



Regional Socio-Economic Development Programme 2  
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# **Benchmarking of Regional Development Agencies in Serbia**

## **Report**

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## Introduction

Benchmarking, as a process, is the continuous search in which products, services, processes and functioning of organisations are measured and evaluated. This is to be carried out against 'the best in class organisation' in order to enable others to adapt to significantly better practices that lead to superior performance by investigating the performance and practices of other organisations (benchmark partners).<sup>1</sup>

The purpose of this paper is to benchmark Regional Development Agencies (RDAs) in the Republic of Serbia in order to review their state and condition that would inform and facilitate the development of further policy toward these organisations in the context of the *Law on regional development* of 2009 (O.G. 51/2009 as amended). The comparative analysis of RDAs was done in accordance with the logic of performance (competitive) benchmarking methodology that looks at performance characteristics in relation to key environment characteristics, resources, products and services in the same sector.<sup>2</sup>

Regional Development Agencies in the Serbia have recently become an important intermediary structure for the implementation of socio-economic projects going beyond boundaries of individual local municipality (self-government) and a significant player in supporting micro and small enterprises. RDAs in Serbia originate from donor-support programmes and SME support centres set up in the years 2001-2010. Currently there are 11 organisations with mission to deliver on socio-economic development at regional level of which 9 have received considerable financial and technical support chiefly through the EC (EU) assistance. Other donors have also been active in this field, the key ones being: Austrian Development Agency (ADA) and United Nations Office for Project Services (UNOPS). Locations of RDAs, subjects of the benchmarking analysis are shown in the map below.



These agencies are:

<sup>1</sup> Based on Camp R. C.: *Benchmarking - The Search for Industry Best Practices that Lead to Superior Performance*, ASQC Quality Press, 1989

<sup>2</sup> Source: *op. cit.* and British Quality Foundation

1. Regional Economic Development Agency for Sumadija and Pomoravlje (Kragujevac)
2. Regional Agency for Spatial and Economic Development of Raski and Moravicki Districts (Kraljevo)
3. Regional Development Agency 'South' (Nis)
4. Regional Development Agency of Sandzak 'SEDA' (Novi Pazar)
5. Regional Development Agency 'Branicevo-Podunavlje' (Pozarevac)
6. Regional Development Agency Zlatibor 'ZRDA' (Uzice)
7. Centre for Development of Jablanica and Pcinja District (Leskovac)
8. Regional Development Agency Eastern Serbia 'RARIS' (Zajecar)
9. Regional Agency for Socio-Economic Development Banat (Zrenjanin)

This pioneering report is the first attempt at making an inventory of RDAs or a baseline study that would underpin potential detailed analysis of the Serbian RDA sector and similar organisations in the future. It also serves the purpose to initiate a broader discussion on the institutional model or system for regional development in the Republic of Serbia and its efficacy.

## Methodology

Focus on quantitative RDA indicators and coefficients that apply to the RDA benchmarking methodology.

The key thematic areas of the RDA benchmarking are:

- Organisation and management
- Infrastructure resources
- Financial resources
- Human resources
- Performance and experience
- Scope of activity (operations)

The following key criteria were applied in benchmarking analysis:

- Analysis was carried out only on those variables that were available from all RDAs undergoing the benchmarking process
- Each RDA was weighed against the best score and arithmetic means in class (except for financial resources that were examined using standard performance analysis including: changes in income and cost dynamics for the sector and sources of funding along with cost centres for individual RDAs and for the sector)
- Best in class was allocated mark 1
- Benchmarks for each thematic area are depicted graphically in radar chart (except for financial resources)
- Trends and statistical analysis were not carried out due to the limited size of the sample and population
- Objective narrative commentary was given to interpret the findings

## Key findings

The key findings of the RDA benchmarking are:

1. RDAs vary significantly in their size, resources and business operations; RDAs with history longer than the medium for the sector appear to have better track record compared to the rest in the industry;
2. The key RDA weakness is lack of adequate infrastructure resources to be able to deal with their mission and desired business profiles;
3. Sustainability of RDAs is determined by ease of access to donor-funded programmes and projects offering grant funding; only one RDA managed to develop portfolio of services able to generate considerably high sustainable funding sources that do not depend on public support programmes or projects;
4. Majority of RDA employees have acquired university degrees but the length of their work experience varies across the industry, which may indicate shortages in certain skills and expertise;
5. RDAs offer low portfolio of business support services and these are not commercially-driven; instead, activities run by agencies seem to address matters pertaining key regional stakeholders and shareholders related to regional development and co-operation with municipalities.

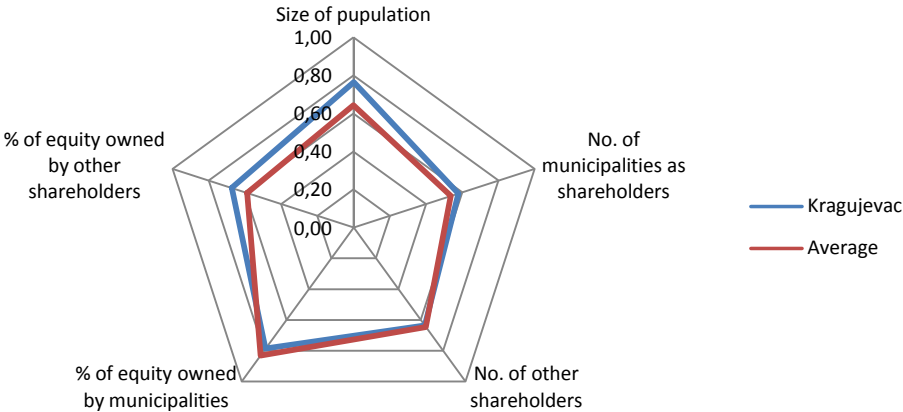
# RDA Regions, Organisation and Management

All RDAs in Serbia are limited liability companies. The oldest RDA in Kragujevac was established in 2001 and the youngest one, set up in 2010, is located in Nis. The average age of RDA is 5 years. Some agencies underwent significant structural transformation or alteration of their business profile in recent years; hence, each RDA has its own history and operates in a unique regional environment and socio-economic context. This is, *inter alia*, reflected in the internal organisation of RDAs through the number and typology of their business units.

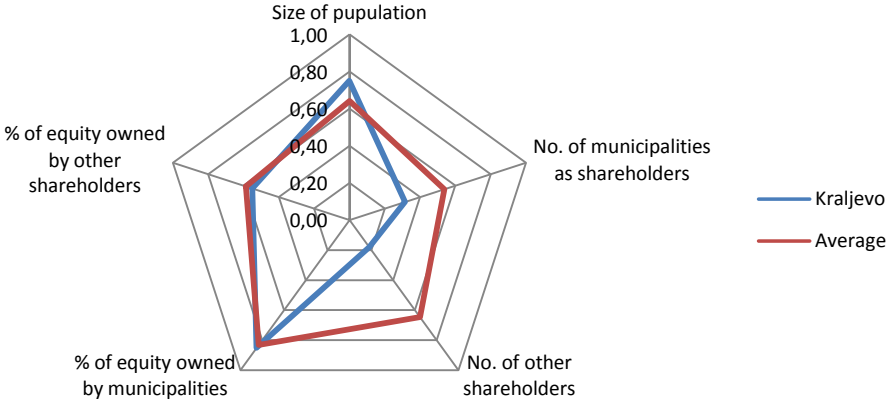
## Key benchmark indicators per RDA

The key benchmarks relating to regional context, management and organisation per each agency are illustrated below.

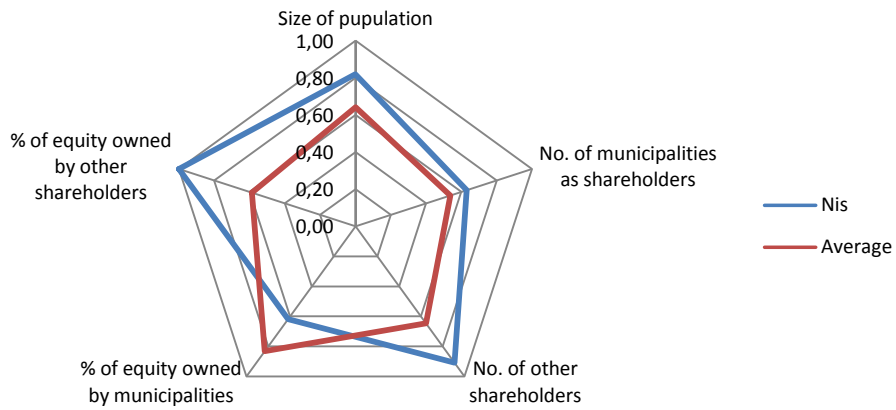
### 1. RDA Kragujevac



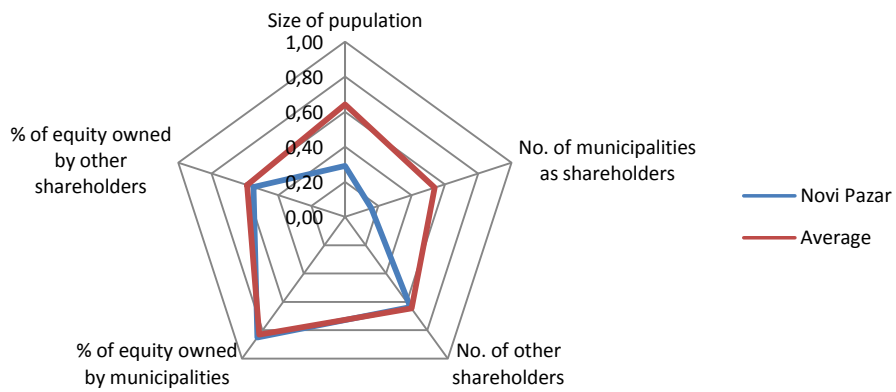
### 2. RDA Kraljevo



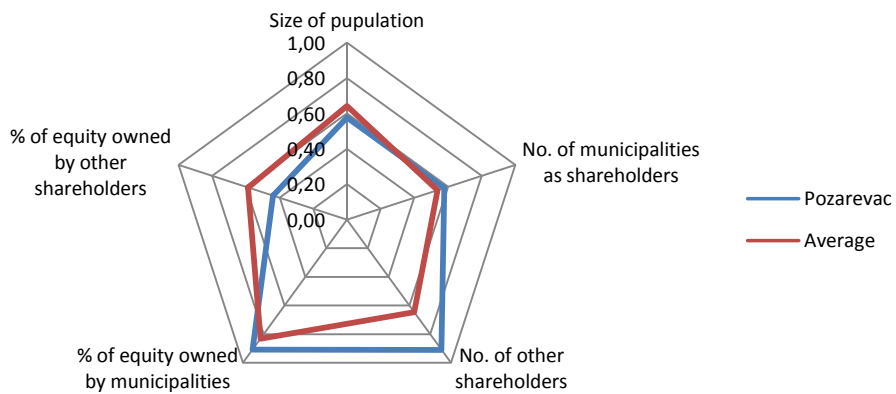
### 3. RDA Nis



### 4. RDA Novi Pazar

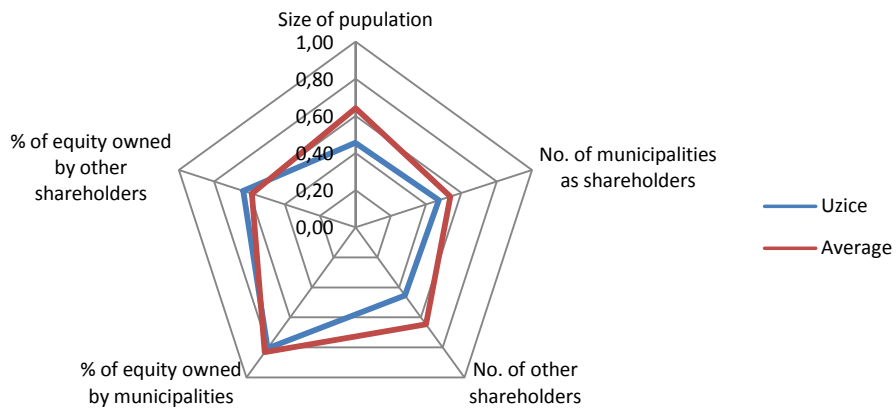


### 5. RDA Pozarevac

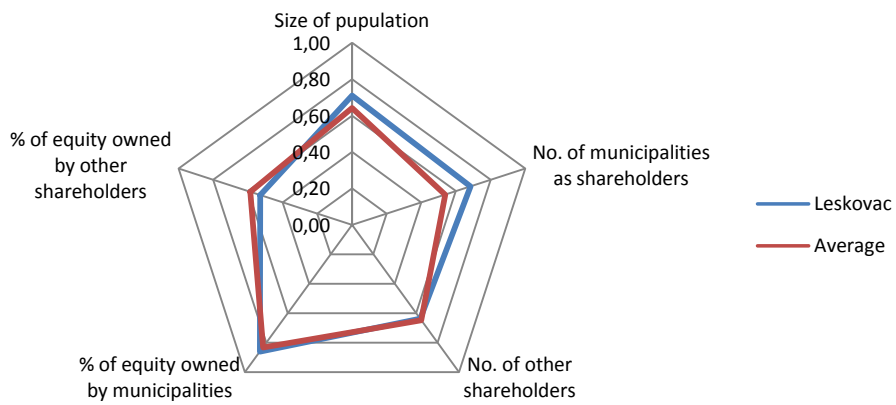




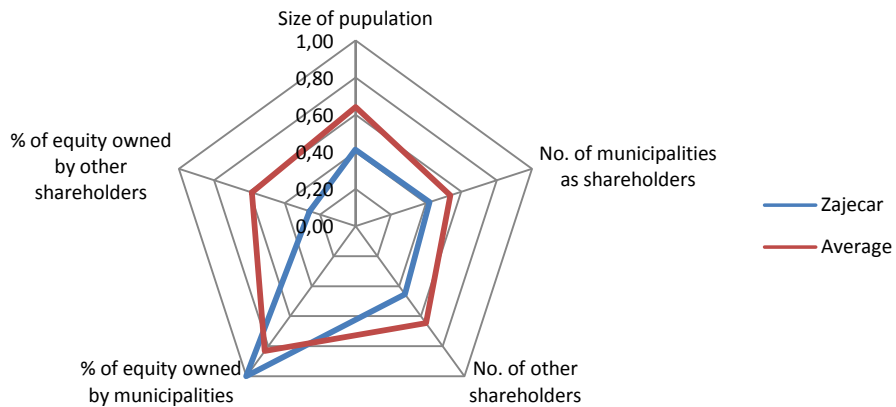
## 6. RDA Uzice



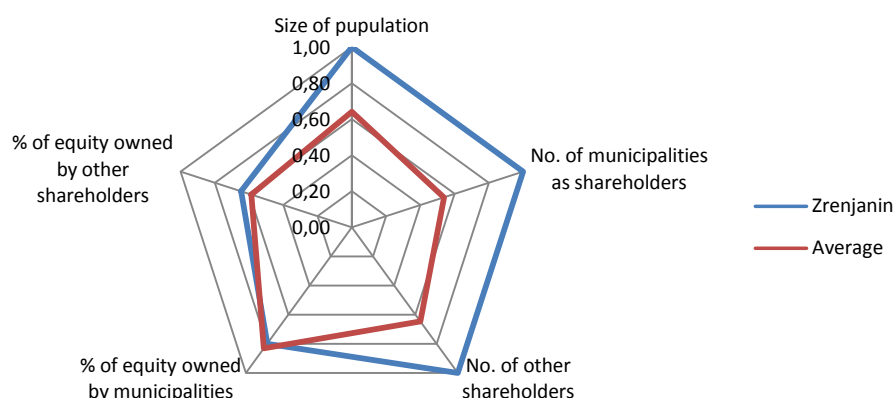
## 7. RDA Leskovac



## 8. RDA Zajecar



## 9. RDA Zrenjanin



### Commentary on key benchmarks

RDAs operate in nine regions with 3.3 million inhabitants. This accounts for approx. 45% of the country's population. The largest area in terms of population is covered by the agency in Zrenjanin (approx. 688,300) and the smallest one is served by RDA in Novi Pazar (approx. 200,000). Average region covered by RDA has almost 442,000 inhabitants.

The majority of RDAs' equity is owned by local self-government. This applies both to the entire sector and individual agencies. The largest stake owned by municipalities is in RDA Zajecar (88%), the lowest participation by local self-government is noted in Nis (54%). The average for the sector amounts to 73% while the balance is owned by private sector, NGOs, individuals or national government.

The number of municipalities involved in RDAs corresponds to area size and number of self-government units in the respective district, e.g. the highest number of municipalities involved in RDAs occurs in Banat region (19 municipalities) whilst the lowest one (3 self-government units) – in Sandzak region.

The RDA in Zrenjanin definitely has the most diverse and outside environment in which it operates. This is reflected in the chart above where the RDA reaches maximum in three categories (size of population, number of municipalities as shareholders along with number of other shareholders) and exceeds or is close to the average in two other categories (% of equity owned by municipalities and other shareholders). On the contrary the agency in Novi Pazar operates in a confined environment recording the lowest or not exceeding the average level for each benchmark in all categories. This definitely impacts the way how the RDAs are managed, how consensus within the stakeholder group is reached and their cost centres structure.

RDAs also have different approaches to their product/service and outreach strategy. The table below depicts the number and typology of key business units run by RDAs.

Type of business unit	Number of RDAs
Infrastructure	7
Rural development	7
Agriculture	6
Private investment	5
Tourism	5
Training	5

Financial instruments	4
SME development/business support	4
HR	3
Municipal support	1
Environmental protection	1
Other	3

The density and number of business units in RDAs dealing with infrastructure development, rural development, agriculture and tourism indicate that these are the primary areas of focus for agencies, seemingly due to municipalities' broad participation in equity of RDAs. Tier two support by RDAs relates to sectors like private investment (including inward investment), training and HR development and SME/business support services, including financial instruments. Wide-ranging involvement of Serbian RDAs in infrastructural projects is significantly higher than within the EU-27 where the primary objective of regional development agencies is private/SME sector development.

Only 3 RDAs (Kragujevac, Nis and Uzice) have their branch/local offices in the region in which they operate. The total number of these offices is 15 of which 11 are run by RDA in Kragujevac and 2 by RDA in Nis and Uzice each.

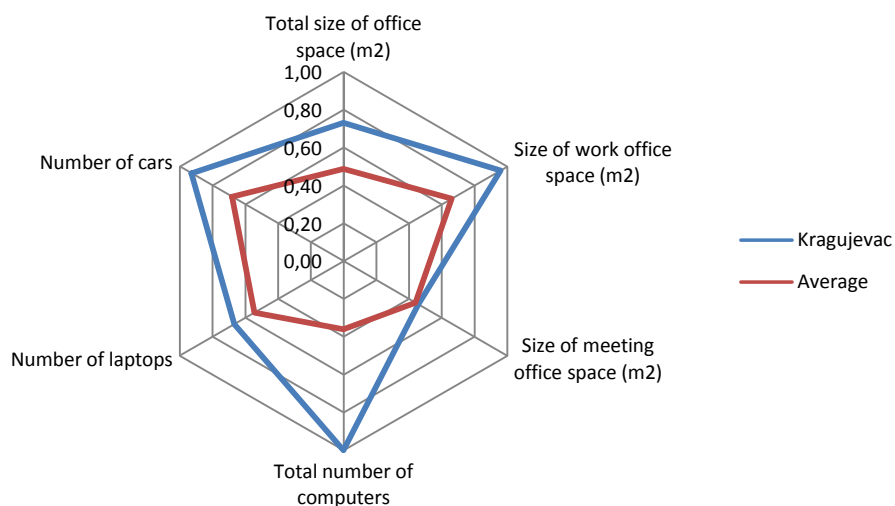
## Infrastructure resources

The physical infrastructure and facilities required to deliver on RDA mandate are reflected by the value of benchmark indicators related to infrastructure resources. These are:

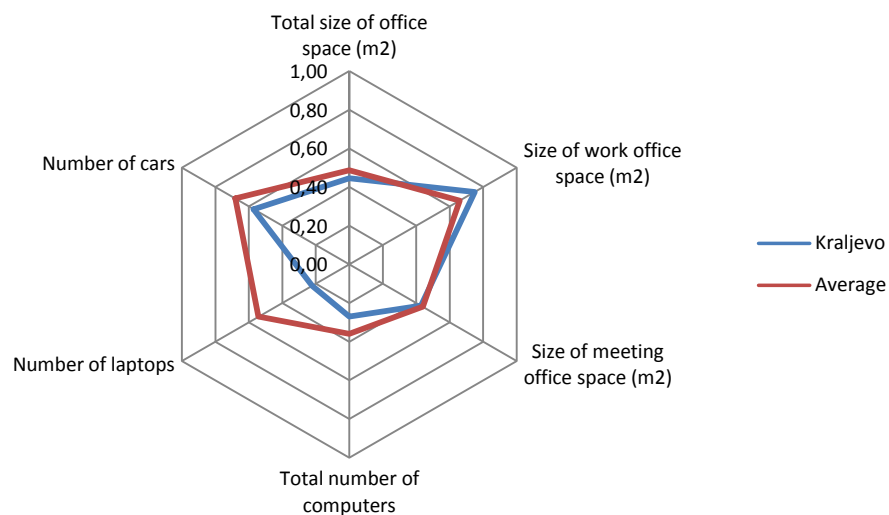
- Total size of office space
- Size of work office space
- Size of meeting office space
- Number of computers
- Number of laptops
- Number of company cars

## Key benchmark indicators per RDA

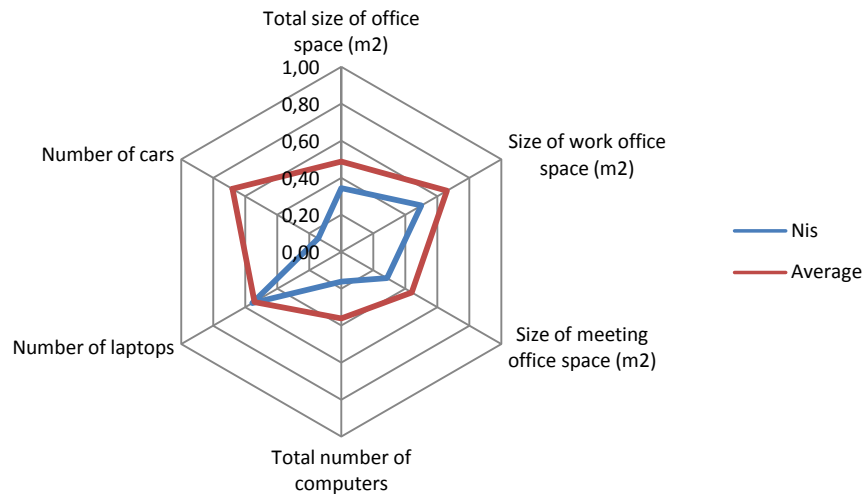
### 1. RDA Kragujevac



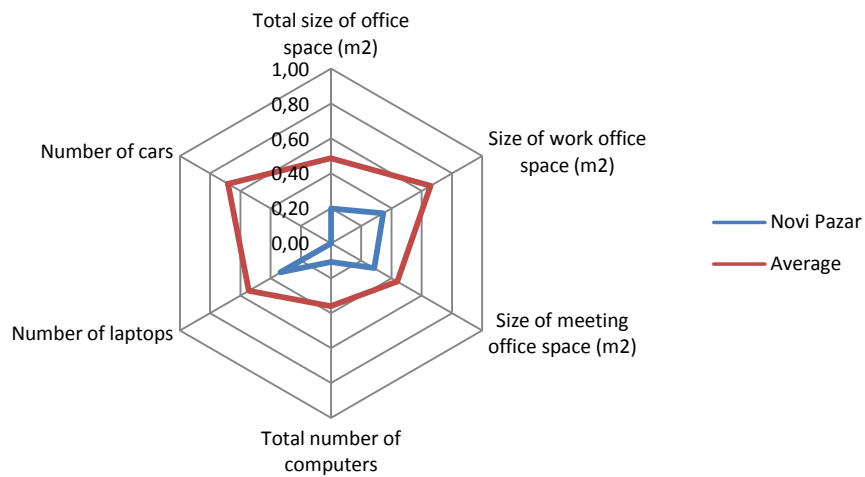
### 2. RDA Kraljevo



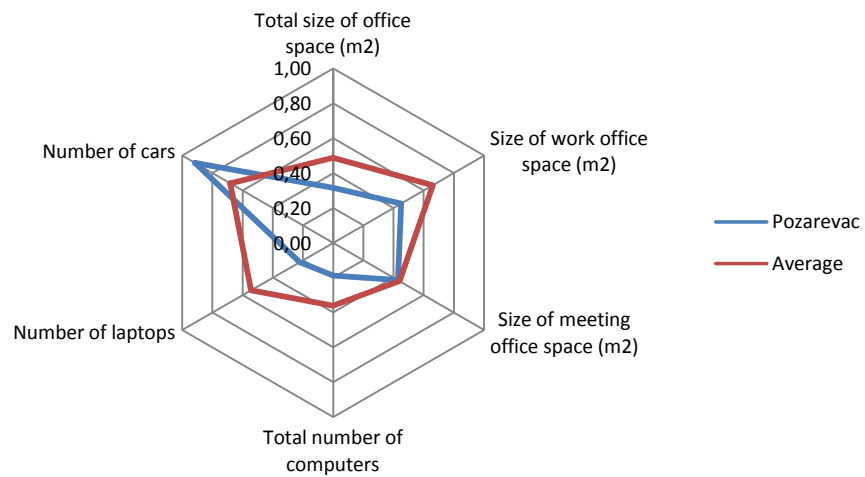
### 3. RDA Nis



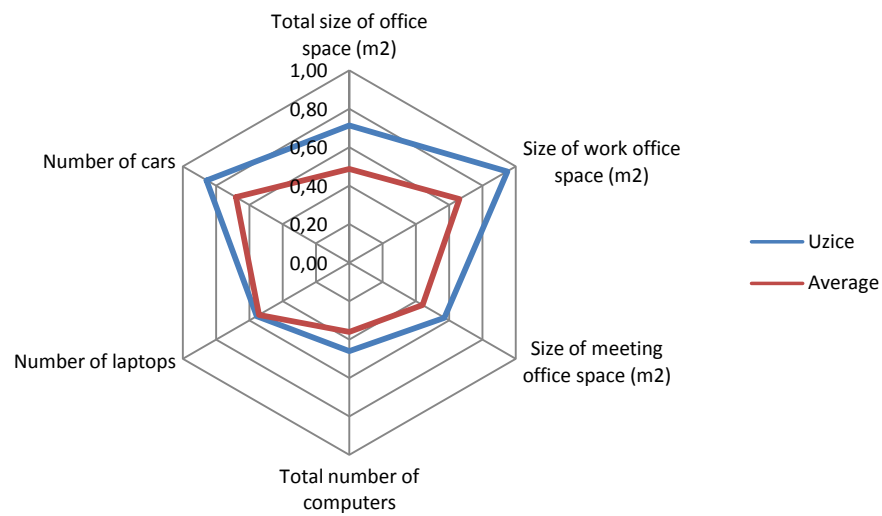
### 4. RDA Novi Pazar



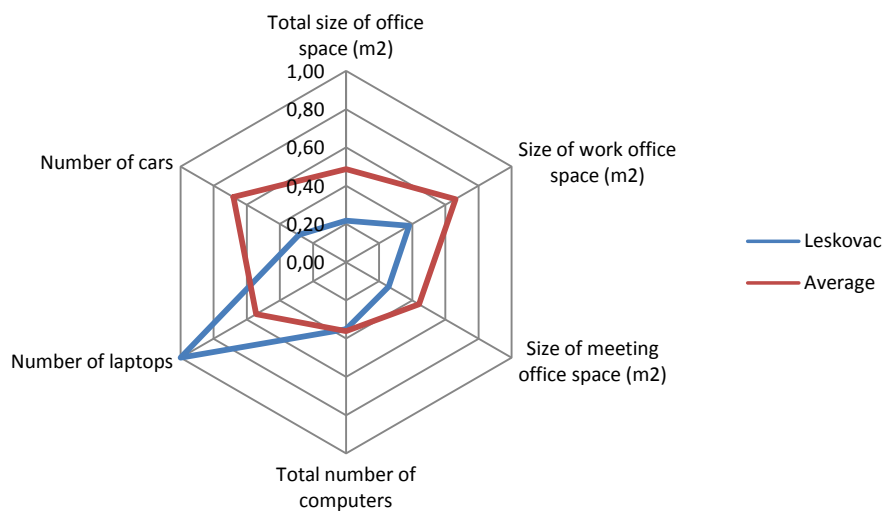
### 5. RDA Pozarevac



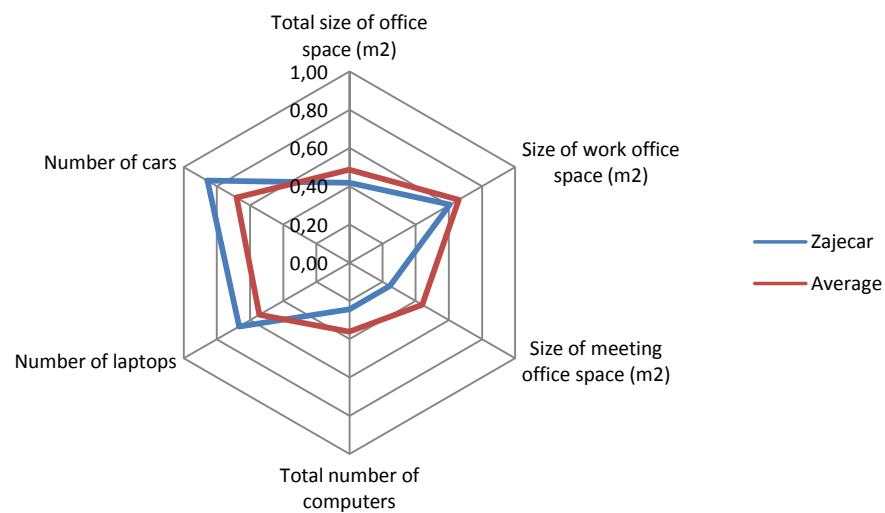
## 6. RDA Uzice



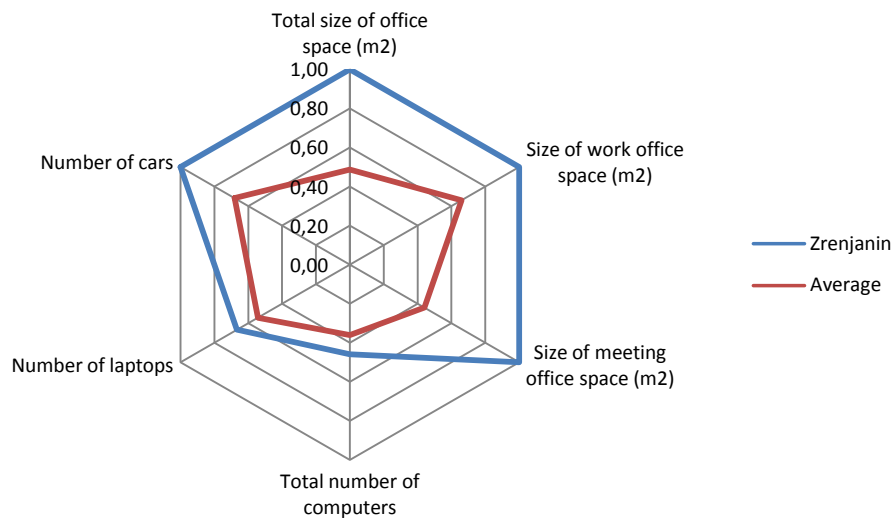
## 7. RDA Leskovac



## 8. RDA Zajecar



## 9. RDA Zrenjanin



### Commentary on key benchmarks

The physical infrastructure at RDA disposal varies significantly across the agencies. The RDA in Zrenjanin has the largest office space of 350 m<sup>2</sup>; the second largest office space is at the disposal of RDA Kragujevac and the smallest office is in Novi Pazar – only 69 m<sup>2</sup>. In principle the size of office space is aligned with the population/size of district concerned with the exception of RDA in Nis and Leskovac (120 and 76 m<sup>2</sup> respectively). The average office space is approx. 192 m<sup>2</sup>.

Office space is not owned by RDA but leased or provided by municipality for free. This does not correspond to EU-27 best practice, where basic office infrastructure and associated facilities are often in-kind contribution to the RDA operations as an endowment capital.

The average age of computer equipment owned by RDAs is 2 years and 8 months, the youngest one is owned by RDA in Nis (but this agency was established last year) and the oldest one is owned by RDA Zrejanin (3.5 years). The age of printing equipment is aligned with the age of computers with the exception for RDA in Leskovac that has not upgraded its printers. More disparities however are noted with regard to the number of computers owned by RDAs. The largest pool of computer hardware is owned by the Kragujevac RDA (37 desktops and 6 laptops) whilst the average is 15 and 5.5 respectively. In most cases the number of computer hardware well exceeds the number of RDA employees.<sup>3</sup>

RDA Kragujevac also has the largest car fleet (5 cars in total), RDA Uzice has 3 cars and the remaining RDAs have either 1 or 2 cars with 2.25 cars as the medium across RDAs. In general the RDA fleet is young (less than 3 years).

<sup>3</sup> For more information on HR please refer to the next chapter.

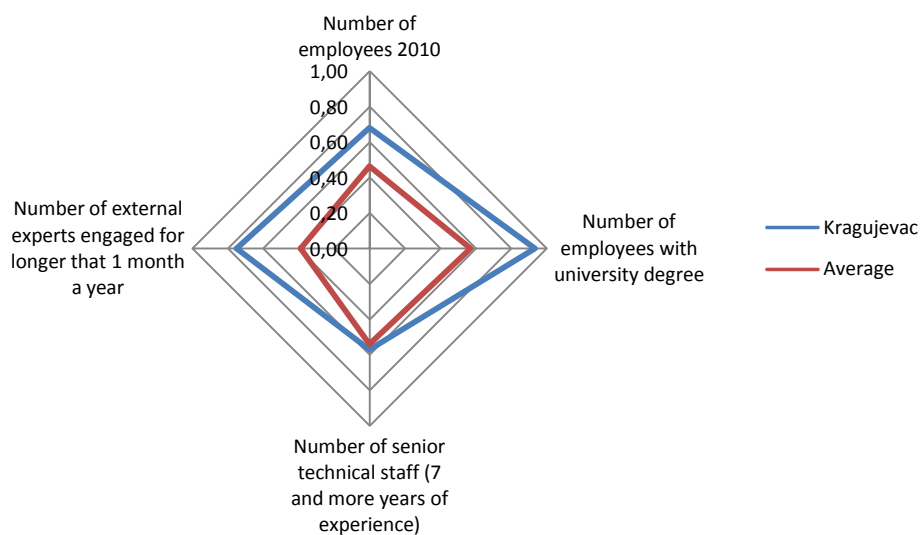
## Human resources

The following matters pertaining HR of RDAs were analysed:

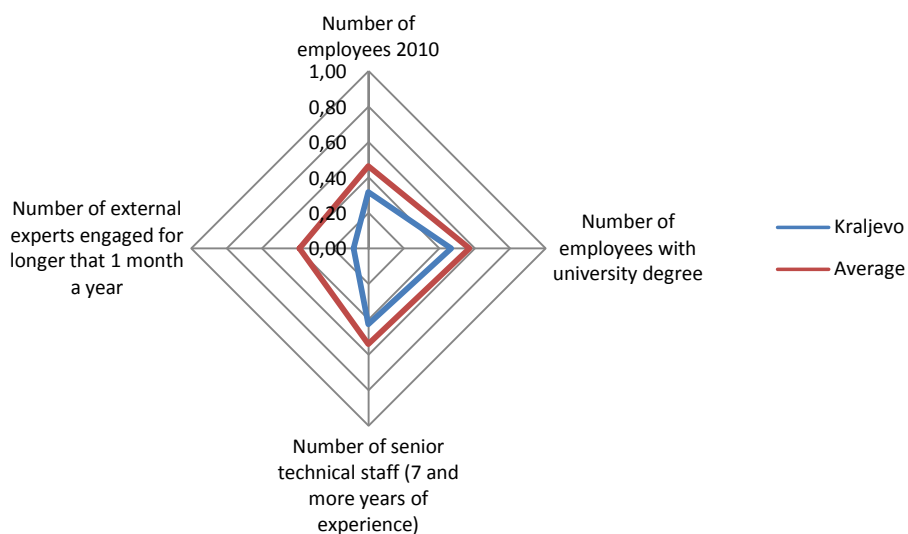
- Number of employees
- Number of employees with university degree
- Number of employees with work experience of 7 years and more
- Number of external experts engaged for longer than 1 month a year

### Key benchmarks indicators per RDA

#### 1. RDA Kragujevac

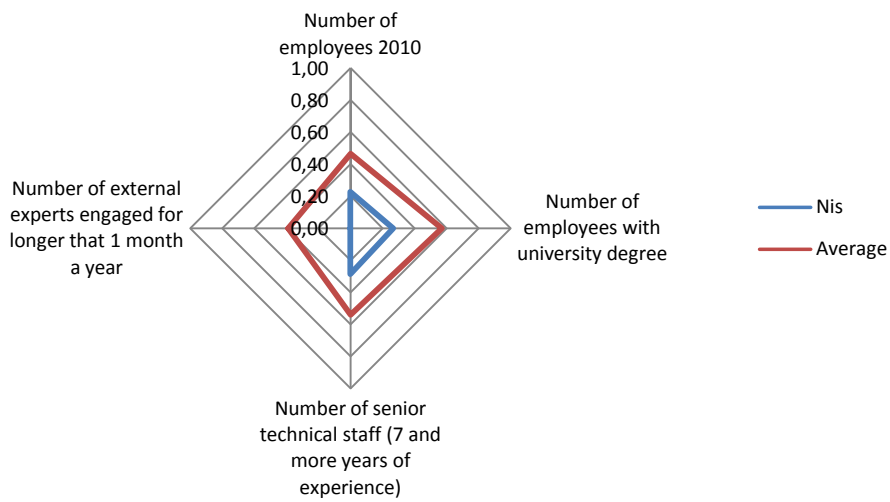


#### 2. RDA Kraljevo

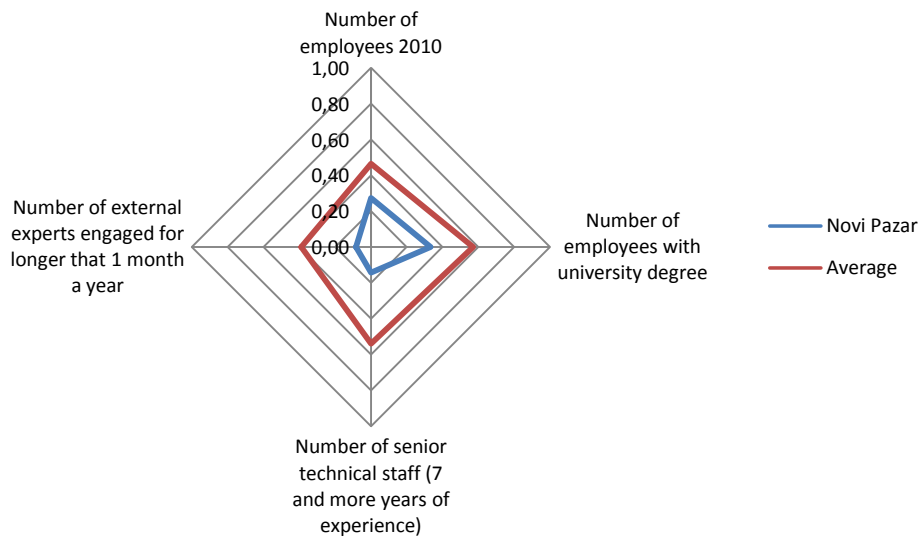




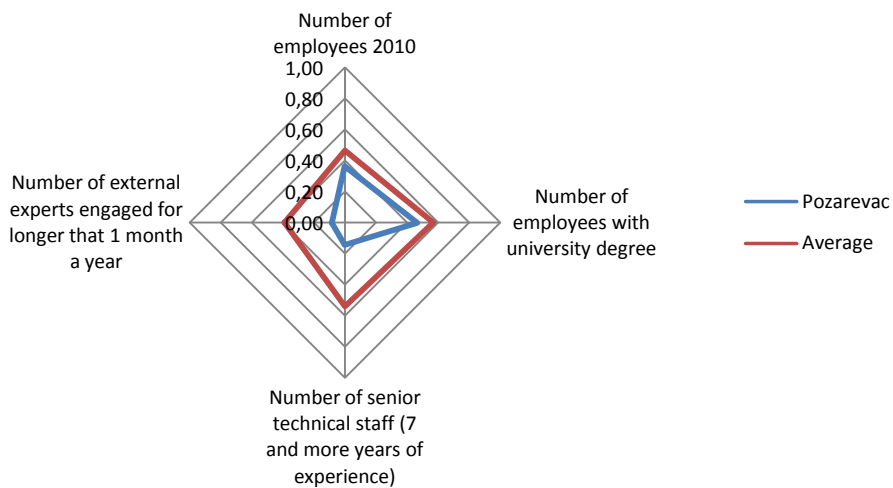
### 3. RDA Nis



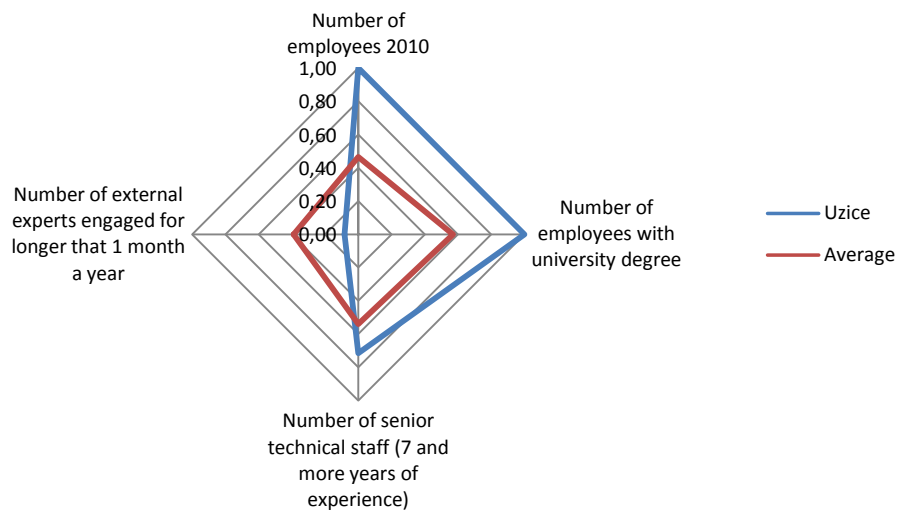
### 4. RDA Novi Pazar



### 5. RDA Pozarevac



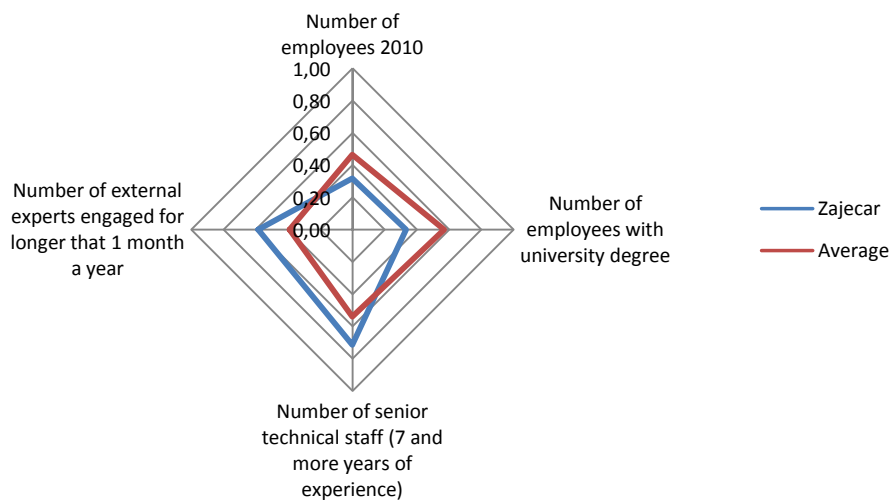
6. RDA Uzice



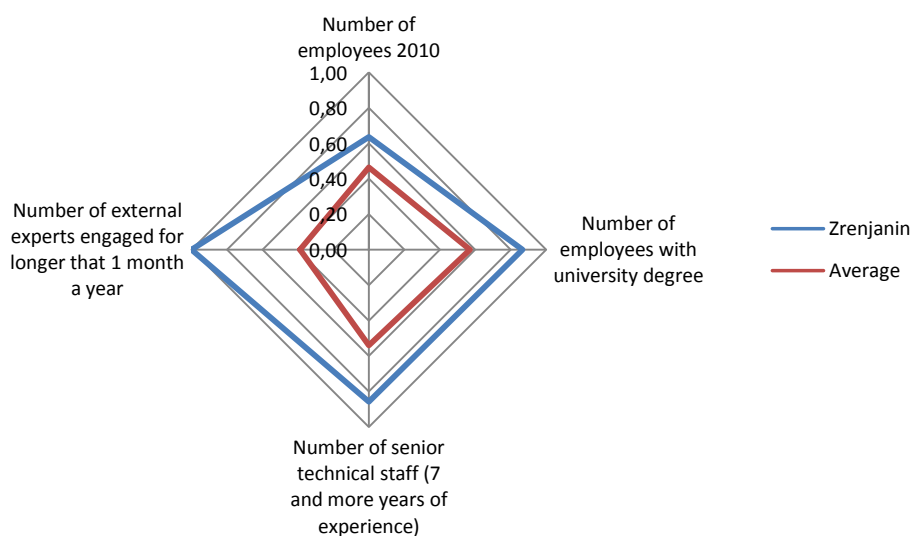
7. RDA Leskovac



8. RDA Zajecar



## 9. RDA Zrenjanin



### Commentary on key benchmarks

Human capital is arguably the most valuable RDA resource and its characteristics, similar to other resources, very significantly across the RDA community. RDA in Uzice is the largest employer among RDAs: it has 22 employees of which 15 (68%) have university degree. The second largest RDA in terms of employment is Kragujevac RDA with 15 staff of which 14 (93%) have university degree. The smallest agency in Novi Pazar employs 6 persons of whom 5 have university degree (83%). The average for the sector is 84% with the highest percentage of staff with higher education (100%) in Kraljevo and the lowest one in Uzice (68%), who is the largest RDA in terms of staff number.

Only 37% of all RDA employees have more than 7 years of professional experience with the highest percentage of experienced staff in Leskovac and Kraljevo and Zrenjanin (88% and 43%) and the lowest one in Pozarevac (13%), Novi Pazar (17%) and Uzice (23%).

A significant input is outsourced to external experts engaged by RDAs through service contracts longer than 1 month. The average number of experts per agency is 5.25 which accounts for 46% of RDA employees and 55% of employees with university degree. That may indicate the implementation of medium- and long-term activities where no permanent cadre is required. However, large disparities across RDAs (see table below) also point at various HR and employment strategies adopted. In addition to that, the average value is partly distorted due to inclusion of Nis RDA that only recently kicked off its operations.

RDA	Staff with university degree (% of total staff)	Staff with 7 and more years of work experience (% of total staff)	External experts (% of total staff)
<b>Average</b>	<b>84</b>	<b>32</b>	<b>46</b>
Kragujevac	93	27	60
Kraljevo	100	43	14
Nis	80	40	0
Novi Pazar	83	17	17
Pozarevac	88	13	13
Uzice	68	23	5
Leskovac	88	88	125
Zajecar	71	0	100
Zrenjanin	93	43	86

## Financial resources

Financial resources of RDAs were analysed in the following categories:

- Income sources dynamics
- Sources of funding
- Operational cost
- Dynamics of income and cost structure

### RDA Income

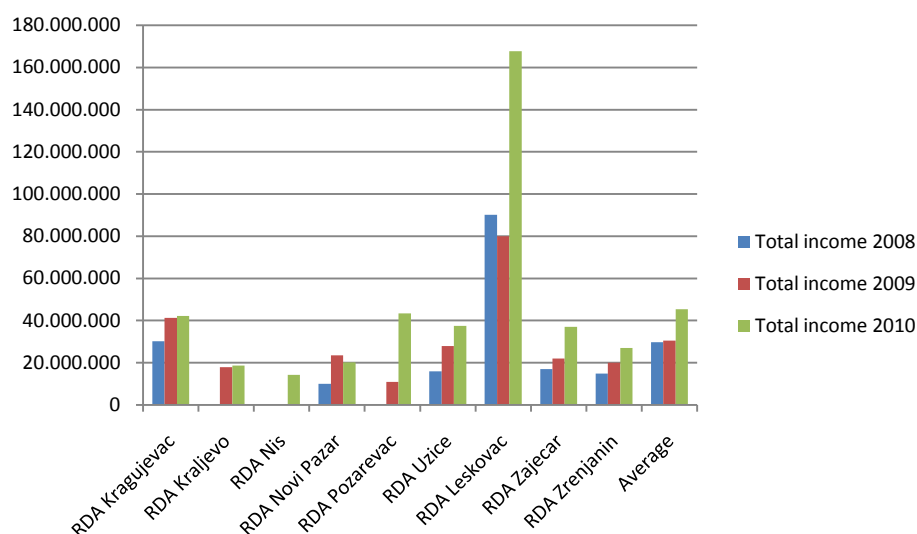
The dynamics in total income of the entire RDA industry is presented in the table below.\*

2008	2009	2010
100.00	102.47	152.61

\* 2008 = 100.00

The significant growth in 2009 was only achieved through the large pool of funding to RDA Leskovac extended by UNDP programme for South Serbia. Exclusive of that financing, the income growth is estimated only at 18%, chiefly through the addition of RDA Nis to the portfolio of EU operating grant projects.

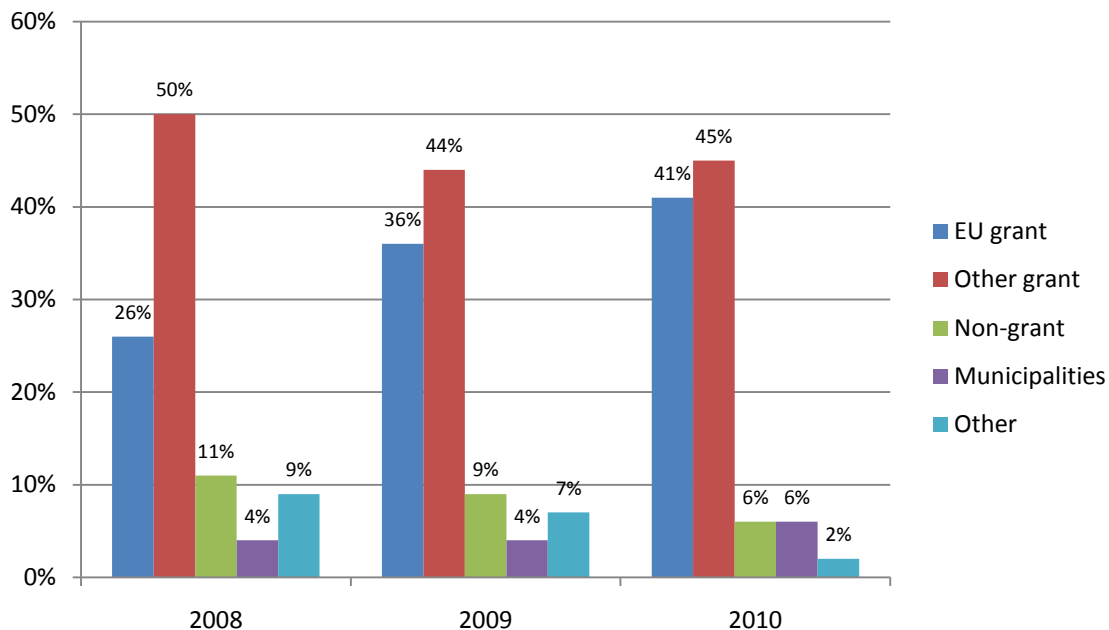
The total income of RDAs in absolute figures and the average for the industry in period 2008-2010 are presented in the chart hereunder.



Youngest agencies: RDA Kraljevo did not record any income in 2008 and RDA Nis has financial records for the year 2010 only.

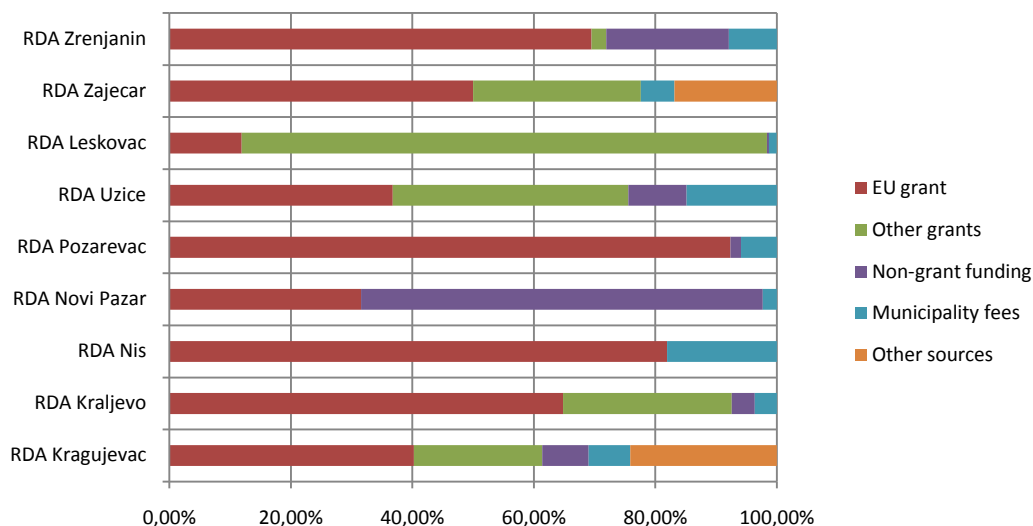
### Sources of funding

Sources of RDA funding and their share in RDA total income have fluctuated in the period 2008-2010. The chart below illustrates the funding situation with regard to the share of key revenue sources in total income of the RDA sector broken down by: EU grant funding, other grant funding, non-grant funding, municipality fees and other sources.



EU operating grant scheme was the second largest source of funding of Serbian RDAs and its role has increased in period 2008-2010. Other grant funding has played the major role in RDA financing but its importance is much distorted by the UN donor funding to RDA in Leskovac. The variance between the share of other grant funding received by this agency in total income and the average for the sector is staggering 78% in the period covered by the analysis. Four other RDAs: Uzice, Kraljevo Zajecar and Kragujevac also recorded a significant income from other donor programmes while for the remaining agencies other donor funding is insignificant or did not exist at all in 2010.

Detailed breakdown of income sources per RDA in period 2008-2010 is depicted in the chart below.



In the period 2008-2010 RDA Pozarevac had the largest dependence on EU grant funding (more than 92% of total income) followed by RDA Nis (86%) and Zrenjanin (69%). Other grant funding is important for RDA Leskovac (86% of total income) followed by RDA Uzice (38%) and both RDA Kraljevo and Zajecar (27%).

Municipality fees are not a significant source of funding for the sector as such (only 4% in 2008-2009 and 6% in 2010) with two exceptions: for RDA Nis municipality funding accounts for 18% of the agency's total income and 15% in case of RDA Uzice.

The highest share of non-grant funding income sources were recorded in RDA Novi Pazar (66%) and Zrenjanin (20%). Other sources of revenue were important for RDA Kragujevac and Zajecar – these accounted for 24% and 17% respectively.

## Operational cost

The dynamics of the total operating cost of the entire RDA industry are illustrated in the table below.\*

2008	2009	2010
100.00	155.80	211.06

\* 2008 = 100.00

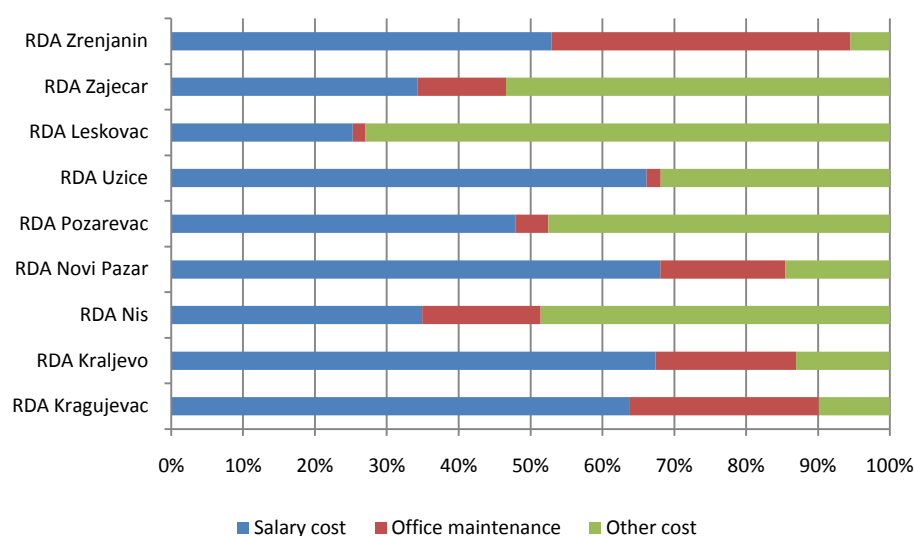
The total operational cost of RDAs grew faster than their income, mostly as a consequence of 2 additional RDAs to benefit from EU operating grant in 2009 and UNDP programme in 2010.

The table below depicts the dynamics of salary costs and office maintenance cost. In addition to these, the expenditure on fixed assets is also included in analysis.

Type of expense	2008	2009	2010
Salaries	100.00	138.76	187.98
Office maintenance	100.00	120.98	134.59
Fixed assets	100.00	122.54	77.68

\* 2008 = 100.00

The financial allocation on salaries almost doubled (rose by 87.98%) in period 2008-2010. This was due to the depreciation of the dinar against the euro and 20% increase in the employment numbers. RDAs managing other donor programmes have other costs (including external consultancy) which are the most important drivers of their expenditures (RDA Leskovac, Zajecar, Pozarevac). Salary cost and office maintenance expenditure were the key factors determining the rise in RDA operational expenses across the sector. Total RDAs operating cost increased by 111.06% in period 2008-2010. The detailed breakdown of main cost centres per RDA in the entire period 2008-2010 is depicted in the chart below.



## Dynamics of income and cost structure

Income and cost structure dynamics vary across the RDA sector. The table below presents key features of those dynamics along with changes in number of staff in RDAs (all data on year to year basis, previous year = 100). RDA Nis is not included in the analysis as their data is available for 2010 only and trends cannot be established or analysed.

	Kragujevac	Kraljevo	N. Pazar	Pozarevac	Uzice	Leskovac	Zajecar	Zrenjanin	Average
No. of staff 2008	100	0	100	0	100	100	100	100	<b>100</b>
No. of staff 2009	94	100	133	100	106	100	120	116	<b>111</b>
No. of staff 2010	100	100	150	114	138	160	116	100	<b>109</b>
Total income 2008	100	0	100	0	100	100	100	100	<b>100</b>
Total income 2009	136	100	236	100	174	89	129	134	<b>102</b>
Total income 2010	102	105	86	427	134	210	168	135	<b>149</b>
EU grant 2008	100	0	0	0	100	100	100	100	<b>100</b>
EU grant 2009	153	100	100	0	123	88	167	171	<b>147</b>
EU grant 2010	101	219	79	0	137	191	220	113	<b>165</b>
Other grants 2008	100	0	0	0	100	100	100	100	<b>100</b>
Other grants 2009	201	100	0	0	482	87	125	143	<b>89</b>
Other grants 2010	115	0	0	0	116	215	240	0	<b>154</b>
Municipality fees 2008	100	0	0	0	100	100	100	100	<b>100</b>
Municipality fees 2009	152	0	0	100	79	221	200	168	<b>112</b>
Municipality fees 2010	85	100	0	153	228	62	375	404	<b>194</b>
Non-grant funding 2008	100	0	100	0	100	0	0	100	<b>100</b>
Non-grant funding 2009	112	100	141	100	112	0	0	53	<b>87</b>
Non-grant funding 2010	83	370	82	438	123	0	0	235	<b>102</b>
Total cost 2008	100	0	100	0	100	100	100	100	<b>100</b>
Total cost 2009	142	100	198	100	173	427	140	145	<b>156</b>
Total cost 2010	107	133	94	737	135	156	176	125	<b>135</b>
Salaries cost 2008	100	0	100	0	100	100	100	100	<b>100</b>
Salaries cost 2009	137	100	121	100	170	287	160	154	<b>139</b>
Salaries cost 2010	106	140	171	397	112	85	150	131	<b>112</b>
Office maintenance cost 2008	100	0	100	0	100	100	100	100	<b>100</b>
Office maintenance cost 2009	156	100	150	100	268	114	150	136	<b>121</b>
Office maintenance cost 2010	105	112	80	1244	101	106	133	134	<b>111</b>

## Performance

RDA performance was measured in two categories:

- Inward investments
- Training

## Key benchmark indicators

### Inward investments

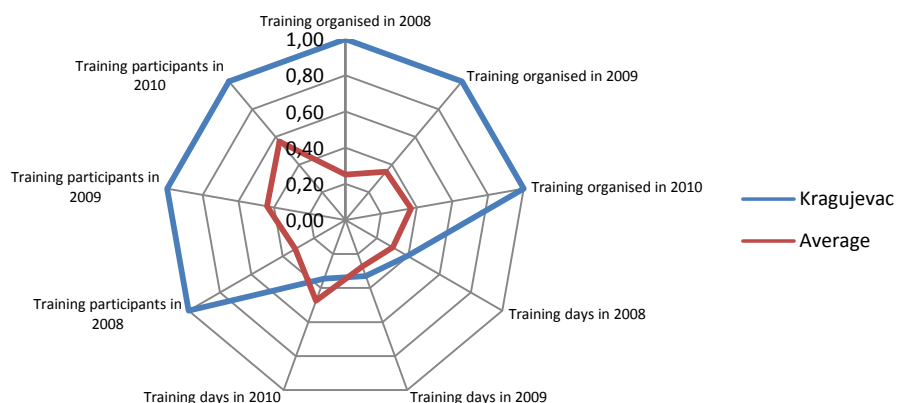
Only 4 RDAs have been involved in stimulating and attracting inward investments to their districts in recent years. Specific RDA role and tasks however – given the complexity of those processes – are hard to assess. The table below illustrates RDAs achievements in attracting inward investment opportunities in terms of their value in the years 2008-2010.

	2008	2009	2010
<b>RDA Pozarevac</b>	0	0	181,216,000
<b>RDA Uzice</b>	220,880,000	13,546,000	335,837,000
<b>RDA Zajecar</b>	20,000,000	50,000,000	70,000,000
<b>RDA Zrenjanin</b>	696,600,000	629,800,000	518,320,000

### Training

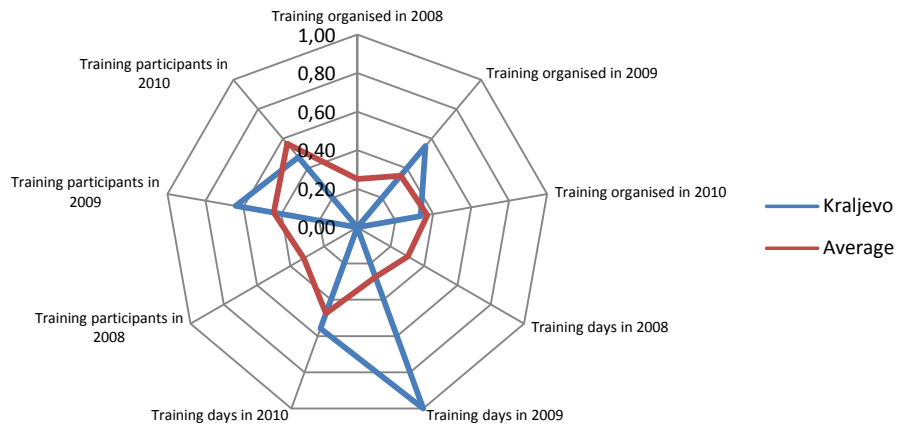
Performance of training activities by RDAs also varies significantly across the sector. Individual RDA performance is illustrated in the charts below. Please, note that RDA Nis is not included in the analysis as it was only set up in 2010 and RDA Kraljevo and Pozarevac were only launched in 2009.

#### 1. RDA Kragujevac

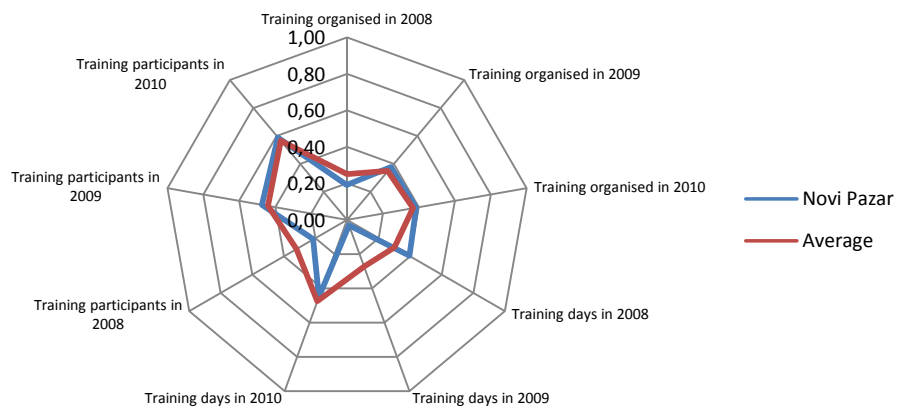




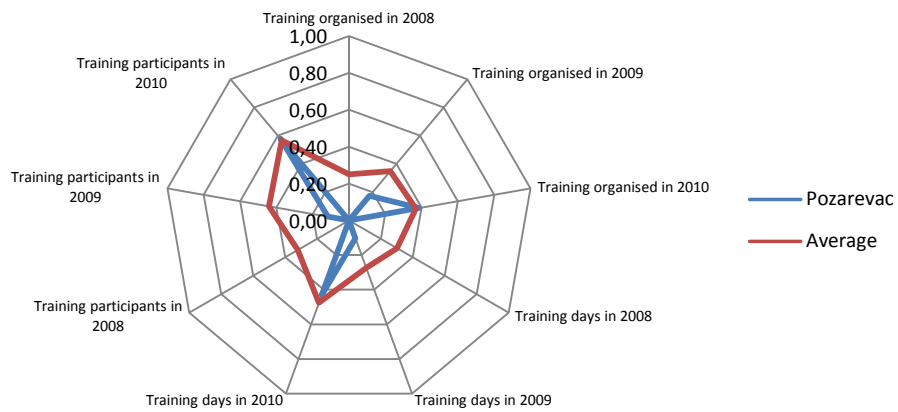
## 2. RDA Kraljevo



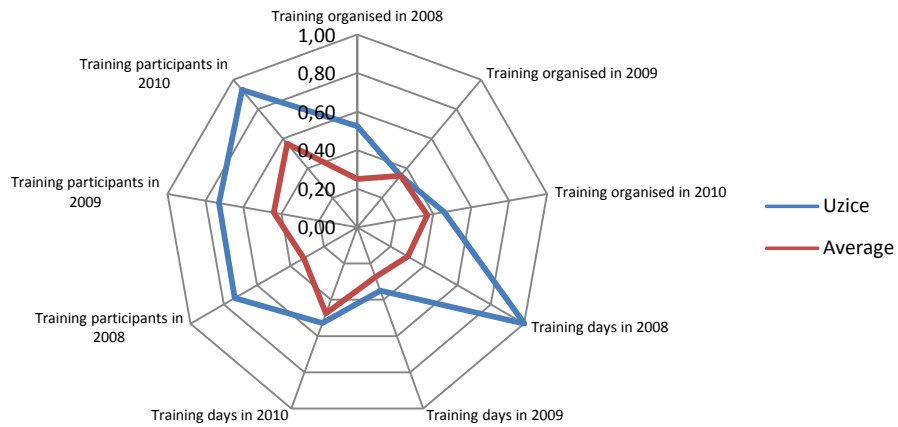
## 3. RDA Novi Pazar



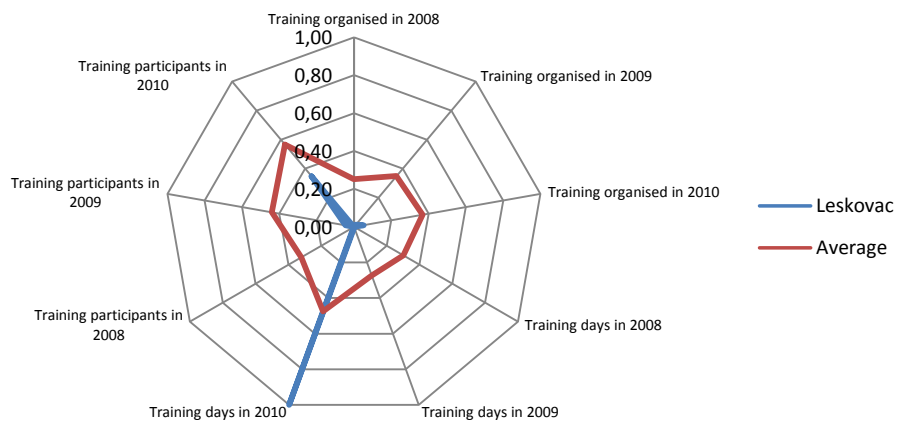
## 4. RDA Pozarevac



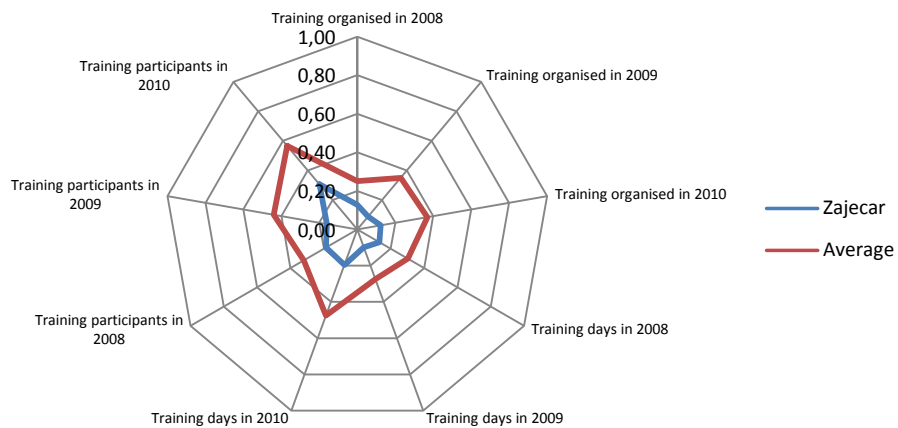
## 5. RDA Uzice



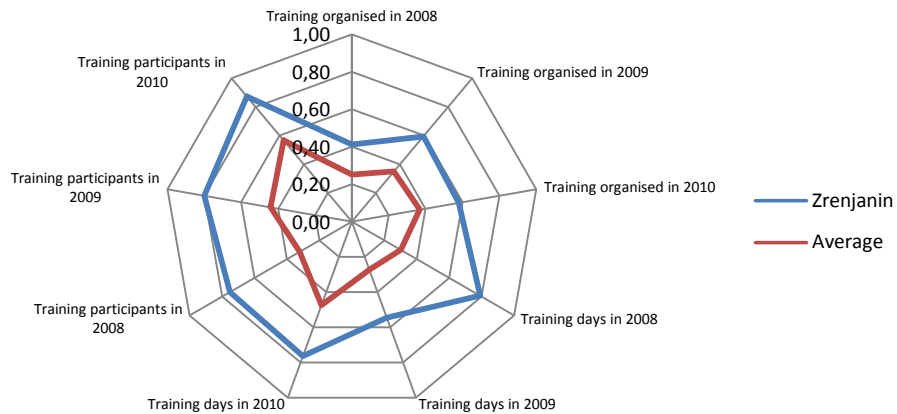
## 6. RDA Leskovac



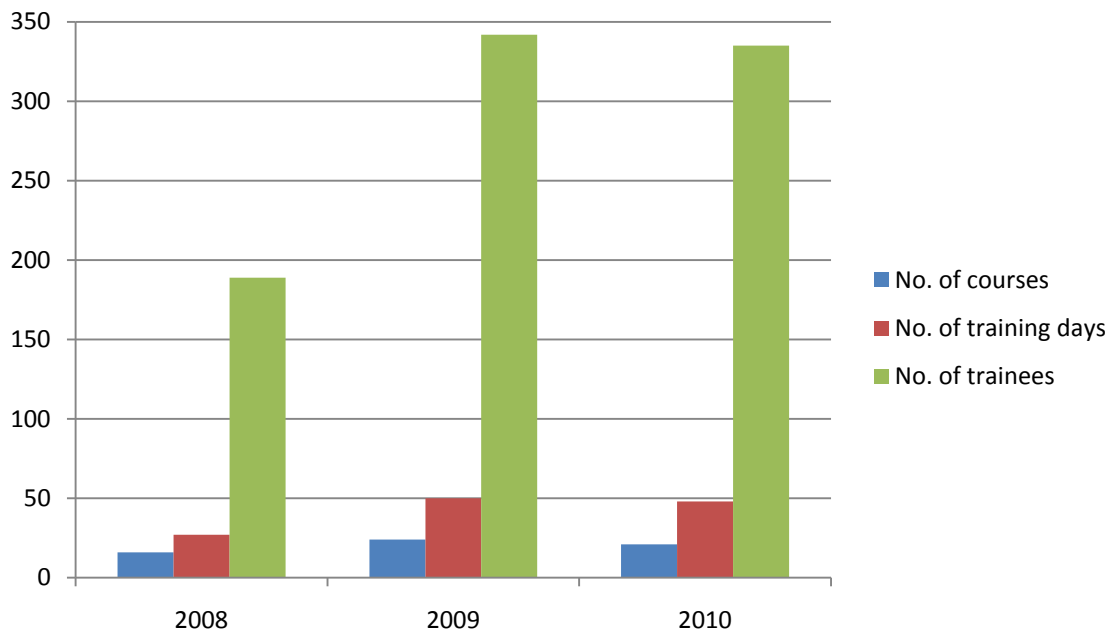
## 7. RDA Zajecar



## 8. RDA Zrenjanin



Training courses dynamics is in slight decline. The chart below portrays trends in the medium number of training courses organised, number of training days and participants in 2008-2010 per RDA. Peculiar trends in some individual RDAs seem to indicate that there is no clear strategy on organisation of HR development for SMEs, employees and those unemployed. This applies both to the policy makers and RDAs themselves. Hence, organisation of training is an untapped business opportunity for regional development institutions.



## Scope of operations

Serbian RDAs have various profiles and expertise which are reflected in the typology of services offered to their clientele and stakeholders. The purpose of RDA benchmarking analysis was to examine types of services offered and RDA pricing policy in this regard<sup>4</sup>. The general conclusion of the analysis is that services and/or products distinctive to RDAs are not widely available and some of them are not available at all. Specific findings are listed hereunder:

- Activities in the area of regional development and its facilitation are run on non-commercial basis;
- Only basic services for start-ups are available. These are offered free of charge or are charged on non-commercial basis. Availability of support in the provision of facilities, coaching/mentoring and market diagnosis is limited. Lack of proper pricing policy is a key bottleneck in addition to inadequate assistance from national level in those areas;
- Most of RDAs do not offer professional information services at all. If these services are available, they are not run on commercial basis. That may point to the lack of sufficient RDAs capacity to render professional information services;
- Only business planning is available as a part of services offered to existing business establishments and RDA pricing policy very significantly. Other services e.g. advice in business functional areas, management consulting are not offered by more than 1/3 of RDAs. Those which offer this type of support do not charge commercial rates. That points at insufficient capacity to offer professional business support services;
- Training is largely an untapped business opportunity and pricing policy very significantly across RDAs.
- Infrastructure development support services are generally offered by roughly half of the RDAs; in spite of being the most expensive of all services they are also available on non-commercial basis.

The table below encapsulates the scope and range of available services and RDA pricing policy.

Type of service	No of RDAs not offering service	No of RDAs offering service free of charge	No of RDAs offering partly charged service	No of RDAs offering service on fully commercial basis
<b>Regional development</b>				
Facilitation of regional development strategy	1	6	2	0
Facilitation of regional development plan	1	6	2	0
Development of regional development strategy	0	6	3	0
Development of regional development plan	1	6	2	0
Community facilitation	1	6	2	0
Inter-municipal project facilitation	0	2	7	0
Implementation of projects aligned with regional development strategy/plan	1	5	3	0

<sup>4</sup> Categorisation of services is aligned with EURADA typology for RDA

<b>Start-up business advice</b>				
Information, first-stop-shop for start-ups	1	6	2	0
Business registration and documentation	1	5	3	0
Provision of facilities (office space, etc.)	4	3	2	0
Initial market diagnosis	2	6	0	1
Facilitation of start-up funding	2	6	1	0
Mentoring and coaching	3	5	1	0
<b>Professional information services for business</b>				
Market information, including export and procurement	4	4	1	0
Company and financial	4	4	1	0
Technical (standards & accreditation)	5	3	0	1
Technical (patent & copyright)	8	1	0	0
Technical – other (e.g. environment)	7	2	0	0
<b>Advice and support for businesses</b>				
Business planning	1	3	2	3
Advice in functional areas (marketing, finance, HR management, labour, etc.)	3	5	1	0
Consultancy – general management, quality, safety	4	2	2	1
Business contact development – B2B and networking excluding business clubs	5	4	0	0
Business clubs	8	1	0	0
Bespoke consultancy for direct investors	5	3	1	0
Strategic planning and management	5	2	2	0
Conference and seminars	2	5	1	1
Trade fairs, exhibitions	1	2	4	2
Trade missions	7	0	1	1
Supply chain development	5	2	1	1
Cluster organisation and promotion	1	5	2	1
Equity finance	0	0	0	0
Loans	5	4	0	0
Loan guarantees	6	3	0	0
Grants and subsidies	4	4	1	0
<b>Training</b>				
SME management*	2	3	3	1
Growth and development*	4	3	1	1
Targeted training (women, ethnic groups, employees, unemployed)*	1	5	2	1
<b>Infrastructure</b>				
Infrastructure design	4	2	2	1
Infrastructure development	3	3	2	1
Infrastructure development supervision (contract engineer)	7	1	0	1

\* Training rate may fluctuate depending on topic/theme