Information/Counseling/Training	Finance/Other
<b>POLISH AGENCY FOR REGIONAL DEVELOPMENT</b> <i>Warszawa 00-503 ul. Zurawia 4A 693-54-53/ 693-54-06</i>	Government agency established in order to support "risk" regions, implementation of STRUDER Programme and the Polish-Swiss Regional Programme	<u>Training/Education:</u> training for start-ups, training fir existing SMEs	<u>Finance:</u> Grant Fund - companies employing up to 100 people, 25% of the value of the investment; Guarantee Fund <u>Other:</u> co-financing of small infrastructural projects related to SME dev.

**SME Support Systems and Institutions in Poland**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>POLISH BUSINESS ADVISORY NETWORKS</b> <i>Warszawa 00-608 al. Niepodleglosci 186 25-97-81/ 25-98-80</i>	Joint stock company established by the Polish Foundation for SME Promotion and Development and the organizations represented in the Foundation's Board.	<u><b>Counseling:</b></u> advisory services in finance, marketing, management and technology transfer for SMEs <u><b>Training/Education:</b></u> training for Polish consultants	<u><b>Other:</b></u> establishment of international business links

## SME Support Systems and Institutions in Poland

Organization	Nature of Organization	Information/Counseling/Training	Finance/Other
<b>POLISH CHAMBER OF COMMERCE</b> <i>Warszawa 00-074 ul. Trebacka 4 26-02- 21/ 27-46-73</i>	association of 500.000 companies and 60 regional chambers of commerce, business lobbying, international co-operation promotion, fairs	<u>Information:</u> Business Information System (OSIG)  <u>Training/Education:</u> training courses for entrepreneurs	<u>Other:</u> business lobbying, export promotion (EXPOM Phare Programme), trade missions, arbitration

**SME Support Systems and Institutions in Poland**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>POLISH FEDERATION OF INDEPENDENT ENTREPRENEU RS</b> <i>Warszawa 02-008 ul. Koszykowa 79 660-70-10/ 660-70- 11</i>	Association of entrepreneurs - representing entrepreneurs to government, collecting suggestions and views on legal changes	<u><b>Information:</b></u> Association periodic - information updating, credits, taxes, legal issues, governmental policy	<u><b>Other:</b></u> SME lobbying



**SME Support Systems and Institutions in Poland**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>POLISH FOUNDATION FOR SME PROMOTION AND DEVELOPMENT</b> <i>Warszawa 00-503 ul. Zurawia 4A 693-58-68/ 693-53-65</i>	foundation registered on September 5, 1995 - the foundation will form the key agency for the support and development of the Polish SME sector, policy towards the SME sector, lobbying; continuation of the SME/ PSD PHARE Programmes, PSD Programme - The Ministry Component (local mutual guarantee funds and other schemes), designing new programmes		

**SME Support Systems and Institutions in Poland**

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<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>REGIONAL CHAMBER OF INDUSTRY AND COMMERCE</b>	over 60 around Poland	<u><b>Information:</b></u> business information <u><b>Counseling:</b></u> consulting and counselling - management, export <u><b>Training/Education:</b></u> training courses for entrepreneurs	<u><b>Other:</b></u> promotion of the region and companies, business lobbying, trade missions

## SME Support Systems and Institutions in Poland

Organization	Nature of Organization	Information/Counseling/Training	Finance/Other
<b>REGIONAL DEVELOPMENT AGENCIES</b> <i>Warszawa 00-635</i> <i>Krajowe Stowarzyszenie Agencji i Fundacji R. R., ul. Polna 40</i> <i>25-80-50/ 25-64-96</i>	Foundations and companies created by voivodship offices, Industrial Development Agency, local governments, majority of them associated (National Association of RDA), selected agencies supported by Coop. Fund (Business Support Centres, Local. Dev. Agencies), other foundations and donors (Phare STRUDER Programme, World Bank - TOR 10)	<u><b>Information:</b></u> data bases for entrepreneurs <u><b>Counseling:</b></u> consulting services for entrepreneurs <u><b>Training/Education:</b></u> training courses	<u><b>Finance:</b></u> loans, venture capital, guarantees, loan subsidies <u><b>Other:</b></u> creation of business incubators, promotion of the regions, creation of local development plans.

## SME Support Systems and Institutions in Poland

Organization	Nature of Organization	Information/Counseling/Training	Finance/Other
<b>REGIONAL MANAGEMENT CENTRES</b>	business schools supported by the British Know-How Fund	<u>Training/Education:</u> business schools in Gdansk, Poznan, Kódz and Lublin	

**SME Support Systems and Institutions in Poland**

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<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>SECTORIAL CHAMBERS</b>			<u>Other:</u> lobbying

**SME Support Systems and Institutions in Poland**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>THE ENTERPRISE CREDIT COOPERATION</b>	fund supported by US Government and Congress (initial capital 240. 0000) - credits and education programmes for SMEs (see: Polish American Enterprise Fund)		<b>Finance:</b> Educational Enterprise Foundation - financing training courses for entrepreneurs and managers, post graduate studies, supporting business schools (see: Polish American Enterprise Fund)

**SME Support Systems and Institutions in Poland**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>UNION OF POLISH CRAFTS</b> <i>Warszawa 00-296 ul. Miodowa 14 311461/ 6357981</i>	association of craftsmen, representing 26 regional chambers of crafts	<u><b>Information:</b></u> market information <u><b>Counseling:</b></u> economic, technological, marketing advisory <u><b>Training/Education:</b></u> management, taxes for craftsmen; vocational training courses	<u><b>Other:</b></u> matching business partners; arbitration, lobbying

**SME Support Systems and Institutions in Poland**

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<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>VOIVODSHIP OFFICES</b>	regional administration offices	<u><b>Information:</b></u> business information, information about organisations and institutions supporting SME development	<u><b>Other:</b></u> creation and implementation of the regional development plans



**SME Support Systems and Institutions in Romania**

**SME Support Systems and Institutions in Romania: Matrix**

Organization	Information	Counselling	Training	Finance	Others
Agricultural Bank		☒		☒	
Association of SME Support			☒		
Business Advisory Centre (several locations)	☒	☒	☒		☒
Business Centre-Transylvania	☒	☒			
Business Incubators (several locations)	☒	☒		☒	☒
Centre for Improvement of Managerial Performance		☒			
Centre for Promotion of Small and Medium Sized Enterprises	☒	☒	☒		☒
Chamber of Commerce and Industry of the Private Entrepreneurs of Bucharest	☒	☒	☒		☒
Chambers of Commerce	☒	☒	☒		☒
Development Chamber Curtia de Arges	☒	☒			☒
Foundation Centre for Promoting Small and Medium Sized Entrepreneurs (several locations)	☒	☒			☒
Foundation Centres for Development of Managment	☒	☒			
Foundation Romanian Centre for Small and Medium Sized Enterprises (CRIMM)	☒	☒	☒		☒
General Union of Romanian Industrialists	☒				☒
General Union of Romanian Manufacturers	☒		☒		☒
Industrial Estates Technology Centre (several locations)	☒	☒			
International Foundation for Management		☒	☒		☒
Ion Tiriac Commercial Bank	☒			☒	
Ministry of Finance				☒	
Ministry of Industry		☒		☒	
Ministry of Labour and Social Protection			☒		
Ministry of Research and Technology				☒	☒
Ministry of Youth	☒		☒	☒	
National Association of the Romanian Employers	☒		☒		☒
National Commission for Statistics	☒				

### SME Support Systems and Institutions in Romania: Matrix

Organization	Information	Counselling	Training	Finance	Others
National Council of Romanian Private Small & Medium Enterprises	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
National Office of Trade Register	<input checked="" type="checkbox"/>				
National Union of Romanian Employees	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
Regional Chambers of Commerce (40 locations)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>
Roman Institute of Management			<input checked="" type="checkbox"/>		
Roman National Council of Employers	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
Romanian Commercial Bank		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Romanian Development Bank	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Romanian Loan Guarantee Fund for Private Entrepreneurs				<input checked="" type="checkbox"/>	
Romanian Rural Loan Guarantee Fund				<input checked="" type="checkbox"/>	
Romanian-American Centre for Business Excellence		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Romanian-American Centre for Private Enterprise Development (several locations)		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Romanian-German Foundation		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Romanian-German Foundation (several locations)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Sectorial and Regional Associations (numerous)	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
The Bank for Small Industry and Free Initiative (MINDBANC)		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	

**SME Support Systems and Institutions in Romania**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<p>"ION TIRIAC"            COMMERCIAL BANK            12, Doamnei Str., Sector            3, Bucharest            Tel: 6338.75.60            Fax: 312.10.58</p>	<p>Commercial bank with            domestic and foreign private            capital.</p> <p>Has branches in the main            Romanian cities.</p>	<p>Provides information on bank's services and            assistance to clients on the bank's loan            application requirements.</p> <p>Provides, on a commercial basis, technical            assistance to its clients on preparation of the loan            application and of the company financial            statements.</p>	<p>Provides short, medium and long term credits            for working capital and investments, mainly to            private SMEs. The loans to SMEs are mainly            medium term credits and have stimulate            interest rate.</p> <p>Operates credit lines opened by World Bank -            the Industrial Development Project credit line-            , the National bank of Romania - export            financing scheme-, RDA - bonus interest rate            scheme.</p>

## SME Support Systems and Institutions in Romania

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>AGRICULTURAL BANK</b> 3, Smardan Str., Sector 3, Bucharest Tel: 613.55.20 Fax: 614.32.13	Commercial bank with public and private capital.  Has local branches in all Romanian judets.	Provides counselling services, business plan and feasibility studies preparations, technical and financial expertise for its clients, on a commercial basis.	Provides short, medium and long term credits, generally for working capital and investments. It is involved in the main financial support schemes for SMEs: - the National Bank credit line for export financing; - IBRD, IBE & EBRD credit lines for SMEs.

## SME Support Systems and Institutions in Romania

Organization	Nature of Organization	Information/Counseling/Training	Finance/Other
AR & DI - TECHNOLOGY INCUBATOR CENTER 14, Calea Buziasului Str., Timisoara, Timis Judets Tel/Fax: 096/13.48.42 (Other Centres at Brasov, Castil, Bucharest, Moldovia and Judets)	Budgetary institution, belonging to the Ministry of Research and Technology.	Provides consultancy, assistance for private entrepreneurs.  Incubator services for firms that are working in the chemical industry.	

**SME Support Systems and Institutions in Romania**

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<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
ARAD LOCAL EMPLOYERS' ASSOCIATION 3, Crisan Str., Arad, Arad Judets Tel/Fax: 057/23.77.22	Non-governmental, non- profit employers association. The members are mainly SMEs.	Organises training programmes on: marketing, accounting, secretarial activities.  Publishes a catalogue of the local state and private businesses and an legal guide.  Organises exhibitions and trade fairs.	Administrates a mutual fund of the association members, out of which it provides bonus interest-rate loans for its members.

**SME Support Systems and Institutions in Romania**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<p><b>BUSINESS ADVISOR CENTER RESITA</b>                      1A, Revolutia Din Decembrie Bd., Resita;                      Caras-Severin Judets                      Tel/Fax: 055/41.03.56</p> <p>10 Unirii Square, Deva,                      Hunedoara Judets                      16 Unirii BD., 12AP.,                      Baia-Mare, Maramures                      Judets</p>	<p>Project co-ordinated by the Ministry of Industry together with Consorzio Progetto Lazlo under PHARE assistance.</p> <p>The centre will be established as an independent, non-governmental foundation, in the next future.</p>	<p>Provides counselling and advisory services to the local firms/institutions and to the local authorities on setting-up strategies of the regional industrial development.</p> <p>Runs management training courses.</p> <p>Conducts surveys on the region potential and development opportunities.</p>	



**SME Support Systems and Institutions in Romania**

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<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
BUSINESS CENTER TRANSILVANIA Bd.Nicolae Titulescu, 4, Cluj - Napoca, Cluj Judets Tel: 064/19.32.48 Fax: 064/19.32.47	- Foundation (NGO) - Founding members and donors: Private and state companies, local authorities, Romanian Development Agency	Promotes foreign investment and provides consultancy and assistance for entrepreneurs.	

**SME Support Systems and Institutions in Romania**

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<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>BUSINESS FOUNDATION MURES</b> 36, Gheorghe Doja Str., Tirgu Mures, Mures Judets Tel: 065/16.96.00 Fax: 065/16.94.44	- Foundation (NGO). - Founding members and donors: local authorities, Prefecture Mures, British Know-How Fund, British and Romanian private entrepreneurs.	Consultancy and training, general assistance for entrepreneurs.	

**SME Support Systems and Institutions in Romania**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>BUSINESS INCUBATOR BRAILA</b> 346, Calea Galati Str., C Bl., Braila, Braila Judets Tel: 039/63.62.66 Fax: 039/63.62.66 (Two other locations in Harghita and Timis)	Association: local authorities, local employers association, private companies, CRIMM Foundation (through EU- PHARA Program).	Elaborates business plans and documentation for SMEs that are applying for: - bank loans; - bonus interest rate financial scheme of the Romanian Development Agency; - bonus interest rate financial scheme of the Ministry of Labour and Social Protection; - grant scheme operated by CRIMM Foundation.  Incubator business services.  Elaborates regional development programs.	

**SME Support Systems and Institutions in Romania**

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<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
CENTER FOR IMPROVEMENT OF MANAGEMENT PERFORMANCE (CIMP) 1-3, Armata Poporului Str., Sector 6, Bucharest Tel: 410.01.73; 410.65.30 Fax: 311.18.13; 312.30.90	Program of the Polytechnic University Bucharest, British Know-How Fund, Hertfordshire University, Ministry of Industry and Romanian Development Agency	Consultancy and training for organisational restructuring, training managers.	

**SME Support Systems and Institutions in Romania**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<p>CENTER FOR PROMOTION OF SMALL AND MEDIUM SIZED ENTERPRISES (UNDP-RDA CENTER)                      3, Modrogan Str., Sector 1, Po Box 1-701, Bucharest                      Tel.: 312.76.27; 212.26.14                      Fax: 312.76.28</p>	<p>Program organised by the Romanian Government and the United Nations Development Program (as the main donors)</p>	<p>Consultancy and assistance for private entrepreneurs, co-ordinating supporting programs for entrepreneurs.</p> <p>Establishes local Small Business Development Centres, provides selection and training of local staff.</p> <p>Organises training activities, seminars, elaborate promotional materials, publish The Entrepreneurs Guide.</p> <p>Elaborates business plans and documentation for SMEs that are applying for:</p> <ul style="list-style-type: none"> <li>- bank loans;</li> <li>- bonus interest rate financial scheme of the Romanian Development Agency;</li> <li>- bonus interest rate financial scheme of the Ministry of Labour and Social Protection;</li> <li>- grant scheme operated by CRIMM Foundation.</li> </ul> <p>Elaborates regional development projects.</p>	

**SME Support Systems and Institutions in Romania**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<p><b>CENTRAL UNION OF ROMANIAN CRAFTS COOPERATIVES (UCECOM)</b>                      46-48, Calea Plevnei,                      Sector 1, Bucharest                      Tel: 614.15.66                      Fax: 312.07.74</p>	<p>Non-profit organisation, non-governmental, representative association of the Romanian local crafts co-operatives.</p>	<p>Carries out representation/lobby activities on behalf of its members in order to obtain improvement of laws and regulations that affect the craft co-operatives, domestically and abroad.</p> <p>Adopts internal regulations of the Union in the field of social security of its members, human resources, audit and internal control.</p> <p>Provides technical assistance for its members in the field of: crafts organisation, programmes and strategies development, contacts, legal aspects and general management of the local units.</p>	<p>Provides loan guarantees to its members, out of a Union special fund.</p> <p>Facilitates the members access to special financial schemes:</p> <ul style="list-style-type: none"> <li>- PHARE grants;</li> <li>- Ministry of Labour bonus interest rates schemes;</li> <li>- Romanian Development Agency bonus interest rate scheme; the Union is member of the Financing Committee, together with RDA and Loan Guarantee Fund.</li> </ul>

## SME Support Systems and Institutions in Romania

Organization	Nature of Organization	Information/Counseling/Training	Finance/Other
<p>CHAMBER OF COMMERCE AND INDUSTRY ALBA 3, Parcului Str., Alba Iulia, Alba Judets Tel: 058/81.27.99 Fax: 058/81.17.71</p>	<p>Non-governmental organisation of the local business community, organised according to the Governmental Decision 799/1990.</p>	<p>Offer information services based on SINFOCAM data-base, about the registered commercial companies.</p> <p>Facilitates and promotes business contacts between Romanian entrepreneurs and foreign partners.</p> <p>Organises trade fairs and exhibitions and facilitates SMEs participation.</p> <p>Provides counselling services, mainly in legal and financial fields through its specialists.</p>	

## SME Support Systems and Institutions in Romania

Organization	Nature of Organization	Information/Counseling/Training	Finance/Other
<p>CLUJ EMPLOYERS' AND CRAFTS ASSOCIATION 52, Avram Iancu Str., Cluj-Napoca, Cluj Judets Tel/Fax: 064/19.57.93</p>	<p>Non-governmental, non-profit employers association. The members are mainly SMEs.</p>	<p>Provides information on legal aspects of registering and operating a business, bank procedures, fiscal and customs requirements, domestic and international trade fairs, assistance programmes available for SMEs, including training and counselling schemes.</p> <p>Provides free-of-charge legal advice for its members.</p> <p>Provides information on domestic and foreign business opportunities based on its own data-base.</p> <p>Publishes a booklet with basic information for local businesses, "The Entrepreneur Guide".</p>	<p>Administrates a mutual fund of the association members, out of which it provides loans with bonus interest rates for its members.</p>



**SME Support Systems and Institutions in Romania**

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<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
DEVELOPMENT CHAMBER CURTEA DE ARGES Mihai Bravu Str., E15 Bl. (Partner), Curtea de Arges, Arges Judets Tel/Fax: 048/71.48.96	- Foundation (NGO). - Founding members and donors: World Care International, local authorities	Provides consultancy, assistance for entrepreneurs	

## SME Support Systems and Institutions in Romania

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Organization	Nature of Organization	Information/Counseling/Training	Finance/Other
<b>EMPLOYERS' FEDERATION DOLJ</b> 20, Bujorului Str., Craiova, Dolj Judets	Non-governmental, non-profit employers association. The members are mainly SMEs.	Established a communication network between its members and domestic and foreign similar organisations and facilitates business contacts.  Publishes "The Administrative and Economic Guide of Craiova". Provides legal assistance for registering new companies.	

**SME Support Systems and Institutions in Romania**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<p>FOUNDATION "CENTER FOR DEVELOPMENT IN MANAGEMENT CLUJ- NAPOCA" 4, Gutinului Str., Cluj- Napoca, Cluj Judets Tel: 064/19.81.91 Fax: 064/18.60.00</p>	<p>- Foundation (NGO) - Founding members and donors: local authorities, British Know-How Fund.</p>	<p>Provides consultancy, assistance for entrepreneurs.</p> <p>Organises training activities, seminars.</p> <p>Elaborates business plans and documentation for SMEs that are applying for:</p> <ul style="list-style-type: none"> <li>- bank loans;</li> <li>- bonus interest rate financial scheme of the Romanian Development Agency;</li> <li>- bonus interest rate financial scheme of the Ministry of Labour and Social Protection;</li> <li>- grant scheme operated by CRIMM Foundation.</li> </ul> <p>Elaborates regional development projects.</p>	

**SME Support Systems and Institutions in Romania**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<p>FOUNDATION "CENTER FOR PROMOTING SMALL AND MEDIUM SIZED PRIVATE ENTERPRISES" - ALBA 10, Incoronarii Str., Alba Iulia, Alba Judets Tel: 058/83.03.58 Fax: 058/81.23.52</p> <p>40, 15 Noiembrie Bd, Brasov, Brasov Judets 43 Democratiei Str, Buzau, Butau Judets 84 Mircea Cel Batran Str., MF BL, Constanta, Constanta Judets 13 Erolior Str., Galati, Galati, Galati Judets 16 Sarariei Str., 4 Fl;, 46 Rood, Iasi, Iasi Judets 1, 25 Octombrie Sq., 5FL., Satu-Mare Judets 5 Castanilor Str., Targoviste, Dimbovita Judets 73 Republicii Bd., Turnu- Severin, Mehedinti Judets 7 Magheru Bd., Oradea, Bihor Judets</p>	<p>- Foundation (NGO) - Founding members and donors: local Chamber of Commerce, local authorities, Romanian Development Agency and ROM-UN Centre, private companies</p>	<p>Provides consultancy, assistance for entrepreneurs.</p> <p>Organises training activities, seminars.</p> <p>Elaborates business plans and documentation for SMEs that are applying for: - bank loans - bonus interest rate financial scheme of the Romanian Development Agency; - bonus interest rate financial scheme of the Ministry of Labour and Social Protection; - grant scheme operated by CRIMM Foundation.</p> <p>Elaborates regional development projects.</p>	

**SME Support Systems and Institutions in Romania**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<p>FOUNDATION "DEVELOPMENT CENTER FOR SMALL AND MEDIUM ENTERPRISES" - TELEORMAN 178, Dunarii Str., Alexandria, Teleorman Judets</p> <p>Calea Calarasilor Str., Casa de Cultura, Corp D, Braila, Braila Judets 13/201, Unirii Bd, Baia Mare, Maramures Judets 6 Eugeniu Caranda Str., Craiova, Craiova Judets 1 Vasile Milea Str., 158 Room, Pitesti, Arges Judets</p>	<p>- Foundation (NGO). - Founding members and donors: local Chamber of Commerce and Agriculture, local authorities, CRIMM Foundation (through EU- PHARE Program), private companies.</p>	<p>Provides consultancy, assistance for entrepreneurs.</p> <p>Organises training activities, seminars.</p> <p>Elaborates business plans and documentation for SMEs that are applying for:</p> <ul style="list-style-type: none"> <li>- bank loans</li> <li>- bonus interest rate financial scheme of the Romanian Development Agency;</li> <li>- bonus interest rate financial scheme of the Ministry of Labour and Social Protection;</li> <li>- grant scheme operated by CRIMM Foundation.</li> </ul> <p>Elaborates regional development projects.</p>	

**SME Support Systems and Institutions in Romania**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<p>FOUNDATION "ROMANIAN CENTER FOR SMALL AND MEDIUM SIZED ENTERPRISES" (CRIMM) 20, Ion Cimpineanu Str., 3Fl., Sector 1, Bucharest Tel: 311.19.95; 311.19.96; 311.19.97 Fax: 311.69.66</p>	<p>- Foundation (NGO) - Implementing institution of the PHARE Program for SMEs Development 1993- 1995. Founding members: Romanian Government, EU- PHARE Program, Romanian Chamber of Commerce and Industry, private companies</p>	<p>Co-ordinating programs for supporting national entrepreneurs, direct assistance to SMEs.</p> <p>Organises training activities, seminars. Elaborating promotional materials, advertising campaign for creating a favourable environment for small business development.</p> <p>Publishes books and reports on SMEs: The Successful Entrepreneur" Guide, The Annual Report on SMEs, the White Book on SMEs.</p> <p>Elaborates business plans and documentation for SMEs that are applying for: - bank loans; - bonus interest rate financial scheme of the Romanian Development Agency; - bonus interest rate financial scheme of the Ministry of Labour and Social Protection; - grant scheme operated by CRIMM Foundation.</p> <p>Elaborates regional development projects.</p>	<p>Supports with the equipment and seed-money (out of PHARE funds) the establishment of local Small Business Development Centres in 5 judets and of 5 Business Incubator Centre in 5 judets</p> <p>Operates a grant scheme for SMEs.</p> <p>Provides funds for the employers' associations programs (80% of total costs), from PHARE funds.</p>

**SME Support Systems and Institutions in Romania**

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<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>GENERAL ASSOCIATION OF THE ROMANIAN ENGINEERS</b> 118, Calea Victoriei Str., Sector 1, Bucharest Tel: 659.41.60 Fax: 312.55.31	Professional organisation.	Organises, on demand, training programmes for its members, on how to start-up their own business.	

**SME Support Systems and Institutions in Romania**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<p><b>GENERAL UNION OF ROMANIAN MANUFACTURERS (GURM)</b>                      155, Calea Victoriei, Sector 2; Bucharest                      Tel: 650.07.46                      Fax: 312.49.95</p>	<p>Non-governmental, non-profit, a-political independent professional associations whose aim is a protection of the manufacturers interest. To date the Union declares to have 739 member firms, on which: 55% from the private sector and 45% state-owned; 27 local branches non-profit organisations with legal personality.</p>	<p>Lobbying for its members interests at the national level, trying to improve legal provisions, especially related to taxation system (Governmental Ordinance no. 70/1994 on tax non profit) and revaluation of the fixed assets of state-owned companies (Government Decree no. 500/1994).</p> <p>Organising training programmes for the Union members in the field of marketing, management, technical expense.</p> <p>Participation in fairs and exhibitions, in Romania or abroad (USA, Czech Republic, Poland, Ukraine, Russia, Israel).</p> <p>Organising the VIII-th International Congress of Manufactures and Entrepreneurs, in Bucharest (participants from 22 countries).</p> <p>Participation at the White House National Conference on Trade and Investment in CEECs, Cleveland, USA. January 1995.</p> <p>Meetings with representatives of similar international organisations.</p>	



**SME Support Systems and Institutions in Romania**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<p>GENERAL UNION OF THE ROMANIAN INDUSTRIALISTS - 1903 (UGIR - 1903) 109 Bd. Carol, Sector 2, Bucharest Tel/Fax: 635.08.15/ 186</p>	<p>Non-governmental, non-profit, a-political professional organisation.</p>	<p>carries out representation/lobby activities on behalf of its members in order to obtain improvement of laws and regulations that effect the private sector.</p> <p>Organises or facilities its members access to training programmes, seminars, workshops, conferences on: management, marketing, quality assurance, accounting, computer use in industrial activities, etc.</p> <p>Facilitates its members participation to domestic or international trade fairs and exhibitions.</p> <p>Promotes its members domestically or internationally.</p> <p>Provides information on support programme available for SMEs.</p> <p>Supports its members access to domestic and foreign markets, promotes Romanian exports through information and business contacts.</p>	

**SME Support Systems and Institutions in Romania**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<p><b>INTERNATIONAL FOUNDATION FOR MANAGEMENT (FIMAN)</b>                      6-8, Povernei Str., Sector 1, Bucharest                      Tel: 211.19.45                      Fax: 211.19.37</p>	<p>Non governmental, non profit and a-political foundation.</p>	<p>Training for local development agents/ units. Access to the domestic and European informational networks.</p> <p>Activities for assisting unemployed persons through The Program for Active Measures for Unemployment (PAEM). There where created local consortiums for assuring the implementation in territory of the PAEM Programs:</p> <ul style="list-style-type: none"> <li>- The Foundation for Local Initiative - Bacau                          4, Cuza Voda Str., Bacau, Bacau Judets,                          Tel: 034/17.63.08                          Local Development Agent: Mr. Gicu ANTOHI</li> <li>- The Local PAEM Foundation for Unemployment Odorheiu Secuiesc                          7, Olarilor Str., 19 Ap., Odorheiu Secuiesc, Harghita Judets,                          Tel: 066/21.13.84                          Local Development Agent: Mrs. Edith SZILAGYI</li> <li>- The Economical and Social Development Association - Gherla                          2, Bobalna Str., Gherla, Cluj Judets,                          Tel: 064/24.16.66                          Local Development Agent: Mr. Daniel TABACARU</li> <li>- The Foundation for Supporting Unemployed Persons - Medgidia                          Republicii Str., JC 1 Bl., Medgidia, Constanta</li> </ul>	<p>Provides financial assistance for the selected projects proposed by different consort.</p>

## SME Support Systems and Institutions in Romania

	<p>Judets, Tel: 041/81.23.00 Local Development Agent: Mrs. Nina-Cosmina MUSAT</p> <p>- The Foundation for Supporting Unemployed Persons - Piatra Neamt 15, Decebal Bd., c 1 Bl., 18 Ap., Piartra Neamt, Neamt Judets, Tel: 033/21.34.24 Local Development Agent: Mrs. Maria TALPA</p> <p>- "Elena Cuza" Foundation - Vaslui 1, Traian Str., Vaslui, Vaslui Judets, Tel: 035/32.17.51 Local Development Agent: Mr. Ovidiu COPACINSCHI</p> <p>- "PAEM" Association - Deva 13, 1st Decembrie Str., 51 Room, Deva, Hunedoara Judets, Tel: 054/61.34.30 Local Development Agent: Mrs. Ana ZSOK</p> <p>- "Iancu de Hunedoara-PAEM" Association - Hunedoara 17, Libertatii Str., Hunedoara, Hunedoara Judets, Tel: 054/71.37.66 Local Development Agent: Mr. Ioan Felician HAITA</p> <p>- "PROPAEM" Foundation - Craiova 6, Eugen Caranda Str., Craiova, Dolj Judets, Tel: 051/13.43.35</p>	
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## SME Support Systems and Institutions in Romania

	<p>Local Development Agent: Mr. Corneliu DINCA</p> <p>- "RENASTEREA SIGHETEANA" Foundation - Sighetu Marmatiei 31, Iuliu Maniu Str., Sighetu Marmatiei, Maramures Judets, Tel: 062/51.15.81 Local Development Agent: Mr. Spiridon PRALEA</p> <p>- Foundation for Supporting Unemployed Persons - Valentii de Munte 4, Caminelor Str., 26A Bl., 11 Ap., Valentii de Munte, Prahova Judets, Tel: 044/19.01.45 Local Development Agent: Mr. Octavian CONSTANTINESCU</p> <p>Technical support for implementing special projects such as: job clubs, BICs, vocational training, job subsidies, assistance for start-ups, unemployment unions, etc.</p> <p>Assistance in identifying good projects. Mass media and advertising campaigns. Reference material development.</p>	
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## SME Support Systems and Institutions in Romania

Organization	Nature of Organization	Information/Counseling/Training	Finance/Other
<p>MINISTRY OF FINANCE 17, Apolodor Str., Sector 1, Bucharest Tel: 410.34.00 Fax: 312.16.30</p>	<p>Governmental Institution</p>		<p>Co-operates with the public bodies in charge with the SMEs programmes for designing and putting into practice financial assistance for SBD support.</p> <p>The Ministry is involved in the financial approval of the business projects that candidate for World Bank and EBRD line credits (agricultural or food processing activities).</p>

**SME Support Systems and Institutions in Romania**

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<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>MINISTRY OF INDUSTRY</b> 152, Calea Victoriei Str., Sector 1, Bucharest Tel: 650.50.20 Fax: 312.05.13	Governmental Institution. Main responsibilities for industrial development.	Sectorial studies and policies for all industrial branches.  Co-ordinates the implementation of pilot regional restructuring projects (technical assistance for SMEs included).  Develops strategies and programmes for companies restructuring and private sector development.	

**SME Support Systems and Institutions in Romania**

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<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>MINISTRY OF RESEARCH AND TECHNOLOGY</b> 21-25, Mendeleev Str., Sector 1, Bucharest Tel: 650.06.90 Fax: 312.14.10	Governmental Institution		The ministry has provided funding for the establishment and operation of 25 Technology Innovation Centres. The Centres provide facilities (space, consulting services, access to research premises and equipment and financing) to SMEs that use advanced technologies.

## SME Support Systems and Institutions in Romania

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<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
MINISTRY OF YOUTH 16, V.Conta Str., Sectorul 1, Bucharest Tel: 211.55.50 Fax: 222.83.30	Governmental Institution	Operates the INFOTIN information network, available in 25 districts, containing information on business opportunities.	Has funded the creation of INFOTIN network (100 million lei).  Has funded the training school for young managers (45 million lei).



## SME Support Systems and Institutions in Romania

Organization	Nature of Organization	Information/Counseling/Training	Finance/Other
<b>NATIONAL AGENCY FOR PRIVATIZATION</b> 2-4, Ministerului Str., Sector 1, Bucharest Tel: 613.61.36 Fax: 312.08.09	Main Governmental Institution with responsibilities for SMEs development since September 1st, 1995. Includes the SME Division (transferred from RDA).		

**SME Support Systems and Institutions in Romania**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<p><b>NATIONAL ASSOCIATION OF THE ROMANIAN EMPLOYERS</b>                      219-221, Calea Serban Voda Str., Bucharest                      Tel: 623.82.99                      Fax: 312.67.17</p>	<p>Non-governmental, non-profit, employers association. The members are mainly SMEs.</p>	<p>Organises training programmes on: management, marketing, accounting.</p> <p>Publishes a business magazine "The Owner".</p> <p>Administrates a data-base set-up with CRIMM Foundation (with the support of the PHARE Programme).</p> <p>Organises exhibitions and trade fairs and facilitates business contacts with partners from other countries, especially, USA, Turkey, and Moldova. The association has also established contacts with the Investment Fund for Central and Eastern Europe and EBRD Delegation in Romania.</p>	

**SME Support Systems and Institutions in Romania**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<p><b>NATIONAL CENTER OF THE TRADE REGISTER</b>                      4, Expozitiei Bd, Sector 1, Bucharest                      Tel: 312.78.45                      Fax: 312.96.61</p>	<p>Institution affiliated to the Romania's Chamber of Commerce and Industry. It administrate the Trade Register. According to the Law 26/1991, all companies must be registered in the Trade Register. There are also Offices of the Trade Register in each district, operating near local Chambers of Commerce and Industry.</p>	<p>Provides information to the firms through the following publications:</p> <ul style="list-style-type: none"> <li>- The Catalogue of the Commercial Companies;</li> <li>- The Catalogue of the Companies in Bucharest;</li> <li>- Catalogue with the addresses of various firms;</li> <li>- Methodological Advice;</li> <li>- The Statistical Bulletin.</li> </ul>	

**SME Support Systems and Institutions in Romania**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>NATIONAL COMMISSION FOR STATISTICS</b> 46, Libertatii Str., Sector 5, Bucharest Tel: 615.66.86 Fax: 312.48.73	Governmental Institution	Publishes statistical publications: Statistical Yearbook, Monthly and Quarterly Bulletins, various operative information on the status of business agents.  Administrates REGIS database, which contains detailed information on enterprises.  Conducts business surveys.	

**SME Support Systems and Institutions in Romania**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
NATIONAL UNION OF ROMANIAN EMPLOYERS (NURE) 1 BIS, Splaiul Unirii, Sector 3, Bucharest Tel: 311.09.91 Fax: 311.09.93	Non-governmental, non-profit, independent organisation that represents its members interests at the national level. To date the Union declares to have 52 local federations, 8 professional associations and 234,000 associate members (private companies or individuals).	providing information to its members on business opportunities (based on the Union data-base), organising training programmes for the Union members, publishing the Union's newspaper, lobbying for its members interests at the national level, trying to improve legal provisions, especially related to taxation system, organising together with the Tripartite Secretariat for Social Dialogue, the Romanian Employers Forum, promoting the establishment of a Co-ordination Council for Romanian employers, representation.	

## SME Support Systems and Institutions in Romania

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<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
ROMAN RURAL LOAN GUARANTEE FUND 1, Hristo Botev Str., Sector 3, Bucharest Tel: 312.40.87 Fax: 312.40.87	Commercial Joint-Stock Company established by the Ministry of Agriculture with PHARE assistance, under the Memorandum signed by the Romanian Government and European Union.		Provides loan guarantees for agriculture and food processing projects (including SMEs). The guarantees are up to 60% of the principal plus annual interest rate.

**SME Support Systems and Institutions in Romania**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<p>ROMANIA'S CHAMBER OF COMMERCE AND INDUSTRY 22, Nicolae Balcescu Bd, Sector 1, Bucharest Tel: 613.52.71 Fax: 312.38.30</p>	<p>Non-governmental, non-profit organisation established under Decree - Law 139/1990. It includes a Business Information Centre, a Business School, several operative divisions and the National Office of the Commerce Register. The Chamber also owns a foreign trade company and Exhibition Hall where the main domestic and international trade fairs are organised in Romania.</p>	<p>Offers information services based on its SINFOCAM data-base and also on international data-bases to which the Chamber has access through its Business Information Centre.</p> <p>Facilitates its members access to business events in the country or abroad in order to promote contacts between Romanian entrepreneurs and foreign partners.</p> <p>Organises trade faire and exhibitions and facilitates SMEs participation.</p> <p>Organises business training programmes through its Business School.</p> <p>Provides counselling services, mainly in legal and financial fields.</p> <p>Organises meetings between business people and government representatives and lobbies for its members interests and for the improvement of the business environment.</p>	

**SME Support Systems and Institutions in Romania**

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<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>ROMANIAN COMMERCIAL BANK</b> 14, Republicii Str., Sector 3, Bucharest Tel: 615.75.60 Fax: 614.32.13	Commercial bank with public capital.  Has local branches in all Romanian judets.	Provides counselling services, technical and financial expertise for its clients.	Provides short, medium and long term credits, for working capital and investments.  It's involved in the main financial support schemes for SMEs: - the National Bank credit line for export financing; - Romanian Development Agency bonus interest rate financial scheme for SMEs.



**SME Support Systems and Institutions in Romania**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<p>ROMANIAN DEVELOPMENT AGENCY 7, Magheru Str., Sector 1, Bucharest Tel: 614.51.60 Fax: 312.03.71</p>	<p>Main Governmental institution in charge with SMEs development until 1st September, 1995 Included SMEs Division, responsible for designing and implementing the SMEs development policy. The division has 20 person staff.</p>	<p>Published "RDA Journal" with information on support available for SMEs.</p> <p>Provide information on Governmental SBD programmes and schemes. Administrates a revolving fund (the initial capital of 3 billion lei was allocated from the 1994 state budget). Provides loans with bonus interest rate for SMEs, through Romanian Commercial Bank, Ion Tiriac Bank and MINDBANK. The interest rate subsidy is 50% of market interest rate. The credits are up to 80% of the needed project investment. The repayment period is up to 3 years, with a 6 month grace period. Up to now 76 companies have received credits with interest rate subsidies, for a overall amount of 3,156 million lei (156 million lei represents the interest rates and principal repayment).</p>	<p>Administrates a revolving fund (the initial capital of 3 billion lei was allocated from the 1994 state budget). Provides loans with bonus interest rate for SMEs, through Romanian Commercial Bank, Ion Tiriac Bank and MINDBANK. The interest rate subsidy is 50% of market interest rate. The credits are up to 80% of the needed project investment. The repayment period is up to 3 years, with a 6 month grace period. Up to now 76 companies have received credits with interest rate subsidies, for a overall amount of 3,156 million lei (156 million lei represents the interest rates and principal repayment).</p>

**SME Support Systems and Institutions in Romania**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>ROMANIAN DEVELOPMENT BANK</b> 3, Doamnei Str., Sector 3, Bucharest Tel: 613.32.00 Fax: 312.15.62	Commercial Bank with public capital.  Has local branches in all Romanian judets.	Provides counselling services, business plan and feasibility studies preparation, technical and financial expertise for its clients, on commercial basis.	Provides short, medium and long term credits, for working capital and investments. A big share of loan portfolio belongs to the private companies.  Is involved in the main financial schemes of SMEs: - the National Bank credit line for export financing; - IBRD, IBE & EBRD credit lines for SMEs; - Ministry of Labour bonus interest rate financial scheme for SME.

## SME Support Systems and Institutions in Romania

Organization	Nature of Organization	Information/Counseling/Training	Finance/Other
<p>ROMANIAN INSTITUTE FOR MANAGEMENT (IROMA) 6-8, Povernei Str., Sector 1, Bucharest Tel: 633.09.79 Fax: 312.70.94</p>	<p>Public institution, non profit, created in accordance with the provision of Governmental Decree no. 962/1990.</p>	<p>Provides 100 training programs in the field of management, such as:</p> <ul style="list-style-type: none"> <li>- general management and marketing;</li> <li>- financial management;</li> <li>- foreign language technics in business;</li> <li>- SMEs management.</li> </ul> <p>Provides a training program for restructuring large state owned companies into SMEs. Issues a quarterly journal named "Management Magazine".</p>	

**SME Support Systems and Institutions in Romania**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>ROMANIAN LOAN GUARANTEE FUND FOR PRIVATE ENTREPRENEURS</b> 46, Matasari Str., Sector 2, Bucharest Tel: 635.01.89 Fax: 250.33.18	Financial institution with public capital, established as a Joint-Stock Company.  Shareholders: National Agency for Privatisation, Romanian Commercial Bank, Romanian Development Bank, Romanian Foreign Trade Bank and Agricultural Bank. Responsible for providing loan guarantees for SMEs.	Provides financial technical assistance for clients.  Provides information on alternative financial assistance schemes.	Provides guarantees for investment loans to the private companies, up to a maximum of 70% of the loan principal.  Is involved in the operation of the bonus interest rates financial schemes for SMEs. (Administered by the Romanian Development Agency and by the Ministry of Labour and Social Protection).  Is member in the CRIMM Foundation "Committee for Grant Allocation" (PHARE - 1992 Programme)

### SME Support Systems and Institutions in Romania

Organization	Nature of Organization	Information/Counseling/Training	Finance/Other
<b>ROMANIAN NATIONAL COUNCIL OF EMPLOYERS (RNCE)</b> 2-4, Ministerului Str., Sector 1, Bucharest Tel: 615.02.00; INT 426/ 443 Fax: 312.33.75	Non-governmental, non- profit, a-political independent organisation that represents its members interests at the national level.	The Union is lobbying for its members interests on the national level, trying to improve legal provisions, especially related to the taxation system, providing legal counselling services to interested entrepreneurs and promoting business contacts with organisations from abroad.	

**SME Support Systems and Institutions in Romania**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<p>ROMANIAN-AMERICAN CENTER FOR BUSINESS EXCELLENCE (CBE) Polytechnic University 1, Polizu Str., Corp CM, Bucharest Tel: 659.49.56; 312.95.81 Fax: 312.95.81</p> <p>Universitatea Din Craiova, Facultatea de Stiinte Economice 13 Cuza Str., 257 Room, Craiova, Dolj Judets</p> <p>11 Tache Ionescu Str., Sector 1, Bucharest 22 Copou BD, IASI, IASI Judets 2A Paris Str., 4FL., Tiomisoara, Timis Judets</p>	<p>Program of the Polytechnic University of Bucharest, with USAID support (with Washington State University).</p>	<p>Business consultancy and specialised training programs, general assistance for entrepreneurs.</p>	

**SME Support Systems and Institutions in Romania**

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<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
ROMANIAN-GERMAN FOUNDATION (ARAD CENTER) - ARAD 59, Garii Str., Arad, Arad Judets Tel: 057/25.18.70 Fax: 057/25.56.36	- Foundation (NGO) - Founding members and donors: local Chamber of Commerce, local authorities, German Government (through GOPA Consultants), Romanian Government.	Consultancy and training, general assistance for private entrepreneurs (special programs for wood industry), training and professional education.  Business incubator: Forestry	Provides funding for equipment purchase, in a leasing type scheme.

**SME Support Systems and Institutions in Romania**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<p>ROMANIAN-GERMAN FOUNDATION (SIBIU CENTER) SIBIU                      15, Turismului Str., Sibiu, Sibiu Judets                      Tel: 069/21.00.66; 21.08.99; 21.10.44                      Fax: 069/21.45.35</p> <p>56 Calaea Aradului Str., Timisoara, Timis Judets</p>	<p>- Foundation (NGO).                      - Founding members and donors: local Chamber of Commerce, local authorities, German Government (through GOPA Consultants), Romanian Government.</p>	<p>Consultancy and training, general assistance for private entrepreneurs (special programs for electronic industry), training and professional education.</p> <p>Business incubator: electronics</p>	<p>Provides funding for equipment purchase, in a leasing type scheme.</p>



## SME Support Systems and Institutions in Romania

Organization	Nature of Organization	Information/Counseling/Training	Finance/Other
<p>SME EMPLOYERS ASSOCIATION BRASOV (APIMM BRASOV) 40, 15 Noiembrie Bd., Brasov, Brasov Judets Tel/Fax: 068/15.38.71</p>	<p>Non-governmental, non-profit employers association. The members are mainly SMEs. Main funding member of the local SBDCs.</p>	<p>Provides information on: - the financial facilities available to SMEs, domestically or from abroad. - suppliers</p> <p>Provides advice and technical assistance in general management, finance, marketing, quality assurance (ISO 9000).</p>	<p>Contributed to the set-up of the local SBDC through cash and in-kind contribution.</p>

## SME Support Systems and Institutions in Romania

Organization	Nature of Organization	Information/Counseling/Training	Finance/Other
<p>THE ASSOCIATION "EMPLOYERS' FORUM" SATU MARE 23, George Cosbuc Str., Satu Mare, Satu Mare Judets Tel: 061/71.49.80 Fax: 061/71.31.18</p>	<p>Non-governmental, non- profit employers association. The members are mainly SMEs.</p>	<p>Collaborates with the Chambers of Commerce and employers associations from Austria, Germany, Ukraine, Hungary and Slovakia, to exchange information on partnership and business opportunities.</p> <p>Collaborates with the local SBDC.</p> <p>Provides technical assistance on setting-up foreign companies branches in Romania.</p>	<p>Contributed to the set-up of the local SBDC through cash and in-kind contribution.</p>

**SME Support Systems and Institutions in Romania**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<p>THE ASSOCIATION FOR SMEs SUPPORT 61, Timisoara Str., Sc.B., Et.3, App.33, Sector 6, Bucharest Tel: 211.96.46/17 Fax: 650.42.22</p>	<p>Non-governmental, non- profit, a-political organisation.</p>	<p>Offers training programmes organised together with the Hans Seidel Foundation. Part of the training program consisted of conducting seminars an business partnership between entrepreneurs from Romania (Oradea-Brasov-Bucharest-Constanta) and Bulgarian SMEs.</p> <p>Organised a Technological Incubator Centre together with the Polytechnic University's Electronics School.</p>	

## SME Support Systems and Institutions in Romania

Organization	Nature of Organization	Information/Counseling/Training	Finance/Other
<p>THE BANK FOR SMALL INDUSTRY AND FREE INITIATIVE - MINDBANC 46-48, Calea Plevnei Str., Sector 1, Bucharest Tel: 312.44.39 Fax: 312.00.31</p>	<p>Commercial bank with private capital</p>	<p>Provides, on a commercial basis, technical and financial assistance for its clients on preparation of the loan applications and of the company financial statements required periodically by the bank.</p>	<p>Provides short, medium and long term credits for working capital and investments. A big share of loan portfolio belongs to the private companies.</p> <p>Operates special credit lines for the members of the Crafts Co-operative and RDA lending scheme.</p>

**SME Support Systems and Institutions in Romania**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<p>THE CHAMBER OF COMMERCE AND INDUSTRY OF THE PRIVATE AND ENTREPRENEURS FROM BUCHAREST 6, Eoiscopiei Street, Sector 1, Bucharest Tel: 614.32.75 Fax: 312.31.35</p>	<p>It is an autonomous, non-governmental and non-profit organisation, founded in 1990, according to the law 21/1924 and to the Decree 31/1954.</p>	<p>Provides assistance and consulting services in the field juridical, commercial, financial and managerial field;</p> <p>Establishes and develops international connections with similar companies and organisations;</p> <p>Exchanges and biunivocal spreading via community programs concerning information, business opportunities, co-operation proposals, investments, chances for external financing by banks or by the European Union;</p> <p>Organises seminars, round tables, exhibitions, fairs, business trip;</p> <p>It is affiliated to the Association of the European Interprofessional Organisations from the Capital of Europe;</p> <p>It is a member of the Board of the European Committee for the relationship among the social actors operating in the Public Services - Brussels.</p>	

## SME Support Systems and Institutions in Romania

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<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
THE COUNCIL FOR COORDINATION, STRATEGY AND ECONOMIC REFORM Palatul Victoria Bucharest Tel: 222.36.19 Fax: 222.60.88	Is operating within the executive body of the Romanian Government	has general competencies as regards the reform process, including the development of the private SMEs sector. Defines and promote the necessary legislation for the process of reconstructing the Romanian economy.	

**SME Support Systems and Institutions in Romania**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<p>THE MINISTRY OF LABOR AND SOCIAL PROTECTION 2, Demetru I Dobrescu Str., Sector 1, Bucharest Tel: 222.38.50 Fax: 311.01.03</p>	<p>Governmental Institution</p>	<p>Training programmes for would-be entrepreneurs.</p>	<p>Develops a financial scheme for loans with bonus interest rate in order to support SMEs growth and development and job creation. The loans are provided through the Romanian Development Bank. Total amount allocated is 300 billions lei, out of which 235 billion lei per 1995. Up to 10 million lei are provided for each new job created. The loan period is 1.5 year, with a grace period of 6 months. The interest rate subsidy is 50% of market interest rate.</p> <p>Up to date, 371 projects were approved (out of which 351 are private companies), amounting 19 billion lei.</p>

**SME Support Systems and Institutions in Romania**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<p>THE NATIONAL COUNCIL OF THE ROMANIAN PRIVATE SMALL AND MEDIUM ENTERPRISES (NCRPSMEs) 18-20, Lipscani Str. 2Fl., Sector 3, Bucharest Tel: 312.68.93; 210.84.16 Fax: 312.66.08</p>	<p>Non-governmental, non-profit, a-political employers organisation. To date, the Council declares to have 30,000 members (private companies or individuals) from all Romania judets. NCRPSME signed co-operation, memorandum with 16 domestic non-governmental organisations and with 15 similar foreign ones.</p>	<p>Provides information on: legal aspects of registering and operating a business, banks procedures, fiscal and customs requirements, domestic and international trade fairs, assistance programmes available for SMEs, including training and counselling schemes.</p> <p>Provides free-of-charge financial and legal advice for its members. Provides information on domestic and international business opportunities based on its own data-base INFOBUSINESS - or on data provided by other institutions.</p> <p>Lobbies for its members interests and represents them in the relationship with central political and regulatory authorities.</p> <p>Publishes and distributes, free of charge, booklets, reference materials, Info-bulletins to its members.</p>	



**SME Support Systems and Institutions in Romania**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
TIMIS SMEs CONFEDERATION 6, Lenau Str., Hotel Central, Cam.104, Timisoara, Timis Judets Tel: 056/19.00.91 Fax: 056/19.00.96	Non-governmental, non- profit employers association. The members are mainly private SMEs.	Established partnership relations with similar organisations from UK, Hungary, Croatia and Italy.  Organises trade fairs and exhibitions.  Is providing advice to the local council, for issuing local decisions with direct impact on private small business development.	Participated in the organisation of the local BIC.

## SME Support Systems and Institutions in Romania

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<p>UNION OF CONSUMPTION AND CREDIT COOPERATIVES (CENTROCOOP) 31, Brezoianu Str., Bucharest Tel: 614.48.00; 615.64.59; 615.12.33 Fax: 614.29.91</p>	<p>Autonomous associative form, based on the mutual support of their members, having private character. Theoretically, the units of the CENTROCOOP are, in their nature, small and medium sized units.</p>	<p>Elaborates the Union strategic documents: - "Strategy for development of the Union in the next period, with the purpose of the improvement of the activities of all units"; - "Orientative Framework for the economic and financial programmes of the Union members".</p> <p>Organises training re-training programmes for crafts, through its network of schools;</p> <p>Technical assistance for the units for the fulfilment of the specific activities in the field of trade, restaurants, manufacturing, tourism, services and procurement.</p>	<p>In 1994 were provided loans with bonus interest rates, amounting 67,7 million lei, for the Union members, mainly for the development of rural households, and the supporting the agricultural production.</p>

**SME Support Systems and Institutions in Slovakia**

**SME Support Systems and Institutions in Slovakia: Matrix**

Organization	Information	Counselling	Training	Finance	Others
Agricultural Fund				<input checked="" type="checkbox"/>	
Association of Entrepreneurs	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
Association of Information Centres of Slovakia	<input checked="" type="checkbox"/>				
Association of Scientific and Technological Parks	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Business Innovation Centres (4)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>
Consulting Entrepreneurial Centres (35 regions)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Education to Business			<input checked="" type="checkbox"/>		
General Credit Bank				<input checked="" type="checkbox"/>	
IBM Institute			<input checked="" type="checkbox"/>		
Institute for the Further Education of Economists and Managers			<input checked="" type="checkbox"/>		
International Executive Service Core	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
Junior Achievement			<input checked="" type="checkbox"/>		
MBA Enterprise Corps	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
Ministry of Economy	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>
Ministry of Finance				<input checked="" type="checkbox"/>	
Ministry of Labour, Social Affairs and Family				<input checked="" type="checkbox"/>	
National Agency for Development of SMEs	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Pro Orava	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
Regional Advisory and Information Centres	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Regional Development Agency	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Regional Innovation Centre	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Scientific Technological Innovation Centre	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>
Slovak Chamber of Commerce and Industry	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Slovak Guarantee Bank				<input checked="" type="checkbox"/>	
Slovak National Agency for Foreign Innovation and Development				<input checked="" type="checkbox"/>	
Slovak Savings Bank					<input checked="" type="checkbox"/>
Slovak Union Crafts	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			

**SME Support Systems and Institutions in Slovakia: Matrix**

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Organization	Information	Counselling	Training	Finance	Others
Slovak-American Entrepreneuriel Fund				<input checked="" type="checkbox"/>	
SME Counselling Centre	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
Tarabanka				<input checked="" type="checkbox"/>	
Technological Centre	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>
University of Agriculture		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		

**SME Support Systems and Institutions in Slovakia**

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<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
ASOCIÁCIA INFORMACNÝCH CENTIER SLOVENSKA Stúrova 1989 031 01 Liptovský Mikuláš tel. 0042/849/20410	Association for Information Centres of Slovakia is a voluntary lobby of entrepreneurs performing on the field of information and tourism. There are 28 information centres in Slovakia.	Main objectives: - protects rights and competent interests of its members, - supports activities of its members in order to promote Slovak Republic, mainly of tourism, - co-operates with state and local authorities, domestic and foreign entrepreneurs in the spheres of information and tourism, - supervises the level of provided information services, - co-ordinates members activities mainly in the sphere of mutual exchange of information	

**SME Support Systems and Institutions in Slovakia**

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<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
BATA JUNIOR ACHIEVMENT SLOVENSKO Úprkova 23 811 04 Bratislava tel. 0042/3789 252	JA is an international non-profit organisation for non-profit education. It performs in Slovakia since 1994.	Basic objectives are: - organisation of teachers training, - introduction of the programmes at schools, - development of new programmes. All programmes are oriented towards SMEs.	

## SME Support Systems and Institutions in Slovakia

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<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
IESC INTERNATIONAL EXECUTIVE SERVICE CORPS Stromová 31 833 75 Bratislava tel. 0042/372 096	IESC is an American non-profit organisation which representation in Bratislava provides versatile assistance to SMEs.	Complex services include: - technical and managerial assistance and training, - commercial and investment services, - information services in the sphere of the market and technology	



**SME Support Systems and Institutions in Slovakia**

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<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
IMB ISTITÚT PRE VÝCHOVU VEDÚCICH PRACOVNÍKOV Nobelova 18 831 02 Bratislava tel. 0042/258 295	IMB is a state enterprise aimed at the further training of managers of all levels.	Basic activities are: - drawing the business plan, - art of sale, - dealer, - commercial negotiations, - assistant of entrepreneur, - financial analysis of the firm	

**SME Support Systems and Institutions in Slovakia**

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<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
MBA ENTERPRISE CORPS Slovenská technická univerzita Nám.Slobody 17 812 43 Bratislava tel. 0042/416 213	MBA is an American commercial consultancy for SMEs. It is a non-profit programme of the group of universities and persons in the USA supported by the governmental agency for the international development (USAID).	The programme intermediates advisors for Slovak private firms which are aimed at the drawing of business plans, marketing, financial analysis, financial resources, optimisation of production and distribution, enterprise strategy, etc.	

**SME Support Systems and Institutions in Slovakia**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<p>MINISTERSTVO FINANČII SR Stefanovicova 5 813 08 Bratislava tel. 0042/7/43 1111</p>	<p>Ministry of Finance has no special tasks in the SME support but its activities and some responsibilities have the supporting character for SMEs as well.</p>		<p>Responsibilities of the Ministry of Finance of the Slovak Republic are designed by the law No. 347/1990 Digest of Laws in the wording of later regulations. With reference to this it is authorised to create and execute the financial and price policy, including the tax and charge policy and financial-economic tools in the sphere of business. Concerning the responsibilities it is the creator and through tax offices also the executor of tax laws and other legal forms from the tax sphere according to which tax allowances were provided in 194:</p> <ul style="list-style-type: none"> <li>- tax allowances and exemptions from incomes according to the law No. 286/1992 regulations,</li> <li>- tax exemptions from income according to the law No. 124/1993 Digest of Laws,</li> <li>- tax exemptions from incomes according to the prescription of the Government of the Slovak Republic No. 145/93 Digest of Laws.</li> </ul>

## SME Support Systems and Institutions in Slovakia

Organization	Nature of Organization	Information/Counseling/Training	Finance/Other
<p>MINISTERSTVO HOSPODÁRSTVA SR Mierová 19 82715 Bratislava tel.: 0042/7/2998111</p>	<p>Ministry of Economy Main Government ministry responsible for SME, has Department of development of entrepreneurship and regional policy with staff of 8 persons.</p>	<ul style="list-style-type: none"> <li>- works out the concept of the business development with the emphasis mainly on the small and medium enterprises,</li> <li>- works out analyses from the SME business activity development sphere,</li> <li>- proposes tools for the business support and regional policy and evaluates their efficiency,</li> <li>- co-ordinates non-investment foreign assistance in the SME development sphere,</li> <li>- supports and activates the business development (BIC, RAIC see below),</li> <li>- provides counselling and consulting services,</li> <li>- monitors the development and the structure of unemployment in the regions in order to direct the business development,</li> <li>- co-ordinates and supports the SME development activities in the connection to the EU countries</li> </ul>	

**SME Support Systems and Institutions in Slovakia**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<p>MINISTERSTVO PRÁCE, SOCIALNYCH VECÍ A RODINY SR Spitalksa 4 816 43 Bratislava tel. 0042/7/441111</p>	<p>Ministry of Labour, Social Affairs and Family supports the policy of employment by the application of suitable tools of economic and social policy. The Fund of Employment which represents the resource of financing provides the contributions in unemployment and several kinds of contributions for the creation of jobs within the solutions of the regional policy. Contributions are provided by the Regional Labour Offices which have already reached the number of 38.</p>		<p>Provides:</p> <ul style="list-style-type: none"> <li>- contributions for the newly created job, contribution may be up to the amount of 200,000 Sk and up to 90,000 Sk it is undercurrent,</li> <li>- contribution for the employment of the people with disabilities. The contribution is provided up to 80% of costs necessary for the creation of the job at the maximum of 160,000 Sk,</li> <li>- contribution connected with the new entrepreneurial programme conversion. The contribution is provided to the entrepreneurs for the staff salaries coverage in the connection with the new entrepreneurial programme conversion.</li> </ul>

## SME Support Systems and Institutions in Slovakia

Organization	Nature of Organization	Information/Counseling/Training	Finance/Other
<p>NADÁCIA PRO ORAVA  Námestie Slobody 1  026 01 Dolný Kubín  tel. 0042/845/3096</p>	<p>Por Orava Foundation is a non-profit association of natural and legal persons established from the initiative of regional authorities with the aim of the versatile development of the region.</p>	<p>Basic activities of the foundation are deducted from the attempt to improve the region. For the SME support it follows that:</p> <ul style="list-style-type: none"> <li>- support and stimulation of projects for foreign investments to SMEs,</li> <li>- preparation of documents necessary for the integration of regional activities to international associations and programmes,</li> <li>- creation of information database on the region and provision of information,</li> <li>- investigation of foreign and domestic sponsors,</li> <li>- support to the labour market research restructuratisation</li> </ul>	

**SME Support Systems and Institutions in Slovakia**

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<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
NADÁCIA VYCHOVA K PODNIKANIU NA SLOVENSKU Pluhová 8 830 00 Bratislava tel. 0042/255 853	Education to Business in Slovakia. Foundation is created by representatives of 4 UK organisations in the co-operation with the Ministry of Education.	The project of the foundation is aimed at: - business oriented approaches to education, - mini enterprise, - enterprise for young	

**SME Support Systems and Institutions in Slovakia**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<p>NÁRDNÁ AGENTÚRA PRE ROZVOJ MSP Nevädzová 5, 821 01 Bratislava tel. 0042/7/237563</p>	<p>National Agency for development of SME, established as the foundation, financed by the government and by the EU Phare Programme funds co-ordinates all activities for the SME support. The number of staff is 30 persons.</p>	<p>The Agency accomplishes following activities:</p> <ul style="list-style-type: none"> <li>- prepares the state policy and the strategy inevitable for the SME sphere and submits it to central authorities of the Slovak Republic,</li> <li>- identifies and analyses barriers of the business development, formulates proposals for their removal, including proposals of the principles submitted to the central authorities,</li> <li>- supports and participates in the co-operation with the financial institutions on the creation of the credit and guarantee schemes with the aim to stimulate the SME establishment and development in the Slovak Republic,</li> <li>- supports and develops Regional Advisory and Information Centres (RAICs), co-operates with Business Innovation Centres (BICs) and consulting-entrepreneurial centres in the Slovak Republic with the aim to support managerial, marketing, financial and technical abilities of the individuals to become successful in SME,</li> <li>- co-operates with existing European information networks and databases in the entrepreneurial branch - for this purpose there is the Euro Info Centre established in the Agency,</li> <li>- initiatives and supports the extension of activities in the SME sphere through the information campaign for public, publishing of the information literature, organisation of conferences, seminars and exhibitions,</li> <li>- it is charged to perform as the Programme Management Unit of the Phare SME project,</li> <li>- performs in co-operation with domestic and foreign sponsors in favour of SMEs,</li> </ul>	<p>The Agency in the co-operation with the EU Phare SME Programme creates preferable conditions for the credits and guarantees provision. Schemes:</p> <ul style="list-style-type: none"> <li>- Phare guarantees for credits up to 10 mil. Sk</li> <li>- the support is in the form of the guarantee provided maximum to 75% of the credit. It is provided to SMEs with no more than 100 employees.</li> <li>- Support Credit Programme - credits are provided up to 5 mil. Sk, the number of staff is maximum of 500 and the credit maturity is 5 years. The interest rate is 13,5%</li> <li>- Seed Capital Fond - fund aimed to enable the SME establishment and development through financial investments, enterprises with maximum of 200 staff are financed, the amount of the investment is from 200,000 to 5 mil. Sk, forms of investments are following: <ul style="list-style-type: none"> <li>- investments,</li> <li>- convertible credit</li> </ul> </li> </ul>



## SME Support Systems and Institutions in Slovakia

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		<ul style="list-style-type: none"><li>- it is the national co-ordinator of the Slovak enterprises participation in the Europartenariat fair, which is organised by the EU twice a year,</li><li>- organises the subcontract exchange system which enables the selection of commercial partners for domestic and foreign producers and provides consulting services for Slovak enterprises in the commercial, legislative and technical sphere.</li></ul>	
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## SME Support Systems and Institutions in Slovakia

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<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
PODNIKATELSKÉ INOVACNÉ CENTRÁ	Business Innovation Centres (in 4 regions) are regional associations with the participation of local authorities as well with the average number of staff of 5 persons.	Like previous these centres provide a wide range of counselling and consulting services but they are mainly concentrated on innovative projects. Besides that they perform as incubators for start-ups by providing them with the long-term care (2-3 years) and some material assistance as well.	

**SME Support Systems and Institutions in Slovakia**

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<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
POL'NOBANKA, a.s. Vajnorská 21 Bratislava tel. 0042/7/2021289	Agricultural Bank with its network of 25 branch offices in Slovakia is the joint-stock company with the capital mostly from agricultural firms. It is the ordinary bank with some special schemes only for SMEs.		It has following schemes for SMEs: - Support Credit Programme (see the National Agency...) - American Credit Programme - credits for SMEs in the amount from 600,000 Sk to 7,5 mil Sk - TWO STEP LOAN Credit from the EXIM Bank Japan - credits for firms to 600 employees up to 5 mil. USD.

**SME Support Systems and Institutions in Slovakia**

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<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
PORADENSKO - PODNIKATEĽSKÉ STREDISKÁ (They are being gradually transformed to RAIC)	Consulting Entrepreneurial Centres in 35 regions were established under every district authority with the average number staff of 2 persons.	They provide general information on legal questions, taxes, accounting and consultations in different branches concerning SMEs. They co- operate with LABOUR Offices in organising of requalification courses and seminars for SMEs, organise short-term lectures and seminars on specific themes (tax law, information on duties, legislative changes, etc.)	

**SME Support Systems and Institutions in Slovakia**

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<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
PORADESNKÉ CENTRUM PRE MSP Bratislavská 435 018 41 Dubnica n/V. tel. 0042/827/263 96	Counselling Centre for SMEs is a non-profit association established by local authorities in the region with the aim to support SMEs.	The basic aim is to build the SME networks in the region with the following basic activities: - support and stimulation of the SME creation, - counselling activities, information and training services. - economic and commercial services for SMEs, - processing of settings for entry to international programmes and investigation of foreign partners	

**SME Support Systems and Institutions in Slovakia**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<p>REGIONÁLNA ROZVOJOVÁ AGENTÚRA Milcova 8 010 01 Zilina tel. 0042/89/621 392</p>	<p>Regional Development Agency is a joint-stock company aimed at the renewal of the Upper Povazie and Kysuce region. It was established by the Slovak government on behalf of the Centre of Strategic Studies of the SR in the co-operation with the EU Phare programme. It is not specially designed for the SME development.</p>	<p>The agency activities are aimed at:</p> <ul style="list-style-type: none"> <li>- strategy creation for the renewal and development of the region including priority determination,</li> <li>- regional development and environment,</li> <li>- support to the SME development,</li> <li>- support to the market investments and development and the region promotion,</li> <li>- support to education and development of requalification programmes.</li> </ul>	

**SME Support Systems and Institutions in Slovakia**

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<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
REGIONÁLNA ROZVOJOVÁ AGENTÚRA - Banská Stiavnica Radnicná 1 969 00 Banská Stiavnica tel. 0042/859/232 32	Regional Development Agency was established by the city of Banská Stiavnica with the aim to solve the employment in the region.	The versatile support to business development and new job creation are basic aims.	

## SME Support Systems and Institutions in Slovakia

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Organization	Nature of Organization	Information/Counseling/Training	Finance/Other
<b>REGIONÁLNE INOVACNE CENTRUM</b> 900 41 Rovinka 42 tel. 0042/7/985218	Regional Innovation Centre is a non-profit association of legal persons with the aim to assist in the SME development in the region of Podunajsko	Basic activities are: - incubator services for SMEs, - support and transfer of technologies, - general information and counselling, - expert counselling in a wide range of spheres, - economic and commercial services, - training of entrepreneurs	



### SME Support Systems and Institutions in Slovakia

Organization	Nature of Organization	Information/Counseling/Training	Finance/Other
REGIONÁLNE PORADENSKÉ A INFORMACNÉ CENTRÁ	Regional Advisory and Information Centres (in 11 regions) are regional associations of legal entities with the participation of local authorities as well. The average number of staff is 5.	Centres provides: - complex counselling for SMEs, - complex training programme for SME founders, - drawing and evaluation of business plans, - special seminars targeted to the law, management, finance, accountancy, taxes, etc., - up-to-date entrepreneurial information, - commercial exhibitions, - special management of regional development projects	

Organization	Nature of Organization	Information/Counseling/Training	Finance/Other
<p>SLOVENKÁ ZÁRUCNÁ BANKA Kutlíková 17 852 99 Bratislava tel. 0042/7/836732</p>	<p>Slovak Guarantee Bank is the state financial institution established by the Ministry of Finance of the Slovak Republic, Through its activities it should assist mainly in the SME development in these 4 ways:</p> <ul style="list-style-type: none"> <li>- support in the establishment and development of SMEs in large private firms</li> <li>- support to the privatisation and restructuralisation of enterprises,</li> <li>- support to the internationalisation of enterprises through the access to foreign markets,</li> <li>- provisions of the assistance in the regional policy questions solution</li> </ul>		<p>Slovak Guarantee Bank provides:</p> <ul style="list-style-type: none"> <li>- guarantees for credits up to 85% of the credit amount,</li> <li>- contributions to the interest coverage up to 80% of the interest amount</li> <li>- irregular financial contributions mainly to agrarians.</li> </ul> <p>The Bank works according to these schemes:</p> <ul style="list-style-type: none"> <li>- programme of guarantees and the returnable financial assistance programme,</li> <li>- guarantee programme and irregular financial assistance to SMEs in agriculture,</li> <li>- guarantee programme for credits to support seasonal works in agriculture,</li> <li>- support programme for the small water power stations construction,</li> <li>- support programme for economic activities aiming at fuel, energy and imported stock reduction.</li> </ul>

**SME Support Systems and Institutions in Slovakia**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<p>SLOVENSKÁ NÁRODNÁ AGENTÚRA PRE ZAHRANICNÉ INVESTÍCIE A ROZVOJ Sládkovicova 7 811 06 Bratislava tel. 0042/7/335175</p>	<p>Slovak National Agency for Foreign Investment and Development (SNAFID) is a joint-stock company with 100% of share of the National Property Fund. It is not designed specially for the SME support, but its activities are in a close contact with SMEs.</p>	<p>The agency's activities are the following:</p> <ul style="list-style-type: none"> <li>- identifies potential domestic partners for foreign investors, accompanies domestic and foreign partners in the process of the creation of joint-ventures,</li> <li>- provides domestic firms with databases on offers and demands for capital investments in Slovakia,</li> <li>- maintains and broadens contacts with foreign financial-consulting institutions, investment banks, associations of entrepreneurs and chambers of commerce,</li> <li>- participates in investment seminars, conferences, fairs and exhibitions aimed at the investment affluence support, the establishment of joint-ventures and the technology transfer,</li> <li>- co-operates actively with the EU experts within the Phare programme on the preparation of the support project for the Slovak firms export,</li> <li>- publishes and distributes free of charge various periodicals concerning business possibilities in Slovakia</li> </ul>	

**SME Support Systems and Institutions in Slovakia**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
SLOVENSKÁ OBCHODNÁ A PRIEMYSELNÁ KOMORA Gorkého 9 816 03 Bratislava	Slovak Chamber of Commerce and Industry has 13 branch offices in Slovakia. Its members are according to the tax all entrepreneurs who have prior entry into the commercial register. According to this is not concentrated only on SMEs.	The chamber activities are the following: - represents and co-ordinates common interests of its members in entrepreneurial matters at home or abroad, provides them with various services at this sphere, - participates in the preparation generally binding legal regulations and precautions in the sphere of entrepreneurship, - co-operates in the co-ordination and realisation of economic relations of the Slovak Republic with foreign countries, - assists in the co-ordination of interests of its members in the sphere of business and protects them from dishonest business relations, - establishes and develops contacts with chambers and similar institutions at home and abroad and signs contracts with them, organises economic- commercial missions and delegations, - collects and improves knowledge and information on commercial-political, legal, customs, ecological and economic conditions in abroad and publishes expert publications for this purpose, - supports the promotion of its members at home and in abroad including their participation in exhibitions and fairs, - publishes for its members certificates on facts important in legal relations which arise in the international trade, - organises arbitral procedure in economic disputes among members, - performs as the information-mediating centre for intermediating commercial partners at home	

## SME Support Systems and Institutions in Slovakia

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		and in abroad, - provides its members with counselling and consulting services, - organises training activities, - establishes and manages enterprises and institutions for the SME and training support in this branch.	
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**SME Support Systems and Institutions in Slovakia**

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<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
SLOVENSKÁ SPORITEL'NA, a.s. Námestie SNP 18, 816 07 Bratislava tel. 0042/7/364655	Slovak Savings Bank with its 38 branch offices in Slovakia is a joint-stock company mostly with the state capital. It is the savings bank which has on scheme for SMEs.		Scheme for SMEs: - Support Credit Programme (see the National Agency...)

**SME Support Systems and Institutions in Slovakia**

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<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
SLOVENSKO-AMERICKY PODNIKATEL'SKY FOND Radlinského 27 810 05 Bratislava tel. 0042/7/326544	Slovak-American Entrepreneurial Fund is the fund managed privately which supports SMEs in Slovakia. Its funds are from American tax-payers, approved by the USA Congress.		The fund invests in Slovak enterprises in form of investments and credits. Criteria for investments are: - creation of new jobs, - support to the export, - energy reduction, - improvement of the environment, - development of agriculture, - development of tourism

**SME Support Systems and Institutions in Slovakia**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
SLOVENSKÝ ZIVNOSTENSKÍ ZVAZ Nevädzová 5 821 01 Bratislava tel. 0042/7/2907614	Slovak Union of Crafts is a professional lobby of citizens - entrepreneurs on the basis of a voluntary individual team membership. There are 8 regional social and 12 professional guilds in Slovakia.	<p>Main activities are:</p> <ul style="list-style-type: none"> <li>- counselling in the sphere of accountancy and economics of the firm, taxes, customs, firm establishment, market survey, legislation, technical consultancy, foreign trade, credits, etc.,</li> <li>- provision on commercial information from the Union database,</li> <li>- intermediation of contracts with Viennese guilds, Austrian and German unions of crafts,</li> <li>- represents tradesmen in relation to the government, National Council of the Slovak Republic and other state authorities and organisations,</li> <li>- provides the graduates of requalification courses with certificates in order to execute particular activity,</li> <li>- intermediates visits to fairs, congresses and exhibitions and assists in their organisation</li> </ul>	



**SME Support Systems and Institutions in Slovakia**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
TATRABANKA, a.s. Vajanského nábr. 5 810 06 Bratislava tel. 0042/7/542111	Join-stock company with 10 branch offices in Slovakia mostly with the private and foreign capital. Ordinary financial institution which has special schemes for SMEs.		Schemes for SMEs: - Support Credit Programme (see National Agency...) - TWO STEP LOAN Credit (see the Agricultural Bank), - APEX GLOBAL LOAN Credit from the European Investment Bank is designated for the selected circle of SMEs. It is provided up to maximum 50% on investment costs. It may reach up to maximum of 20 mil. ECU

**SME Support Systems and Institutions in Slovakia**

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<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
TECHNOLOGICKÉ CENTRUM Paulinská 16 917 00 Trnava tel. 0042/805/320 26	Technological Centre is an association of legal persons in the region with the participation of local authorities. It is aimed at the versatile development of SME in the region.	Basic activities are. - incubator services for SMEs, - complex consulting and counselling services, - intermediation of contacts with foreign entrepreneurs, - specific technological and patent counselling, - economic and commercial services.	

**SME Support Systems and Institutions in Slovakia**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>ÚSTAV DALŠIEHO VZDELÁVANIA EKONÓMOV A MANAZEROV PRI EU</b> Dolnozemska cesta 1 851 04 Bratislava tel. 0042/7/812063	Institute for the Further Education of Economists and Managers by the Economic University is a training information and research institution for the further economic education and preparation of managers.	It organises social courses, special seminars, requalification courses, language courses, bachelor studies, courses and seminars with the foreign lecturers aimed at the wide range of SME branch.	

Organization	Nature of Organization	Information/Counseling/Training	Finance/Other
<p>VEDECKO- TECHNOLOGICKE INOVACNÉ CENTRUM Severná 5 974 01 Banská Bystrica tel. 0042/88/724304</p>	<p>Scientific Technological Centre is a non-profit organisation established by the city of Banská Bystrica, by the Matej Bel University and other subjects with the aim to support the SME creation the city and region</p>	<p>Basic activities are:</p> <ul style="list-style-type: none"> <li>- drawing and evaluation of business plans,</li> <li>- rent of offices for the own operation,</li> <li>- provision of administrative services, such as the reception, telephone, fax, PC, accounting evidence, etc.</li> <li>- organises various courses and training's for the managerial abilities development,</li> <li>- counselling in the sphere of productive technologies,</li> <li>- services for import and export of technologies,</li> <li>- counselling in the sphere of the quality improvement (according to the ISO 9000)</li> </ul>	

### SME Support Systems and Institutions in Slovakia

Organization	Nature of Organization	Information/Counseling/Training	Finance/Other
VSEOBECNÁ ÚVEROVÁ BANKA, a.s. Gorkého 7 818 51 Bratislava	General Credit Bank with 36 branch offices in Slovakia is the joint-stock company mostly with the state capital. It is the ordinary financial institution with two special schemes for SMEs		Schemes for SMEs: - TWO STEP LOAN CREDIT (see Agricultural Bank) - APEX GLOBAL LOAN Credit from the European Investment Bank is designated for the selected circle of SMEs. It is provided up to max. 50% of investment costs. It may reach 20 mil. ECU as a maximum.

Organization	Nature of Organization	Information/Counseling/Training	Finance/Other
<p>VYSOKÁ SKOLA POL'NOHOSPODÁRSK A Katedra managementu Trieda A.Hlinku 2 949 67 Nitra tel. 0042/87/601</p>	<p>University of Agriculture is a state university aimed at the education in the sphere of agriculture. The Department of Management is specialised in the expert education entrepreneurship in sphere of agriculture.</p>	<p>Basic activities are:</p> <ul style="list-style-type: none"> <li>- provides general and specialised information in the sphere of agriculture,</li> <li>- assists agricultural firms in the creation of business plans, marketing and financial plans, production processes, farms management, personal work of firms,</li> <li>- provides consulting activities for firms in searching for financial resources,</li> <li>- organises conferences and seminars publishes the report dossier,</li> <li>- carries out requalification courses covered by the labour offices,</li> <li>- organises courses of enterprise personal and financial management,</li> <li>- prepares expert advisors from the graduates and shares in working out the model of the agricultural counselling in Slovakia.</li> </ul>	

## SME Support Systems and Institutions in Slovakia

Organization	Nature of Organization	Information/Counseling/Training	Finance/Other
<p>ZDRUZENIE PODNIKATEL'OV SLOVENSKA Cukrová 14, 813 39 Bratislava</p>	<p>Association of Entrepreneurs is the first lobby of entrepreneurs in Slovakia which enforces and defends competent interests of its members. The membership is voluntary and members can be formed from the natural persons as well as a team members. It has 46 regional representations.</p>	<p>The association provides its members with a wide range of counselling, mediating and other expert services. It represents its members in the relation to other subjects of the economic and social life, international institutions and creates optimal conditions for the information spread necessary for entrepreneurial activities.</p>	

**SME Support Systems and Institutions in Slovakia**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
ZDRUZENIE VEDECKÝCH A TECHNOLOGICKÝCH PARKOV V SR Nevädzová 5 821 01 Bratislava tel. 0042/7/2907111	Association of Scientific and Technological Parks in the Slovak Republic is a voluntary union of legal and natural persons (see annex 1.4) with the aim to create conditions for the creation and development of scientific and technological parks in Slovakia.	Basic activities are: - assists in the establishment of scientific parks and technological centres - organises expert seminars, conferences and exhibitions, - co-ordinates the activities in the scientific technological arks creation, - creates connections among individual STP and research institutions and schools	



**SME Support Systems & Institutions in Slovenia**

**SME Support Systems and Institutions in Slovenia: Matrix**

<b>Organization</b>	<b>Information</b>	<b>Counselling</b>	<b>Training</b>	<b>Finance</b>	<b>Others</b>
Association of Entrepreneurs	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Business Incubators	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>
Chambers of Crafts	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Chambers of Economy	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Department of Small Business	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Education and Training Institutions			<input checked="" type="checkbox"/>		
Ministry of Agriculture, Forestry and Food	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Ministry of Economic Affairs	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Ministry of Economic Relations and Development	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	
Ministry of Education and Sport			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Ministry of Environment and Space	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Ministry of Labour, Family and Social Affairs (Employment Office)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Ministry of Science and Technology		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Municipalities	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Regional Government	<input checked="" type="checkbox"/>				
Small Business Development Centre		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Small Business Development Fund				<input checked="" type="checkbox"/>	
SME Counsellors	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Technology Parks	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>

**SME Support Systems and Institutions in Slovenia**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>ASSOCIATIONS OF ENTREPRENEURS</b> <i>(at Chamber of Economy)</i>	- with 13 regional associations, since 1994 - promotion of entrepreneurship - lobbying the State Council	<b><u>Information:</u></b> plans to develop entrepreneurial clubs in all municipalities as basic information desks, signposting <b><u>Counseling:</u></b> basic advice on registration <b><u>Training/Education:</u></b> supports entrepreneurial education and training: Academy of Entrepreneurship - higher education institution for entrepreneurial education	<b><u>Finance:</u></b> plan for mutual fund

**SME Support Systems and Institutions in Slovenia**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>BUSINESS INCUBATORS</b>	BIG - Business Incubator Group of Slovenia	<u><b>Information:</b></u> basic business information <u><b>Counseling:</b></u> business plans general counselling - legal issues, special counselling - finance, marketing	<u><b>Other:</b></u> 5-6 incubators offer premises on low rents

**SME Support Systems and Institutions in Slovenia**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>EDUCATION &amp; TRAINING INSTITUTIONS</b>	<ul style="list-style-type: none"> <li>- institutions at the Chamber of Economy</li> <li>- People's universities: semi-public institutions, charging for their services: basic entrepreneurial skills (certified programmes), middle management training, foreign languages</li> <li>- private training institutions: mostly local or regional coverage, subcontracting to Employment Offices, chambers</li> </ul>		

**SME Support Systems and Institutions in Slovenia**

Organization	Nature of Organization	Information/Counseling/Training	Finance/Other
<p><b>GOSPODARSKA ZBORNICA SLOVENIJE</b>  <i>(Chamber of Economy)</i>                      Slovenska 41                      61000 Ljubljana                      tel.: (061) 125 01 22                      fax: (061) 219 536</p>	<ul style="list-style-type: none"> <li>- membership is compulsory for all business subjects (registered in Slovenia)</li> <li>- organised in 13 Regional Chambers</li> <li>- provide different services for members</li> <li>- international relations</li> <li>- financed from membership fees</li> <li>- still devoted to medium and large companies</li> </ul>	<p><b><u>Information:</u></b></p> <ul style="list-style-type: none"> <li>Infolink - information office (information available in Regional Chambers as well):</li> <li>- economic trends in Slovenia (Analytical Service)</li> <li>- changes in fiscal and monetary policy</li> <li>- information on Slovenian and foreign markets</li> <li>- foreign databases, registries of foreign companies</li> <li>- co-operation - sub-contracting and partnership, opportunities for joint-ventures</li> <li>- development programmes</li> </ul> <p><b><u>Counseling:</u></b></p> <ul style="list-style-type: none"> <li>- tariff part of collective contracts</li> <li>- international business opportunities</li> <li>- advice on investments, custom duties, export regulations</li> <li>- legal advice on legal status of businesses, privatisation</li> </ul> <p><b><u>Training/Education:</u></b></p> <p>4 training institutions sponsored by the Chamber:</p> <ul style="list-style-type: none"> <li>- Centre for Foreign Trade, Radenci: exports and imports, export marketing, regulations, foreign languages</li> <li>- Centre for Executive Development, Brdo: management training, workshops, International MBA Programme</li> <li>- Technological Education Centre, Ljubljana: operations management for middle managers, quality</li> <li>- GEA College, Ljubljana: Entrepreneurial Training Centre</li> </ul>	

**SME Support Systems and Institutions in Slovenia**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>MINISTRSTVO ZA OKOLJE IN PROSTOR</b> <i>Zupanciceva 6 61000 Ljubljana tel.: (061) 176 52 11 fax: (061) 224 548</i>	- Ministry of Environment & Space - urban planning - environment	<u>Information:</u> industrial locations	<u>Finance:</u> Ecology Development Fund: 1995: - loans to project for clean air in Maribor: total 250 Mio SIT: individuals up to 10.000 DEM, companies up to 100.000 DEM - loans for local public services (total 710 Mio SIT) - entrepreneurs as concessionaires  <u>Other:</u> Urban planning

**SME Support Systems and Institutions in Slovenia**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<p><b>MINISTRSTVO ZA DELO, DRUZINO IN SOCIALNE ZADEVE</b>  <i>Kotnikova ulica 5          61000 Ljubljana          tel.: (061) 171 33 11          fax: (061) 171 34 56</i></p> <p><i>Republiski zavod za zaposlovanje          (Employment Office of Republic of Slovenia)          Glinska ulica 12          61000 Ljubljana          tel.: (061) 125 98 07          fax: (061) 125 98 23</i></p>	<p>Ministry of Labour, Family and Social Affairs          all programmes for unemployed provided through the Employment Office with the network of 10 Regional Offices and 59 Local Offices (total 727 employees 1.1.1995)</p>	<p><b>Information:</b>          Regional and Local Offices: information on employment opportunities</p> <p>Active Employment Policy programme: information on self-employment programmes (SEP), signposting to the counsellors working with Employment Offices on contracts, general advice on legal issues for new ventures.</p> <p><b>Counseling:</b>          SEP: SME counsellors working for Employment Offices on the contract basis:</p> <ul style="list-style-type: none"> <li>- business plans</li> <li>- legal issues</li> <li>- registration procedure</li> <li>- assistance in management</li> </ul> <p><b>Training/Education:</b></p> <ul style="list-style-type: none"> <li>- vocational training courses</li> <li>- awareness seminars for candidates for self-employment</li> <li>- courses on business skills (basic marketing, finance, management, accounting)</li> <li>- workshop on business plans</li> </ul>	<p><b>Finance:</b></p> <p>Refunds to employers:</p> <ul style="list-style-type: none"> <li>- creation of new jobs</li> <li>- refunds of social contributions</li> <li>- part of costs for re-skilling of redundant employees</li> </ul> <p>Financial assistance to self-employment:</p> <ul style="list-style-type: none"> <li>- unemployed benefits</li> <li>- capitalisation up to 6 minimum wages to open own firm before the expiry of the benefits</li> <li>- a grant (2.000 DEM) for new firm</li> </ul>



**SME Support Systems and Institutions in Slovenia**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>MINISTRSTVO ZA EKONOMSKE ODNOSE IN RAZVOJ (MEOR)</b> <i>Kotnikova 5/III 61000 Ljubljana tel.: (061) 171 33 11 fax: (061) 171 35 66</i>	- Ministry of Economic Relations and Development - monitoring the process of privatisation - Department of Foreign Trade - regional development - policy and funding	<b><u>Information:</u></b> Agency for Export Promotion: - promotion of Slovene companies abroad (fairs, conferences, exhibitions) - information for foreign investors in Slovenia	<b><u>Finance:</u></b> Fund for Equitable Regional Development: - loans with lower interest rates - development of demographic threatened (depopulated) areas - maintaining population in rural areas Sources: privatisation revenues: 1,5 Bill. SIT (first public tender in January 1996)

Organization	Nature of Organization	Information/Counseling/Training	Finance/Other
<p><b>MINISTRSTVO ZA GOSPODARSKE DEJAVNOSTI (MGD)</b> Kotnikova 5/II 61000 Ljubljana tel.: (061) 171 32 00 fax: (061) 133 10 31</p>	<p>Ministry of Economic Affairs - Main government responsible for SMEs (small firms defined as up to 50 employees, medium as up to 250). Includes: Department of Small Business tel.: (061) 171 32 30  Small Business Development Centre Dunajska 156/I 61000 Ljubljana tel.: (061) 188 11 66 fax: (061) 188 11 75 Department of Industry covers medium-sized firms</p>	<p><b>Information:</b> Software support is provided through Small Business Development Centre (SBDC), the APEX institution of the Small Business Support Network (SBSN):  Information/Advice: sponsoring the project of information system for small businesses (starting in 1995) - computer database on all forms of national/regional/local assistance to SMEs, the institutions providing the assistance, relevant legislation, tenders directed to small business projects. Euro-Info Centre for Slovenia.  Promotion of small business / entrepreneurship: sponsoring some promotional events - contests of Entrepreneur of the Year, Woman Entrepreneurs of the Year, sponsoring some publications on entrepreneurship, sponsorship of international conferences on small business topics held in Slovenia (EFMD, Bled)  Counselling/Consulting: SBDC has subsidised counselling: - general counselling for small businesses: up to 50% of counselling fees for groups of minimum 10 participants (the rest has to be paid by participants): 30 Mio SIT in 1995 - specialist counselling for small businesses: up to 30% of counselling fees: (a) up to 24 hours for an individual user, (b) hourly free up to 5.000 SIT for specialist counselling and up to 3.500 SIT for project work: 20 Mio SIT</p>	<p><b>Finance:</b> Finance: provided through Small Business Development (SBDF): - subsidies of interest rates bank loans - guarantees to banks for loans - loans to SMEs (only at the beginning and from 1996 onwards)  <b>Other:</b> Business incubators form a section in the SBDC: - training of the staff in incubators - international linkages - participation on tenders for general and special counselling  Ministry of economic Affairs is the main founder of Business Support Centre in Kranj: - incubator - SPX centre  Ministry of co-sponsored two technology parks (with Ministry of Science and Technology): - Ljubljana Technology Park - Styria Technology Park (Maribor)</p>

## SME Support Systems and Institutions in Slovenia

		<p>SMEs were eligible to subsidies if counselling has been provided by a member of SBSN.</p> <p>Education &amp; Training: SBDC has provided a part of finance:</p> <ul style="list-style-type: none"><li>- for development of dome training programmes for start-ups and established small firms</li><li>- sponsoring of entrepreneurs participating at specific programmes e.g. Evening School of Entrepreneurship: 200 participants in 1995, 20.000 SIT per participant: (a) enterprises up to 3 years in operation, (b) up to 4 employees</li><li>- 10 scholarships to students at the Graduate Study of Entrepreneurship (Faculty of Economic): 5 Mio SIT</li><li>- sponsoring the training of 170 SME counsellors (some courses have been co-sponsored by other donor countries - one - week training abroad).</li></ul>	
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**SME Support Systems and Institutions in Slovenia**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>MINISTRSTVO ZA KMETIJSTVO, GOZDARSTVO IN PREHRANO</b> <i>Parmova 33 61000 Ljubljana tel.: (061) 323-643 fax: (061) 313 466</i>	- Ministry of Agriculture, Forestry and Food (MAFF) - supporting agricultural production - assistance to rural community projects (improving environment, landscape and revitalisation of villages)	<u><b>Information:</b></u> Agricultural Promotion Service: - development of agricultural technology - promoting commercial food production and related activities  <u><b>Counseling:</b></u> Agricultural Promotion Service: - support in the arrangement of export goods - R&D in agriculture : new corps cultures - development projects in forestry  <u><b>Training/Education:</b></u> Sponsoring agricultural education (secondary schools and higher education)	<u><b>Finance:</b></u> Not focused on small business: - subsidies on interest rates for bank loans for investment in cattle-breeding and expansion of farm premises - promotion of sales of agricultural crops - subsidies for credits for agricultural production (fertilisers, crop protection, seeds)

## SME Support Systems and Institutions in Slovenia

Organization	Nature of Organization	Information/Counseling/Training	Finance/Other
<b>MINISTRSTVO ZA SOLSTVO IN SPORT</b> <i>Zupanciceva 6 61000 Ljubljana tel.: (061) 176 52 11 fax: (061) 214 820</i>	Ministry of Education and Sport	<u>Training/Education:</u> - Vocational schools - Entrepreneurship as a course in some secondary school	<u>Finance:</u> Co-sponsoring of some programmes of entrepreneurship (Summer Schools)

**SME Support Systems and Institutions in Slovenia**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>MINISTRSTVO ZA ZNANOST INTEHNOLOGIJ O (MST)</b> <i>Slovenska 50 61000 Ljubljana tel.: (061) 131 11 07 fax: (061) 132 41 40</i>	- Ministry of Science and Technology - assistance to innovative projects - international promotion of promising inventions	<u><b>Counseling:</b></u> Counselling on Patent Law, intellectual property rights <u><b>Training/Education:</b></u> Support for business courses for young scientists - to consider the commercial application of their research	<u><b>Finance:</b></u> Technology Development Fund (TSF) - look at innovation <u><b>Other:</b></u> 2 Technology Parks: - Ljubljana TP - Styria TP, Maribor  co-founder of Business Support Centre in Kranj

## SME Support Systems and Institutions in Slovenia

Organization	Nature of Organization	Information/Counseling/Training	Finance/Other
<b>OBCINE</b> <i>(Municipalities communes): 147</i>	municipalities are responsible for their economic and social development	<u>Information:</u> <ul style="list-style-type: none"> <li>- business locations (business zones)</li> <li>- premises to rent in public ownership</li> <li>- local programmes of assistance</li> </ul>	<u>Finance:</u> <p>Local small business development funds:</p> <ul style="list-style-type: none"> <li>- mostly long term loans through banks</li> <li>- few short term loans</li> <li>- subsidies for interest rates</li> <li>- grants (few)</li> <li>- guarantees for bank loans</li> </ul> <p>Also start-up businesses, not only established firms</p> <u>Other:</u> <p>Some incubators</p>

**SME Support Systems and Institutions in Slovenia**

<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>OBRTNA ZBORNICA SLOVENIJE</b> <i>Celovska 71 61000 Ljubljana tel.: (061) 159 32 41 fax: (061) 559 270</i>	- Chamber of Crafts with 60 local chambers (former municipal towns) - promotion of new technology - vocational education & training (apprenticeship) - issuing and register of craft licenses - advocacy of craft in relation to the government (lobbying)	<p><b><u>Information:</u></b></p> Infohandy - computer information system: - register of craft shops - exchange of offer and demand: domestic and foreign databases  Information on new craftsmen: registration, licensing, assistance  <p><b><u>Counseling:</u></b></p> General counselling, legal advice to members, signposting, counselling on R&D, technology, employment  <p><b><u>Training/Education:</u></b></p> System of apprenticeship for vocational education, master exams (new regulation), courses and workshops on legislature and regulatory changes	<p><b><u>Finance:</u></b></p> Mutual Fund  <p><b><u>Other:</u></b></p> Support for urban planning of craft zones STEP - promotion on fairs, exhibitions abroad



**SME Support Systems and Institutions in Slovenia**

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<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>REGIONAL GOVERNMENT</b> <i>no regional administration currently</i>			

**SME Support Systems and Institutions in Slovenia**

Organization	Nature of Organization	Information/Counseling/Training	Finance/Other
<p><b>SKLAD ZA RAZVOJ MALEGA GOSPODARSTVA</b></p>	<p>- Small Business Development Fund                      - unclear legal status (a special financial institution)                      - main government institution for financial assistance to small businesses</p>	<p><b>Information:</b>                      Financial assistance only to small businesses as defined under the Law on Small Business Development (1991):                      *) Loans                      - in 1992: 1,9 Mio DEM for 44 long-term loans (D + 6%; D - denominated in DEM)                      - 1996 onwards (from privatisation revenues): 1,551 MIO SIT (=9 Mio DEM):                      a) small business                      b) investment up to 800.000 DEM                      c) loan up to 50% of investment                      d) minimum of 30% of investors own resources                      e) collateral: mortgage on real estate in 1,5-2 - times the loan                      *) No equity investment (venture capital) till now                      *) Guarantees for bank long-term (investment) loans:                      - up till now 81 guarantees (22 Mio DEM of loans); in 1996 additional 110 Mio SIT                      - at the beginning: 100% of principal guaranteed, now 60-90% (risk sharing with banks)                      - bank real interest rate up to 13%                      - investment up to 3 Mio DEM (previously: 6 Mio DEM)                      - minimum share of investors resources: 30%                      *) Guarantees for short-term loans: not approved until now                      *) Subsidies of interest bank loans:                      - 603 projects until now ( 1995: only 57 projects)                      - investments p to 800.000 DEM, loans up to</p>	

## SME Support Systems and Institutions in Slovenia

		<p>400.000 DEM, interest rate up to 13% (formerly: up to 15%)</p> <ul style="list-style-type: none"><li>- amount of subsidy: maximum 50% of the interest rate</li><li>- minimum of 30% investors own resources</li></ul> <p>*) Short-term loans for liquidity: money to be used for subsidies payments in subsequent months is deposited in banks in order to initiate bank loans to small businesses</p> <ul style="list-style-type: none"><li>- 110 contracts until now</li></ul> <p>interest margin for bank not exceeding 4%, fee for project administration not over 0,5% of the loan</p> <p>repayment period: only up to 15 days</p>	
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## SME Support Systems and Institutions in Slovenia

Organization	Nature of Organization	Information/Counseling/Training	Finance/Other
<b>SME COUNSELLORS</b>	- Section of SME counsellors at Small Business Development Centre - small consulting companies	<p><b><u>Information:</u></b></p> <ul style="list-style-type: none"> <li>- subcontracting to Employment Office</li> <li>- information on legal procedures</li> <li>- information on financial assistance</li> </ul> <p><b><u>Counseling:</u></b></p> <ul style="list-style-type: none"> <li>- providing subsidised counselling if participated on tenders</li> <li>- special counselling</li> </ul> <p><b><u>Training/Education:</u></b></p> participants as trainers for Employment Offices, other training centres	

## SME Support Systems and Institutions in Slovenia

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<b>Organization</b>	<b>Nature of Organization</b>	<b>Information/Counseling/Training</b>	<b>Finance/Other</b>
<b>TECHNOLOGY PARKS</b>	STP Maribor IJS Ljubljana		

## SME Support Systems and Institutions in Slovenia

Organization	Nature of Organization	Information/Counseling/Training	Finance/Other
<b>UPRAVNE ENOTE</b> <i>(Administrative units): 58 locations</i>	- a part of former municipal administration, now under Ministry of Interior - issuing permits, licenses	<b>Information:</b> - business locations - information on regulation on different businesses - procedures for issuing licenses	