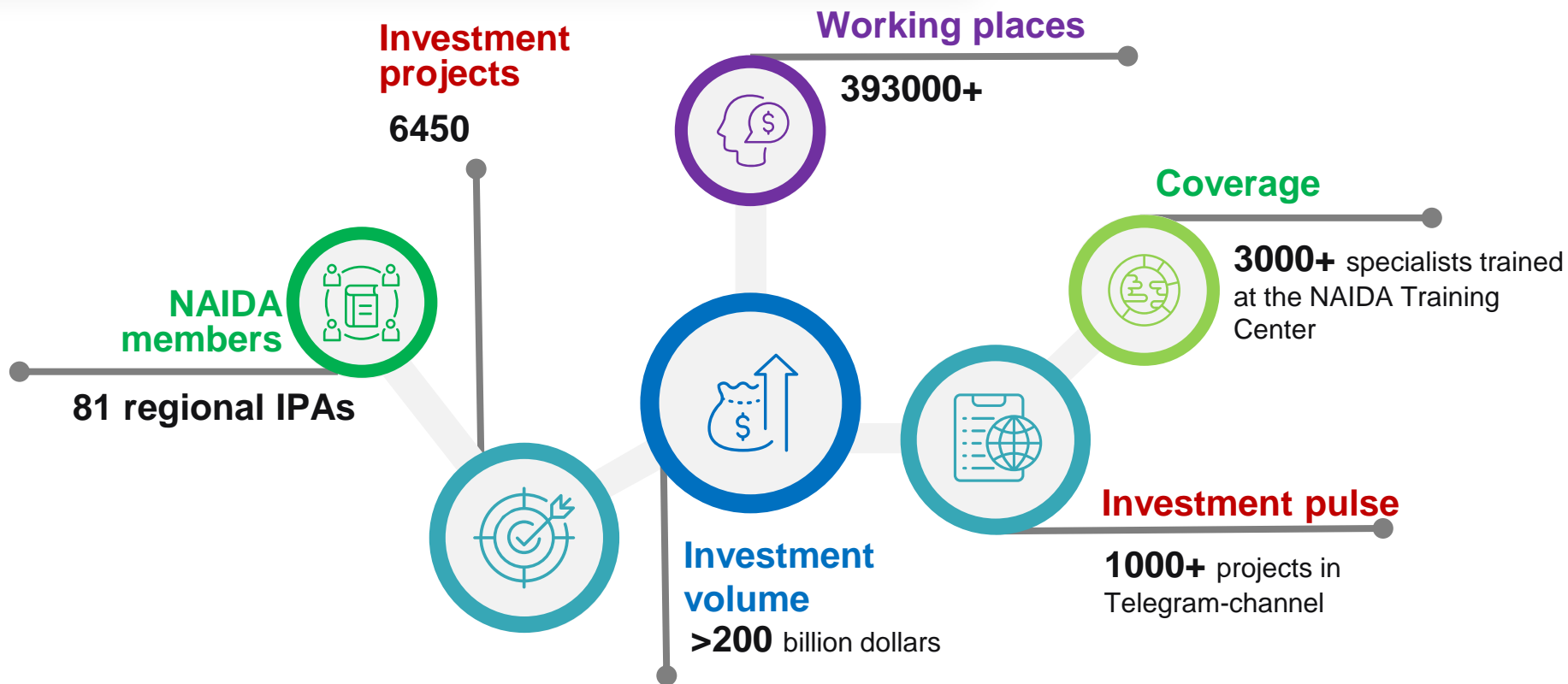


# **About National Association for Investment Development Agencies (NAIDA)**

# 90% of Russian regions are members of the Association



# There is no special agency dealing with foreign investors in Russia (a one-stop shop for investor) but in all Russian regions - regional IPAs were founded and now operating:



Moscow City Investment Agency (Invest in Moscow)



Investment Agency of St. Petersburg (Invest in SPb)



Калужская  
область

Regional Development Agency of the Kaluga Region



Development Corporation of Bashkortostan Republic



Tula Region Development Corporation



Udmurt Republic Development Corporation



Kamchatka Development Corporation



Tatarstan Investment Development Agency



Investment Agency of the Tyumen Region



Investment Development Agency of the Rostov Region



Ulyanovsk Region Development Corporation



Mid Ural Development Corporation



Agency for attracting investments of the Sverdlovsk region



Development Corporation of Nizhny Novgorod Region



Republic of Karelia Development Corporation

**> 80 regional IPAs of Russia are NAIDA members**

# NAIDA main projects

## EXPERIENCE EXCHANGE

a platform for the exchange of successful experience between regions



**EXPERT SUPPORT**  
of regional IPA and recommendations for optimizing their activities

## SERVICES

on the exchange of investors and the selection of investment sites



**TRAINING CENTER**  
training, acceleration programs, research (for investment portals, CRM, site selection maps, etc.) Municipality, Agro, Special Territories, Tourism)

## PPP ADVISOR

PPP project constructor, which simplifies the preparation of standard documents



**ECOSYSTEM**  
9 expert platforms (Global, PPP, Infrastructure, Digital, Logistics, Municipality, Agro, Special Territories, Tourism)

## GR

development of measures to support investors and strengthening the role of IPA



# Our events



Congress of Russian Regional IPAs



Russian regional IPA internships



St. Petersburg International Economic Forum



Training Centre Campus for IPA

# NAIDA international relations



NATIONAL AGENCY  
OF INVESTMENT  
AND PRIVATIZATION  
REPUBLIC OF BELARUS

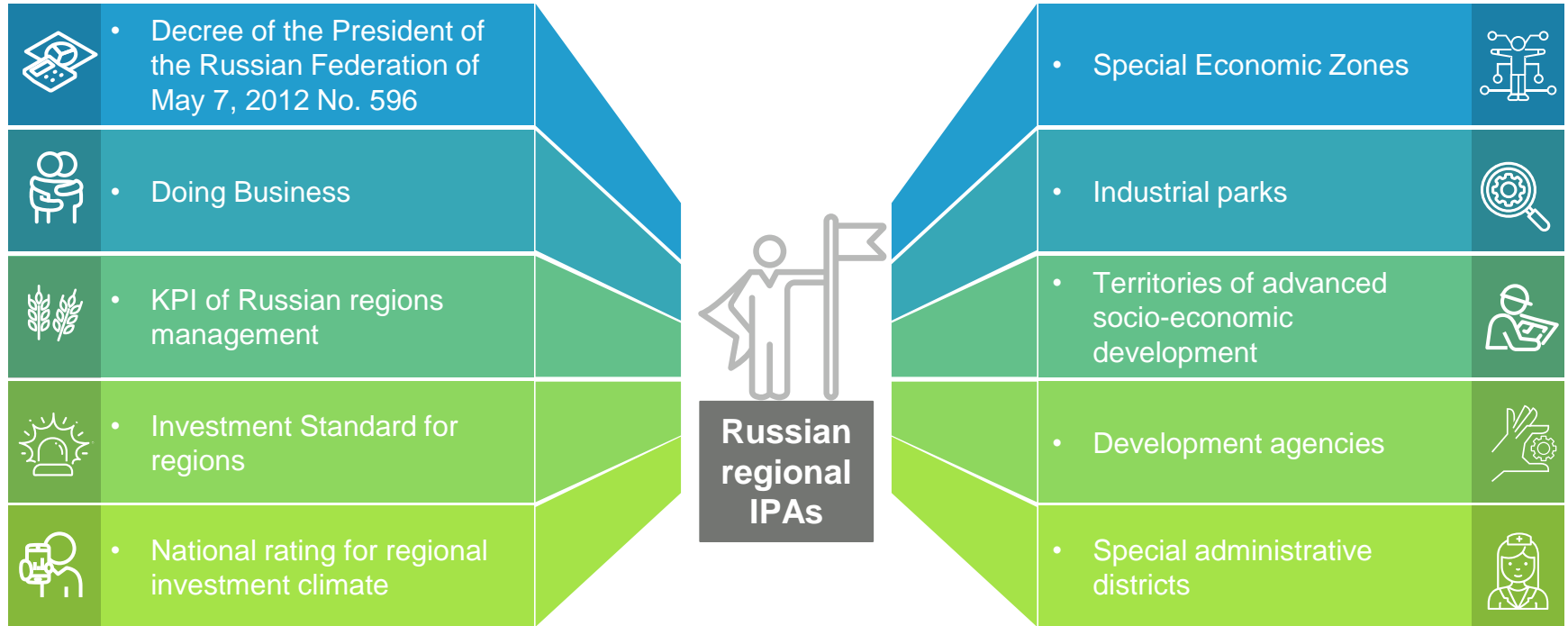


**INVEST INDIA**  
NATIONAL INVESTMENT PROMOTION  
& FACILITATION AGENCY



# About Russian Investment Climate

# 10 years track in Russia for investment climate development





# The National Investment Climate Rating evaluates the regional component of the business environment

Willingness of an entrepreneur to invest and do business in the region



Basic conditions

*Is the economy of this region optimal for an entrepreneur's business plan?*

Market volume and demand growth potential (including federal projects)

Access to raw materials

Availability of federal infrastructure (railway, ports, etc.)

Established industry specialization (including cooperative chains)

Demography

Natural and climatic features



Conditions for doing business in the region

- Will it be easy to start a business in this region?
- Will it be easy to develop business in this region?

Regulatory environment

Institutions for business

Infrastructure and resources

Small business support

Living environment

Focus of the National Ranking

# Structure of the National Ranking: 4 directions, 22 factors, 67 indicators

A

## Regulatory environment

- A2 Effectiveness of procedures for issuing building permits (3 indicators)
- A3 Efficiency of procedures for registration of property rights (3 indicators)
- A4 Efficiency of licensing procedures (1 indicator)
- A5 Efficiency of electricity connection procedures (3 indicators)
- A6 Efficiency of procedures for connecting to the gas pipeline (3 indicators)
- A7 Effectiveness of procedures for water supply and sanitation (6 indicators)
- A9 Effectiveness of facility commissioning procedures (3 indicators)
- A10 Efficiency of procedures for obtaining land lots (6 indicators)

28 indicators

B

## Institutions for business

- B1 The effectiveness of institutions that ensure business security (3 indicators)
- B2 Administrative pressure on business (5 indicators)
- B3 Efficiency of organizational business support mechanisms (3 indicators)
- B4 Quality of information support for investors and businesses (1 indicator)
- B5 Efficiency of export support institutions (3 indicators)
- B7 Power pressure on business (3 indicators)

18 indicators

B

## Infrastructure and resources

- B1 Quality and availability of infrastructure (4 indicators)
- B2 Efficiency of cadastral registration procedures (3 indicators)
- B3 Quality and availability of financial support (3 indicators)
- B4 Quality and availability of labor resources (2 indicators)

12 indicators

Г

## Support small and medium enterprises

- Г1 The level of development of small and medium-sized businesses in the region (2 indicators)
- Г2 Quality of organizational, infrastructure and information support for small and medium-sized businesses (3 indicators)
- Г3 Efficiency of non-financial support for small and medium-sized businesses (3 indicators)
- Г4 Effectiveness of financial support for small and medium enterprises (1 indicator)

9 indicators

67 indicators

# 10 reasons for choosing a region



# 10 STEPS TO WORK WITH INVESTORS

## Preparation



## Attraction - Channels



# About Russian Investment Promotion Agencies

# Russian IPA overview



- Up to 20 per. 18%
- 21-35 per. 42%
- 36-50 per. 14%
- More than 50 per. 26%

## EMPLOYEES

On average in Russia, IPA 35 employees

01

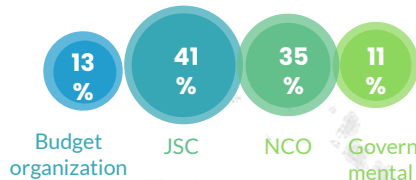
02

## TOP-management rotations

Has there been a change in the head / key deputies in your organization?



- Yes - 42%
- No - 54%
- In progress - 4%



- 13% Budget organization
- 41% JSC
- 35% NCO
- 11% Governmental

## ORGANIZATIONAL FORM

There was a stabilization of the trend to change organizational forms

03

04

## DECISION MAKING LEVEL

The level of decision making differs from region to region



## INVESTMENT TEAMS

Investment teams have been formed, which include IPAs, government bodies, local authorities, federal executive authorities, etc.

05

# Budget and salaries



AVERAGE BUDGET (EXCEPT SALARY)

€ 400 000



MINIMUM BUDGET

< € 70 000



MAXIMUM BUDGET

> € 1,7 mln



AVERAGE NUMBER OF PROFESSIONAL SPECIALISTS

5

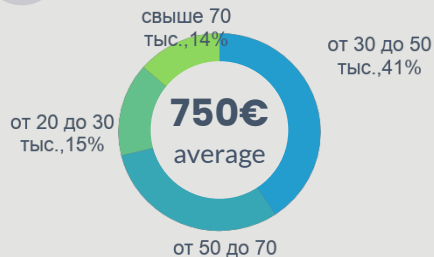
«ATTRACTOR S» (min 0, max 15)

7

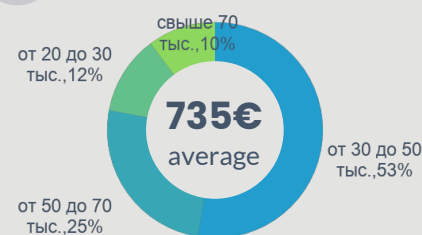
«SUPPORTERS» (min 1, max 32)



SALARY OF "ATTRACTORS"



SALARY OF "SUPPORTERS"



# Top-5 Russian IPA functions

1

**ONE STOP-SHOP**  
Supporting investors in single window mode

2

**ATTRACTION**  
Search and attraction of international and Russian investors

3

**INFRASTRUCTURE**  
Management of industrial sites, industrial parks

4

**CLIMATE**  
Improving the investment climate

5

**PROJECT MANAGEMENT**  
PPP/Concessions



# Top-5 Russian IPA investment channels for attraction the investors

1

## DIRECT ATTRACTION

The working  
activities of  
attractors and  
proactive search

2

## INCOMING FLOW

Incoming flow -  
the investor  
himself chooses  
the region

3

## EVENTS

Participation in  
road-show,  
Russian and  
international  
events, forums,  
exhibitions and  
fairs

4

## INVESTMENT GENERATION

Formation of  
investment niches  
and their  
promotion

5

## OTHER

Analytics,  
consultants,  
administrative  
resource

# Lessons learned



1. proactive system for attracting investors (from the investment niche to the "landing" of the investor on the territory)
2. building a system of interaction of all participants in the process of working with an investor
3. embedding SMEs in the chains of large manufacturers / large retail chains



1. "Working with everyone" - focus and selection is needed when working with incoming investors
2. Chasing a formal result (certification, a place in the ranking, "beautiful" reports, etc.) without providing content
3. The high role of public authorities in building the investment process

# Main NAIDA contacts



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**Avrakh Ivan**

CDO

supervises the following aspects of  
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researches and reviews of  
investment niches; ensure interaction  
with Russian and international  
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