



Co-operation between OCE and TAM/BAS

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European Bank
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TurnAround Management &
Business Advisory Services
Programme Team

Plan for 2008 – the strategies

Preparation of 4-6 Country Strategies for TAM/BAS
(Croatia, Bulgaria, Romania, Mongolia, Tajikistan, Uzbekistan)

Framework for strategy template, data collection, and missions structure in place

OCE prepares assessment of transition challenges for the enterprise sector and market analysis for business services

TAM/BAS prepares description of past achievements as well as a strategic plan of how to meet the challenges identified by OCE

Will prove useful when addressing donors and TC Com for further funding of projects in specific countries



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Plan for 2008 – transition impact benchmarks

- Objective: simple structure for identifying transition impact potential of TAM/BAS operations – avoid overambitious or un-measurable targets, focus on essential and realistic objectives.
- TAM – transition impact potential simplified to the area of transfer of skills. This can take many forms. Needs to be done on a case by case basis. Specify intention in initial form and modify later if necessary. Report after end of project on that specific dimension.
- BAS – transition impact potential in three areas: creation of and competition in the consultants sector and transfer of skills. Benchmarks to be set at onset of programme and linked to transition gaps and challenges identified in the relevant strategy. Report at end of programme for the programme as a whole.



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Plan for 2008 – Impact Assessments

- The TAM/BAS Strategic Plan 2008-2010 envisages both light regular ex-post impact assessments of operations and some in depth, conceptually rigorous ex-post evaluations.
- OCE is helping design a potential ex-post impact assessment of TAM through the use of a management, organisation and innovation survey, which will help map progress made by enterprises in the TAM programme on several dimensions of managerial and organisational practices.
- OCE is also seeking ways to utilise existing data collected in past BAS programmes to help understand the impact achieved by such programmes.



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Key issues

- Simplify the thinking on transition impact and focus on few measurable and achievable targets. Being overambitious can be a drag on the programmes' merits when an evaluation is implemented.
- Think of TAM/BAS as a system to provide non financial support to the enterprise sector, whether SME or larger.
- Use the strategies as an effective tool to clarify objectives and how best to achieve them.