

Република Србија

MINUTES

From the First Joint Coordination Committee (JCC) meeting within the „*Project on establishment and promotion of mentoring service for small and medium enterprises in the West Balkans*“, held on 3rd July 2013 in the meeting room in the National Agency for Regional Development, Trg Nikole Pašića 5, Belgrade.

The JCC meeting started at 1:30 p.m.

Following Agenda was delivered to the participants:

I	Opening remarks	<i>Ivica Eždenci, NARD, Director</i> <i>Toshiya Abe, JICA Resident Representative</i>
II	Presentation of accomplishments	<i>Ana Žegarac, NARD, Deputy Director</i>
III	Presentation of work plan	<i>Masashi Takano, JICA Consultant team, Team Leader</i>
IV	Other Matters <ul style="list-style-type: none">• Arrangement of Strategy Formulation Workshop on July 4th, 2013• OJT Plan• Japan Training	<i>NARD, JICA Expert team</i>
V	Ending Remarks	<i>Ana Žegarac, NARD, Deputy Director</i>

The meeting was attended by:

Mr. Ivica Eždenci, Director of NARD;

Ms. Nina **Samardžić**, Ministry of Finance and Economy, Deputy Minister;

Ms. Ana Žegarac, NARD, Deputy Director;

Mr. Yoshifumi Kanno, First Secretary of the Embassy of Japan;

Mr. Toshiya Abe, „JICA Balkan Office“Resident Representative;

Mr. Ryuichi Ito, „JICA Balkan Office“Assistant Resident Representative;

Ms. Ohma Eriko, JICA Headquarters Tokyo representative;

Mr. Masashi Takano, JICA Consultant team, Team Leader;

Mr. Takashi Kimura, JICA Consultant team member;

Mr. Sakamoto Naoya, JICA Consultant team member;

Mr. Alexander Silnitskiy, JICA Consultant team member;

Mr. Sorin Tudor, JICA Consultant team member;

Ms. Olga Radulović, representative of Regional center for SME development-
Belgrade;

Mr. Aleksandar Protić, representative of Regional agency for spatial and
economic development of Raška and Moravica District;

Mr. Boban Kostandinović, representative of Regional agency for development of Eastern Serbia „RARIS“;

Ms. Dragana Jović, Senior Advisor for Institutional Infrastructure development, NARD.

Excused: representative of the Ministry of regional development and local self-government, **Ms. Irena Milošević**.

Serbian European Integration Office hasn't delegated representative for the Joint Coordination Committee meeting.

First meeting of the Joint Coordination Committee (JCC) within the „**Project on establishment and promotion of mentoring service for small and medium enterprises in the West Balkans – Serbia, Bosnia and Herzegovina and Montenegro**“ was opened by **Mr. Ivica Eždenci**, Director of the National Agency for Regional development; in the opening remarks, he stressed that this is continuation of the successful cooperation between JICA and NARD, now lasting for 12 years. This Project is very important, having in mind that it will be implemented through partnership of the institutions in the region of West Balkans. NARD will be, along with JICA, **leader in mentoring in the Balkans, continued Mr. Eždenci**, specially emphasizing excellent cooperation between Japan and Serbia; he used this opportunity to express his gratitude to the Japanese Government, JICA Balkan Office and NARD team which prepared Project and contributed to its creation. **Mr. Eždenci concluded his opening remarks reminding participants that this Project has regional character, involving institutions in Serbia's neighboring countries and creating regional partnership.** After this conclusion, director of NARD invited Mr. Toshiya Abe to address to the participants.

Mr. Toshiya Abe expressed his gratitude to the NARD's contribution and whole organization of the Meeting, as well as for the first initiative for this Project and readiness for the implementation. JICA Balkan Office is for the first time implementing mentoring project as regional cooperation, gathering three countries in the West Balkans. Mr. Abe continued with the explanation that within Project various activities will be implemented, what will reinforce SME sector in the West Balkans. He also reminded previous good cooperation between NARD and JICA, especially in the period **2008-2011, when "Project on institutionalization of mentoring as a service to the SMEs" was implemented.** Based on this project, **continued Mr. Abe, initiative for establishing mentoring system in the Serbia's neighboring countries was born.** At the end, Mr. Abe thanked to all participants and wished successful implementation.

Following Mr. Abe's speech, Ms. Nina Samardžić, Deputy Minister in the Ministry of Finance and Economy addressed to the participants and expressed gratitude for the readiness to implement new Project on mentoring promotion in Serbia and establishment of mentoring scheme in BiH and Montenegro. **Ms. Samardžić explained how important is to continuously support SME sector, not only financialy, but also with non-financial measures, such as consulting, training etc.** She pointed that this Project is excellent opportunity for SMEs in Serbia, as well in Bosnia and Herzegovina and Montenegro.

After introductory speeches of high officials, **Ms. Ana Žegarac**, NARD Deputy Director, presented accomplishments of mentoring program in the period 2005-2012.

In her presentation, Ms. Žegarac looked back at very beginnings of the mentoring program implemented by NARD and briefly presented mentoring scheme. Mentoring service was designed by Serbian Agency for the Development of SMEs (abbreviated: SADSMEE; NARD is legal successor of SADSMEE, meaning that latest is transformed according to the Law on Regional Development and became NARD in December 2009) through project „Support to the implementation of the activities-services implemented by regional agencies and centers” in 2005 and 2006. This mentoring model consisted of 25 hours of mentoring support for each beneficiary, implemented through the Network of regional agencies and centers. Through this scheme, in cooperation with National Employment Service (NES), mentoring was implemented for more than 700 SMEEs, beneficiaries of self-employment program of NES.

SADSMEE in cooperation with JICA implemented project „Support to the capacity building of SADSMEE”, which resulted in training of 37 representatives of SADSMEE and regional agencies and centers; they were trained by Japanese experts for the module „SME Diagnosis” and additional 513 SMEEs were present at the trainings as follows: „New project development”, „Quality Systems”, „Production Management”. Also, during implementation of this Project, new project proposal was designed, aimed to standardize mentoring as a service for SMEE support.

Project „Institutionalization of mentoring as a service for SMEEs” was implemented in cooperation with JICA, in the period 2008-2011; Ms. Žegarac listed some of the Project’s results, such as: mentors’ training created, 7 manuals for mentors prepared, 44 mentors trained and certified, out of which number mentor trainers were identified and selected, created ToT for mentors.

In 2010 pilot-project was conducted, according to the newly established mentoring scheme and methodology, for 44 beneficiaries, „on the job training-OJT” was implemented (through this training, specialized consultants were assigned to give support both to the beneficiaries and mentors) and data base of the mentoring projects was created – „Mentor Master”.

Ms. Žegarac pointed significant financial means allocated by the Government of the Republic of Serbia for the mentoring support, through NARD and emphasized that this service is completely free of charge for the beneficiaries. Selection of the beneficiaries is according to the public call, which has been announcing every year. Ms. Žegarac underlined that this is a good praxis example between JICA and NARD; she thanked to the Ministry of Finance and Economy and the Ministry of Regional Development and local self-government, for the support they gave for this new three-year Project. Also, she expressed her gratitude to the Embassy of the Japan in Belgrade, as well to the JICA Balkan Office and JICA Headquarters Tokyo.

Briefly, Ms. Žegarac announced officialy kick-off event-workshop, to be held day after JCC meeting; this introductory workshop entitled “Workshop for the formulation of Project Strategy”, will be held on July 4th 2013 in Belgrade.

Then **Mr. Masashi Takano**, JICA Consultant Team Leader, presented **Project’s work plan**. He also pointed successful cooperation between Serbia (NARD) and Japan (JICA), what was basis for this Project and extension of the cooperation on two neighboring countries. Objective of the Project is, continued Mr. Takano, to extend knowledge and already **established mentors’ network in Serbia, as well as** to establish the system in Bosnia and Herzegovina and Montenegro. Project will be implemented in two phases; first phase in the period May 2013-November 2014

and second phase in the period December 2014-March 2016. Final six months of the Project implementation will be dedicated to the evaluation of the Project. Additional surveys will be conducted if necessary, while ex-post evaluation will be conducted three years after Project completion. Mr. Takano explained Project Design Matrix (PDM), through explanation of four key results. JICA team will support realization of the first result of the Project, improvement of the mentoring **system in Serbia. Second expected result is improvement of existing mentors' knowledge and training of new mentors in all three countries.** Third result to be achieved is support to the existing mentoring service in Serbia, as well as establishing of the system in Bosnia and Herzegovina and Montenegro. Forth expected result is knowledge and experience exchange among Serbia, BiH and Montenegro.

Mr. Takano announced Overall Coordinating Meeting, which will be held in Sarajevo in mid-October 2013. At this meeting, representatives of all three countries will be present, along with JICA representatives.

Mr. Sakamoto Naoya, JICA Consultant team member, presented part of the activities related to the „on-the-job-training – OJT”; he took the opportunity to introduce methodology which is in use in Japan, but he also explained that this methodology is long-term and requires significant funds. Afterwards, Mr. Sakamoto presented mentoring system in use in the Philippines, considerably simpler than Japanese model, thus eligible for Serbia. In 2013, continued Mr. Sakamoto, focus will be on 27 newly trained and certified mentors, but also on the exchange of experiences with „existing”, **earlier trained mentors, as well as on further improvement (such as adjusted mentoring service for start-ups).** Mr. Sakamoto **concluded that other possibilities for mentors' improvement through „OJT” will be considered in cooperation with NARD (this also includes sharing of experiences with mentors in BiH and Montenegro, once trained).**

Mr. Takashi Kimura, JICA Consultant team member, presented classroom training for the period 2013-2014. Existing program of trainings is going to be analyzed and new solutions for training improvement are prepared (training methodology, as well as written training material, which will be presented to NARD). Objective of new training is to additionally support practical training of mentors, not only to provide them with theoretical knowledge (in order to support mentors in the development of consulting skills). One of the innovations in training of mentors will be related to the **start-ups' support.**

New training programs (for so called existing and new mentors), training materials and manuals will be **developed thoroughly in collaboration with NARD's team**, based on the needs of both clients and mentors.

Mr. Eždenci thanked to all participants on presentations and information shared with JCC members and **passed a word to Ms. Žegarac, who announced** upcoming activities, first of all introductory workshop **entitled** “Workshop for the formulation of Project Strategy”, will be held on July 4th 2013 in Belgrade and **All mentors' meeting for 8th July.** **Ms. Žegarac communicated that first round of “OJT” visits in the period 9th -26th July will be realized in Belgrade, Zaječar, Niš, Leskovac and Kraljevo.** Also, she announced improvement of the mentoring delivery, **meaning that mentors' performance will be evaluated and upgraded. Speaking about regular mentoring activities, Ms. Žegarac explained that evaluation of the mentoring program conducted in 2011 is finished and results are presented and that is evaluation for the 2012 program in progress. Results of the evaluation will be presented at the next JCC meeting. Here Ms. Žegarac added that JCC has an**

obligation to convene at least twice annually, while Overall Coordinating Meeting (OCM) will be scheduled once a year (for the representatives of all three countries from the Region, involved in Project implementation). Next JCC meeting will be attended by representative of Ministry of Regional Development and local self-government.

Mr. Takano briefly announced upcoming training course in Japan, planned for the beginning of September 2013; precise information participants will receive in due time.

At the end, Mr. Eždenci officialy concluded First meeting of the Joint Coordination Committee.

The meeting was concluded at 3:35 p.m.

In Belgrade, 15th July 2013

National Agency for Regional development

Director

Ivica Eždenci

JICA Balkan Office

Resident Representative

Toshiya Abe

Enclosed documents:

- Institutionalization of mentoring in Serbia
- Serbia Work Plan
- OJT
- Classroom Training Serbia

Minutes of Meeting (Joint Coordination Committee of Serbia)		Date: 12/05/2014	
Time	10 00 – 12 00		
Location	JICA Balkan Office Conference Room	Style	phone Meeting
Attendance	NARD: Ms. Ana Zegarac, Mr. Srdjan Beljan, Mr. Milan Vujovic Ministry of Economy of Serbia: Milica Stankovic Embassy of Japan in Serbia: Yoshifumi Kanno JICA Balkan Office: Mr. Toshiya Abe, Mr. Jun Hirashima JICA Consultant: Mr. Masashi Takano, Mr. Naoya Sakamoto, Mr. Takashi Kimura, Mr. Sorin Tudor VEEDA Vranje: Biljana Stojanovic RDA Backa: Srdjan Vezmar		
Subjects Main Issue 1. Opening Remarks <u>Ms. Ana Zegarac</u> <ul style="list-style-type: none"> ➤ Ms. Zegarac greeted all the attendees of the JCC and thanked JICA Balkan Office for hosting the JCC in its premises ➤ Thanked the Embassy of Japan in Serbia for the support provided during the project and emphasized the very good cooperation with JICA and JICA Consultant for implementing the SME support Project ➤ Announced that after the recent governmental administrative restructuring in Serbia, NARD has become part of the Ministry of Economy <u>Mr. Toshiya Abe</u> <ul style="list-style-type: none"> ➤ Mr. Abe greeted the participants and expressed his gratitude to NARD, Embassy of Japan in Serbia and all persons concerned for their endless effort and support for implementation of the Project. ➤ The project has already reached the second year of implementation and all counterparts have successfully worked as a team and have managed to overcome all issues ➤ The SME support Project has been working for improving the difficulties and, to some extent, very good results have been achieved so far ➤ For JICA Balkan Office this is the first project to engage three countries and JICA is trying to create a synergy between these countries ➤ Encouraged the continuation of the Project through the practical activities that will take place during Japan Training 2014 ➤ Emphasized that thanks to NARD's leadership the activities of the project are moving forward very well 2. Progress of the Project: Presentation on achievement until May 12th, 2014 and the activities needed to be completed from now on <u>Mr. Masashi Takano, Team-Leader of JICA Consultant</u> (1) Presentation on achievement until May 12 th , 2014 <ul style="list-style-type: none"> ➤ Pointed out the Four Outputs of the JICA Project, which are specified in the Record of Discussion between Japan and Serbia. ➤ Outlined the activities and accomplishments of the project so far, which are being headed to Outputs 1, 2 and 3. 			

- Presented the classroom training held in the three countries in 2014, detailing on the Serbian side:
 - ✓ Duration between Feb. 27th – 28th
 - ✓ Mentor candidates have undergone classroom training for 1 subject (Mentoring for Start-Ups), whereas “OJT Feedback” session was held for presenting the OJT cases observed and experienced by JICA Consultant during OJT 2013 in Serbia
 - ✓ Mr. Yamanaka was the lecturer of “Mentoring for Start-Ups”, while Mr. Kimura conducted the session for “OJT Feedback”
- Reviewed the condition of passing examination and announced that all the mentor candidates in Serbia scored at least the minimum points and passed the classroom training examination
- Presented the average score and the top achiever of “Mentoring for Start-Ups” training in Serbia
- Presented the progress of the Project
 - ✓ Elapsed time: 12months / 35 months = 35%
 - ✓ Consultation MM: 26MM / 71MM = 36% (As of Mar. 31st, 2014)
 - ✓ Activities launched by Output:
 - Output1: Developing Mentoring system
 - (1) Serbia (10/10 = 100%)
 - (2) BiH & Montenegro (7/7 = 100%)
 - Output2: Mentor Cultivation
 - (1) Serbia (3/5 = 40%)
 - (2) BiH & Montenegro (2/4 = 50%)
 - Output3: Mentoring Implementation
 - (1) Serbia (3/3 = 100%)
 - (2) BiH & Montenegro (1/3 = 30%)
 - Output4: Information & Knowledge Sharing
 - (1) Three countries (1/5 = 20%)
- (2) Presentation of the major activities to be completed until the end of Project Phase I, on Nov. 2014
- Presented Six Pinpointed items to be recognized by the participants of the JCC
 - ✓ Pinpoint 1 (To sort out the related activities of SME mentoring in Serbia, such as support from EU and other organizations, and tools for SME development)
 - Actions Taken
 - (1) In June - July 2013, JICA Consultant has conducted interview to EU Commission, UNDP, major NGOs in 3 countries
 - 2014 Planned Activity
 - (1) Fixed point observation will be conducted on June, 2014 to synergize each other’s project and to avoid same type of product developed by other donor.
 - ✓ Pinpoint 2 (To revise the implementation guideline for the mentoring)
 - Actions Taken
 - (1) Based on a series of activities from project kick-off, JICA Consultant prepared the revised plan of existing implementation guideline.
 - (2) Discussion with NARD and JICA is on-going.
 - 2014 Planned Activity
 - (1) Activity continues until the end of Phase I (November, 2014)
 - ✓ Pinpoint 3 (To conduct OJT of mentoring through practicing the mentoring services)
 - Actions Taken
 - (1) 2013 OJT was completed and the result was reported to the mentors through “OJT Feedback” held on Feb.28, 2014.
 - (2) “Small OJT through Consultant” (SOTC) is being implemented and will be completed by the beg-June, 2014.
 - 2014 Planned Activity
 - (1) As stated in “Implementation Plan of SME Mentors’ OJT in Serbia for the year 2014-2015”, the activity includes:

- I. Completion of SOTC and preparation of SOTC activity report (by June 2014)
 - II. Japan Training (June - July 2014)
 - III. Special SOTC (1-2 SMEs) on JICA Mid-Term Evaluation (October 17-23, 2014)
 - IV. Improvement of institutional design on OJT (Apr.-Nov, 2014)
 - V. Kick-off Meeting of OJT mentor trainees in Serbia (Jan. 2015)
- ✓ Pinpoint 4 (To select the SMEs which receive OJT of mentoring in Serbia)
- Actions Taken
 - (1) In Serbia, NARD has already developed the system of selecting SME recipients. The system seems to be well functioning in terms of fairness and transparency.
 - (2) JICA Consultant supported choosing SMEs for SOTC from the view point of field of challenge and areal distribution of SMEs.
 - 2014 Planned Activity
 - (1) JICA Consultant will only support choosing the SMEs for planned special SOTC held on JICA Mid-Term Evaluation (October 17-23, 2014).
- ✓ Pinpoint 5 (To conduct evaluation of mentoring services from companies which received the service)
- Actions Taken
 - (1) NARD has been conducting evaluation of mentoring services through subcontracting it to third party. The evaluation is completed until 2012 mentoring operations (as “2013 Evaluation Report”). JICA Consultant reviewed this report and considers that the evaluation is conducted properly.
 - (2) JICA Consultant conducted “OJT Feedback” and the result of feedback will contribute to 2014 Evaluation Report.
 - 2014 Planned Activity
 - (1) JICA Consultant will issue “2014 SOTC Activity Report” on the end-June, which will also contribute to NARD’s “2014 Evaluation Report”.
- ✓ Pinpoint 6 (To share the experience and evaluation of Mentoring services of each country and To establish the database of mentoring services in Serbia)
- Actions Taken
 - (1) A series of events were performed (Meeting with NARD, All Mentor Gathering, OJT Feedback, etc.) to share experience and evaluation.
 - (2) JICA Consultant recognizes that database construction needs more discussion with users (mentors) and administrator (NARD). JICA Consultant assigned Mr. Yamanaka to tackle with this issue.
 - 2014 Planned Activity
 - (1) JICA Consultant will prepare “Action plan for sharing information on Serbian Mentoring Service” by the end-Nov., 2014.
 - (2) Discussion on this matter will continuously be undertaken.

Mr. Takano repeatedly pointed out six agendas to be accepted by the participants of JCC:

(1) Output 1-4 (Benchmark survey on other donor)

Although not stated in the RD’s work schedule, JICA Consultant will do it in 2014.

Ms. Zegarac commented that NARD would like to conduct this activity together with JICA Consultant. Mr. Takano saluted the idea coming from NARD and informed that Mr. Silnitsky, who has been assigned to be in charge of this activity, will contact NARD for developing collaboration on this subject.

(2) Output 1-8 (Implementation Guidelines)

A series of activities will continue until November 2014. The requisites on Classroom Training Trainer and OJT Training Trainer will be determined by that time, however, the mentors who have participated as the trainer of classroom training in BiH and Montenegro are

authorized as “Classroom Trainer” until new definition prevails (the end of 2015).

(3) Output 2-2 (OJT)

Practically, only 1-2 SOTCs will be conducted in Serbia until November, 2014.

(4) Output 3-1 (Choosing recipient SMEs)

JICA Consultant will contribute to choose SMEs for special SOTC for the JICA’s Mid-Term Evaluation.

(5) Output 3-3 (Evaluation of Mentoring Service)

JICA Consultant will contribute to NARD’s 2014 Evaluation Report through providing “2014 SOTC Activity Report” on the end-June, 2014.

(6) Output 4-1 & 4-2 (Information Sharing)

JICA Consultant will continue discussion with NARD and prepare “Action plan for sharing information on Serbian Mentoring Service” by the end-Nov., 2014 .

For the new participants of the JCC, Ms. Ana Zegarac made a chronological description of the mentoring system since the initial collaboration with the Government of Japan, along with explanations of project’s specific terms: “OJT”, “SOTC”, etc.

Mr. Zegarac asked about the amount of budget that can be allocated for SOTC during the current fiscal year. Two of the companies that have received SOTC: “YUMIS” and “TAMI TRADE” have considered the outcome of this service as extremely valuable: “YUMIS” started the implementation of Kayzen and “TAMI TRADE” is currently developing a new 5-stars hotel.

Mr. Takano replied that JICA Headquarters did not recognize the SOTC, but it will be formally introduced during Phase II of the project.

Ms. Zegarac considers the SOTC is extremely valuable and inquired Mr. Abe about the possibility of pursuing the formal introducing of SOTC.

Mr. Abe replied that the proposal will be analyzed together with JICA Headquarters.

3. Key points on improving the present mentoring system in Serbia

Mr. Takashi Kimura, Assistant Team-Leader of JICA Consultant

- During OJT 2013 in Serbia, JICA Consultant has visited many companies and found both many positive aspects and challenges to be overcome
- The biggest challenge refers to bringing consistency into the mentoring system as a whole
- The mentoring system consists of many parts, but the creators of these parts are different persons, therefore, in order to reach consistency and sustainability the priority is defining the key concepts of the mentoring service
- The aim of the training for the existing mentors is to keep their skill at an optimum level
- Mentors need to go through OJT, in order for them to learn how to use the knowledge taught in classroom training
- Presented the schedule of the Mentoring Institutional Design proposal for Serbia, that was created with the strong cooperation between NARD and JICA Consultant
- In order to reach the sustainability of the mentoring system in Serbia, JICA Consultant proposed 10 steps to be achieved, out of which the first 3 steps have been overcome: **1. Re-define fundamental concepts of the mentoring service, 2. Add the key concepts to present Implementation Guideline, 3. Reflect the key concepts to Company Diagnosis Guideline.** The remaining 7 steps to be achieved are as follows: **4. Systemize basic training materials for mentors, 5. Establish mentor qualification requirement and qualification renewal system, 6. Design new trainings for new mentors, 7. Establish classroom training trainer system, 8. Establish OJT trainer system, 9. Establish continuous training system for mentors, 10. Establish systems to realize the expected high quality mentoring service.**

4. Ending Remarks

Ms. Ana Zegarac

- Thanked all the participants for attending to the JCC and encouraged the continuous fruitful cooperation

Mr. Toshiya Abe

- Thanked all the participants of the JCC for their on-going support towards facilitating the implementation of the JICA Project and encouraged the cooperation between the countries involved in the project.

Mr. Srdjan Vezmar

- Thanked for the support provided through this project and encouraged the continuous cooperation
- Provided one case of successful mentoring service on CD format to be shared with the participants as a positive outcome of the mentoring scheme in Serbia

Conclusion: The participants recognized the progress of the project and accepted the six agenda items and future activities explained by JICA Consultant, without any objection.

The Joint Coordination Committee was concluded by Ms. Ana Zegarac at 12:00.

Picture of Joint Coordination Committee (1)



Picture of Joint Coordination Committee (2)



Reference 1

Order of Joint Coordination Committee


- **1. Opening Remarks**
 - Ms. Ana Zegarac, Assistant Director, National Agency for Regional Development
 - Mr. Toshiya Abe, Resident Representative, JICA Balkan Office
- **2. Achievement on FY2013 & Activity Plan on FY2014**
 - Mr. Masashi TAKANO, Team-Leader, JICA Consultant
- **3. Key points on improving the present mentoring system in Serbia**

➤ 4. Ending Remarks

- Ms. Ana Zegarac, Assistant Director, National Agency for Regional Development
- Mr. Toshiya Abe, Resident Representative, JICA Balkan Office
- Mr. Srdjan Vezmar, Director, RDA Backa

Reference 2

Attendance list of the Joint Coordination Committee


LIST of PARTICIPANTS
 Japan International Cooperation Agency
JCC in BELGRADE 12.05.2014

Name and surname	Institution	Position	Contact
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Signers:

Mr. Toshiya Abe

Resident Representative

Japan International Cooperation Agency
Balkan Office

Ms. Ana Zegarac

Assistant Director

National Agency for Regional Development

Minutes of Meeting (Joint Coordination Committee of Serbia)		Date: 24/04/2015	
Time	10 15 – 12 00		
Location	NARD	Style	phone Meeting
Attendance	NARD: Ms. Maja Pejic, Ms. Ana Zegarac, Mr. Milan Vujovic Ministry of Economy of Serbia: Marija Stoskovic Serbian European Integration Office: Mr. Nemanja Jakovljevic Embassy of Japan in Serbia: Mr. Yoshifumi Kanno JICA Balkan Office: Mr. Toshiya Abe, Mr. Ito Ryuichi Center for Development of Jablanica and Pcinja: Ms. Biljana Stankovic ARDA Kraljevo: Ms. Radojka Savic ARDA Zlatibor: Mr. Slavko Lukic ARDA SEDA Novi Pazar: Mr. Samir Buhic JICA Consultant: Mr. Masashi Takano, Mr. Takashi Kimura, Mr. Sorin Tudor		
Subjects			
1. Opening Remarks			
<u>Ms. Ana Zegarac</u>			
<ul style="list-style-type: none"> ➤ Greeted all the attendees of the JCC and expressed her appreciation to JICA Balkan Office, Ministry of Economy and Regional Agencies towards their efforts on the implementation of the Mentoring Project ➤ NARD has supported mentoring schemes in BiH and Montenegro by providing training materials, templates of documentation, dispatching Serbian classroom trainers and know-how. ➤ Mentors are the core of the mentoring system and that is why today NARD also invited directors of Regional Agencies to the JCC, that are also involved in other support programs provided by international donors ➤ Public Call for companies applying for mentoring has been released during mid-April and it will end on mid-May. ➤ Promotional activities for increasing the visibility of the project and mentoring system have started, with the support of PR agency. Promotional materials such as leaflets, web banner and brochure are to be prepared soon. Also Ms. Zegarac, together with Mr. Kimura, have recently participated to TV shows and gave interview to important medias in Serbia. This kind of activities will continue in the future. ➤ There is still one more year until the end of the project and all stakeholders need to have a joint effort for achieving strong results through the implementation of the project. 			
<u>Ms. Maja Pejic</u>			
<ul style="list-style-type: none"> ➤ Ms. Pejic greeted all the participants of the JCC and expressed her appreciation to JICA Balkan Office, Ministry of Economy and Regional Agencies towards their efforts on the implementation of the Mentoring Project. ➤ The mentoring system in Serbia is aimed to have a strong impact for the SMEs that are facing difficulties in their business. 			
<u>Mr. Toshiya Abe</u>			
<ul style="list-style-type: none"> ➤ Mr. Abe greeted the participants and expressed his gratitude to NARD, Ministry of Economy, SEIO, JICA Consultant and all persons concerned for their endless effort and support towards the implementation of the Project. ➤ The project started in May 2013 as the first regional project for JICA Balkan Office implementing in three countries, namely Bosnia and Herzegovina, Serbia and Montenegro. ➤ As the Project enters into its final year, it is expected to achieve the Project purpose of i 			

improvement of capacity for SME support.

- The mentoring system is spreading in the region and now BiH and Montenegro are operating their own mentoring scheme.
- Encouraged the continuous discussion for the project and thanked once again NARD for their support.

2. Presentation and discussion on Four Outputs of the Work Plan

Mr. Takashi Kimura, Assistant Team-Leader of JICA Consultant

At the beginning of Mr. Kimura's presentation, Ms. Zegarac provided explanation for the Serbian participants about the outlines of the project. Apart from improving the mentoring scheme in Serbia, the project also targets transferring the Serbian know-how and standardized mentoring scheme to BiH and Montenegro.

- This year Serbia has prepared Standardized Implementation Manual for Mentoring Service, based on Serbia's situation. The design of the manual started through defining the key concepts in mentoring.
- Presented the Four Outputs of the JICA Project, which are specified in the Record of Discussion between Japan and Serbia
 - A. Output 1: Mentoring system is updated corresponding to the business environment of SMEs.
 - a) Outlined the progress of Detailed Indicators and Target Status for Phase II:
 - The strategy and plan of mentoring system, Implementation Guideline, training programs and the evaluation method of mentors are updated.
 - The qualification system is updated
 - b) Outlined the progress of Planned Activities towards achieving Output 1

Ms. Ana Zegarac added that at this point Serbia has developed a standardized system for training mentors, training mentor trainers and training OJT trainers. Serbia is also implementing SOTC (provided short explanation on SOTC).

- B. Output 2: Mentors and Mentor trainers who are able to help SMEs challenge their difficulties are trained and certified.
 - a) Outlined the progress of Detailed Indicators and Target Status for Phase II:
 - More than **50** persons are trained and newly certified as mentors.
 - More than **10** mentors are trained and newly certified as mentor trainers.
 - Administrators and trainees evaluate mentor trainers and consider more than **80%** of them as skilled trainers
 - b) Outlined the progress of Planned Activities towards achieving Output 2

Ms. Ana Zegarac added that since 22nd of April, classroom training for new mentors has started, with the participation of 25 new mentor candidates.

- C. Output 3: Provide mentoring service
 - a) Outlined the progress of Detailed Indicator and Target Status for Phase II:
 - More than **550** SMEs received mentoring service.
 - b) Outlined the progress of Planned Activities towards achieving Output 3

Ms. Zegarac outlined that from this year cluster managers are eligible as beneficiaries, joining mature SMEs and Start-ups.

- D. Output 4: Mentors, service providers and SMEs store/share information and knowledge that are useful for mentoring service
 - a) Outlined the progress of Detailed Indicator and Target Status for Phase II:
 - The three countries hold meetings at least once a year in order to share their experiences on mentoring service.
 - More than 80% of mentoring reports are stored in a database.

- Mentoring reports that mentors and service providers stored are shared.
- Best practices are introduced to SMEs through seminars, publications and trainings.

b) Outlined the progress of Planned Activities towards achieving Output 4

- The training contents for Serbia have been reorganised and all trainings and qualification systems are already being implemented in Serbia
- During this year, NARD has assigned NARD Project Unit for supporting the mentoring system on operational level
- JICA Consultant and NARD Project Unit have been working on the preparation of "Preparation Manual of Mentoring Service".
- This year Serbia will dispatch Serbian OJT Trainers to BiH and Montenegro
- In BiH and Montenegro, JICA Consultant also worked for the preparation of Standardized Implementation Manual, based on the Serbian version and now all 3 countries operate almost similar systems, which makes the cooperation between countries much easier
- 426 mentoring services have been provided in Serbia since 2010, when the methodology established with JICA was introduced

Ms. Zegarac outlined that apart from self-evaluation made by mentors and NARD, external evaluation is being made. The results of third-party evaluation found that after receiving mentoring service SME beneficiaries increased by 10 % the no. of employees, 9.6% sales and 98% of the beneficiaries recognized the value of mentoring service and they would like to receive mentoring service in the future.

- Last year many SMEs tried to apply for mentoring and each mentor had a different version on defining it. The most important issue is to define "What is the most crucial point within the business?" and after that set the goal that you want to achieve. By defining this, the companies will acknowledge the value of the mentoring service.
- Mr. Kimura explained that Output 3.2 from the Project Design Matrix of Serbia, "*More than xx% of SMEs received mentoring services which provided solutions for SMEs*", has been removed because of the difficulty of measuring it.

Mr Ito asked when it was decided to remove the Output 3.2 from the PDM. Mr. Kimura replied that it has been decided to be deleted based on agreement with JICA HQ on 27th of February 2015. Mr. Ito explained that removal of indicators/outputs has to be made during the JCC, so this has to formally be discussed and approved during the present JCC. Mr. Takano commented that detailed explanation on changes of the PDM will be showed during his presentation at the JCC.

- Two new events have been formally added:
 - All Mentor Meeting: aims for discussion and explanation among mentors on how to improve enterprise diagnosis.
 - Mentor Award: each regional agencies will send 2 cases of best practices on mentoring service to NARD before the Mentor Award event. NARD will select 8 to 10 cases that will be presented during the event.
- New database for storing mentoring cases will be prepared during Phase II.

Ms. Zegarac informed that NARD had prepared database for Serbia in 2010, named Mentor Master, and all regional agencies are obliged to send their mentoring reports to NARD for importing them into the database. Also, during this project, new database will be constructed.

Activities of information sharing via TV shows, press releases, interviews to TV and newspapers will continue through the Phase II. Also newsletter will be directly sent to companies by regional agencies and promotion of mentoring is being made through the websites of NARD and all regional agencies. The NARD-JICA team, together with promotional consultant will visit several regional agencies for supporting activities on promotion of mentoring.

3. Approval of the Work Plan

Mr. Masashi Takano, Team-Leader of JICA Consultant

- Based on the discussion with NARD and JICA Headquarters, the Project Design Matrix for BiH has been subject of modification at the end of Phase I.
- Explained to the participants the structure of the PDM.
- Through the identification of the Project Goal with numerical indicators, the Project can be more effectively managed. The required activities are designed based on the indicators to be achieved.
- Mr. Takano explained the background of each changes within the PDM, underlining that the PDM and key indicators are the frame of the entire project.
- JICA Headquarters does not stick for the numerical figures, but it will place much more importance on the sustainability of the project.
- Mr. Takano commented that the 3.2 indicator “*More than xx% of SMEs received mentoring services which provided solutions for SMEs*” has been removed because of the difficulty of measuring it, as its numerical figure would not be relevant. Also Overall Goal 4 has also been deleted because of the difficulties of measuring it.
- JICA Consultant subcontracted Media Expert and production of brochure and leaflet as well as TV announcement have begun. Already NARD and JICA Consultant joined TV shows, gave interview to national TV channel and newspaper. These activities will continue throughout Phase II.
- JICA Consultant is trying to establish standardized mentoring system in three countries through the provision of standardized mentoring guidelines, training and awarding system.
- NARD newly established NARD Project Unit last March composed of 6 members and headed by Ms. Zegarac.
- Presented the Organization Structure of the Project and the Implementation structure of JICA Consultant for Phase II.
- The Mentoring Evaluation System, Mentoring Database and Mentor Sharing System will be Post-Project issues.

Ms. Zegarac raised 3 points for approval to the members of JCC: 1. Work Plan of Phase II, 2. Changes of Project Design Matrix of Serbia and 3. Implementation Structure of JICA Consultant.

Mr. Ito commented that the PDM is very important for JICA and for the project. PDM is attachment of the Record of Discussion. The amendments of PDM need to be printed and discussed and, during the JCC, the way the amendments have been presented was not the most appropriate.

Ms. Zegarac raised again the 3 points for approval to the members of JCC: 1. Work Plan of Phase II, 2. Changes of Project Design Matrix of Serbia and 3. Implementation Structure of JICA Consultant. All participants of the JCC approved the 3 points from above without any objection.

Ms. Zegarac underlined that NARD would like to receive via email update on communication between JICA Consultant with JICA Balkan Office / JICA Headquarters.

4. Ending Remarks

Ms. Ana Zegarac

- Thanked all the participants for approving the points on the table and for attending to the JCC and encouraged the continuous cooperation that until now has been very successful.

Conclusion: The members of the JCC approved the 3 points presented by JICA Consultant: 1. Work Plan of Phase II, 2. Changes of Project Design Matrix of Serbia and 3. Implementation Structure of JICA Consultant, without any objection.

The Joint Coordination Committee was concluded by Ms. Ana Zegarac at 12:00.

Picture of Joint Coordination Committee (1)



Picture of Joint Coordination Committee (2)



Reference 1

Order of Joint Coordination Committee

- **1. Opening Remarks**
 - Ms. Ana Zegarac, Assistant Director, National Agency for Regional Development
 - Mr. Toshiya Abe, Resident Representative, JICA Balkan Office
- **2. Presentation and discussion on Four Outputs of the Work Plan**
 - Mr. Takashi Kimura, Assistant Team-Leader, JICA Consultant
- **3. Approval of the Work Plan**
 - Mr. Masashi Takano, Team-Leader, JICA Consultant
- **4. Ending Remarks**
 - Ms. Ana Zegarac, Assistant Director, National Agency for Regional Development

Reference 2

Attendance list of the Joint Coordination Committee



**Трећи састанак Заједничког комитета за координацију пројекта
„Успостављање и промоција менторинг услуге за МСП у земљама Западног Балкана-Србији, Босни и Херцеговини и Црној Гори“**

3rd Joint Coordination Committee Meeting

Београд, 24.04.2015. године

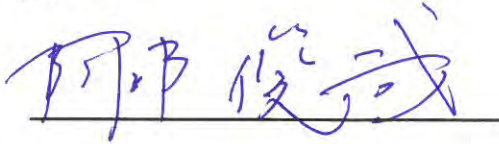
P.бр. No.	Име и презиме Name and surname	Институција/ Организација Institution/organization	Адреса ел. поште E-mail	Број телефона Telephone number	Потпис Signature
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	[Signature]	NARD	one@nard.rs	061 919 269	[Signature]
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The Project on Establishment and Promotion of Mentoring Service for Small and Medium Enterprises in the West Balkans (Serbia, Bosnia and Herzegovina, Montenegro)

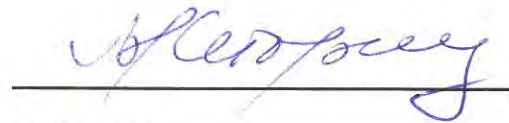
Signers:



Mr. Toshiya Abe

Resident Representative

Japan International Cooperation Agency
Balkan Office



Ms. Ana Zegarac

Assistant Director

National Agency for Regional Development



Crna Gora



Direkcija za razvoj malih i srednjih preduzeća

MINUTES

From the First Joint Coordination Committee (JCC) Meeting within the Project “*Establishment and Promotion of Mentoring Service for Small and Medium Enterprises in the West Balkans - Serbia, Bosnia and Herzegovina, Montenegro*” between the Directorate for Development of SMEs and Japanese International Cooperation Agency (JICA), held on 10th July 2013, in the premises of Hotel Podgorica, Podgorica - Montenegro.

The JCC meeting started at 14:00 p.m.

Following Agenda was delivered to the participants:

I	Opening remarks by	Mr. Aleksandar Pavićević, Director of DDSME
	Opening remarks by	Mr. Toshiya Abe, JICA Resident Representative
II	Role of Mentor in Japan	Mr. Takashi KIMURA, Asst. Team Leader, JICA Consultant Team
III	Presentation of Work Plan	Mr. Masashi TAKANO, Team Leader, JICA Consultant Team
VI	Other Matters	DDSME, JICA Consultant Team
	- Mentor Training Plan	
	- Japan Training	
V	Q & A	
IV	Closing remarks	DDSME

The meeting was attended by:

Mr. Aleksandar Pavicevic, Director of the Directorate for SME Development;

Mr. Toshiya Abe, JICA Resident Representative;

Ms. Eriko Oma, JICA Balkan Office;

Ms. Andjela Gajevic, Adviser for Institutional Support of the Directorate for SME Development;

Mr. Masashi Takano, Team Leader, JICA Consultant Team;

Mr. Takashi Kimura, Asst. Team Leader, JICA Consultant Team;

Mr. Tudor Sorin, JICA Consultant Team;

Ms. Milica Scepcovic, Head of Multilateral and Regional Cooperation of the Ministry of Economy;

Ms. Nina Vukotic, Head of the cabinet of the Ministry of Finance;

Mr. Ivan Radulovic, representative of the Ministry of Finance;

Ms. Ivana Tomasevic, Director of BSC Bar;

Mr. Sasa Jovanovic, representative of BSC Bar;

Mr. Nikola Mijanovic, representative of RBC Cetinje;

Mr. Pavle Simovic, representative of RBC Cetinje;

Ms. Ljiljana Belada, Coordinator of EEN Montenegro;

Ms. Natasa Batricevic, Adviser for Strategic and Development Project of the Directorate for SME Development;

Ms. Sanja Varajic, Adviser for Communication of the Directorate for SME Development;

Director of the Directorate for Development of SMEs, **Mr. Aleksandar Pavicevic** and the JICA Resident Representative, **Mr. Toshiya Abe**, opened First meeting of the Joint Coordination Committee within the project “*Establishment and Promotion of Mentoring Service for Small and Medium Enterprises in the West Balkans - Serbia, Bosnia and Herzegovina, Montenegro*”, which is implemented with the cordial assistance of the Japan International Cooperation Agency (JICA).

Ms. Andjela Gajevic, Adviser for Institutional Support of the Directorate for SME Development, was moderator of this meeting.

Mr. Pavicevic greeted all participants and thanked for their participation. He pointed out that the implementation of the Project will cover Serbia, Bosnia and Herzegovina, and Montenegro, and that the realization of the Project should improve the overall business environment for SMEs, as well as to increase their competitiveness at the national and regional levels. He said that the Project will contribute to better cooperation of the Project partners as well as the participating countries. According to the Memorandum of Understanding, that was signed last year with Directorate for SME Development and Japanese International Cooperation Agency (JICA), the Project realization will be established through a three-year project to support the development of small and medium-sized enterprises reducing the number of unsuccessful business, and support those facing crucial moment for their development and survival, continued Mr. Pavicevic. He explained that mentoring services include diagnosis and analysis of the current situation in the company, assist in the preparation of development activities, plans and projects to achieve the better results, as well as counsel and coordination of activities aimed at access to new technologies and consulting services. In order to achieve better business results, through this approach, the companies will be able to receive an equal, time-coordinated, non-financial support – Mr. Pavicevic said.

After the welcoming speech, Mr. Pavicevic thanked again to all participants and wished a successful future cooperation in the realization of the Project.

Mr. Abe greeted all participants and said that JICA, as a responsible agency for bilateral development aid of Japanese technical and financial assistance, has been engaged in various types of projects in Bosnia and Herzegovina to support reconstruction and economic development. Also, Mr. Abe pointed out that: “Small and medium enterprises play an important role in economy not only in economic development and also in labor market. However, SMEs in the region have been facing challenges such as access to finance, inefficient government services, informal market, and their own management and technical capabilities.” He reminded that “JICA supported Serbian institution, namely National Agency for Regional Development (NARD) to implement the Project on Institutionalization of Mentoring between 2008 and 2011. Referring to the successful result of the project, Montenegro submitted the application requesting cooperation to establish a mentoring service system to strengthen SMEs. The Japanese government received similar application from Bosnia and Herzegovina. In addition, Serbia showed intention to implement a regional project based on the experience in Serbia. The government of Japan decided to support the project and the project started in May 2013. - explained Mr. Abe. He also mentioned that “This is the first regional project for JICA Balkan Office implementing in three countries. I believe that implementing one project by three countries will produce positive stimulation of each other to make the project more effective and efficient.”

At the end Mr. Abe concluded: “I would like to express my sincere appreciation to Ministry of Economy of Montenegro, Directorate for SME Development of Montenegro and all persons concerned for their endless effort and support for implementation of the Project.”

Mr. Kimura, Asst. Team Leader, JICA Consultant Team, had a presentation of Japan (general overview of Japan, statistics, characteristics of Japanese economy). The major points of the presentation were as follows:

(The role of SMEs and Mentors in Japan)

- **Mr. Kimura** explained the role of the Government and Local Government in Japan, measures and stimulation or supporting policies the Government is delivering to SME, and also briefly introduced the development stages of SMEs in Japan and the roll of the Japanese Mentor.
 - (1) Basic information regarding the current status of economy in Japan)
 - Characteristics of Japan and current statistical data were explained to help participants understand the purpose of measures conducted by the Japanese government.
 - (2) Japanese SMEs Background
 - Explained the changes of SME's role in Japan corresponding to the status of economy in each era from 1930s until now and the policies conducted by the government. Especially, it was stressed that the Japanese government has considered SMEs the source of dynamism for developing the country.
 - (3) SME in Japan landscape
 - Explained the significance of SMEs in Japan, which share the biggest number of overall sales and of employees, also leading technology innovation.
 - (4) SME support measures in Japan
 - Explained the Japanese support system for SMEs, consisting of several institutions that cooperate in order to provide SMEs with appropriate and comprehensive support.
 - (5) Cooperation between sectors
 - Explained the characteristics of Japanese SME support system, consisting of 3 different sectors: government, local government and private sector. The role of each sector was explained and the presentation stressed on the necessity of cooperation between all 3 sectors.

Afterwards Ms. Belada asked Mr. Kimura - Do companies form Japan have support directly from the Government of Japan or from Local Government? Mr. Kimura responded that the Local Government introduces Government support on the local level.

Mr. Takano explained the significance of the JCC and the contents of Work Plan of the Project. The major points of the explanation were as follows:

(The Significance of JCC)

- The first meeting of the Joint Coordination Committee is important for the Project, especially having all partners together in one place. Thus, it is possible to share key impressions related to the Project. It is important also that all present participants have a common attitude related to the Project realization.

(The Work Plan)

- The Project follows the Record of Discussion (RD) concluded by Montenegro and Japan. According to the RD, the purpose of the Project is to introduce a mentoring system for SMEs in order to improve the capability of SME support, and to contribute to the firm establishment and development of SMEs in Montenegro. To achieve this goal, the RD indicates four target activities:

(1)

- **Through various activities mentioned in the Work Plan, JICA Consultant Team will support developing a Mentoring System in Montenegro.** The outputs of the Project must be “both” i) Mentor System (Institutional setup) and ii) Trained Mentors. No “either” and the result is **all** or **nothing**. SME Support Organization from Montenegro needs to secure the followings within the three years of the project;
 - Administrative framework of the Mentoring System
 - Sustainable budget
 - Manage personnel
 - System sustainability

(2)

- **Through various activities mentioned in the Work Plan, JICA Consultant Team will support training Mentors in Montenegro.** JICA Consultant Team believes that it is necessary for the mentors to learn widely and comprehensively. Therefore, not only the five essential subjects (a)Enterprise diagnosis, b) Production management, c) Financial management, d) Marketing and sales and e)

Business plan for commercial banks, which are adopted in Serbia, are necessary for classroom training, but also the supplemental subjects for "soft skills". The examples of soft skill are like counseling manner and/or mentor ethics.

- The OJT in Montenegro will be implemented after 2014. JICA Consultant Team will cooperate with DDSME for this OJT operation.

(3)

- **Through various activities mentioned in the Work Plan, JICA Consultant Team will support the Mentoring Service in Montenegro.** For this purpose, JICA Consultants will mainly support SMEs' selection and evaluate the mentoring service in Montenegro. Also JICA Consultants will support DDSME to establish an evaluation system.

(4)

- **Through various activities mentioned in the Work Plan, JICA Consultant Team will support sharing the Knowledge of Mentoring System in Serbia, Bosnia and Herzegovina, and Montenegro.** From the later part of this year, JICA Consultant Team is planning to tackle the issue on usage of the existing database. Video production for self learning will be prepared by shooting the scene of actual classroom lesson in Serbia and those materials will be shared within all three countries.

(Role of Montenegro for this Project)

- It is very important for Montenegro and decision makers to Act as the Master of the Country. Training materials and supplemental materials being used in Serbia will be delivered to Montenegro shortly. JICA Consultant Team requested DDSME to customize their own version until the mid of September and the result shall be presented to the next OCM to be held in Sarajevo on the mid of October.”

Afterwards **Ms. Gajevic** thanked to Mr. Takano and addressed to the participants; She expressed her satisfaction that the institution which she represents is involved in the realization of this Project, quoting that it can be expected that Project will be successful.

As there were no further questions and proposals, Ms. Gajevic concluded First Joint Coordination Committee Meeting, and all participants to JCC approved the Work Plan prepared by JICA Consultant Team.

The meeting was concluded at 16:00 p.m.

Podgorica, 10th July 2013

Minutes of Meeting (Joint Coordination Committee of Montenegro)		Date:07/05/2014	
Time	10 30 – 12 00		
Location	Conference Room of Hotel Best Western Premier, Podgorica	Style	phone Meeting
Attendance	DDSME: Ms. Andjela Pusonjic-Gajevic, Ms. Sanja Varajic Ministry of Economy: Mr. Goran Scepanovic, Ms. Milica Scepovic Ministry of Finance: Ms. Nina Vukotic Business Start-up Centre Bar: Ms. Ivana Tomasevic, Mr. Sasa Jovanovic Cetinje Business Centre: Mr. Pavle Simovic, Mr. Nikola Mijanovic JICA Balkan Office: Mr. Ito Ryuichi JICA Consultant: Mr. Masashi Takano, Mr. Sorin Tudor		
Subjects Main Issue			
1. Opening Remarks <u>Mr. Goran Scepanovic</u> <ul style="list-style-type: none"> ➤ Mr. Scepanovic greeted all the attendees of the JCC and expressed his sincere gratitude to JICA and JICA Consultant for the ongoing support provided during this project ➤ Underlined the significance of mentoring service for Montenegrin SMEs in the future and congratulated the mentor candidates for undergoing classroom training 			
2. Progress of the Project: Presentation on achievement until May 7th, 2014 and the activities needed to be completed from now on <u>Mr. Masashi Takano, Team-Leader of JICA Consultant</u> <p>(1) Presentation on achievement until May 7th, 2014</p> <ul style="list-style-type: none"> ➤ Pointed out the Four Outputs of the JICA Project, which are specified in the Record of Discussion between Japan and Montenegro. ➤ Outlined the activities and accomplishments of the project so far, which are being headed to Outputs 1, 2 and 3. ➤ Presented the classroom training held in the three countries in 2014, detailing on the Montenegrin side: <ul style="list-style-type: none"> ✓ Duration between Feb. 11th – 26th ✓ Mentor candidates have undergone classroom training for 5 subjects ✓ Out of 5 subjects, 4 were lectured by Serbian mentor trainers, while “Business Plan” subject was conducted by a local trainer, Mr. Nemanja Nikolic ➤ Reviewed the condition of passing examination and announced that all the mentor candidates in Montenegro scored at least the minimum points and passed the classroom training examination ➤ Detailed the average scores and the top achiever of each subject of classroom training in Montenegro ➤ Presented the progress of the Project <ul style="list-style-type: none"> ✓ Elapsed time: 12months / 35 months = 35% ✓ Consultation MM: 26MM / 71MM = 36% (As of Mar. 31st, 2014) ✓ Activities launched by Output: <ul style="list-style-type: none"> ▪ Output1: Developing Mentoring system <ul style="list-style-type: none"> (1) Serbia (9/10 = 90%) (2) BiH & Montenegro (7/7 = 100%) ▪ Output2: Mentor Cultivation <ul style="list-style-type: none"> (1) Serbia (2/5 = 40%) 			

- (2) BiH & Montenegro (2/4 = 50%)
 - Output3: Mentoring Implementation
 - (1) Serbia (2/3 = 65%)
 - (2) BiH & Montenegro (1/3 = 30%)
 - Output4: Information & Knowledge Sharing
 - (1) Three countries (1/5 = 20%)
- Presented Four Pinpointed items to be recognized by the participants of the JCC
 - ✓ Pinpoint 1 (To develop textbooks in Montenegro)
 - Actions Taken
 - (1) DDSME has customized Serbia's existing training materials, but it was observed that Serbia's textbooks were not practically used in 2014 classroom training.
 - (2) JICA Consultant developed and provided the guideline of "Start-Ups" subject.
 - Remaining Issues
 - (1) JICA Consultant recommends that most of the textbooks can be shared with Serbia.
 - (2) JICA Consultant is planning to provide "Mentoring Guideline of BiH" on the end of FY2014, which specifies basic concept of the Montenegrin mentoring.
 - ✓ Pinpoint 2 (To conduct OJT of Mentoring through practicing the mentoring services in Montenegro)
 - Actions Taken
 - (1) DDSME invited possible SME candidates and will hold Pre-announcement Explanation on May 7th, 2014.
 - (2) From Serbia, the recipient NARD and recipient SMEs are invited and explain their achievement in the event.
 - (3) JICA Consultant has supported the planning and finance of the event from above since December 2013. JICA Consultant supported the financing of the event by covering half of the expenses of organizing the Pre-announcement Explanation, while the remaining half will be covered by DDSME.
 - Remaining Issues
 - (1) After Pre-announcement Explanation, DDSME will formally open Public Announcement on May 12th, 2014 and it will be closed by May 30th, 2014. Totally 18 (2 SMEs X 9 mentors) SMEs and their allocation to each mentor will be finally determined through the Selection Committee** by mid-June, 2014.
 - (2) JICA Consultant will support the first OJT from July 4th-25th, 2014 taking into consideration the period of Japan Training and the prior preparation conducted by mentors.
 - ✓ Pinpoint 3 (To share the experience and evaluation of mentoring service of Montenegro)
 - Actions Taken
 - (1) DDSME participated to the first Overall Coordinating Meeting (OCM) on December 2013, where the participants shared the lesson learnt from Japan Training.
 - (2) The progress of institutional design has been shared through three sessions of Institutional Design Workshop in 2013.
 - Remaining Issues
 - (1) The project's TOR requires "4-4 To collect good practices of mentoring services in BiH" and "4-5 To share the good practices of mentoring services to the public".
 - (2) JICA Consultant will address to the mechanism of how to collect good practice by mentors and how we such information should be shared with the public.
 - ✓ Pinpoint 4 (Japan Training)
 - Actions Taken

- (1) 2013 Japan Training was undertaken by the high profile officers. It created the base of establishing the institutional design of mentoring for the Project. The Steering Committee established by the member of 2013 Japan training was conducive to develop and revise institutional design of mentoring service for the Project.
 - Remaining Issues
 - (1) 2014 Japan Training aims for a more practical one, where the trainees can learn the actual operation of mentoring and surrounding supporting system in Japan.
 - (2) To make 2014 Japan Training more fruitful, JICA Consultant will prepare the exam and deliver it beforehand. The exam is rather difficult and, it is difficult to reply without proactive participation to each session. JICA Consultant will evaluate the exam.
 - (3) The score of the exam will be subject of reporting to the direct leader of trainees and 2014 Japan Training Evaluation Report prepared by JICA Consultant.
- (2) Presentation of the major activities to be completed until the end of Project Phase I, on Nov. 2014
 - OJT
 - ✓ Actions to be Taken
 - (1) 1st Visit (July. 4th – 23rd, 2014)
Corporate diagnosis will be conducted during this period. DDSME will prepare the schedule for each mentor to visit to SME client with JICA Consultant.
 - (2) 2nd Visit (Oct. 5th - 15th, 2014)
An official JICA mission on Interim Evaluation is planned to visit Montenegro and accompany to OCM and OJT implemented in the project site.
 - (3) 3rd Visit (Nov. 3rd - 14th, 2014)
JICA Consultant will review and evaluate overall mentoring operation and report to DDSME for necessary improvement. The direction toward Phase II OJT will be discussed and the result will be reflected to the proposal to JICA for Phase II implementation.
 - ✓ Explained that the passing conditions of OJT are:
 - (1) Preparation of the four necessary sheets: “Client Assessment Sheet”, “Mentoring Planning Sheet”, “Client’s Action Plan” and “Mentoring Action Plan”
 - (2) Actual achievement of the client SME (whether or not a sales increase of 30% has been achieved)
 - Japan Training (Jun. 14th – Jul. 1st, 2014)
 - ✓ Actions to be Taken
 - (1) Overall Coordinating Meeting (OCM)
Five trainees should be chosen by the end of April 2014. JICA Consultant has submitted the result of exam on classroom training to Montenegro side. Montenegro side needs to inform to JICA Consultant the reason why he/she was chosen. Selected trainees are requested to submit the required application to JICA Balkan Office through Ministry of Economy by the second week of May.
 - (2) Arranging Training Institutions in Japan
2014 Japan Training aims for the practical training of mentors. During approx. three weeks training, trainees will visit several regions of Japan. The setting of training institutions is currently being performed by JICA Consultant.
 - (3) Orientation
JICA Consultant is planning to hold the orientation of Japan Training in the beg-June.

➤ Other activities

✓ Actions to be Taken

(1) Classroom Special

“Classroom Special” will cover the blind spots of the six essential subjects and train mentors adopting cross-cutting theory. Classroom Special will be conducted together with the classroom training by the representatives of Visegrad Countries (V4).

(2) Overall Coordinating Meeting (OCM) in Podgorica

The three countries will gather and confirm/discuss the progress /issues together. Major experiences of mentoring service during that period will also be shared. 2014 OCM will be scheduled in one day during the period of October 8-10th, 2014. DDSME in Montenegro will host the meeting.

(3) Closing Phase I of the Project

Phase I will close on the end-November 2014, and Phase II will start on the mid-January 2015.

Mr. Takano presented the major ideas for Phase II of the project that need to receive acceptance from JCC’s participants:

- ✓ Starting a new set of mentoring service with with the support from Serbian OJT Mentor Trainers
- ✓ Choosing mentor trainers and train them for the future expansion of the Project nationwide Montenegro
- ✓ Accumulating success cases from 2014 OJT for DB shared by the concerned stakeholders
- ✓ Discussing with “Visegrád 4 countries” (V4) for the future cooperation on SME development
- ✓ Continuation of review and improvement of existing mentoring system
- ✓ Promulgation of the experience of JICA mentoring project to other regions of BiH for the future nationwide dissemination after the current Project will have finished.

Mr. Takano repeatedly pointed out three agendas to be accepted by the participants of JCC:

(1) Output 1-6 (Producing Training Textbook)

Textbook can be shared with Serbia and no special textbook, “only for Montenegro”, will be produced. Instead, “Mentoring Guidelines of Montenegro” shall be prepared as the “textbook”.

(2) Output 2-1 (Conducting OJT)

Followed by Pre-Announcement Event held on May 7th, 2014, DDSME shall determine the recipient SMEs by the end of June 2014, and allocate them to each mentor by July 4th, 2014.

(3) Output 4 Overall (Sharing experience)

Participants shall provide idea on info sharing of the Project in order to disseminate mentoring system

Ms. Andjela Pusonjic nominated the 5 participants that were selected by DDSME to participate on Japan Training 2014: Ms. Sanja Varajic, Ms. Natasa Batricevic, Mr. Sasa Jovanovic, Mr. Nikola Mijanovic and Ms. Ljiljana Belada.

3. Ending Remarks

Mr. Ito Ryuichi

- Expressed sincere appreciation to Ministry of Economy of Montenegro, Directorate for SME Development of Montenegro and all persons concerned for their tireless effort and support for implementation of the Project.
- Encouraged strong cooperation between the three countries that are implementing the JICA Project

- This Project was selected as one of the projects to be joined by the “Visegrad Countries” (V4), based upon a summit held in 2013 in Warsaw between Japan and V4 members, but the involvement of the “Visegrad Countries” in the JICA Project has not been officially determined
- Tentative idea for the involvement of the “Visegrad Countries” is to invite speakers from these countries in order to share knowledge, experiences and know-how from the EU market for supporting SMEs in the three Western Balkans countries that are part of the JICA Project
- Almost 1 year has passed since the kick-off of project’s implementation. Thanks to DDSME’s leadership, Mr. Ito has confidence that JICA Consultant and DDSME are well collaborating and Montenegro is going to achieve the expected outcomes in the near future.

Mr. Goran Scepanovic

- Thanked JICA, JICA Consultant, DDSME, the representatives of Bar BSC and Cetinje BC for the joint efforts put during this Project
- Saluted and encouraged the initiative coming from the “Visegrad Countries” for joining this Project

Conclusion: The participants recognized the progress of the project and accepted the three agendas and future activities explained by JICA Consultant, without any objection.

The Joint Coordination Committee was concluded by Ms. Andjela Pusonjic at 12:00.

Picture of Joint Coordination Committee (1)



Picture of Joint Coordination Committee (2)



Reference 1


Order of Joint Coordination Committee

- **1. Opening Remarks**
 - Mr. Goran Scepanovic, Ministry of Economy of Montenegro
 - Mr. Ito Ryuichi, Assistant Representative, JICA Balkan Office


- **2. Achievement on FY2013 & Activity Plan on FY2014**
 - Mr. Masashi TAKANO, JICA Consultant
- **3. Q&A**
- **4. Conclusion**
 - Ms. Andjela Pusonjic, DDSME
- **5. Closing Remarks**

Reference 2

Attendance list of the Joint Coordination Committee



Montenegro
Ministry of Economy
Directorate for development of small and medium sized enterprises



II JOINT COORDINATION COMMITTEE (JCC)

Project "Establishment and Promotion of Mentoring Service for Small and Medium Enterprises in the West Balkans - Serbia, Bosnia and Herzegovina, Montenegro"

May 7, 2014 10 a.m. - 12 a.m.

Kongresni Centar Premier - Svetog Petra Cetinjskog 147, Podgorica

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JICA Consultant	M. TAKANO		mtakano@jica.go.jp	<i>[Signature]</i>

Signers:

Mr. Ito Ryuichi

Assistant Representative

Japan International Cooperation Agency
Balkan Office

Mr. Goran Scepanovic

Assistant Minister

Ministry of Economy of Montenegro

Minutes of Meeting (Joint Coordination Committee of Montenegro)		Date:29/04/2015	
Time	10 15 – 12 00		
Location	DDSME	Style	phone Meeting
Attendance	DDSME: Ms. Andjela Pusonjic-Gajevic, Ms. Sanja Varajic Ministry of Economy: Mr. Goran Scepanovic Business Start-up Centre Bar: Ms. Ivana Tomasevic, Mr. Sasa Jovanovic Cetinje Business Centre: Mr. Pavle Simovic, Mr. Nikola Mijanovic JICA Balkan Office: Mr. Ito Ryuichi JICA Consultant: Mr. Masashi Takano, Mr. Takashi Kimura, Mr. Sorin Tudor		
Subjects Main Issue Ms. Andjela Pusonjic-Gajevic facilitated the meeting.			
1. Opening Remarks <u>Mr. Goran Scepanovic</u> <ul style="list-style-type: none"> ➤ Mr. Scepanovic greeted all the attendees of the JCC and expressed his gratitude to JICA for the implementation of the Mentoring Project ➤ Underlined the significance of mentoring service for Montenegrin SMEs and thanked JICA Consultant for the support provided within the implementation of the project ➤ Thanked DDSME for the strong leadership during the implementation of the project <u>Mr. Ito Ryuichi</u> <ul style="list-style-type: none"> ➤ Mr. Ito greeted all the attendees of the JCC and thanked Mr. Scepanovic, DDSME and JICA Consultant for their efforts towards the implementation of the project ➤ JICA is expecting the results of the first year of implementation of mentoring service in Montenegro ➤ During June 2015, Japan Training will take place with the participation of mentors in all 3 countries. 			
2. Presentation and discussion on Four Outputs of the Work Plan <u>Mr. Takashi Kimura, Assistant Team-Leader of JICA Consultant</u> <ul style="list-style-type: none"> ➤ Presented the Four Outputs of the JICA Project, which are specified in the Record of Discussion between Japan and Montenegro <ul style="list-style-type: none"> A. Output 1: Mentoring system is updated corresponding to the business environment of SMEs. <ul style="list-style-type: none"> a) Outlined the progress of Detailed Indicators and Target Status for Phase II: <ul style="list-style-type: none"> - The strategy and plan of mentoring system, Implementation Guideline, training programs and the evaluation method of mentors are updated. - The qualification system is updated b) Outlined the progress of Planned Activities towards achieving Output 1 Based on the Serbian model, JICA Consultant and DDSME have developed Standardized Implementation Manual for Mentoring Service in Montenegro. B. Output 2: Mentors and Mentor trainers who are able to help SMEs challenge their difficulties are trained and certified. <ul style="list-style-type: none"> a) Outlined the progress of Detailed Indicators and Target Status for Phase II: <ul style="list-style-type: none"> - More than 8 persons are trained and newly certified as mentors. 			

- More than **5** mentors are trained and newly certified as mentor trainers.
- Administrators and trainees evaluate mentor trainers and consider more than **70%** of them as skilled trainers
- b) Outlined the progress of Planned Activities towards achieving Output 2
- C. Output 3: Provide mentoring service
 - a) Outlined the progress of Detailed Indicator and Target Status for Phase II:
 - More than **30** SMEs received mentoring service.
 - b) Outlined the progress of Planned Activities towards achieving Output 3
- During Phase II, Japanese experts will allocate most of their time to supporting OJT
- D. Output 4: Mentors, service providers and SMEs store/share information and knowledge that are useful for mentoring service
 - a) Outlined the progress of Detailed Indicator and Target Status for Phase II:
 - The three countries hold meetings at least once a year in order to share their experiences on mentoring service.
 - All Mentor Meeting is held every year.
 - Mentoring reports that mentors and service providers stored are shared.
 - Best practices are introduced to SMEs through seminars, publications and trainings.
 - b) Outlined the progress of Planned Activities towards achieving Output 4
- In order to increase the visibility of the Mentoring Project, promotional activities will take place during Phase II.
- During All Mentor Meeting, the participants will share with other mentors enterprise diagnosis reports (confidential data will be removed) and they will discuss on best practices.

Ms. Tomasevic asked about the structure of future mentoring database. Mr. Kimura explained that tentative idea is to divide the mentoring information into several fields/stages and create the database following the fields/stages. When one mentor will need to check one process/field/step, he will know specifically where to find it in the database. Database will not store all the mentoring cases, but the best practices chosen by mentors and DDSME. Based on the last year survey on information sharing, the the best way of information sharing among mentors is face-to-face communication. From JICA Consultant's side, Mr. Yamanaka will be in charge of creating database by October 2015.

3. Approval of the Work Plan

Mr. Masashi Takano, Team-Leader of JICA Consultant

- Based on the discussion with DDSME and JICA Headquarters, the Project Design Matrix for Montenegro has been subject of modification at the end of Phase I.
- Explained to the participants the structure of the PDM.
- Through the identification of the Project Goal with numerical indicators, the Project can be more effectively managed. The required activities are designed based on the indicators to be achieved.
- Mr. Takano explained the background of each changes within the PDM, underlining that the PDM and key indicators are the frame of the entire project.
- JICA Headquarters does not stick for the numerical figures, but it will place much more importance on the sustainability of the project.
- Made comparison of target indicator of PDM by country. Overall Goal 4 has been deleted because of the difficulties of measuring it and also Output 3.2 has been removed due to unclear status of indicator.
- By the year 2015, 13 SMEs in Montenegro have already received mentoring service. The 2015 mentoring service will be conducted based on public announcement and the estimated number of SME recipients is 17.
- Last year Mr. Silnitsky conducted Survey on information sharing through mentors. Based on the findings of the survey, in Montenegro face-to-face communication is considered the best way of information sharing, whereas database is a subsystem on information sharing. As the number of mentoring services is still small, All Mentor Meeting will have higher effect than any other information sharing method.

- JICA Consultant subcontracted Media Expert and production of brochure and leaflet on mentoring have begun.
- The IDWS is supposed to take place 2 times during the project, but because of its utility, it will take place the third time in Serbia this year.
- Common Mentor Awarding System is under consideration.
- Presented the Organization Structure of the Project and the Implementation structure of JICA Consultant for Phase II.
- The Mentoring Evaluation System, Mentoring Database and Mentor Sharing System will be Post-Project issues.

4. Ending Remarks

Ms. Andjela Pusonjic

- New mentor candidates from Niksic, Bijelo Polje and Budva are expected to become new mentors from this year. Classroom training for new mentors is supposed to start soon, but DDSME is waiting for official confirmation.
- At the beginning of May, Public Call on applying for mentoring service will start.
- Thanked JICA, JICA Consultant, the representatives of Bar BSC and Cetinje BC for the joint efforts during the implementation of the Project.

Conclusion: All members of the JCC approved the 3 points raised by Ms. Gajevic without any objection: 1. Work Plan of Phase II, 2. Changes of Project Design Matrix of Montenegro and 3. Implementation Structure of JICA Consultant.

The Joint Coordination Committee was concluded by Ms. Andjela Pusonjic at 12:00.

Picture of Joint Coordination Committee (1)



Picture of Joint Coordination Committee (2)



Reference 1

Order of Joint Coordination Committee



➤ 1. Opening Remarks

- Mr. Goran Scepanovic, Ministry of Economy of Montenegro

- Mr. Ito Ryuichi, Assistant Representative, JICA Balkan Office
- **2. Presentation and discussion on Four Outputs of the Work Plan**
 - Mr. Takashi Kimura, JICA Consultant
- **3. Approval of the Work Plan**
 - Mr. Masashi Takano, JICA Consultant
- **4. Ending Remarks**
 - Ms. Andjela Pusonjic, DDSME

Reference 2

Attendance list of the Joint Coordination Committee

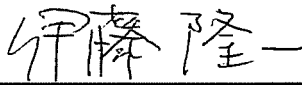



Direkcija za razvoj malih i srednjih preduzeća
SASTANAK ZAJEDNIČKOG KOORDINACIONOG ODBORA
PROJEKAT "USPOSTAVLJANJE I PROMOCIJA MENTORING SISTEMA U MALIM I SREDNJIM PREDUZEĆIMA U ZEMLJAMA ZAPADNOG BALKANA – SRBIJI, BOSNI I HERCEGOVINI I CRNOJ GORI"
 29. april 2015, 10h-11:50h
 Sala Ministarstva ekonomije, Rimski Trg 46

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11.	JICA Consultant Takashi Kimura	81103709 9427	t.kimura@jica.go.jp	<i>Takashi Kimura</i>
12.				

The Project on Establishment and Promotion of Mentoring Service for Small and Medium Enterprises in the West Balkans (Serbia, Bosnia and Herzegovina, Montenegro)

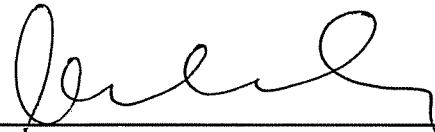
Signers:



Mr. Ito Ryuichi

Assistant Resident Representative

Japan International Cooperation Agency
Balkan Office



Mr. Goran Scepanovic

Assistant Minister

Ministry of Economy of Montenegro

Meeting minutes

**JOINT COORDINATION COMMITTEE -JCC
for
The Project on Establishment and Promotion
of Mentoring Service
for Small and Medium Enterprises
in the West Balkans
Serbia, Bosnia and Herzegovina, Montenegro**

Place and Date

Place and Date

Mr. Toshiya Abe
Resident Representative
Japan International Cooperation Agency
JICA Balkan Office

Sarajevo, 28th July 2013
DM - 616790

Mr. Dragan Milović
Assistant Minister
Ministry of Foreign Trade
and Economic Relations
Bosnia and Herzegovina

Theme	JOINT COORDINATION COMMITTEE-JCC for the Project on Establishment and Promotion of Mentoring Service for SMR in the West Balkans (Serbia, Bosnia and Herzegovina, Montenegro)	
Time	July , 9th 2013. , 10:00 - 12:00	
Place	Sarajevo Economic Region Development Agency SERDA	
Participants	Institution	
Jun Hirashima	JICA Office	
Ohma Eriko	JICA Office	
Masashi Takano	JICA Consulting Team	
Takashi Kimura	JICA Consulting Team	
Tudor Sorin	JICA Consulting Team	
Dragan Milović	Ministry of Foreign Trade and Economic Relations of Bosnia and Herzegovina	
Edita Perić	Ministry of Foreign Trade and Economic Relations of Bosnia and Herzegovina	
Ševkija Okerić	SERDA	
Sanela Dževlan	SERDA	
Zinaida Porobić	SERDA	
Armina Arslanagić Čengić	SERDA	
Elma Kosović	SERDA	
Slaviša Čeranić	SERDA	
Dunja Rističević	SERDA	
Naza Kokot	SERDA	
Zlatan Saračević	SERDA	
Enesa Pazalja	Ministry of economy of Canton Sarajevo	
Amir Misirlić	Vogošća Municipality	
Senad Resić	Stari Grad Sarajevo Municipality	
Željko Tepavčević	East Ilidža Municipality	
Marinko Božović	East Ilidža Municipality	
Nermina Krupalija	Novo Sarajevo Municipality	
Muharem Behlulović	Olovo Municipality	

Theme of the meeting:

Presentation of the activities under the project, the role of the mentor as well as Japan's experience in this field. The project will establish mentoring system that represents the joint efforts of mentors and entrepreneurs in order to overcome the current situation and finding the most appropriate solutions for future business. Japan's experience in carrying out mentoring has shown that the effects of this kind of consulting far greater than the temporary and short-term advice. Mentoring is to provide company diagnosis and advisory services to SMEs, for SMEs to acquire the entrepreneurial skills and knowledge.

In the introductory part of the JCC Mr Dragan Milović, Assistant Minister of Foreign Trade and Economic Relations of Bosnia and Herzegovina, said that Ministry is very interested about this project which is very important and provides support, because such a project in BiH is being implemented for the first time. Mr Milovic also expressed the hope that the project will be extended to the whole country after this beginning phase which is tied to the Sarajevo economic region. He hopes that project will be successful implemented and said that this project is necessary and that the major benefits of the project will have local companies.

Mr Ševkija Okerić, SERDA Director explained that mentoring system that will be established represents the joint work of mentors and business people in finding the most favorable solutions for future business and new way of support methodology for SMEs. Mr Okerić announced study visit to Japan as a very important activity where BH. delegation will be directly acquainted with the experiences and how this system works in one of the most developed countries of the world. Also, he explained that SERDA employees will go through the training, after which they will be able to give mentoring support as part of this project. Through this project SERDA will strengthen own capacities and provide new forms of support for SMEs in the Sarajevo macro region through mentoring as free support that should be recognized and accepted across the country.

Mr. Jun Hirashima spoke on behalf of Mr. Toshiya Abe, Resident Representative JICA Balkan Office in Belgrade, because Mr Abe due to earlier commitments could not attend the meeting. Mr Hirashima emphasized that JICA participated in a lot of projects in Bosnia and Herzegovina, but this project represents the first regional project, which includes three countries from the region (Bosnia and Herzegovina, Serbia and Montenegro). The project was approved by the government of Japan, and through the mentoring, the small and medium enterprises in Bosnia and Herzegovina, will be strengthened, at the same time they have a big role in the BiH economy. Representative of the Japan International Cooperation Agency Mr. Jun Hirashima said that this Japanese model of mentoring is very important and that it is expanding throughout the world.

Mr Takashi Kimura, a member of JICA Consultant Team presented basic information about Japan, the characteristics of the Japanese market, presented the path that Japan crossed until today's rate of development. He explained the mentoring system in Japan, and the way it helps small and medium enterprises in this country.

Mr Masashi Takano, Team Leader of JICA Consultant Team presented a work plan for the project and explained the background of the project, which includes three country, the purpose and objective of the project, the project matrix, expectations and position of the mentors during the project implementation. Mr Takano emphasized that it is very important to know the role of every partner in the project. Regarding this, NARD will be mentor, SERDA will be responsible for the project in Bosnia and Herzegovina, and JICA will give support. One of the very important things is, SERDA and the Ministry of Foreign Trade and Economic Relations of Bosnia and Herzegovina, has to determine the level of mentoring which they have to achieve. Also, Mr Takano presented the future steps in the project that need to be taken.

After the JCC, representatives of JICA Mr. Jun Hirashima, Ms. Ohma Eriko, Mr. Masashi Takano, Mr. Takashi Kimura and Mr. Tudor Sorin, representative from MOFTER Mr. Dragan Milović and SERDA representatives Mr. Ševkija Okerić and Mrs. Sanela Dževlan had working meeting in SERDA premises. All participants accepted a work plan for the project and it was agreed that in BiH delegation for study visit to Japan, sixth representative will be from Sarajevo Canton. Related to this visit, Mr. Hirashima emphasized that according to the JICA rules, required that all members of the BiH delegation must have BH. passport.

Also, Mr. Takano briefed attendees on three important issues, and all members at the meeting agreed on this issue.

1. The next workshop where will be presented the learning experiences from study visit in Japan, will be held in Sarajevo and organized by SERDA. Workshop will be held on 17. October.
2. Lessons learned from Japan will present one of the representatives of BH. delegation.
3. Training materials that SERDA receive from NARD must be update until 16. September.

Minutes of Meeting (Joint Coordination Committee)		Date: 24/04/2014	
Time	12 00 – 14 00		
Location	SERDA Conference Room	Style	Phone Meeting
Attendance	Embassy of Japan in Bosnia and Herzegovina: Ms. Vesna Jakovljevic SERDA: Mr. Sevkija Okeric, Ms. Sanela Dzevlan, Mr. Asad Karisik, Mr. Dragisa Marek, Ms. Armina Aslanagic Cengic, Ms. Zinaida Porobic, Ms. Aida Dzamaliija Duran, Mr. Sinisa Obradovic, Mr. Slavisa Ceranic, Ms. Dzejna Brankovic MOFTER: Mr. Dragan Milovic, Ms. Edita Peric Foreign Trade Chamber of Bosnia and Herzegovina: Mr. Senad Hromic, Ms. Aida Kl emencic JICA Balkan Office: Mr. Toshiya Abe, Mr. Hirashima Jun JICA Sarajevo Office: Ms. Nina Bejtjic JICA Consultant: Mr. Masashi Takano, Mr. Sorin Tudor		
<p>Ms. Sanela Dzevlan facilitated the meeting.</p> <p>Subjects Main Issue</p> <p>1. Opening Remarks</p> <p><u>Mr. Sevkija Okeric</u></p> <ul style="list-style-type: none"> ➤ Mr. Okeric welcomed all the attendees of the JCC expressing his gratitude to the JICA Balkan Office and JICA Consultant for supporting the preparation of the mentoring classroom training ➤ Underlined the significance of mentoring service for SMEs in the future and congratulated the participants from SERDA and The Foreign Trade Chamber of BiH for the successful completion of the classroom training. <p><u>Mr. Toshiya Abe</u></p> <ul style="list-style-type: none"> ➤ Mr. Abe greeted the participants and expressed his appreciation to the Ministry of Foreign Trade and Economic Relations, The Foreign Trade Chamber of BiH, SERDA, Embassy of Japan in Bosnia and Herzegovina and all persons concerned for their endless effort and support for implementation of the Project. ➤ Encouraged the continuation of the Project through the practical activities that were to take place from now on: Japan Training and On the Job Training (OJT) <p><u>Mr. Dragan Milovic</u></p> <ul style="list-style-type: none"> ➤ Mr. Milovic welcomed the participants of the JCC stressing the importance of mentoring service for the SMEs in BiH. ➤ Expressed his gratitude to JICA's approach, methodology and its willingness for transferring knowledge and experience to the future mentors. ➤ Sincerely hopes that after the completion of the JICA Project governmental officials of BiH will focus on its expansion to the rest of BiH territory. 			

2. Progress of the Project: Presentation on achievement until April 24th, 2014 and the activities needed to be completed from now on

Mr. Masashi Takano

(1) Presentation on achievement until April 24th, 2014

- Pointed out the Four Outputs of the JICA Project, which are specified in the Record of Discussion between Japan and Bosnia and Herzegovina.
- Outlined the activities and accomplishments of the project so far, which are being headed to Outputs 1, 2 and 3.
- Presented the classroom training held in the three countries in 2014, detailing on its Bosnian side:
 - ✓ Duration between Feb. 18th – Mar. 13th
 - ✓ Mentor candidates have undergone training for 6 subjects
 - ✓ 5 out of 6 subjects were lectured by Serbian mentor trainers, while “Business Plan” subject was conducted by a domestic trainer (Prof. Dr. Fikret Hadzic)
- Reviewed the condition of passing examination and announced that all the mentor candidates in BiH scored at least the minimum points and passed the classroom training examination
- Detailed the average scores and the top achiever of each subject of BiH classroom training
- Presented the progress of the Project
 - ✓ Elapsed time: 12months / 35 months = 35%
 - ✓ Consultation MM: 26MM / 71MM = 36% (As of Mar. 31st, 2014)
 - ✓ Activities launched by Output:
 - Output1: Developing Mentoring system
 - (1) Serbia (9/10 = 90%)
 - (2) BiH & Montenegro (7/7 = 100%)
 - Output2: Mentor Cultivation
 - (1) Serbia (2/5 = 40%)
 - (2) BiH & Montenegro (2/4 = 50%)
 - Output3: Mentoring Implementation
 - (1) Serbia (2/3 = 65%)
 - (2) BiH & Montenegro (1/3 = 30%)
 - Output4: Information & Knowledge Sharing
 - (1) Three countries (1/5 = 20%)
- Presented Four Pinpointed items to be recognized by the participants of the JCC
 - ✓ Pinpoint 1 (To develop textbooks in BiH)
 - Actions Taken
 - (1) SERDA has customized Serbia’s existing training materials, but it was observed that Serbia’s textbook were not practically used in 2014 classroom training.
 - (2) JICA Consultant developed and provided the guideline of “Start-Ups” subject.
 - Remaining Issues
 - (1) JICA Consultant recommends that most of the textbooks can be shared with Serbia.
 - (2) JICA Consultant is planning to provide “Mentoring Guideline of BiH” on the end of FY2014, which specifies basic concept on BiH mentoring.
 - ✓ Pinpoint 2 (To conduct OJT of mentoring through practicing the mentoring services in BiH)
 - Actions Taken
 - (1) OJT has been kicked off on Dec. 12th, 2013 and the mentor candidates are requested to select the recipient SME whose sales can increase

- se by 30% in 300 days.
 - Remaining Issues
 - (1) JICA Consultant believes that the most important part of this OJT is company selection, so that intensive commitment by JICA Consultant is needed in this stage.
 - (2) JICA Consultant hopes that mentor candidates can allocate their time for choosing each recipient company. JICA Consultant needs to consider an incentive mechanism which keeps mentor candidate head to OJT activities for 300 days.
 - ✓ Pinpoint 3 (To share the experience and evaluation of mentoring service in BiH)
 - Actions Taken
 - (1) BiH hosted the first Overall Coordinating Meeting (OCM) on December 2013, where the participants shared the lesson learnt from Japan Training.
 - (2) The progress of institutional design has been shared through three sessions of Institutional Design Workshop in 2013.
 - Remaining Issues
 - (1) The project's TOR requires "4-4 To collect good practices of mentoring services in BiH" and "4-5 To share the good practices of mentoring services to the public".
 - (2) JICA Consultant will address to the mechanism of how to collect good practice by mentors and how we such information should be shared with the public.
 - ✓ Pinpoint 4 (Japan Training)
 - Actions Taken
 - (1) 2013 Japan Training was undertaken by the high profile officers. It created the base of establishing the institutional design of mentoring for the Project. The Steering Committee established by the member of 2013 Japan training was conducive to develop and revise institutional design of mentoring service for the Project.
 - Remaining Issues
 - (1) 2014 Japan Training aims for a more practical one, where the trainees can learn the actual operation of mentoring and surrounding supporting system in Japan.
 - (2) To make 2014 Japan Training more fruitful, JICA Consultant will prepare the exam and deliver it beforehand. The exam is rather difficult and, it is difficult to reply without proactive participation to each session. JICA Consultant will evaluate the exam.
 - (3) The score of the exam will be subject of reporting to the direct leader of trainees and 2014 Japan Training Evaluation Report prepared by JICA Consultant.
- (2) Presentation of the major activities to be completed until the end of Project Phase I, on Nov. 2014
- OJT
- ✓ Actions to be Taken
 - (1) 1st Visit (May. 19th - June. 6th, 2014)
Mentor candidate will focus on the selection of the target client. JICA Consultant will assist Mentor candidate to revise the Mentoring Planning Sheet.
 - (2) 2nd Visit (Jul. 5-11th, 2014)
Mentor candidate will present Client's/Mentor's Action Plan to the implementing agency. JICA Consultant will make an overall review of the diagnosis and will comment on the presentation.
 - (3) 3rd Visit (Oct 14-24th, 2014)
Until this date, Mentor candidate will make several visits to client SMEs

to support their activities identified in Client's/Mentor's Action Plan. OJT candidate will perform self-evaluation of their performance. The client SME will also conduct evaluation on the service by the end of November 2014.

- ✓ Explained that the passing conditions of OJT are:
 - (1) Preparation of the four necessary sheets: "Client Assessment Sheet", "Mentoring Planning Sheet", "Client's Action Plan" and "Mentoring Action Plan"
 - (2) Actual achievement of the client SME (whether or not a sales increase of 30% has been achieved)
- Japan Training (Jun. 14th – Jul. 1st, 2014)
 - ✓ Actions to be Taken
 - (1) Overall Coordinating Meeting (OCM)

Five trainees should be chosen by the end of April 2014. JICA Consultant has submitted the result of exam on classroom training to BiH side. BiH side needs to inform to JICA Consultant the reason why he/she was chosen.
 - (2) Arranging Training Institutions in Japan

2014 Japan Training aims for the practical training of mentors. During approx. three weeks training, trainees will visit several regions of Japan. The setting of training institutions is currently being performed by JICA Consultant.
 - (3) Orientation

JICA Consultant is planning to hold the orientation of Japan Training in the beginning of June.
 - (4) Selection of participants from BiH

Discussion between Mr. Milovic and Mr. Okeric is proceeding based on JICA Consultant's evaluation data on classroom examination. JICA Consultant requested Mr. Milovic and Mr. Okeric immediate action towards choosing the trainees
- Other activities
 - ✓ Actions to be Taken
 - (1) Classroom Special

"Classroom Special" will cover the blind spots of the six essential subjects and train mentors adopting cross-cutting theory. Classroom Special will be conducted together with the classroom training by the representatives of V4 countries.
 - (2) Overall Coordinating Meeting (OCM) in Podgorica

The three countries will gather and confirm/discuss the progress /issues together. Major experiences of mentoring service during that period will also be shared. 2014 OCM will be scheduled in one day during the period of October 8-10th, 2014. DDSME in Montenegro will host the meeting. Mr. Milovic and Mr. Okeric were requested to participate to this meeting.
 - (3) Closing Phase I of the Project

Phase I will close on the end-November 2014, and Phase II will start on the mid-January 2015.

Mr. Takano pointed out the major ideas for Phase II of the project:

- ✓ Starting a new set of mentoring service with cost for SME recipient
- ✓ Choosing mentor trainers and train them for the future expansion of the Project nationwide BiH
- ✓ Accumulating success cases from 2014 OJT for DB shared by the concerned stakeholders
- ✓ Discussing with "Visegrád 4 countries" (V4) for the future cooperation on SME development

- ✓ Continuation of review and improvement of existing mentoring system
- ✓ Promulgation of the experience of JICA mentoring project to other regions of BiH for the future nationwide dissemination after the current Project will have finished.

3. Remarks

Mr. Jun Hirashima

- The Bosnian trainees selected for going to 2014 Japan Training will be requested to submit the required application to JICA Balkan Office through the Ministry of Foreign Affairs of Bosnia and Herzegovina by the second week of May

Mr. Masashi Takano

- The mid-term project evaluation team, coming from JICA, is expected to be dispatched around October 2014

Mr. Toshiya Abe

- Cooperation with “Visegrad 4 countries (V4)” for Western Balkan countries is a high level cooperation agreement between V4 countries and Japan. Therefore, detail of cooperation is still under consideration.
- Tentative idea of cooperation with V4 is to invite lecturers from these countries in order to share knowledge, experiences and know-how with the West Balkans three countries that are part of the JICA Project

Mr. Dragan Milovic

- For choosing SMEs on OJT, Mr. Milovic expressed his intention to support mentor candidates. Mr. Takano replied his commitment is valuable as far as it does not meet political influence.

4. Awarding ceremony for the mentor candidates that have successfully undergone 2014 mentoring classroom training

Mr. Dragan Milovic, Mr. Toshiya Abe and Mr. Sevkija Okeric awarded the certificates of successfully undergoing the 6 mentoring classroom training subjects to 12 mentor candidates. Out of the 12 mentor candidates, 10 candidates were from SERDA: Ms. Sanela Dzevlan, Mr. Asad Karisik, Mr. Dragisa Marek, Ms. Armina Aslanagic Cengic, Ms. Zinaida Porobic, Ms. Aida Dзамалија Duran, Mr. Sinisa Obradovic, Mr. Slavisa Ceranic, Mr. Faruk Ceric, Ms. Lejla Sirbubalo; and 2 candidates were from The Foreign Trade Chamber of BiH: Ms. Aida Klemencic and Mr. Senad Hromic.

Conclusion: The participants recognized the progress of the project and accepted the ideas on future activities explained by JICA Consultant without any objection.

The Joint Coordination Committee was concluded by Ms. Sanela Dzevlan at 14:00.




Reference 1


Order of Joint Coordination Committee

- **1. Opening Remarks**
 - Mr. Dragan Milovic, Ministry of Foreign Trade and Economic Relations of BiH
 - Mr. Toshiya ABE, Representative, JICA Balkan Office
- **2. Achievement on FY2013 & Activity Plan on FY2014**
 - Mr. Masashi TAKANO, JICA Consultant
- **3. Q&A**
- **4. Conclusion**
 - Ms. Sanela Dževlan, SERDA
- **5. Closing Remarks**

Reference 2

Attendance list of the Joint Coordination Committee





Japan International Cooperation Agency

Projekt „Uspostavljanja i promocije mentoring sistema u zemljama Zapadnog Balkana-Bosna i Hercegovina, Srbija, Crna Gora”

Joint Coordination Committee JCC
24. april 2014. godine

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Signers:

Mr. Sevkija Okeric

Director

Sarajevo Economic Regional Development
Agency

Mr. Dragan Milovic

Assistant Minister

Ministry of Foreign Trade and Economic
Relations of Bosnia and Herzegovina

Mr. Toshiya Abe

Resident Representative

Japan International Cooperation Agency
Balkan Office

Minutes of Meeting (Joint Coordination Committee)		Date:28/04/2015	
Time	09 00 – 10 45		
Location	SERDA	Style	phone Meeting
Attendance	Embassy of Japan in Bosnia and Herzegovina: Ms. Vesna Jakovljevic SERDA: Mr. Sevkija Okeric, Ms. Sanela Dzevlan MOFTER: Mr. Dragan Milovic, Ms. Edita Peric Foreign Trade Chamber of Bosnia and Herzegovina: Mr. Ahmed Egrlic JICA Balkan Office: Mr. Toshiya Abe, Mr. Hirashima Jun JICA Sarajevo Office: Ms. Nina Bejtlic JICA Consultant: Mr. Masashi Takano, Mr. Takashi Kimura, Mr. Sorin Tudor		
<p>Ms. Sanela Dzevlan facilitated the meeting.</p> <p>Subjects Main Issue</p> <p>1. Opening Remarks</p> <p><u>Mr. Sevkija Okeric</u></p> <ul style="list-style-type: none"> ➤ Mr. Okeric welcomed all the attendees of the JCC expressing his gratitude to the JICA Balkan Office and JICA Consultant for the ongoing support for the implementation of the project ➤ Mr. Okeric underlined the significance of mentoring service for the future of SMEs, not only in Sarajevo Macro-Region, but also in the perspective of nationwide dissemination ➤ As this year mentoring service in BiH will be chargeable to SME beneficiaries, it is a milestone not only for the project, but also for SERDA. ➤ Thanked the Foreign Trade Chamber of BiH for the cooperation in the project. <p><u>Ms. Sanela Dzevlan</u></p> <ul style="list-style-type: none"> ➤ Ms. Dzevlan expressed her appreciation to JICA Consultant, as SERDA staff have substantially improved their capacities through the support of JICA Consultant. ➤ Although BiH does not have a good business environment, Ms. Dzevlan hopes that in the future, through mentoring, SERDA will be able to provide support to SMEs. <p><u>Mr. Toshiya Abe</u></p> <ul style="list-style-type: none"> ➤ Mr. Abe greeted the participants and expressed his appreciation to the Ministry of Foreign Trade and Economic Relations, The Foreign Trade Chamber of BiH, SERDA, Embassy of Japan in Bosnia and Herzegovina and all persons concerned for their tireless effort and support for implementation of the Project. ➤ Private sector development is one of the main pillars of Japan's assistant policy to BiH. SMEs in the region have been facing challenges such as access to finance, inefficient government services, informal market and their own management and technical capabilities. ➤ In order to tackle these challenges, the government of Japan decided to implement the Project which aims to foster SMEs through providing mentoring services. The project started in May 2013 as the first regional project for JICA Balkan Office implementing in three countries, namely Bosnia and Herzegovina, Serbia and Montenegro. ➤ As the Project enters into its final year, it is expected to achieve the Project purpose of improvement of capacity for SME support. 			

2. Presentation and discussion on Four Outputs of the Work Plan

Mr. Takashi Kimura, Assistant Team-Leader of JICA Consultant

- Presented the Four Outputs of the JICA Project, which are specified in the Record of Discussion between Japan and Bosnia and Herzegovina
 - A. Output 1: Mentoring system is updated corresponding to the business environment of SMEs.
 - a) Outlined the progress of Detailed Indicators and Target Status for Phase II:
 - The strategy and plan of mentoring system, Implementation Guideline, training programs and the evaluation method of mentors are updated.
 - The qualification system is updated
 - b) Outlined the progress of Planned Activities towards achieving Output 1
Based on the Serbian model, JICA Consultant and SERDA have developed Standardized Implementation Manual for Mentoring Service in BiH.

Mr. Milovic considers the Standardized Implementation Manual for Mentoring Service in BiH can be improved and in the near future he will communicate his proposals to SERDA.

Mr. Milovic asked about the status of preparation of training contents for Mature SMEs. Mr. Kimura replied that 90% of the training materials for Mature SMEs have been prepared.

- B. Output 2: Mentors and Mentor trainers who are able to help SMEs challenge their difficulties are trained and certified.
 - a) Outlined the progress of Detailed Indicators and Target Status for Phase II:
 - More than **12** persons are trained and newly certified as mentors.
 - More than **10** mentors are trained and newly certified as mentor trainers.
 - Administrators and trainees evaluate mentor trainers and consider more than **80%** of them as skilled trainers
 - b) Outlined the progress of Planned Activities towards achieving Output 2
- C. Output 3: Provide mentoring service
 - a) Outlined the progress of Detailed Indicator and Target Status for Phase II:
 - More than **30** SMEs received mentoring service.
 - b) Outlined the progress of Planned Activities towards achieving Output 3
During Phase II, Japanese experts will allocate most of their time to supporting OJT
- D. Output 4: Mentors, service providers and SMEs store/share information and knowledge that are useful for mentoring service
 - a) Outlined the progress of Detailed Indicator and Target Status for Phase II:
 - The three countries hold meetings at least once a year in order to share their experiences on mentoring service.
 - All Mentor Meeting is held every year.
 - Mentoring reports that mentors and service providers stored are shared.
 - Best practices are introduced to SMEs through seminars, publications and trainings.
 - b) Outlined the progress of Planned Activities towards achieving Output 4

Mr. Milovic considers that the feedback from the beneficiaries should be emphasized more, in order to check if the work of the mentor has very good results, because that would guarantee that the quality of mentors is good enough and it is the key to having the system chargeable. Mr. Kimura replied that the evaluation method of mentors will be clearly prepared by November 2015, as from this year a standardized evaluation method will be introduced. Ms. Dzevlan added that during this April, Mr. Silnitsky has conducted evaluation of mentoring service 2014 in BiH, through visitation of each SME beneficiary from BiH, and the results will be presented to Mr. Milovic, after Mr. Silnitsky will prepare the report.

3. Approval of the Work Plan

Mr. Masashi Takano, Team-Leader of JICA Consultant

- Based on the discussion with SERDA and JICA Headquarters, the Project Design Matrix for BiH has been subject of modification at the end of Phase I.
- Explained to the participants the structure of the PDM.
- Through the identification of the Project Goal with numerical indicators, the Project can be more effectively managed. The required activities are designed based on the indicators to be achieved.
- Mr. Takano explained the background of each changes within the PDM, underlining that the PDM and key indicators are the frame of the entire project.
- JICA Headquarters does not stick for the numerical figures, but it will place much more importance on the sustainability of the project.

Mr. Milovic asked about the reason of removing Output 3.2 from the Project Design Matrix for BiH. Mr. Takano commented that the 3.2 indicator “*More than xx% of SMEs received mentoring services which provided solutions for SMEs*” has been removed because of the difficulty of measuring it, as its numerical figure would not be relevant.

- Overall Goal 4 has also been deleted because of the difficulties of measuring it.
- Last year Mr. Silnitsky conduct Survey on information sharing through mentors. Based on the findings of the survey, in BiH face-to-face communication is considered the best way of information sharing, whereas database is a subsystem on information sharing. As the number of mentoring services is still small, All Mentor Meeting will have higher effect than any other information sharing method.
- JICA Consultant subcontracted Media Expert and production of brochure and leaflet have begun.
- Common Mentor Awarding System is under consideration.
- Presented the Organization Structure of the Project and the Implementation structure of JICA Consultant for Phase II.
- The Mentoring Evaluation System, Mentoring Database and Mentor Sharing System will be Post-Project issues.

4. Closing Remarks

Mr. Okeric

- Thanked JICA, JICA Consultant, the Foreign Trade Chamber of BiH and The Embassy of Japan in BiH for the participation to the JCC and the joint efforts towards the implementation of the Project.

Ms. Dzevlan

- Thanked JICA for the implementation of the project and thanked JICA Consultant for their efforts within the project.

Conclusion: At the end of the JCC Ms. Dzevlan asked the participants to vote on the approval of: 1. Work Plan of Phase II, 2. Changes of Project Design Matrix of Bosnia and Herzegovina and 3. Implementation Structure of JICA Consultant. All participants of the JCC approved the 3 points from above without any objection.

The Joint Coordination Committee was concluded by Ms. Sanela Dzevlan at 10:45.

Picture of Joint Coordination Committee (1)



Picture of Joint Coordination Committee (2)



Reference 1

Order of Joint Coordination Committee

- **1. Opening Remarks**
 - Mr. Sevkija Okeric, Director of SERDA
 - Mr. Toshiya Abe, Resident Representative, JICA Balkan Office
- **2. Presentation and discussion on Four Outputs of the Work Plan**
 - Mr. Takashi Kimura, JICA Consultant
- **3. Approval of the Work Plan**
 - Mr. Masashi Takano, JICA Consultant
- **4. Closing Remarks**
 - Mr. Sevkija Okeric, Director of SERDA

Reference 2

Attendance list of the Joint Coordination Committee



Japan International Cooperation Agency

PROJEKAT

PROMOCIJE I USPOSTAVLJANJA MENTORING SISTEMA ZA MALA I SREDNJIH PREDUZEĆA U ZEMLJAMA ZAPADNOG BALKANA

28. APRIL 2015.

JOINT COORDINATION COMMITTEE

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Mr. Dragan Milovic

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Ministry of Foreign Trade and Economic
Relations of Bosnia and Herzegovina

Mr. Toshiya Abe

Resident Representative

Japan International Cooperation Agency
Balkan Office

Minutes of Meeting (Overall Coordinating Meeting)		Date: 3/12/2013	
Time	13 00 – 15 00		
Location	SERDA Conference Room	Style	phone Meeting
Attendance	Embassy of Japan in Bosnia and Herzegovina: Mr. Yoshiaky Makino SERDA: Mr. Sevkija Okeric, Ms. Sanela Dzevlan, Mr. Asad Karisik, Mr. Dragisa Marek MOFTER: Ms. Edita Peric Foreign Trade Chamber of Bosnia and Herzegovina: Mr. Senad Hromic DDSME: Mr. Aleksandar Pavicevic, Ms. Sanja Varajic, Ms. Andjela Pusionjic Gajevic Ministry of Economy of Montenegro: Ms. Milica Scepovic NARD: Mr. Milos Ignjatovic, Ms. Ana Zegarac, Mr. Srdjan Beljan, Mr. Milan Vujovic JICA Balkan Office: Mr. Ito Ryuichi JICA Sarajevo Office: Ms. Nina Bejtlic JICA Consultant: Mr. Masashi Takano, Mr. Toru Ishioroshi, Mr. Sorin Tudor		
Ms. Sanela Dzevlan facilitated the meeting.			
Subjects			
Main Issue			
1. Opening Remarks			
<u>Mr. Yoshiaky Makino</u>			
<ul style="list-style-type: none"> ➤ Thanked SERDA and MOFTER for the cooperation within the project and for organizing the Overall Coordinating Meeting ➤ Encouraged a continuous cooperation between Japan and the three countries involved in the project, for supporting the development of the SMEs 			
<u>Ms. Edita Peric</u>			
<ul style="list-style-type: none"> ➤ Thanked the Embassy of Japan in Bosnia and Herzegovina, JICA, SERDA, NARD and DDSME for the fructuos cooperation of the project ➤ Thanked JICA for the opportunity of participating at Japan Training from 2013 			
<u>Mr. Sevkija Okeric</u>			
<ul style="list-style-type: none"> ➤ Greeted all the participants of the Overall Coordinating Meeting ➤ This JICA Project is currently the only project of this level in SERDA's territory ➤ The Bosnian media is very interested about the project ➤ Before the Overall Coordinating Meeting, NARD, SERDA, DDSME and JICA Consultant r epresentatives held an Institutional Design Workshop where Serbian mentoring know-how, good practices, official forms and official contracts were presented to the Montenegrin and Bosnian representatives ➤ Thanked JICA for the opportunity of SERDA's representatives to participate at Japan Training from 2013 ➤ SERDA has decided that the mentoring service provided in BiH will be on free of charge basis 			

2. Progress of the Project: Presentation on 6 months' achievement

Mr. Masashi Takano

- Pointed out the Four Outputs of the JICA Project, by country
- Presented the activities and accomplishments of the project so far:
 - ✓ Produced “ Three Countries Overview” and “Work Plan” booklets
 - ✓ Held Strategy Formulating Workshop
 - ✓ Held Joint Coordination Committee (JCC) in each country
 - ✓ During late-August and early-September representatives of all three countries participated to Japan Training
 - ✓ Worked for the Institutional Design of the mentoring system in each country
 - ✓ Held Institutional Design Workshop in Belgrade
 - ✓ Supported OJT implementation in Serbia
 - ✓ Developed the Mentoring Guideline for Start-Ups
- Presented the progress of the Project
 - ✓ Elapsed time: 7months / 35 months = 20%
 - ✓ Consultation MM: 16.3MM / 71MM = 23.0% (As of Dec. 1st, 2013)
 - ✓ Activities launched by Output:
 - Output1: Developing Mentoring system
 - (1) Serbia (9/10 = 90%)
 - (2) BiH & Montenegro (7/7 = 100%)
 - Output2: Mentor Cultivation
 - (1) Serbia (2/5 = 40%)
 - (2) BiH & Montenegro (0/4 = 0%)
 - Output3: Mentoring Implementation
 - (1) Serbia (2/3 = 65%)
 - (2) BiH & Montenegro (0/3 = 0%)
 - Output4: Information & Knowledge Sharing
 - (1) Three countries (0/5 = 0%)
 - ✓ To assist the development and the revision of the strategy/plan for mentoring service, implementation guideline for mentoring, and the training curriculum for the mentors in Bosnia and Herzegovina, Montenegro.
 - Actions Taken
 - (1) NARD has presented strategy/plans through WSs, provided guidelines and training materials through WEB.
 - (2) Various formats and procedures were also informed through the 3rd Institutional Design WS.
 - Remaining Issues
 - (1) Monitoring and advise for improvement in BiH and Montenegro during Jan.- Mar. 2015.
 - (2) Discussion on future cooperation and establishing horizontal mentor cooperation between three countries during Jan.- Mar. 2016.
 - ✓ To conduct OJT of mentoring through practicing the mentoring services.
 - Actions Taken
 - (1) In 2013, toward 35 mentors (out of which 18 were new mentors), a total of 45 OJTs have been undergone, covering 16 RA/RC/RDAs.
 - (2) Throughout these activities, existing problems of OJT were identified and the idea on establishment of “OJT Mentor Trainer” was generated.
 - Remaining Issues
 - (1) Improving newly found issues together with the support of JICA Consultant.
 - (2) Incorporating SOTC concept into 2014 OJT, which will be planned through “2014 OJT Basic Plan”.
 - ✓ To conduct evaluation of mentoring services from companies which received the service

- Actions Taken
 - (1) N.A (except reviewing 2012 Report and interviewing the evaluator)
 - Remaining Issues
 - (1) Since NARD is constantly implementing evaluation through inventory survey and judging from the report and interviews of the evaluator, the result of evaluation seems to be reasonable
 - (2) Upon request, JICA Consultant may further be able to contribute to: Post evaluation (to be conducted after 3 years' time after mentoring service) and Training of NARD Staff on DAC 5 Items Evaluation
 - ✓ To establish the database of mentoring services in Serbia and to facilitate mentors and mentor trainers to utilize the database
 - Actions Taken
 - (1) N.A
 - Remaining Issues
 - (1) Since the existing database includes confidential matters, just a few mentors have access to NARD's database at present.
 - (2) It is necessary to formulate a new strategy and a series of action plans to realize "Output 4".
 - (3) JICA Consultant will start tackling this issue from March 2014 with the following guidepost: Starting discussion with NARD (March 2014), Strategy and action plan (April 2014) and Implementation of Output 4 (from May 2014)
 - ✓ To develop textbooks in BiH and in Montenegro
 - Actions Taken
 - (1) On July 4th Workshop in Belgrade, SERDA and DDSME were requested to check Serbia's existing training materials and JICA Consultant confirmed that they have finished checking them.
 - Remaining Issues
 - (1) JICA Consultant recommends that localized (or customized) training materials should be prepared after 2014 classroom training (Apr. to May 2014) in order to cope with newly found improvements by actual training.
 - ✓ 2014 Feb.-Mar. classroom training will be implemented by:
 - Finance Management (by Serbian Mentor using Serbian Materials)
 - Marketing (by Serbian Mentor using Serbian Materials)
 - Production Management (by Serbian Mentor using Serbian Materials plus JICA Consultant using new materials)
 - Enterprise Diagnosis (by Serbian Mentor using Serbian Materials)
 - Business Plan (by locally assigned experts using his/her training materials)
 - Start-Ups (by JICA Consultant using newly established material)
 - ✓ Japan Training
 - Actions Taken
 - (1) Japan training was planned for high level officials who were in charge of institutional design, budgeting and personnel matters.
 - (2) It was implemented for 11 days from Aug.31 to Sept.10, 2013.
 - Remaining Issues
 - (1) JICA is planning to implement 2014 Japan Training (for practical mentors) on April-May 2014, allowing for convenience to set appointment, climate condition of Japan and so on.
 - (2) JICA Consultant will have fully utilized the comment and feedback from 2013 trainees.
 - (3) Based on the lessons learnt in 2013 training, it is proposed that 2013 trainees should give prior information to 2014 trainees.
- If necessary, equipment to be provided through the Project:
 - ✓ Panasonic UB 7325
 - ✓ Panasonic Panaboard UB-5310

- ✓ Plus Electronic Copyboard M17W
- ✓ Other model

3. The lesson of Japan Training

Ms. Sanela Dzevlan

- SMEs are the economic base of the industrial value chain and the underpinning of the Japanese economy.
- SMEs share 99,7 % of 4,21 million companies in Japan. Small and medium-sized enterprises are defined for each industry sector by the SME Basic Act (amended in 1999).
- Presented Tokyo SME University, which has developed 131 courses and curriculums regarding SMEs
- In Japan there are 9 SME universities
- SME Support Center's Activities:
 - ✓ Consultation and guidance by sending registered SME consultants (Diagnosis)
 - ✓ Providing information on useful supporting measures for SMEs according to the Diagnosis (Facilitating SMEs to public services, such as Finance, Technology, Management, Marketing)
 - ✓ Sending specific experts for further advice/ consultation
 - ✓ Conducting seminars and training courses for SMEs
- Yokohoma Industrial Development Corporation (IDEC)
 - ✓ Public institution established by Yokohoma City
 - ✓ Has developed support programs for women consisting of: consultation regarding start-ups, mentoring service, information center, seminars, etc.
 - ✓ Condition of using service of IDEC: The company is located in Yokohoma, having a woman as CEO and the business was opened in the last 5 years

4. NARD's Support to BiH and Montenegro

Ms. Ana Zegarac

- Until this point, the achievements of the project are very satisfying
- All available information and materials regarding mentoring will be shared with SERDA and DDSME
- The Mentoring Guideline Start-Ups is currently being translated from English to Serbian and after finishing it, it will also be shared with SERDA and DDSME
- In 2014, the classroom training will take place from Feb. to Mar.
- Encouraged three countries' horizontal collaboration
- The collaboration with JICA is very important and maintaining a very good communication is mandatory

5. Suggestions on improving the project and Ending remarks

Mr. Ito Ryuichi

- Announced the interest of the Visegrad Countries (Czech Republic, Poland, Slovakia, Hungary) in supporting the current JICA Project
- JICA has not yet decided how to implement the collaboration with the Visegrad Countries
- JICA plans to further discuss with the representatives from all 3 countries involved in the mentoring project in order to see how to use the support coming from the Visegrad Countries

Mr. Aleksandar Pavicevic

- Encouraged the collaboration among three countries and expressed the need of keeping a good communication

Ms. Andjela Pusonjic Gajevic

- JICA project will improve the regional cooperation
- Both Montenegrin and Bosnian SMEs that will join the mentoring scheme will have the opportunity of being presented the Serbian good examples of mentoring service

Mr. Milos Ignjatovic

- Encouraged the collaboration among three countries involved in the project
- Assured the continuous project support coming from NARD towards SERDA and DDSME

Ms. Ana Zegarac

- Proposed JICA consultants to send, to all counterparts, their daily schedule, one month in advance
- Enquired about the possibility of sending 1 to 3 representatives from Serbian SMEs that had strong achievements through undergoing the mentoring service, to Montenegro and BiH, in order to support the promotion of the mentoring system in the other two countries

Mr. Masashi Takano

- The possibility of sending 1 to 3 representatives from Serbian SMEs that had strong achievements through undergoing the mentoring service, to Montenegro and BiH, for supporting the promotion of the mentoring system will be further considered

Conclusion: The three countries recognized the progress of the project and shared the ideas on future activities explained by JICA Consultant.

The 1st Overall Coordinating Meeting was concluded by Ms. Sanela Dzevlan at 15:00.

Picture of 1st Overall Coordinating Meeting (1)



Picture of 1st Overall Coordinating Meeting (2)



Reference

Order of 1st Overall Coordinating Meeting

- 13:00 - 13:20 Opening Remarks
 - ❖ Embassy of Japan in Bosnia and Herzegovina
 - ❖ Ministry of Foreign Trade and Economic Relations BiH (MOFTER)
- 13:20 - 13:40 Progress of the Project: Presentation on 6 months' achievement
 - ❖ Team Leader JICA Consultant Mr. Masashi Takano
- 13:40 - 13:55 The lesson of Japan Training
 - ❖ SERDA Representative
- 13:55 - 14:10 Coffee break
- 14:10 - 14:20 Moving Forward: NARD's Support to BiH and Montenegro
 - ❖ NARD representative
- 14:20 - 14:55 Suggestions on improving the project
 - ❖ BiH representative
 - ❖ Montenegro representative
 - ❖ Serbia representative
 - ❖ JICA representative
- 14:55 - 15:00 Ending Remarks

Signers:

Mr. Sevkija Okeric

Director

Sarajevo Economic Regional Development
Agency

Mr. Aleksandar Pavicevic

Director

Directorate for Development of Small and
Medium-sized Enterprises

Mr. Milos Ignjatovic

Director

National Agency of Regional Development

Mr. Ito Ryuichi

Assistant Resident Representative

Japan International Cooperation Agency
Balkan Office

Minutes of Meeting (Overall Coordinating Meeting)		Date: 9/10/2014	
Time	10:40AM – 12:20PM		
Location	Conference Room of Hotel Podgorica	Style	phone Meeting
Attendance	DDSME: Mr. Aleksandar Pavicevic, Ms. Sanja Varajic, Ms. Andjela Pusionjic Gajevic MOFTER: Mr. Dragan Milovic SERDA: Ms. Sanela Dzevlan, Mr. Slavisa Ceranic NARD: Mr. Milos Ignjatovic, Ms. Ana Zegarac, Mr. Srdjan Beljan, Mr. Milan Vujovic JICA Balkan Office: Mr. Ito Ryuichi Ministry of Foreign Affairs of Poland: Mr. Zdislaw Sosnicki Polish Agency for Enterprise Development: Mr. Michal Hubert Polanski Slovak Business Agency: Mr. Daniel Pitonak JICA Consultant: Mr. Masashi Takano, Mr. Naoya Sakamoto, Mr. Takashi Kimura, Mr. Sorin Tudor		
<p>The OCM started at 10:40am and Ms. Andjela Pusionjic Gajevic facilitated the meeting.</p> <p>Subjects Main Issue</p> <p>1. Opening Remarks</p> <p><u>Mr. Aleksander Pavicevic</u></p> <ul style="list-style-type: none"> ➤ Mr. Pavicevic welcomed all the participants and briefly informed about the project's activities within the last 9 months. ➤ Pointed out the importance of the projects such as the JICA Project, not only for the institutional development of DDSME, but also for the country's development. ➤ Through this kind of Project the capacities of SMEs sector are strengthened and the SMEs competitiveness is enhanced on both national and regional levels. ➤ The JICA Project has encouraged institutional cooperation between the three countries (Bosnia and Herzegovina, Montenegro, Serbia) and it is expected to contribute to new business cooperation between SMEs sector among these countries. <p><u>Mr. Ito Ryuichi</u></p> <ul style="list-style-type: none"> ➤ Greeted all the participants of the OCM ➤ Pointed out that JICA, as a responsible agency for bilateral development aid of Japanese technical and financial assistance, has been engaged in various types of projects in Montenegro, Serbia and Bosnia and Herzegovina, on supporting economic development. ➤ Regardless of the country, SMEs play an important role for the economy, not only for economic development, but also in the labor market. ➤ SMEs in the region have been facing challenges such as access to finance, informal market and their own management and technical capabilities. At the same time, the major economic issues are high unemployment rate or regional development and both are strongly influenced by SMEs. ➤ The JICA Mentoring Project in Serbia, implemented with the successful cooperation of NARD, between 2008 and 2011, has had great results, but there is great potential yet to be realized. Referring to the successful result of the project, JICA decided to make the project regional and to share the experience gained with NARD, with the confidence that SMEs in Montenegro and Bosnia and Herzegovina can have similar results. ➤ For JICA Balkan Office, this is the first regional project that is implemented in three countries. By the implementation of one project in three countries, positive stimulation will be 			

produced for each country to make the project more effective and efficient.

- Expressed sincere appreciation to the Ministry of Economy of Montenegro, the Directorate for SME Development of Montenegro and all persons involved in the implementation of the Project.

2. Progress of the Project: Major achievement in 2014

Mr. Masashi Takano, Team Leader of the Project

- Pointed out the Four Outputs of the JICA Project, by country
- Presented the activities and accomplishments of the project during Jan. – Sept. 2014:
 - ✓ Improvement of the existing Institutional Design in Serbia
 - ✓ Classroom training for new mentors in Montenegro and BiH
 - ✓ Classroom training for existing mentors in Serbia
 - ✓ Implementation of SOTC in Serbia
 - ✓ Implementation of OJT in Montenegro and BiH
 - ✓ Training in Japan between 6th of June – 1st of July
 - ✓ Preparation of Needs Survey Analysis Report on information sharing among mentors
- Presented the progress of the Project
 - ✓ Elapsed time: 18months / 35 months = 50%
 - ✓ Consultation MM: 36.7MM / 71MM = 50% (As of Sept. 30th, 2013)
 - ✓ Activities launched by Output:
 - Output1: Developing Mentoring system
 - (1) Serbia (10/10 = 100%)
 - (2) BiH & Montenegro (7/7 = 100%)
 - Output2: Mentor Cultivation
 - (1) Serbia (3/5 = 60%)
 - (2) BiH & Montenegro (2/4 = 50%)
 - Output3: Mentoring Implementation
 - (1) Serbia (3/3 = 65%)
 - (2) BiH & Montenegro (2/3 = 70%): *100% will be achieved after the evaluation of the implementation
 - Output4: Information & Knowledge Sharing
 - (1) Three countries (2/5 = 40%)
- Emphasized the outstanding points of the progress based on the delivered handouts of the Progress of the Project by Pinpoint
 - ✓ In Serbia
 - The sorting out of the related activities of SME mentoring in Serbia, such as support from EU and other organizations, and tools for SME development, was additionally conducted in June 2014
 - Not only the Serbian mentoring implementation guideline is being revised, but also the entire mentoring system
 - Only 1-2 SOTCs were planned, but three more weeks were newly added for SOTC implementation
 - NARD took the initiative of selecting the OJT beneficiaries without support from JICA Consultant. The selection of SOTC beneficiaries is supported by JICA Consultant.
 - JICA Consultant issued “2014 SOTC Activity Report” for the reference of NARD’s “2014 Evaluation Report” on the companies’ evaluation of mentoring services
 - Conducted questionnaire survey for database users. “Action Plan for sharing information on Serbian Mentoring Service” will be prepared by the end-Nov. 2014
 - ✓ In BiH and Montenegro
 - Bosnian and Montenegrin representatives will participate to the “4th Institutional Design Workshop” to be held in Belgrade on mid-Nov. 2014

- In 2015, “Mentoring Guideline of Montenegro/BiH” is to be prepared referring to Serbia’s improved mentoring system
 - There are 13 SME beneficiaries in Montenegro and 12 SME beneficiaries in BiH that are being supported by mentors/ mentor candidates that are providing mentoring service
 - Conducted questionnaire survey for database users. “Action Plan for sharing information on Serbian Mentoring Service” will be prepared by the end-Nov. 2014
- Presented the general observations on the Needs Survey on information sharing among mentors, that was conducted among the mentors from the three countries. Due to the interest of time, it was difficult to explain all the results during the presentation, so that it was mentioned that the result of the survey will be elaborated for each country when Mr. Takano will visit on site.
- ✓ Information sharing consists of 2 types of communication: Off-line and On-line communication
 - ✓ Most of the mentors in the three countries consider that the most effective way of information sharing is “face-to-face meeting”.
 - ✓ In Serbia, mentors expect the development of a new and simple database, related to the face-to-face meeting, with the function of sharing main outputs of the mentoring activity and practical tools such as analysis formats and templates. About 20% of the mentors are very active, sharing information with at least 10 colleagues, regardless of their RA/C. The most supported frequency to hold “All Mentor Meeting” is twice a year.
 - ✓ Because of technical and confidentiality reasons, Serbian mentors do not have full access to the existing Mentor Master database.
 - ✓ In Montenegro and BiH, mentors/ mentor candidates’ needs for sharing files on a database or shared folder are not high.
 - ✓ In BiH, knowledge sharing between SERDA and The Foreign Trade Chamber of BiH is not active so far.
 - ✓ In Montenegro, mentors communicate with mentors from other regions, however, the nationwide knowledge sharing is not enough so far.
 - ✓ There are several international donors that are providing nearly the same facilities for information sharing, such as projects for creating database and still analysis has to be done, in order not to overlap with the same type of project.

3. Result of Japan Training

Ms. Sanja Varajic, Trainee of Japan Training from DDSME

- Thanked JICA for the organization and experiences of Japan Training
- The training was organized for 14 mentors, representatives of the three countries: Serbia, Bosnia and Herzegovina, and Montenegro.
- During the training, the participants had the opportunity to exchange their experience in the field of SME support, the implementation of mentoring system, as well as individual experiences.
- More than 20 different institutions / organizations of different levels were visited, such as the Agency for SMEs, which is responsible for the planning, design and budgeting of National Policy for SMEs; Organization for SMEs, in charge of implementing SME policy, Chamber of Commerce Shizuoka, etc.
- SMEs account for 99.7% of the total number of enterprises in Japan, and SMEs have 74% of the total number of employees.
- In Japan, the enhancement of the SME competitiveness in the market is the "driving force for the creation of new industries and changing industrial structure"
- The Government of Japan has been the main driver of the development of SMEs and the economy in general. It provides a wide range of support to SMEs through the implementation of various programs of support. The Ministry of Economy, Trade and Industry manages and supervises the work of other institutions engaged in SME development.

- Activities to encourage SME development:
 - ✓ Counseling Services
 - ✓ Expertise - Consultation
 - ✓ The organization of courses for business support
 - ✓ Support for start-ups and business innovation
 - ✓ Human resource development and education (training, seminars, etc.)
 - ✓ Financial Aid - Loans / Grants
- Among the organizations that provide consulting or mentoring services, the trainees have visited several companies...
 - ✓ f-Biz company: provides practical solutions to improve company development, comprehensive and continued support
 - ✓ Kanagawa Science Park: provides support for existing and start-up companies:
 - School for supporting innovation / seminars / consulting
 - Business Support - Consulting
 - Financial support
 - Support programs for women entrepreneurship and young entrepreneurs, as well as support for research and development
 - Assignment of office space/ incubation
 - ✓ Hotel Kagaya - has received in the last 2 years the award as the best hotel in Japan. It is considered to be the most representative place for emphasizing the "Spirit of Japan" through the "Omotenashi", the kindness and good service approach towards the clients.

4. Institutional improvement of Serbia and its application

Mr. Takashi Kimura, Assistant Team Leader of the Project

- There were two challenges on upgrading the mentoring system in Serbia: bringing consistency into the system and defining the key concepts of the mentoring service.
- Each part of the system is developed by different persons, at different timing, with different image of the system. It was needed to bring consistency into the system.
- Each key concepts in mentoring service was not sufficiently defined. It made it difficult for mentors to fully understand the mentoring service.
- For reorganizing the institutional design there was the need of clearly defining each key concept of the mentoring service and reorganize every part of the system based on the definitions.
- The key concepts were defined and formally brought into the system. This will ensure the smoothness of the mentoring service.
- Prior to defining the key concepts, for the mentors was difficult to have a clear and simple understanding on specific mentoring notions and it made their activity difficult and sometimes unclear, as well as time-consuming.
- Pointed out the main functions of the training and qualification systems: to clarify the required skills for becoming a mentor, to train mentors with the required skills and to have mentors keep skills which they have learned at an optimum level
- Presented the structure of trainings and qualification systems on Mentoring Service
- Presented the standardized mentoring process for mature SMEs
- Pinpointed the next challenges for 2015: revisal of the management tools in mentoring guideline, develop the mentoring database and conducting trials on training system and qualification system.

5. Activity Plan for Project Phase II

Mr. Masashi Takano, Team Leader of the Project

- It is summarised that Mr. Kimura's presentation indicates:
 - A. Improvement of Institutional Design in Serbia aims to further elaborate the essence

- of mentoring system and structuralize incidental activity in detail.
- B. The mentoring system from Serbia is the base of those from Montenegro and BiH.
- C. The mentoring implementation guideline that is to be prepared during Phase II for Montenegro and BiH is highly influenced by the improved system of Serbia.
- Pinpointed the remaining activities until the end of Phase I (end-Nov. 2014):
 - ✓ Montenegro
 - OJT 3rd Visit (Oct. 7th-15th, 2014)
 - Interviews for OJT Review (Oct. 23rd-27th, 2014)
 - 2014 OJT WrapUp (Nov.1st-7th, 2014)
 - ✓ Bosnia and Herzegovina
 - OJT 3rd Visit (Oct. 13th-24th, 2014)
 - Interviews for OJT Review (Oct. 20th-21st, 2014)
 - ✓ Serbia
 - Finalization of Information Sharing Action Plan (Oct. 31st, 2014)
 - SOTC (Nov. 3rd-21st, 2014)
 - Finalization of Institutional Improvement Plan (Nov. 10th-14th, 2014)
 - ✓ All Three Countries
 - JICA Mid-term Evaluation (Oct. 22nd-31st,2014)
 - The 4th Institutional Design Workshop in Serbia (Nov. 17th or 18th)
 - ✓ Handed out the "Direction of Phase II" that is to be examined by the representatives of all three countries, by the date of the 4th Institutional Design Workshop in Belgrade
 - ✓ Highlighted several outstanding work packages of the proposal for Phase II of the Project:
 - Implementation of SOTC in Serbia
 - Implementation of classroom training in Serbia, only for newly introduced subjects: "Human Resource Development" and "Communication"
 - Development of two materials on human resource development and communication skills
 - Preparation of supplementary materials on Production Management
 - Formulation of Nationwide Dissemination Plan for mentoring system in Montenegro and BiH
 - Subcontracting Serbian campaign advisor for the promotion of the mentoring
 - Conducting Start-Ups training in Montenegro by JICA Consultant
- The 4th Institutional Design Workshop will be held on November 17th or 18th in Belgrade.
 - ✓ Briefly presented the tentative agenda for the 4th Institutional Design Workshop:
 - Final Improved Institutional Design in Serbia
 - Discussion on Phase II Work Package
 - Discussion on Phase II Schedule

6. Closing Remarks

Mr. Aleksandar Pavicevic, Director of DDSME

- Thanked all the participants of the Overall Coordinating Meeting for the efforts and the ongoing support towards the implementation of the JICA Project.
- Encouraged the collaboration among three countries and expressed the need of keeping a strong communication.

At the end of the OCM, Ms. Ana Zegarac invited the representatives from Bosnia and Herzegovina, and Montenegro to the 4th Institutional Design Workshop that will take place in Belgrade during mid-Nov. 2014. NARD will formally communicate the date to the other two countries.

7. Conclusion

The three countries recognized the progress of the project and had no oppositional comments on the activities explained by the speakers.

The 2nd Overall Coordinating Meeting was concluded by Ms. Andjela Pusonjic Gajevic at 12:20PM.

After the end of the 2nd Overall Coordinating Meeting, the participants and also all Montenegrin mentors were invited to attend to the “Seminar on EU Market Before and After Accession”. Mr. Daniel Pitonak presented the experiences of Slovakia, while Mr. Michal Hubert Polanski presented the experiences of Poland.

Picture of 2nd Overall Coordinating Meeting (1)



Picture of 2nd Overall Coordinating Meeting (2)



Reference 1

Order of the 2nd Overall Coordinating Meeting

- 10:00 - 10:15 Opening Remarks
 - ❖ Mr. Aleksandar Pavicevic, Director of DDSME
 - ❖ Mr. Toshiya Abe, Resident Representative, JICA Balkan Office
- 10:15 - 10:30 Progress of the Project: Major achievement in 2014
 - ❖ Mr. Masashi Takano, Team Leader JICA Consultant
- 10:30 - 10:45 Result of Japan Training
 - ❖ Ms. Sanja Varajic, DDSME
- 10:45 - 11:00 Coffee break
- 11:00 - 11:45 Moving Forward: NARD's Support to BiH and Montenegro
 1. Institutional improvement of Serbia and its application
 - ❖ Mr. Takashi Kimura, Assistant Team Leader JICA Consultant
 2. Activity Plan for Project Phase II
 - ❖ Mr. Masashi Takano, Team Leader JICA Consultant
- 11:45 - 12:00 Q & A

➤ 12:00 - 12:10 Closing Remarks

Reference 2

List of participants at the 2nd Overall Coordinating Meeting



Crna Gora

Direkcija za razvoj malih i srednjih preduzeća



II SASTANAK ZAJEDNIČKOG KOORDINACIONOG ODBORA

PROJEKAT "USPOSTAVLJANJE I PROMOCIJA MENTORING SISTEMA U MALIM I SREDNJIM PREDUZEĆIMA U ZEMLJAMA ZAPADNOG BALKANA – SRBIJI, BOSNI I HERCEGOVINI I CRNOJ GORI"
09.10. 2014. (10-12:10)
Hotel Podgorica

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Signers:

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Director

Directorate for Development of Small and Medium-sized Enterprises

Mr. Dragan Milovic

Assistant Minister

Ministry of Foreign Trade and Economic Relations

Mr. Milos Ignjatovic

Director

National Agency of Regional Development

Mr. Ito Ryuichi

Assistant Resident Representative

Japan International Cooperation Agency
Balkan Office

Reference 3

Order of the Seminar on “EU Market Before and After Accession”



Montenegro
Ministry of Economy
Directorate for development of small and medium sized enterprises



SEMINAR ON EU MARKET BEFORE AND AFTER ACCESSION

October 9, 2014

13:30 – 16:30

Hotel Podgorica – Small Hall
(Address - Svetlane Kane Radević 1)

13:30-13:45	Opening speech	Mr. Aleksandar Pavicevic , director of DDSME Mr. Zdzisław Sośnicki , Ambassador, Department of Development Cooperation of the Polish MFA, Poland Mr. Toshya Abe , Resident Representative, JICA Balkan Office
13:45-14:30	1 st Presentation	Mr. Daniel Pitoňák , Head of Department of Business Environment Analyses, Slovak Business Agency
14:30-15:15	2 nd Presentation	Mr. Michał Hubert Polański , Head of Economic Promotion Department, Polish Agency for Enterprise Development
15:15-15:30	Q &A	
15:30-15:45	Closing Remarks	
15:45-16:30	Cocktail	

Reference 4

List of participants at the Seminar on “EU Market Before and After Accession”



Crna Gora

Direkcija za razvoj malih i srednjih preduzeća



II SASTANAK ZAJEDNIČKOG KOORDINACIONOG ODBORA

PROJEKAT “USPOSTAVLJANJE I PROMOCIJA MENTORING SISTEMA U MALIM I SREDNJIM PREDUZEĆIMA U ZEMLJAMA ZAPADNOG BALKANA – SRBIJI, BOSNI I HERCEGOVINI I CRNOJ GORI”
09.10. 2014. (10-12:10)
Hotel Podgorica

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Minutes of Meeting (Overall Coordinating Meeting)		Date: 25/02/2016	
Time	10:00AM – 12:45PM		
Location	Conference Room of Hotel Metropol Palace, Belgrade	Style	phone Meeting
Attendance	<p>RAS: Mr. Milos Petrovic, Ms. Vesna Mizdrak, Ms. Ana Zegarac RAREI Belgrade: Ms. Olga Radulovic MOFTER: Mr. Dragan Milovic, Ms. Edita Peric FTCBH: Mr. Ahmet Egrlic SERDA: Mr. Sevkija Okeric, Ms. Sanela Dzevlan, Mr. Asad Karisik DDSME: Ms. Sanja Varajic, Ms. Andjela Pusionjic-Gajevic Embassy of Japan in Serbia: Mr. Masahiro Suga, Mr. Yoshifumi Kanno JICA Balkan Office: Mr. Toshiya Abe, Mr. Ryohei Anzai, Mr. Jun Hirashima, Mr. Teruaki Suenaga, Ms. Mina Honda JICA Consultant: Mr. Masashi Takano, Mr. Naoya Sakamoto, Mr. Takashi Kimura, Mr. Sorin Tudor, Ms. Una Belusevic, Ms. Emina Ljubijankic</p> <p>Total number of attendants: 25 participants.</p>		
<p>The OCM started at 10:00AM and Mr. Masashi Takano facilitated the meeting. At the start of the OCM, handouts of meeting were delivered, whereas agenda and time frame of the meeting were confirmed to the participants. Mr. Takano also requested that the participants go through the draft table of contents of the Final Report of the Project and explained that it is necessary to be approved by the counterpart agencies in the three countries.</p>			
Subjects			
1. Opening Remarks			
<p>Mr. Milos Petrovic, Director, Development Agency of Serbia thanked all the participants of the OCM for their presence and the continuous support on the implementation of the project. Mr. Masahiro Suga, Minister, Embassy of Japan in Serbia, expressed his gratitude to all participants of the OCM. Mr. Suga also mentioned the expectation of attracting investment through developing SMEs in three countries is brought about by Japan's ODA.</p>			
2. Achievement of the Project			
<p>Mr. Takashi Kimura, Assistant Team-Leader of JICA Consultant, explained the achievement of the Project through detailed information on each activity and indicator in the Project Design Matrix (PDM) by country. All participants agreed the Flow of Activities of the Project and all activities and indicators related to the PDMs which were carried out during the project period.</p>			
3. How to Expand the Mentoring Service?			
Ideas on Enhancement of Mentoring Service in Bosnia and Herzegovina			
<u>Mr. Dragan Milovic, Assistant Minister, MOFTER</u>			
<ul style="list-style-type: none"> ➤ Mr. Milovic greeted all participants of the meeting underlining the importance of current Mentoring project. ➤ Thanked NARD for its continuous support and also the Regional Agencies, Regional Centers and Regional Development Agencies in Serbia for dispatching their mentors to BiH as Mentor Trainers and On-the-Job Trainers for nurturing the mentors of BiH. ➤ The current Mentoring project has been implemented only in the Sarajevo Macro Region by the 			

Sarajevo Economic Region Development Agency (SERDA) in collaboration with the Foreign Trade Chamber of BiH (FTCBH).

- The current JICA Project has achieved its outputs properly, but during the project implementation it was observed that there are still necessities on other fields of activities and areas to be improved in the future.
- MOFTER has expressed interest for continuing this regional project and new application has already been submitted to JICA.
- With the support of JICA, MOFTER has organized Expansion Meeting for Mentoring in BiH and ideas for expansion of mentoring system to the entire territory of BiH have been expected and supported by all the participants from Federation of BiH and Republic of Srpska.
- BiH has the political will for implementation of next phase of the Project.
- Thanked to the Government of Japan, JICA, Embassy of Japan in Serbia and Embassy of Japan in BiH for support, efforts and opportunity to discover a new field of cooperation in this region.
- Emphasized that the achieved successful cross-border cooperation is very important.
- Thanked to colleagues from SERDA and FTCBH for their efforts on the implementation of the project.

Ideas on Enhancement of Mentoring Service in Montenegro

Ms. Andjela Pusonjic-Gajevic, Project Coordinator, DDSME

- Mrs. Pusonjic-Gajevic greeted all participants of the meeting underlining and pointing out that she was delighted to have the opportunity to discuss about the achievements of the Project and possibilities of next activity of the project.
- The experience of Serbia has served as a model for the mentoring system that has been established in Montenegro. Thanked the Serbian partners for their continuous support and encouraged the strong cooperation among all the counterparts in the project.
- Mentoring service has been implemented to Montenegrin SMEs only two years and especially in 2015, the results were very successful.
- The goal of DDSME is to gradually extend the geographical area of providing mentoring service to the entire territory of Montenegro, but at the moment, the Directorate does not have enough capacities and financial resources. Due to that, they are now going “step by step”. At present only 6 municipalities are being involved in the project, but the plan for 2016 is to increase by additional 2-3 municipalities.
- The feedback from SMEs who have recognized the importance of the project is very important.
- Through this project and other similar projects, the business environment and capacities of SMEs can be improved, therefore the connection between projects of similar field is important for the SMEs.
- This project did not offer direct financial support to SME beneficiaries, but DDSME has intention to combine non-financial and financial projects in order to motivate SMEs to apply.
- The regional component is very important, this is a crucial relationship, it is necessary to find a way and link SMEs, in order to strengthen economic cooperation between the three countries. It is suggested that the event where the SME beneficiaries will be gathering together and exchange their opinion and know-how should be established.
- This project should be used as a resource for the development and empowerment of regional cooperation as well as for involvement of the beneficiaries in other available projects.

Ideas on Enhancement of Mentoring Service in Serbia

Ms. Ana Zegarac, Project Coordinator, Development Agency of Serbia

- Ms. Ana Zegarac greeted all participants of the meeting and thanked to the Embassy of Japan in Serbia, JICA HQ and JICA Balkan Office for the long time support; thanked to the partners from Montenegro and Bosnia and Herzegovina for the good cooperation.
- Showed satisfaction of achievement of outputs indicated in the PDMs.
- As the Development Agency of Serbia is a new institution, it is necessary to introduce the importance of the project for SMEs to the new management.
- 2016 is the Year of Entrepreneurship in Serbia, thus it is important to work on the sustain

nability of the mentoring system.

- In the application for new project, Serbia emphasized the importance of continuous improvement of knowledge.
- SMEs are interested in Japanese management systems, and therefore it is necessary to improve the capacities (training of new mentors, OJT, specialization of mentor in specific fields), there is demand from SMEs to engage professional experts (consultants).
- It is necessary to prepare the specific guidelines for the third category of beneficiaries-business support institutional infrastructure (clusters).
- Training Serbian mentors on KAIZEN is of a great importance.
- Taking into account the expansion of the mentoring project, the transfer of knowledge should be continued for Montenegro and Bosnia and Herzegovina.
- Because the mentors were directly involved in the field work with the SMEs, Ms. Zegarac invited mentors in each country to share their experience to the participants of the OCM.

Experience sharing by Mentors

Serbia: Ms. Olga Radulović - Mentor, RAREI Belgrade

- Ms. Radulovic has been involved in the mentoring scheme since its initial implementation and at the beginning mentors did not know what mentoring is and later on they realized what a good impact the mentoring project has for SMEs, institutions, how important the transfers of knowledge and experience are.
- It is very important to share experiences, particularly because mentors have gradually been working and now they possess a lot of experience, thanks to experts from Japan that shared their knowledge, skills, techniques, etc.
- Continuous improvement of knowledge and skills is necessary in order to become a better mentor and to share the knowledge with the SMEs.
- Mentoring is a very useful service, considered as a generalist doctor, who helps entrepreneurs to diagnose problems, what they need to do and how to proceed on.
- The infrastructure for mentoring is represented by mentors themselves, therefore there are no worries on organizational changes.
- Mentors must continue to improve in all three countries.

Bosnia and Herzegovina: Mr. Asad Karišik - Mentor, SERDA

- Mr. Asad Karišik greeted all participants of the meeting and thanked to the members of JICA Consultant.
- The key factor for mentoring is to have confidence.
- He has provided mentoring services to 3 SMEs, and during this process he has received a lot of support from JICA consultants.
- Mentoring should be an integrated part of policies related to SMEs.
- It is necessary to make connection with complementary projects, good example is the project "Support to the development of fast-growing of small and medium enterprises and local business environment", financed by the European Union, that will shoulder providing mentoring services for 20 Start-Up companies from BiH.
- Support from Japanese consultants was useful to overcome challenges as a mentor.

Montenegro: Ms. Sanja Varajić - Mentor & Project Coordinator, DDSME

- Key factors of a successful mentoring services are: identification of problem, listening, understanding, improvement of knowledge.
- Stressed the importance of good representatives/SMEs who understand correctly and promote what to expect from the mentoring service.
- It is important to have good mentors and promotion of the system.
- It is important to assist company and diagnose the core issue and develop together with company an action plan that will guide them in the right way, give them good inputs, right information and connect with companies from the region.

4. Free Discussion on How to Proceed the Next Project

Ms. Ana Zegarac, Project Coordinator, Serbia

- A new project component should be the re-certification of mentors, it is very important to have this procedure consisting of verification, testing and renewal of license. For implementation of this component, support of Japanese experts is needed.
- After 10 years of project implementation in Serbia, it has reached the level that mentor is an expert, but there is the need of having sustainable institutions as the main counterparts for the Japanese government.

Mr. Dragan Milovic, Assistant-Minister, MOFTER

- The positive effects of the project are cooperation between partners in the project, cooperation between SMEs, etc, but situation in each country is different, after 10 years Serbia has achieved good results, Bosnia and Herzegovina and Montenegro should also try to reach that point.
- Application for new project has been submitted already, but discussion about goals and outputs of a future project is necessary.
- Asked about the possibility of three countries to organize a joint meeting in order to discuss and define the main concept of the next project.

Mr. Abe explained that after the final approval of the application, JICA will dispatch a project design mission and all stakeholders will participate in the process. Ms Ana suggested the representatives of three countries to have a joint meeting by their own expense prior to the dispatch of JICA mission for new project and this initiative was agreed by each of the three countries. The details of the meeting will be determined by the three countries.

Mr. Takano requested for an approval on Table of Contents of Final Report of the Project. Ms. Ana questioned on wording of 1.4 “Achievement of Technology Transfer”, which was agreed to be changed to “Achievement of Methodology Transfer”. Also, considering for the importance of Japan Training, all participants agreed to move 4.7 “Strategic use of Japan Training” to 4.1 .

5. Closing Remarks

Ms. Ana Zegarac, Project Coordinator, Development Agency of Serbia

- Thanked to all the participants and the organizations represented at the Overall Coordinating Meeting for their assistance, commitment and cooperation during the project implementation and expressed the hope that the support will continue.

Mr. Toshiya Abe, Resident Representative, JICA Balkan Office

- Thanked to all the participants and the organizations represented at the Overall Coordinating Meeting.
- Stressed the importance of SMEs for the development of economy as well as cross-border cooperation.
- Emphasized that this stage represents the closing of the current project, but also the premises of starting the new project.

Mr. Sevkija Okeric, Director, SERDA

- Thanked to all the participants and the organizations represented at the Overall Coordinating Meeting.
- He pointed out importance of cooperation between colleagues from BiH, Serbia and Montenegro as well as Japanese experts.
- He expressed the commitment to the next project.

Conclusions

- 1.** The participants of the OCM confirmed that all the activities of the project have taken place and the outputs specified in the Project Design Matrix of each country have been achieved.
- 2.** The representatives of three countries will organize a joint meeting on their own expenses in order to discuss on the institutional setup and contents of the new JICA Project, prior to the dispatch of JICA detail planning mission to the Western Balkans.
- 3.** After making short modifications, based on the requirements of the participants, the Table of Contents of the Final Report of the Project, that will be prepared by JICA Consultant, was approved by all participants.

The 4th Overall Coordinating Meeting was concluded by Mr. Masashi Takano at 12:45PM.

Picture of 4th Overall Coordinating Meeting (1)



Picture of 4th Overall Coordinating Meeting (2)



Reference 1

Order of the 4th Overall Coordinating Meeting

- 10:00 - 10:15 **Opening Remarks**
 - ❖ Mr. Milos Petrovic, Director of Development Agency of Serbia
 - ❖ Mr. Masahiro Suga, Minister, Embassy of Japan in Serbia
- 10:15 - 11:00 **Achievement of the Project**
 - ❖ Mr. Takashi Kimura, Assistant Team-Leader, JICA Consultant
 - ❖ Masashi Takano, Team Leader JICA Consultant
- 11:00 - 11:15 Coffee break
- 11:15 - 12:30 **How to Expand Mentoring Service?**
 - 1. Ideas on Enhancement of Mentoring Service in Bosnia and Herzegovina**
 - ❖ Mr. Dragan Milovic, Assistant Minister, MOFTER
 - 2. Ideas on Enhancement of Mentoring Service in Montenegro**
 - ❖ Ms. Andjela Pusonjic-Gajevic, Project Coordinator, DDSME
 - 3. Ideas on Enhancement of Mentoring Service in Serbia**
 - ❖ Ms. Ana Zegarac, Project Coordinator, Development Agency of Serbia
 - 4. Free Discussion on How to Proceed Next Project**
- 12:30 - 12:45 **Closing Remarks**
 - ❖ Ms. Ana Zegarac, Project Coordinator, Development Agency of Serbia
 - ❖ Mr. Toshiya Abe, Resident Representative, JICA Balkan Office
- 12:45 – 14:00 **Lunch Session**

Reference 2

List of participants at the 4th Overall Coordinating Meeting



THE PROJECT ON ESTABLISHMENT AND PROMOTION OF
MENTORING SERVICE FOR SMALL AND MEDIUM ENTERPRISES IN THE WEST BALKANS
- SERBIA, BOSNIA AND HERZEGOVINA, MONTENEGRO-



IV Overall Coordination Meeting

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THE PROJECT ON ESTABLISHMENT AND PROMOTION OF
MENTORING SERVICE FOR SMALL AND MEDIUM ENTERPRISES IN THE WEST BALKANS
- SERBIA, BOSNIA AND HERZEGOVINA, MONTENEGRO-



IV Overall Coordination Meeting

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THE PROJECT ON ESTABLISHMENT AND PROMOTION OF
MENTORING SERVICE FOR SMALL AND MEDIUM ENTERPRISES IN THE WEST BALKANS
- SERBIA, BOSNIA AND HERZEGOVINA, MONTENEGRO -



IV Overall Coordination Meeting

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Signers:

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Mr. Dragan Milovic

Assistant Minister

Ministry of Foreign Trade and Economic Relations

Mr. Toshiya Abe

Resident Representative

Japan International Cooperation Agency
Balkan Office

Ms. Andjela Pusonjic-Gajevic

Institutional Support Advisor

Directorate for Development of Small and
Medium-sized Enterprises

L. The list of collected documents

No	Name	Publisher	Style	Language	Summary
1	German-Serbian Business Association 10 years platform for dynamic bilateral economic relations 2013	Cord	紙媒体	English	セ国:ドイツ-セルビアのビジネス協力促進に関する状況報告資料
2	Karakteristike japanskog proizvodnog upravljanja	NARD National Agency for Regional Development	紙媒体	Serbian	セ国:日本の生産管理手法の特徴に関する解説資料
3	Kako surađivati sa poslovnim bankama	NARD National Agency for Regional Development	紙媒体	Serbian	セ国:企業と銀行との協力方法に関する解説資料
4	Izrada marketing plana za mala I srednja preduzeća	NARD National Agency for Regional Development	紙媒体	Serbian	セ国:中小企業のマーケティング計画の作り方に関する解説資料
5	Japanski alati za unapređenje rada	NARD National Agency for Regional Development	紙媒体	Serbian	セ国:能率改善に関する日本の経営手法に関する解説資料
6	Urban Transformation of Sarajevo Macro Region(SMR) PILOT STUDY	SERDA, Sarajevo Economic Region Development Agency	紙媒体	English	ボ国:SERDA及びサラエボ大学のサラエボ地域都市開発に関する研究プロジェクト 報告書
7	Annual report of the secretary general of the regional cooperation council on regional co-operation in South East Europe	Regional Cooperation Council	紙媒体	English	ボ国:南東欧地域の協力に向けた国際会議 年次報告書
8	SERDA	SERDA, Sarajevo Economic Region Development Agency	紙媒体	Bosnian /English	ボ国:ボスニア語、英語、仏語、独語によるSERDA 紹介資料
9	Strategy for development of small and medium sized enterprises 2011-2015	Directorate for development of small and medium sized enterprises	紙媒体	English	モ国:EU協力の下で作成された、GIZによる中小企業支援戦略の概要説明資料
10	Feasibility Study on Establishing Regional Business Center	BESRE	紙媒体	English	モ国:ビジネスセンター設立に関するフィージビリティ・スタディの結果報告資料
11	SME Business climate in montenegro survey 2012	GIZ, Deutsche Gesellschaft furInternationale Zusammenarbeit	紙媒体	English	モ国:モンテネグロにおける中小企業の事業環境に関する調査結果報告書
12	Montenegro in Figures 2012	Montenegro Statistical Office	紙媒体	English	モ国:モンテネグロの環境に関する統計資料
13	Implementation Guideline for Mentoring	NARD National Agency for Regional Development	電子データ	English	セ国:メンタリング全体概要
14	Company Diagnosis Guideline	NARD National Agency for Regional Development	電子データ	English	セ国:企業診断に関するガイドライン

No	Name	Publisher	Style	Language	Summary
15	Factory Daiagnosis Guideline	NARD National Agency for Regional Development	電子データ	English	セ国:工場診断に関するガイドライン
16	Taxes and contributions	NARD National Agency for Regional Development	紙媒体	Serbian	セ国:メンター育成の補助教材
17	The Legal Basis of Business	NARD National Agency for Regional Development	紙媒体	Serbian	セ国:メンター育成の補助教材
18	How to work with commercial banks	NARD National Agency for Regional Development	紙媒体	Serbian	セ国:メンター育成の補助教材
19	Business environment	NARD National Agency for Regional Development	紙媒体	Serbian	セ国:メンター育成の補助教材
20	Support programs for SME and entrepreneurship in Serbia	NARD National Agency for Regional Development	紙媒体	Serbian	セ国:メンター育成の補助教材
21	МЕНТОРИНГ 2011 Евалуација МСПП – корисни ка стандардизоване услуге менторинга за 2011.	NARD National Agency for Regional Development	電子データ	Serbian	セ国:メンタリング制度への外部評価報告書
22	EU中小企業の実態とその役割	(財)国際貿易投資研究所	電子データ	日本語	EU:中小企業の定義及び基礎経済情報
23	Accounting systems for small enterprises	European Commission	電子データ	English	EU:小規模企業向け会計制度に対する分析と改善提案
24	SME Policy Index Western Balkans and Turkey 2012	OECD, European Commission, ETF, European Bank	電子データ	English	西バルカン諸国:経済情報及びビジネス環境の発展レベルについて評価
25	Investing in Serbia 2013	Serbia Investment and Export Promotion Agency (SIEPA)	電子データ	English	セ国:セルビア国の地域別・産業別経済状況概要及び投資の可能性
26	Regional Economic Development Strategy for Sarajevo Economic Macro Region	SERDA, Sarajevo Economic Region Development Agency	電子データ	English	ボ国:EU協力の下で作成された、サラエボ経済地区経済発展戦略
27	Strategy for development of SMEs 2011–2015	European Union, giz, Federal Ministry for Economic Cooperation and Development	電子データ	English	モ国:EU協力の下で作成された、モンテネグロ経済地区経済発展戦略

28	REPUBLIC OF SERBIA 2013 ARTICLE IV CONSULTATION	IMF	電子データ	English	セ国：経済動向報告書
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No	Name	Publisher	Style	Language	Summary
29	SERBIA country report	ARCOTRASS-Consortium	電子データ	English	セ国：農業に関する調査報告書
30	SERBIA Progress report	European Commission	電子データ	English	セ国：EU参加に向けた進捗報告書
31	Bosnia Herzegovina business environment	Emina Ljubijankic	電子データ	English	ボ国の中小企業の置かれた環境
32	Bosnia Herzegovina summary of important organization for SMEs	Emina Ljubijankic	電子データ	English	ボ国の主要中小企業支援組織
33	Summarry of Preparation of Budget of BiH Institutions	Emina Ljubijankic	電子データ	English	ボ国の予算配分ルール
34	Law on ministries oand other bodies of administration of Bosnia and Herzegovina	Emina Ljubijankic	電子データ	English	ボ国各組織の設置法
35	Private Sector Development Project	USAID	電子データ	English	セ国：中小企業に関する支援プロジェクト報告書


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Више од 420 малих и средњих предузећа, којима је пружено менторство, оценили су ову услугу веома корисном за унапређење свог пословања.

Плод дугогодишње сарадње Националне агенције за регионални развој и Јапанске агенције за међународну сарадњу је институционализован систем менторства са циљем подршке малих и средњих предузећа у Србији. Од почетка сарадње ове две агенције су најпре реализовале пројекат за институционализацију система менторства у Србији (2008-2011), а у току је други пројекат за промоцију менторских услуга (2013-2016).



Да ли сте икада помислили

“Желим да повећам продуктивност, али немамо додатна средства за нова улагања.”

“Имам пад продаје неколико месеци. Да ли да мењам маркетинг план?”

“Иако се наша компанија проширила, ја и даље радим најважније послове. Морам да развијем добре помоћнике.”

“Почео сам сопствени посао не тако давно, значило би ми да се посаветујем са искусним професионалцем”.

АКО СТЕ НА БИЛО КОЈЕ ПИТАЊЕ ОДГОВОРИЛИ СА “ДА”, ВЕЋ ИМАТЕ ДОВОЉНО РАЗЛОГА ДА СЕ ПРИЈАВИТЕ ЗА УСЛУГУ МЕНТОРСТВА!

Менторство **помаже власнику или директору предузећа да препозна и схвати кључну тачку свог пословања** и, уз подршку ментора, изради и примени акциони план за интервенцију која би требало да доведе по бољих пословних резултата. Сва предузећа би требало да имају бизнис план како би се развијала на прави начин, а квалитет пословног плана одређује развој пословања у будућности. Подршка коју ментор пружа помаже предузећу да пронађе сопствено решење. Резултати не морају увек бити квантитативно приказани, ваљано је да се предузеће окрене ка позитивном путу којим жели ићи.

УТИСЦИ ПРЕТХОДНИХ КОРИСНИКА ПРОГРАМА

- “Повећао нам се профит 10% после примене овог програма!”
- “Побољшали смо продуктивност фабрике.”
- “Осећам се мање забринуто око своје фирме.”
- “Запослени су успешно научили Кајзен методе.”
- “Открили смо неопходну организациону структуру за развој наше компаније.”

Ментори су сертификовани од стране Националне агенције за регионални развој, а у сарадњи са Јапанском агенцијом за међународну сарадњу. Осим што имају **професионално искуство у раду са малим и средњим предузећима**, ментори су **практично и теоријски обучени уз подршку алата и знања експерата из Јапана за пружање менторских услуга**.



КАТЕГОРИЈЕ КАНДИДАТА

Заинтересовани кандидати могу поднети пријаву у три категорије:

- Новоосновани привредни субјекти (привредна друштва и предузетници) - регистровани после 1. марта 2014. године;
- Постојећи привредни субјекти - регистровани пре 1. марта 2014. године.
- Кластери који испуњавају следеће услове:
 - да су уписани у Регистар удружења у складу са важећим Законом;
 - да нису у стечајном поступку или поступку ликвидације;
 - да имају измирене обавезе по основу пореза и доприноса;
 - да су предузећа, чланови кластера, учесници на пројекту, регистрована на територији Републике Србије и да су у већинском домаћем приватном власништву.

ПРИЈАВА У 3 КОРАКА

Уколико Вам је потребна помоћ приликом апликације, можете се обратити најближем регионалном центру (списак наведен на крају брошуре).

- ПРЕЗЕТИ И ПОПУНИТИ ОБРАЗАЦ ПРИЈАВЕ**
са сајта www.narr.gov.rs или у просторијама регионалних агенција и центара
- ПРИКУПИТИ ДОКУМЕНТАЦИЈУ**
од 1 до 4 документа, у зависности од врсте фирме
- ПОСЛАТИ ПРИЈАВУ И ДОКУМЕНТА ПОШТОМ**
или доставити лично у регионалне центре



M-Advertise-2



ПОТРЕБНА ДОКУМЕНТАЦИЈА

• ЗА НОВООСНОВАНЕ ПРИВРЕДНЕ СУБЈЕКТЕ:

- Попуњен образац.
- Извод о регистрацији предузећа/радње (оригинал или оверена копија);

• ЗА ПРИВРЕДНЕ СУБЈЕКТЕ КОЈИ СУ РЕГИСТРОВАНИ ПРЕ 1. МАРТА 2014. ГОДИНЕ:

- Попуњен образац.
- Извод о регистрацији предузећа/радње (не старији од 6 месеци, оригинал или оверена копија);
- Потврда надлежне Пореске управе да је предузеће/радња - подносилац захтева измирио све пореске обавезе у претходној години, као и до датума објављивања Јавног позива (оригинал или оверена копија);
- Биланс стања, биланс успеха и статистички анекс за 2014. годину, за које овлашћено лице из предузећа/радње мора дати писану изјаву да је сваки од докумената веродостојан и истоветан примерку који је достављен Агенцији за привредне регистре на коначну обраду – изјаву потписати и оверити печатом привредног субјекта.

• ЗА КЛАСТЕРЕ:

- Попуњен образац.
- Извод о регистрацији кластера (не старији од 6 месеци, оригинал или оверена копија);
- Биланс стања и биланс успеха за 2014. годину (осим кластера који су регистровани у 2015. години);
- Потврда надлежне филијале Пореске управе о измиреним обавезама по основу пореза и доприноса закључно са датумом објављивања Јавног позива.

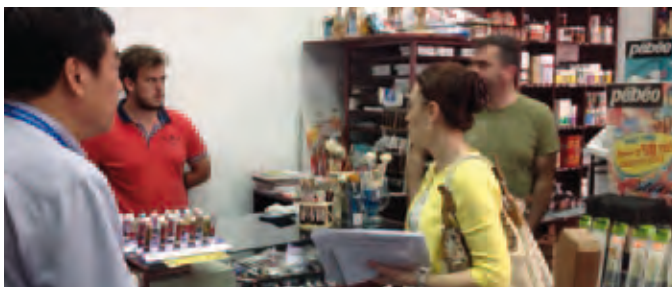
Образац пријаве можете преузети са интернет презентације www.narr.gov.rs или у просторијама регионалних агенција и центара.



POTREBNA DOKUMENTACIJA:

1. Detaljno popunjen, potpisan i ovjeren prijavni formular (može se preuzeti na web stranici - www.nasme.me ili u prostorijama Direkcije).
2. Komplet obrazaca za godišnje račune (Bilans stanja, Bilans uspjeha) – za posljednje dvije godine.

**Direkcija za razvoj malih i srednjih preduzeća
zadržava pravo da provjeri vjerodostojnost
podnijete dokumentacije.**



DOSTAVLJANJE PRIJAVA:

Direkcija za razvoj malih i srednjih preduzeća

Rimski trg 46

81000 Podgorica

Tel: +382 20 406-302

Fax: +382 20 406-323

Web: www.nasme.me e-mail: direkcija@nasme.me

Na koverti mora biti jasno naznačeno
„ZA JAVNI POZIV – MENTORING 2015“.

Za dodatne informacije možete se obratiti pozivom na br.
+382 20 406 316, +382 20 406 321 ili putem elektronske pošte na
adresu direkcija@nasme.me .

JAVNI POZIV JE OTVOREN DO 04.06.2015. GODINE DO 17h.



Besplatan program podrške za mala i srednja preduzeća

www.nasme.me





POTREBNA DOKUMENTACIJA:

1. Popunjen obrazac (može se preuzeti sa web stranice www.serda.ba i www.msp.ba ili u prostorijama SERDA Kolodvorska 6, 71000 Sarajevo);
2. Izvod o registraciji preduzeća/radnje (kopija);
3. Bilans stanja, bilans uspjeha za 2014. godinu (kopija), za koje ovlašćeno lice iz preduzeća mora dati pisanu izjavu da je svaki od dokumenata vjerodostojan i istovjetan primjerku koji je dostavljen AFIP-u – izjavu potpisati i ovjeriti pečatom privrednog subjekta.
4. Uvjerjenja nadležnih institucija kojima se potvrđuje da je podnosioc prijave izmirio dospelje obaveze, a koje se odnose na doprinose za mirovinsko i invalidsko osiguranje i zdravstveno osiguranje;
5. Uvjerjenja od nadležnih institucija da je podnosioc prijave izmirio dospelje obaveze u vezi s plaćanjem izravnih i neizravnih poreza.

Sarajevska regionalna razvojna agencija
SERDA zadržava pravo da provjeri
vjerodostojnost podnesene dokumentacije.



DOSTAVLJANJE PRIJAVA:

Prijave se dostavljaju na adresu: Sarajevska regionalna razvojna agencija SERDA, Kolodvorska 6, Sarajevo 71000 do **30. juna 2015. godine.**

Na koverti mora biti jasno naznačeno
„ZA JAVNI POZIV – MENTORING 2015“.

Za dodatne informacije možete se obratiti pozivom na telefon 033 65 29 35 ili putem elektronske pošte na adresu sanela@serda.ba.

JAVNI POZIV JE OTVOREN DO 30.06.2015. GODINE DO 16h.



Besplatan program podrške za mala i srednja preduzeća počinje 08. juna 2015. godine

Mentoring podrška za unapređenje poslovanja.

STRUČNO VOĐENJE MENTORSKOG PROGRAMA

Institucionalizacija mentorin
kao usluge predstavlja plod dugogodišnje saradnje između Sarajevske regionalne razvojne agencije (SERDA) i Japanske agencije za međunarodnu saradnju (JICA), sa ciljem podrške sektoru malih i srednjih preduzeća, u okviru realizacije projekta Uspostavljanje i promocija mentoring sistema za MSP u zemljama zapadnog Balkana (Srbija, Crna Gora i BiH) koji finansira Vlada Japana kroz Japansku agenciju za međunarodnu saradnju JICA, uz podršku Ministarstva vanjske trgovine i ekonomskih odnosa Bosne i Hercegovine i Vanjskotrgovinske komore Bosne i Hercegovine.

Da li ste ikada pomislili

“Želim da povećam produktivnost, ali nemamo dodatna sredstva za nova ulaganja.”

“Imam pad prodaje nekoliko mjeseci. Da li da mijenjam marketing plan?”

“Iako se naša kompanija proširila, ja i dalje radim najvažnije poslove. Moram da razvijem dobre pomoćnike.”

“Počeo sam sopstveni posao ne tako davno, značilo bi mi da se posavjetujem sa iskusnim profesionalcem”.

AKO STE NA BILO KOJE PITANJE ODGOVORILI SA “DA”, VEĆ IMATE DOVOLJNO RAZLOGA DA SE PRIJAVITE ZA USLUGU MENTORSTVA!

Mentoring servis olakšava poslovno okruženje za vlasnika ili direktora kompanije tako da mu **pomaže da shvati što je ključna tačka njegovog/njenog poslovanja** i, uz podršku mentora, **izrađuje se i primjenjuje Akcioni plan** prema potrebnom pravcu djelovanja. Sve kompanije treba da imaju biznis plan da bi se razvijale na pravi način, a kvalitet poslovnog plana određuje razvoj kompanije u budućnosti. Podrška koju mentor pruža pomaže firmi ka pronalaženju sopstvenog rješenja, a rezultati nisu uvijek kvantitativno prikazani u brojkama već i u pozitivnom smjeru ka kome kompanija želi da ide.

UTISCI PRETHODNIH KORISNIKA PROGRAMA:



“Povećao nam se profit 10% poslije primjene ovog programa!”

“Poboljšali smo produktivnost fabrike.”

“Zaposleni su uspješno naučili Kajzen metod.”

“Osjećam se manje zabrinuto oko svoje firme.”

“Otkrili smo neophodnu organizacionu strukturu za razvoj naše kompanije.”

Mentori su **sertifikovani** od strane Japanske agencije za međunarodnu saradnju. Pored toga što imaju **profesionalno iskustvo u oblasti malih i srednjih preduzeća**, mentori su **praktično i teorijski osposobljeni za pružanje mentorskih usluga, uz podršku alata i znanja eksperata iz Japana**. Mentoring usluga se pruža kroz mentorski proces, tokom najmanje 50 sati podrške mentora za korisnika.



KO MOŽE DA SE PRIJAVI ZA PROGRAM?

Pravo na izražavanje interesa za učešće u ovom pozivu imaju MSP koja imaju:

- većinsko domaće privatno vlasništvo, registrovani na području 32 općine/opštine Sarajevske makroregije
- ne obavljaju djelatnost u okviru vojne industrije i ne organizuju igre na sreću/lutriju.

PRIJAVA U TRI KORAKA

Ukoliko Vam je potrebna pomoć prilikom aplikacije, možete se obratiti SERDA agenciji (adresa navedena na kraju brošure).

1. PREUZETI I POPUNITI OBRAZAC PRIJAVE	2. PRIKUPITI DOKUMENTACIJU	3. POSLATI PRIJAVU I DOKUMENTA POŠTOM
može se preuzeti sa web stranice www.serda.ba i www.msp.ba ili u prostorijama SERDA	4 dokumenta	ili dostaviti lično



Besplatan program podrške za mala i srednja preduzeća počinje 04. maja 2015. godine

Mentoring podrška za unaprijeđenje poslovanja.

STRUČNO VOĐENJE MENTORSKOG PROGRAMA

Institucionalizacija mentoringa kao usluge predstavlja plod saradnje između Direkcije za razvoj malih i srednjih preduzeća Crne Gore i Japanske agencije za međunarodnu saradnju (JICA), sa ciljem podrške sektoru malih i srednjih preduzeća, u okviru realizacije mentoring projekta Uspostavljanje i promocija mentoring sistema za MSP u zemljama zapadnog Balkana (Srbija, Crna Gora i BiH) koji finansira Vlada Japana kroz Japansku agenciju za međunarodnu saradnju JICA.

? Da li ste ikada pomislili

“Želim da povećam produktivnost, ali nemamo dodatna sredstva za nova ulaganja.”

“Imam pad prodaje nekoliko mjeseci. Da li da mijenjam marketing plan?”

“Iako se naša kompanija proširila, ja i dalje radim najvažnije poslove. Moram da razvijem dobre pomoćnike.”

“Počeo sam sopstveni posao ne tako davno, značilo bi mi da se posavjetujem sa iskusnim profesionalcem”.

**AKO STE NA BILO KOJE PITANJE ODGOVORILI SA “DA”,
VEĆ IMATE DOVOLJNO RAZLOGA DA SE PRIJAVITE ZA
USLUGU MENTORSTVA!**

Mentoring servis olakšava poslovno okruženje za vlasnika ili direktora kompanije tako da mu **pomaže da shvati što je ključna tačka njegovog/njenog poslovanja** i, uz podršku mentora, **izrađuje se i primenjuje Akcioni plan** prema potrebnom pravcu delovanja. Sve kompanije treba da imaju biznis plan da bi se razvijale na pravi način, a kvalitet poslovnog plana određuje razvoj kompanije u budućnosti. Podrška koju mentor pruža pomaže firmi ka pronalaženju sopstvenog rješenja, a rezultati nisu uvijek kvantitativno prikazani u brojkama, već i u pozitivnom smjeru ka kome kompanija želi da ide.

UTISCI PRETHODNIH KORISNIKA PROGRAMA:



- “Povećao nam se profit 10% posle primjene ovog programa!”
- “Poboljšali smo produktivnost fabrike.”
- “Zaposleni su uspješno naučili Kajzen metod.”
- “Osjećam se manje zabrinuto oko svoje firme.”
- “Otkrili smo neophodnu organizacionu strukturu za razvoj naše kompanije.”

Mentori su **sertifikovani** od strane Japanske agencije za međunarodnu saradnju. Pored toga što imaju **profesionalno iskustvo u oblasti malih i srednjih preduzeća**, mentori su **praktično i teorijski obučeni u pružanju mentorskih usluga, uz podršku alata i znanja eksperata iz Japana**. Mentoring usluga se pruža kroz mentorski proces, tokom najmanje 50 sati podrške mentora za korisnika, što uključuje i do 10 posjeta.



KO MOŽE DA SE PRIJAVI ZA PROGRAM?

Pravo učešća na Javnom pozivu imaju registrovana mikro i mala preduzeća, kao i preduzetnici u skladu sa Zakonom o privrednim društvima ("Sl. list RCG", br. 06/02) koja:

- imaju sjedište na teritoriji Podgorice, Bara, Budve, Cetinja, Nikšića i Bijelog Polja
- posluju 100 % u privatnom vlasništvu,
- posluju najmanje 2 godine,
- nijesu imala gubitke u poslovanju u posljednje dvije godine,
- ne obavljaju djelatnost u okviru vojne industrije, ne organizuju igre na sreću/lutriju, ne bave se proizvodnjom duvana i alkoholnih pića.

PRIJAVA U TRI KORAKA

Ukoliko Vam je potrebna pomoć prilikom aplikacije, možete se obratiti Direkciji (adresa navedena na kraju brošure).

- PREUZETI I POPUNITI
OBRAZAC PRIJAVE**
može se preuzeti sa web stranice www.nasme.me
- PRIKUPITI
DOKUMENTACIJU**
do 2 dokumenta
- POSLATI PRIJAVU I
DOKUMENTA POŠTOM**
ili dostaviti lično



Report on SOTC

-Special OJT with Professional Consultant-

Name : Chine Koga JICA Consultant

1. Summary of SOTC

Implementation Date	05.06.2015.
Number of Participants	Beneficiary : 8 Mentors :3 (including the host mentor)
Name of the host mentor	Radojka Savić (Mr)
Regional Agency/Center	Regional agency for spatial and economic development of Raski and Moravicki Districts
Name of the consultant	Miloš Ćuruvija (Mr)
Time schedule	-10:00 - 10:20 Information sharing for the company based on the mentor's diagnosis by the host mentor -10:20 - 14:00 Consulting/training by the professional consultant -14:00 - 14:30 Questions and Feedback session

2. Company Profile

Name of the company	UTP "Morava", d.o.o.
Industry/Business	Hotels and restaurants
Founded	1946; 2003.- change in ownership structure
Sales	34.161.781,60 RSD
Number of employees	121
Theme	Marketing
Issue	Price/Products/Promotion/Distribution Branding

3. Participants of Mentors (Guest Mentors)

	Name	Name of Reginal Agency
1	Bojan Bošković	Agencija za regionalni razvoj opština Kolubarskog okruga ARROKO
2	Vladan Tašić	Agencija za regionalni razvoj opština Kolubarskog okruga ARROKO

4. Summary of Evaluation Score

	SME	Mentor	Consultant
Score	83	92	96

5. Comment

1) Host Mentor

- Practical examples from consultant; Proactive approach of beneficiaries.
- Selection of local experts as consultants for specific topics;
The possibility of practical application of knowledge from SOTC training of mentor- guests clients from reasons they have already signed-in clients in the sector of hotels and restaurants in 2015.; Gaining of experience in order to support mentors.

2) Guest Mentors

- His experience is very practical. This SOTC was excellent.
- As we will have new beneficiary of hotel by new application this year, this case will become reference.

3) Professional Consultant

- The training is very important. This company needs more training.

4) JICA Consultant

- Unfortunately, there were only 2 guest mentors. It is necessary for SOTC to work on gathering more participants by informing more quickly.
- As the professional consultant was the specialist of tourism, he had the experience of running restaurants, therefore he provided many practical cases and it seemed very useful. I consider that he fitted in very well for the SOTC for Morava. As for the selection of professional consultants, it is necessary to subdivide the issue of beneficiary and focus on the issue that needs improved the most. For making a successful choice on the professional consultant, the important points are their business working field, their education, work experience and similar supporting background.



Guest Mentors



Training

Report on SOTC

-Special OJT with Professional Consultant-

Name : Chine Koga JICA Consultant

1. Summary of SOTC

Implementation Date	08.06.2015
Number of Participants	Beneficiary : 2 Mentors : 7 (including the host mentor)
Name of the host mentor	Natasa Knezevic (Ms)
Regional Agency/Center	RDA Zlatibor
Name of the consultant	<u>Ugljesa Atanackovic (Mr)</u>
Schedule	10:00-10:20 Information sharing for the company based on the mentor's diagnosis done by the host mentor 10:20-14:00 Consulting/training by the professional consultant 14:00-14:30 Question and Feedback session

2. Company Profile

Name of the company	Studio Maruska
Industry/Business	Textile production / finishing of textiles
Founded	01.02.2008.
Number of employees	11
Theme	Human Resource Management and Communication
Issue	1.How to best manage human resources in the company and how top management needs to deal with it 2.The way of communication

3. Participants of Mentors (Guest Mentors)

	Name	Name of Regional Agency
1	Данијела Панић	РРА Златибор
2	Дејан Нешевић	РРА Златибор
3	Наташа Кнежевић	РРА Златибор
4	Бојан Митовић	РРА Златибор
5	Јелена Богићевић	РРА Златибор
6	Бојан Бошковић	Агенција за регионални развој општина Колубарског округа
7	Влада Ташић	Агенција за регионални развој општина Колубарског округа

4. Summary of Evaluation Score

	SME	Mentor	Consultant
Score	91	94	96

5. Comment

1) SME

-We need much more time to use suggestions of the consultant.

2) Host Mentor

- Additional consulting support under the mentoring program for users of 2014 was very useful, especially for mentors. It was an opportunity to experience sharing between the mentors, but also to learn new tools useful for everyday work.

3) Guest Mentors

- One day is not enough to discuss all topics.

-This discussion was useful. As one of the solutions, education has big impact.

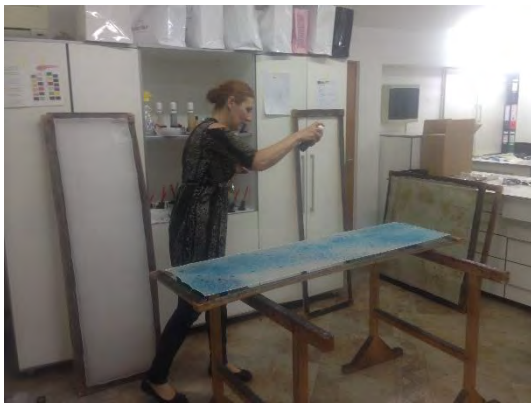
-For new mentors, this was a good opportunity to experience, before having their enterprise diagnosis for their beneficiaries this year.

4) Professional Consultant

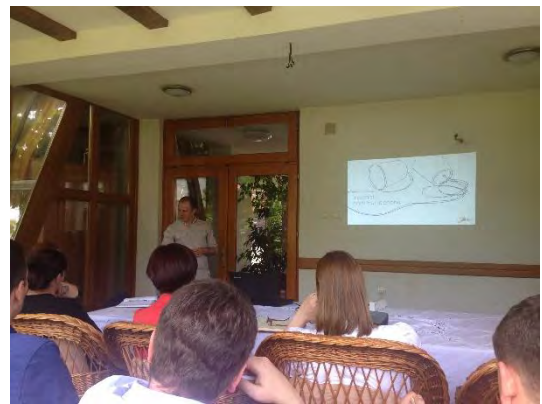
-The consultant should have spent more time discussing with SME representatives and mentors. Representatives of SME have a lot of questions for one consulting day.

5) JICA Consultant

- It was very important and useful for consultant to have meeting with one of the owners and interview face-to-face before the training, because there are many things or information that cannot be easily grasped from the documents or host mentors. Although it was the first time to meet each other, the owner and consultant communicated very well and trust was formed very easily. After getting trust in the consultant, the owner started to show the internal issues within the company.



Factory



Training

Report on SOTC

-Special OJT with Professional Consultant-

Name : Chine Koga IICA Consultant

1. Summary of SOTC

Implementation Date	03.06.2015.
Number of Participants	Beneficiaries : 3 Mentors : 6 (including the host mentor)
Name of the host mentor	Dragana Belenzada (Ms)
Regional Agency/Center	Centre for the Development of Jablanica and Pcinja District
Name of the consultant	Branislava Jovičić (Ms)
Time schedule	10:00 - 10:45 Visit the company Vule Commerce doo 11:00 - 14:00 Marketing training / consulting 14:00 - 14.30 Questions & Answers

2. Company Profile

Name of the company	Vule-komerc doo
Industry/Business	Agribusiness-processing industry
Founded	14.10.1994
Sales	Fruits & forest fruits
Number of employees	22
Theme	Marketing
Issue	New ways to improve marketing

3. Participants of Mentors (Guest Mentors)

	Name	Name of Reginal Agency
1	Sonja Jevremović	Agency for Regional Development Rasina District doo
2	Vladan Nikolić	Agency for Regional Development Rasina District doo
3	Boban Kostandinović	Regional Development Agency Eastern Serbia
4	Biljana Stojanović	Regional Agency for Economic Development and Entrepreneurship of Pcinja Districts- VEEDA
5	Leposava Pejčov	Regional Agency for Economic Development and Entrepreneurship of Pcinja Districts- VEEDA

4. Summary of Evaluation Score

	SME	Mentor	Consultant
Score	76	97	94

5. Comment

1) Host Mentor

- The most interesting experience during SOTC is about the way of presentation and all participants (including mentors and Vule Komerc staff) heard something new.
- General impression for me is finding the solution about basic marketing information for Vule Komerc and relying on that information, Vule Komerc company can arrange all of the future activities and complete their strategy plan.

2) Guest Mentors

- This type of training is a good way to learn something new and to exchange experiences with colleagues engaged in the same business and who are facing the same problems and challenges in the field. I hope that we will continue in the future with this work model, because it helps a lot on our progress as a mentor.
- I am very pleased with the quality of training and I am confident that I will use the acquired knowledge in my future work. I am especially pleased with practical examples.
- First impression is positive, because overall atmosphere was so relaxing and friendly. Because of that my attention was on high level. Marketing consultant Ms.Branisla Jovicic was enjoyable and professional in the same time. Her advice was so helpful and I have no doubt that I will use some of it in the future.
- I really need basic information about the company and mentoring activities before my visit to company.

3) Professional Consultant

- I believe that this kind of activity is very useful for both beneficiaries and mentors, it would be great if more SMEs could be provided with similar opportunities and support through mentoring processes.

4) JICA Consultant

-The score of SME was 76, not high. The participants representing the beneficiary were the owner's son, daughter and one employee, all of them young persons. The host mentors' opinions are as below.

“The meeting the day before the training was very useful for company Vule Komerc. During that meeting Consultant spoke about problems, solutions, branding, marketing and so on. On that meeting, Consultant did a great job. On the other hand, the training was more useful for mentors not for the beneficiary itself. During the training, the representatives of the beneficiary already heard a lot of information from the day before, when they had a meeting. On the training, representatives of the company were expecting more concrete examples of how to improve their marketing.”

-This time, from the perspective of confidentiality, the detailed information of the beneficiary was not informed to the participants before the training. But from the point of view of the guest mentors, it may be necessary for mentors to grasp the information of beneficiary before training in order to be more fruitful. This point should be considered next time.



Factory Tour



Marketing Material

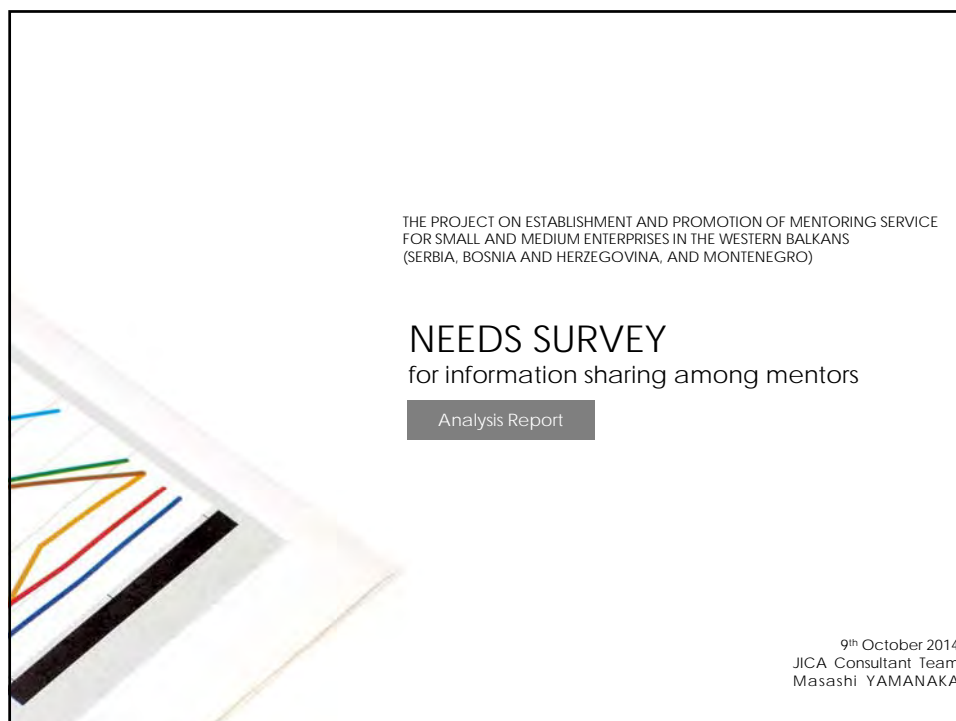


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Data: BOSNIA AND HERZEGOVINA	...	25
Data: MONTENEGRO	...	34

Outline of Needs Survey

Objective:	To understand the actual needs of the mentors on information sharing	
Target:	Mentors (Serbia, Bosnia and Herzegovina, and Montenegro)	
Implementation Method:	Questionnaire (Distributed and collected by email)	
Implementation Period:	26 th -29 th of September, 2014	
Collected Answers:	Serbia	- 31
	Bosnia	- 12
	Montenegro	- 8

EXECUTIVE SUMMARY – General observation

SERBIA



Scope of Information Sharing / Needs Survey

I. Information sharing is not all about the database. On the contrary, the database is just a part of the information sharing environment.

II. Information sharing consists of two factors:

- A) Off-line communication (Culture, Meetings)
- B) On-line communication (Database, Emails)

The successful information sharing is the result of the best mix between these two factors.

III. This needs survey is designed to collect the mentor's actual situation and needs in regards to both of the two factors from above.

Bosnia



Montenegro



RESULT

I. Most of the mentors answered that "face-to-face meeting" should be the most effective way of information sharing. Some of them even pointed out that meetings/workshops will cultivate the soil among mentors to use the database, to develop a successful database and realizing this "online-offline" relationship is essential.

II. The appropriate frequency of the All Mentor Meeting is thought to be "quarterly" or "twice a year".

III. In Serbia, a new and simple database is expected to be developed. In Bosnia and Herzegovina, and Montenegro, mentors may not feel the needs of sharing knowledge online, since the activity itself has started from this year.³

EXECUTIVE SUMMARY – Serbia

SERBIA



STATUS QUO

I. Most of the mentors share their experience with 2-5 colleagues, **mainly** from the same RA/Cs.

II. About 20% of the mentors are very active, sharing information with at least 10 colleagues regardless their RA/Cs.

III. The Information is mainly shared by "the conversation at the office" and "emails". There is no system to share the knowledge as "Stock" so far.

** Mentors register the knowledge to the DB "Mentor Master", however, because of confidentiality reasons, mentors do not have access to other mentors' report.*

FUTURE

I. All the mentors understand the importance of information sharing and expect the development of the new way of the information sharing, which would enable mentors to share the knowledge nationwide.

II. Mentors believe "Face-to-face meeting" should be the most effective way of sharing mentoring experiences. "Twice a year" is the most supported frequency to hold All Mentor Meeting.

III. Mentors expect the development of new database, related to the face-to-face meeting, with the function of sharing main outputs of the mentoring activity and practical tools such as analysis formats and templates.

EXECUTIVE SUMMARY – Bosnia and Herzegovina / Montenegro

Bosnia



STATUS QUO

I. Mentoring experiences are shared mainly through the conversations at the office, among small groups of mentors (In average, each mentor is exchanging information with 3-5 mentors).

Montenegro



II. Following topics should be the problems to be solved:

A) In Bosnia, knowledge sharing between the two organizations are not active so far.

B) In Montenegro, mentors communicate with mentors from other regions, however, the nationwide knowledge sharing is not enough so far.

C) Experiences and documents are shared as "Flow" and there is no system to share them as "Stock".

FUTURE

I. All the mentors understand the importance of knowledge sharing.

II. Mentors believe "Face-to-face meeting" should be the most effective way of sharing mentoring experiences. Quarterly meetings for information sharing are believed to have the most appropriate frequency.

III. Mentors' needs for sharing files on a database or shared folder are not high.

** For now, creating a sophisticated system can be the burden for the mentors in this early stage of developing their mentoring service.*

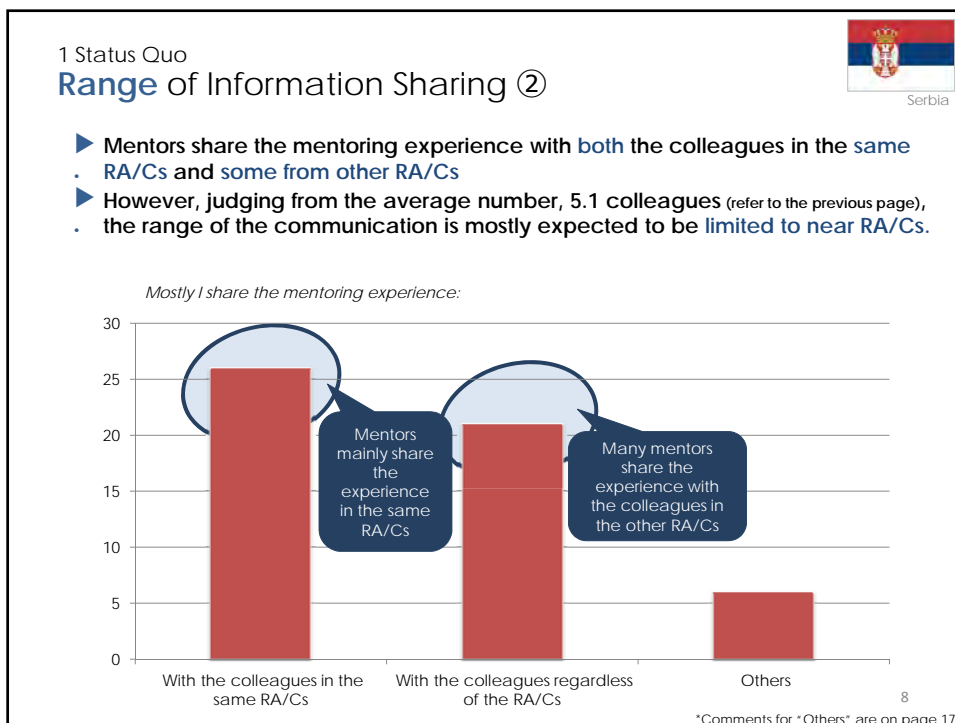
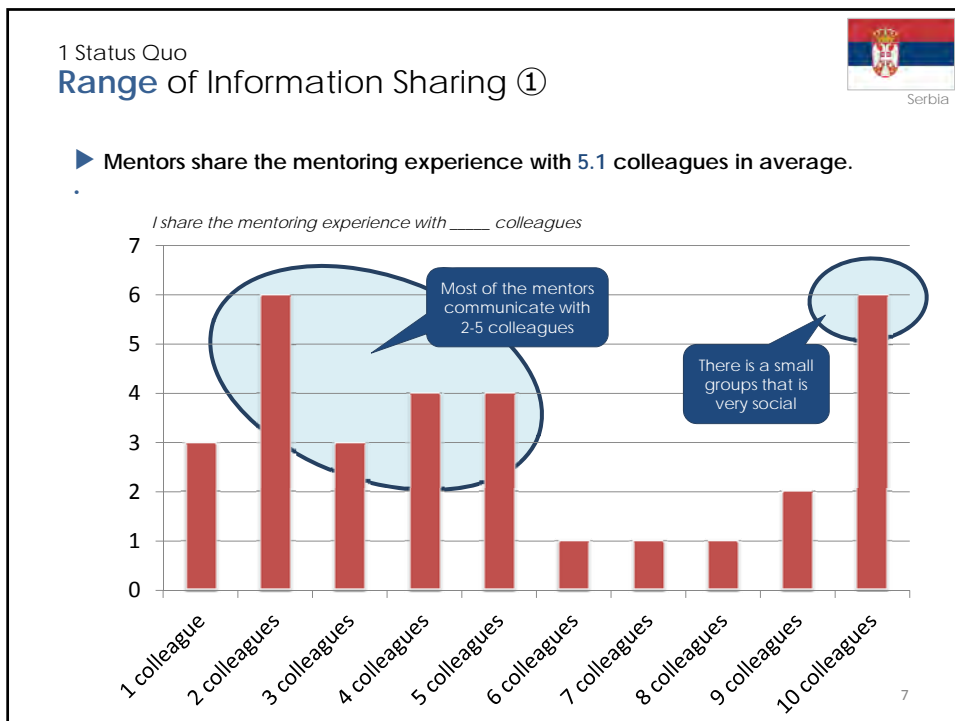
** However, the project needs to consider the potential of development for the mentoring service in each country and prepare the appropriate environment for the future development of the system.*

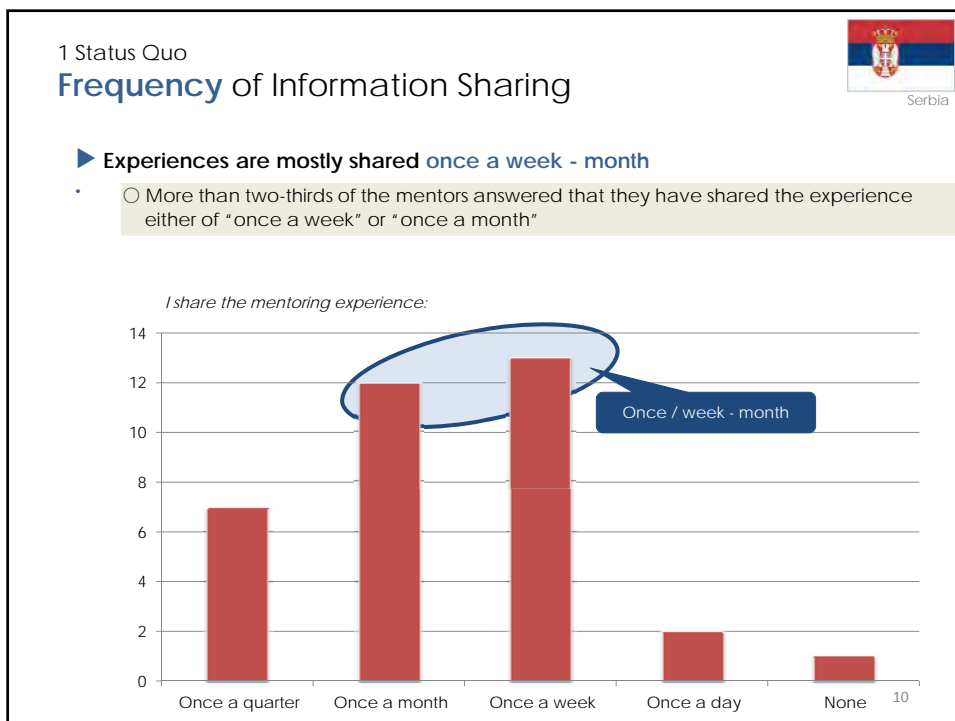
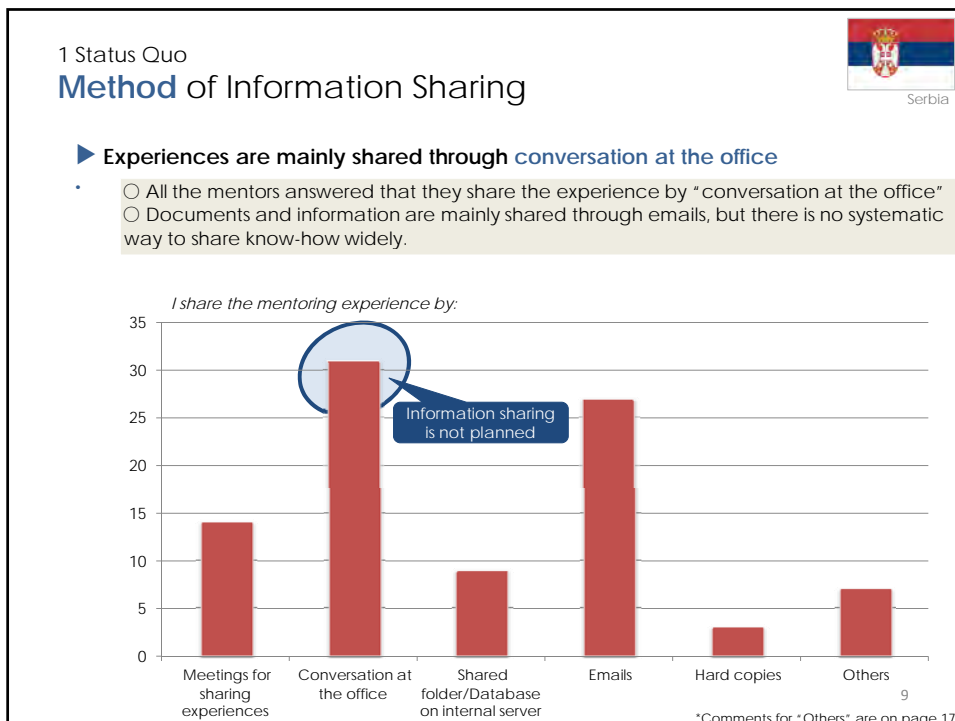
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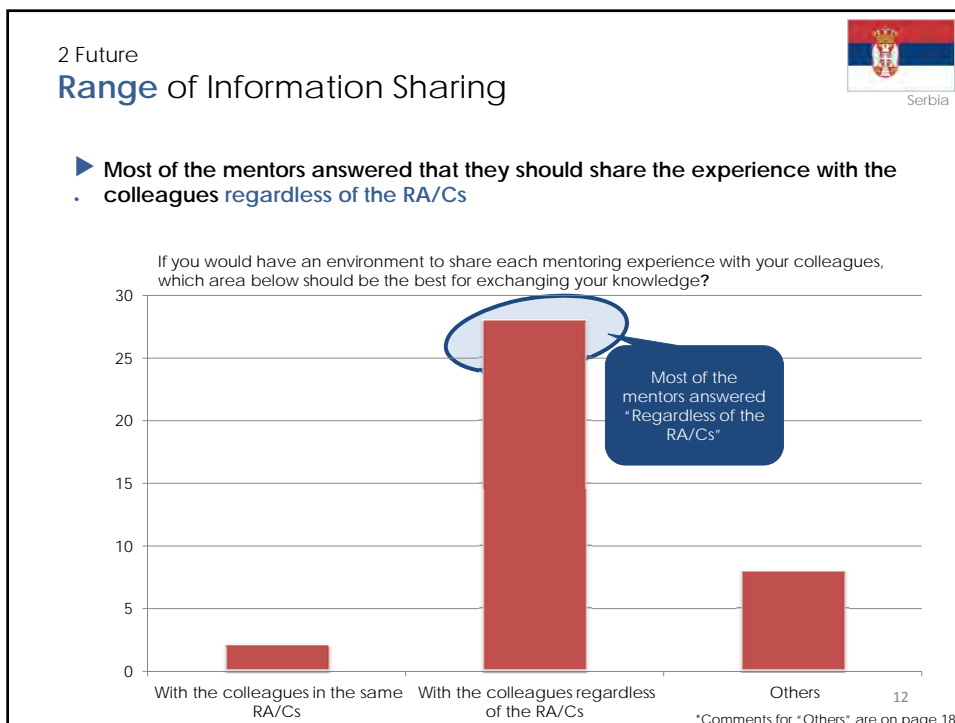
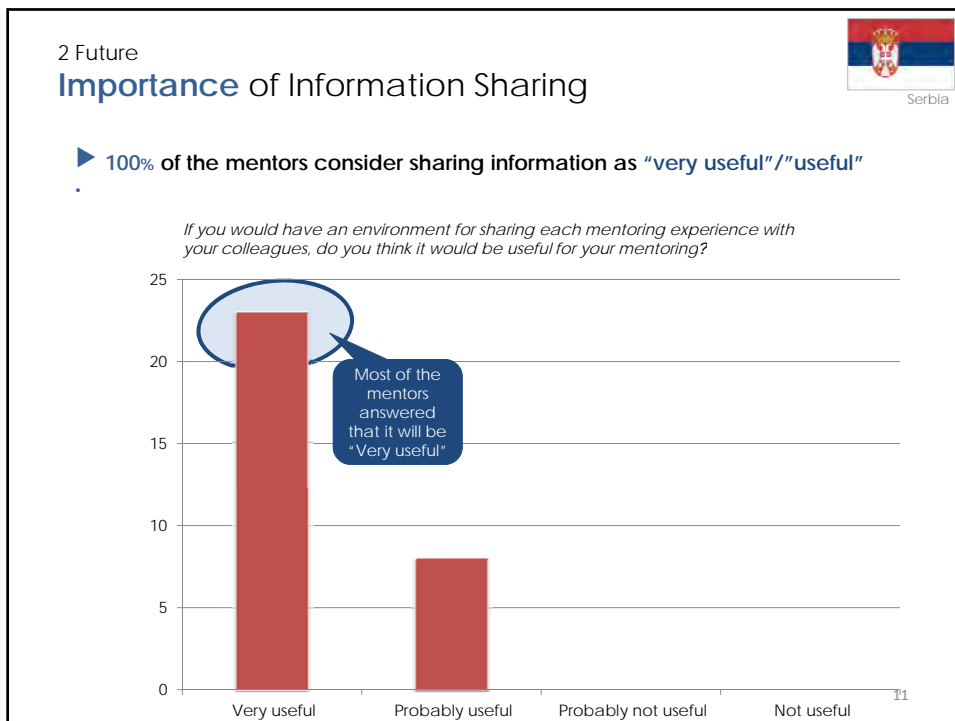
Data : SERBIA

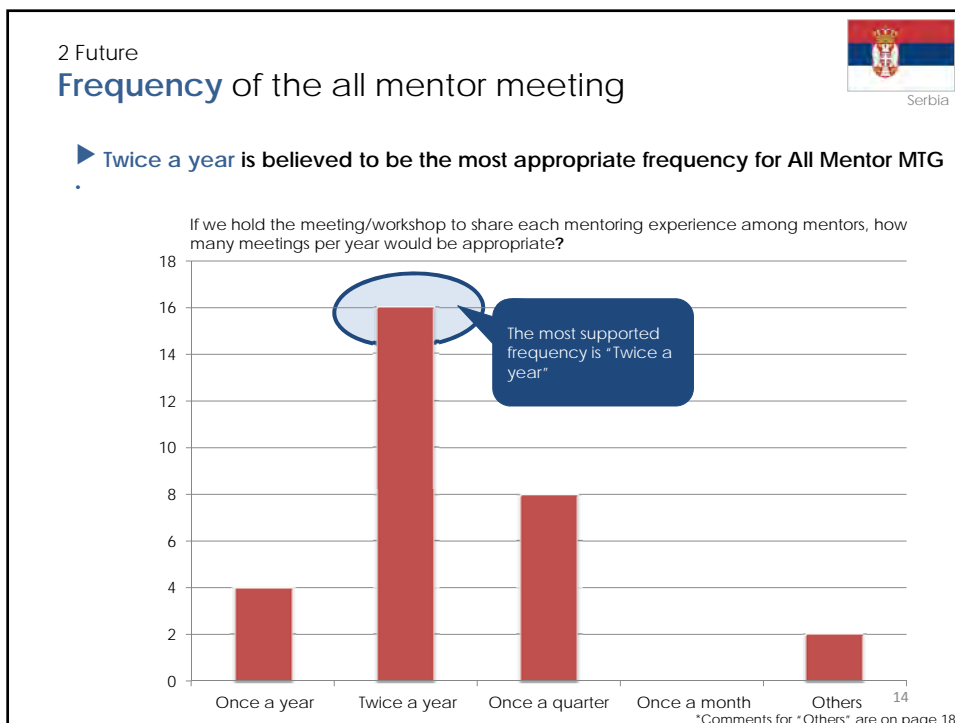
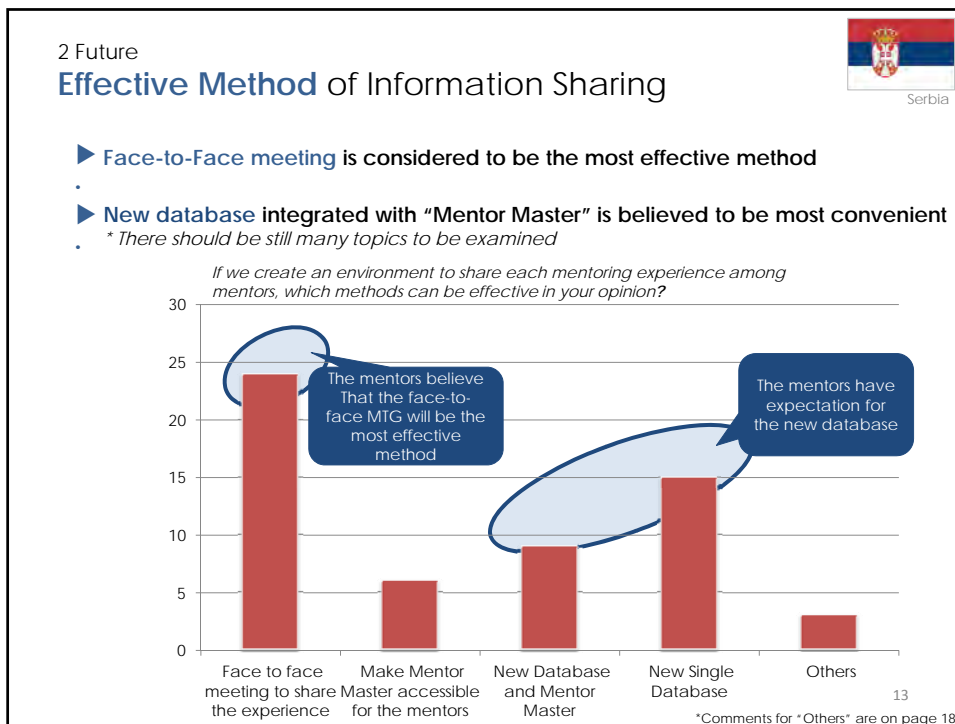


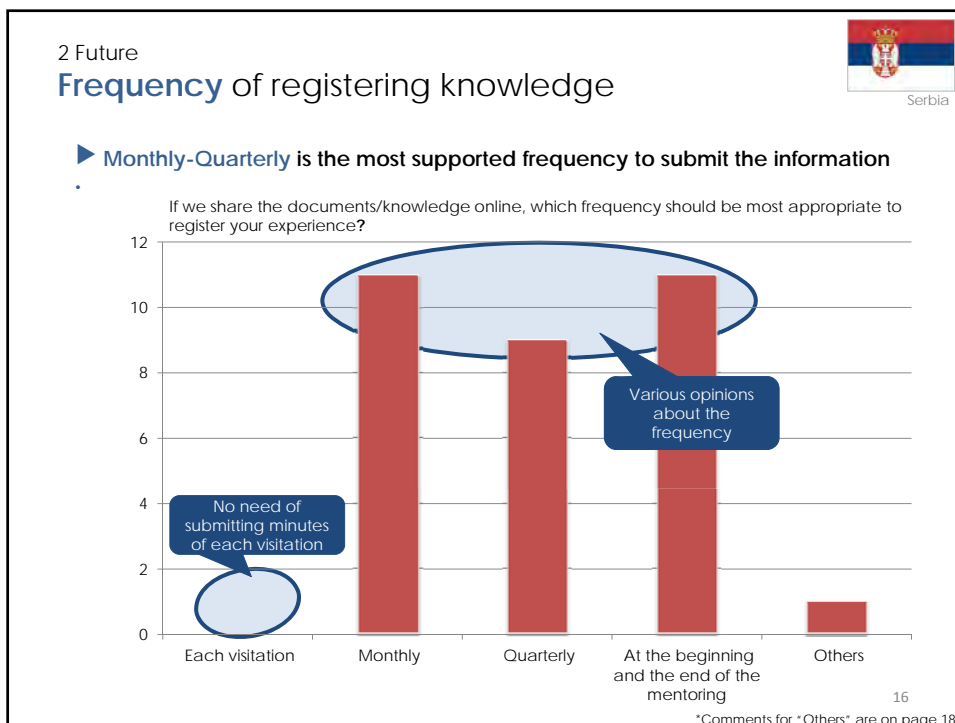
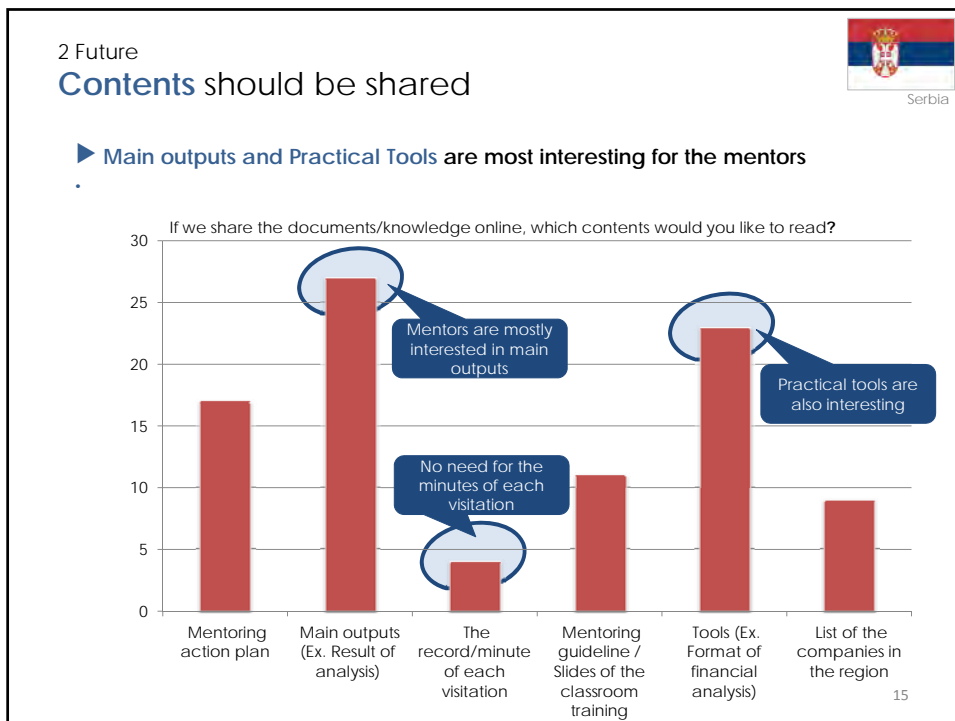
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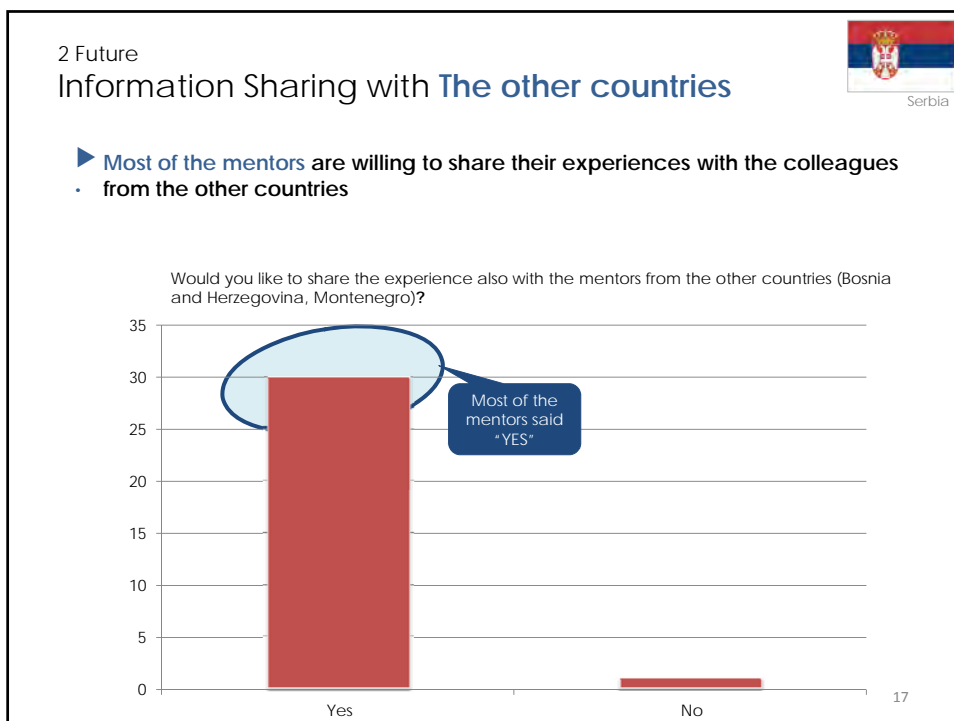













Comments for "Others"

1 Status Quo



Serbia

► **Range** of Information Sharing ②

One colleague from my RA promotes mentoring service with me, because in most cases we work together. /NARD, JICA, mentors from the region/mentors who are not employees of RA/ companies /Mentors who are not employees of the RA / companies / Milan Vujovic / RA Niš, Kragujevac RDA, RDA Zrenjanin, Novi Pazar

► **Methods** of Information Sharing

*Due to the lack of space provided for comments, I will give my explanation below:
 Exchanging experiences via email is a method of sharing information in order to help other mentors, especially those who have no experience. This support is reflected in the presentation of steps in the process of implementation of mentoring service, in the field of finance, sending forms for conducting analysis, methods, techniques, etc.
 This type of exchange is difficult for the mentor who has already developed steps in providing mentoring services, and that is the only way of providing generous support to other mentors. Furthermore, some mentors are reluctant to reply to emails, especially when you ask for help. "Exchange of experience" was conducted at informal meetings and I wouldn't call that efficient or successful, because it was usually followed by negative implications and problems. I have been providing mentoring service for 4 years now, and so far I have not received good advice, information, suggestion etc. from other mentors.
 Seminars/study trips/ phone calls/ trainings for future mentors/ meetings at various conferences, training/exhibitions etc./phone conversation/email correspondence*

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Comments for "Others"

2 Future

▶ Range of Information Sharing

NARD, JICA, mentors from the region/consultants and mentors from Japan and EU/NARD/external experts/specialist from different businesses/JICA experts/ answers are not in accordance with the question

▶ Effective Method of Information Sharing

Through phone conversation with colleagues from other RA/companies/ database is fine, but what is the function of "main mentor"?

▶ Frequency of the All Mentor Meeting

Three times a year/if there is a platform with database, there is no need for meetings.

▶ Frequency of registering knowledge

Weekly, during the implementation of mentoring for the current year



Serbia

19

Comments

General Suggestion ①

(Dragana Momcilovic Tupanjac)

I think the exchange of experiences between mentors is crucial for improving individual mentoring activities, thereby improving the entire mentoring process. Simultaneously, it would be possible to acquire the necessary knowledge.

In addition to this, through the effective exchange of mentors' experiences and knowledge, the opportunity for better planning of mentoring activities would be created within the mentoring process. I would give priority to the exchange of knowledge and experience of using the application/database.

Face-to-face mentor meetings, once or twice a year, would be an excellent support for the exchange of experiences of using the application. As it is impossible to exchange experiences only through meetings, which vary considerably from case to case, mentor meetings should be held in order to adapt common techniques, tools, methods...

(Danijela Panic)

I have a positive experience in sharing information with other colleagues. With colleagues from my RDA, I exchange experience every day during the mentoring. With colleagues from other RDA, I exchange experience continuously and they are always willing to share information.

(Biljana Stojanovic)

Exchange of information with colleagues is very important for the quality of the mentoring services. For cases when I have some challenges, it means a lot when I can consult some of my colleagues, regardless of the RA where they are located.

(Boban Kostandinovic)

Training for mentors with colleagues from Bosnia and Herzegovina, and Montenegro, which was implemented in Japan, showed many possibilities and space for cooperation, and that many of the problems we are faced with can be defined as common, and there are many ideas and suggestions for how we can solve them, especially if we work together. Different experiences, knowledge, opinions and attitudes were shared through trainings that were held for mentors from Serbia. I believe that contact between mentors and their team is essential for improving the quality of mentoring service, as well as the quality of each mentor individually.

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Serbia

Comments

General Suggestion ②



Serbia

(Snezana Radivojevic)

The exchange of information is important to mentors because of the practical experience that is not included in our training material. On every meeting, I managed to improve existing knowledge and I was encouraged to continue with the work.

(Dejan Nesevic)

Positive experience in sharing information with other colleagues.

(Dragana Stojanovic)

Exchange of information can be useful to all mentors. It is important to point out examples of a good practice, the most productive methods, and methods that should be improved. I think that a well-trained mentor should have trainings on an annual basis, in terms of monitoring trends in the business market. Opportunities are changing very quickly, and mentors should constantly improve their skills, in order to be up-to-date with everything.

(Goran Miljkovic)

The exchange of information is very important for improving mentoring activities. Meetings held at least twice a year would provide the exchange of information on experiences, in direct communication, during the implementation of the mentoring process. Launching online services (e.g. forum) on the portal of NARD for the mentoring field, would provide efficient and fast exchange of information.

(Milica Cukaric)

Current exchange of information among colleagues from other RA/RC is very good. Communication is usually performed over the phone or through email, which always gives positive results.

(Radmila Radovanovic)

Exchange of information is usually performed, when necessary, via phone, emails etc.) Experience shows that colleagues are willing to share and give necessary information. That is the common practice within REDASP.

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Comments

General Suggestion ③



Serbia

(Snezana Radivojevic)

I think exchange of experiences with colleagues/mentors from Serbia, Bosnia and Herzegovina, Montenegro and other countries, is very important for improving mentoring activities.

(Ivan Mihajlovic)

Exchange of information is very useful for all mentors. The most important to be shared is the way of solving problems during mentoring process, the obstacles encountered and how to overcome them – such as giving advice to clients in certain situations, whether the advice was accepted, whether they achieved result etc.

What is also important is to establish a mentoring service as an annual service (as it is the case in Japan), and that mentors are less limited for mentoring. Mentors should be available to a greater number of companies throughout the year.

Also, I think that mentors should improve their knowledge and skills every year, in different fields such as marketing, finance, sales, product management, HR, etc. The current level of specialist knowledge of mentors is not too high, and clients often expect much more than what is the average capacity of mentor. Each mentor cope with this problem, according to his/her abilities and skills.

(Ljubica Mesaros)

I have always come across maximum cooperation of all colleagues, whether they are from RA or NARR.

(Zoran Radakovic)

The idea of "exchange of information" is interesting, but it should be done in a simple and efficient way (via phone or emails) and not by creating new structures, application, reports etc.

(Vladan Nikolic)

I think the exchange of experiences between mentors would contribute to improving individual capacity of mentors and quality of service provided to customers at the level of entire network.

22

Comments

General Suggestion ④



Serbia

(Lazar Doroskov)

Exchange of experiences between mentors is important for improving the knowledge and skills of each mentor, and also to improve the mentoring process. Analysis of mentoring activities would enable efficient planning of the entire mentoring process.

Meetings, held 2-3 times a year, would be a good opportunity for mentors to adjust tools and techniques through an exchange of their mentoring experiences. Experiences would be exchanged through an application, and solution would be found at the meetings, which represents an efficient method of communication, with reaching speed in response of each mentor.

(Milos Najcevic)

My opinion is that an adequate portal/database would contribute to the information exchange between mentors and improve quality of service. However, to achieve this, 50% of certified mentors should accept the idea, otherwise it is impossible that only 5-6 mentors make such portal/database. Meetings should help experienced mentors to present solutions from certain areas of service, through know-how presentations, for both entrepreneurs and business organizations.

(Milica Vracaric)

Very useful exchange of experiences and knowledge in an informal manner, which contributes to strengthening of the capacity in RA, and in cooperation between agencies.

(Natasja Knezevic - Regional development agency Zlatibor Uzice)

I have a positive experience in sharing information with other mentors. Sometimes I use their advice for my own work. It is extremely important that mentors share their field experience, because companies are specific and everybody can learn by sharing their experiences.

(Nikolina Pupavac)

Networking of mentors in one place, would enable simple and efficient exchange of experiences between mentor in all RDA/RC in Serbia and other countries in the region.

23

Comments

General Suggestion ⑤



Serbia

(Savic Radojka)

No comment

(Sasa Dedeic)

I believe that the exchange of information among mentors is very important and that a good portal/database would be of great help for all mentors. In that portal, I would include complete documentation along with all the forms used, decrees, government laws and everything which is common in mentoring practice. Also, a quality database of entrepreneurs and companies in the region/Serbia/Montenegro/ Bosnia, which would be updated regularly, would be very helpful for mentors. There is also possibility of making a mentors forum, but unfortunately this hasn't been realized yet. However, personal contact is the best way for sharing information, which was confirmed in trainings we held in February and March in Podgorica and Sarajevo, where the colleagues were very interested to hear personal examples of mentoring experience, which is possible only through personal contact.

(Sanja Gavrilovic)

Mentoring colleagues are always available when it comes to problems, dilemmas and experiences with users of mentoring, so that sharing of information is helpful.


(Sanja Stupar)

Exchange of experiences is useful, but every mentor must apply and adjust the model that corresponds to mentoring users.


(Sonja Jevremovic)

I think that mentors need to continuously improve and enhance their knowledge and skills. Trainings of JICA experts are very useful, because they use tools and materials similar to the ones used during the mentoring process. Also, sharing experiences during these workshops, is also very useful.

24

Data : BOSNIA 

25


1 Status Quo  Bosnia

Range of Information Sharing

▶ Mentors share the mentoring experience with 5.6 /11 colleagues in average.

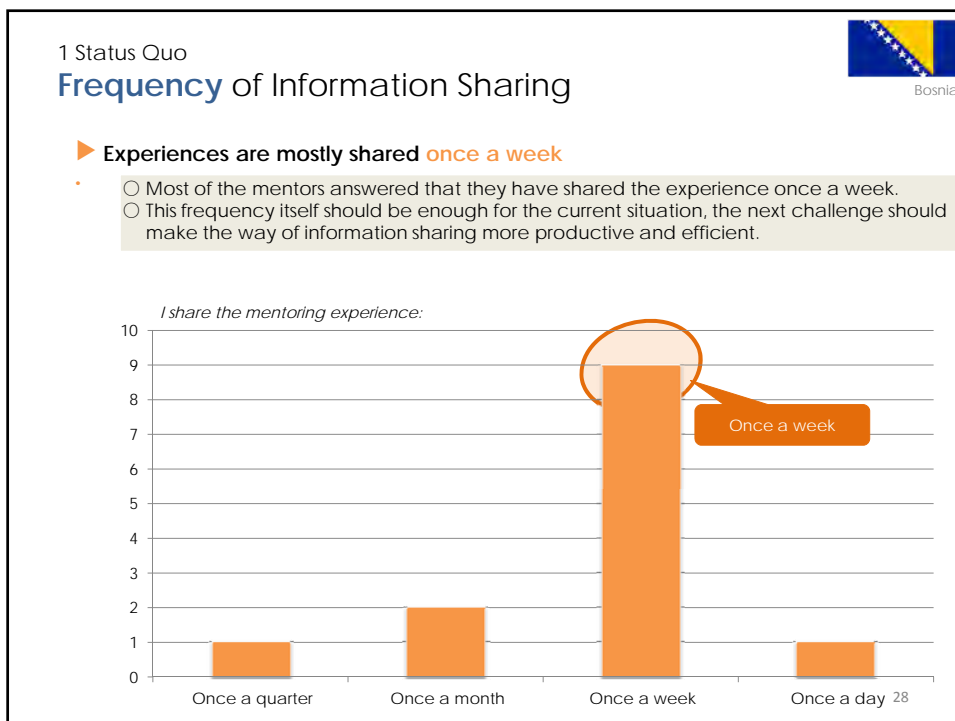
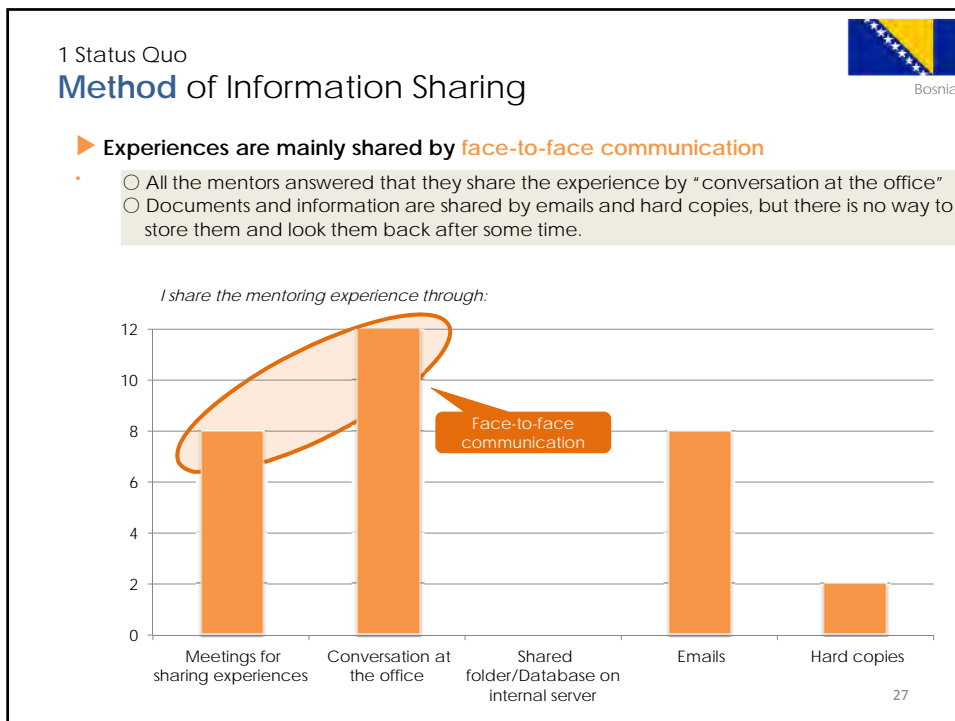
- No one answered "11" (number of all the colleagues for one mentor)
- There is the GAP between the two organizations.

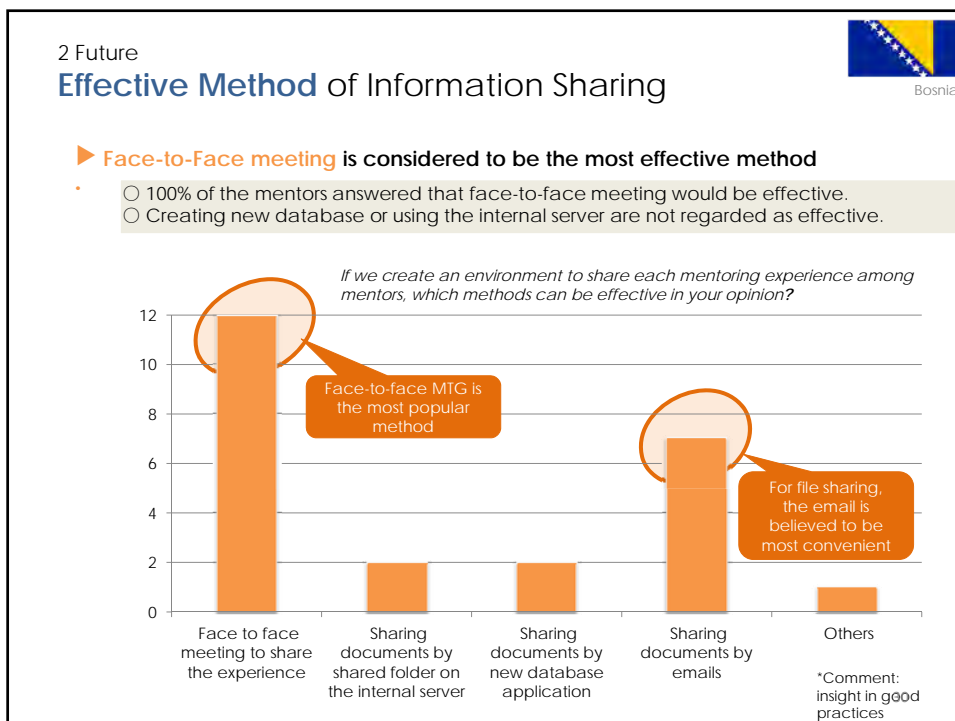
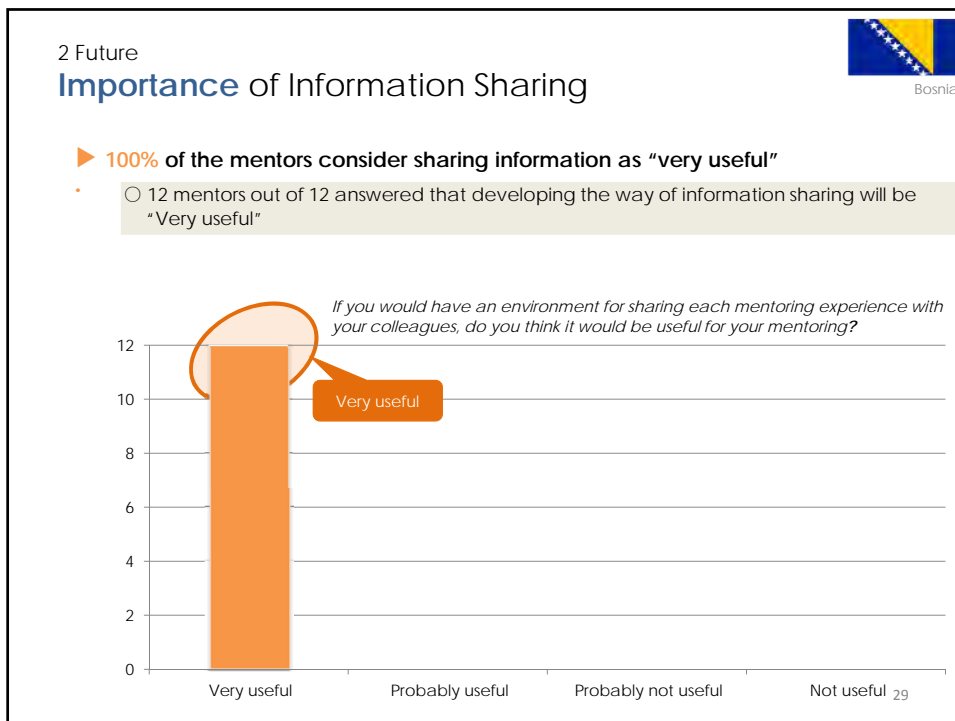
I share the mentoring experience with ____ colleagues

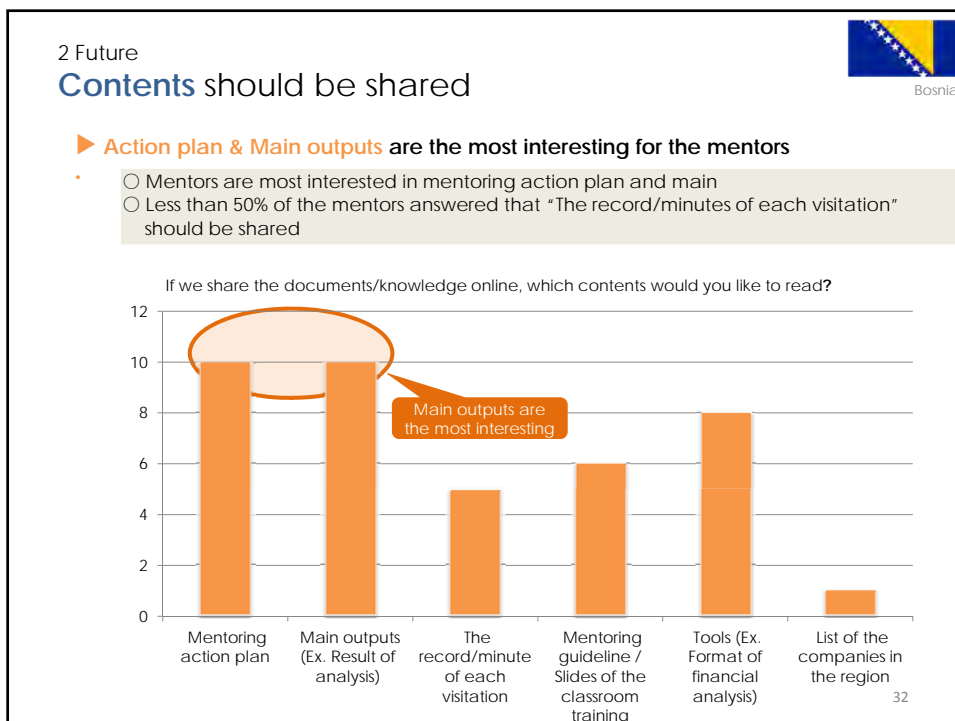
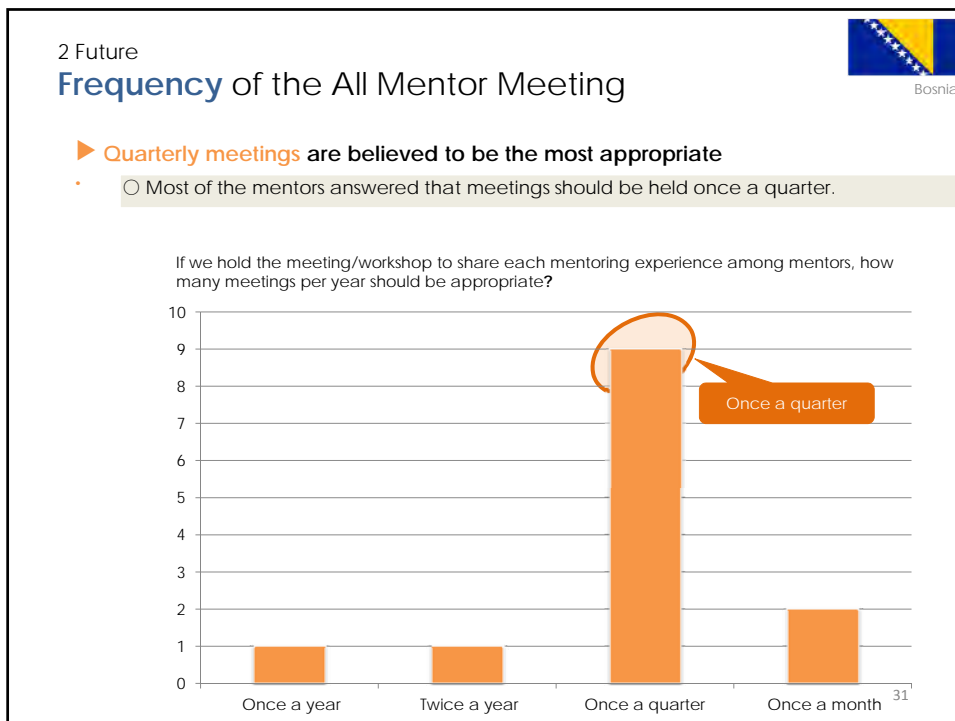


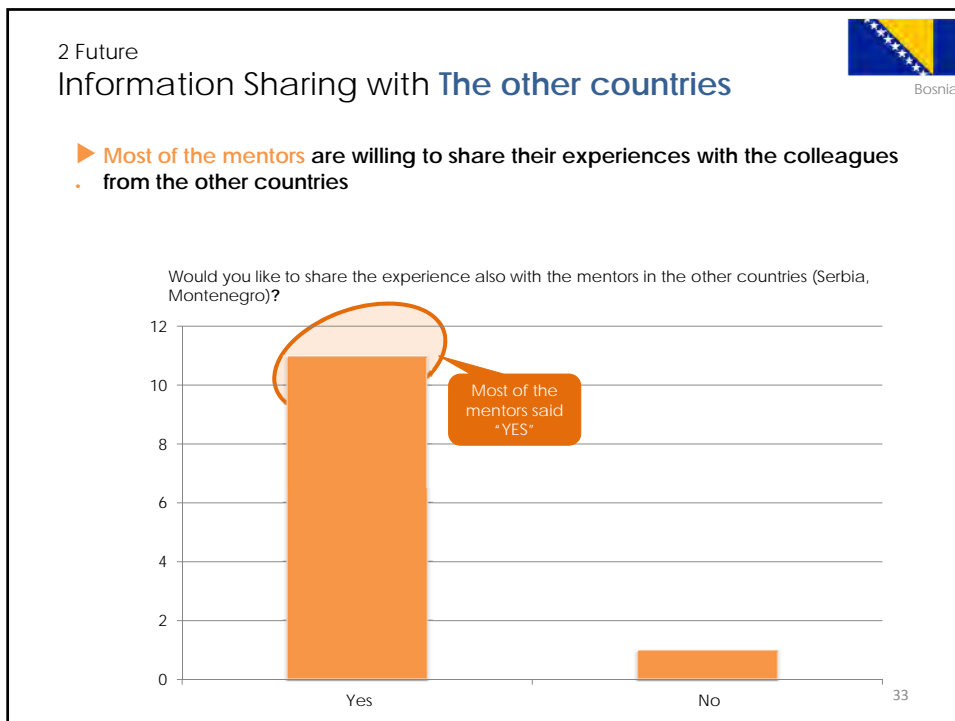
Number of Colleagues	Chamber	SERDA
1 colleague	2	0
2 colleagues	0	0
3 colleagues	0	0
4 colleagues	2	2
5 colleagues	0	1
6 colleagues	2	2
7 colleagues	2	2
8 colleagues	0	1
9 colleagues	2	2

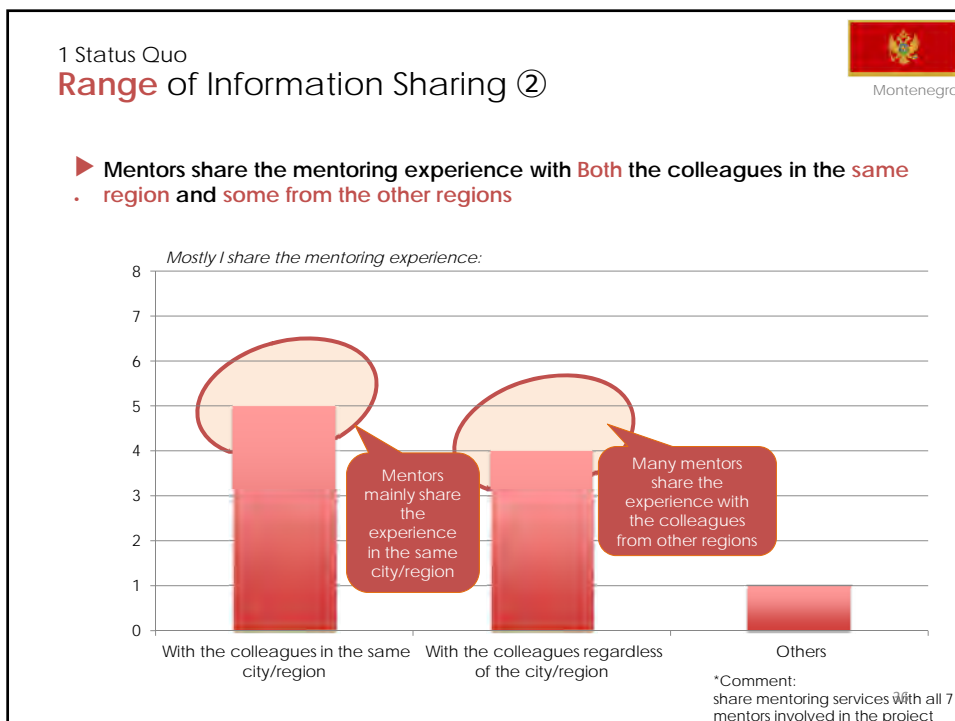
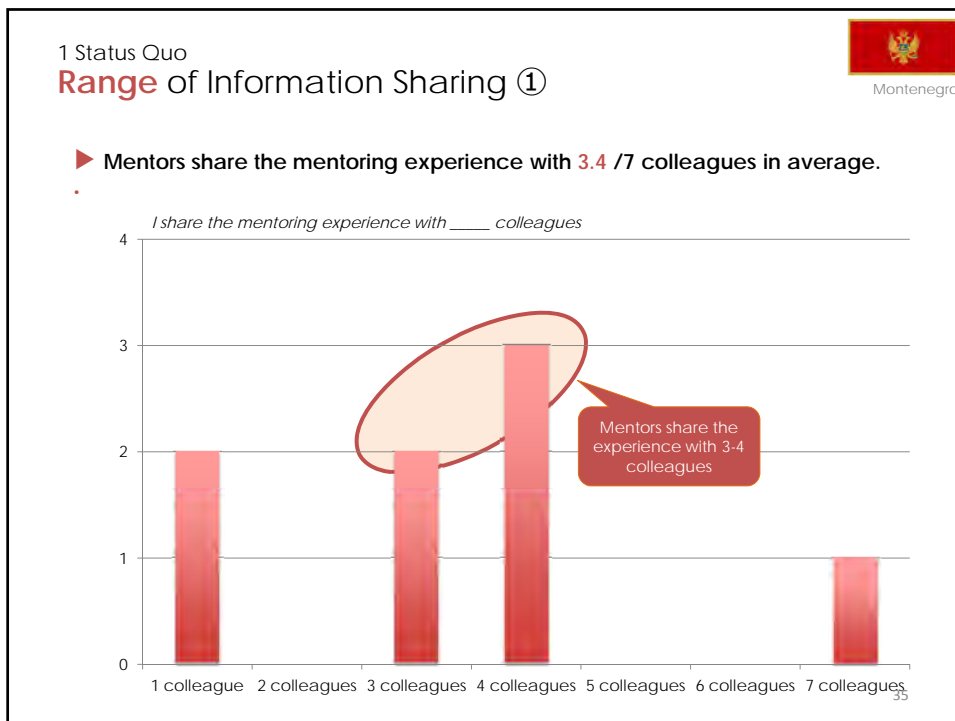
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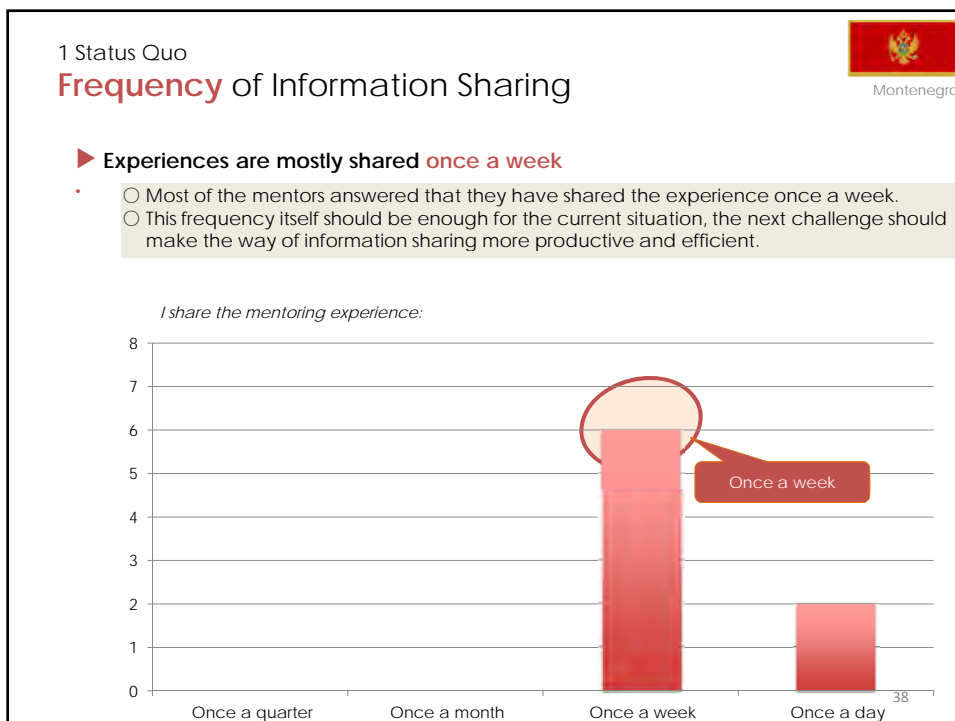
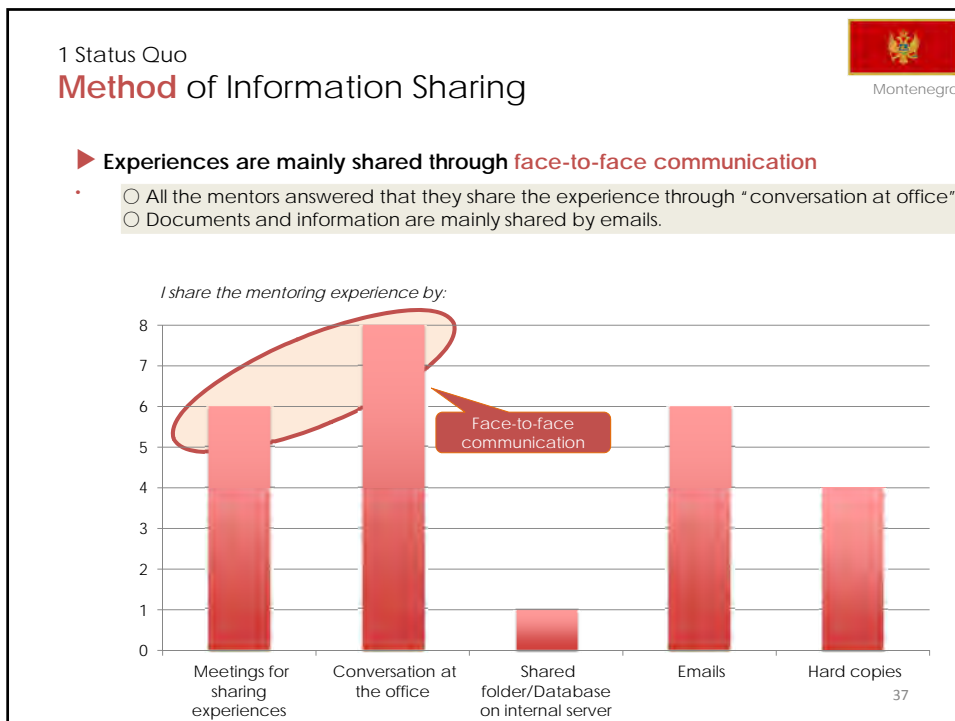


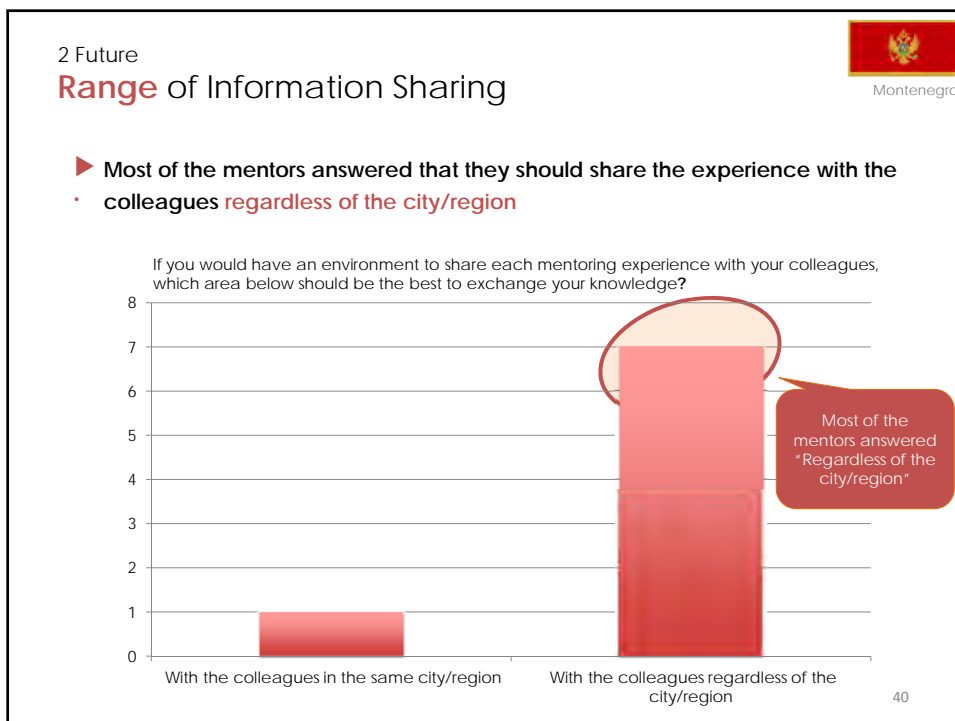
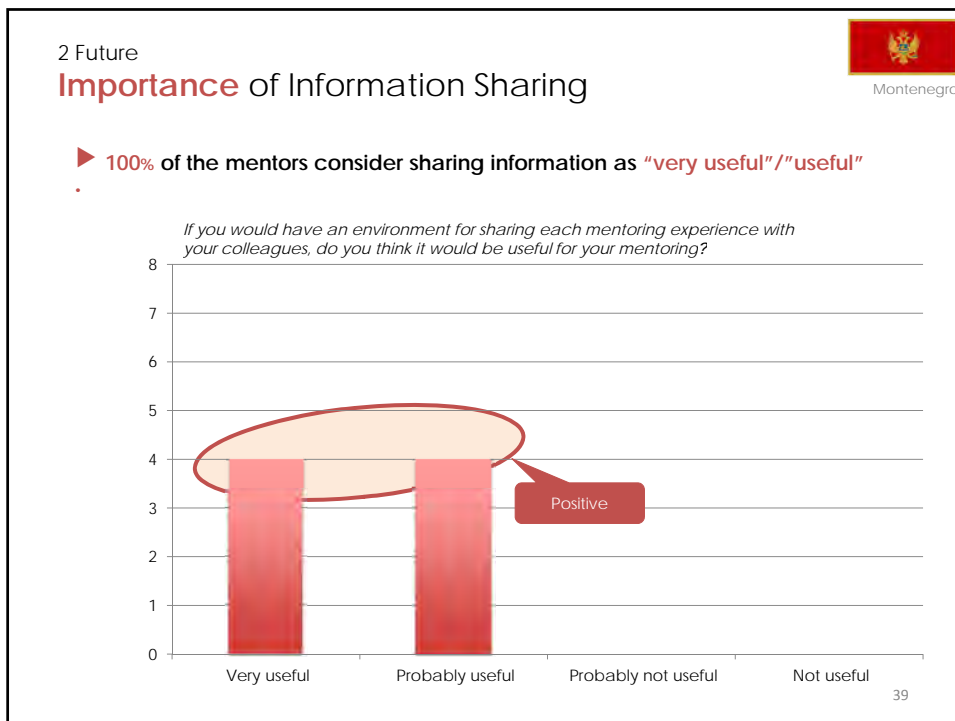


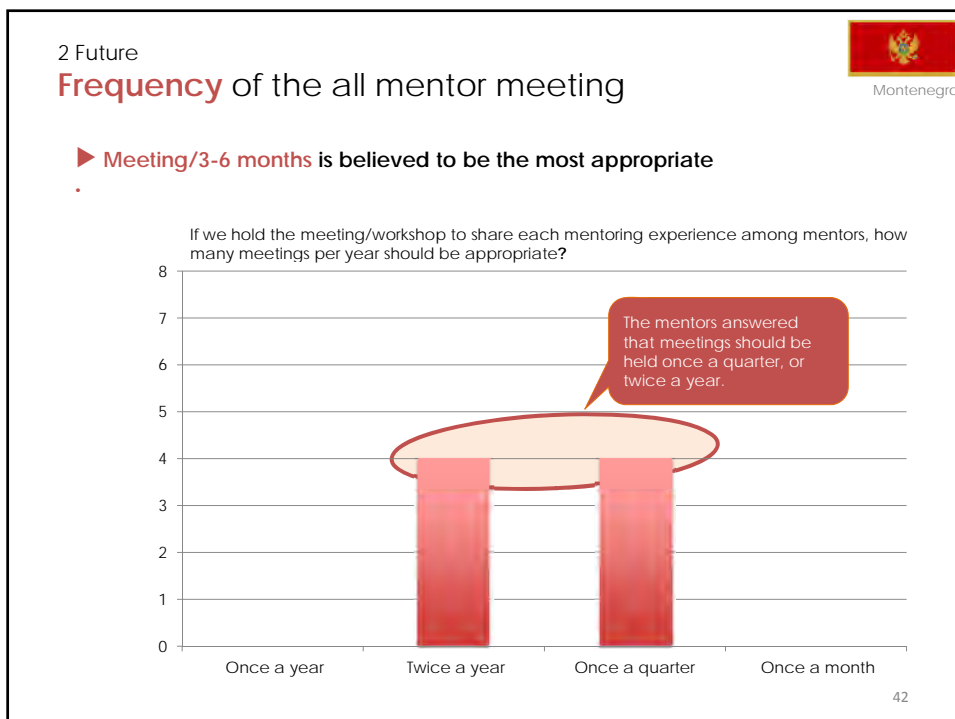
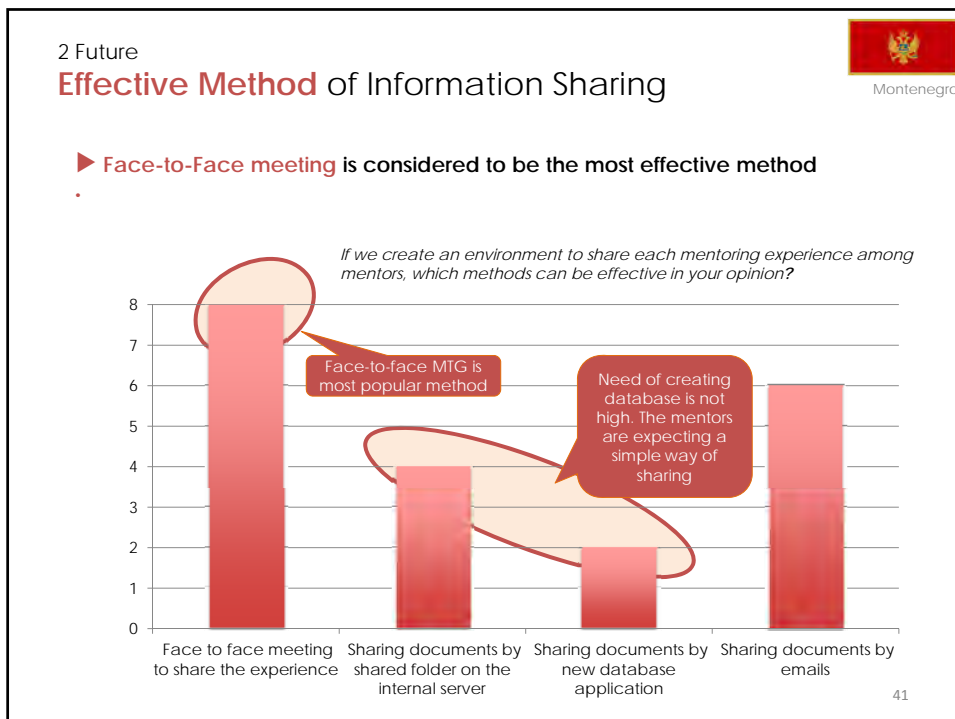


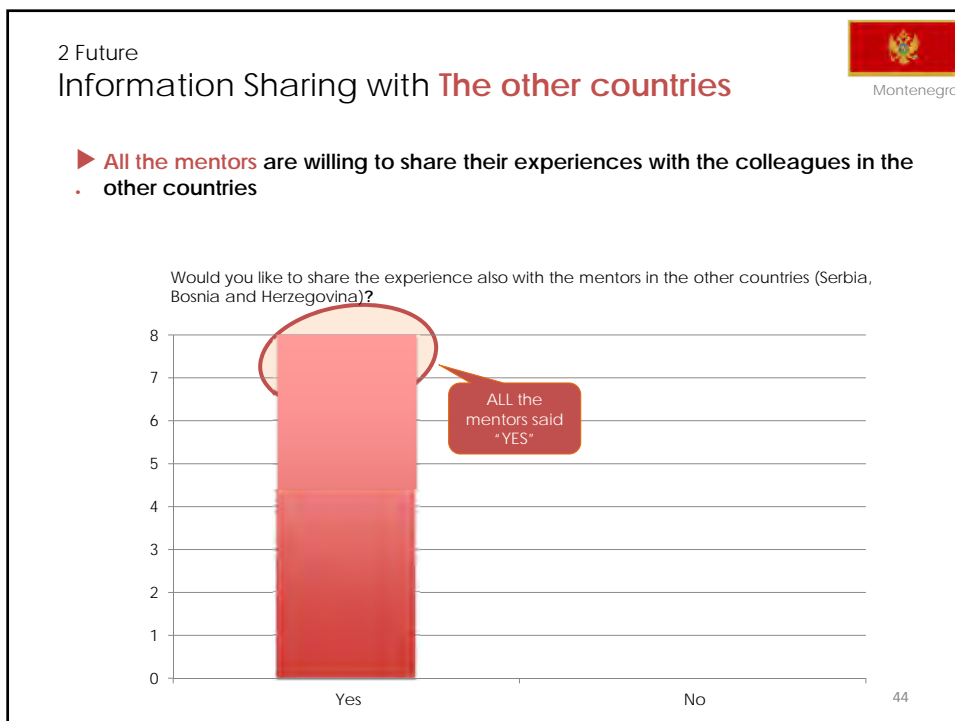
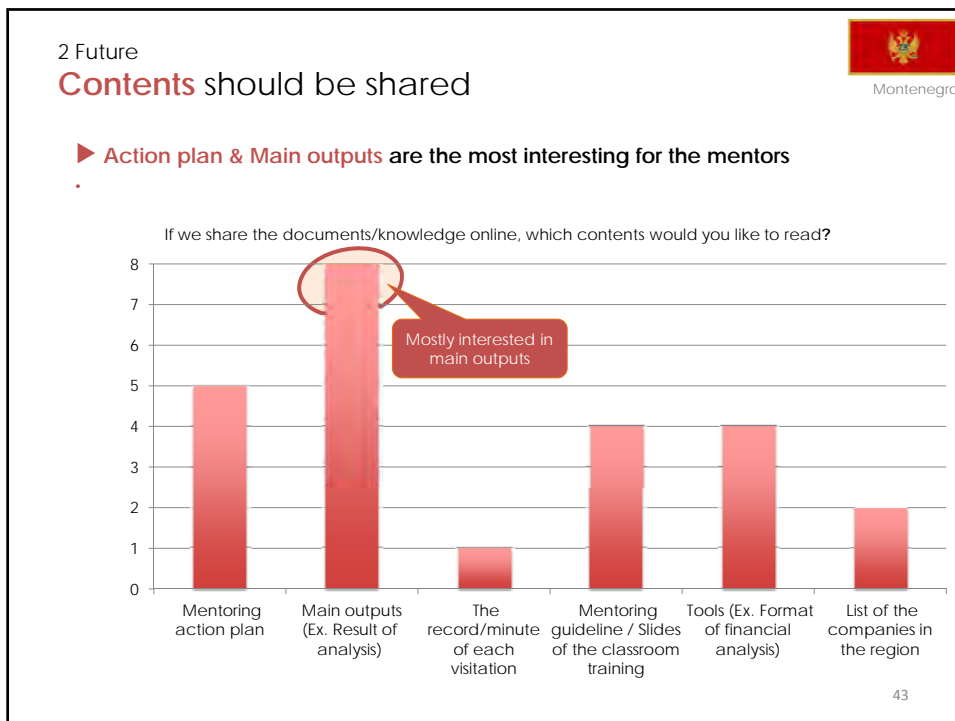














PROJECT PROPOSAL

Mentor Master Application development

National Agency for Regional Development

Nomura Research Institute

Belgrade, October 5th, 2015



Akcionarsko društvo za proizvodnju računarske opreme i informatički inženjering

National Agency for Regional Development

Terazije 23/7, 11000 Belgrade

Nomura Research Institute

Marunouchi Kitaguchi Building, 1-6-5 Marunouchi, Chiyoda-ku, Tokyo 100-0005, Japan

Masashi Yamanaka

Senior Counsultant

JICA

Belgrade, October 5th, 2015

Dear Mr. Yamanaka,

Informatika a.d. is pleased to submit this proposal to provide development of Master Mentor application to National Agency for Regional Development supported by JICA project.

In this project proposal we have included three important Information System Management areas which have been identified as the most important for NARR in the process:

- 1) Analysis and development of functional requirements
- 2) Development, design, data migration from current database build in MS Access and test
- 3) Support.

We have prepared this offer based on our initial discussion, our previous experience in managing and development of IT systems and based on well recognized international standards in these areas.

We appreciate your consideration, and as always, stand committed to do whatever is necessary to ensure that the initiatives described in this proposal are successful. We are ready to exceed your expectations with both the quality and cost-effectiveness of our proposed services.

We trust that the following proposal conveys the depth of our interest in serving you and the strength of our capability to do so.

Should you have any questions or wish to discuss this proposal further, please do not hesitate to contact us.

Sincerely yours,

Biljana Obradovic

Business Development Manager

tel.: +381 11 3215 222; faks: +381 11 3215 371

mob.: +381 63 346 188; e-mail: biljana.obradovic@informatika.com

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Informatika nastavni centar

Jevrejska 32/II, 11000 Beograd, Republika Srbija



Akcionarsko društvo za proizvodnju računarske opreme i informatički inženjering

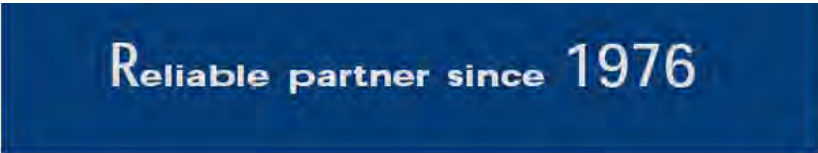
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Akcionarsko društvo za proizvodnju računarske opreme i informatički inženjering

1 Informatika a.d. short introduction



INFORMATIKA – Reliable partner for ICT solutions

Informatika is the leading as well as the oldest information technology company in the West Balkans, established in 1976.

With a team of over 200 specialists covering all segments of ICT industry, Informatika provides its users with ideal solutions in the field of computer and communication infrastructure, industrial processes automation, and integrated business processes computer management.

Informatika a.d. has maintained long-term partnership with major world ICT companies, such as: Dell, Fujitsu, Microsoft, Symantec, CA, VMware, Cisco, Siemens, Printronix, Lexmark, Xerox...

During the period of its existence, which is more than thirty years now, Informatika has become a reliable partner of over thousand companies from Serbia, Macedonia, Bosnia and Herzegovina, Romania, Russia and ex-USSR countries.

We design, manufacture, automate, implement, represent, educate, maintain, integrate. From industrial processes monitoring and control, to providing the managers with business critical information

Still going on!



System Integrator - Computers, Networking, Application Software

PARTNERS

- Dell
- EMC
- Fujitsu
- Microsoft
- Oracle
- ComputerAssociates
- VMware
- Symantec
- IDS Scheer
- Unisys
- Cisco
- Siemens
- Printronix
- Lexmark
- Xerox

PRODUCTS

- Info ERP
- InfoCMS
- Industrial computers
- Laser Measuring Systems

SERVICES

- Development
- Design
- Implementation
- Engineering
- Technical Support
- Internet providing
- VoIP
- Security
- Education



2 Definitions and Abbreviations

NARR – National Agency for regional development

JICA - Japan International Cooperation Agency

Vendor – Informatika a.d.

SRS – System Requirement Specification

GUI – Graphical User Interface.

3 Executive Summary

End product which needs to be developed by Vendor, called Mentor Master is seen as a comprehensive database tool for managing most of the activities in the SME mentoring program of the NARR and Regional Agencies. It should cover all aspects of program, provide for recording, review and analysis of valuable information, managing reports and distribution and follow up of certain information. Proposed solution will be developed using environment described in section 5, as it is deemed to provide optimum conditions for the task.

With this offer we have defined a project by final delivery that includes the establishment of IS management in the following important phases:

1. Analysis
2. Design, development, data migration, test
3. Training and documentation delivery and
4. Support.

The project objectives are to:

1. Development of Mentor Master application according to functional requirements described in two documents delivered by NARR:

- JICA database 2015, and
- MentorMaster Relational Database Requirements Specification by Milan Šolaja.

In this project NARR would have an opportunity to jointly, with an Vendor, analyze the efficiency of your business processes, to assess the effectiveness of internal controls and the adequacy of information systems, and to identify potential improvements. We believe that potential improvements far outweigh the costs of this Project.

4 MentorMaster system proposal overview

The Mentor Master application will be set up on available web server in NARR as a web application. The system architecture is described at the following picture:

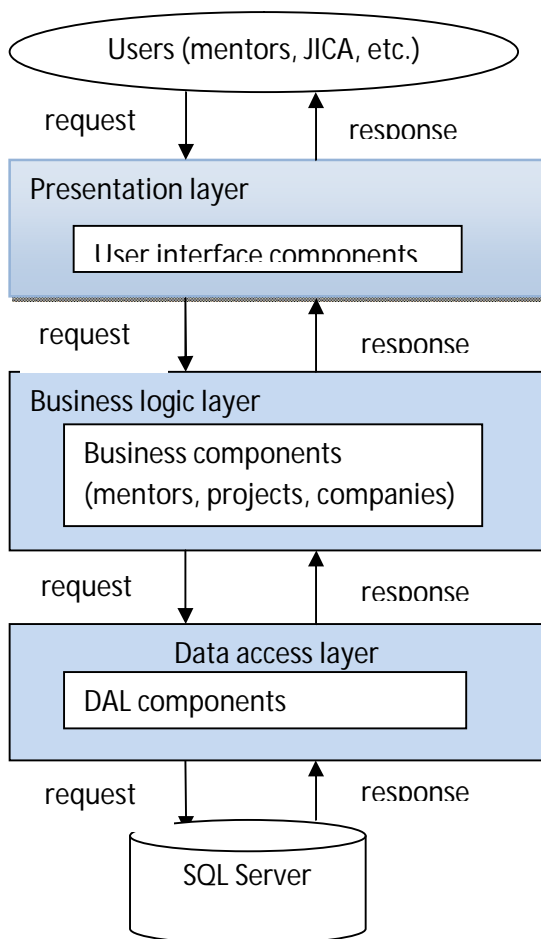


Figure 1 – System architecture overview

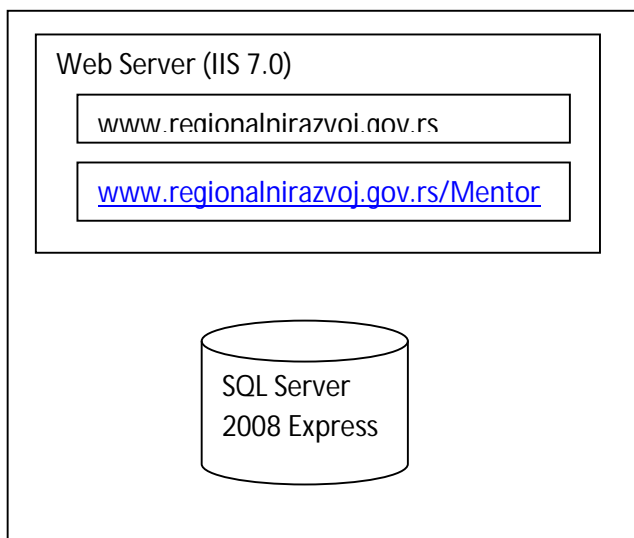


Figure 2 – Windows Server 2008

The Mentor Master application will be part of existing NARR website as sub website (www.regionalnirazvoj.gov.rs/Mentor/).

Hardware and software pre requisites for such described system which Vendor attends to develop will be as following described in table:

Table 1 – HW and SW preconditions for Vendor's proposal

Item	Description
Server	Existing server in NARR
Operating System	Windows Server 2008 (already installed in NARR) or higher version of its which update is free
Web Server	IIS 7.0 (already installed in NARR) or higher version of its which update is free
Database Server	SQL Server 2008 Express edition (already installed in NARR). We recommend upgrading to SQL 2014 Express. There's no additional cost for this upgrade.
Development tools	ASP.NET, Visual studio, Team Foundation Server

Note: there will be no need for buying additional licenses or hardware components. The whole new system is designed to fit and work on existing NARR's infrastructure.

According to NARR's backup procedure Vendor will developed automated schedule for database.

5 Our Project Approach

Keeping in mind the needs of the NARR and the importance of the identified project objectives, our proposal is to divide the project into 4 sub-projects:

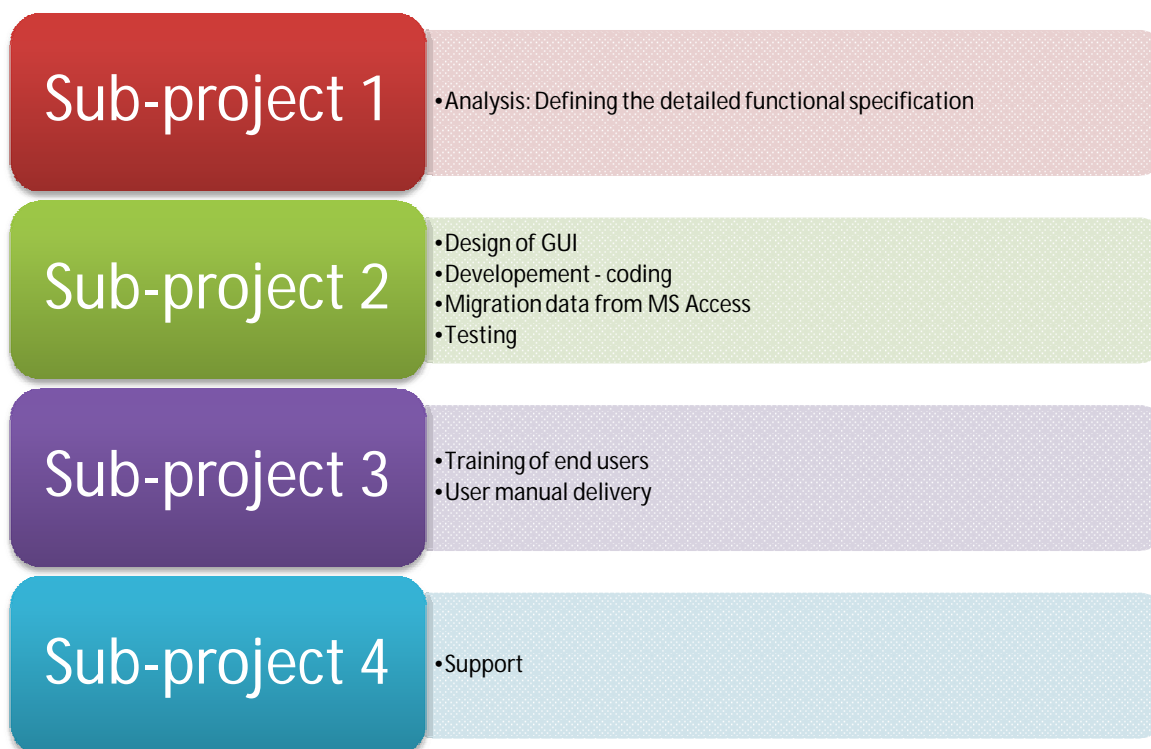


Figure 3 - Division of project into sub-projects

5.1 Sub-project 1: Defining the detailed functional specification

Sub-project Defining the Compliance Plan will be implemented in the following two phases:

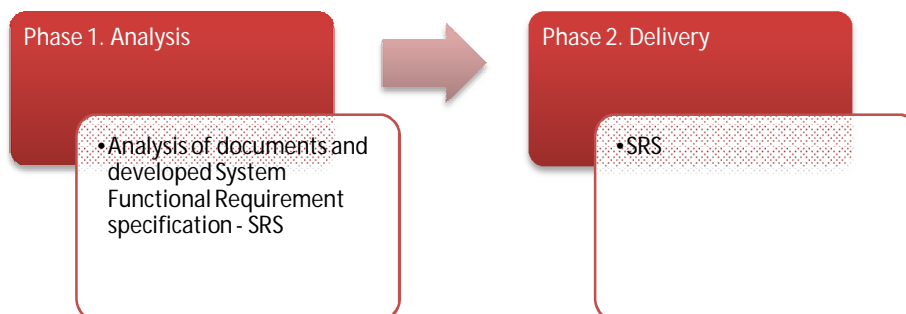


Figure 4 - Phases of the subproject defining the detailed functional specification

At the analysis phase, Vendor will study in detail following documents:

- JICA database 2015 document as XLS file, and
- MentorMaster Relational Database Requirements Specification by Milan Šolaja as DOC file.

Based on the results of the analysis phase, the development phase will first define priorities, and then a detailed project plan of scope, potential risks, quality plan, and communication plan.

The **deliverables** of this Sub-project will be the following documents:

- System requirement specification.

5.2 Sub-project 2: Design, development, migration, testing

Sub-project IT risk management will be implemented in the following three phases:

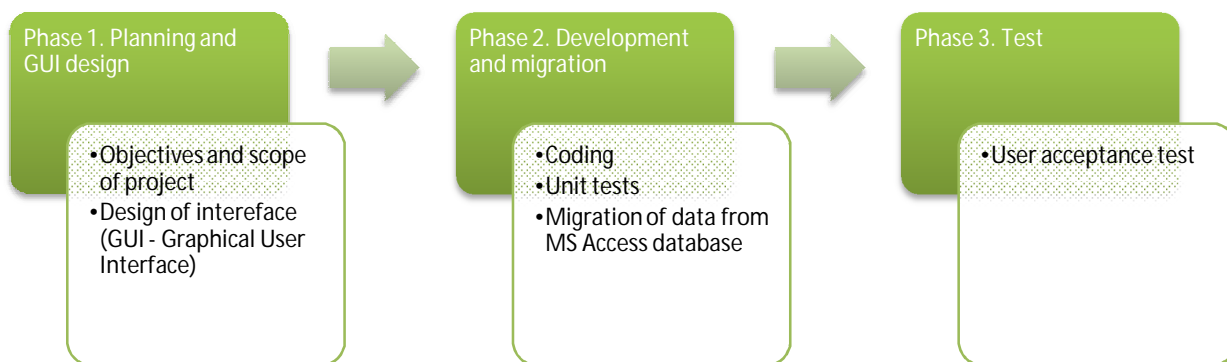


Figure 5 - Phases of the subproject design, development, migration and testing

The **deliverables** of this Sub-project will be the following:

- Developed Master Plan application
- User acceptance plan.

5.3 Sub-project 3: Training end users

Sub-project Information security will be implemented in the following three phases:

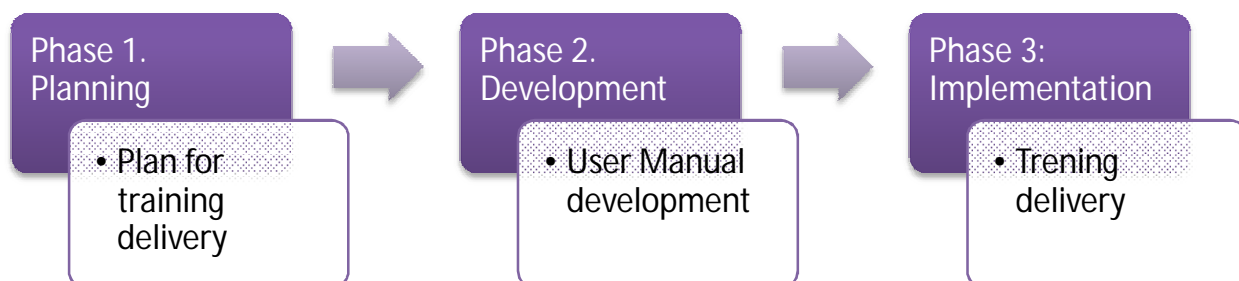


Figure 6 - Phases of the subproject training of end users

The **deliverables** of this Sub-project will be the following documents:

- User manual.

5.4 Sub-project 4: Support

Sub-project Support delivery will be implemented in the following phases:

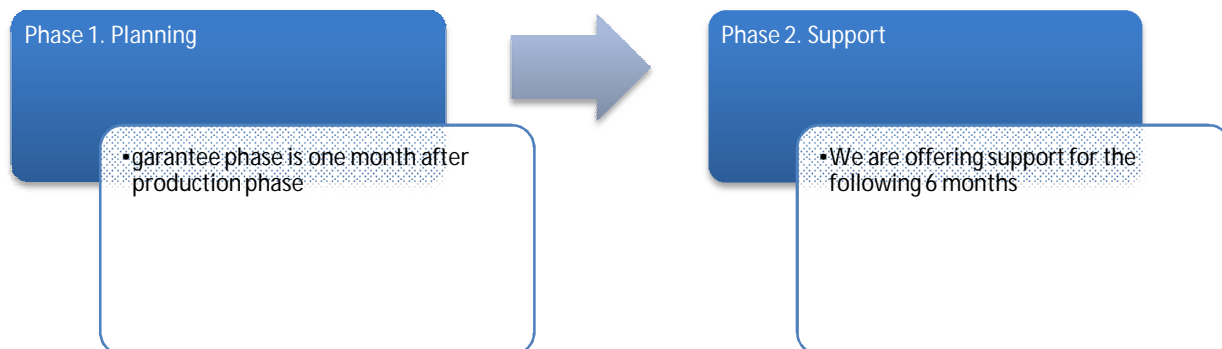


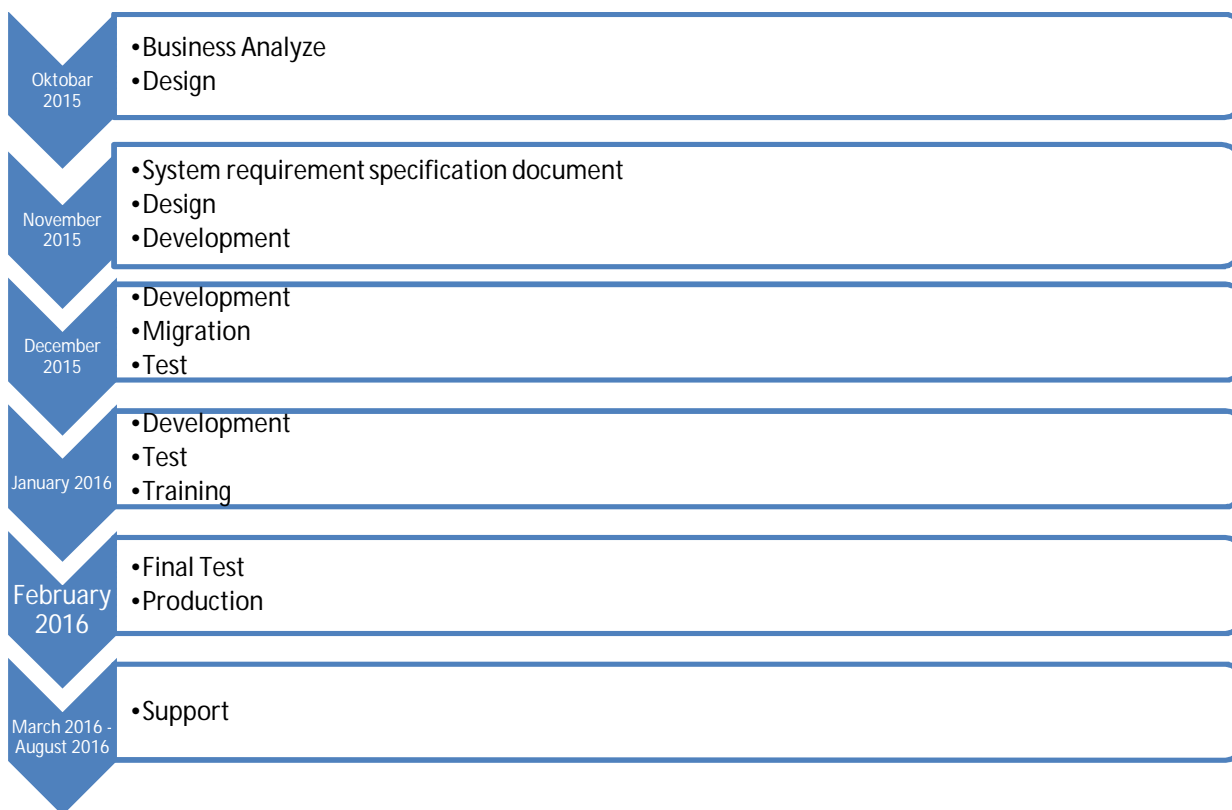
Figure 7 - Phases of the subproject Support

Note: The support plan is covering 2 c/d per each month which cannot be cumulative. During these 2 days Vendor could develop some basic functionality which could be done for 2 days per month. Vendor is going to open e-mail address dedicated fully for this application and integrated within Vendor's Helpdesk system.

After first 6 months expired of this supporting plan (approximately it will be on September 5th, 2016) Vendor is willing to sign additional SLA (Service level agreement) for the next year.

6 Preliminary Project Plan

The final project plan will be determined in agreement with NARR. Preliminary project plan is presented in the following table.



Please note, after User Acceptance test is signed that period of one month will be guaranteed period (if the project will be finished February 5th, 2016, and February 2016 is month as guaranteed period). According to this, support will start on March 1st, 2016 and will be for the next 6 months, expiring on September 5th, 2016.

7 Project Assumptions

7.1 NARR involvement

We recognize that careful planning is an important prerequisite for the success of this project. At the beginning of each sub-project, we will together with you set up an interview schedule, ensuring that NARR employees can make themselves available when required. Based on our experience from projects with similar complexity and short period of implementation, the active involvement of an NARR project manager is very important to the success of the Project.

In addition to the project manager, project would require active engagement of selected team of NARR, who know in detail business processes and information systems in NARR. We understand the commitment of your team to day-to-day business. Therefore we will ensure that we will keep the disruption of your daily activities to a minimum.

7.2 Project Assumptions

The following project assumptions have been made to develop our project proposal, estimate our engagement and calculate professional fees:

- The scope of this engagement is limited to the IT organization of NARR
- NARR staff will be available for scheduled interviews and the review of deliverables
- Interviews will be required with key representatives from all major departments, and with IT personnel to capture critical business processes and information, and to assess the risks facing the information systems
- NARR project team, and specially project manager, will be available on a timely basis for meetings, interviews and review of deliverables according to the finalized detailed project plan
- NARR will provide a project coordinator who will be responsible for scheduling all interviews, for assisting with the logistics of assembling required data and information requests, and overall coordination for the NARR project team
- The scope of the Project does not include testing of the backup procedures, since it involves the establishment of a secondary (DR) site, which is as a separate project
- The scope of the Project does not include consulting services related to the purchase of any hardware; such engagement may be subject of an additional project.

Should these assumptions prove to be incorrect or unachievable, it may be necessary for us to discuss with you the need to amend the approach, deliverables, timelines and fees for this project.

8 Our Project Team

We have carefully selected the following team to work on this project as they bring the mix of skills and experience that we believe would be indispensable on this assignment: hands-on, experience and project and change management skills. Informatika a.d. is using SCRUM methodology for SDLC (Software Development lifecycle).

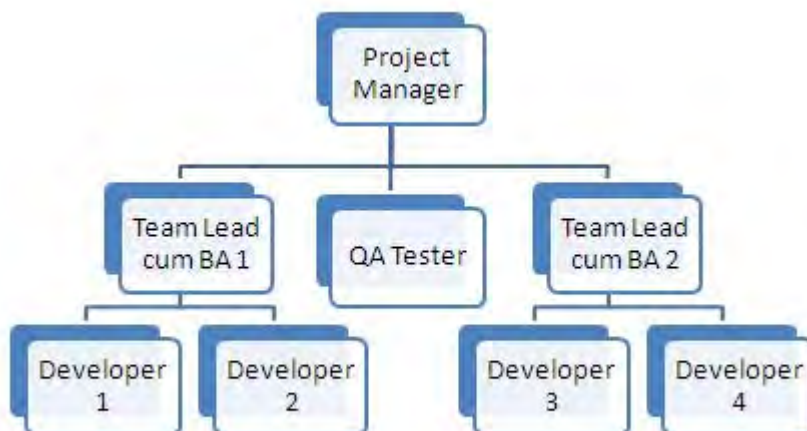


Figure 8 – Informatika a.d. software project team

Project Manager – Biljana Obradovic

Business Analyst – Vera Mirkovic

Solution Architect – Sladjan Milanovic

Graphical designer – Dejan Tasic

Developers – Mitrovic Zoran, Dragan Zdravkovic

Testers/Quality Assurance – Dejan Knezevic, Milan Simeunovic.

Note: CVs of proposed staff could be available per your request.



INFORMATIKA

Akcionarsko društvo za proizvodnju računarske opreme i informatički inženjering

9 Financial Part of the Proposal

Summary of these estimates by each of the proposed sub-projects is given in the following table (for more details please see the Chapter 6).

Table 2 - Estimation of the number of days needed by sub-projects

Sub-project	Estimation of the number of consultancy days
1. Business Analyze - SRS	15
2. Design, development, migration	30
3. Test	15
4. Training	1
5. Support	12
Total number of days/months:	61 days/3 months plus 12 days for 6 months Support

In this proposal, we have significantly reduced our standard billing rates based on our strong desire to work with NARR on this important project.

Note: *We did not put in table above 20 days, one month guarantee period for application stabilization. Final number of days Vendor will dedicate to this project is 61 for project, 20 days for guarantee period, and 12 days for support, which is in final 93 days that will be charged within proposed price below.*

Based on estimated number of required days, prices have been calculated for each of defined sub-projects and for the whole Project:

Table 3 - Project price

Sub-project	Sub-project price (in JPY)
1. Business Analyze (SRS document)	1,020,000
2. Design, development, migration, test	1,020,000
3. Delivery, Training, Support -Maintenance with help-desk working hours (2 c/d)	1,360,000
Total project price with VAT:	3,400,000

The price is quoted in JPY, but may be payable in Serbian Dinar according to NBS' official middle RSD exchange rate on the date of our invoice. The above quoted prices **do include Value Added Tax (VAT)**, which will be added in our invoices and charged to NRI.

Payment options will be agreed with NARR in advance. For Informatika a.d. would be fine that total amount will be compensated **after user acceptance test is signed and approved by NARR and JICA/NRI staff.**

10 References

Informatika a.d. in current year gathered the following references represented in the table in similar projects related to this:

Table 4 – Reference list

	Naručilac i sedište	Godina realizacije	Opis usluga
1	Min.finansija, Uprava za trezor, Beograd	2015	Usluga podrške I održavanja aplikativnog softvera za obračun zarada direktnih korisnika budžeta
2	Min.za rad, zapošljavanje, boračka i socijalna pitanja, Beograd	2015	Usluga nabavke softvera za Kanc.za brze odgovore: nadogradnja i funkcionalno unapređenje aplikacije za evidenciju poziva
3	UNDP, Beograd	2015	Izrada softverskog rešenja Portala NSRS za nadzor nad trošenjem javnih finansija
4	Poreska uprava, Beograd	2015	Održavanje internog portala Poreske uprave

11 Conclusions

Informatika a.d. is pleased to submit this proposal to provide Master Mentor development application services to NARR. In this project proposal we have included three important Information System Management areas which have been identified:

1. Analysis
2. Design, development, data migration, test
3. Training and documentation delivery and
4. Support.

All data and results obtained during this Project will be considered to be confidential and will be treated accordingly. At the beginning of the project we will signed the confidentiality agreement. Informatika a.d. is ISO/IEC 27001:2013 (Information security management system) certified.

We would like to thank you for the opportunity to present this proposal and we look forward to our cooperation in regards to this important engagement. We are confident that our team will exceed your expectations.

We believe our fees to be fair and appropriate to the scope of the work you have requested.

AGREEMENT

This agreement (hereinafter referred to as the "Agreement") is made and entered into this twentieth day of October, 2015 (hereinafter referred to as "Effective Date") by and between Nomura Research Institute, Ltd. (hereinafter referred to as "NRI"), a corporation organized and existing under the laws of Japan, with its office located at Marunouchi Kitaguchi Building, 1-6-5 Marunouchi, Chiyoda-ku, Tokyo 100-0005, Japan and Informatika a.d. (hereinafter referred to as "INFORMATIKA"), a corporation organized and existing under the laws of Serbia, with its head office located at Jevrejska 32, 11000 Belgrade, Republic of Serbia.

RECITALS

WHEREAS, NRI desires that INFORMATIKA develops the database "Mentor Master" for the project on establishment and promotion of mentoring service for small and medium enterprises in the west Balkans as more fully described herein, and
WHEREAS, INFORMATIKA is willing to perform said development of the database "Mentor Master" work pursuant to the terms and conditions of this Agreement.

NOW, THEREFORE, in consideration of the mutual covenants and agreements contained herein, the parties hereto hereby agree as follows:

ARTICLE 1 - SCOPE OF THE PROJECT

1.1 INFORMATIKA hereby agrees to develop the database "Mentor Master" (hereinafter referred to as the "Mentor Master" concerning the project on establishment and promotion of mentoring service for small and medium enterprises in the west Balkans in accordance with the terms and conditions herein set forth, and as contemplated by and more specifically described in the proposal entitled "project proposal mentor master application development" (hereinafter referred to as the "Proposal"). The Proposal is attached hereto, and is deemed to be incorporated as an integral part of this Agreement.

1.2 INFORMATIKA shall not commission or assign in any way any part of the Project to any agent or subcontractor without obtaining the prior written consent of NRI.

1.3 In conducting the Project it is agreed that INFORMATIKA shall not be acting

as, nor shall it hold itself out as, nor in any way be construed as, an employee, partner nor representative of NRI. INFORMATIKA does not have the authority and/or power, nor will it represent that it has the authority and/or power, to bind NRI or to assume or create or intend to create any obligation or responsibility, expressly or implied, on behalf of NRI or in NRI's name.

1.4 INFORMATIKA shall not use the name of NRI in any of its advertising, sales promotional or publicity materials, without the prior written consent of NRI.

ARTICLE 2 - DELIVERY OF MENTOR MASTER

2.1 INFORMATIKA shall complete the Project and deliver Mentor Master database (hereinafter referred to as the "Mentor Master") to NRI on or before the seventh of February, 2016 (hereinafter referred to as the "Delivery Date").

2.2 In the event that INFORMATIKA determines that it will not be able to meet the Delivery Date specified in Article 2.1 above, INFORMATIKA shall inform NRI of the likelihood of a delay at least [90 days] prior to said Delivery Date. In this event, the Parties will discuss a possible extension of the Delivery Date, and a revision in the fee, if any, to be paid under the terms of Article 3 below.

2.3 NRI shall review the Mentor Master within [20 days] of its receipt thereof. If NRI determines that the Mentor Master does not comply, in whole or in part, with the requirements, terms and conditions set out herein or as more specifically described in the Proposal, NRI may require INFORMATIKA to revise, redo or recreate at INFORMATIKA's cost those portions of the Mentor Master which do not comply with said requirements, terms and conditions. Upon the completion of the Mentor Master in a manner satisfactory to NRI, NRI shall issue a certificate to INFORMATIKA (hereinafter referred to as the "Completion Certificate") indicating that NRI has accepted the Mentor Master and that INFORMATIKA has discharged its obligations under the terms of this Agreement, subject to the terms of Article 5.2 and 5.3 below.

2.4 INFORMATIKA shall deliver the Software Requirements Specification (hereinafter referred to as "SRS") to NRI on or before the twenty fourth of November, 2015. NRI shall review the SRS within [15 days] of its receipt and follow the same manner as written in Article 2.3

2.5 INFORMATIKA shall deliver the Test version of Mentor Master to NRI on or before the twenty second of January, 2016. NRI shall review the Test version of Mentor Master within [15 days] of its receipt and follow the same manner as written in Article 2.3

ARTICLE 3 - FEE

3.1 The fee for the Project (hereinafter referred to as the "Fee") is three million four hundred thousand (3,400,000) Japanese Yen. INFORMATIKA shall bear all taxes arising out of this Agreement, including, without limitation, sales tax, consumption tax, value-added tax, usage tax, withholding tax or other similar tax, all levies or other charges imposed directly or indirectly on NRI by the authorities in Serbia and Japan in connection with the Fee.

3.2 Immediately upon, hereof, and in no case later than thirty (30) days after the acceptance of the SRS, NRI shall pay one million twenty thousand (1,020,000) Japanese Yen to INFORMATIKA. In case that the report by INFORMATIKA contains defects, NRI shall have the right to suspend the acceptance of the report and/or the payment to INFORMATIKA under this article 3.2 until INFORMATIKA corrects such defect of the report.

3.3 Immediately upon, hereof, and in no case later than thirty (30) days after the settings of the Test version of Mentor Master, NRI shall pay one million twenty thousand (1,020,000) Japanese Yen to INFORMATIKA.

3.4 Immediately upon, hereof, and in no case later than thirty (30) days after the acceptance of the Mentor Master, NRI shall pay one million three hundred sixty thousand (1,360,000) Japanese Yen to INFORMATIKA. In case that the Mentor Master contains defects, NRI shall have the right to suspend the acceptance of the report and/or the payment to INFORMATIKA under this article 3.4 until INFORMATIKA corrects such defect of the report.

ARTICLE 4 - CONFIDENTIALITY

4.1 INFORMATIKA recognizes that the disclosure of NRI's name, the purposes for which NRI has engaged the services of INFORMATIKA, or the terms of the Proposal and this Agreement may prejudice NRI's interests, and therefore INFORMATIKA agrees to conduct and perform the Project confidentially and discretely, and further agrees to disclose neither the name of NRI, nor the purposes for which NRI has engaged the services of INFORMATIKA, nor the terms contained in the Proposal and this Agreement to any third party without the prior written consent of NRI. INFORMATIKA agrees to properly obligate its officers, employees, consultants, advisors, contractors and agents to maintain such confidentiality in the work to be

performed, and agrees to indemnify, protect, and hold harmless NRI from any damages resulting from any failure on the part of such officers, employees, consultants, advisors, contractors and agents to maintain such confidentiality.

4.2 INFORMATIKA shall keep secret and confidential any material or information supplied to it by NRI for the purpose of performing the Project. Said material or information shall only be used for the performance of the Project and shall not be used for any other purpose whatsoever. INFORMATIKA hereby acknowledges that any such material or information so supplied to INFORMATIKA by NRI shall remain the exclusive property of NRI. Upon the completion of the Project, or the termination of this Agreement, whichever is earlier, INFORMATIKA shall at its cost return to NRI any materials or information supplied by NRI, together with any copies thereof, without delay.

4.3 INFORMATIKA shall not disclose, in whole or in part, any of the findings, results and/or information presented and/or contained in the SRS, Test version of Mentor Master and Mentor Master to any third party without the prior written consent of NRI.

4.4 The provisions of this Article 4 shall survive the termination of this Agreement.

ARTICLE 5 -REPRESENTATIONS, WARRANTIES AND INDEMNITIES

5.1 INFORMATIKA represents and warrants that it has all the professional skills and competence required to carry out the Project, and agrees to exert its best professional skills and efforts to complete the Project in accordance with the terms and conditions of this Agreement.

5.2 INFORMATIKA represents and warrants that the findings, results and/or information presented and/or contained in the SRS, Test version of Mentor Master and Mentor Master shall be accurate and truthful. Notwithstanding the terms of Article 2.3, 2.4 and 2.5 above, and even if a Completion Certificate has been issued by NRI to INFORMATIKA, if any material error in the Mentor Master is found following the completion thereof, INFORMATIKA shall redress said error free of charge.

5.3 INFORMATIKA represents and warrants that the findings, results and/or information presented and/or contained in the SRS, Test version of Mentor Master and Mentor Master shall not infringe any rights of any third party with regard to copyrights or otherwise. INFORMATIKA agrees to indemnify, protect and hold harmless NRI and NRI's directors, officers, employees, or agents against any and all

actions, suits, claims, demands, or prosecutions that may be brought or instituted against NRI by any third party alleging that the findings, results and/or information presented and/or contained in the SRS, Test version of Mentor Master and Mentor Master infringes the rights of such a third party in any way whatsoever.

ARTICLE 6 - ASSIGNMENT

Neither Party shall be entitled to assign any of its rights under the terms of this Agreement, nor pledge the accounts due under the terms of this Agreement, to any third party without the prior written consent of the other Party.

ARTICLE 7 - COPYRIGHT

7.1 The Parties hereby agree that any and all rights to the SRS, Test version of Mentor Master and Mentor Master, including copyrights, shall belong to NRI. For greater certainty, INFORMATIKA hereby assigns, transfers and sets over to NRI all of the right, title and interest for the entire world in and to the SRS, Test version of Mentor Master and Mentor Master and the copyright and any other intellectual property rights therein, to have and to hold the same unto NRI, its successors and assigns, for and during the existence of any copyright and renewals or extensions thereof which may be secured under the laws of any country or jurisdiction, together with all causes of action for infringement and the right to sue therefor.

ARTICLE 8 - TERMINATION

8.1 Each party shall be entitled to terminate this Agreement immediately upon a written notice to the other party if the other party commits a material breach of any its obligation under this Agreement and in the case of a breach, which is capable to remedy, fails to remedy within thirty (30) days after having received the other party's written notice of such breach.

8.2 Each party shall be entitled to terminate immediately without a prior notice if any of the following events occurs to, or is committed by, the other party:

- a. suspension of payment, provisional attachment, attachment, auction, bankruptcy, appointment of a receiver, commencement of corporate reorganization proceedings, commencement of arrangement of company, application of special liquidation or application of a petition for any other

insolvency process;

- b. being subject to suspension of business by clearing house;
- c. being subject to process for taxes, levies or other charges in arrears; or
- d. resolution of dissolution, merger, consolidation, or assignment for the benefit of its creditors.

ARTICLE 9 – WAIVER

Any failure of either Party to enforce at any time, or for any period of time, any of the provisions of this Agreement shall not be construed as a waiver of such provisions, or of any obligations, or of the right of such Party thereafter to enforce each and every such provision.

ARTICLE 10 – NOTICES

All notices, requests, demands and other communications required or permitted under this Agreement shall be in writing unless otherwise specified in this Agreement and shall be deemed to have been duly made and received when personally served, or five (5) days after being mailed by first class mail, postage prepaid, to the address indicated below:

- (a) For NRI:

Name: Mr. Hirofumi Tatematsu

Address: Marunouchi Kitaguchi Building, 1-6-5 Marunouchi, Chiyoda-ku,
Tokyo 100-0005, Japan

Phone No.: (+81) 80-5884-2469

- (b) For INFORMATIKA:

Name: Milan Gligorijevic

Address: Jevrejska 32, 11000 Belgrade, Serbia

Phone No.: (+381 11) 3215-245 Fax No.: (+381 11) 3215-322

ARTICLE 11 - GOVERNING LAW

This Agreement is made under and shall be construed in accordance with the laws of Japan.

ARTICLE 12 - SETTLEMENT OF DISPUTES

12.1 In the event any dispute arises out of and/or in relation to this Agreement, the Parties will endeavor to settle such dispute amicably.

12.2 All disputes differences or claims, which the Parties are not able to resolve by mutual agreement, arising out of or relating to this Agreement, its performance or termination shall be settled and finally determined by arbitration. The arbitration shall be conducted in Tokyo pursuant to the Commercial Arbitration Rules of the Japan Commercial Arbitration Association in English and under the laws of Japan. The award rendered by the arbitrator(s) shall be final and binding upon the Parties and enforced in accordance with the applicable laws.

ARTICLE 13 - SEVERABILITY

13.1 In the event that any part of this Agreement shall be held illegal, void or ineffective under any provision of applicable law, the remaining portions hereof shall remain in full force and effect.

13.2 If any of the terms or provisions of this Agreement are in, or later come into, conflict with any applicable statute or rule of law, then the terms or provisions shall be deemed inoperative only to the extent that they may conflict therewith and shall be modified or deemed modified to conform with such statute or rule of law.

13.3 In the event that the terms and conditions of this Agreement are materially altered as a result of Articles 13.1 and 13.2 hereof, the Parties shall in good faith renegotiate the terms and conditions of this Agreement to solve any inequities.

ARTICLE 14 - ENTIRE AGREEMENT

This Agreement represents the entire agreement between the Parties with respect to the subject matter of this Agreement, and supersedes any previous agreements or proposals, whether written or oral, between the Parties hereto.

IN WITNESS WHEREOF, the Parties have caused this Agreement to be executed by their duly authorized representatives as of the date first written above.

NOMURA RESEARCH INSTITUTE, LTD.

Informatika a.d

By: [Signature]

Date: 19. 11. 2015

By: [Signature]
Date: 19. 11. 2015



A circular blue stamp with the text "AKCIONARSKO DRUŠTVO INFORMATIKA BEOGRAD" around the perimeter. Inside the circle, there is a signature and the date "19. 11. 2015".



System Requirements Specifications (SRS)
Mentoring Master database

Version 1.4 (Final)

November 2015



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Change Record

Version	Date	Author	Summary of Change
1.0	November 2nd, 2015	Biljana Obradovic	Initial Version First Draft
1.1	November 10 th , 2015	Sladjan Milanovic	Add explanations related to old database and roles' privileges
1.2	November 22 nd , 2015	Biljana Obradovic	Final draft version
1.3	November 25 th , 2015	Sladjan Milanovic Biljana Obradovic	Added changes related to system settings, risk description, etc.
1.4	November 30 th , 2015	Sladjan Milanovic Biljana Obradovic	Final version



1 Introduction

1.1 Executive Summary

This document describes the software system functional and non-functional requirements (SRS) for the Mentor Master product.

The purpose of this document is to define the requirements gathering process used to elicit requirements from the product stakeholders, to define the overall vision and goals of this new product, and to list those functional and non-functional requirements that are essential to the success of this product.

This document was prepared with the understanding that establishing the proper vision and business objectives of new software product and the proper documentation of a consistent, robust, well understood, and complete set of functional and non-functional requirements is essential for product success.

The system will be built following Informatika a.d. a.d. Unit Quality Management procedures. A comprehensive system test plan will be produced by Informatika a.d. a.d. and used to verify that the system conforms to its requirements prior to delivery. Upon delivery, the JICA/NRI consultants' team will be responsible for verifying that the system is fit for its intended purpose. Informatika a.d. a.d. will provide training and continue to support the system for the duration of the following six months (up to September 5th, 2016).

1.2 Scope

This document describes the Mentor Master system overview, as proposed by the Informatika a.d. a.d.. The document has been put together as a direct result of the requirements analysis exercise that was held in Belgrade within NARR and NRI Japan teams between the October 21st and November 20th 2015, and should be referred to in conjunction with the old Mentoring Master system that was presented during the requirements assessment work sessions.

All items described in this document, once accepted, will constitute the contracted scope of work between the JICA/NRI program team and Informatika a.d. a.d. The SRS forms the base for traceability as the system is developed and the system will be built in accordance with the accepted version of SRS.



1.3 Definitions and abbreviations

Term

JICA

NARR/NARD

NRI

RA/RDAs

PSD

Definition

Japan International Cooperation Agency
National Agency for Regional
Development, in Serbian Nacionalna
Agencija za Regionalni Razvoj

Nomura Research Institute

Regional Agency/Regional Development
Agency

Private Sector Development



2 Requirements

2.1 General

- **Programs:** There are 3 program types with no the possibility of cross cutting projects.
- **Language:** The official language of Mentoring master database will be **Serbian in latinic alphabet.**
- **Location:** defined in term of Region/City/Community.
- **Agency:** The main location entity
- **Mentor:** Mentor is the person who helps SMEs to keep running operations and develop themselves through mentoring
- **Beneficiary:** Beneficiaries of mentoring service are SMEs, clusters, business associations and institutions in the field of business development, who are the source of dynamism of nationwide economic development
- **Security Features::** SSL encryption, Login/password authentication; User Administration; Privilege Administration; Password Administration; Access Tracking, and Session Timeout
- **Session Timeout:** 60 minutes
- **Login issues:** The system will track when the user was last login in terms of date and time.



3 General menu

The new system will be organized in the main menu which will consist of the following sections:

Project	Know-how	Reports	General Settings	Administrations Settings	Help
<ul style="list-style-type: none"> •Search/Edit •New project 	<ul style="list-style-type: none"> •Search/Edit • New know-how 	<ul style="list-style-type: none"> •Cumulative report •Summary report per program implementation 	<ul style="list-style-type: none"> •Program •Program implementation •Source of financing •Agency •Location •Beneficiary type •Mentor •Know how theme •Expertise •Certification award type 	<ul style="list-style-type: none"> •User and role management •Change password •Logout •About 	<ul style="list-style-type: none"> •User guideline

Picture 1 – Mentor Master main menu overview

The content of each menu in details will be described in following sections.

Note: NARRD Admin role will only see General settings and Administration setting menu.

3.1 Data entry forms related to Mentoring project

Description: “There are a lot of challenges which SMEs have to deal with, but it is impossible for the SMEs to solve them all. In a severe competition, the most important thing for SMEs is to find out the key to success for their business and to focus on it in order to keep running and/or improving their operation and develop themselves. “Mentoring is to identify the most important point within the company, and lead the SME focus its management resources towards it.” “

The system will specify described above thought-out project data entry forms for new project, beneficiary details, and reports (kick off, diagnoses 1-2-3, follow up letter, and completion).

3.1.1 Add new project

Description: This section described in details all forms related to Projects in a new Mentor Master database, which means all data entry forms related to specific. The system will be able to allow that user with specific user rights (in the system is named Mentor role) to add a new mentoring project into the system. The Agency will be automatically



selected according to Mentors' name according specify linkage Menotor-Agency from the Mentor profile form.

3.1.2 Add general project details

The following data/fields will be displayed in this data entry form:

1. **Program data** – the user will be able to choose a program (**program implementation - public call**) from the dropdown list entered thought General Setting. The dropdown list will show only active programs (definition of active program will be set up in General settings and the system will pull out this information according to information of the current date which should be between start date and end date of the program implementation definition).
2. **Agency data** - the user will be able to choose an agency from the dropdown list, and it will contain data based on the following criteria: mentor must be assigned to the specific agency (there will be defined linkage between Mentor-Agency specified thought General Setting). Moreover, the agency should be attached to specific program which is defined by public call published on official NARR website.
3. **Mentor data** – user/Mentor will be able to enter the projects' as well as he/she will be able to assign more mentors to the project. All mentors will have equal permissions related with project data entry forms, which means also that all mentors will be able to change/edit project related data.
4. **Source of financing data** - the user will be able to choose a source of financing from the dropdown list, which will contain only Source of financings assigned to specific program.
5. **Year of project** - the system will allow to user to enter a year of the project. The filed validation will be in dates range to start year (start date) and end year (end date) of the program implementation.
6. **Status of project** - the user will be able to choose one the following projects' states: in progress, completed, and not completed. Those states will be used for the reporting purposes.
7. **Project is locked for editing (checkbox)** - Only NARD Admin will be able to lock/unlock project for editing.
8. **Attachments** – Mentors will be able to add files related to specific beneficiary, like photos, word of beneficiary, etc. The formats which will be supported are pdf, jpg, doc, xls, ppt.

In System settings->Program Implementation part will be check box for lock/unlock editing projects by Mentors. This option will be available only to NARR Admin role.



3.1.3 Add Beneficiary details

Description: “Beneficiaries of mentoring service are SMEs, clusters, business associations and institutions in the field of business development, who are the source of dynamism of nationwide economic development.”

Beneficiaries of mentoring service are categorized in mature and start-up companies.

- a) Mature type is the SME that challenges further improvement and development of its businesses.
- b) Start-up type is the SME which has started the business within the last three years
- c) Cluster type.

Those beneficiary types will be set up in General setting. According to preselected type of the beneficiaries the system will pop up the different data entry forms in the area of Diagnoses reports.

Beneficiary general data

The following fields in the beneficiary data entry form Mentor needs to enter into the system:

- a) Beneficiary ID (Registry number/ in Serbian named Matični broj)
- b) Beneficiary type (user will be able to choose it from the dropdown list)
- c) Beneficiary Name
- d) Beneficiary Address
- e) Beneficiary Owner
- f) Person In Charge
- g) Beneficiary Telephone
- h) Beneficiary E- mail
- i) Date Of Foundation
- j) Sector/Activity (in Serbian will be delatnost (Sektor/Oblast/Grana/Grupa))
- k) Stated Capital
- l) Number Of Employees
- m) Branches Shops Workshops
- n) Past Support From Gov/Source of financings ((Year, Type, Amount))
- o) Organizational Structure
- p) General Description Of The Business Main Product.

Moreover, in case that Beneficiary data already existing in old database the new system will inform on this Mentor who will try to entry it as the new one (this will be recognized according to Beneficiary Id). The beneficiary data will be automatically filled into the Beneficiary data entry form, including data related to the previous project in which Beneficiary was involved.

The form from the old data base related to this data was as following:

PROFIL PREDUZEĆA

Agencija: LO
 Godina: 2015
 Donator: JICA Mentor: Pera Mentor Nivo: 4

Matični br.: 56546646 Naziv: _____
 Direktor: _____

Adresa: _____ Osnovano: 0

	2014	2013
Broj zaposlenih:	0	0
Uplaćeni kapital:	0.00	0.00
Prodaja:	0.00	0.00
Neto profit:	0.00	0.00
Ukupna dobit:	0.00	0.00
Ukupne obaveze:	0.00	0.00
Pozajmice:	0.00	0.00

Telefon: _____
 Faks: _____
 Email: _____
 Web: _____
 Sektor: _____
 Podsektor: _____
 Oblast: _____
 Odeljenje/prodavnica/radionica/magacin: _____

Istorijat: _____

Prethodna pomoć? Od koga? _____
 Proizvodi/usluge: _____

Broj dobavljača i glavni dobavljači: _____

	2014	2013
Bruto profit od prodaje:	0.00	0.00
Kroz radio prodaje %:	0.00	0.00
Poslovni profit:	0.00	0.00
Kroz radio prodaje %:	0.00	0.00
Redovni profit:	0.00	0.00
Kroz radio prodaje %:	0.00	0.00
Prodaja po zaposleno:	0.00	0.00

Broj kupaca i glavni kupci: _____

Organizaciona struktura: _____

Poslovno okruženje (konkurencija, prednosti...): _____

Karakteristike i problemi u poslovanju: _____

Picture 2 – The screenshot of company profile from old Mentor Master database

The new system will not follow the same structure in terms of fields' content as well as the design (Graphical User Interface GUI) will be also improved.

Reports as data entry forms related to project

The reports need to be submitted from Mentor to NARD in the 3 stages within the Mentor Master database.

1. When the mentor starts mentoring activities:
 - Kick-off report

2. When the mentor finished diagnosis stage and have created the action plan:

The Diagnosis Report consists of 3 parts. 1 and 3 are the common forms, whereas 2 needs to be selected based on the type of the beneficiary.



- Diagnosis Report

3. When the mentor finished the mentoring process:

- Wrap up Report
- Completion Report.

Kick off report

Description: Based on the application and the initial interview, mentors are required to create “Kick-off Report”, as a summary of company information described in *Beneficiary general data* section above.

The system will allow option to print out this report in PDF format in form similar like in the following picture:

Picture 3 – The screenshot of Kick off report layout



Diagnoses reports

Description: Based on the interview and analysis, mentors are required to create “Diagnosis Report”, as the summary of the current situation of the beneficiary.

Diagnosis reports clarify the most important goal and practical actions for the beneficiaries to grow their business. The diagnosis report will be the map for beneficiary to decide the actions to be taken.

In the Diagnosis Report, mentors need to summarize diagnosis phase with the following 3 forms.

Diagnosis Report 1

Description: “Even though the owners tend to start the discussion from the status quo, the mentor needs to remember that having the vision in your mind is very important to increase the growth speed of the beneficiary. Some people believe the vision waits for them at the end of the road, as the result of the effort. But other people think that it should be the starting point, it should be visualized from the first and one should always keep it in mind.

The vision can be categorized into these three types:

- Long-term - 3-5 years after
- Middle-term - 2-3 years after
- Short-term - Mentoring period

The ideal goal contains “SMART” factors, which means Specific, Measurable, Achievable, Realistic, and Time-bounded. The mentor and the beneficiary need to consider the goal first and reconsider it based on the result of the analysis at the end of the diagnosis phase.”

General data related to Diagnoses Report 1 which need to be entered are the following:

1. Completion Date
2. Vision Short-term
3. Vision Middle-term
4. Years After_ Vision Middle
5. Long Middle-term
6. Years After_ Vision_Long
7. Background / Additional information of the items.

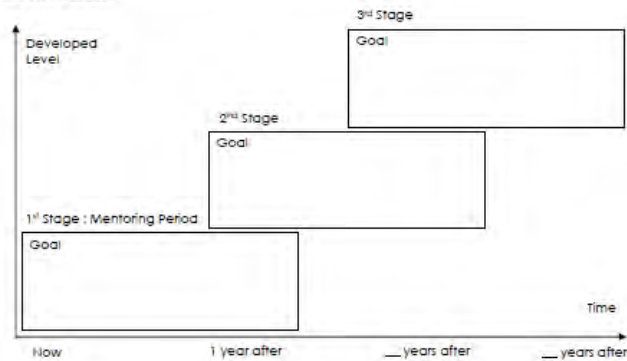
The system will allow option to print out this report in PDF format in form similar like in the following picture:

Diagnosis Report 1

Date _____

This is a tool for clarifying the most important goal and the practical action plan to realize it. You need to submit this document with Diagnosis report 2 and 3.

1. Future Vision



Background / Additional information of the items

Picture 4 – The screenshot of Diagnoses 1 report layout

Diagnosis Report 2

Description: Mentors should use either form of “Diagnosis Report 2 for mature SMEs” or “Diagnosis Report 2 for start-ups” in order to analyze the current situation. These outputs are explained in the guideline for Mature SMEs / Start-ups/Cluster.

- **Diagnosis data 2** data (related to Start-up as beneficiary type)

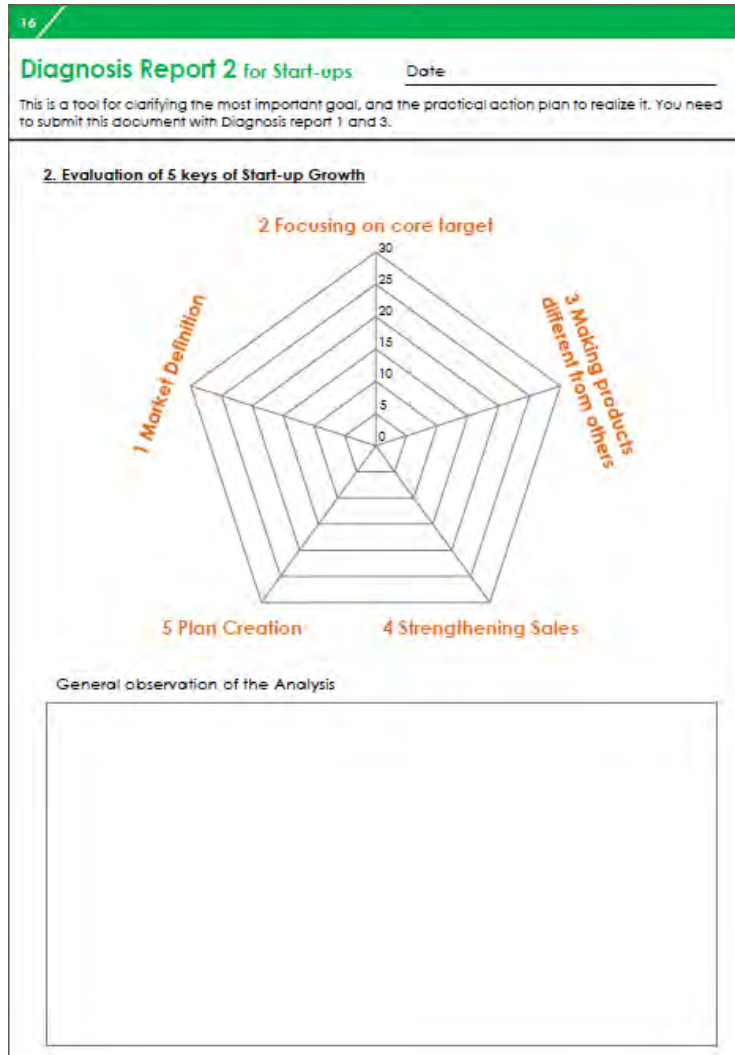
1. Completion Date

KeyName	Value
Market definition	
Focusing on core target	
Making products different from others	
Strengthening sales	
Plan creation	

The Value field will be number field type for specific range from 3 to 30.

2. General observation of the Analysis

The system will allow option to print out this report in PDF format in form similar like in the following picture:



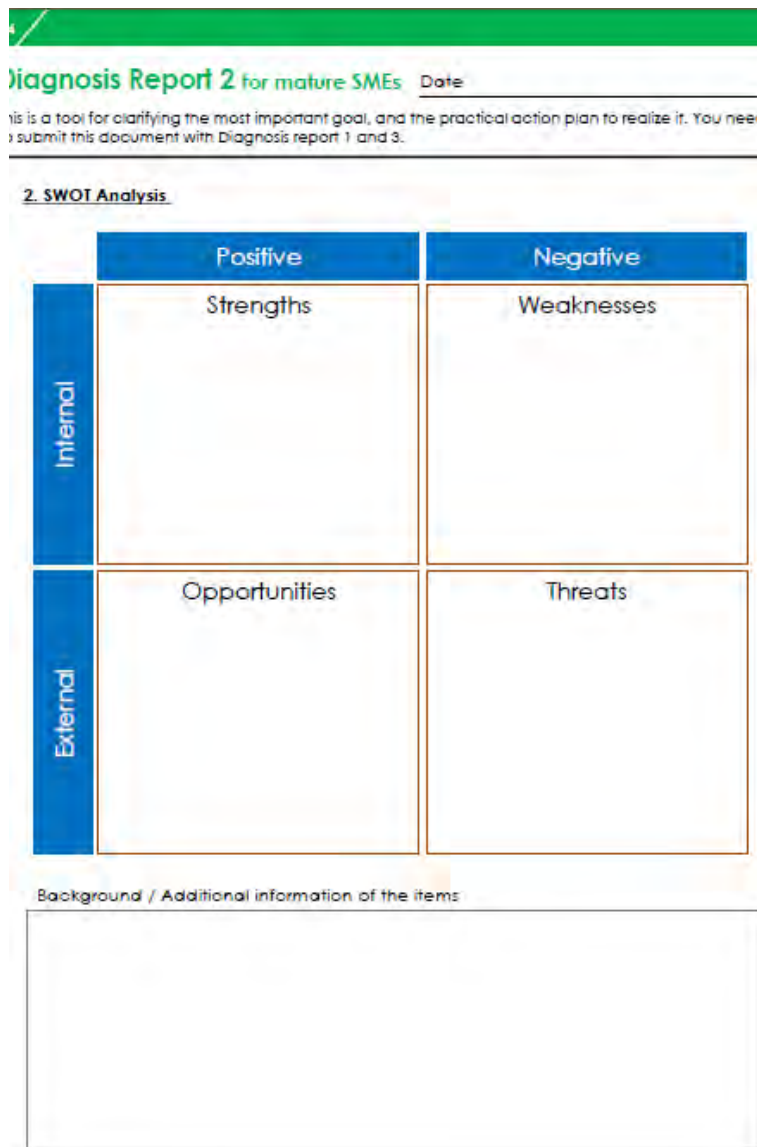
Picture 5 – The screenshot of Diagnoses 2 for start ups report layout

Diagnosis data 2 (related to SME (Small and medium enterprises) and Cluster as beneficiary type) data entry fields are described as following:

1. Completion Date
2. SWOT
 - a. Strengths
 - b. Weaknesses
 - c. Opportunities

- d. Threats
- 3. Background / Additional information of the items
- 4. Cross SWOT
 - Strengths / Opportunities
 - a. Strengths / Threats
 - b. Weaknesses / Opportunities
 - c. Weaknesses / Threats
 - d. Background / Additional information of the items.

The system will allow option to print out this report in PDF format in form similar like in the following picture:



Diagnosis Report 2 for mature SMEs Date: _____

This is a tool for clarifying the most important goal, and the practical action plan to realize it. You need to submit this document with Diagnosis report 1 and 3.

2. SWOT Analysis

	Positive	Negative
Internal	Strengths	Weaknesses
External	Opportunities	Threats

Background / Additional information of the items

Picture 6 – The screenshot of Diagnoses 2 for mature SMEs report layout



Diagnosis Report 3

Description: “Based upon the goal and the current situation, the mentor can specify the action plan to achieve the goal.

Action plan for both the mentor and the beneficiary should be specified because,

- 1) the mentoring is a joint work with the mentor and the beneficiary,
- 2) the mentor and the beneficiary have different responsibilities and functions towards achieving the goal.”

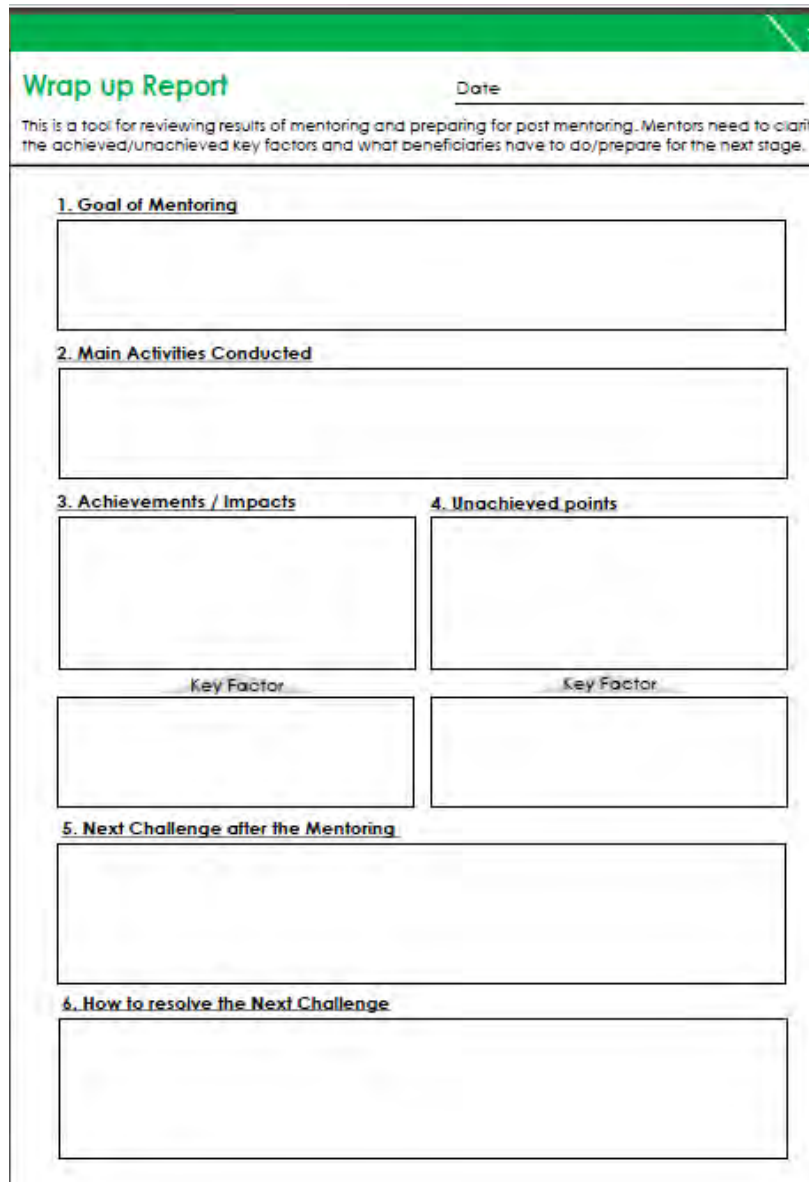
Diagnosis report 3 data entry fields are described as following:

1. Completion Data
2. Challenges to be focused on in the 1st stage
3. Action Plan - follow up table:
 - a) Date for Completion
 - b) Description of Actions
 - c) Person in Charge
 - d) Hours Needed

The system will allow option to print out this report in PDF format in form similar like in the following picture:

- 8. Next Challenge after the Mentoring
- 9. How to resolve the Next Challenge.

The system will allow option to print out this report in PDF format in form similar like in the following picture:



Wrap up Report Date _____

This is a tool for reviewing results of mentoring and preparing for post mentoring. Mentors need to clarify the achieved/unachieved key factors and what beneficiaries have to do/prepare for the next stage.

1. Goal of Mentoring

2. Main Activities Conducted

<p>3. Achievements / Impacts</p> <div style="border: 1px solid black; height: 40px; width: 100%;"></div>	<p>4. Unachieved points</p> <div style="border: 1px solid black; height: 40px; width: 100%;"></div>
<small>Key Factor</small>	<small>Key Factor</small>
<div style="border: 1px solid black; height: 40px; width: 100%;"></div>	<div style="border: 1px solid black; height: 40px; width: 100%;"></div>

5. Next Challenge after the Mentoring

6. How to resolve the Next Challenge

Picture 8 – The screenshot of Wrap Up report layout



Completion report

Description: “At the end of mentoring, mentors are required to prepare completion report. The main objectives of the report are:

- 1) to formalize the completion of mentoring,
- 2) to proceed the final payment of mentoring service fee,
- 3) to evaluate the implementation of mentoring service,
- 4) to improve the service, and
- 5) to share the experiences and findings with other mentors.

The reports are required to be submitted to NARD within 10 days from the wrap up session.”

Completion Report data entry fields are described as following:

1. Completion Date
2. Beginning Date
3. Ending Date
4. Activities on project - follow up table
 - Date
 - Description
 - Mentor name
 - Hours

Extra Activities on project:

- Date
 - Description
 - Mentor name
 - Type of activity (pro bono/paid)
 - ShowInReport (yes/no)
 - Hours
5. Beneficiary’s Satisfaction Score will be in dropdown list with following values :1 - Poor 2 - Fair 3 - Good 4 - Very Good 5 – Excellent
 6. Beneficiary’s Satisfaction Description
 7. Important Learning and Matters to be shared with other Mentors
 8. Comments / Remarks from Mentor.

The system will allow option to print out this report in PDF format in form similar like in the following picture:

Completion Report

Date _____

This is a tool for getting approval to complete mentoring and sharing information with other mentors in order to improve the quality of mentoring services.

1. Duration of Mentoring

From		to		[months)
------	--	----	--	---	--	---------

2. Mentor Activities Description and Hours

Date	Description	Hours
Total hours		

3. Beneficiary's Satisfaction

1 - Poor 2 - Fair 3 - Good 4 - Very Good 5 - Excellent

<table style="width: 100%;"> <tr> <td style="width: 20%; text-align: center;">1</td> <td style="width: 20%; text-align: center;">2</td> <td style="width: 20%; text-align: center;">3</td> <td style="width: 20%; text-align: center;">4</td> <td style="width: 20%; text-align: center;">5</td> </tr> <tr> <td style="text-align: center;">Low</td> <td colspan="3"></td> <td style="text-align: center;">High</td> </tr> </table>	1	2	3	4	5	Low				High	
1	2	3	4	5							
Low				High							

4. Important Learning and Matters to be shared with other Mentors

5. Comments / Remarks from Mentor

Picture 9 – The screenshot of Completion report layout

In this report will be place for signatures of Mentor and Director of RA, which means that when Director of RA signed it, then he/she should change Project status from In Progress into status Completed. In project status Completed, the system will lock project for further editing.

Feedback letter report

Description: After the completion of the mentoring, this document is required to be submitted by the beneficiary in order to evaluate the mentoring service which was provided by the mentor in charge and to improve the mentoring service.



Feedback Letter Report data entry fields are described as following:

1. Completion Date
2. Person Name
3. Questionnaire (1-6) - follow up table
 - Name
 - Score (dropdown)
 - Description
4. Feedback for each mentor (7) - follow up table
 - Name of mentor
 - Score (dropdown)
 - Description

The system will allow option to print out this report in PDF format in form similar like in the following picture:

Feedback Letter

Dear Entrepreneur,
 Your feedback is very important to improve the mentoring services. Your answer shall be treated as a confidential information and used only for the purpose of improving the service.

Company Name	<input type="text"/>	Date	<input type="text"/>
Your Name	<input type="text"/>	Name of Mentor	<input type="text"/>

Please kindly fill out each item of the form. The criteria of the score is as follows:
 Score ▶ 1 - Poor 2 - Fair 3 - Good 4 - Very Good 5 - Excellent

- How satisfied are you with the mentoring service ?

Score	Comment : Reason of the score
<input type="text"/>	<input type="text"/>
- Has the important challenge of your business's development become clear ?

Score	Comment : Reason of the score
<input type="text"/>	<input type="text"/>
- Was the action plan practical and concrete enough to solve the above challenge ?

Score	Comment : Reason of the score
<input type="text"/>	<input type="text"/>
- Was the communication with the mentor smooth? (contact frequency, response to requests)

Score	Comment : Reason of the score
<input type="text"/>	<input type="text"/>
- Would you like to have the same mentor's support again if you have the chance?

Score	Comment : Reason of the score
<input type="text"/>	<input type="text"/>
- How much can be the appropriate price if mentoring service would be charged?

<input type="text"/>	Comment : Reason of the price
RSD	<input type="text"/>
- Please write the feedback for each mentor.

Name	Score	Comment : Reason of the score
<input type="text"/>	<input type="text"/>	<input type="text"/>
Name	Score	Comment : Reason of the score
<input type="text"/>	<input type="text"/>	<input type="text"/>

Picture 10 – The screenshot of Feedback letter report layout

Note: only NARR role (described in section 3.5.1 User role Management) will have permission to see this type of report.

3.1.4 Project -> Old projects

All project data (2010-2014(5)) from old Mentor Master will be migrated into the new system. Since the fact that these projects have different table structure from the new one, the all user will be able to **only to VIEW** the old project data, not to edit them in the same format like they used to use in the old database. Additionally, user will be able to print all reports in the layout used in old database. Some of the examples of these reports layout are shown as following:

EVALUACIONI IZVEŠTAJ

Agencija: LO
Godina: 2015
Donator: JICA Mentor: Pera Mentor Nivo: 4

Matični br: 56546646 Naziv: _____
Direktor: _____

Datum evaluacij: 17-Nov-15
Ocena nivoa zadovoljstva klijenta: _____ Ocena rezultata mentoring: _____

Opis pozitivnih efekata:
Šta je potrebno unaprediti:
Preporuke:

Da li je klijent voljan da ubuduće učestvuje u finansiranju mentora?
Ako da, do koj iznosa (RSD)? 0.00

Picture 10 – The screenshot of some report layout from former Mentor Master database

ZAVRŠNI IZVEŠTAJ

Agencija: LO
 Godina: 2015
 Donator: JICA Mentor: Pera Mentor Nivo: 4

Metični br: 56546646 Naziv: [redacted]
 Direktor: [redacted]

Cilj mentoriniga: Uvođenje 5S sistema
 Datum završetka: 17-Nov-15 Trajanje od 17-Nov-15 do 17-Nov-15 = 0 mes. i 0 dana.
 Utrošak sati, prema mentorskom planu podrške: 11

Klijentova ocena nivoa zadovoljstva [redacted] Ocena rezultata mentoring [redacted]

Kratak opis sprovedenih aktivnosti:

Kratak opis rezultata/efekata:

Šta nije postignuto i zbog čega:

Preporuke za dalji rad sa ovim klijentom:

Iskustva sa ovog projekta koja treba podeliti sa drugim mentorima:

Komentar:

НАЦИОНАЛНА АГЕНЦИЈА
 ЗА РЕГИОНАЛНИ РАЗВОЈ

strana 1 od 1

Mentor Master®

Picture 11 – The screenshot of some report layout from former Mentor Master database

3.2 Know-how

Description: the system will allow in this section that Mentors share their lessons learned in the following files formats: PDF, XLS, DOC, BMP, JPG, GIF, PNG, or PPT. The size of each file which user would like to upload will be limited on **10 MB**.

There will be two options in this menu for:

1. Add new files into the system within following fields:
 - a) Title
 - b) Theme (mentor will be able to choose one from the dropdown list)
 - c) Publish Date
 - d) Mentor (the system will be automatically entered)
 - e) Description
 - f) Keywords
 - g) File for Upload (e.g. pdf, word, excel, ppt).

2. Find existing files will be possible according to specific keywords or by the following fields:
 - a) Title
 - b) Theme
 - c) Mentor name
 - d) Publish date from/to.

3.3 Reports

Description: The system will generate the some additional consolidated reports. Informatika a.d. a.d proposal is that they called as:

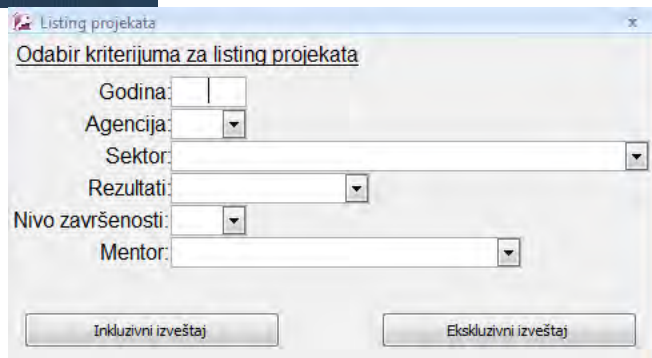
1. Cumulative report
2. Summary report per program/projects/agency

3.3.1 Cumulative report

The user will be able to search and generate those reports by following criteria:

1. for specific period such as - from 2013 year to 2015 year,
2. by mentor name,
3. by RA,
4. by goal for mentoring,
5. by region name,
6. by program,
7. by Source of financing name,
8. by sector name.

In previous system those search criteria were as following:



Picture 12 – The screenshot of search criteria from former Mentor Master database

And as results this system was displayed the following:

LISTING PROJEKATA U BAZI


Godina:
Agencija:
Sektor:
Rezultat:
Nivo završenosti:
Mentor: Pera Mentor

INKLUZIVNI IZVEŠTAJ

Br	God	RA	Nivo	Mentor	Matični br. Preduzeće	Mesto	Telefon	Sektor	Rezultat
1	2015	LO	4	Pera Mentor	12212123	Negotin	1111111	Dr. Komunalne, društvene i lične usluge	SREDNJI
2	2015	LO	4	Pera Mentor	56546646				

РЕГИОНАЛНА СРЕДНА НАЦИОНАЛНА АГЕНЦИЈА ЗА РЕГИОНАЛНИ РАЗВОЈ

Strana 1 od 1



Picture 12 – The screenshot of some results of search criteria from former Mentor Master database

3.3.2 Summary report

The new proposal for summary reports (per program and RA) will be to have following content:



3.3.2.1 Summary report by program implementation

Program name: e.g. in Serbian "Менторинг програм НАРР –редовни годишњи програм"

Година / Year	Назив програма / name of the program implementation	Број корисника/ no of beneficiaries			Број РА/РЦ/РРА / no of RAs
		Compl.	Not compl.	In progress	
2012.	Менторинг за 50 новооснованих и 100 постојећих МСПП	133	1	0	17
2013.	Менторинг за 100 новооснованих и постојећих МСПП	107	0	0	17
...

Note: All reports will be available to print in PDF, DOC, and XLS formats.

3.4 General Settings

3.4.1 Program add/edit details

The new system will allow that NARD Program Admin can add a new program in the system or edit existing one when necessary.

The following data will be collected about program:

1. Program code
2. Program name
3. Program description

3.4.2 Program implementation (public call) add/edit details

The new system will allow that NARD Program Admin can create a “new program implementation” (e.g. public call) for the specific program and for a specific year of the implementation. All projects will be assigned to specific program implementation.

The following data will be collected about program:

1. Program code - read only
2. Year of implementation
3. Program implementation name - e.g. in Serbian "Менторинг за 100 новооснованих и постојећих МСПП"
4. Program implementation description
5. Start date of implementation

6. End date of implementation
7. Projects are locked for editing (checkbox), if checked - mentors will not be able to edit data for projects assigned to this program implementation
8. Program description
9. Method of payment (per project or per hour)
10. Minimum number of hours (mentor has to achieve)
11. Maximum payable hours (per hour)
12. Maximum payment amount (per project)
13. Payment currency (per project)
14. RA included in the implementation - NARD Admin will be able to assign RA/RC/RDA to specific program implementation as well as to remove the agency from particular program implementation. In case that there are projects attached to specific agency the system will not allow to be removed.
15. Source of financing related to program implementation - NARD Admin will be able to assign Source of financing to specific program implementation as well as to remove it from the list. In case that there are projects attached to specific program implementation/Source of financing, the Source of financing data will not be able to be removed.

3.4.3 Source of financing add/edit details

The new system will allow to NARD Program Admin to add a new Source of financing into the system or edit those data.

The following data will be followed for Source of financing:

1. Source of financing code
2. Source of financing name
3. Country name

3.4.4 Regional Agency add/edit details

Description: the system will allow that NARD Program Admin can add a new regional agency in the system or edit existing ones when it is necessary.

The following data will be collected for specific regional agency:

1. Agency ID
2. Agency code
3. Agency name
4. Agency type (RA or RC)
5. Status (active or inactive)
6. Location (region/municipality/community)
7. Address
8. Phone
9. Fax



- 10. Web
- 11. Email.

Note: An agency is attached to specific Region -> Locations.

3.4.5 Location add/ edit details

Description: the system will allow that NARD Program Admin to add a new location into the system or edit existing ones when it is necessary.

Locations will have a parent-child hierarchy with 3 levels of location types (e.g. region, municipality, community).

The following is a preliminary list of these locations (Regions/Municipality/Community, e.g. in Serbian Region, Opština i Mesto) as in next example:

- Region 1
 - Municipality 1
 - Community 1

- KOLUBARSKI OKRUG
 - Valjevo
 - Divci.

The following data will be collected about regional agency:

1. Location ID
2. Location code
3. Location type (region, municipality, community)
4. Location Name
5. Postal code
6. Parent Location ID.

3.4.6 Sector/ Activity add/ edit details

Description: the system will be initially set up for those details according to the list provided by NARR Administrator. The new system will also allow to add/edit those data.

The following data will be collected about Activity:

1. Activity ID
2. Activity type (in Serbian are: sector/oblast/grana/grupa)
3. Activity Name
4. Activity code
5. Parent Activity ID

The example for those fields will be as following:

A - ПОЉОПРИВРЕДА, ШУМАРСТВО И РИБАРСТВО

01 - Пољопривредна производња, лов и пратеће услужне делатности

01.1 - Гајење једногодишњих и двогодишњих биљака

01.11 - Гајење жита (осим пиринча), легуминоза и уљарица.

3.4.7 Beneficiary type add/edit details

Description: the system will allow that NARD Program Admin to add a new beneficiary type. Initially the new system will be set up for the following Beneficiary types: SMEs, Start Ups and Clusters.

3.4.8 Mentors add/edit details

Description: the system will allow that NARD Program Admin can add a new Mentor into the system or allow the data for the existing one.

The following data will be collected:

1. Picture
2. First name
3. Last name
4. Agency
5. Date Of Birth (dd/mm/yyyy)
6. Age (read only, automatically calculated)
7. Email
8. Work phone
9. Cell phone
10. Mentor is assigned in the following Agencies - follow up table (read only)
 - Agency - (read only)
 - Status - (read only e.g. Active/Inactive)
11. Expertise (list of values, mentor will be able to choose one or more values)
12. Career background
13. Academic background
14. Certification data - follow up table
 - Certification award type (dropdown list: Mentor, Classroom Training Trainer, On the Job Training Trainer)
 - date of certification
 - certification type (certification or re-certification)
15. List of mentoring cases - read only, automatically displayed
 - Year of project
 - Beneficiary ID
 - Beneficiary name.
16. List of know-how data - read only, automatically displayed
 - Publish date
 - Title
 - Theme.



17. External evaluation data
 - Completion Date.

The system will allow filtering mentors by the following fields: first name, last name, agency, status (active/inactive), Certification award type, expertise.

3.4.9 Know-how theme add/ edit details

Description: the system will allow that NARD Program Admin to add a new theme in the system or edit existing one when necessary.

The following data will be collected about theme:

1. Theme ID
2. Theme name.

3.4.10 Expertise add/ edit details

Description: the system will allow that NARD Program Admin to add a new expertise in the system or edit existing one when necessary.

The following data will be collected about theme:

1. Expertise ID
2. Expertise name.
3. Expertise Description

3.4.11 Certification award type add/ edit details

Description: the system will allow that NARD Program Admin to add a new certification award type in the system or edit existing one when necessary.

The following data will be collected about theme:

1. Certification Award Type ID
2. Certification Award Type
3. Certification Award Type Description

3.5 5. Administration settings

Description: this section will be available only for NARD Program Admin role in order to maintenance users' rights, and other below described activities in the system.



Role name	Scope	Description
Administrator	NARD	Responsible for the overall setting and administration of the system.
Mentor	RA	Can add/edit project data for ongoing period of

3.5.1 User and role management (add/edit/view/disable users)

The system will be able to support different users' types and roles for access. The end user authentication will be by using username and password. The system will authenticate those data, and according to it the system will allow to see features by users' privileges.

The following roles will be available in the system described in this table:

		implementation (e.g 2016-) Can view all project data in the same RA (2010-) Add/Edit his/her know-how data Can edit her/his profile Can view all know-how data Can view all mentor profiles
NARD user	NARD	Can view and print all project data Can view all know-how data Can view all mentor profiles Can add/edit/view Feedback letter
RA user	RA	Can view and print project data related to RA Can view all know-how data Can view all mentor profiles Can view Feedback letter
Director of RA	RA	Can change status of project "In progress" to "Completed" or "Not Completed" Can change status of project "Completed or Not Completed" to "In progress" Can view and print project data related to RA Can view all know-how data Can view all mentor profiles Can view Feedback letter??
JICA user	NARD	Can view and print all project data Can view all mentor profile data Can view know-how data

The following data will be recorded in the system about each user and grouped by the following section:

1. Authentication data
 - Username
 - Password
 - Status (enables or disable, only users that have status set to enable will be able to login into the system)
 - Force user to change his/her password (yes/no) every 'n' days
2. Personal data
 - Picture
 - First name
 - Last name
 - Birthday
 - Gender
 - Organization
 - Position
 - Work phone



- Cell phone
 - Email
 - Description
3. Role - follow up table
- Role name
 - Scope (specific RA or NARD)

Note 1: The Administrator role and Power User role will be able to filter users by the following criteria: Username, First name, Last name, Role name, status.

Note 2: The Administrator role and Power User role will be able to create the new user or edit data for the old one, as well as assign specific user to particular role.

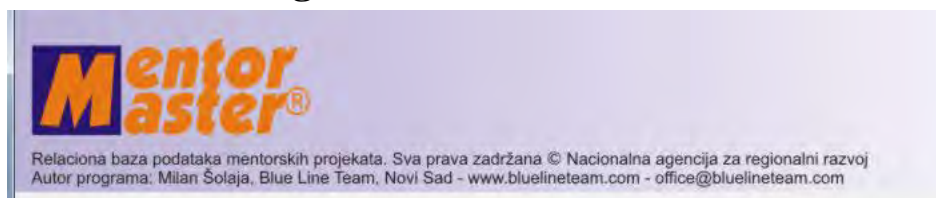
3.5.2 Change password

It's recommended that users frequently change their passwords for security reasons. Therefore, user will be able to have functionality for password changing, for users with no administrator or power user role.

This form will change the following data:

1. Old password
2. New password
3. Confirm the new password

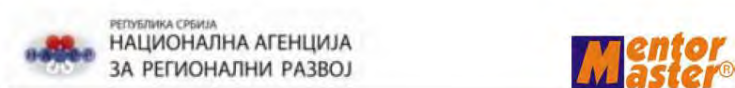
3.5.3 About Mentoring Master database



Picture 14 – The screenshot of About Mentor Master application from former Mentor Master database

3.5.4 Logos

Description: This section will be used to enter a formatted header for the reporting, which will be an attachment provided by the program (Letterhead).



Picture 15– The screenshot of logos which will be used in reports

Note: In all reports will be used new version of MentorMaster logo. In case, of reports from old database, will be displayed like on figure above. In case of new reports will be used new Mentor Master logo as well as logo of new agency (NARRD/SIEPA).

3.6 Help

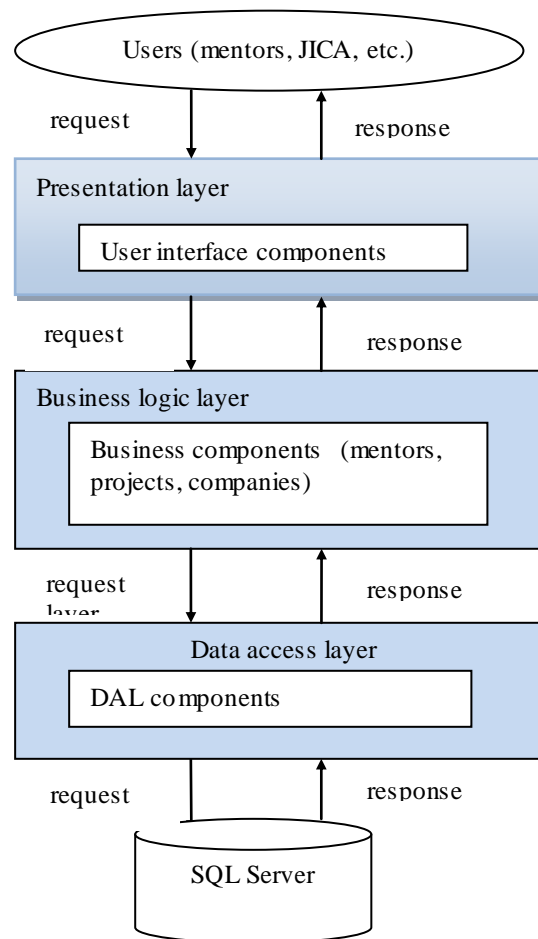
Description: This section will have option for opening and downloading the user manual in PDF format.

4 Publishing to NARD website

The Mentor Master application will be set up on an available web server (Windows 2008 R2 or higher) in NARR as a web application (it will be a sub-site). The Database will be installed and configured on the existing server in NARR (SQL Server Express (Standard) 2008 or higher).

The system architecture overview is described at the following picture:

Picture 16– The new system architecture overview

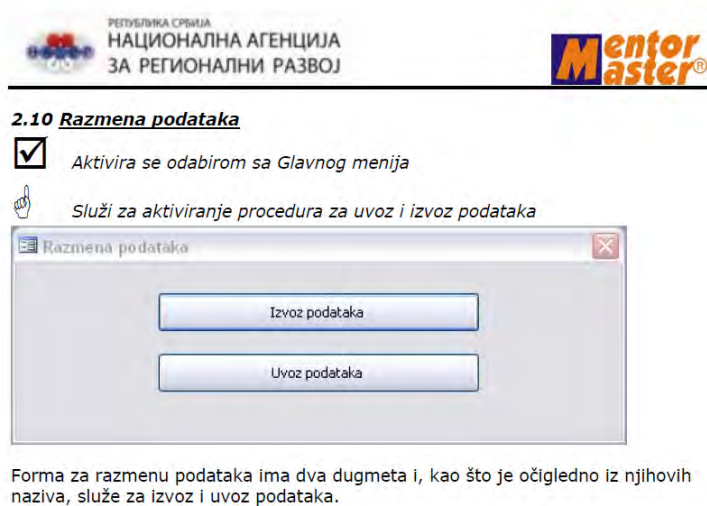


5 Nonfunctional requirements

5.1 Login details

The system will follow the date and time when the user last login into the system.

5.2 Migrations of data from old MS Access



Picture 17– The import/export data screenshot from former Mentor Master database

5.3 Backup procedures

SQL Server database backup strategy will be implemented according to the backup policy of NARD.



6 Potential risks, and list of issues which not be included in the project at this stage

Informatika a.d. a.d. recognized the following risks during the project implementation:

1. Migration risks in phase of implementation

The database for 2015 year will be transfer into the new system for the following proposed dates:

December 24th, 2015 for the first transfer

December 30th, 2015 for the second one

January 6th, 2015 for the last one import of old data.

In case than Informatika a.d. team not get those information on time, this could cause delays for Testing phase planned on January 20th, and **it will not be responsibility of Informatika a.d.**

2. It is possibility to not have available staff for user acceptance testing by NARR staff.

It was agreed that Informatika a.d. will prepare environment for test in their premises in case that new Agency will not be able to do it.

Informatika a.d. a.d. hope so that for production on February 7th wthis environment will be ready.

NARR will gather experienced Mentors in period among January 20th – January 31st, 2016, in order to test the application. It is going to be one day session at NARR or Informatika a.d. premises.

3. NRI team should prepare additionally:

Mentor Master new logo

Description on each field into data entry forms in case that you would like that Informatika a.d. implement tool tips on specific fields.

Guideline for Know-how uploading files with specific rules for Mentors.

The proposed date for this will be end of December 2015.

4. Reports, since that we did not get clearly layouts proposal from NARR staff in this phase of analyst,

Informatika a.d. is not obliged to implement all requested latter on this phase.

Informatika a.d. will proposed some reports according to our experience on building such kind of system.



Informatika a.d. will analyze all reports and probably implement most of them if we receive proposals from NARR staff by December 11th, 2015.



MentorMaster® portal Korisničko upustvo za Mentore

Verzija 1.0

Datum: Februar, 2016

Beograd

Tabela izmena

Verzija	Datum	Autor	Lista izmena
1.0	15.02. 2016	Biljana Obradović	Inicijalna verzija korisničkog upustva

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1. Lista skraćenica

NARR – Nacionalna agencija za regionalni razvoj

NRI - **Nomura Research Institute**

MSP – Mala i srednja preduzeća

RA – Regionalne agencija

RAS – Razvojna agencija Srbije

JICA - Japanske agencije za međunarodnu saradnju

Korisničko upustvo za Mentore

2. Referentna dokumenta

1. Mentoring Guideline for Mature SMEs
2. Mentoring Guideline for Start-ups
3. Standardized Mentoring Process

3. Uvod

Pred Vama je Uputstvo za upotrebu web aplikacije mentorskih projekata, tzv. MentorMaster® portala, koji je nastao u saradnji Nacionalne agencije za regionalni razvoj, Japanske agencije za međunarodnu saradnju i Informatike a.d. kao autora ove aplikacije.

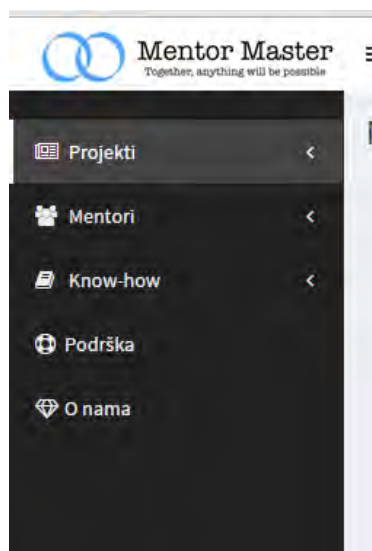
Ovo Uputstvo sadrži opis mogućnosti portala i prikaz svih funkcionalnosti koje su namenjene Mentorima, (kao i zaposlenima RASa, kao i JICA osoblja), uz objasnjenja ulaznih formi, koje predstavljaju diagnosticke izvestaje u radu sa klijentima na terenu.

Aplikacija je dizajnirana tako da se u njoj čuvaju, pregledaju i obrađuju podaci o mentorskim projektima regionalnih agencija u kojima su MSP (mala i srednja preduzeća) su klijenti takvih projekata.

4. Osnovni meni

Glavni meni je forma koja se otvara automatski kada se startuje aplikacija i služi za inicijalnu navigaciju. Klikom na pojedine opcije, tzv. menije otvaraju se odgovarajuće forme u programu.

U zavisnosti od prava pristupa koji imate, videćete različite menije, tipa Administratori sistema imaju podešavanja dodatna za portal, koja nisu dostupna Mentorima.



Slika 1. Prikaz menija dostupnog za Mentore unutar MentorMaster® portala

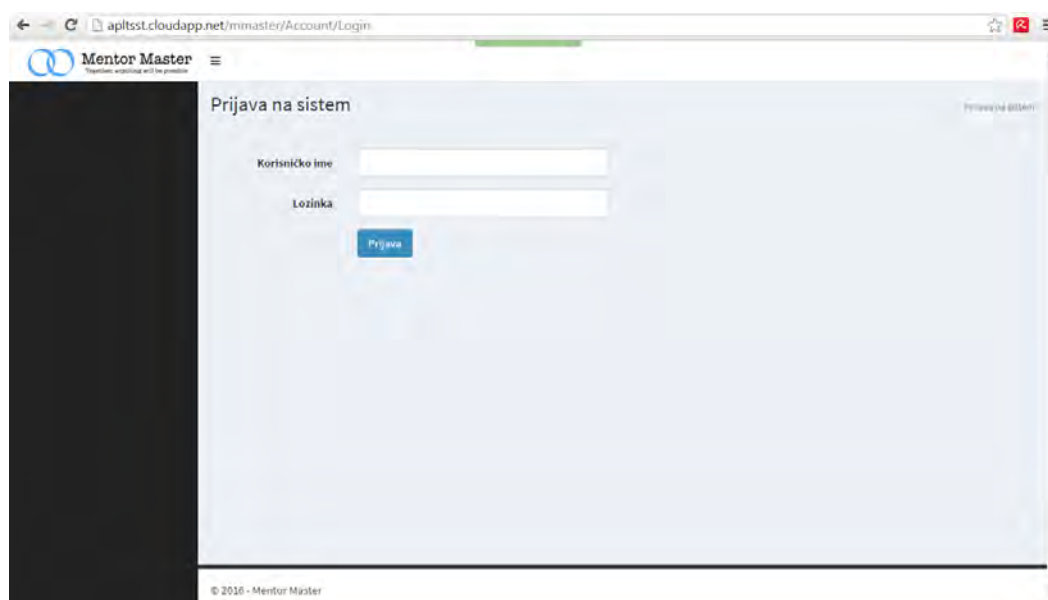
Opis sadržaja menija, koji su dostupni Mentorima je sledeći:

- o Projekti
 - Pretraživanje postojećih projekata
 - Unos novog projekta
 - Izvestaji
- o Mentori
 - Pretraživanje postojećih Mentora sa njihovim ekspertizama
- o Know how
 - Pretraživanje postojećih dokumenata baze znanja
 - Unos novog dokumenta
- o Podrška
- o O nama.

Da bi ste uopšte mogli da vidite Glavni meni, treba da se ulogujete u system.

Adresa za login je: <http://apltsst.cloudapp.net/mmater/Account/Login>

Početni ekran MentorMaster® portal izgleda:



Slika 2 – Login ekran

Par napomena vezanih za login informacije:

1. Da bi ste dobili korisničko ime i lozinku, treba da se obratite MentorMaster® Administratoru.
2. Ako zaboravite lozinku, takođe je adresa MentorMaster® Administrator da Vam dodeli novu.
3. Nemojte davati kolegama Vaše login informacije, jer se na osnovu njih vidi šta ste sve radili u sistemu, što uključuje i brisanje podataka.

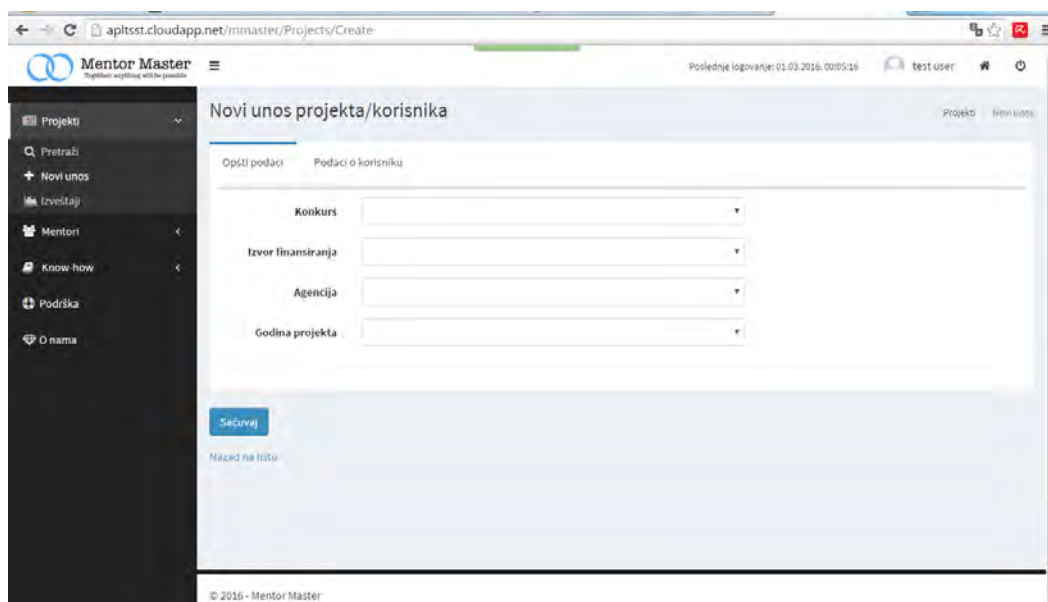
4. Vi možete biti Mentor u RA u kojoj ste zaposleni, kao i po potrebi Mentor u drugoj RA, za slučaj da ima potrebe za Vašom ekspertizom...u tom slučaju opet je adresa MentorMaster® Administrator, da Vam dodeli prava da možete da unosite podatke za korisnike koji pripadaju RA sa kojima Vi radite, a ne samo Vašoj matičnoj.
5. Kad kolega ode iz Vaše RA, treba da obavestite MentorMaster® Administrator o tome, kako bi se deaktivirao njegov nalog u cilju da ne može da pristupi više MentorMaster® bazi i informacijama na projektima.
6. Ako ne radite u sistemu duže od 15 minuta, bićete automatski logoutovani, pa ćete ponovo morati da se logujete.
7. Nije potrebno da Vi nešto snimate, tzv. backupujete na Vaše lokalne računare, o tome vodi računa MentorMaster® Administrator, da Vam je MentorMaster® portal dostupan 24/7.
8. Za sva potencijalna pitanja koja možete da imate kako uneti određene podatke, ili pronaći iste, adresa je MentorMaster® Administrator, a njegova adresa se nalazi u meniju O nama.
9. Trebalo bi da jednom u 3 meseca promenite lozinku.
10. MentorMaster® portal možete koristiti i kod kuće i kod klijenta, a preduslovi su samo da imate računar i Internet konekciju.
11. Preporuka je da ažurirate podatke projekata na kojima radite na dnevnom nivou, jer kolege iz RAS agencije, i izvori finansiranja, poput JICA konsultanata mogu imati pristup sistemu i videti Vaš progres na terenu u svakom trenutku.

4.1 Projekti – unos, pretraga unetih

4.1.1 Unos novog projekta-korisnika

Unos novih korisnika je omogućen kroz više formi, tzv. tabova, koje su razvrstane prema tipu korisnika (start up, zrelo preduzeće ili kluster).

U tabu Opsti podaci se unosi konkurs, kao i izvor finansiranja, RA, godina projekta, većina stvari će biti automatski podešena, ali ipak neke opcije treba izabrati sa liste, za slučaj da RA radi paralelno npr. na dva konkursa. Za slučaj da otvarate novi konkurs u Vašoj RA, treba da zamolite MentorMaster Administratora sistema da to otvori za Vas, pa će se onda pojaviti u listi Konkursi.



Slika 2 – Unos novog projekta

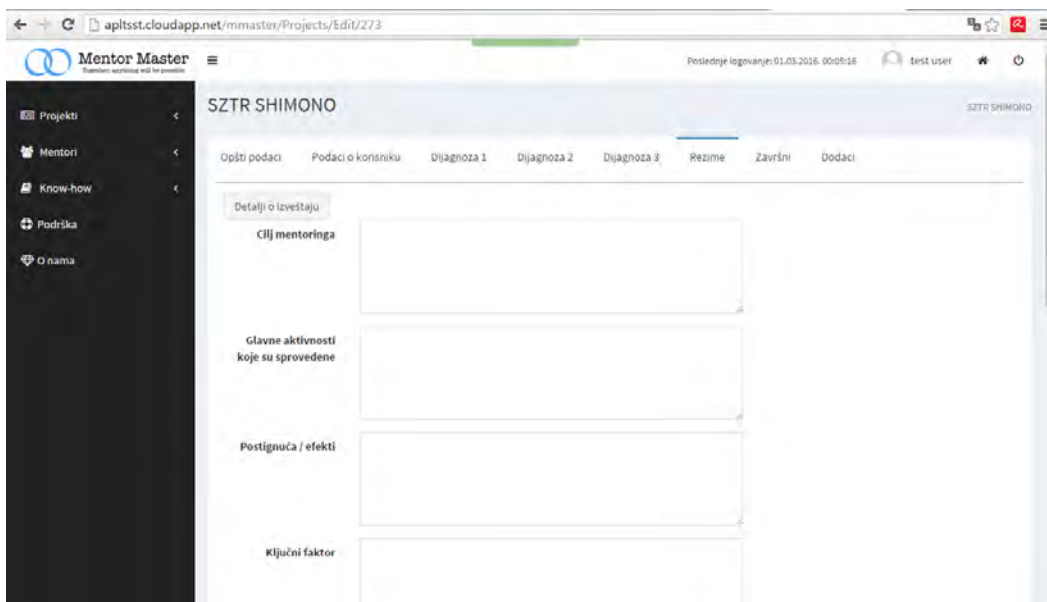
U Tabu Podaci o korisniku se nalazi profil preduzeće, poput matičnog broja, adrese, tipa, telefona, vlasničke structure, da li je član klastera ili ne, itd.

Napomena: Za slučaj da preduzeće postoji sa istim matičnim brojem već uneto u aplikaciji, system će Vas na to upozoriti porukom I popunjavanjem automatskim polja svih, osim PIBa, koje nije postojalo u predhodnoj staroj aplikaciji.

Dugme **Sačuvaj** na svim formama omogućava da se snimi uneta polja.

Link *Nazad na listu* Vas vraća na stranu za pretrage projekata.

Kad pritisnete **Sačuvaj** dugme na tabu Podaci o korisniku, otvaraju se dodatni tabovi poput Diagnose1, 2, 3, Rezime, Završnog izveštaja I Dodaci, što je prikazano narednim ekranom:



Slika 3 – Koji su tabovi na raspolaganju za unos projekta

Šta treba da se unosi u ostalim tabovima-formama je detaljno objašnjeno u Mentoring vodiču za startup firme, zrela preduzeće (vidi meni Podrška).

Napomena: u zavisnosti od tipa preduzeća pojedine forme unosa se razlikuju. Videti sledeći ekran.



Slika 4 – Dijagnoza 2 se razlikuje izveštaj za startup i za zrela preduzeća

Svaka Forma-Tab ima opciju **Preuzmi** i to u formatima: PDF, WORD, Excel, a na dugme na početnoj formi Opšti podaci, izborom dugmeta Štampaj svi uneti izveštaji po tabovima se mogu objedinjeno štampati.

Tab-Dodaci

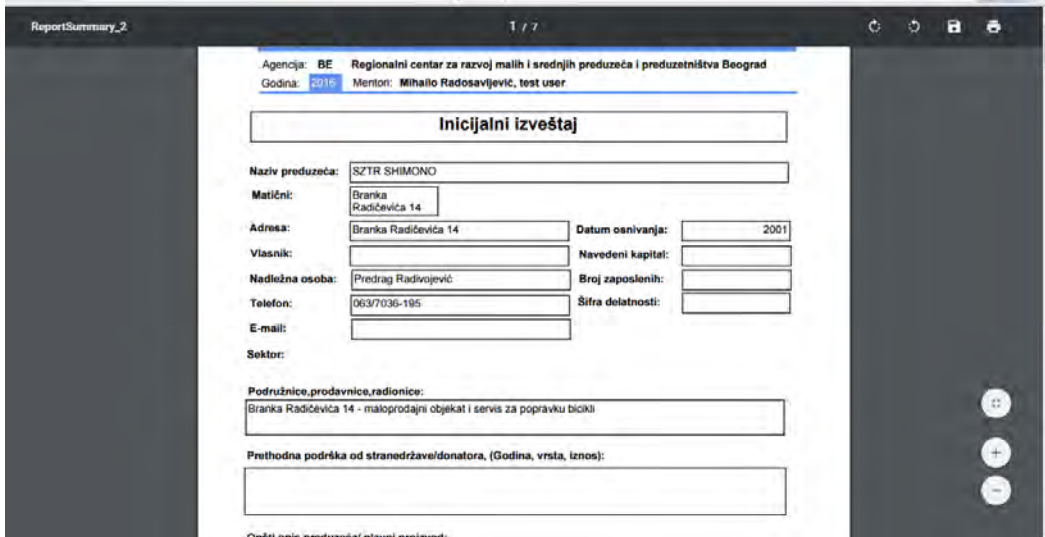
Na ovoj formi je moguće uneti važna dokumenta vezana za klijenta, koja može samo da vidi Mentor koji ih je uneo, poput xls forme koja služi za finansijsku analizu firme.

Ovo je jako korisna opcija, umesto da se fajlovi o klijentu čuvaju na Vašem računaru, Vi sada ako to snimate u aplikaciji imate pristup tim podacima i od kuće i van radnog vremena, jer je portal online 24/7, a nemate potrebe ni da razmišljate o čuvanju podataka na nekom dodatnom medijumu.

Dodatno, nema ograničenja koji format dokumenta je u pitanju, kao i broj dokumenata koje ćete uneti po jednom korisniku, kao i ovaj deo nema dodira sa menijem Baze znanja koji delite sa drugim Mentorima. Ovome imate samo Vi lično pristup kao Mentor i niko drugi u sistemu.

Sumarni izveštaj o jednom korisniku

Izborom dugmeta **Preuzmi** na prvom tabu **Opšti podaci** o korisniku, se dobija objedinjen izveštaj za sve uneto.



ReportSummary_2 1 / 7

Agencija: BE Regionalni centar za razvoj malih i srednjih preduzeća i preduzetništva Beograd
Godina: 2016 Mentor: Mihailo Radosavljević, test user

Inicijalni izveštaj

Naziv preduzeća: SZTR SHIMONO

Matični: Branka Radičevića 14

Adresa: Branka Radičevića 14 Datum osnivanja: 2001

Vlasnik: Navedeni kapital:

Nadležna osoba: Predrag Radivojević Broj zaposlenih:

Telefon: 063/7036-195 Šifra delatnosti:

E-mail:

Sektor:

Podružnice, prodavnice, radionice:
Branka Radičevića 14 - maloprodajni objekat i servis za popravku bicikli

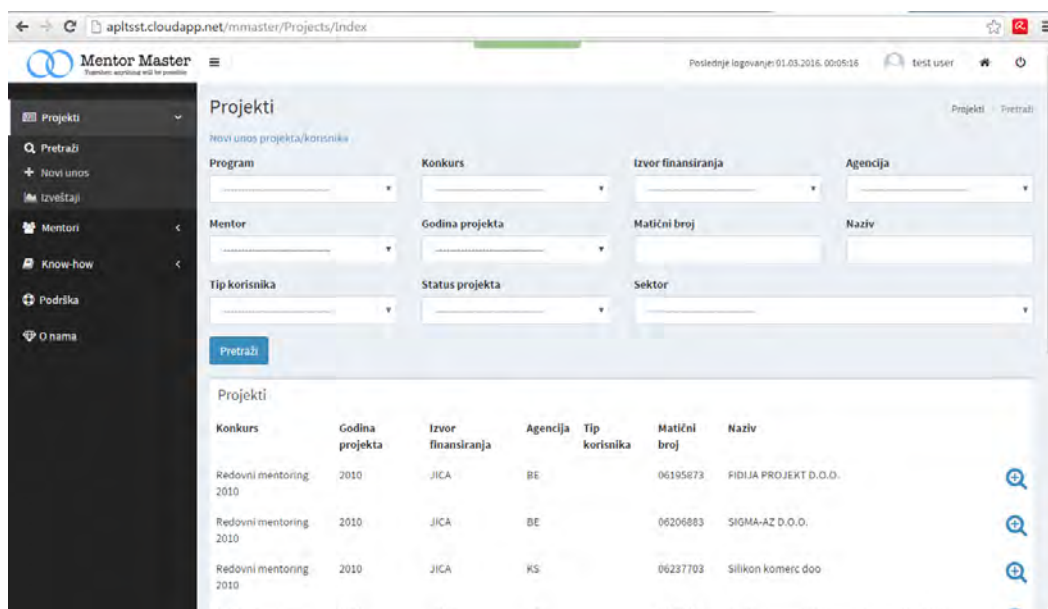
Prethodna podrška od stranodržave/donatora, (Godina, vrsta, iznos):

Ostali opis preduzeća/ glavni proizvodi:

Slika 5 – Sumarni, objedinjen izveštaj po korisniku (samo za nove projekte počev od 2016 godine)

4.1.2 Pretraga postojećih projekata

Kada se izabere iz menija Projekti, opcija Pretraga, otvara se sledeći ekran:



Slika 6 – Pretraživanje postojećih projekata

Na gornjem ekranu se vidi da je izdvojen iz dva dela, u gornjem delu su kriterijumi koje možete zadati, prema kojima dobijete rezultate koji su vidljivi u donjem delu ekrana u formi tabele. Može Vam se desiti da zadate takav izbor kriterijuma u gornjem delu da Vam rezultat bude prazna tabela u donjem delu.

Kada ne zadate ni jedan kriterijum, system prikazuje sve projekte unete sortirane prema godinama pošev od 2016.

Na dnu strane se nalaze dugmad sa kojima se prebacujete na sledeću stranu tabele.

Naspram svakog pronadjenog projekta u tabeli, postoji ikona u vidu lupice, koja Vam signalizira da njenim izborom otvarate pregled tog projekta. Može Vam se desiti da imate još jednu ikonu pored sa izgledom olovke, koja znači da ste Vi uneli taj projekat I da njenim izborom otvarate projekat za izmene.

Kako da....

1. Kako naći moj projekat iz 2014 godine, kome znam Naziv I matični broj?

U gornjem delu ekrana Pretrage bira se kriterijum godina 2014, a u polju Matični broj se kuca taj matični firme koju želite da pronađete.

2. Kako da pronađem sve projekte koji pripadaju mojoj RA, kao I konkretnom Konkursu?

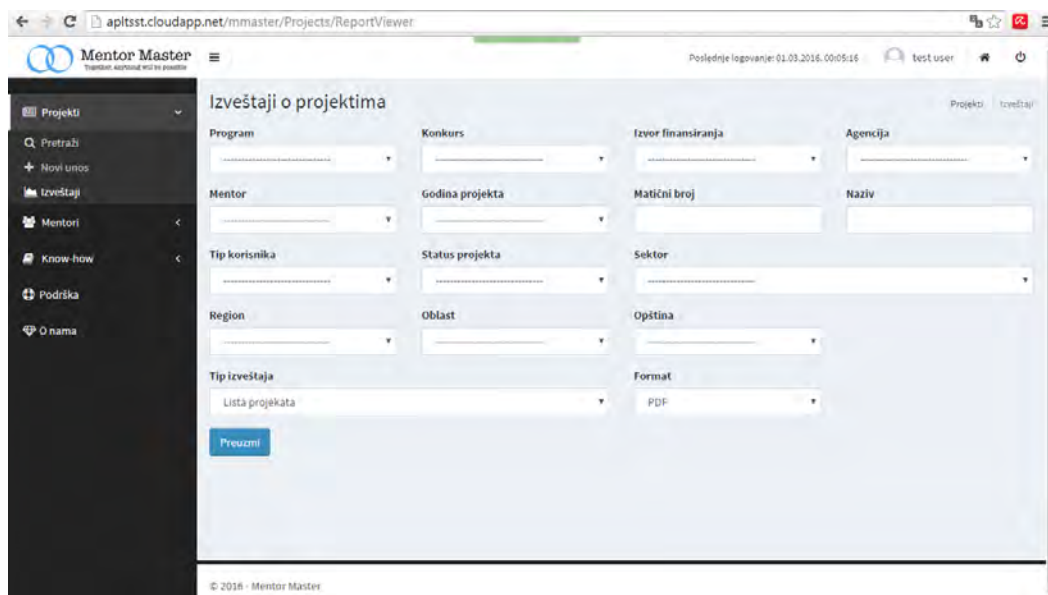
Iza padajuće liste izaberete željenu RA, kao I konkurs koji je vezan za nju.

3. Kako da pronadjem sve USAID projekte na kojima je radio konkretan Mentor Petar Petrović?

Iz liste Izvor finansiranja se izabere opcija USAID, ako Iz liste Mentori izabere se ime Mentora čije projekte želite da pogledate.

4.1.3 Izveštaji

Meni **Izveštaj** omogućava Vam da pogledate predefinisane izveštaje, pored onih koje se nalaze u meniju *Projekti->Unos novih projekata*, gde ste imali mogućnost štampe (dugme *Preuzmi*) po svakom Tabu za unos.

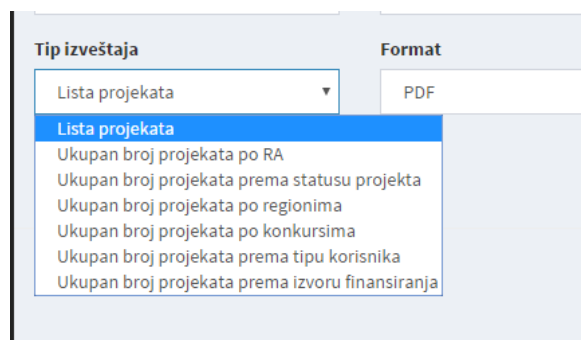


Slika 7 – Projekti-> Izveštaji

Na gore navedenom ekranu se nalazi prikazan izbor kriterijuma, koje možete kombinovati, na osnovu kojih možete kreirati predefinisane izveštaje iz liste Tip izveštaja.

Moguće je odštampati sve projekte koje je finansirao USAID, izborom Izvora finansiranja USAID, kao I tipa izveštaja Lista projekata. Ili da vidite po RA šta je USAID radio, bi bilo izbor tipa izveštaja po RA.

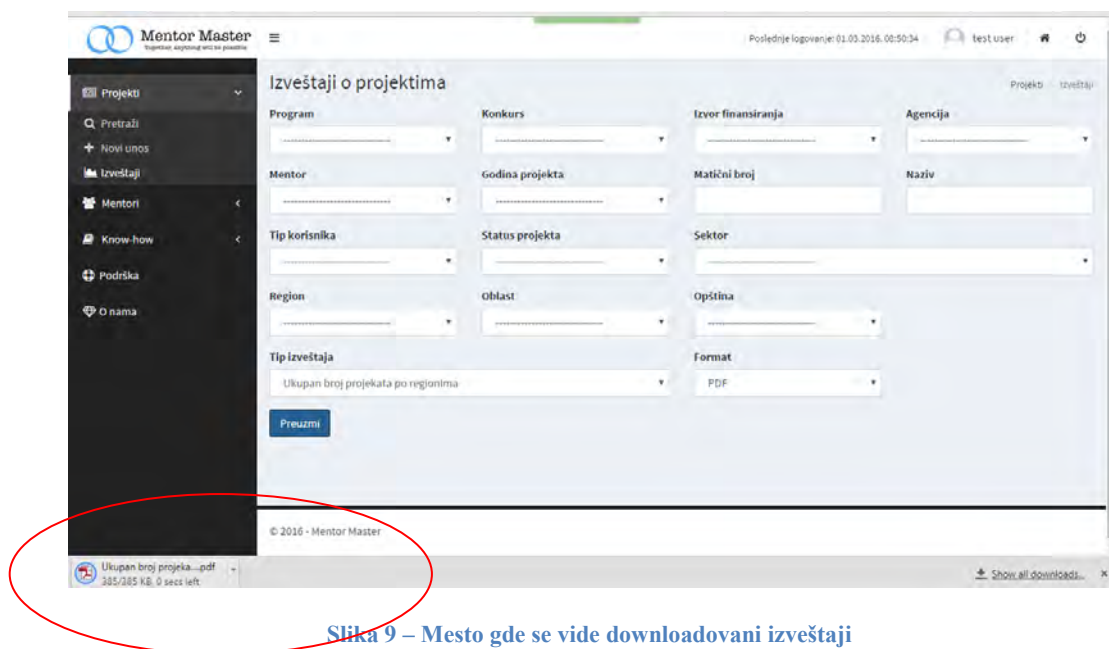
Tip izveštaja koji su sad na raspolaganju u sistemu je:



Slika 8 – Izbor tipa izveštaja

Formati navedenih izveštaja koje je moguće preuzeti su: PDF, Word, XLS.

Dugmetom Preuzmi se dobija mogućnost da otvorite ili snimate izabrani izveštaj...obratite pažnju šta Vam se dešava u donjem delu ekrana, kad izaberete dugme Preuzmi. Tu se nalaze izveštaji koje ste želeli da dobijete.



Slika 9 – Mesto gde se vide downloadovani izveštaji

Tip korisnika	2011	2015	2014	2010	2012	2013	2016	Ukupno
	145	208	177	74	167	118	0	889
Klaster preduzeće	0	0	0	0	0	0	2	2
Početnik u biznisu	0	0	0	0	0	0	13	13
Zrelo preduzeće	0	0	0	0	0	0	7	7
Ukupno	145	208	177	74	167	118	22	911

Slika 10– Primer PDF izveštaja, tip Broj projekata prema tipu korisnika

4.2 Mentori - pretraga

Meni Mentor omogućuje da se pretraže postojeći Mentori na portalu, koji su i Aktivni (zaposleni u nekoj od RA), ali i tzv. Neaktivni Mentori, koji su nekada radili za neku od RA i imaju unete projekte vezane za njihov korisnički nalog.

Mentorski meni se deli na Pretragu i Izveštaje.

4.2.1 Pretraga Mentora

Kriterijumi za pretragu kao i rezultati su prikazani na sledećem ekranu:

Korisničko upustvo za Mentore

Slika 11 – Pretraga Mentora

I ovaj ekran, kao i kod pretrage Projekata se sastoji iz dva dela, gornji gde se definišu kriterijumi, a donji gde se dobijaju rezultati.

Kako da pronađem kolegu sa konkretnom ekspertizom?

Izborom kriterijuma sa liste ekspertize.

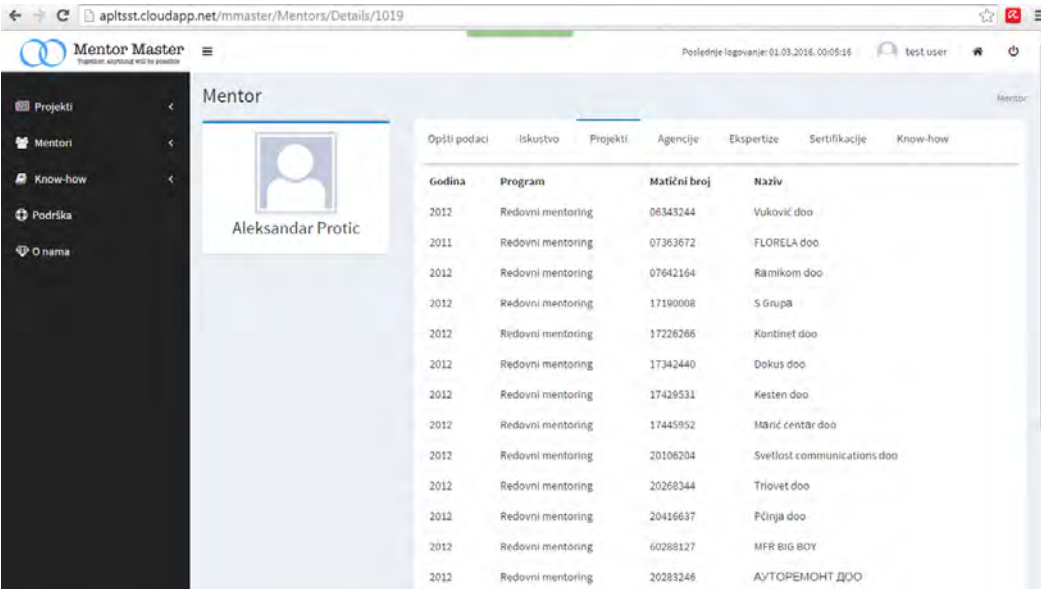
Kako da pronađem sve OJT Mentore?

Izborom iz liste Sertifikacija opcije OJT.

Kako da pronađem sve mentore iz RA Užice?

Izborom iz liste Regionalnih agencija, Užičku.

Kad dobijete rezultat, izborom lupe dobijate još detalja za konkretnom Mentora.

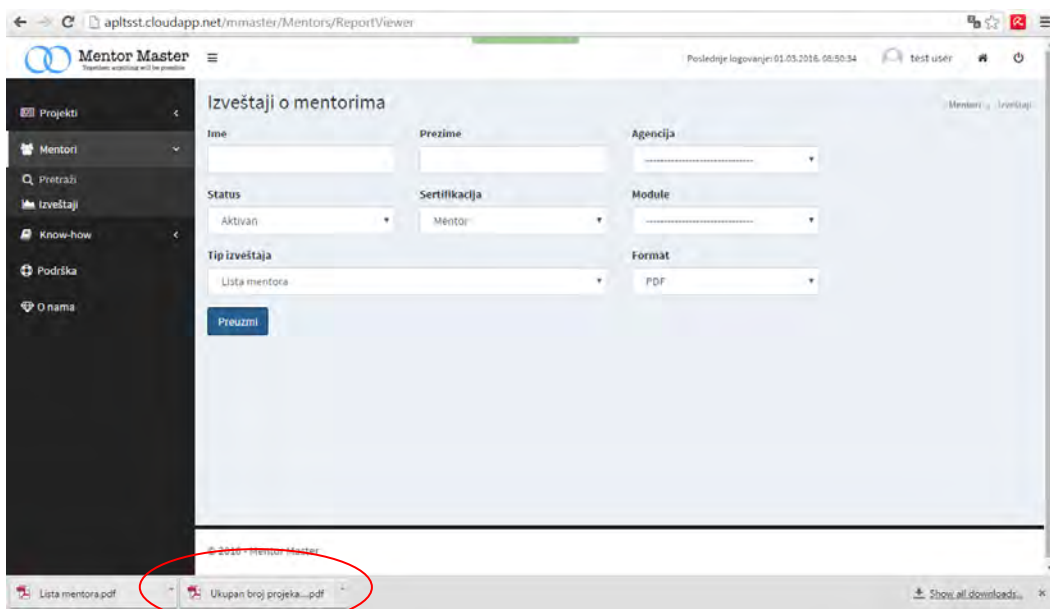


Godina	Program	Matični broj	Naziv
2012	Redovni mentoring	06343244	Vuković doo
2011	Redovni mentoring	07363672	FLORELA doo
2012	Redovni mentoring	07642164	Ramikom doo
2012	Redovni mentoring	17190008	S Grupa
2012	Redovni mentoring	17226266	Kontinet doo
2012	Redovni mentoring	17342440	Dokus doo
2012	Redovni mentoring	17429531	Kesten doo
2012	Redovni mentoring	17445952	Marić centar doo
2012	Redovni mentoring	20106204	Svetlost communications doo
2012	Redovni mentoring	20268344	Triovet doo
2012	Redovni mentoring	20416637	Pčinja doo
2012	Redovni mentoring	60288127	MFR BIG BOY
2012	Redovni mentoring	20283246	АУТОРЕМОНТ ДОО

Slika 12 – Detalji o konkretnom Mentoru, koji se dobijaju izborom lupe sa Mentor pretrage, u donjem delu ekrana

Napomena: Može Vam se desiti da izborom nekih kriterijuma, rezultat pretrage bude 0.

4.2.2 Mentorski izveštaji

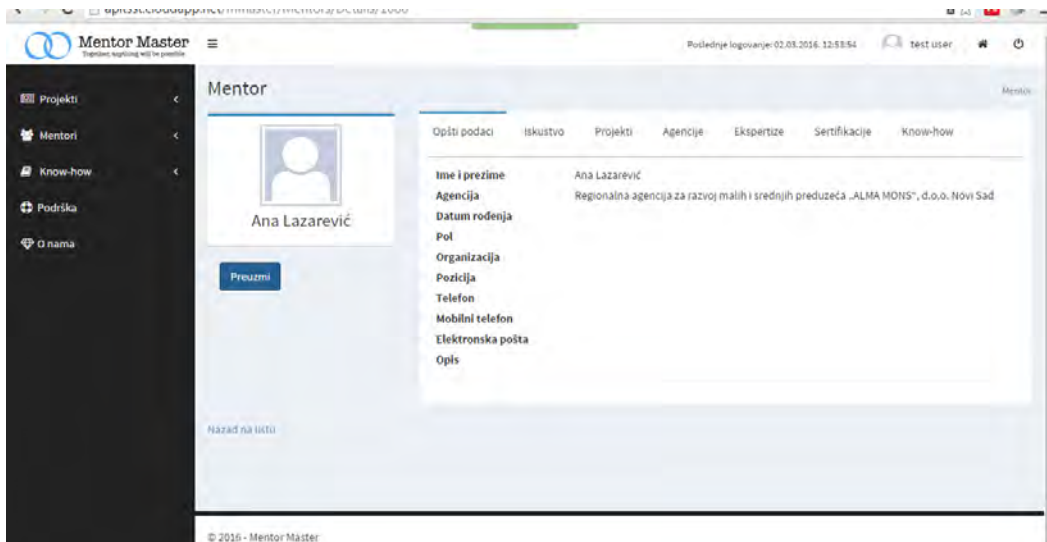


Slika 13 – Izveštaj Lista Mentora na osnovu izabranih kriterijuma

Lista sertifikovanih mentora				
Jelena Pavlović	Aktivan	15.05.2009		Centar za razvoj Jablaničkog i Pčinjskog okruga d.o.o. Leskovac
Minajlo Božić	Aktivan	15.05.2009		Centar za razvoj Jablaničkog i Pčinjskog okruga d.o.o. Leskovac
Snežana Radivojević	Aktivan	15.05.2011		Centar za razvoj Jablaničkog i Pčinjskog okruga d.o.o. Leskovac
Zoran Stojilković	Aktivan	15.05.2015		Centar za razvoj Jablaničkog i Pčinjskog okruga d.o.o. Leskovac
Nacionalna agencija za regionalni razvoj				
Ime i prezime	Status	Datum sertifikacije	Modul	Organizacija zaposlenja
Ana Žegarac	Aktivan	15.05.2009		Nacionalna agencija za regionalni razvoj
Draga Kijajić	Aktivan	15.05.2009		Nacionalna agencija za regionalni razvoj
Dragana Jović	Aktivan	15.05.2009		Nacionalna agencija za regionalni razvoj
Jelena Marković	Aktivan	15.05.2015		Nacionalna agencija za regionalni razvoj
Katarina Aksentijević	Aktivan	15.05.2009		Nacionalna agencija za regionalni razvoj
Milan Vučović	Aktivan	15.05.2009		Nacionalna agencija za regionalni razvoj
Milena Vasić	Aktivan	15.05.2009		Nacionalna agencija za regionalni razvoj
Nebojša Radinović	Aktivan	15.05.2009		Nacionalna agencija za regionalni razvoj
Srdan Beljan	Aktivan	15.05.2009		Nacionalna agencija za regionalni razvoj
Stefanija Đokić	Aktivan	15.05.2015		Nacionalna agencija za regionalni razvoj
Vesna Mizdrak	Aktivan	15.05.2015		Nacionalna agencija za regionalni razvoj
Oblasna razvojna asocijacija JUG, d.o.o. Niš				
Ime i prezime	Status	Datum sertifikacije	Modul	Organizacija zaposlenja
Dragan Ilić	Aktivan	15.05.2015		Oblasna razvojna asocijacija JUG, d.o.o. Niš
Dragana Stojanović	Aktivan	15.05.2013		Oblasna razvojna asocijacija JUG, d.o.o. Niš

Slika 14 – Izveštaj Lista Mentora na osnovu izabranih kriterijuma

Još jedan izveštaj je na raspolaganju u ovoj grupi, a vezan je za konkretnog Mentora. Kad se izaberu kriterijumi pretrage, a u donjem delu se dobiju rezultati pretrage, izborom lupe se vide konkretne informacije vezane za jednog mentora, kao na sledećem ekranu:



Slika 15 – Pregled konkretnih informacija vezanih za jednog Mentora

Na gore navedenom ekranu se prikazuju sve stavke koje svaki Mentor menja, ažurira izmenom svog Profila (vidi 4.7 Moj Profil), kao i izborom dugmeta Preuzmi se dobija izveštaj o konkretnom Mentoru.

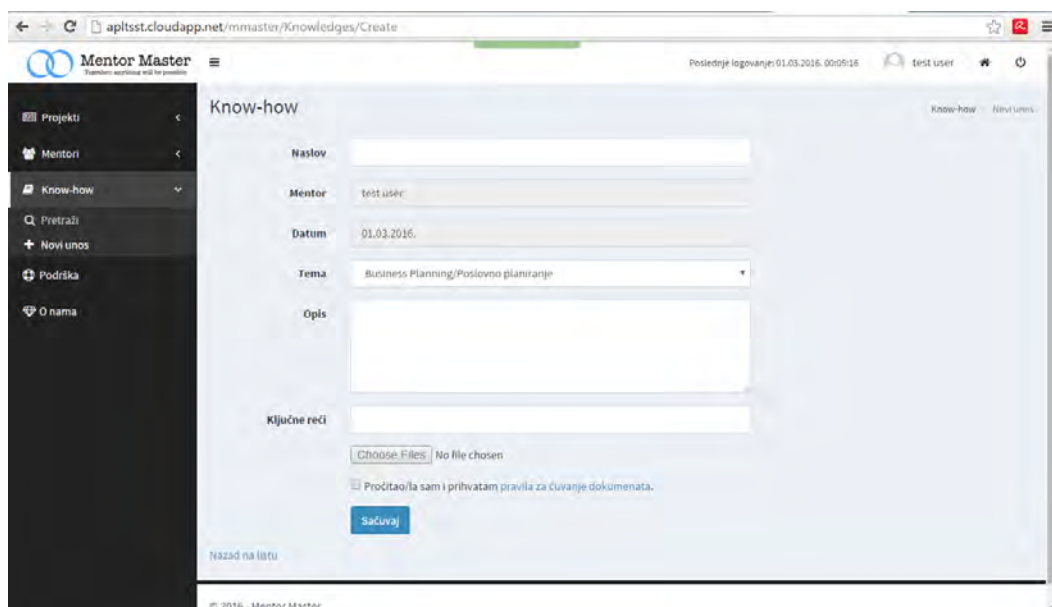
4.3 Baza znanja (Know how) – unos, pretraga

Ovaj Meni sastoji se iz dva podmenija:

- Pretraga postojećih dokumenata
- Unos novog dokumenta.

Ideja je da Mentori unose dokumenta u formatima: Word, XLS, PDF, PPT do 10 MB veličine u cilju deljenja iskustava sa drugim kolegama, ali pre nego što uploaduju taj fajl moraju da uklone podatke od poverljivosti za kompaniju.

4.3.1 Unos novog dokumenta u bazu znanja



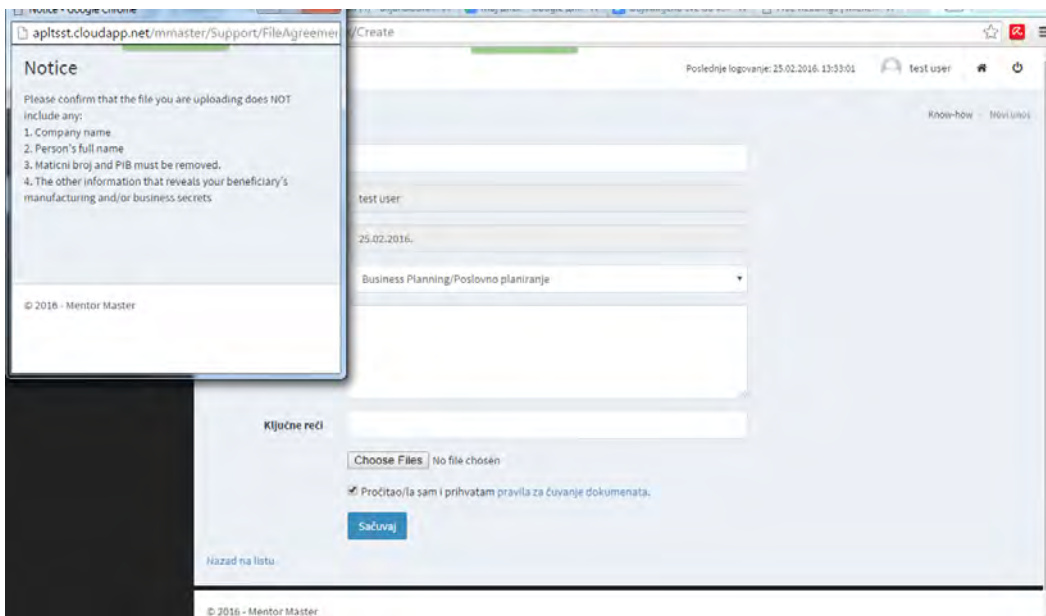
Slika 15 – Forma za unos novog dokumenta u bazu znanja

Sistem će Vas upozoriti ako pokušate da unesete isti Naziv fajla koji već postoji unet. Automatski se popunjava Vaše ime u delu Mentora, na osnovu login informacija, kao i današnji datum je postavljen po default.

Tema je lista koju MentorMaster® Administratori mogu proširiti za slučaj da smatrate da Vam nešto dodatno treba, a tu se ne nalazi.

Ključne reči su preporuka da se unose, jer se posle prema njima može pretraživati baza znanja.

Kada se izabere da ste pročitali upustvo šta sve morate da uklonite iz fajlova koje želite da uploadujete, izborom dugmeta Choose files će Vam se otvoriti ekran za izbor dokumenta koji želite da učitate.

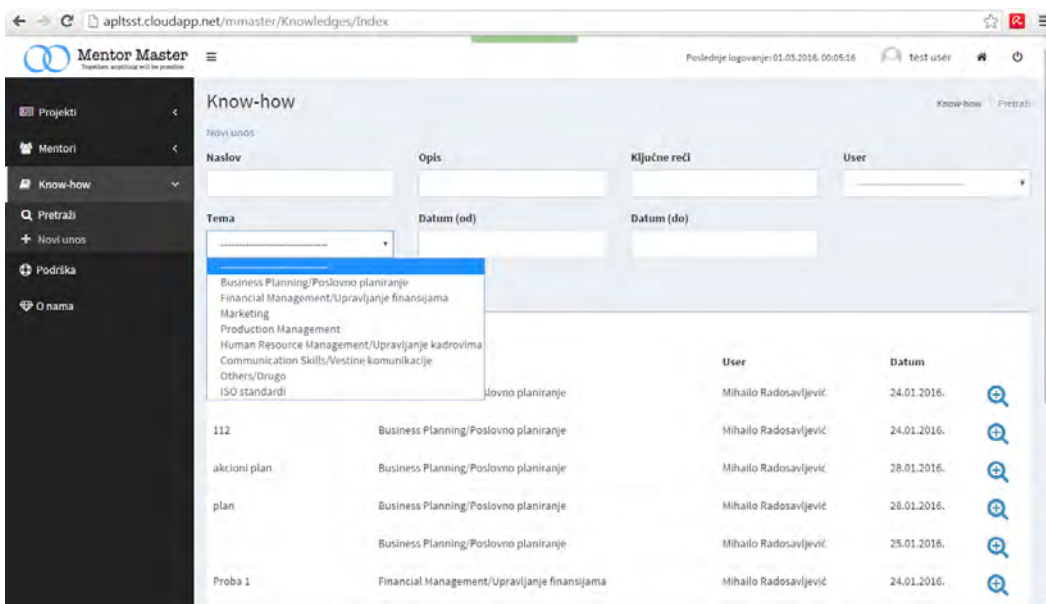


Slika 16 – Opis šta treba da se ukloni pre nego što se učita neki fajl u bazu znanja

Obavezno pritisnite dugme Sačuvaj kako bi ste snimili to sve što ste uneli, kao i uploadovan fajl.

4.3.2 Pretraga postojećih dokumenata u bazi znanja

MentorMaster® portal Vam omogućava da vidite šta sve je uneto u bazi znanja od dokumentacije prema raznim kriterijumima prikazanim na narednom ekranu:






Slika 17 – Know how, podmeni Pretraga

Kao i svi ekrani u MentorMaster® portalu koji su namenjeni pretragama, podeljen je u dva dela, u gornjem delu se definišu kriterijumi, a u donjem delu se dobijaju rezultati izabranih kriterijuma u vidu tabele.

Među kriterijumima postoji i opciju da se izabere prikaz dokumenata unetih u poslednjih mesec dana ili 6 meseci, godinu dana (definisanjem kombinovanja datuma od i datum do), ili samo dokumenata koje je uneo određeni Mentor, ili prikažu se sva dokumenta povezana sa određenom temom, ili koja imaju zadatu ključnu reč. Mogućnosti kombinovanja su velike, ali za slučaj da se previše kriterijuma zada, ili izabere neka kombinacija koja se ne poklapa sa onim šta postoji u sistemu, rezultat pretrage će biti 0, tačnije tabela u nastavku će biti prazna.

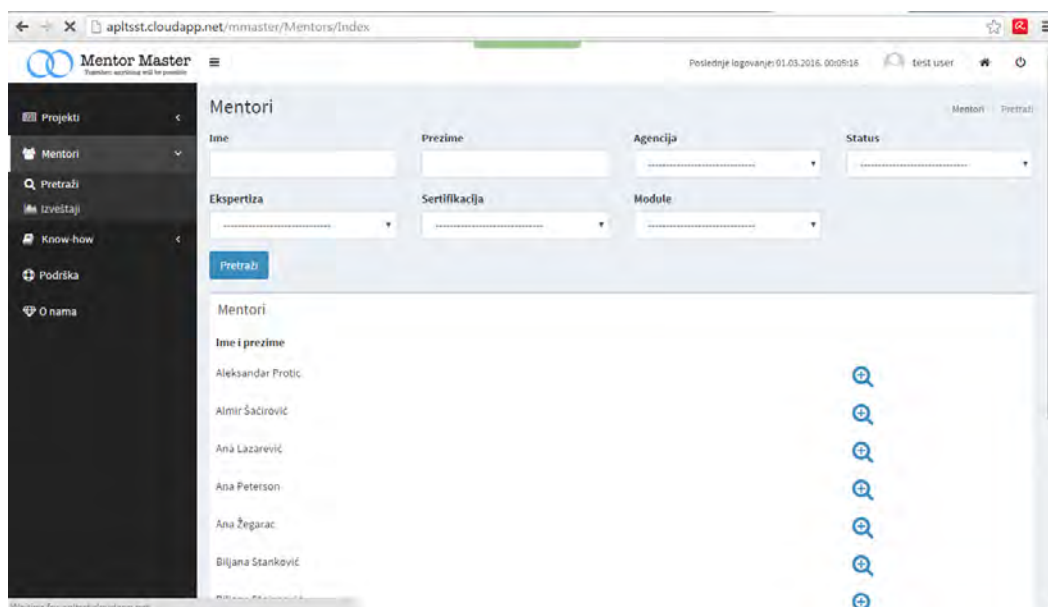
Napomena: samo ona dokumenta koja ste Vi uplođovali ćete moći da menjate, sa

ikonicom  koja to omogućava, a ikona  Vam omogućava samo da vidite sadržaj dokumenta kojeg želite. Sa ikonom  se briše dokument koji ste uneli.

4.5 Podrška

Ovaj meni je namenjen za dokumentaciju koja opisuje kako se koristi MentorMaster® portal, poput korisničkih upustava, najčešće postavljenih pitanja, Mentorskog vodiča, itd.

MentorMaster® Administratori mogu ovu postojeću listu dokumenata proširiti, kao i poput FAQ (Frequently asked questions) dokumenta blagovremeno ažurirati, tj. doraditi na osnovu novih najčešće postavljenih pitanja od strane Mentora.



Slika 18 – Lista dokumenata koja je trenutno na raspolaganju u meniju Podrška

4.6 O nama

U ovom delu portala je opisano da je Informatika dizajnirala i napravila ovu verziju portala, kao i adrese MentorMaster® Administrator, kao i kontakt centra podrške u Informatici.

MM Admin adresa je: Mladen.stojanovic@ras.gov.rs

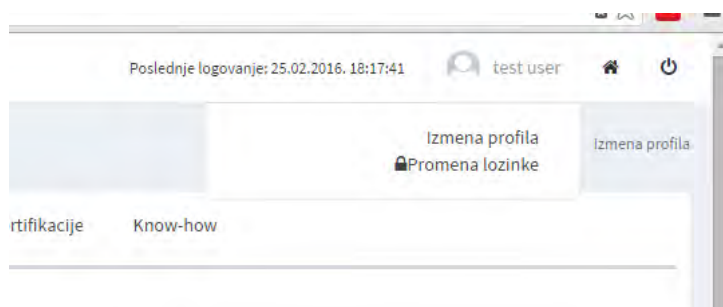
Informatika podrška adresa je: supportras@informatika.com.



Slika 19 – O Nama meni

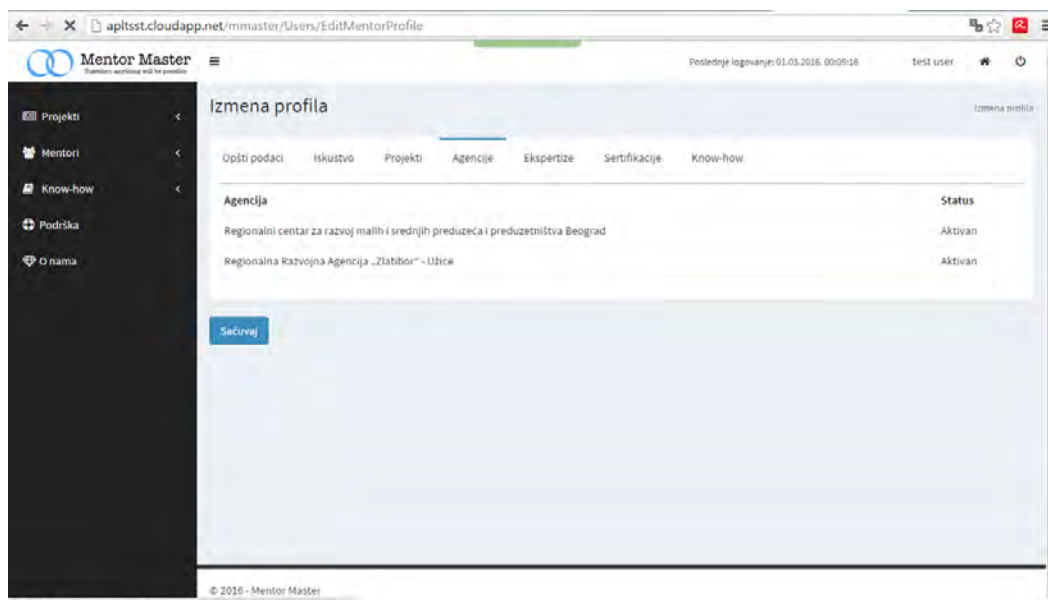
4.7 Moj profil

Kako bi ste mogli da doradite svoj profil, koji sadrži Vaš CV, ekspertizu, kao i sertifikaciju, potrebno je da selektujete u gornjem desnom uglu Vaše ime i otvoriće se sledeći meni:



Slika 20 – Kako izmeniti svoj profil

Izborom opcije Izmena profila, otvara se sledeći ekran sa detaljima:

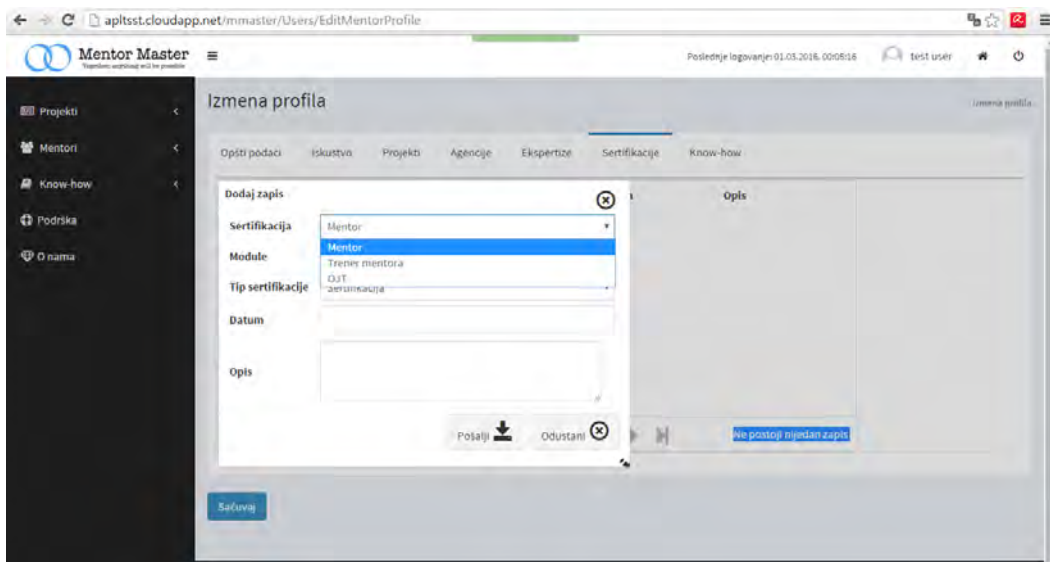


Slika 21 – Forma izmene Vašeg profila

Tabovi koje možete menjati su:

- Opšti podaci,
- Iskustvo,
- Agencija,
- Eskpertiza,
- Sertifikacija,
- Projekte – prikazuje listu Vaših projekata dobijenih iz unetog u portal kroz meni Projekti,
- Know how - prikazuje listu Vaših dokumenata u bazi znanja.

Kada dobijete još neki od novih sertifikata, bilo bi dobro da u Tabu Sertifikacija tu informaciju unesete, jer se to posle povezuje sa Mentorski menijem I pretragama po sertifikaciji, gde ćete I Vi biti izlistani u rezultatima.



Slika 22 – Forma za update Vašeg profila, deo Sertifikacija

Pritiskom dugmeta Sačuvaj, snimate izmene koje ste uneli u svoj profil.

4.8 Promena lozinke

U gornjem desnom uglu na Vašom imenu posle lymene profila, se nalazi opcija Promena lozinke. Topla preporuka je da je menjate svaka 3 meseca, kao I da ne delite je sa kolegama.



Slika 23 – Forma za izmenu lozinke

U ovoj formi treba da unesete staru lozinku, potom novu, ponovo još jednom novu i sa izborom dugmeta Sačuvaj ste izmenili lozinku.

Dodatno, sistem beleži i kad ste poslednji put logovali na MentorMaster® portal, kao i datum i vreme poslednjeg logovanja.

Napomena: za slučaj da ste zaboravili novu lozinku, obratite se MentorMaster® Administratoru.

4.9 Logout

U gornjem desnom uglu ekrana se nalazi dva dugme, koje nam omogućava da izađemo iz MentorMaster® portala.



Slika 24 – Dugme za izlazak iz MentorMaster® portala

Priloga 1 - Prikaz izveštaja iz podmenija Projekti/Izveštaji

Izveštaja: Lista projekata

file:///C:/Users/Administrator/Downloads/Lista%20projekata.pdf



НАЈПРОЈАКТНА АГЕНЦИЈА
ЗА ЕКОНОМСКИ РАЗВОЈ

Mentor Master
Mentoring and Business Plan Development

Lista projekata

RA	Godina	Status	Mentor	Matični	Preduzeće	Tip	Mesto
BE	2016	U toku	Mihailo Radosavljević, Miroslav Lazić, Olga Radulović, test user	23223211	dsfsdf	Zrelo preduzeće	
BE	2016	U toku	Mihailo Radosavljević, test user	06340711	Proba	Početak u biznisu	
BE	2016	U toku	Mihailo Radosavljević, test user	28736721	STR STR	Početak u biznisu	
BE	2016	U toku	Mihailo Radosavljević, test user	55269882	SZTR SHIMONO	Klaster preduzeće	
BE	2016	U toku	Mihailo Radosavljević, test user	23456711	STR	Zrelo preduzeće	
BE	2016	U toku	Mihailo Radosavljević, test user	12345678	zxvzxvxzc	Početak u biznisu	
BE	2016	U toku	Mihailo Radosavljević, test user	55269882	SZTR SHIMONO	Zrelo preduzeće	
BE	2016	U toku	Miroslav Lazić, test user	23456777	STR Test	Početak u biznisu	
BE	2016	U toku	Mihailo Radosavljević, test user	12345678	zxvzxvxzc	Početak u biznisu	
BE	2016	U toku	Mihailo Radosavljević, test user	12345678	zxvzxvxzc	Početak u biznisu	

Datum štampa: 02.03.2016 13:25:20

Korisnik: test user

Strana 1 od 45

Broj projekata po agencijama

Kod agencije	2011	2015	2014	2010	2012	2013	2016	Ukupno
AR	0	4	7	0	0	6	0	17
BA	2	6	6	0	8	6	0	28
BE	9	12	7	11	11	0	20	70
KG	9	5	7	8	9	6	0	44
KS	7	5	6	20	10	0	0	48
KV	1	13	10	0	16	16	0	56
LE	14	37	29	0	10	9	0	99
LO	0	5	0	0	0	0	0	5
NI	0	7	14	0	15	9	0	45
NP	27	55	15	0	20	8	0	125
NS	9	7	7	0	10	5	0	38
PO	5	6	8	0	7	4	0	30
RA	10	7	6	0	8	10	0	41
RU	4	4	6	0	3	6	0	23
SU	0	6	6	0	0	8	0	20
UE	18	19	26	30	18	11	3	125
VR	10	5	7	0	10	7	0	39
ZA	11	0	3	0	2	1	0	17
ZR	9	5	7	5	10	6	0	42
Ukupno	145	208	177	74	167	118	23	912

zveštaja: **Ukupan broj projekata prema status projekta**

Kod agencije	U toku	Realizovan	Ukupno
AR	0	17	17
BA	0	28	28
BE	19	51	70
KG	0	44	44
KS	0	48	48
KV	0	56	56
LE	0	99	99
LO	0	5	5
NI	0	45	45
NP	0	125	125
NS	0	38	38
PO	0	30	30
RA	0	41	41
RU	0	23	23
SU	0	20	20
UE	3	122	125
VR	0	39	39
ZA	0	17	17
ZR	0	42	42
Ukupno	22	890	912

zveštaja: **Ukupan broj projekata po regionima**

Ukupan broj projekata po regionima, oblastima i opštinama

Naziv regiona	Naziv oblasti	Naziv opštine	Ukupno
			53
		Ukupno	53
	Ukupno		53
Beogradski region	Beogradska oblast	Beograd-Čukarica	3
		Beograd-Lazarevac	1
		Beograd-Novi Beograd	2
		Beograd-Obrenovac	4
		Beograd-Palilula	6
		Beograd-Rakovica	1
		Beograd-Voždovac	7
		Beograd-Zemun	5
		Beograd-Zvezdara	7
			Ukupno
	Ukupno	36	
Region Južne i Istočne Srbije	Borska oblast	Bor	4
		Kladovo	1
		Majdanpek	1
		Negotin	6
		Ukupno	12
	Braničevska oblast	Golubac	2
		Kučevo	1

zveštaja: **Ukupan broj projekata po konkursima**

://C:/Users/Administrator/Downloads/Ukupan%20broj%20projekata%20po%20konkursima%20(2).pdf

Broj projekata prema programu, konkursu i godini, po statusu projekta

Program	Konkurs	Godina	Agencija	Realizovan	U toku	Ukupno	
Mentoring za povratnike	2013	2010	UE	10	0	10	
			Ukupno za 2010	10	0	10	
		2011	NP	9	0	9	
			UE	9	0	9	
			Ukupno za 2011	18	0	18	
		2012	NP	10	0	10	
			UE	9	0	9	
			Ukupno za 2012	19	0	19	
		2013	KV	6	0	6	
			LE	3	0	3	
			NP	2	0	2	
			RA	4	0	4	
			UE	5	0	5	
			Ukupno za 2013	20	0	20	
		Ukupno za 2013	67	0	67		
		2014	2014	AR	2	0	2
				KS	1	0	1
				KV	3	0	3
				LE	2	0	2
	NI			7	0	7	
	NP			3	0	3	
	PO			4	0	4	

zveštaja: Ukupan broj projekata po tipu korisnika

Broj projekata prema tipu korisnika

Tip korisnika	2011	2015	2014	2010	2012	2013	2016	Ukupno
	145	208	177	74	167	118	0	889
Klaster preduzeće	0	0	0	0	0	0	3	3
Početak u biznisu	0	0	0	0	0	0	13	13
Zrelo preduzeće	0	0	0	0	0	0	7	7
Ukupno	145	208	177	74	167	118	23	912

zveštaja: Ukupan broj projekata po izvoru finansiranja

Broj projekata prema izvoru finansiranja

Izvor finansiranja	2011	2015	2014	2010	2012	2013	2016	Ukupno
JICA	97	125	113	74	112	91	23	635
NARR	9	0	3	0	9	3	0	24
Nepoznat	16	1	4	0	17	13	0	51
NPAD	23	34	34	0	29	11	0	131
PSD	0	48	23	0	0	0	0	71
Ukupno	145	208	177	74	167	118	23	912

zveštaja: **Ukupan broj projekata po Mentorima**

Broj projekata prema mentoru, godini i agenciji, po statusu projekta

Mentor	Godina	Agencija	Realizovan	U toku	Ukupno	
Aleksandar Protic	2011	KV	1	0	1	
		Ukupno za 2011	1	0	1	
	2012	KV	16	0	16	
		Ukupno za 2012	16	0	16	
	Ukupno			17	0	17
	Almir Šaćirović	2011	NP	27	0	27
Ukupno za 2011			27	0	27	
2012		NP	20	0	20	
		Ukupno za 2012	20	0	20	
2013		NP	2	0	2	
		Ukupno za 2013	2	0	2	
2014		NP	5	0	5	
		Ukupno za 2014	5	0	5	
2015		NP	14	0	14	
		Ukupno za 2015	14	0	14	
Ukupno			68	0	68	
Biljana Stanković	2015	LE	1	0	1	
		Ukupno za 2015	1	0	1	
	Ukupno			1	0	1

Priloga 2 – Prikaz Povratnog pisma, kojem ima pristup samo RAS

master/PROJECTS/EDIT/2/3

podaci Podaci o korisniku Dijagnoza 1 **Dijagnoza 2** Dijagnoza 3 Rezime Završni Dodaci Povratno pismo

Datum

Ime i prezime

ko ste zadovoljni uslugom mentorinaga?

Ocena

Pojašnjenje ocene

li je utvrđen značajan izazov za vaš poslovni razvoj?

Ocena

Pojašnjenje ocene

li je akcioni plan dovoljno praktičan i konkretan da reši prethodno navedeni izazov?

Ocena

Pojašnjenje ocene

koja bi bila odgovarajuća cena ukoliko bi se usluge mentoringa naplaćivale?

RSD

Pojašnjenje ocene

Ocene mentora

Mentor	Zadovoljstvo korisnika	Opis

N. LIST OF CERTIFIED ACTIVE SERBIAN MENTORS

No (番号)	Country (国名)	Prefix	Name (氏名)	Organization (組織)	Year of becoming Mentor (メンターになった年)	Year of becoming Classroom Training Trainer (CRTTになった年)	Are you an OJT Trainer? (OJTTの資格保有の有無)	Number of Mentoring Services Provided since becoming Mentor (メンタリング実施回数)	Were you dispatched to BiH or Montenegro as OJT Trainer? (OJTトレーナーとしての派遣 先)	<= If Yes, how many Mentoring Services did you do through OJT Training? (OJT期間中のメンタリングサービスの回数)	Did you come to Japan Training during this Project? (本邦研修への参加)	How many times did you participate to SOTC? (SOTC参加回数)	The Field of Industry of Mentoring Service you have experienced. (メンタリング実施分野)	Special Remarks (ex. Awardee of Mentoring Award, Network with other donor, strong field of mentoring, etc) (得意分野、特記事項)
1	Serbia	Ms.	Ana Peterson	ARRA Kraljevo	2015	Not Yet	No	0	Not Yet	-	No I did not	2	Manufacturing,Wholesale, Retail,	
2	Serbia	Ms.	Radoja Savić	ARRA Kraljevo	2013	2015	Yes	18	Yes I was	5	No I did not	7	Manufacturing,Wholesale, Retail, Service, Hotels,Transportation, Tourist agency, Book keeping agency	I got Mentoring Award in 2016.
3	Serbia	Ms.	Maja Džunić	Krusevac	2015	Not Yet	No	3	Not Yet	-	No I did not	2	Manufacturing, Service, Retail, Consulting.	My strong fields are: HR Management, Start up mentoring, Marketing and Sales, Communicational and motivational skills, Business plan...
4	Serbia	Mr.	Vladan Nikolić	Krusevac	2010	2010	Yes	15	Yes I was	4	No I did not	2	Manufacture, Service, Consultin, Wine production, Transportation,Retail	My strong fields of mentrong are business planning and production management.
5	Serbia	Ms.	Sonja Jevremović	Kruševac	2010	2010	No Yet	60	Not Yet	-	Yes I did	3	Manufacturing, Service, Transportation, Consulting, Retail etc	Long and good cooperation with donors , entrepreneurs , potential entrepreneurs,communication skills , marketing, organization of work and a team player.
6	Serbia	Ms.	Biljana Stankovic	Leskovac	2015	Not Yet	No	1	Not Yet	-	No I did not	1	Light industry	I have strong tie with ADA and USAID. My strong field is Communications
7	Serbia	Ms.	Brila Sudimac Mratinko	Leskovac	2013	Not Yet	No	18	Not Yet	-	No I did not	1	Agribusiness, Textile, Wood industry, Light manufacturing, Services,	I have international experience working in Bulgaria, Macedonia and Kosovo with public and private bodies. I have strong tie with ADA and USAID.
8	Serbia	Ms.	Dragana Belenzada	Leskovac	2013	2015	Yes	22	Yes I was	6	No I did not	5	Agribusiness, Textile, Light manufacturing, Service	I have strong tie with ADA and USAID. My strong field is Human Resources and Marketing
9	Serbia	Ms.	Jelena Pavlović	Leskovac	2015	Not Yet	No	3	Not Yet	-	No I did not	2	Agribusiness, Textile, Light industry	I have strong tie with ADA and USAID.My strong field is communication.
10	Serbia	Mr.	Zoran Stojiljkovic	Leskovac	2015	Not Yet	No	3	Not Yet	-	No I did not	2	Agribusiness, Light manufacturing	I have strong tie with USAID.
11	Serbia	Ms.	Nikolina Pupavac	Novi Sad	2011	2015	Yes	13	Not Yet	-	Yes I did	2	Manufacturing, Service, Retail, Consulting, Recycle industry	My strong scope of mentoring is in service sector, in domain of business planning.
12	Serbia	Mr.	Milos Najcevic	Pozarevac	2013	Not Yet	No	1	Not Yet	0	No I did not	1	Service	My strong field is financing and marketing
13	Serbia	Ms.	Nada Kokot	Pozarevac	2015	Not Yet	No	0	Not Yet	0	No I did not	0		My strong field is financing
14	Serbia	Mr.	Saša Dedeić	Pozarevac	2013	2015	Yes	17	Yes I was	8	Yes I did	1	Manufacturing, Service, Transportation, Retail, Consulting, Agriculture, Processing Industry, Costruction, Hotel and Restaurant business	I got Silver Mentoring Award in 2016. My strong field is Production Management. IELTS Academic Test, Overall Band Score 7
15	Serbia	Ms.	Ana Lazarevic	RA Alma Mons	2015	Not yet	No	7	Not Yet	-	No I did not	0	Artistic and Creative Manufacturing, Service, Wholesale, Accounting services Consulting, Utilities, IT Engineering, etc.	
16	Serbia	Ms.	Milica Vracaric	RA Alma Mons	2014	Not yet	No	13	Not Yet	-	No I did not	0	Artistic and Creative Manufacturing, Service, Wholesale, Accounting services Consulting, Utilities, IT Engineering, etc.	
17	Serbia	Ms.	Biljana Stojanovic	RA VEEDA	2010	Not yet	Yes	20	Yes I was	5	Yes I did	4	Manufacturing, Service, Consulting, Agrobusiness, Tourism, Accounting, Construction, Medicine	My strong field is marketing and production management.
18	Serbia	Ms.	Leposava Pejcov	RA VEEDA	2010	Not yet	Not yet	19	Not Yet	-	No I did not	2	Manufacturing, Service, Transportation	My strong field is marketing.
19	Serbia	Ms.	Ljiljana Markovic	RDA Belgrade	2013	Not yet	No	9	Not Yet	-	Yes I did	0	Trade,catering,r,wood Industry,Consulting,Productio n of glasses,Production of label,textile industry, IT Cluster	I got Mentoring Award in 2016. My strong field is human resource,communication and marketing.
20	Serbia	Ms.	Marija Markovic	RDA Belgrade	-	-	-	-	-	-	-	-		Currently on maternity leave, but still considered an active mentor. Due to the situation, the data corresponding to her profile could not be completed by the mentor.
21	Serbia	Mr.	Milos Milovanovic	RDA Belgrade	2015	Not Yet	No	2	Not Yet	-	No I did not	1	construction industry, catering services with playground	My strong field is marketing, desing and statistics.

22	Serbia	Ms.	Olga Radulović	RDA Belgrade	2009	2011	Yes	27	Yes I was	6	No I did not	2	Different types of production, wholesale and retail, consulting services, craft production and services, printing industry, designing and engineering, organic food production and sales, clusters organization ...	I have been included in mentoring process from the very beginning of its establishment in Serbia (2006-2007). My strong field is financing, financial analysis, diagnosis and planning. I generally apply all the aspects of mentoring to my consulting work with SMEs.
23	Serbia	Mr.	Goran Miljković	RDA Kragujevac	2013	Not Yet	No	9	Not Yet	-	No I did not	3	Manufacturing, Agricultural production and processing	My strong field is manufacturing
24	Serbia	Ms.	Milica Čukarić	RDA Kragujevac	2010	Not Yet	Yes	20	Yes I was	5	Yes I did	3	Manufacturing, Service, Retail, Transportation, Consulting, Engineering	My strong field is Production Management, Marketing and Business Plan
25	Serbia	Ms.	Milena Marjanović	RDA Loznica	2015	Not Yet	No	2	Not Yet	-	No I did not	0	Service	My strong field is manufacturing
26	Serbia	Mr.	Srboslav Jagodić	RDA Loznica	2015	Not Yet	No	3	Yes I was	3	No I did not	0	Manufacturing	My strong field is manufacturing
27	Serbia	Ms.	Ivana Radjenovic	RDA Panonreg	2015	Not Yet	No	1	Not Yet	-	No I did not	0	kindergarten sector	Strong field-marketing
28	Serbia	Ms.	Ljubica Mesaroš	RDA Panonreg	2013	Not Yet	Yes	13	Not Yet	-	No I did not	3	Marketing and Wholesale, Manufacturing, Service, Communicaton and HR, Start-up, Entrepreneurship	
29	Serbia	Mr.	Almir Sacirovic	RDA SEDA	2011	Not Yet	No	25	Not Yet	-	No I did not	0	Manufacture of textile, food industry - bakery, dairy, Services- auto transport,	
30	Serbia	Ms.	DzAMILA Kruševljanin	RDA SEDA	2013	Not Yet	Yes	25	Yes I was	5	No I did not	3	Manufacturing: textiles, wood industry, footwear industry, IT industry. Services: tourism, accounting.	
31	Serbia	Ms.	Emina Musić	RDA SEDA	2015	Not Yet	No	10	Not Yet	-	No I did not	2	Manufacture of textile, food industry - bakery, dairy, Services- auto transport,	
32	Serbia	Mr.	Samir Buhic	RDA SEDA	2013	Not Yet	No	13	Not Yet	-	No I did not	2	Manufacture of textile, food industry - bakery, dairy, Services- auto transport,	
33	Serbia	Mr.	Ivan Mihajlović	RDA South Niš	2013	2014	Yes	20	Yes I was	5	Yes I did	4	Production companies, IT companies, Hotel industry	I got Mentoring Award in 2016. My strong field is KAIZEN and production management. Also I'm very good at diagnosing (financial analysis, SWOT etc.)
34	Serbia	Mr.	Radakovic Zoran	RDA Srem	2011	Not Yet	No	13	Not Yet	-	No I did not	0	IT industry, Retail,	My strong field is IT sector.
35	Serbia	Ms.	Sanja Stupar	RDA Srem	2013	Not Yet	No	4	Not Yet	-	Yes I did	1	Service, Wholesale	My strong field is network with other donor.
36	Serbia	Ms.	Tanja Mijajlovic	RDA Srem	2013	2015	Yes	6	Yes I was	7	Yes I did	2	Retail, Service, Wholesale	My strong scope of mentoring is in service sector, in domain of business planning, HR.
37	Serbia	Mr.	Dragan Josić	RDA Subotica	2013	Not Yet	Yes	4	Yes I was	6	No I did not	3	Manufacturing, Consulting, Marketing	
38	Serbia	Mr.	Bojan Mitrovic	RDA Zlatibor	2015	Not Yet	No	2	Not Yet	-	No I did not	1	Manufacturing - furniture production.	I have strong tie with EU, USAID, SDC. My strong field is financing.
39	Serbia	Ms.	Danijela Panic	RDA Zlatibor	2013	2015	No	16	Not Yet	-	No I did not	5	Manufacturing - product of metal, wood, textile, paper, stone, etc; food industry; wholesale; retail; chemical industry; etc.	I have strong tie with EU, USAID, SDC. My strong field is communication skills, marketing, human resources, etc.
40	Serbia	Mr.	Dejan Nesevic	RDA Zlatibor	2013	Not Yet	No	13	Not Yet	-	No I did not	6	Manufacturing - product of metal, wood, textile, etc; construction industry; hospitality etc.	I have strong tie with EU, USAID, SDC. My strong field is production management.
41	Serbia	Mr.	Enes Turkovic	RDA Zlatibor	2009 - 2010.	Not Yet	No	6	Not Yet	-	No I did not	0	Food and textile industry; construction industry.	I have strong tie with EU, USAID, SDC. My strong field is marketing.
42	Serbia	Ms.	Jelena Bogicevic	RDA Zlatibor	2015	Not Yet	No	0	Not Yet	-	No I did not	2		I have strong tie with EU, USAID, SDC. My strong field is financing.
43	Serbia	Ms.	Natasa Knezevic (Jovanovic)	RDA Zlatibor	2009 - 2010.	2010	Yes	43	Yes I was	5	Yes I did	9	Manufacturing - product of metal, wood, textile, paper, etc; construction industry; food industry; consulting; hospitality; etc.	I got Mentoring Award in 2016. I have strong tie with EU, USAID, SDC. My strong field is diagnostics SME's, production management, marketing etc.
44	Serbia	Ms.	Tijana Bogdanovic (Krsmanovic)	RDA Zlatibor	2009 - 2010	Not Yet	No	5	Not Yet	-	No I did not	0	Food and textile industry; tourism; HTZ equipment.	I have strong tie with EU, USAID, SDC. My strong field is marketing.
45	Serbia	Mr.	Dragan Ilić	RRA Jug Niš	2015	Not Yet	No	3	Not Yet	-	No I did not	2	Food processing, IT consulting, retailing	
46	Serbia	Mr.	Boban Kostandinović	Zaječar	2009	Not Yet	Yes	44	Yes I was	4	Yes I did	7	Textiles, leather, wood manufacturing, service industries, food processing, metal products,	Network with USAID and CBC partners (Bulgaria, Romania). My strong field is Business diagnostics, Business opportunities analysis, business communication and sales
47	Serbia	Mr.	Branko Brković	Zaječar	2015	Not Yet	No	2	Not Yet	-	No I did not	3	Small scale hand Manufacturing, Pharmacies	

48	Serbia	Ms.	Sidonija Jelsijević	Zaječar	2011	Not Yet	No	18	Not Yet	-	No I did not	5	Services, wood processing, Food processing	CBC partners networking. Communication, business opportunities analyses
49	Serbia	Mr.	Branislav Milosav	Zrenjanin	2010	Not yet	No	5	Not Yet	-	No I did not	1	Manufacturing, Consulting, Retail, Service	
50	Serbia	Mr.	Lazar Doroškov	Zrenjanin	2011	2014	Yes	24	Yes I was	11	Yes I did	2	Manufacturing, Service, Wholesale, Retail, Consulting, Utilities, Engineering, etc. textiles and clothing, chemicals, food processing, furniture, construction materials, wood products, recycling industry...etc.	My strong field is financing, business planning, diagnosis enterprises and management of production

LIST OF CERTIFIED NON-ACTIVE SERBIAN MENTORS

No (番号)	Country (国名)	Prefix	Name (氏名)	Organization (組織)
51	Serbia	Ms.	Ivana Spasojevic	Kraljevo
52	Serbia	Mr.	Aleksandar Protic	Kraljevo
53	Serbia	Mr.	Nenad_orevic	Pozarevac
54	Serbia	Ms.	Dragana Stojanovic	Nis
55	Serbia	Mr.	Marko Do_ljakc	Nis
56	Serbia	Ms.	Irena_ivkovic	Zrenjanin
57	Serbia	Mr.	Radomir Topalovc	Zrenjanin
58	Serbia	Mr.	Darko Vukic	Zrenjanin
59	Serbia	Ms.	Dragana Tupanjac	Zrenjanin
60	Serbia	Ms.	Sne_ana Radivojevic	Leskovac
61	Serbia	Ms.	Sanja Gavrilovic	Novi Sad
62	Serbia	Ms.	Ma_a Mitrovic	Novi Sad
63	Serbia	Ms.	Marija Prokopic	Novi Sad
64	Serbia	Mr.	Radovan Vljakovic	Novi Sad
65	Serbia	Ms.	Radmila Radovanovic	Kragujevac
66	Serbia	Ms.	Ivana Birdic	Krusevac
67	Serbia	Mr.	Goran Lap_evic	Krusevac
68	Serbia	Ms.	Marina Lazovic	Krusevac
69	Serbia	Ms.	Zorica Le_evic	Krusevac
70	Serbia	Ms.	Dunavka_urkic	Belgrade
71	Serbia	Mr.	Goran Pavlovic	Belgrade
72	Serbia	Mr.	Miroslav Lazic	Belgrade
73	Serbia	Mr.	Bojan Bo_kovic	Lajkovac

N. LIST OF CERTIFIED BOSNIAN MENTORS

No (番号)	Country (国名)	Prefix	Name (氏名)	Organization (組織)	Year of becoming Mentor (メンターになった年)	Year of becoming Classroom Training Trainer (CRTTTになった年)	Are you an OJT Trainer? (OJTTの資格保有の有無)	Number of Mentoring Services Provided since becoming Mentor (メンタリング実施回数)	Did you come to Japan Training during this Project? (本邦研修への参加)	How many times did you participate to SOTC? (SOTC参加回数)	The Field of Industry of Mentoring Service you have experienced. (メンタリング実施分野)	Special Remarks (ex. Awardee of Mentoring Award, Network with other donor, strong field of mentoring, etc) (得意分野、特記事項)
1	BiH	Ms.	Aida Klemenčić	FTCBH	2015	Not Yet	No	2 client through JICA project	No I did not	0	Manufacturing, Metal and Wood Industry	I got Mentoring Award in 2016. (one of the five best mentors for 2015. in the BiH). My strong field is Marketing and Export promotion and working in Metal Industry.
2	BiH	Ms.	Amila Šehić	FTCBH	2015	Not Yet	No	1 client through JICA project	Yes I did	2	Textile sales	I got Mentoring Award in 2016. (one of the five best mentors for 2015. in the BiH); My strong field is human resources and I am engaged in work group "Human resources".
3	BiH	Mr.	Senad Hromić	FTCBH	2014	Not Yet	No	2 client through JICA project	Yes I did	0	Wood processing, construction products, energy efficiency, management systems	Strong connections with many donors such as EU delegation in B&H, World Bank, EBRD, UNDP/UNIDO, foreign embassies in B&H etc. Strong field of mentoring: production control, standardisation, certification, quality infrastructure, project preparation etc.
4	BiH	Ms.	Stanislava Sorajić	FTCBH	2015	Not Yet	No	1 client through JICA project	Yes I did	2	Trade/distribution of building materials	My strong field is human resources and I am engaged in work group "Human resources".
5	BiH	Ms.	Aida Džamalića Duran	SERDA	2016	Not Yet	No	2 client through EU Delagation project	Yes I did	0	Finishing works in construction industry, Services	Improving market access, Profiling business ideas, Promotion
6	BiH	Ms.	Armina Arslanagić Čengić	SERDA	2014	2015	No	4 (2 client through JICA project and 2 client through EU Delagation project)	Yes I did	0	Manufacturing, Services, Printing preparation and printing	I got Mentoring Award in 2016. (one of the five best mentors for 2015. in the BiH). My strong field is Business plan.
7	BiH	Mr.	Asad Karišik	SERDA	2014	2015	No	4 (2 client through JICA project and 2 client through EU Delagation project)	Yes I did	0	IT, Service, Inovation	I got Mentoring Award in 2016. (the best mentor in BiH for 2015.). My strong field is Production Management; Start-up; Bussines accelerator
8	BiH	Mr.	Asmir Kosovac	SERDA	2015	Not Yet	No	3 (1 client through JICA project and 2 client through EU Delagation project)	Yes I did	0	Service (learning modules)	My field is IT (document managing systems); As one of the Project Staff which will carry out activities "European Entrepreneurial Network" (EEN), has a good tool to help SMEs
9	BiH	Ms.	Belma Pašić	SERDA	2015	Not Yet	No	3 (1 client through JICA project and 2 client through EU Delagation project)	No I did not	0	Accounting and tax consulting, Services	I got Mentoring Award in 2016. (one of the five best mentors for 2015. in the BiH), My strong field is Marketing, legal procedures and law regulations
10	BiH	Mr.	Dragiša Marek	SERDA	2014	2015	No	4 (2 client through JICA project and 2 client through EU Delagation project)	No I did not	0	Wholesale and distribution of consumer goods; Health food stores and organic products; Agricultural production- farm berry fruit; Services	My strong field is use of IT applications in SMEs
11	BiH	Mr.	Faruk Cerić	SERDA	2014	Not Yet	No	4 (2 client through JICA project and 2 client through EU Delagation project)	Yes I did	0	Printing preparation and printing, Wood industry, Agricultural production	My strong field is Action plan
12	BiH	Ms.	Sanela Dževlan	SERDA	2014	2015	No	4 (2 client through JICA project and 2 client through EU Delagation project)	Yes I did	0	Metal and Wood industry, Manufacture of dental prosthetics, Services	My strong field is Marketing and Promotion; As one of the Project Staff which will carry out activities "European Entrepreneurial Network" (EEN), has a good tool to help SMEs
13	BiH	Mr.	Siniša Obradović	SERDA	2014	2015	No	4 (1 client through JICA project and 2 client through EU Delagation project)	Yes I did	1	Wood industry, Construction industry; Agricultural production, Services	My strong field is Enterprise diagnosis, Financial Management, Marketing
14	BiH	Ms.	Zinaida Porobić	SERDA	2014	2015	No	4 (2 client through JICA project and 2 client through EU Delagation project)	No I did not	0	Trade and Services	My strong field is Financial Management and Business Plan
15	BiH	Mr.	Zlatan Saračević	SERDA	2015	Not Yet	No	1 client through JICA project	Yes I did	0	Translation and interpretation services, Event managment	My strong field is legal procedures and law regulations

N. LIST OF CERTIFIED ACTIVE MONTENEGRIN MENTORS

No (番号)	Country (国名)	Prefix	Name (氏名)	Organization (組織)	Year of becoming Mentor (メンターになった年)	Year of becoming Classroom Training Trainer (CRTTになった年)	Are you an OJT Trainer? (OJTTの資格保有の有無)	Number of Mentoring Services Provided since becoming Mentor (メンタリング実施回数)	Did you come to Japan Training during this Project? (本邦研修への参加)	How many times did you participate to SOTC? (SOTC参加回数)	The Field of Industry of Mentoring Service you have experienced. (メンタリング実施分野)	Special Remarks (ex. Awardee of Mentoring Award, Network with other donor, strong field of mentoring, etc) (得意分野、特記事項)
1	Montenegro	Mr.	Sasa Jovanovic	Bar BC	2014	2014	No	4	Yes I did	0	Manufacturing, Service, Wholesale, Retail, Transportation, Consulting, Utilities, Engineering, etc.	Mentor of the Year 2015. in Montenegro. My strong field are as follows: Enterprise Diagnosis, Production and Business Plan and Financing
2	Montenegro	Ms.	Vesna Antunicevic	Bar BC	2015	Not Yet	No	2	No I did not	0	Manufacturing, Service, Wholesale, Retail, Transportation, Consulting, Utilities, etc.	My strong field are as follows: Enterprise Diagnosis, Business Plan, Financing and Production
3	Montenegro	Mr.	Nikola Mijanovic	BC Cetinje	2014	2014	No	4	No I did not	1	Manufacturing, Meat industry, Services, Wholesale, Retail,	
4	Montenegro	Ms.	Ivana Tomasevic	BSC Bar	2014	2014	No	4	No I did not	0	Manufacturing, Service, Wholesale, Retail, Transportation, Consulting, Utilities, etc.	My strong field are as follows: Enterprise Diagnosis, Business Plan, Financing and Production
5	Montenegro	Ms.	Andjela Gajevic	DDSME	2014	2014	No	3	No I did not	0	IT, Service, Manufacturing	My strong field is financing and enterprise diagnosis.
6	Montenegro	Ms.	Ljiljana Belada	DDSME	2014	2014	No	3	Yes I did	0	Service	My strong field are marketing and enterprise diagnosis.
7	Montenegro	Ms.	Sanja Varajić	DDSME	2014	2014	No	3	Yes I did	0	Manufacturing, Service, ICT...	I have strong tie with EEN programme and implementation of IPA projects . My strong fields are mentoring, marketing, production management and enterprise diagnosis .
8	Montenegro	Ms.	Natasa Batricevic	Ministry of Economy	2014	2014	No	3	Yes I did	1	Service, Wholesale, Retail	I have strong field in Financial management and Human resources management.
9	Montenegro	Mr.	Milo Vujanovic	Municipality of Cetinje	2015	Not Yet	No	1	Yes I did	0	Manufacturing	
10	Montenegro	Mr.	Savo Borozan	Municipality of Cetinje	2015	Not Yet	No	0	Yes I did	0	Services	
11	Montenegro	Ms.	Milica Radojicic	Municipality of Niksic	2015	Not Yet	No	1	No I did not	0	Production, Marketing, Transport, Human resources.	
12	Montenegro	Mr.	Blazo Vlaovic	Municipality of Bielo Polje	2015	Not Yet	No	5	No I did not	0	manufacturing, human resources, service, financial management, marketing and sales, utilities	
13	Montenegro	Mr.	Zarko Scekcic	Municipality of Bielo Polje	2015	Not Yet	No	5	No I did not	0	manufacturing, human resources, service, financial management, marketing and sales, utilities	
14	Montenegro	Ms.	Biljana Zoric	Opstina Niksic	2015	Not Yet	No	1	No I did not	0	Production, Marketing, Transport, Human resources.	

LIST OF CERTIFIED ACTIVE MONTENEGRIN MENTORS

No (番号)	Country (国名)	Prefix	Name (氏名)	Organization (組織)
15	Montenegro	Mr.	Pavle Simović	BC Cetinje